

HON HAI PRECISION INDUSTRY CO., LTD.

Annual Report

2025

3 + 3 + 3 = ∞

✦ **Precision Manufacturing**

✦ **Vertical Integration**

✦ **Future Technologies**

Annual Report Website

Market Observation Post System: <http://mops.twse.com.tw>

Company Website: <http://www.honhai.com>

Printing Date: March 31, 2026

I. Company Spokesperson:

Name: Wu Chun-Yi

Title: Spokesperson

Tel: (02)2268-3466 #5010-10001

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Deputy Spokesperson:

Name: Hwang Chin-Min

Title: Acting Spokesperson

Tel: (02)2268-3466 #5010-10161

II. Address and telephone of the head office, branch office and factory:

Company/Factory	Address	TEL
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Hsinchu Branch	5F-1, No. 5, Xin'an Road, Hsinchu Science Park	(03)578-4975
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Minsheng Plant	No. 4-1, Minsheng Road, Tucheng District, New Taipei City	(02)2267-6511
Dingpu Plant No. 1	No. 53, Section 4, Zhongyang Road, Tucheng District, New Taipei City	(02)2268-3466
Dingpu Plant No. 2	2F, No. 53, Sec. 4, Zhongyang Rd, Tucheng District, New Taipei City	(02)2268-3466
Nankan Plant	No. 151, Section 1, Nankan Road, Luzhu City, Taoyuan County	(03)270-0000
Taichung Factory	No. 12-10, 31st Road, Industrial Park, Xitun District, Taichung City	(02)2268-3466
Baogao Plant	3F, No. 30, Baogao Rd, Xindian District, New Taipei City	(02)2268-3466
Toufen R&D Center	No. 268-3, Luzhu Road, Toufen City, Miaoli County	(02)2268-3466
Toufen R&D Center Zone 2	No. 26, Lane 521, Zhonghua Road, Toufen County, Miaoli County	(02)2268-3466
Middle Plant	No. 30, Sanliu Road, Xitun District Industrial Park, Taichung City	(02)2268-3466
CTSP Plant	3F, No. 31, No. 33, and No. 37, Keya Road, Daya District, Taichung City	(02)2268-3466

III. Name, address, telephone number, and website of the Share Registrar:

Name: Grand Fortune Securities

Address: 6F, No. 6, Sec. 1, Zhongxiao W. Rd., Taipei City

Tel: (02) 2371-1658

Website: <http://www.gfortune.com.tw>**IV. Name, title, address, telephone number and website of the CPAs who certified the most recent annual financial report:**

Name: CPA Sheng-Chung Hsu, Chien-Ju Hsu

Name: PwC Taiwan

Address: 27F, No. 333, Section 1, Keelung Road, Taipei City.

Tel: (02) 2729-6666

Website: <http://www.pwc.tw>**V. Name of exchanges for listing and trading of overseas securities:**London Stock Exchange: <http://www.londonstockexchange.com>Singapore Exchange website: <http://www.sgx.com>**VI. Company website: <http://www.honhai.com>**

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One. Report to Shareholders

Macroeconomic Industry: Embracing the computing power era without fear of political and economic challenges

In 2025, the global technology industry faces significant structural disruptions. Amid intensifying geopolitical tensions, escalating global tariff policies, and a highly uncertain macroeconomic environment, corporate operations face unprecedented challenges. However, crises also present opportunities. As major global cloud service providers (CSPs) significantly expand capital expenditures in artificial intelligence (AI), the focus of industry investment has clearly shifted from the end-consumer market to cloud infrastructure centered on "computing power." In the face of a rapidly changing and unpredictable external environment, Hon Hai has not retreated. We have not only successfully withstood the impact of tariff changes and supply chain restructuring, but have also delivered strong results with growth against the trend. This achievement is attributable to the concerted efforts and resilient perseverance of the Group's 900,000 employees across the globe, and also serves as the best testament to our continued creation of outstanding value for shareholders.

Corporate Strategy: Deepening the BOL Model to Drive Transformation and Upgrading

For manufacturing enterprises operating in a highly globalized environment, tariffs and geopolitics are no longer short-term cost variables, but long-term drivers of supply chain reconfiguration. Leveraging its globally established manufacturing footprint cultivated over many years and the BOL (Build, Operate, Localize) regional operating model, Hon Hai has demonstrated unparalleled flexibility in adjustment.

Through flexible cross-regional capacity allocation and the deepening of local procurement, we have effectively mitigated the risks arising from tariff policy changes in any single country; not only assisting customers in shortening delivery lead times and ensuring supply chain stability, but also further strengthening Hon Hai's irreplaceable strategic value within the global technology supply ecosystem. We are steadily transforming from a traditional contract manufacturer into a "technology manufacturing platform service company."

Financial Results: Revenue Reaches a Record High, Demonstrating Robust Discipline

Through the efforts of all colleagues, the Group's operating performance in 2025 significantly exceeded the original plan. Annual revenue exceeded NT\$8.1 trillion, representing a year-on-year increase of over 18% and reaching a record high. Operating income amounted to NT\$259.2 billion and net profit after tax reached NT\$189.4 billion, both setting new historical highs. Benefiting from strong growth momentum in cloud network products, as well as components and other businesses, coupled with the stable performance of consumer smart devices and computing

terminals, the Group's revenue increased significantly. Operating margin improved by 27 basis points, and earnings per share (EPS) reached NT\$13.61, representing an increase of approximately 24% from the previous year and a record high since listing. The Company has also achieved profits exceeding one paid-in capital each year for five consecutive years. These results reflect the effectiveness of our economies of scale and product mix optimization, and represent a tangible return to shareholders for their long-term support.

Analysis of financial data and profitability					
Unit: NTD million					
Item	2021	2022	2023	2024	2025
Operating revenue	5,994,174	6,626,997	6,162,221	6,859,615	8,103,105
Gross Profit (Loss) from Operations	362,127	400,085	387,947	428,946	498,161
Operating income	148,959	173,788	166,528	200,607	259,223
Net income attributable to parent company	139,320	141,483	142,098	152,705	189,354
Earnings per share (Unit: NTD)	10.05	10.21	10.25	11.01	13.61
Gross operating margin	6.04%	6.04%	6.30%	6.25%	6.15%
Operating profit margin	2.49%	2.62%	2.70%	2.92%	3.20%
Net profit margin	2.32%	2.13%	2.31%	2.23%	2.34%
Debt ratio	59.75%	60.07%	57.20%	57.87%	61.39%

Business Portfolio: Cloud Becomes the Largest Business Segment, Strengthening R&D Capabilities

2025 marks a milestone in Hon Hai's transformation of its business structure. The revenue contribution by product segment is as follows: Cloud and Networking products 40%, Smart Consumer Electronics 38%, Computing products 15%, and Components and Other products 7%. Cloud and Networking products have officially surpassed Smart Consumer Electronics to become the Group's largest business segment. This marks the successful shift of our operational focus toward system integration and technology-intensive businesses.

In the field of AI infrastructure, we provide comprehensive solutions ranging from key components, module design, and liquid cooling technologies to system-level and rack-level integration (Server/Rack). The Group invests over NT\$100 billion annually in R&D (approximately 1.5%-2% of revenue), focusing on high-efficiency AI cooling, smart manufacturing automation, and key modules for electric vehicles, leveraging its deep engineering expertise to support the substantial demand of the computing power era. Meanwhile, under the guidance of the "3+3+3" strategy, emerging businesses such as digital health, semiconductors, and low Earth orbit satellites are also progressing steadily, continuously shaping diversified growth curves.

Risk Management: Strengthening Supply Chain Resilience and Prudently Responding to Volatility

For key raw materials such as semiconductor chips, high-speed connectors, and precision mechanical components, we continue to strengthen supply chain resilience and rigorously manage related risks through strategic partnerships and

diversified sourcing. In response to exchange rate fluctuations and uncertainties in the global political and economic environment, the Company continues to refine its financial hedging mechanisms and optimize capacity allocation to enhance overall operational resilience, ensuring the maintenance of operational efficiency and stable profitability under various market conditions.

Sustainability (ESG): Embedded as a Core Competency

The Group adheres to the principle that "Sustainable Management = EPS + ESG." We have obtained international certification for our carbon reduction targets from SBTi and are substantively reducing carbon emission intensity by increasing the use of renewable energy, promoting a green supply chain, and advancing the circular economy. For Hon Hai, ESG is not only a corporate citizenship responsibility, but also a core management framework for enhancing operational efficiency, managing risks, and gaining the trust of international customers.

Future Outlook: Leading AI Infrastructure to Create Long-Term Value

Looking ahead to 2026, although global economic growth is expected to remain at a moderate level of 3%, spending on AI infrastructure is projected to sustain double-digit growth. Hon Hai will leverage its leading automated manufacturing capabilities and global supply chain network to fully support global customers in accelerating AI deployment.

Challenges will always exist, but Hon Hai never stops moving forward. We will continue to advance the "3+3+3" transformation strategy and deepen our technology deployment. On behalf of the Board of Directors and the management team, I sincerely thank all shareholders for their long-term trust and support. Hon Hai will continue to uphold an attitude of integrity and pragmatism, with the entire Group working together to create more substantial and stable long-term value for all shareholders.

Chairman LIU, YOUNG-WAY

Two. Corporate Governance Report

I. Information on directors, general managers, and department heads

(I) Information of directors

March 31, 2026

Title	Nationality or Place of Registration	Name	Gender Age	Date of first appointment	Shares held when elected		Current Shareholding		Shares currently held by their spouses and minor children		Main working (education) experience	Positions at the company and other companies concurrently held
					Number	Shareholding ratio %	Number	Shareholding ratio %	Number	Shareholding ratio %		
Chairman	Republic of China	LIU, YOUNG-WAY	Male 61~70	20490621	656,219	0.00	656,219	0.00	0	0.00	<ul style="list-style-type: none"> • Masters of Electrical Engineering and Computer Science, University of Southern California, U.S. • Bachelor of Electrophysics, National Chiao Tung University • Chairman, Foxtron Vehicle Technologies Co.,Ltd. • Chairman, Foxsemicon Integrated Technology Inc. • Director, Socle Technology Corp. • Executive Assistant to the Chairman, Hon Hai Precision Industry Co., Ltd. • CEO, Princeton Technology Corp. • Founder, ADSL IC Design House, Integrated Telecom Express Inc. • Founder, ITE Technology Inc. • Founder, Young Micro Systems 	<ul style="list-style-type: none"> • Chairman and President, Hon Hai Precision Industry Co., Ltd. • Chairman of PowerX Semiconductor Corporation • Chairman, MIHEV R&D Institute • Director, Fu Tai International Investment Co., Ltd • Director of Silicon Auto B.V. • Director, Ceer National Automotive Company • Chairman, Sharp Corporation
Director	Republic of China	Chang Ching-Jui	Male 61~70	20250529	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> • Ph.D. in Physics, University of California, San Diego • M.S. in Physics, University of California, San Diego • B.S. in Physics, National Taiwan University • Executive Vice President, National Taiwan University • Acting President, National Taiwan University • Dean, College of Science, National Taiwan University • Director, Department of International Cooperation, National Science and Technology Council • Chair, Department of Physics, National Taiwan University • Associate Professor, Department of Physics, National Taiwan University • Researcher, Materials and Chemical Research Laboratories, Industrial Technology Research Institute • Outside Director, Sharp Corporation 	<ul style="list-style-type: none"> • Professor Emeritus, National Taiwan University • Director, Quantum Information Center, Chung Yuan Christian University • Chair Professor, Chung Yuan Christian University • Advisory Consultant, Hon Hai Research Institute • Director, Taiwan Institute of Economics Research • Chairman, Taiwan Association of Quantum Computing and Information Technology • Director, Taiwan Research Institute • Independent Director, iSentek Inc. • International Advisor, SpinEdge, Inc.
Director	Republic of China	HonYiing International Investments Co., Ltd. Representative: CHIANG,SHAN G-I	Male 71~80	20070608 20250529	1,483,078 0	0.01 0.00	1,483,078 0	0.01 0.00	0 0	0.00 0.00	<ul style="list-style-type: none"> • Ph.D., Stanford University, USA • M.S., Princeton University, USA • B.S. in Electrical Engineering, National Taiwan University • Vice President of R&D, Senior Vice President, and Co-Chief Operating Officer, Taiwan Semiconductor Manufacturing Company Limited • Chief Executive Officer, Wuhan Hongxin Semiconductor Manufacturing Co., Ltd. • Vice Chairman, Semiconductor Manufacturing International Corporation • Chief Strategy Officer, Hon Hai Precision Industry Co., Ltd. 	<ul style="list-style-type: none"> • Chairman, ShunSin Technology Holdings Limited • Advisor, Hon Hai Precision Industry Co., Ltd.

Title	Nationality or Place of Registration	Name	Gender Age	Date of first appointment	Shares held when elected		Current Shareholding		Shares currently held by their spouses and minor children		Main working (education) experience	Positions at the company and other companies concurrently held
					Number	Shareholding ratio %	Number	Shareholding ratio %	Number	Shareholding ratio %		
Director	Republic of China	HonYiing International Investments Co., Ltd. Representative: Dr. Christina Yee-Ru Liu	Female 61~70	20070608	1,483,078	0.01	1,483,078	0.01	0	0.00	<ul style="list-style-type: none"> Ph.D. in Economics, The University of Chicago (specialization in History of Economic Thought, International Trade, and International Finance) Minister of Finance of the Republic of China Minister of the Council for Economic Planning and Development, Taiwan Legislator (Two-terms), Taiwan Member, Economic Development Commission, Hong Kong Chief Economic Advisor, ChinaTrust Financial Holding Co., Ltd., Taiwan Chief Economic Advisor, Daiwa Institute of Research, Tokyo Board Member, Taiwan Fund (listed NYSE) Director, Taiwan Stock Exchange Professor and Director, Department of Finance and Graduate Institute of Finance, National Taiwan University Professor at numerous universities including City University of New York, Australian National University, Chinese University (Hong Kong), Tsinghua University (Beijing), and Nanjing University (Nanjing) 	<ul style="list-style-type: none"> Managing Director, Bellwether International Group, Hong Kong Member, International Affairs Committee, Asia Society Adjunct Professor, Department of Finance, National Taiwan University Adjunct Professor, NTU-Fudan EMBA Program Senior Consultant, Chinese National Federation of Industries Consultant, Taiwan Electrical and Electronic Manufacturers' Association Advisor, The Third Wednesday Club Independent Director, Lelon Electronics Corp.
				20200601	0	0.00	4,000	0.00	0	0.00		
Independent Director	Republic of China	HWANG, TSING-YUAN	Male 71~80	20070608	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> Doctoral Course of the Graduate School of Business Administration, Nihon University, Japan Master of Commerce, Graduate School of Commerce, Nihon University Director, Taiwan Stock Exchange Independent Director, Cathay Financial Holdings Co., Ltd. Executive Officer & Head of Asia and Oceania, Daiwa Securities SMBC Co. Ltd. Chairman, Daiwa Securities SMBC Hong Kong Ltd. Chairman, The Tokyo Star Bank, Limited (Japan) 	<ul style="list-style-type: none"> Convener of the Audit and Risk Committee, the Remuneration Committee, and the Corporate Governance and Nomination Committee of Hon Hai Precision Industry Co., Ltd. Director, Taiwan Institute of Economics Research Executive Director, Chinese National Association of Industry and Commerce Director, Taipei Financial Center Corporation Vice Chairman, The Third Wednesday Club Honorary Chairman, The Tokyo Star Bank, Limited (Japan) Chief Advisor, CTBC Financial Holding Co., Ltd.
Independent Director	Republic of China	WANG, KUO-CHENG	Male 61~70	20180131	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> EMBA, Graduate Institute of Business Administration, National Taiwan University Business Administration, National Taiwan University Chairman, Les enphants Co. Ltd Executive Director, Chain Stores and Franchise Association Executive Director, Marketing Communication Executive International Executive Director, Taiwan Excellent Brand Association Independent Director, Audit Committee Member and Remuneration Committee Member of Wellell Inc. 	<ul style="list-style-type: none"> Member of the Audit and Risk Committee, Convener of the Compensation Committee, and Member of the Corporate Governance and Nomination Committee of Hon Hai Precision Industry Co., Ltd. Independent Director and Audit Committee Chair, HannStar Board Corporation. Independent Director, Audit Committee Member and Remuneration Committee Member, Luo Li-Fen Holding Co., Ltd.

Title	Nationality or Place of Registration	Name	Gender Age	Date of first appointment	Shares held when elected		Current Shareholding		Shares currently held by their spouses and minor children		Main working (education) experience	Positions at the company and other companies concurrently held
					Number	Shareholding ratio %	Number	Shareholding ratio %	Number	Shareholding ratio %		
Independent Director	Republic of China	LIU, LEN-YU	Male 61~70	20220531	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> • Doctor of the Science of Law, Stanford University • Master of Law, Harvard University • LLB and LLM, National Chung Hsing University • Chairman, Taiwan Futures Exchange • Director, Taiwan Stock Exchange • Director, Securities Investors and Futures Traders Protection Center • Commissioner, of the Fair Trade Commission 	<ul style="list-style-type: none"> • Member of the Audit and Risk Committee and the Corporate Governance and Nomination Committee of Hon Hai Precision Industry Co., Ltd. • Chief Attorney-at-Law, L&Y Attorneys at Law • Director, Taiwan Corporate Governance Association • Adjunct Professor, National Chengchi University School of Law • Adjunct Professor, Department of Law, National Taipei University • Visiting Professor, School of Law, Shih Hsin University
Independent Director	Republic of China	CHEN, YUE-MIN	Female 61~70	20220531	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> • Department of Economics, National Taiwan University • Director-General, Department of National Treasury, Central Bank of The Republic of China • Supervisor, Joint Credit Information Center 	<ul style="list-style-type: none"> • Member of Audit and Risk Committee and Remuneration Committee of Hon Hai Precision Industry Co., Ltd. • Independent Director, Land Bank of Taiwan
Independent Director	Republic of China	Hsu Tzu-Mei	Female 61~70	20250529	0	0.00	0	0.00	0	0.00	<ul style="list-style-type: none"> • M.A. in Public Administration and Policy, National Taipei University • B.A. in Public Finance, National Taipei University • Chairman, BankTaiwan Securities Co., Ltd. • Director General, Taxation Administration, Ministry of Finance • Director General, National Taxation Bureau of Taipei, Ministry of Finance • Director General, National Taxation Bureau of the Central Area, Ministry of Finance • Deputy Director General, Taxation Administration, Ministry of Finance • Executive Director, Accounting Research and Development Foundation • Director, Taiwan Financial Holding Co., Ltd. • Director, Trade-Van Information Services Co. • Supervisor, BankTaiwan Life Insurance Co., Ltd. • Supervisor, Taiwan Tobacco & Liquor Corporation 	<ul style="list-style-type: none"> • Member of the Audit and Risk Committee, Hon Hai Precision Industry Co., Ltd. • Visiting Professor, College of Business, Soochow University • Mediation Committee Member, Taipei High Administrative Court • Advisor, Accounting Research and Development Foundation; Member, Sustainability Development Committee of the Foundation • Director, Kindom Development Co., Ltd. • Member, Remuneration Committee, Ye Siang Enterprise Co., Ltd. • Financial and Tax Advisor, Hsin Yu Investment Co., Ltd.

Note 1: The directors (including independent directors) were elected and assumed office on May 29, 2025, with a term of 3 years.

Note 2: Directors holding shares of Hon Hai Precision Industry Co., Ltd. in the name of other persons: None.

Note 3: Directors have spouses or other executives, directors or supervisors who are related within the second degree of kinship: None.

Note 4: Reasons, rationality, necessity and corresponding measures for the chairman and general manager being the same person: The chairman of the Company concurrently serves as the general manager, the main purpose of which is to improve operating efficiency and decision-making execution. At the same time, in order to promote the growth and development of the senior leadership team, the Company implements the "CEO rotating system" to actively cultivate future group leadership talents, which helps to improve the overall operation coordination ability, ensure the continuity of organizational leadership, and implement the sustainable development goals of the enterprise.

(II) Major shareholders of corporate shareholders

March 31, 2026

Name of Corporate Shareholder	Major Shareholders of Corporate Shareholders	%
HonYiing International Investments Co., Ltd.	Hon Chi International Investments Co., Ltd.	85.29%
	HonYuan International Investments Co., Ltd.	14.71%

(III) If the major shareholder is a legal person, the major shareholder

March 31, 2026

Name of the corporate	Major shareholders of the corporate	%
Hon Chi International Investments Co., Ltd.	Hon Hai Precision Industry Co., Ltd.	100%
HonYuan International Investments Co., Ltd.	Hon Hai Precision Industry Co., Ltd.	100%

(IV) Disclosure of professional qualifications of directors and independence of independent directors

Qualification Name	Professional Knowledge and Experience
LIU, YOUNG-WAY Chairman	<p>In 1988, he founded his own motherboard brand Young Micro Systems in the United States and IC design company ITE Tech in Silicon Valley. He also founded ITeX with ADSL chip products and successfully listed it on NASDAQ in 2001.</p> <p>In 2007, he was recruited by Mr. Gou,Tai-ming, the founder of Hon Hai. In 2010, he was appointed General Manager of Hon Hai's B Business Group. In 2016, he was elected as a Director of Sharp Corporation, and in October of the same year, he established the S Business Group at Hon Hai and was appointed its General Manager.</p> <p>In 2019, he officially took over as Chairman of Foxconn and led the company to actively invest in the three emerging industries of "electric vehicles, digital health, and robotics" and the three new technology fields of "artificial intelligence, semiconductors, and next-generation communication technology", using "3+3" as Foxconn's important long-term development strategy.</p>
Chang Ching-Jui Director	<p>He has previously served as Executive Vice President, Acting President, and Dean of the College of Science at National Taiwan University (NTU), Director of the Department of International Cooperation at the National Science and Technology Council, Chair of the Department of Physics at NTU, Associate Professor of the Department of Physics at NTU, Researcher at the Materials and Chemical Research Laboratories of the Industrial Technology Research Institute, and Outside Director of Sharp Corporation.</p> <p>He currently holds the positions of Director at the Company, Professor Emeritus at National Taiwan University, Director of the Quantum Information Center at Chung Yuan Christian University, Chair Professor at Chung Yuan Christian University, Advisory Consultant at Hon Hai Research Institute, Director at the Taiwan Institute of Economic Research, Chairman of the Taiwan Association of Quantum Computing and Information Technology, Director at the Taiwan Institute of Economic Research, Independent Director at iSentek Inc., and International Advisor at SpinEdge, Inc.</p>
CHIANG,SHANG-I Director	<p>He has previously served as Vice President of R&D, Senior Vice President, and Co-Chief Operating Officer at Taiwan Semiconductor Manufacturing Company Limited (TSMC), Chief Executive Officer of Wuhan Hongxin Semiconductor Manufacturing Co., Ltd., Vice Chairman of Semiconductor Manufacturing International Corporation (SMIC), and Chief Strategy Officer of Hon Hai Precision Industry Co., Ltd.</p>

Qualification Name	Professional Knowledge and Experience
	<p>He currently serves as a Director and Advisor of the Company, and Chairman of ShunSin Technology Holdings Limited.</p>
<p>Dr. Christina Yee-Ru Liu Director</p>	<p>She is expertise in international trade and finance, financial management, industry and economics.</p> <p>Former positions include Minister of Finance, Minister of the Council for Economic Planning and Development of the Executive Yuan, Legislator of the 5th and 6th Legislative Yuan, Member of the Hong Kong Economic Development Commission, Chief Advisor of CTBC Financial Holding, Global Chief Advisor of Daiwa Institute of Research (Japan), Director of NYSE-listed company Taiwan Fund, and Director of the Taiwan Stock Exchange. She also served as Professor, Department Chair, and Director of the Graduate Institute of Finance at National Taiwan University. Additionally, he has taught at numerous universities worldwide, including the City University of New York (USA), Australian National University, The Chinese University of Hong Kong, Tsinghua University (Beijing), and Nanjing University.</p> <p>She currently serves as a Director of the Company, Managing Director of Bellwether International Group Limited (Hong Kong), Member of the International Affairs Committee of Asia Society, Adjunct Professor in the Department of Finance at National Taiwan University, Adjunct Professor of the NTU–Fudan EMBA Program, Chief Advisor to the Chinese National Federation of Industries, Policy Advisor to the Taiwan Electrical and Electronic Manufacturers’ Association, and Advisor to the Third Wednesday Club.</p>
<p>HWANG, TSING-YUAN Independent Director</p>	<p>He has previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of the Taiwan Stock Exchange Corporation, Executive Officer& Head of Asia and Oceania, Daiwa Securities SMBC Co. Ltd. and Chairman, The Tokyo Star Bank, Limited (Japan).</p> <p>He currently serves as an Independent Director of the Company, Convener of the Audit and Risk Committee, Member of the Remuneration Committee, and Convener of the Corporate Governance and Nomination Committee; Director of the Taiwan Institute of Economic Research; Executive Director of the Chinese National Association of Industry and Commerce; Director of Taipei Financial Center Corporation; Vice Chairman of the Third Wednesday Club; Chief Advisor to CTBC Financial Holding Co., Ltd.; and Honorary Chairman of The Tokyo Star Bank, Ltd. (Japan).</p>
<p>WANG, KUO-CHENG Independent Director</p>	<p>He has previously served as Chairman of Les enphants Co.,Ltd., Standing Director of the Taiwan Chain Stores and Franchise Association, Standing Director of the Marketing Communications Executives International, Taipei, Standing Director of the Taiwan Excellent Brand Association, Independent Director of Wellell Inc., and Member of its Audit Committee and Remuneration Committee.</p> <p>He currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee, Convener of the Remuneration Committee, and Member of the Corporate Governance and Nomination Committee; Independent Director and Member of the Audit Committee of HannStar Board Corporation; and Independent Director, Member of the Audit Committee, and Member of the Remuneration Committee of Luo Lih-Fen Holding Co., Ltd.</p>
<p>LIU, LEN-YU Independent Director</p>	<p>Formerly served as Professor of Law at the College of Law, National Chengchi University, Executive Director of the Center for Corporate Governance and Legal Studies at National Chengchi University, and Executive Director of the Taiwan Fiscal and Financial Law Research Foundation Public Interest Trust.</p>

Qualification Name	Professional Knowledge and Experience
	<p>He has been teaching corporate law, securities trading law, banking law and corporate merger and acquisition law at universities for more than 30 years since 1992.</p> <p>From September 2015 to July 2019, he served as Chairman of the Taiwan Futures Exchange. He also served for a long time as a director of the Securities Investors and Futures Traders Protection Center (Insurance Center), and served as an advisory member of the Taiwan Corporate Governance Law Research Foundation, a well-known charity trust.</p> <p>In addition, he served as a member of the Fair Trade Commission (the antitrust authority of the Republic of China) from 2000 to 2014, and as a consultant to the Securities and Futures Bureau, FSC from 2003 to 2004. He has served as a member of the listing and OTC review committee of the Taiwan Stock Exchange and the GreTai Securities Market. From September 2008 to July 2016, he served as a director of the board of Taiwan Stock Exchange. In addition, during the period of 1988 and 1989, he was a permanent attorney at the International Law Firm, which laid the foundation for practical work.</p> <p>He currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee and the Corporate Governance and Nomination Committee, Chief Attorney-at-Law, L&Y Attorneys at Law, Director of the Taiwan Corporate Governance Association, Adjunct Professor at the College of Law, National Chengchi University, Adjunct Professor at the College of Law, National Taipei University, and Visiting Professor at the College of Law, Shih Hsin University.</p>
<p>CHEN, YUE-MIN Independent Director</p>	<p>From 1995 to 1997, he served as Senior Specialist at the Central Trust of China; from 1997 to 1998, as Deputy Manager at the Bank of Overseas Chinese; from 2002 to 2020, as a Supervisor, Joint Credit Information Center; from 1998 to 2010, as Executive Commissioner of the Central Bank; from 2010 to 2017, as Counselor of the Central Bank; and from 2017 to 2020, as Director General of the Department of the Treasury of the Central Bank. She retired in July 2020.</p> <p>She currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee and the Remuneration Committee, and Independent Director of Land Bank of Taiwan Co., Ltd.</p>
<p>Hsu Tzu-Mei Independent Director</p>	<p>She has previously served as Chairman of BankTaiwan Securities Co., Ltd., Director General of the National Taxation Bureau of Taipei, Ministry of Finance, Director General of the National Taxation Bureau of the Central Area, Ministry of Finance, Deputy Director General of the Taxation Administration, Ministry of Finance, Executive Director of the Accounting Research and Development Foundation, Director of Taiwan Financial Holding Co., Ltd., Director of Trade-Van Information Services Co., Supervisor of BankTaiwan Life Insurance Co., Ltd., and Supervisor of Taiwan Tobacco and Liquor Corporation.</p> <p>She currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee, Visiting Professor at the College of Business of Soochow University, Mediation Committee Member at the Taipei High Administrative Court, Advisor to the Accounting Research and Development Foundation, and Member of its Sustainability Development Committee, Director of Kindom Development Co., Ltd., Member of the Remuneration Committee of Ye Siang Enterprise Co., Ltd., and Financial and Tax Advisor to Hsin Yu Investment Co., Ltd.</p>

Qualification Name	Compliance with the independence criteria	Concurrent independent director position in other publicly traded companies
HWANG, TSING-YUAN Independent Director	<p>The Directors comply with the following conditions from two years before being elected and appointed, and during his tenure in office:</p> <p>(1) The director is not an employee of the company or its affiliated enterprises.</p> <p>(2) The director is not a director or supervisor of the company or its affiliated enterprises (except for concurrent independent directors of the company and its parent company, subsidiaries, or subsidiaries of the same parent company in accordance with this Act or local laws and regulations).</p> <p>(3) A natural person shareholder who is not the individual, his/her spouse, minor children, or another person and holds 1% or more of the total issued shares of the Company or is one of the top ten shareholders.</p> <p>(4) The director or supervisor is not a manager in (1) or the spouse, second-tier relative or third-tier relative of the persons listed in (2) or (3).</p>	None
WANG, KUO-CHENG Independent Director	<p>(5) Persons who do not directly hold 5% or more of the total issued shares of the Company, are not among the top five shareholders, or are not directors or supervisors appointed by legal entity shareholders in accordance with Paragraph 1 or Paragraph 2 of Article 27 of the Company Act who serve as directors, supervisors, or employees of the Company (except in cases where such positions are concurrently held by independent directors established in accordance with this Act or local laws by the Company, its parent company, its subsidiaries, or subsidiaries of the same parent company).</p> <p>(6) Not a director, supervisor or employee of another company which has a seat on the board of directors, or more than half of its shares with voting rights are controlled by the same owner of this company (except for concurrent independent directors of the Company and its parent company, subsidiaries, or subsidiaries of the same parent company in accordance with this Act or local laws and regulations).</p>	2
LIU, LEN-YU Independent Director	<p>(7) A director (council member), supervisor (auditor) or employee of another company or institution who is not the same person or spouse of the Company's chairman, general manager or person of equivalent position (however, this does not apply to independent directors appointed by the Company and its parent company, subsidiary or subsidiary of the same parent company in accordance with this Act or local laws and regulations).</p> <p>(8) Directors (or council members), supervisors, managers, or shareholders holding more than 5% of shares in specific companies or institutions that do not have financial or business dealings with the Company (except where the specific company or institution holds 20% or more but less than 50% of the total issued shares of the Company, and such positions are concurrently held by independent directors established in accordance with this Act or local laws by the Company, its parent company, its subsidiaries, or subsidiaries of the same parent company).</p>	None
CHEN, YUE-MIN Independent Director	<p>(9) Professionals, sole proprietors, partnerships, owners, partners, directors, supervisors, managers and their spouses of companies or institutions that do not provide audit services to the Company or its affiliated companies, or have received remuneration for business, legal, financial, accounting or other related services totaling no more than NT\$500,000 in the past two years. Except for members of the remuneration committee, public acquisition review committee, or mergers and acquisitions special committee, public acquisitions review committee, or mergers and acquisitions special committee members performing their duties in accordance with the Securities and Exchange Act or the Business Mergers and Acquisitions Act.</p>	1
Hsu Tzu-Mei Independent Director	<p>(10) The director or supervisor has no spouse or second-tier relative relationship with other directors.</p> <p>(11) There are no such circumstances as in Article 30 of the Company Act.</p> <p>(12) The director or supervisor is not a government agency, legal person, or representative as stipulated in Article 27 of the Company Act.</p>	None

(V) Board diversity and independence

1. Diversity of the Board of Directors

To strengthen corporate governance and promote the sound development of the composition and structure of the Board of Directors, the Board of Directors has established a diversity policy and specific management objectives and continues to implement them accordingly. The Board members have diverse backgrounds in terms of age, gender, and industry experience, including manufacturing, brand and channel development, technology research, and financial investment, thereby enhancing the quality of the Board's policies and strengthening its structure.

The Company has established the "Corporate Governance Best Practice Principles" which stipulates that directors shall generally possess the necessary knowledge, skills and literacy to perform their duties. The members of the Board of Directors should be diversified and possess the below skills:

- Make judgments about operations
- Perform accounting and financial analysis
- Business management
- Crisis management
- Knowledge of the industry
- International market view
- Leadership
- Decision-making

Implementation of the Company's board diversity policy

Diversified core items	Basic composition									Professional expertise and industry experience						
	Title	Nationality	Gender	Employee	Age			Term of office and seniority of independent directors		Manufacturing	Brand and Channel	Financial Investment	Technical Research	Financial and accounting	Marketing	Legal practice
					51 - 60 years old	61 - 70 years old	71 - 80 years old	under three years	More than 3 years							
Names of Directors																
LIU, YOUNG-WAY	Chairman	Republic of China	Male	✓	-	✓	-	-	-	✓	✓	✓	✓	✓	✓	-
Chang Ching-Jui	Director	Republic of China	Male	-	-	✓	-	-	-	✓	-	-	✓	-	-	-
CHIANG, SHANG-I	Director	Republic of China	Male	-	-	-	✓	-	-	✓	-	-	✓	-	-	-
Dr. Christina Yee-Ru Liu	Director	Republic of China	Female	-	-	✓	-	-	-	-	-	✓	-	✓	-	-
HWANG, TSING-YUAN	Independent Director	Republic of China	Male	-	-	-	✓	-	✓	-	-	✓	-	✓	-	-
WANG, KUO-CHENG	Independent Director	Republic of China	Male	-	-	✓	-	-	✓	-	✓	✓	-	✓	✓	-
LIU, LEN-YU	Independent Director	Republic of China	Male	-	-	✓	-	-	✓	-	-	✓	-	-	-	✓
CHEN, YUE-MIN	Independent Director	Republic of China	Female	-	-	✓	-	-	✓	-	-	✓	-	✓	-	-
Hsu Tzu-Mei	Independent Director	Republic of China	Female	-	-	✓	-	✓	-	-	-	✓	-	✓	-	-

The 19th Board of Directors of the Company currently consists of 9 directors. Among them, 7 directors are between 61 and 70 years old, and 2 are between 71 and 80 years old. Directors with employee status account for 11.11% of the Board.

The Company places great importance on board diversity and has established specific management targets for gender diversity, setting a target of more than 30% female directors to enhance diverse perspectives in board decision-making.

The Company completed a full re-election of directors at the annual general shareholders' meeting held on May 29, 2025. There are currently three female directors, representing 33.33% of the Board, exceeding the stated target. This demonstrates the Company's effective implementation of gender diversity on the Board and contributes to enhanced corporate governance and sustainable development.

2. Independence of the Board of Directors

The Company's Board of Directors consists of nine directors, all of whom possess extensive industry experience and professional governance capabilities. Among them, five are independent directors, representing 55.56% of the Board, all of whom meet the independence qualification requirements. In addition, none of the directors has any spousal relationship or kinship within the second degree of relatives with one another.

The Company's independent directors are all in compliance with the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies", and none of the directors and independent directors have committed any of the violations set forth in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.

(VI) Information on the general managers and department heads

March 31, 2026

Title	Nationality	Name	Gender	Date assumed office	Shareholding		Shares currently held by their spouses and minor children		Main experience/education	Concurrent positions at other companies
					Number	Shareholding ratio %	Number	Shareholding ratio %		
Chairman and President	Republic of China	LIU, YOUNG-WAY	Male	2019.07.01	656,219	0.00	0	0.00	<ul style="list-style-type: none"> • Masters of Electrical Engineering and Computer Science, University of Southern California, U.S. • Bachelor of Electrophysics, National Chiao Tung University • Chairman, Foxtron Vehicle Technologies Co.,Ltd. • Chairman, Foxsemicon Integrated Technology Inc. • Director, Socle Technology Corp. • Executive Assistant to the Chairman, Hon Hai Precision Industry Co., Ltd. • CEO, Princeton Technology Corp. • Founder, ADSL IC Design House, Integrated Telecom Express Inc. • Founder, ITE Technology Inc. • Founder, Young Micro Systems 	<ul style="list-style-type: none"> • Chairman of PowerX Semiconductor Corporation • Director, MIH Consortium • Director, Fu Tai International Investment Co., Ltd • Director of Silicon Auto B.V. • Director, Ceer National Automotive Company • Chairman, Sharp Corporation
Department General Manager	Republic of China	Chi-heng Jiang	Male	2023.11.17	51,436	0.00	505	0.00	<ul style="list-style-type: none"> • Master degree from Claremont Graduate University • Vice President of Business Development, Business Group A, Hon Hai Precision Industry Co., Ltd. 	<ul style="list-style-type: none"> • None
Department General Manager	Republic of China	JIANG, ZHI-XIONG	Male	2020.01.01	546,919	0.00	86,485	0.00	<ul style="list-style-type: none"> • Feng Chia University 	<ul style="list-style-type: none"> • Chairman, Hongfu Inno (Hangzhou) Co., Ltd. • Chairman, Jiangyu Innovation Medical Technology Chengdu CO.,LTD
Department General Manager	Republic of China	LIN, ZHONG-ZHENG	Male	2020.01.01	168,589	0.00	2,962	0.00	<ul style="list-style-type: none"> • Graduated from Department of Mechanical Engineering, Minghsin Industrial College • Director, ESON Precision Engineering Co. Ltd. • Statutory Director, FOXCONN JAPAN CO., LTD. • Director of Foxtron Vehicle Technologies Co.,Ltd. 	<ul style="list-style-type: none"> • Director, Foxconn Baja California S.A. de C.V. • Director, Horizon Plus Company Limited

Title	Nationality	Name	Gender	Date assumed office	Shareholding		Shares currently held by their spouses and minor children		Main experience/education	Concurrent positions at other companies
					Number	Shareholding ratio %	Number	Shareholding ratio %		
Department General Manager	Republic of China	CHEN, WEI-MING	Male	2023.07.06	0	0.00	0	0.00	<ul style="list-style-type: none"> MS and PhD in Electrical Engineering, University of Texas at Austin EMBA, National Yang Ming Chiao Tung University Bachelor, Material Science and Engineering, National Tsing Hua University Vice President and Special Assistant to the Chairman, Hon Hai Precision Industry Co., Ltd. General Manager of Battery Business Unit of Neo Solar Power Corporation. Vice President, Xintec Inc. President, Hongbao Technology Co., Ltd. Representative Director of Zettmage Technologies Japan Inc. Chairman, Pullux Electronics Limited 	<ul style="list-style-type: none"> Chairman, Foxsemicon Integrated Technology Inc. Chairman, Qingdao New Core Technology Co., Ltd. Chairman, CHIVALRY TECHNOLOGY LIMITED Chairman, ZETTMAGE LIMITED Director, Visionbay.ai Co., Ltd. Director of Hon Young Semiconductor Corporation Director of SOCLE TECHNOLOGY CORP. Director of Fast SiC Semiconductor Inc. Director of FuTaiKang Electronics Development (YanTai) Ltd. Director of Big Innovation Holdings Limited Director, Fortunebay Technology Pte. Ltd. Director, ShunSin Technology Holdings Limited Director, Foxconn Fukuyama Technologies Co., Ltd.
Chief Information Security Officer	Republic of China	Wei-Bin Li	Male	2022.11.10	0	0.00	0	0.00	<ul style="list-style-type: none"> Director of Information Bureau, Taipei City Government Director of Innovation Technology Division, Fubon Financial Holding Co., Ltd. Chief Digital Officer of Taipei Fubon Bank Chairman of AI Technology Foundation Professor of Department of Information Engineering, Feng Chia University 	<ul style="list-style-type: none"> CEO and Director of Cyber Security Research Institute, Hon Hai Research Institute Professor of Department of Information Engineering, Feng Chia University Director of Hon Hai Education Foundation
Accounting Director	Republic of China	ZHOU, ZONG-KAI	Male	2010.07.20	0	0.00	0	0.00	<ul style="list-style-type: none"> Master of Accounting, Long Island University Manager of Deloitte & Touche, Taiwan Lecturer of Hsing Wu University, Taiwan 	<ul style="list-style-type: none"> Concurrent positions in 62 of the Company's affiliates, including Apex Gold Limited. <p>(For more information, please refer to MOPS/Three Statements of Affiliated Companies Area/Consolidated Business Report of Affiliated Companies)</p>
Financial Director	Republic of China	HUANG, DE-CAI	Male	1998.04.15	708,126	0.01	0	0.00	<ul style="list-style-type: none"> National Yang Ming Chiao Tung University Financial director of Vanguard International Semiconductor Corporation Finance Manager, Taiwan Philips Co., Ltd. 	<ul style="list-style-type: none"> Concurrent positions in 89 of the Company's affiliates, including Apex Gold Limited. <p>(For more information, please refer to MOPS/Three Statements of Affiliated Companies Area/Consolidated Business Report of Affiliated Companies)</p>

Note 1: Shares held by key managerial officers in the name of another person: None.

Note 2: Key managers are spouses or other supervisors, directors or supervisors of the second degree of kinship or closer: None.

Note 3: Reasons, rationality, necessity and corresponding measures for the chairman and general manager being the same person: The chairman of the Company concurrently serves as the general manager, the main purpose of which is to improve operating efficiency and decision-making execution. At the same time, in order to promote the growth and development of the senior leadership team, the Company implements the "CEO rotating system" to actively cultivate future group leadership talents, which helps to improve the overall operation coordination ability, ensure the continuity of organizational leadership, and implement the sustainable development goals of the enterprise.

II. Remuneration paid to directors, general managers and department heads in the most recent year

(I) Remuneration of general directors and independent directors

Unit: NT\$'000

Title	Name	Remuneration of directors						The sum of A, B, C and D and as a percentage of net income %		Relevant remuneration of part-time personnel						The sum of A, B, C, D, E, F and G and its percentage in net income after tax %		Receive remuneration from invested businesses other than subsidiaries or from the parent company				
		Remuneration (A)		Retirement pension (B)		Directors' remuneration (C)				Business execution fee (D)		Salary, bonus and special fee (E)		Retirement pension (F)					Employee compensation (G) (Note 1)			
		The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company		All companies included in the financial statements			The Company	All companies included in the financial statements		
Director	LIU, YOUNG-WAY																					
	Chang, Ching-Jui (Note 2)																					
	HonYiing International Investments Co., Ltd.	11,539	11,539	0	0	0	0	0	0	11,539.006%	11,539.006%	151,087	151,087	44	44	587,609	0	587,609	0	750,279.0396%	750,279.0396%	0
	Representative: CHIANG,SHANG-I (Note 2)																					
	Representative: Dr. Christina Yee-Ru Liu																					
Representative: Wang, Chang-yang (Note 2)																						
Independent Director	HWANG, TSING-YUAN																					
	WANG, KUO-CHENG																					
	LIU, LEN-YU	33,319	33,319	0	0	0	0	0	0	33,319.018%	33,319.018%	0	0	0	0	0	0	0	0	33,319.018%	33,319.018%	0
	CHEN, YUE-MIN																					
	Hsu, Tzu-Mei (Note 2)																					

1. Policies, systems, standards, and structures for the remuneration of independent directors, and their linkage to the amount of remuneration based on factors such as responsibilities, risks, and time invested:
 - (1) Payment policy, system, standard and structure
 - A. The remuneration and attendance fee of independent directors are handled in accordance with the "Regulations Governing the Remuneration of Directors and Procedures for Remuneration Disbursement".
 - B. Attendance fee of independent directors: Income from performing duties, issued based on the number of times they personally attend meetings of the Board of Directors, Audit and Risk Committee, Compensation Committee and Corporate Governance and Nomination Committee.
 - (2) Describe the relationship between the responsibilities, risks, and time spent on the remuneration and the amount of remuneration to be paid.
 - A. The Company's Articles of Incorporation do not specify director remuneration.
 - B. The remuneration to the independent directors is a fixed monthly payment.
 - C. Independent directors serve as members of the Audit and Risk Committee, Remuneration Committee and Corporate Governance and Nomination Committee, and participate in the discussions and resolutions of relevant committee meetings. Attendance fees are issued based on the actual number of attendances. No variable remuneration is issued and no other remuneration is paid.
 - D. The Company reviews the "Procedures for Directors' Remuneration and Remuneration Distribution" every year to seek a balance between the Company's sustainable operation and risk control.
2. In addition to the remuneration disclosed in the above table, remuneration for directors in the most recent year for providing services to all companies included in the financial statements (e.g. serving as consultants to the parent company, all companies involved in financial statement, or non-employee consultants to investee enterprises, etc.): None.

Note 1: Based on the employee compensation amount of NT\$11,752,181 thousand proposed for distribution in 2025 as approved by the Company's Board of Directors, the proposed allocation is calculated in proportion to the actual distribution ratio of the prior year.

Note 2: Director Wang, Chang-Yang resigned from office on May 29, 2025. Directors Chang, Ching-Jui and CHIANG,SHANG-I, and Independent Director Hsu, Tzu-Mei assumed office on May 29, 2025.

Range of Remunerations for Directors

Range of remunerations paid to directors	Names of Directors			
	The total amount of the first four remuneration amounts (A+B+C+D)		The total amount of the first seven remuneration amounts (A+B+C+D+E+F+G)	
	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements
Less than NT\$1,000,000	LIU, YOUNG-WAY; Wang, Charng-Yang; CHIANG,SHANG-I; Dr. Christina Yee-Ru Liu	LIU, YOUNG-WAY; Wang, Charng-Yang; CHIANG,SHANG-I; Dr. Christina Yee-Ru Liu	CHIANG,SHANG-I; Dr. Christina Yee-Ru Liu	CHIANG,SHANG-I; Dr. Christina Yee-Ru Liu
1,000,000 (inclusive)-2,000,000 (exclusive)	-	-	Wang, Charng-yang	Wang, Charng-yang
NT\$2,000,000 (included) ~ NT\$3,500,000 (excluded)	Chang Ching-Jui	Chang Ching-Jui	Chang Ching-Jui	Chang Ching-Jui
NT\$3,500,000 (included) ~ NT\$5,000,000 (excluded)	Hsu Tzu-Mei	Hsu Tzu-Mei	Hsu Tzu-Mei	Hsu Tzu-Mei
NT\$5,000,000 (included) ~ NT\$10,000,000 (excluded)	HonYiing International Investments Co., Ltd.; HWANG, TSING-YUAN; WANG, KUO-CHENG LIU, LEN-YU, CHEN,YUE-MIN	HonYiing International Investments Co., Ltd.; HWANG, TSING-YUAN; WANG, KUO-CHENG LIU, LEN-YU, CHEN,YUE-MIN	HonYiing International Investments Co., Ltd.; HWANG, TSING-YUAN; WANG, KUO-CHENG LIU, LEN-YU, CHEN,YUE-MIN	HonYiing International Investments Co., Ltd.; HWANG, TSING-YUAN; WANG, KUO-CHENG LIU, LEN-YU, CHEN,YUE-MIN
NT\$10,000,000 (included) ~ NT\$15,000,000 (excluded)	-	-	-	-
NT\$15,000,000 (included) ~ NT\$30,000,000 (excluded)	-	-	-	-
NT\$30,000,000 (included) ~ NT\$50,000,000 (excluded)	-	-	-	-
NT\$50,000,000 (included) ~ NT\$100,000,000 (excluded)	-	-	-	-
More than NT\$100,000,000	-	-	LIU, YOUNG-WAY	LIU, YOUNG-WAY
Total	11	11	11	11

(II) Remuneration to the general managers and department heads

Unit: NT\$'000

Title	Name	Salary (A)		Retirement pension (B)		Bonus and special subsidies (C)		Employees' remuneration (D) (Note 1)				The sum of A, B, C and D and as a percentage of net income %		Receive remuneration from invested businesses other than subsidiaries or from the parent company
		The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements	The Company		All companies included in the financial statements		The Company	All companies included in the financial statements	
								Cash amount	Stock dividends	Cash amount	Stock dividends			
General manager	LIU, YOUNG-WAY	118,376	118,376	862	862	77,476	77,476	1,177,426	0	1,177,426	0	1,374,140 0.726%	1,374,140 0.726%	0
Department General Manager	Chi-heng Jiang													
Department General Manager	JIANG, ZHI-XIONG													
Department General Manager	Wu, Jian-He (Note 2)													
Department General Manager	LIN, ZHONG-ZHENG													
Department General Manager	CHEN, WEI-MING													
Chief Information Security Officer	Wei-Bin Li													
Financial Director	HUANG, DE-CAI													
Accounting Director	ZHOU, ZONG-KAI													

Note 1: Based on the employee compensation amount of NT\$11,752,181 thousand proposed for distribution in 2025 as approved by the Company's Board of Directors, the proposed allocation is calculated in proportion to the actual distribution ratio of the prior year.

Note 2: Business Group General Manager Wu, Jian-He retired on November 30, 2025; accordingly, he is excluded from the calculation of the proposed employee compensation amount.

Range of Remunerations for Directors

Range of remuneration paid to general managers and deputy general managers of the Company	Names of General Managers and Deputy General Managers	
	The Company	All companies included in the financial statements
Less than NT\$1,000,000	-	-
\$1,000,000 (inclusive) - \$2,000,000 (exclusive)	-	-
NT\$2,000,000 (included) ~ NT\$3,500,000 (excluded)	WU, JIAN-HE	WU, JIAN-HE
NT\$3,500,000 (included) ~ NT\$5,000,000 (excluded)	-	-
NT\$5,000,000 (included) ~ NT\$10,000,000 (excluded)	-	-
NT\$10,000,000 (included) ~ NT\$15,000,000 (excluded)	-	-
NT\$15,000,000 (included) ~ NT\$30,000,000 (excluded)	Wei-Bin Li	Wei-Bin Li
NT\$30,000,000 (included) ~ NT\$50,000,000 (excluded)	CHEN, WEI-MING; ZHOU, ZONG-KAI	CHEN, WEI-MING; ZHOU, ZONG-KAI
NT\$50,000,000 (included) ~ NT\$100,000,000 (excluded)	HUANG, DE-CAI	HUANG, DE-CAI
More than NT\$100,000,000	LIU, YOUNG-WAY, Chiang Chi-Heng, JIANG, ZHI-XIONG, LIN, ZHONG-ZHENG	LIU, YOUNG-WAY, Chiang Chi-Heng, JIANG, ZHI-XIONG, LIN, ZHONG-ZHENG
Total	9	9

(III) Names of the general manager and department heads receiving employee compensation and the distribution details

Unit: NT\$'000

Title	Name	Stock Dividends Amount	Cash amount (Note)	Total	Proportion of total amount to net profits after tax (%)
General Manager	LIU, YOUNG-WAY	0	1,177,426	1,177,426	0.726%
Department General Manager	Chi-heng Jiang				
Department General Manager	JIANG, ZHI-XIONG				
Department General Manager	LIN, ZHONG-ZHENG				
Department General Manager	CHEN, WEI-MING				
Chief Information Security Officer	Wei-Bin Li				
Financial Director	HUANG, DE-CAI				
Accounting Director	ZHOU, ZONG-KAI				

Note: As of the printing date of this Annual Report, the distribution list of employee profit sharing has not been fixed, and shall be proposed as stipulated according to the actual distribution of last year.

(IV) Analysis of the total remuneration paid to the directors, general manager and heads of each department by the Company and all the companies in the consolidated financial statements in the last two years as a percentage of the net profit after tax in the individual financial statements

Item Title	Proportion of the total compensation to net profit after tax %			
	2025 (Note)		2024	
	The Company	All companies included in the financial statements	The Company	All companies included in the financial statements
Director	0.384	0.384	0.427	0.427
General manager and department heads	0.726	0.726	0.726	0.726

Note: As of the printing date of this Annual Report, the distribution list of employee profit sharing has not been fixed, and shall be proposed as stipulated according to the actual distribution of last year.

(V) Procedures for payment of remuneration, and its linkage to business performance and future risks

1. The Company's Articles of Incorporation do not specify director remuneration, and all directors do not receive remuneration.
2. The remuneration of directors (including independent directors) and the attendance fee are determined in accordance with the "Regulations Governing the Remuneration of Directors and Regulations Governing the Remuneration of Directors" approved by the Board of Directors.
3. The directors (including independent directors) are paid fixed remuneration and attendance fee, and the Company does not pay

variable remuneration.

4. No remuneration or attendance fee shall be paid to the directors or their representatives who are employees, or employees of affiliated companies or investors with the Company.
5. Manager remuneration includes fixed salary, performance bonus and employee remuneration. Salary is based on the industry standards as well as job title, rank, education (experience), professional ability and responsibilities; bonus is allocated based on the contribution of each business group department to the Company's profits; employee remuneration is determined based on the individual manager's operating performance.
6. According to Article 28 of the Company's Articles of Incorporation, if there is a profit for the year, 5% to 7% shall be allocated as employee remuneration. To regularly assess the compensation of managerial personnel, their remuneration is handled in accordance with the Company's "Regulations for the Payment of Managerial Remuneration". The performance evaluation criteria in these regulations are divided into two main categories, 1. Financial indicators: Based on the Company's profit and loss statements, remuneration is allocated according to the profit contribution of each business unit, with reference to the managerial personnel's target achievement rates; and 2. Non-financial indicators include implementing the Company's core values, operational management capabilities, and participation in sustainable development. Performance bonuses are calculated based on these indicators, and the compensation system for managerial personnel is reviewed and adjusted as needed in light of actual business conditions and relevant legal requirements.

III. Corporate governance

(I) Operation of the board of directors:

The Board of Directors held 8 meetings in the most recent year (2025), and the attendance of directors was as follows:

Title	Name	Number of actual attendance	Number of attendance by proxy	Actual attendance rate (%)	Remarks
Chairman	LIU, YOUNG-WAY	8	0	100%	Serving another term
Director	Chang Ching-Jui	5	0	100%	Newly appointed
Director	HonYiing International Investments Co., Ltd. Representative: CHIANG,SHANG-I	5	0	100%	Newly appointed
Director	HonYiing International Investments Co., Ltd. Representative: Dr. Christina Yee-Ru Liu	8	0	100%	Serving another term
Independent Director	HWANG, TSING-YUAN	8	0	100%	Serving another term
Independent Director	WANG, KUO-CHENG	8	0	100%	Serving another term
Independent Director	LIU, LEN-YU	8	0	100%	Serving another term
Independent Director	CHEN, YUE-MIN	8	0	100%	Serving another term
Independent Director	Hsu Tzu-Mei	5	0	100%	Newly appointed
Director	HonYiing International Investments Co., Ltd. Representative: Wang, Charng-yang	3	0	100%	Resigned from office

Note: A re-election of directors was held at the Company's annual general shareholders' meeting on May 29, 2025, and the newly elected directors assumed office on the same date. The Board of Directors convened three meetings prior to the re-election and five meetings after the re-election.

Other information to be disclosed:

- I. If any of the following occurs in the operation of the Board, specify the date, the session, the content of the motion, the opinions of the Independent Directors, and the response of the Company to the opinions of the Independent Directors:
 1. Matters listed in Article 14-3 of the Securities and Exchange Act: The Company has established the Audit and Risk Committee, so it is not applicable.
 2. For the description of the matters listed in Article 14-5 of the Securities and Exchange Act, please refer to the operation of the Audit and Risk Committee (pages 27-28).
 3. Other than the aforementioned matters, other resolutions of the Board of Directors with adverse or qualified opinions from independent directors and on the record or in written declaration: None.
- II. Implementation of directors' recusal for proposals with conflicting interests:
 1. On January 20, 2025, in connection with the proposal for the distribution of 2024 managerial performance bonuses, Chairman LIU, YOUNG-WAY, who concurrently serves as General Manager, recused himself from the deliberations and abstained from voting due to a conflict of interest. The remaining attending directors approved the proposal without objection.
 2. On October 27, 2025, in connection with the proposal for the allocation of 2024 employee compensation to managerial personnel, Chairman LIU, YOUNG-WAY, who concurrently serves as General Manager, recused himself from the deliberation and abstained from voting due to a conflict of interest. The remaining attending directors approved the proposal without objection.
- III. The objective of strengthening the functions of the Board of Directors in the current year and the most recent year, and the evaluation of its implementation:

To further enhance corporate governance, the Company completed a full re-election of its Board of Directors at the annual general shareholders' meeting held on May 29, 2025. A total of nine directors were elected, including five independent directors, representing more than one-half of the Board. In addition, three female directors were elected, accounting for one-third of the Board, thereby achieving the objectives of strengthening board independence and diversity. This structure helps enhance the professionalism of board decision-making and incorporate diverse perspectives, while further strengthening the effectiveness of corporate governance.

(II) Implementation of the evaluation of the Board of Directors

1. Information on the implementation of self-evaluation by the Board of Directors

Evaluation cycle	Evaluation period	Evaluation scope	Evaluation method	Evaluation aspect
Carried out annually	2025/01/01 2025/12/31	Performance evaluation of Board of directors, individual director and functional committees	Self-performance evaluation of the Board of Directors, board members and functional committees	<p>I. The items to be measured in the performance evaluation of the Board of Directors include the following aspects:</p> <ol style="list-style-type: none"> 1. The degree of participation in the company's operations. 2. To improve the quality of the board's decision-making. 3. The composition and structure of the Board of Directors. 4. Election and continuing education of directors. 5. Internal control. <p>II. The items measured in the performance evaluation of board members include the following aspects:</p> <ol style="list-style-type: none"> 1. Alignment of the Company's goals and missions. 2. Awareness of directors' duties. 3. The degree of participation in the company's operations. 4. Internal relationship management and communication. 5. Continuing education of directors. 6. Internal control. <p>III. The items to be measured for the performance evaluation of the functional committee, including the following aspects:</p> <ol style="list-style-type: none"> 1. The degree of participation in the company's operations. 2. Awareness of the functional committees' responsibilities. 3. Improvement of board decision quality. 4. Functional committee composition and member selection. 5. Internal control.

2. Evaluation of the performance of the Board of Directors by an external professional and independent institution

The Company established the “Regulations Governing the Performance Evaluation of the Board of Directors and Functional Committees” upon approval by the Board of Directors on November 12, 2020. External board performance evaluations are conducted at least once every three years. In October 2025, the Company engaged the Taiwan Institute of Ethical Business to conduct the 2025 external board performance evaluation (evaluation period: January 1, 2025 to December 31, 2025). The institution and its evaluators have no business relationships with the Company and are therefore independent. The evaluation was conducted through questionnaires and online interviews, covering four key dimensions: the Board’s professional competencies, decision-making effectiveness, level of attention to and oversight of internal controls, and commitment to sustainable development. The Taiwan Institute of Ethical Business issued the Board performance evaluation report on December 31, 2025. The recommendations and proposed improvement measures were submitted to the Board of Directors on March 16, 2026. The overall conclusions and corresponding actions are summarized as follows:

(1) Overview of the evaluation report

- Significant Enhancement in Decision-Making Information and

Communication Effectiveness: According to the interviewed directors, in light of the Group’s large scale and diverse business scope, a pre-meeting–centric operating model has been established. This mechanism is not merely for formal reporting purposes, but provides substantive functions, including proposal review, rejection, and revision of decisions. Board members are able to engage in intensive communication with cross-functional management, conducting in-depth deliberations on major investments and strategic matters. This arrangement effectively ensures the efficiency of formal board meetings and the accuracy of decision-making, reflecting a significant enhancement in decision-making information and communication effectiveness.

- **Upgrading of Board Professional Competencies and Risk Governance Framework:** The evaluated company has a well-structured board composition, expanded to nine seats, and has strategically recruited experts with backgrounds in semiconductors, quantum technology, and taxation, thereby strengthening oversight of emerging technology development and cross-border tax planning. From a risk governance perspective, in 2024 the Company officially renamed the “Audit Committee” to the “Audit and Risk Committee” and established a three-lines-of-defense risk management framework. Dedicated units are responsible for the quantitative monitoring and reporting of key issues, including geopolitical risks, supply chain compliance, and financial hedging. In addition, the Company has actively reinforced a culture of integrity through mandatory anti-corruption training and information awareness programs for all employees, demonstrating the Board’s strong oversight of global operational risks and regulatory compliance.
- **Sustainability and Talent Issues Elevated to the Strategic Level of the Board:** The Board has established sustainable development as a core business philosophy, with the Chairman personally serving as the chair of the Sustainability Committee and reporting implementation results to the Board on a quarterly basis. With respect to executive succession planning, the Company formally launched a “Rotating CEO” program in April 2024, establishing a structured mechanism for succession pipeline development. In addition, the Company is actively enhancing its employer branding through initiatives such as the establishment of the Hon Hai Research Institute and the hosting of “Hon Hai Tech Day” to attract talent in AI and emerging technologies. Complemented by employee welfare policies such as “company-supported childcare for ages 0–6,” the Company regards human capital as a core risk and opportunity driving future operational success.

(2) Improvement suggestions and future improvement plans

Item	Recommendations of the evaluation report	Measures expected to be taken by the Company
1	<p>● Board Diversity Composition A higher proportion of independent directors, along with the selection of directors of different genders, ages, and professional backgrounds, contributes to a more diverse board composition. The evaluated company currently has a total of nine directors, of whom five are independent directors, exceeding one-third of the Board. In addition, there are three female directors, accounting for one-third of the Board, which is commendable. However, although the evaluated company has appointed new independent directors, one independent director has served for three consecutive terms as of 2025. Given that the competent authority has imposed explicit limits on the tenure of independent directors, the evaluated</p>	<p>The Company will develop plans to optimize the board structure and further strengthen board diversity in the next term (the 20th Board of Directors).</p>

Item	Recommendations of the evaluation report	Measures expected to be taken by the Company
	<p>company should formulate appropriate nomination policies and evaluate suitable candidates to establish a director talent pool. Furthermore, in view of the evaluated company's status as a large multinational enterprise, it may consider incorporating board members with diverse national and cultural backgrounds or with experience in international management or negotiations, in order to further enhance board diversity.</p>	
2	<p>● Enhancing the Independence of Whistleblowing Channels The establishment of a whistleblowing system is critical for achieving corporate anti-bribery objectives. Pursuant to Article 23, Paragraph 1, Subparagraph 5 of the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies, companies are encouraged to allow anonymous reporting to enhance the protection of whistleblowers. Although the evaluated company has established the "Procedures for Reporting Corrupt Practices," and accepts anonymous reports supported by specific evidence where investigation is warranted, it can be considered that the protection of whistleblowers has been strengthened. However, the current receiving unit is the "Anti-Corruption Department." While it is a dedicated unit, it remains part of the administrative management structure, which may raise concerns regarding its independence, particularly for whistleblowers (especially internal employees) reporting on senior management, thereby potentially affecting their willingness to report. To enhance independence, it is recommended that the Audit Committee or independent directors be granted direct access to whistleblowing information (especially in cases involving senior management), and that they appoint appropriate personnel to conduct follow-up investigations. Alternatively, with reference to practices adopted by other companies, the evaluated company may consider engaging independent external institutions to provide dedicated reporting email channels or hotlines, thereby further strengthening the independence of the receiving unit and increasing internal whistleblowers' trust.</p>	<p>The Company will adjust relevant procedures based on future operational needs or consider engaging independent external institutions to further enhance independence.</p>
3	<p>● Regular Review of Performance Evaluation Criteria to Attract Diverse Talent Talent development and cultivation are critical to the sustainable operation of an enterprise. The Dow Jones Sustainability Index (DJSI) also includes human capital development as one of its evaluation criteria, underscoring its importance. Accordingly, to ensure the continuity of both the Board of Directors and the management team, companies should establish comprehensive talent development and succession planning programs. Based on feedback from interviewed directors and questionnaire responses, the evaluated company has demonstrated a strong awareness of the importance of establishing robust compensation systems and succession plans. It is recommended that the evaluated company continue to review whether its performance evaluation criteria meet current operational and talent recruitment needs, and further incorporate ESG and digital transformation-related performance metrics into the evaluation framework for senior management. In addition, the evaluated company may consider including discussions on key technical talent recruitment policies at board meetings and regularly assessing the readiness of its succession pipeline to mitigate talent gaps and ensure long-term competitiveness.</p>	<ol style="list-style-type: none"> 1. To implement sustainable development, the Company has incorporated ESG objectives into the annual performance targets of senior management and has identified digital transformation as a key medium- to long-term strategic direction to support long-term development and value creation. 2. The Company plans to conduct regular reviews of key positions and succession pipelines, and to implement talent development and cultivation measures for critical roles, including talent development programs, job rotation arrangements, and succession readiness assessments, in order to reduce the risk of talent gaps and ensure operational stability and long-term competitiveness.

(III) Operations of the Audit and Risk Committee

Major tasks of the Audit and Risk Committee

1. Regularly communicate the audit report results with the internal audit supervisor according to the annual audit plan.
2. The Company regularly communicates with the CPAs regarding the audit of the quarterly financial statements or the audit results.
3. Review of financial statements.
4. Evaluate the effectiveness of the internal control system.
5. Significant asset transactions.
6. Appointment, dismissal or remuneration of the independent auditor.
7. Evaluation of the qualifications and independence of the attesting CPA.
8. Review of offering, issuance or private placement of securities with equity nature.
9. Review the implementation of risk management, make necessary improvement suggestions, and report to the board of directors regularly (at least once a year); assist the Board of Directors in monitoring the Company's risk management effectiveness.
10. Legal compliance.

In order to perform its duties, the Audit and Risk Committee has the authority to conduct any appropriate audits and investigations in accordance with its organizational charter and has direct communication channels with the Company's internal auditors, CPAs and all employees. The Committee is authorized to retain and oversee special legal, accounting, or other consultants as it deems appropriate to fulfill its mandate. Please refer to the Company's website for the organizational charter of the Audit and Risk Committee.

The Audit and Risk Committee met 7 times in the most recent year, with the attendance of independent directors as follows:

Title	Name	Number of actual attendance	Number of attendance by proxy	Actual attendance rate (%)	Remarks
Independent Director	HWANG, TSING-YUAN	7	0	100%	Serving another term
Independent Director	WANG, KUO-CHENG	7	0	100%	Serving another term
Independent Director	LIU, LEN-YU	7	0	100%	Serving another term
Independent Director	CHEN, YUE-MIN	7	0	100%	Serving another term
Independent Director	Hsu Tzu-Mei	4	0	100%	Newly appointed

Note: A re-election of directors was held at the Company's annual general shareholders' meeting on May 29, 2025, and the newly elected directors assumed office on the same date. The Audit and Risk Committee convened three meetings prior to the re-election and four meetings after the re-election.

Other information to be disclosed:

- I. If the operation of the Audit and Risk Committee involves any of the following circumstances, the date and period of the Audit and Risk Committee meeting, the content of the proposals, the objections, reservations or major suggestions of the independent directors, the resolution of the Audit and Risk Committee, and the Company's handling of the opinions of the Audit and Risk Committee shall be stated.

(I) Conditions described in Article 14-5 of the Securities and Exchange Act:

Meeting date and session	Proposal Contents	Items listed in Article 14-5 of the Securities and Exchange Act	Contents of independent directors' objections, reservations or major proposals
January 20, 2025 17th meeting of 3rd term	1. Proposal to provide guarantees for subsidiaries' procurement activities	✓	None
	2. Proposal to amend the Company's "Procedures for Lending Funds to Others"	✓	None
	3. Proposal to amend the Company's "Procedures for Acquisition or Disposal of Assets," "Procedures for Derivatives Transaction," and "Procedures for Endorsements and Guarantees."	✓	None
	4. Proposal to amend the Company's "Regulations Governing the Prevention of Insider Trading" and "Regulations Governing Finance and Business Matters Between Related Parties."	✓	None
	Resolution of the Audit Committee (January 20, 2025): Approved unanimously by all attending committee members.		
	The Company's Response to the Audit Committee's Opinions: Approved unanimously by all attending directors.		
2025/03/14 18th meeting of 3rd term	1. Proposal for the Company's 2024 financial statements	✓	None
	2. Proposal for the Company's 2024 annual business report	-	None
	3. Proposal for the Company's 2024 earnings distribution	-	None
	4. Proposal regarding the definition of "entry-level employees" and amendment to the Company's "Articles of Incorporation"	✓	None
	5. Proposal for the Company's acquisition of equity in a newly established joint venture	✓	None
	6. Proposal for the Company's capital increase in subsidiary Foxconn Singapore Pte. Ltd.	✓	None
	7. Proposal for the Company's lending of funds to domestic subsidiaries	✓	None
	8. Proposal to prepare the Company's 2024 "Statement of Internal Control"	✓	None
	9. Proposal to appoint PricewaterhouseCoopers Taiwan as the auditor for the Company's 2025 financial statements, and to evaluate the auditors' independence, competence, and fees	✓	None
	Resolution of the Audit Committee (March 14, 2025): Approved unanimously by all attending committee members.		
The Company's Response to the Audit Committee's Opinions: Approved unanimously by all attending directors.			
2025/05/14 19th meeting of 3rd term	1. Proposal for the Company's Q1 2025 financial statements	-	None
	2. Proposal for the Company's capital increase in subsidiary Foxconn Singapore Pte. Ltd.	✓	None
	3. Proposal for the Company's capital increase in subsidiary eCMMS Precision Singapore Pte. Ltd.	✓	None
	Resolution of the Audit Committee (May 14, 2025): Approved unanimously by all attending committee members.		
The Company's Response to the Audit Committee's Opinions: Approved unanimously by all attending directors.			
2025/07/30 1st meeting of 4th term	Proposal to acquire shares of another company through issuance of new shares for strategic alliance purposes	✓	None
	Resolution of the Audit Committee (July 30, 2025): Approved unanimously by all attending committee members.		
	The Company's Response to the Audit Committee's Opinions: Approved unanimously by all attending directors.		

Meeting date and session	Proposal Contents	Items listed in Article 14-5 of the Securities and Exchange Act	Contents of independent directors' objections, reservations or major proposals
2025/08/14 2nd meeting of 4th term	1. Proposal for the Company's Q2 2025 financial statements	✓	None
	2. Proposal to adjust the issuer list under the Group's Medium Term Note Programme (MTN Programme), for the Company to continue providing guarantees for foreign currency-denominated bonds within the total issuance cap of US\$5 billion, and to adjust the authorized personnel.	✓	None
	3. Proposal for the Company's issuance of its first overseas unsecured convertible bonds in 2025 to meet overseas procurement funding needs	✓	None
	4. Proposal for the Company's capital increase in subsidiary Foxconn Singapore Pte. Ltd.	✓	None
	Resolution of the Audit and Risk Committee (August 14, 2025): Approved by all attending members.		
	The Company's handling of the opinions of the Audit and Risk Committee: All directors attending the meeting agreed to pass.		
2025/10/27 3rd meeting of 4th term	1. Proposal to provide guarantees for subsidiaries' procurement activities	✓	None
	2. Proposal to amend the Company's "Procedures for Lending Funds to Others"	✓	None
	3. Proposal to amend the Company's "Procedures for Acquisition or Disposal of Assets," "Procedures for Derivatives Transaction," and "Procedures for Endorsements and Guarantees."	✓	None
	Resolution of the Audit and Risk Committee (October 27, 2025): Approved by all attending members.		
	The Company's Response to the Audit and Risk Committee's Opinions: Approved unanimously by all attending directors.		
2025/11/12 4th meeting of 4th term	1. Proposal for the Company's Q3 2025 financial statements	-	None
	2. Proposal for the Company's capital increase in subsidiary Foxconn Brasil Industria e Comercio Ltda.	✓	None
	3. Proposal to establish the Company's "Regulations for Periodic Evaluation of the Scope of Entry-Level Employees and Internal Control Standards"	✓	None
	4. Proposal to formulate the "2026 Annual Internal Audit Plan"	✓	None
	Resolution of the Audit and Risk Committee (November 12, 2025): Approved by all attending members.		
	The Company's handling of the opinions of the Audit and Risk Committee: All directors attending the meeting agreed to pass.		
(II) Other than the aforesaid matters, resolutions unapproved by the Audit and Risk Committee but passed by more than two-thirds of all directors: None.			
II. Implementation of independent director's recusal for conflict of interest: None.			
III. Communication between independent directors and internal auditing officers and CPAs:			
(I) At least once a year, a separate meeting shall be held between the independent directors, the internal audit director and the accountant to discuss the completed external audit opinions of the internal audit director and the accountant, communicate based on the audit deficiencies of the year, and keep a record of the communication opinions.			
(II) The Company's internal audit officer submits the previous month's audit report and defect follow-up report before the end of each month, and reports the implementation of the annual audit plan and the follow-up and improvement of internal control deficiencies to the independent directors separately every quarter for review; shall immediately report to the members of the Audit and Risk Management Committee. There were no such abnormal circumstances in 2025, and communication between the Company's independent directors and the chief internal auditor remained effective.			
(III) The Company's auditors report quarterly to the independent directors on the audit and review results of the financial statements for the period, as well as other communication matters required			

under relevant laws and regulations. In the event of any exceptional circumstances, they would also report promptly to the members of the Audit and Risk Committee. No such exceptional circumstances occurred in 2025. The communication between the Company's independent directors and the CPAs is good.

(IV) If there are any other significant abnormal events or the independent directors, chief auditors and the CPAs deem it necessary to carry out independent communication, they may convene a meeting from time to time to communicate.

IV. Summary of the independent communication meetings between independent directors, head of internal audit and CPAs in 2025:

(I) Meetings Between Independent Directors and Head of Internal Audit (Without Management Present)

Date of Meeting	Communication with head of the internal audit	
2025/03/14	Description	1. Internal audit report for Q4 2024 2. Proposal for the Company's 2024 Internal Control System Statement 3. The chief internal auditor's reply to the questions raised by the independent directors.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director LIU, LEN-YU, Independent Director CHEN, YUE-MIN
	Resolution	No opinion at this meeting
2025/05/14	Description	1. Internal audit report for Q1 2025 2. Head of internal auditor responds to questions raised in the meeting.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director LIU, LEN-YU, Independent Director CHEN, YUE-MIN
	Resolution	No opinion at this meeting
2025/08/14	Description	1. Internal audit report for Q2 2025 2. The head of internal audit responded to the questions raised during the meeting.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director, LIU, LEN-YU, Independent Director, CHEN, YUE-MIN, and Independent Director Hsu, Tzu-Mei
	Resolution	No opinion at this meeting
2025/11/12	Description	1. Internal audit report for Q3 2025 2. Proposal for the 2026 "Annual Internal Audit Plan" 3. Head of internal auditor responds to questions raised in the meeting.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director, LIU, LEN-YU, Independent Director, CHEN, YUE-MIN, and Independent Director Hsu, Tzu-Mei
	Resolution	No opinion at this meeting

(II) Communication Meetings Between Independent Directors and CPAs (Without Management Present)

Date of Meeting	Communication with the independent auditor (CPA).	
2025/03/14	Description	1. The CPAs reported on the audited consolidated financial statements for 2024, including key audit findings (such as significant adjusting entries and unadjusted entries), and the review report of the CPAs. 2. Communication of the key audit matters in the audit report. 3. Communication regarding accountants' qualifications, responsibilities and independence.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director LIU, LEN-YU, Independent Director CHEN, YUE-MIN

	Resolution	The annual financial report has been approved by the Audit and Risk Committee and submitted to the Board of Directors for approval, and has been announced and reported to the competent authorities as scheduled. The independent directors had no objection.
2025/05/14	Description	<ol style="list-style-type: none"> 1. The CPAs reported on the contents of the reviewed consolidated financial statements for Q1 2025, the significant adjusting entries, the unadjusted entries, and the review report of the CPAs. 2. The CPAs discussed and communicated the questions raised by the participants.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director LIU, LEN-YU, Independent Director CHEN, YUE-MIN
	Resolution	The independent directors fully communicated with the CPAs, and the independent directors posed no objection.
2025/08/14	Description	<ol style="list-style-type: none"> 1. The CPAs reported on the contents of the reviewed consolidated financial statements for Q2 2025, the significant adjusting entries, the unadjusted entries, and the review report of the CPAs. 2. The CPAs discussed and communicated the questions raised by the participants.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director, LIU, LEN-YU, Independent Director, CHEN, YUE-MIN, and Independent Director Hsu, Tzu-Mei
	Resolution	The independent directors fully communicated with the CPAs, and the independent directors posed no objection.
2025/11/12	Description	<ol style="list-style-type: none"> 1. The CPAs reported on the content of the audited consolidated financial statements for Q3 2025, the significant adjusting entries and the unadjusted entries and the review report of the CPA. 2. The CPAs discussed and communicated the questions raised by the participants.
	Attendance of Independent Directors	Independent Director HWANG, TSING-YUAN, Independent Director WANG, KUO-CHENG, Independent Director, LIU, LEN-YU, Independent Director, CHEN, YUE-MIN, and Independent Director Hsu, Tzu-Mei
	Resolution	The independent directors fully communicated with the CPAs, and the independent directors posed no objection.

(IV) The implementation of corporate governance and the deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
I. Does the Company set and disclose corporate governance code of practice according to corporate governance practice principles for TWSE/GTSM-Listed companies?	✓		The Company has set a corporate governance code of practice, for the protection of shareholders' rights, to strengthen the functions of the BOD, respect the interests of stakeholders, enhance the transparency of information and relevant rules. Detailed information can be found on the Company's website.	No Difference
II. Equity structure and shareholder rights. (I) Does the Company establish internal operating procedures to handle shareholders' suggestions, doubts, disputes and litigation matters, and implement them in accordance with the procedures? (II) Does the Company keep track of the list of major shareholders who actually control the Company and the ultimate controllers of such major shareholders? (III) Has the Company established and implemented risk control and firewall mechanisms with its affiliates?	✓ ✓		(I) An Investor Relations Department is established to handle shareholder suggestions or disputes. (II) The Company shall keep track of the shareholdings of directors, managers, and major shareholders holding 10% or more of the shares, and shall disclose such information as required by law. (III) The Company has established appropriate risk control mechanisms and firewall measures in accordance with relevant internal regulations, including the "Regulations Governing Operations, Business, and Financial Dealings with Specific Companies and Group Companies", "Regulations Governing Finance and Business Matters Between Related Parties", "Regulations Governing the Supervision of Subsidiaries", "Procedures for Endorsement and Guarantee", and "Procedures for Loans to Others." Business relations between affiliated enterprises have been evaluated by an independent third party to prevent violations of unlawful transactions.	No Difference
(IV) Does the Company establish internal regulations to prohibit insiders from trading securities using undisclosed information in the market?	✓		(IV) The Company has established the "Regulations Governing the Prevention of Insider Trading" and "Procedures for Handling Material Inside Information", which prohibit insiders from using undisclosed information in the market to trade securities, 30 days prior to the announcement date and the Company's shares or other equity securities during closed period of 15 days prior to the publication date of quarterly financial statements.	

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			Directors of the Company are prohibited from dealing in the Company's shares or other equity-type securities from the moment they learn of the material news of the Company prior to the investor conference until the next day after the investor conference, so as to prevent insider trading.	
<p>III. Organization and responsibilities of the Board of Directors</p> <p>(I) Does the Board of Directors establish a diversified policy, specific management goals, and implementation with respect to the composition of the Board of Directors?</p>	✓		<p>(I) The Company has established the "Corporate Governance Best Practice Principles" to formulate the diversity policy for the board of directors, as well as specific management goals and implement them.</p> <p>The company's BOD (including independent directors) has adopted a nomination system. The Company's Board of Directors is diverse in terms of age, gender and industry experience in manufacturing, brand distribution, technology research and financial investment, in order to implement the diversity policy and build the Company's board structure. One director holds employee status, representing 11.11% of the Board; independent directors account for 55.56%, with one independent director having a tenure of less than three years and four having served more than three years. In terms of age distribution, seven directors are aged between 61 and 70, and two are aged between 71 and 80.</p> <p>The Company attaches great importance to gender equality in the Board of Directors. Currently, there are three female directors, accounting for 33.33%, which is higher than the standard of one female director stipulated in the "Action Plan for Sustainable Development of Listed Companies" promoted by the Financial Supervisory Commission.</p>	No Difference
<p>(II) In addition to the Remuneration Committee and the Audit Committee, has the Company established other functional committees voluntarily?</p>	✓		<p>(II) The Company has established an Audit and Risk Committee, a Compensation Committee and a Corporate Governance and Nomination Committee. It also has a Sustainability Committee, a Legal Compliance Committee, an Employee Welfare Committee and a Labor Retirement Reserve Fund</p>	

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
(III) Has the Company set performance assessment rules and methods for the BOD and does it perform this evaluation every year?	✓		<p>Oversight Committee. Other functional committees will be evaluated and established in the future as needed.</p> <p>(III) The Company has established the "Board of Directors and Functional Committee Performance Evaluation Method" on November 12, 2020. Performance evaluation is conducted regularly every year, and at least once every three years, an external professional independent organization or a team of external experts and scholars will conduct an evaluation. The evaluation aspects of each functional committee are clearly defined. The Company's most recent annual internal performance evaluation of the Board of Directors was conducted by self-evaluation by directors using an internal questionnaire.</p> <p>The items for the self- evaluation of the board of directors include the following aspects:</p> <ol style="list-style-type: none"> 1. The self-evaluation items of the Board of Directors of the Company include the following five aspects: <ol style="list-style-type: none"> (1) The degree of participation in the company's operations. (2) Improve the quality of the board's decision making. (3) The composition and structure of the board of directors. (4) The selection and continuing education of directors. (5) Internal control. 2. The items for the self- evaluation of the individual directors include the following aspects: <ol style="list-style-type: none"> (1) Understanding of the Company's goals and mission. (2) Awareness of directors' duties. (3) The degree of participation in the company's operations. (4) Internal relationship management and communication. (5) Continuing education of directors. (6) Internal control. 3. The items for the self- evaluation of the functional committees include the following aspects: 	

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
(IV) Does regularly evaluate the independence of the CPA?	✓		<p>(1) The degree of participation in the company's operations.</p> <p>(2) Awareness of the functional committees' responsibilities.</p> <p>(3) Improvement of board decision quality.</p> <p>(4) Functional committee composition and member selection.</p> <p>(5) Internal control.</p> <p>Evaluation Results: The results of the performance evaluation of the Board of Directors and the functional committees were reported to the Board of Directors and the Corporate Governance and Nomination Committee on March 16, 2026, and have been used as a reference for individual directors' remuneration and renomination. The results of the 2025 Board performance evaluation are as follows (out of 5 points):</p> <ol style="list-style-type: none"> 1. The overall average score of the self-evaluation of the Board of Directors was 4.99; the overall average score of the self-evaluation of directors was 4.98. The overall performance evaluation results of the Board of Directors are that the board is operating effectively. 2. The overall average score for the Audit and Risk Committee's self-assessment was 4.99. 3. The overall average score for the Remuneration Committee's self-evaluation was 4.96. 4. The overall average score of the Corporate Governance and Nomination Committee's self-evaluation was 5.00. <p>(IV) The Company's Board of Directors regularly evaluates the independence and suitability of the CPAs. When discussing the independence and suitability of the appointment of the certified public accountants, the Board of Directors of the Company shall submit the resume of the recommended accountants, the independence statement of each accountant (not violating the Bulletin of Professional Ethics No. 10) and the AQIs information compiled in accordance with the "Guidelines for the Preparation of Audit Quality Indicators (AQIs) by Accounting Firms" (including 5 major aspects</p>	

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			and 13 indicators such as professionalism, independence, quality control, supervision, and innovation ability) for the Board of Directors' evaluation. The Board of Directors of the Company approved on March 16, 2026 that the CPAs all met the Company's independence and suitability assessment standards (no direct or significant indirect financial interest relationship with the audit client, the firm's excessive reliance on a single client as a source of remuneration, significant close business relationship with the audit client, etc.).	
IV. For a listed or OTC company, is it equipped with a competent and appropriate number of corporate governance personnel, and has it designated a corporate governance director to be responsible for corporate governance related matters (including but not limited to providing information required by directors and supervisors to carry out business, assisting directors and supervisors in complying with laws and regulations, managing related matters of the board meeting and shareholders' meeting in accordance with laws, taking minutes of the board meeting and shareholders' meeting, etc.)?	✓		<p>To implement corporate governance and ensure that the Board of Directors effectively performs its functions to safeguard shareholders' interests, the Company has appointed an appropriate number of qualified corporate governance personnel. The Board has designated the Chief Financial Officer, HUANG, DE-CAI, as the Chief Corporate Governance Officer, in order to protect shareholders' rights and strengthen the functions of the Board.</p> <p>The CFO, HUANG, DE-CAI, has more than 20 years of experience as a financial supervisor in public companies. The scope of functions and powers of the corporate governance officer, the key tasks of the year, and the continuing education are as follows:</p> <ol style="list-style-type: none"> 1. Assist Independent and Non-Independent Directors to carry out their duties pursuant to the Law: <ol style="list-style-type: none"> (1) Notify the board 7 days in advance before Board of Director meetings, and if matters are subject to abstaining due to conflicts of interest. (2) Registration of the Shareholders' Meeting dates, and notification dates according to relevant laws. 2. Creation of board and shareholder meeting minutes - 20 days after the meeting according the relevant regulations. 3. Assist Directors in assuming the position: According to the Company's specific industry, and the profession and educational backgrounds of the Director, assist the Director in formulating an advancement plan and arrange relevant classes. 	No Difference

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			<p>4. Assist in production of materials to assist the Board of Directors to carry out their duties:</p> <p>(1) Regularly inform the Board of Directors with relevant information regarding updates rules and regulations of Company's industry and relevant corporate governance updates.</p> <p>(2) Review relevant information confidentiality levels and provide the Board of Directors the necessary information, maintain the Board and Managements communication channels.</p> <p>(3) Meeting with internal and external auditors to maintain Independent Director's compliance with the Company's corporate governance regulations, and if needed, organize relevant meetings.</p> <p>5. Assist in the Board's compliance with Laws:</p> <p>(1) Report the status of corporate governance to the Board of Directors, and confirm whether the shareholders' meetings and board meetings are in compliance with relevant laws and corporate governance best practice principles.</p> <p>(2) Assist and remind Directors regarding the importance of adherence to laws and regulations for resolutions within meetings, and provide suggestions in the case where such laws and regulations are infringed upon.</p> <p>(3) Examination of Directors' Meeting's resolutions post-meeting, and the release of such information. Confirming the resolutions and relevant information are according to law and correct, to protect the integrity of investors' trading information.</p> <p>6. Report to the Board of Directors on the results of its review of whether the qualifications of independent directors at the time of nomination, election and during their term of office comply with relevant laws and regulations: On March 16, 2026, the Board of Directors reported the professional qualifications and independence of the current independent directors, and all independent directors comply with relevant regulations.</p> <p>7. Matters with regard to the change of directors:</p>	

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			<p>Inform directors of related matters to pay attention to, release material messages as required, and handle matters related to the declaration of directors' onboarding changes and identification of changes in the registration of directors on the Market Observation Post System.</p> <p>8. Please refer to page 41 of the annual report for the continuing education of the Corporate Governance Officer.</p>	
V. Has the Company established a communication channel with stakeholders (including but not limited to shareholders, employees, customers and suppliers), set up a stakeholder area on the company's website, and properly responded to major corporate social responsibility issues of concern to stakeholders?	✓		In 2025, the Company reported to the Board of Directors on its communication with stakeholders on a quarterly basis. A "Stakeholder Section" has been established on the Company's website, providing contact information for the spokesperson and relevant business departments to respond to key corporate social responsibility issues of concern to stakeholders (including but not limited to shareholders, employees, customers, and suppliers). The Company also engages with stakeholders through investor conferences each year and conducts related satisfaction surveys. Please refer to the official website of the Company https://www.honhai.com/zh-tw/CSR/stakeholder .	No Difference
VI. Has the company appointed a professional stock affairs agency for shareholders affairs?	✓		The Company authorized "Grand Fortune Securities Co., Ltd." as stock service agency to handle shareholder transactions.	No Difference
VII. Disclosure of information (I) Does the Company set up a website to disclose financial, business and corporate governance information? (II) Has the Company adopted other measures (such as English website, a designated person responsible for the collection and disclosure of information, implementation of the spokesman system, the legal entities announcements uploaded to website, etc.) to disclose information? (III) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the financial statements for the first, second, and third quarters and the operating status of each month before the prescribed deadline?	✓ ✓ ✓		<p>(I) The Company has placed financial and corporate governance information of each year on its website.</p> <p>(II) The Company has established an English-language website to disclose relevant information. It has also set up a spokesperson, investor relations department, and shareholder affairs department to disclose relevant information in accordance with regulations. The Company issues depository receipts (GDRs) on the London Stock Exchange, and discloses relevant information of the Company on the London Stock Exchange in accordance with the regulations.</p> <p>(III) The Company's annual financial reports and the financial reports for the first, second, and third quarters are all duly announced and filed within the prescribed deadlines in accordance with applicable regulations. In addition, the Company discloses its monthly revenue information in</p>	No Difference

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			advance by the 5th day of the following month.	
VIII.Does the Company have other important information for better understanding the Company’s corporate governance system (including but not limited to interests and rights of employees, care for employees, relation with investors, relation with suppliers, relation with interested parties, continuing education of directors and supervisors, execution of risk management policies and risk measuring standards, execution of customer policies, liability insurance for the Company’s directors and supervisors)?	✓		<p>1.Employee Rights: The Company has consistently treated employees with integrity and safeguards their legitimate rights and interests in accordance with the Labor Standards Act.</p> <p>2.Employee Care: Through comprehensive employee welfare programs that support stable livelihoods, as well as well-established education and training systems, the Company fosters a relationship of mutual trust and reliance with its employees. Such as: employee benefits and community cultural and recreational activities and entertainment, health clinic grants and medical advice, the Company also provides staff quarters, rented accommodations for staff, accommodation care, parking lots, etc.</p> <p>3.Investor Relations: The Investor Relations Department was set up to specifically deal with shareholder proposals.</p> <p>4.Supplier Relationships: The Company has consistently maintained good relationships with its suppliers.</p> <p>5.Stakeholders’ Rights: Stakeholders may communicate with the Company and provide suggestions to safeguard their legitimate rights and interests.</p> <p>6.Continuing Education of Directors: All directors of the Company possess industry expertise and practical experience in business management. (please refer to the table below for specific case studies)</p> <p>7.Implementation of Risk Management Policies and Risk Measurement Standards: The Company has established various internal regulations in accordance with applicable laws and regulations to conduct risk management and assessment.</p> <p>8.Implementation of Customer Policies: The Company maintains stable and sound relationships with its customers to generate corporate profits.</p> <p>9.Directors’ Liability Insurance: To protect directors from personal liability and financial losses arising from third-party claims in the performance of their duties, the Company has obtained liability insurance for its directors. The most recent annual insurance coverage was reported to the Board of Directors on March 16, 2026, with the coverage period from January 15, 2026 to January 15, 2027.</p>	No Difference

Assessment items	Implementation Status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
<p>IX. Explain the improvements made in the corporate governance evaluation results published in the most recent year by the Corporate Governance Center of Taiwan Stock Exchange, and propose enhancements and measures for those that have not yet been improved.</p> <p>(I) The Company obtained A-Level certification under the Taiwan Intellectual Property Management System (TIPS) in 2025 (certificate validity period: December 31, 2025 to December 31, 2026).</p> <p>(II) Following discussions on areas not meeting the evaluation criteria, the Company has identified priority areas for improvement and corresponding measures as follows: As a priority initiative, the Company has formulated and, on March 16, 2026, the Board of Directors approved the Company's "Corporate Value Enhancement Plan."</p>				

Continuing education of the Company's directors in 2025:

Title	Name	Date	Organizer	Course	Hours
Chairman	LIU, YOUNG-WAY	2025/05/15	Corporate Management and Sustainable Development Association of the Republic of China	Challenges and Strategies for Taiwanese Businesses Under the New Trump Administration	3
		2025/8/15	Corporate Management and Sustainable Development Association of the Republic of China	Corporate Governance and Securities Regulation	3
Director	Chang Ching-Jui	2025/05/15	Corporate Management and Sustainable Development Association of the Republic of China	Challenges and Strategies for Taiwanese Businesses Under the New Trump Administration	3
		2025/8/15	Corporate Management and Sustainable Development Association of the Republic of China	Corporate Governance and Securities Regulation	3
		2025/11/17	Chinese Association of Finance and Economics	Digital Transformation and AI Applications	3
		2025/12/04	Chinese Association of Finance and Economics	2026 Global and Taiwan Economic, Financial, and Investment Trends Outlook	3
Corporate Director representative	CHIANG, SHANG-I	2025/07/09	Taiwan Stock Exchange	2025 Cathay Pacific Perpetual Banking and Climate Change Summit	6
Corporate Director representative	Dr. Christina Yee-Ru Liu	2025/10/22	Chinese Association of Finance and Economics	Development of Generative AI and Future Industry Opportunities	3
		2025/12/10	Chinese Association of Finance and Economics	The Trump Effect on ESG and Sustainable Governance	3

Title	Name	Date	Organizer	Course	Hours
Independent Director	HWANG, TSING-YUAN	2025/06/04	Taiwan Corporate Governance Association	The latest ESG regulations, trends, impacts and response	3
		2025/07/09	Taiwan Stock Exchange	2025 Cathay Pacific Perpetual Banking and Climate Change Summit	3
Independent Director	WANG, KUO-CHENG	2025/07/26	Securities and Futures Institute	Ethical Management, Employee Fraud, and Whistleblowing Systems (including Gender Equality)	2
		2025/07/29	Securities and Futures Institute	AI Development and Cybersecurity Risks	2
		2025/07/29	Securities and Futures Institute	Analysis of Fraud Schemes and Case Studies on Anti-Money Laundering Regulations (including Insider Trading Awareness)	2
		2025/08/21	Taiwan Corporate Governance Association	Corporate Equity Investment Planning and Practical Analysis of Joint Venture Agreements	3
		2025/08/21	Taiwan Corporate Governance Association	Trump 2.0: Corporate Strategies for Global Tax Reform and Supply Chain Restructuring	3
Independent Director	LIU, LEN-YU	2025/09/03	Taiwan Corporate Governance Association	The Role of the Board in Shaping Corporate Strategy Amid Global Disruptions	6
Independent Director	CHEN, YUE-MIN	2025/05/26	Taipei Foundation of Financial Research	Corporate Governance – Green and Sustainable Finance: Tools and Markets	2
		2025/06/10	Taiwan Academy of Banking and Finance	Analysis of Key Corporate Governance Case Law	3
		2025/07/04	Taipei Foundation of Financial Research	Financial Inclusion Services	2
		2025/07/08	Taiwan Academy of Banking and Finance	FinTech and Cybersecurity Risk Trends	3
		2025/07/23	Securities and Futures Institute	Corporate Governance, Fair Customer Treatment Principles, and Financial Consumer Protection	3
Independent Director	Hsu Tzu-Mei	2025/07/09	Taiwan Stock Exchange	2025 Cathay Pacific Perpetual Banking and Climate Change Summit	6
		2025/07/17	Chinese National Association of Industry and Commerce	Supply Chain Restructuring Trends and Corporate Responses Amid Global Tariff Wars	3
		2025/10/31	Securities and Futures Institute	2025 Legal Compliance Seminar on Insider Equity Transactions	3

Continuing education of the Company's Corporate Governance Officer in 2025:

Title	Name	Date	Organizer	Course	Hours
Corporate governance officer	HUANG, DE-CAI	2025/02/24	Chinese Association of Finance and Economics	Trump's New Tariff Policy and Global Economic Shifts	3
		2025/05/15	Corporate Management and Sustainable Development Association of the Republic of China	Challenges and Strategies for Taiwanese Businesses Under the New Trump Administration	3
		2025/07/09	Taiwan Stock Exchange	2025 Cathay Pacific Perpetual Banking and Climate Change Summit	3
		2025/08/15	Corporate Management and Sustainable Development Association of the Republic of China	Corporate Governance and Securities Regulation	3

(V) Information on the Members and Operation of the Remuneration Committee

1. Composition of the Remuneration Committee

The Company established the Remuneration Committee in September 2011. The Remuneration Committee shall exercise the due care of a good administrator to faithfully perform its duties and powers and submit its recommendations to the Board of Directors for discussion.

2. Responsibilities of the Remuneration Committee

- (1) Regularly review the Company's remuneration policies and propose amendments.
- (2) Formulate and regularly review the performance and remuneration policies, systems, standards and structures of the Company's directors and managers.
- (3) Regularly evaluate the remuneration of the Company's directors and managerial officers.

3. Information on the members of the current remuneration committee is as follows:

March 31, 2026

Identity type	Name	Criteria Professional Knowledge and Experience	Independence Attribute	Concurrent independent director position in other publicly traded companies
Independent Director (Convener)	WANG, KUO-CHENG	He has previously served as Chairman of Les enphants Co.,Ltd., Standing Director of the Taiwan Chain Stores and Franchise Association, Standing Director of the Marketing Communications Executives International, Taipei, Standing Director of the Taiwan Excellent Brand Association, Independent Director of Wellell Inc., and Member of its Audit Committee and Remuneration Committee. At present, he is the Company's Independent Director, a member of the Audit and Risk Committee, Convener of the Remuneration Committee and a member of the Corporate Governance and Nomination Committee. Independent Director and Member of the Audit Committee, HannStar Board Corporation; Independent Director, Member of the Audit Committee, and Member of the Remuneration Committee, Luo Li-Fen Holding Co., Ltd.	Please refer to page 10 for the independence status of independent directors.	1
Independent Director	HWANG, TSING-YUAN	He has previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of the Taiwan Stock Exchange Corporation, Executive Officer & Head of Asia and Oceania, Daiwa Securities SMBC Co. Ltd. and Chairman, The Tokyo Star Bank, Limited (Japan). At present, he is Independent Director, Convener of Audit and Risk Committee, Member of Remuneration Committee and Convener of Corporate Governance and Nomination Committee. Director of the Taiwan Institute of Economic Research; Executive Director of the Chinese National Association of Industry and Commerce; Director of Taipei Financial Center Corporation; Vice Chairman of the Third Wednesday Club; Chief Advisor to CTBC Financial Holding Co., Ltd.; and Honorary Chairman of The Tokyo Star Bank, Ltd. (Japan).	Please refer to page 10 for the independence status of independent directors.	None
Independent Director	CHEN, YUE-MIN	From 1995 to 1997, he served as a special member of the Central Trust Bureau, from 1997 to 1998 as an assistant manager of China International Commercial Bank, from 1992 to 2020 as a Supervisor, Joint Credit Information Center, from 1998 to 2010 as a member of the executive committee of the Central Bank, and served as Counsellor of the Central Bank from 2010 to 2017, and Director of the Treasury Department of the Central Bank from 2017 to 2020. He retired in July 2020. He currently serves as an independent director, member of the Audit and Risk Committee and the Remuneration Committee of the Company and an independent director of the Land Bank of Taiwan Co., Ltd.	Please refer to page 10 for the independence status of independent directors.	None

4. Information on the operation of the Remuneration Committee

- (1) The Company's Remuneration Committee consists of 3 members.
- (2) The term of the current committee members is from May 29, 2025 to May 28, 2028.

A total of 3 meetings were held by the Remuneration Committee in the most recent year. The attendance of the Committee members was as follows:

Title	Name	Number of actual attendance	Number of attendance by proxy	Actual attendance rate	Remarks
Chair	WANG, KUO-CHENG	3	0	100 %	Serving another term
Member	HWANG, TSING-YUAN	3	0	100%	Serving another term
Member	CHEN, YUE-MIN	3	0	100%	Serving another term

Note: The Company's Board of Directors appointed the members of the 6th Remuneration Committee on May 29, 2025, and they assumed office on the same date. The 5th Remuneration Committee convened two meetings, and the 6th Remuneration Committee convened one meeting.

Other information to be disclosed:

- I. The Board of Directors does not accept Compensation Committee's suggestions or amendments: None.
- II. The resolutions of the Compensation Committee which Committee member has oppositions or reservations: None.
- III. The resolutions of the Compensation Committee and the Company's action:

Date of Remuneration Committee's meeting	Discussion subjects	Resolution	The Company's action regarding the Compensation Committee
2025/01/20	<ol style="list-style-type: none"> 1. Proposal to amend the Company's "Regulations Governing Performance Evaluation of the Board of Directors and Functional Committees." 2. Proposal for the Company's 2024 managerial performance bonus distribution. 	The proposal was approved by all members present at the Committee meeting.	Submitted to the board of directors and approved by all directors present at the meeting.
2025/03/14	Proposal regarding the definition of "entry-level employees" and amendment to the Company's "Articles of Incorporation."	The proposal was approved by all members present at the Committee meeting.	Submitted to the board of directors and approved by all directors present at the meeting.
2025/10/27	<ol style="list-style-type: none"> 1. Review of the Company's "Regulations Governing Performance Evaluation of the Board of Directors and Functional Committees." 2. Review of the "Regulations Governing the Remuneration of Directors and the Distribution of Remuneration." 3. Review of the policies, systems, standards, and structures of managerial performance evaluation and remuneration. 4. Proposal for the Company's 2024 employee compensation allocation for managerial personnel. 	<ol style="list-style-type: none"> 1. Resolved to remove the parenthetical description under item A.-4 "Appropriateness of the frequency of Remuneration Committee meetings" in the self-assessment questionnaire of the Remuneration Committee performance evaluation. 2. Approved unanimously by all attending committee members. 3. Resolved to amend Article 4, Paragraph 2, Subparagraph (3), Item a of the "Regulations Governing the Distribution of Remuneration to Managerial Officers." 4. Approved unanimously by all attending committee members. 	Submitted to the board of directors and approved by all directors present at the meeting.

(VI) Membership and operation information of the Corporate Governance and Nomination Committee

1. Qualifications and duties of members of the Corporate Governance and Nomination Committee

The Company established a Nomination Committee in March 2022, and on October 27, 2023, the Board of Directors approved the expansion of the Nomination Committee to the Corporate Governance and Nomination Committee. This Committee, under the authorization of the Board of Directors, shall faithfully perform the following duties and powers with the care of a good administrator, and submit the proposed recommendations to the Board of Directors for discussion:

- (1) To nominate the Company's director candidates and review the qualifications of director candidates.
- (2) Construct the organizational structure of each functional committee under the Board of Directors, and review the establishment and amendment of the organizational charters of each functional committee.
- (3) Review of the establishment and amendment of the regulations related to the operation of the Board of Directors of the Company.
- (4) Review of the Company's Corporate Governance Best Practice Principles.
- (5) Supervises and guides the Board's performance evaluation/efficiency evaluation results to the Board of Directors for review and improvement.
- (6) Donations to related parties or significant donations to non-related parties. However, donations for emergency relief due to major natural disasters may be submitted to the Committee for ratification before the next board meeting.
- (7) Appropriate orientation instructions were provided to new directors so that they understand their responsibilities and are familiar with the Company's operation and environment.
- (8) Other matters as directed by the Board of Directors to the Committee.

The information of the members of the Corporate Governance and Nomination Committee for the current term is as follows:

March 31, 2026

Condition Name Identity type		Professional Knowledge and Experience	Independence Attribute	Number of other public companies that serve as nomination committee members
Independent Director (Chair and Convener)	HWANG, TSING-YUAN	He has previously served as Independent Director of Cathay Financial Holding Co., Ltd., Director of the Taiwan Stock Exchange Corporation, Executive Officer & Head of Asia and Oceania, Daiwa Securities SMBC Co. Ltd. and Chairman, The Tokyo Star Bank, Limited (Japan). He currently serves as an Independent Director of the Company, Convener of the Audit and Risk Committee, Member of the Remuneration Committee, and Convener of the Corporate Governance and Nomination Committee; Director of the Taiwan Institute of Economic Research; Executive Director of the Chinese National Association of Industry and Commerce; Director of Taipei Financial Center Corporation; Vice Chairman of the Third Wednesday Club; Chief Advisor to CTBC Financial Holding Co., Ltd.; and Honorary Chairman of The Tokyo Star Bank, Ltd. (Japan).	Please refer to page 10 for the independence status of independent directors.	None

Identity type	Name	Condition Professional Knowledge and Experience	Independence Attribute	Number of other public companies that serve as nomination committee members
Independent Director	WANG, KUO-CHENG	<p>He has previously served as Chairman of Les enphants Co.,Ltd., Standing Director of the Taiwan Chain Stores and Franchise Association, Standing Director of the Marketing Communications Executives International, Taipei, Standing Director of the Taiwan Excellent Brand Association, Independent Director of Wellell Inc., and Member of its Audit Committee and Remuneration Committee.</p> <p>He currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee, Convener of the Remuneration Committee, and Member of the Corporate Governance and Nomination Committee; Independent Director and Member of the Audit Committee of HannStar Board Corporation; and Independent Director, Member of the Audit Committee, and Member of the Remuneration Committee of Luo Lih-Fen Holding Co., Ltd.</p>	Please refer to page 10 for the independence status of independent directors.	None
Independent Director	LIU, LEN-YU	<p>He has previously served as Professor of Law at the College of Law, National Chengchi University, Executive Director of the Corporate Governance and Law Research Center at National Chengchi University, and Executive Director of the Trust Fund for Taiwan Finance, Enterprise & Banking Law.</p> <p>He has been teaching corporate law, securities trading law, banking law and corporate merger and acquisition law at universities for more than 30 years since 1992.</p> <p>From September 2015 to July 2019, he served as Chairman of the Taiwan Futures Exchange. He also served for a long time as a director of the Securities Investors and Futures Traders Protection Center (Insurance Center), and served as an advisory member of the Taiwan Corporate Governance Law Research Foundation, a well-known charity trust.</p> <p>In addition, he served as a member of the Fair Trade Commission (the antitrust authority of the Republic of China) from 2000 to 2014, and as a consultant to the Securities and Futures Bureau, FSC from 2003 to 2004. He has served as a member of the listing and OTC review committee of the Taiwan Stock Exchange and the GreTai Securities Market. From September 2008 to July 2016, he served as a director of the board of Taiwan Stock Exchange. In addition, during the period of 1988 and 1989, he was a permanent attorney at the International Law Firm, which laid the foundation for practical work.</p> <p>He currently serves as an Independent Director of the Company, Member of the Audit and Risk Committee and the Corporate Governance and Nomination Committee, Managing Partner of L&Y Attorneys at Law, Director of the Taiwan Corporate Governance Association, Adjunct Professor at the College of Law, National Chengchi University, Adjunct Professor at the College of Law, National Taipei University, and Visiting Professor at the College of Law, Shih Hsin University.</p>	Please refer to page 10 for the independence status of independent directors.	None

2. Corporate governance and the operation of the Nomination Committee

- (1) There are 3 members of the Company's Corporate Governance and Nomination Committee.
- (2) The term of office of the current committee members: from May 29, 2025 to May 28, 2028.

The Governance and Nomination Committee met 2 times in the most recent year. The attendance of the committee members and the following matters discussed are as follows:

Title	Name	Number of actual attendance	Number of attendance by proxy	Actual attendance rate	Remarks
Chair and Convener	HWANG, TSING-YUAN	2	0	100%	Serving another term
Member	WANG, KUO-CHENG	2	0	100%	Serving another term
Member	LIU, LEN-YU	2	0	100%	Serving another term

Note: The Company's Board of Directors appointed the members of the 3rd Corporate Governance and Nomination Committee on May 29, 2025, and they assumed office on the same date. The 2nd Corporate Governance and Nomination Committee convened two meetings, and the 3rd Corporate Governance and Nomination Committee had not convened any meetings as of December 31, 2025. Other information to be disclosed:

1. Cases where the Board of Directors did not adopt or modified the recommendations of the Corporate Governance and Nomination Committee: None.
2. A member has an objection or reservation on the resolution of the Corporate Governance and Nomination Committee with record or written statement: None.
3. Discussions and resolutions of the Corporate Governance and Nomination Committee, and the Company's handling of the members' opinions:

Meeting date of Corporate Governance and Nomination Committee	Discussion subjects	Resolution	The Company's action regarding the Compensation Committee
2025/01/20	Proposal to amend the Company's "Audit and Risk Committee Charter," "Rules of Procedure for Board of Directors Meetings," and "Corporate Governance Best Practice Principles."	The proposal was approved by all members present at the Committee meeting.	Submitted to the board of directors and approved by all directors present at the meeting.
2025/03/14	<ol style="list-style-type: none"> 1. The Company's self-evaluation results of the 2024 performance of the Board of Directors, individual directors, and functional committees. 2. Reference list of recommended nominees for directors of the 19th Board of Directors. 	The proposal was approved by all members present at the Committee meeting.	Submitted to the board of directors and approved by all directors present at the meeting.

(VII) Implementation of Sustainable Development Initiatives and Climate-Related Information

1. Implementation of the Sustainable Development and the Differences of Practice for Sustainable Development of Listed OTC Companies and Its Reasons

Item	Implement status			Difference from Corporate Governance Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
I. Does the company establish a governance structure to achieve sustainable development, and set up a dedicated (part-time) unit to promote sustainable development, which is authorized by the board of directors to handle senior management, and supervised by the board of directors?	✓		<p>The Company officially established its Corporate Social Responsibility (CSR) initiative in 2007 and changed its name to the Sustainability Committee in 2022. It is the highest-level sustainability decision-making organization within the Company. The chairman of the board acts as chairman of the committee, combines with senior executives to jointly review the Company's operational strategies and capabilities, and formulate a medium- and long-term sustainable development plan.</p> <p>The "Sustainability Committee" is responsible for formulating the Group's ESG strategy and roadmap, building a sustainable ecosystem, and overseeing performance and risk. Under the Committee, a "Sustainability Promotion Office" has been established to implement strategies, oversee regulatory compliance and disclosures, and manage stakeholder communication. It works together with the "ESG Task Force," which is organized based on professional functions, to identify sustainability issues relevant to operations and stakeholder concerns. The ESG Task Force further develops and executes strategies for specific issues, while tracking performance to ensure that sustainability strategies are effectively integrated into daily management.</p> <p>The Sustainability Committee will regularly report the sustainability implementation results and future work plans to the Chairman and to the Board of Directors on a quarterly basis. Proposals include (1) identifying sustainability issues that require attention and formulating corresponding action plans; (2) sustainability-related issues (3) Supervising the implementation of sustainable operation matters and evaluating the implementation. The Board of Directors will also evaluate the success of the strategies and the progress of the implementation, and will urge for adjustments when necessary.</p>	No Difference
II. Does the company conduct risk assessments on environmental, social and corporate governance issues related to the company's operation in accordance with the principle of	✓		<p>This disclosure covers the Company's sustainability performance from January 2025 to December 2025 across its major operating locations. The boundary of the risk assessment is primarily the Company, including its operations in Taiwan, China,</p>	No Difference

<p>materiality and formulate relevant risk management policies or strategies?</p>		<p>other regions of Asia, the Americas, and Europe. The Sustainability Committee conducts analysis in accordance with the materiality principle in the sustainability report, communicates with internal and external stakeholders, reviews international/national research reports and literature, integrates data from various departments, evaluates material ESG issues, and formulates effective identification, assessment, control, and supervision of risk management policies, and the adoption of specific action plans to reduce the impact of related risks.</p>							
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					<p>Hon Hai Technology Group places great importance on the relationship between its business operations and society. According to the 2025 Sustainability Report, the Group's public welfare initiatives focus on three core areas: education, technology, and emergency relief. Total global volunteer service hours reached 189,690, and total social investment exceeded NT\$96,011,030. The Group continuously evaluates the potential impacts and opportunities that its business activities may have on society. Through a structured social engagement framework, it promotes a range of initiatives, including public welfare partnerships, educational development, sports support, and employee volunteer services. The Company defines "community" as society as a whole. Based on different issues and needs, it collaborates with non-profit organizations, government agencies, schools, and other social institutions to advance related initiatives.</p> <ol style="list-style-type: none"> 1. In the area of education and social support, the Hon Hai Education Foundation has long promoted programs to support underprivileged students and cultivate technology talent. Through initiatives such as the "Scholarship Whale" scholarship program and the "Starlight Program" tutoring initiative, the Foundation provides financial assistance and one-on-one academic support to disadvantaged students. As of 2025, cumulative investment has reached approximately NT\$400 million, benefiting more than 20,000 students. 2. To cultivate future technology talent and reduce the urban-rural education gap, the Group has also promoted AI education talent development programs. The rural AI education initiative has reached 41 schools, with a total of 647 students participating in related training. The 	
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					<p>program also supports the establishment of robotics clubs and participation in competitions. In addition, since its establishment in 2021, the “Hon Hai Technology Award” has encouraged master’s and doctoral researchers to engage in forward-looking research in areas such as electric vehicles, artificial intelligence, and semiconductors, thereby supporting the development of innovation talent.</p> <p>3. In terms of social welfare and community engagement, the Group has promoted employee participation in public welfare procurement initiatives such as the “Mid-Autumn Charity Gift Selection.” This initiative features products from non-profit organizations and allows employees to voluntarily support social welfare institutions through purchases. To date, the program has partnered with 38 non-profit organizations across Taiwan, with more than 4,700 employees participating. Cumulative procurement and donation amounts have exceeded NT\$14 million.</p> <p>4. The Company also supports large-scale sporting events to promote social development and gender equality. In 2025, it hosted the “Foxconn TLPGA Players Championship,” with total prize money of US\$1.5 million. The event attracted 90 professional players from multiple countries and has become one of the key international events in women’s professional golf. It helps female athletes expand their international opportunities and enhances Taiwan’s visibility in global sports.</p>	
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					<p>The Company places great importance on the protection of human rights. In alignment with the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization Core Conventions, and other relevant international human rights standards, the Company has established a human rights due diligence mechanism to systematically identify, prevent, and mitigate potential human rights impacts arising from its operations.</p> <p>Human Rights Due Diligence Process</p> <p>The Company has established a human rights risk management framework and continuously advances human rights protection through the following processes:</p> <ol style="list-style-type: none"> 1. Human Rights Risk Identification Regularly reviews potential human rights issues associated with business operations, and identifies potential risks through stakeholder engagement, regulatory review, and internal risk assessments. 2. Risk Prevention and Mitigation Measures Develops corresponding management measures and improvement actions based on assessment results, and strengthens implementation through internal systems and training programs. 3. Tracking and Disclosure Regularly tracks the effectiveness of implemented measures and discloses progress through the annual report or sustainability report. <p>Scope of Human Rights Due Diligence and Material Issues</p> <p>The scope of the Company's human rights due diligence covers its operations and value chain stakeholders, including:</p> <ul style="list-style-type: none"> • Employees • Suppliers <p>Through its risk assessment process, the Company has identified the following material human rights issues:</p> <ul style="list-style-type: none"> • Forced labor • Child labor • Working hours 	
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				<ul style="list-style-type: none"> • Compensation • Employee health and safety • Equality, non-discrimination, and anti-harassment • Collective Bargaining • Grievance channels <p>Risk Mitigation and Remedial Measures</p> <p>In response to the above human rights issues, the Company continues to implement relevant management measures, including:</p> <ul style="list-style-type: none"> • Promoting occupational health and safety management systems and conducting safety training • Maintaining regular operation of employee grievance and communication channels • Conducting periodic training on human rights and workplace respect • Establishing audit and corrective action mechanisms to prevent and mitigate potential human rights risks <p>Implementation of Human Rights Due Diligence</p> <p>The Company regularly reviews the implementation of its human rights management framework. In 2025, all assessment results fell within the low-risk range.</p>	
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			Corporate governance	Information security and customer privacy	<ol style="list-style-type: none"> 1. Risk assessment criteria have been established for cyber security risks. Risk management and continuous improvement are carried out from the organizational and technical levels to reduce corporate cyber security threats to ensure the effectiveness of information security management measures. The Company has completed the "ISO/IEC 27001 Information Security Management System" certification and continues to conduct training courses to strengthen its corporate culture of information security. 2. The Company has formulated a code of conduct and responsibility standards on the basis of complying with relevant laws and regulations and international standards to protect customer health and safety, customer privacy, consumer rights, and complaint rights. 	
			Corporate Governance and Risk management		<ol style="list-style-type: none"> 1. The Company established the Audit and Risk Committee and continues to strengthen the role of the Board of Directors by planning relevant training topics and courses. Each year, the Board is provided with the latest regulations, system developments, and policies. 2. The Company provides directors' liability insurance to prevent litigation or claims against directors. 3. The Company adopts a comprehensive risk management and control system to clearly identify, measure and control various risks, including market risk, product risk and operational risk. 	
			Financial performance		<ol style="list-style-type: none"> 1. Execute risk assessment in response to the impact on the Company's profit and loss. 2. Not engaging in high-risk or highly leveraged investment. 	

<p>III. Environmental issues</p> <p>(I) Does the company establish proper environmental management systems based on the characteristics of their industries?</p> <p>(II) Does the company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment?</p>	<p>✓</p> <p>✓</p>	<p>(I) The Company firmly believes that when promoting environmental protection, it must not only comply with relevant laws and regulations, but also need to be in line with international development trends. In 2022, the Company established an environmental sustainable development strategy based on the identified environmental issues. In response to international trends and customer requirements, the Company's business units have established an environmental management system, and acquired ISO14001 (effective date: 2025/02/25 - 2027/04/24) certification and will continue to promote the Company's environmentally sustainable development. At the same time, the Company conducts greenhouse gas inventory in accordance with the GHG Protocol every year to track carbon reduction results. Details are available in the Company's Sustainability Report and on the Company's website (https://www.honhai.com/zh-tw/CSR/focus-environment?section=focus-environment-tab1).</p> <p>(II) The Company has adopted the ISO 50001 energy management system and passed third-party verification (certificate expiry date: 2024/6/3 - 2027/6/6) to systematically manage the Group's energy consumption and increase risks and opportunities of energy efficiency. The Company sets an annual energy-saving target of a 4.2% improvement over the previous year. In 2025, the actual energy-saving rate in the Mainland China region was 5.2%. This achievement highlights the Company's outstanding performance in energy conservation efforts.</p> <p>To further improve energy utilization efficiency, the Company continues to vigorously promote the implementation of energy-saving technological transformation projects. At the same time, it strengthens internal energy-saving inspections at its plants to ensure the effective execution of all energy-saving measures. Moreover, the Company actively invests in research and development, focusing on the continuous development of new energy-saving and carbon-reducing technologies, products, and business models. This is aimed at tapping into energy-saving potential, driving the Company's transformation and upgrade, enhancing quality and revenue, and continuously optimizing the energy-saving and carbon-</p>	<p>No Difference</p>
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<p>(III) Does the company assess the potential risks and opportunities of climate change on its present and future operation, and take measures to respond to climate-related issues?</p>	<p>✓</p>	<p>reduction system to achieve ongoing improvement.</p> <p>In terms of green energy initiatives, the Company signed a joint venture agreement with CDIB Capital Group and jointly established Kai-Hong Energy Co., Ltd. In 2024, the Company partnered with Albamen Capital Partners to form a joint venture focused on green energy asset investment, targeting green power generation projects. The goal is to jointly deploy and lead capital flows into sustainable development in the solar, wind, and energy storage industries, providing businesses with the much-needed green electricity, while offering investors relatively stable returns.</p> <p>In 2025, the Company's total electricity consumption in Mainland China was 9,312,747,200 kWh, of which renewable energy usage reached 7,499,904,200 kWh, accounting for approximately 80.53%. (Data from other regions will be disclosed in the sustainability report once collected.)</p> <p>The Company maintains strict control over the use of raw materials, ensuring that all materials comply with EU RoHS, REACH, halogen-free, and other regulatory requirements. The Company continues to deepen its collaboration with international clients, actively disclosing safety information regarding process chemicals used in assembly plants. It has also established a comprehensive list of prohibited substances and successfully completed the replacement of client products with green chemicals, practicing the concept of green production.</p> <p>In the field of green manufacturing, the Company adheres to the principle of resource conservation and actively explores the development of waste reduction and recycling technologies. The Company vigorously promotes zero-waste initiatives both internally and among suppliers, maximizing the benefits of the circular economy and contributing to the green development of the industry.</p> <p>(III) The Company places great emphasis on climate change management and has established the Sustainability Committee as the core body responsible for climate change governance, with the Chairman serving as its chairperson. The Sustainability Committee is responsible for coordinating the Company's climate strategy. Each year, it reviews the Company's climate change strategies and targets, oversees the risks and opportunities arising from climate change, thoroughly examines implementation progress, and conducts comprehensive discussions on future</p>	
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		<p>plans. It then reports to the Board of Directors in detail to ensure that the Company’s climate actions remain closely aligned with its strategic objectives.</p> <p>Under the Company’s ESG task force structure, a dedicated Environmental Task Force, or E Task Force, has been established and is led by the Chief Environmental Officer. The E Task Force focuses on translating greenhouse gas reduction pathways and initiatives into concrete actions. Through regular tracking and review of implementation progress and effectiveness, the E Task Force actively supports the achievement of the Company’s emissions reduction targets and ensures that each measure is duly implemented and delivers tangible results.</p> <p>Since 2021, the Company has been a committed supporter of the Task Force on Climate-related Financial Disclosures (TCFD). The Company strictly follows the framework recommended by the TCFD to conduct comprehensive and in-depth assessments of the risks and opportunities that climate change may present to the Company. A complete and systematic assessment is conducted every three years, with annual updates and reviews, to ensure that the Company’s understanding of climate-related risks consistently remains at the forefront of industry practice and provides accurate and timely support for decision-making. In 2023, the Company prepared and completed its first Net Zero Vision Report, which was publicly disclosed on the Company’s official website, demonstrating the Company’s transparency and accountability in its pursuit of sustainable development. The report clearly identifies three major risk areas: challenges arising from surging demand for renewable energy and constraints under electricity-related regulations; potential risks caused by uncertainty in market information; and the impact of increasing stakeholder attention and feedback. In response to these risks, the Company also actively identifies viable development opportunities and formulates targeted response measures, turning challenges into opportunities. In terms of climate change mitigation, the Company remains firmly committed to its green intelligence and circular economy strategies, and continues to advance the development of initiatives such as green operations, energy management, carbon information disclosure, and green energy funds. Through these efforts, the Company continues to explore new</p>
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<p>(IV) Does the company conduct assessment on greenhouse gas, water consumption and waste for the last two years, and establish company strategies for energy conservation and carbon reduction, greenhouse gas reduction, water saving and waste management?</p>	<p>✓</p>	<p>pathways for green development and enhance its green competitiveness. In terms of climate change adaptation, the Company focuses on strengthening foundational measures, starting with the enhancement of sustainable operating capabilities, to build the Company's core competitiveness and ensure steady progress amid an evolving climate environment. For further details, please refer to the Environmental section of the Company's sustainability report. In 2024, the Company officially became the third company in Taiwan's high-tech hardware equipment industry and the seventh company in Taiwan to have its net-zero target approved by the SBTi. This achievement not only represents strong recognition of the Company's past efforts, but also marks an important milestone in the Company's journey toward a sustainable future. It demonstrates that the Company's firm commitment and outstanding practices in addressing climate change have been widely recognized by an internationally authoritative organization.</p> <p>(IV) The Company began to promote greenhouse gas emissions since 2008, and participated in the Carbon Disclosure Project (CDP) in 2010. The Company conducts inventory of greenhouse gas emissions in accordance with the "GHG Protocol" /ISO 14064, and actively promotes ISO 14064 independent third-party verification within the Company. Greenhouse gas emissions in the past two years</p> <p style="text-align: right;">(Unit: tCO₂e)</p> <table border="1" data-bbox="790 1332 1236 1646"> <thead> <tr> <th>Year</th> <th>Scope 1</th> <th>Scope 2 (based on the market)</th> </tr> </thead> <tbody> <tr> <td>2024</td> <td>341,472.40</td> <td>2,272,277.12</td> </tr> <tr> <td>2025</td> <td>As the current data is not yet complete, disclosure will be withheld at this stage. Once the data has been fully collected, it will be disclosed in the sustainability report.</td> <td>As the current data is not yet complete, disclosure will be withheld at this stage. Once the data has been fully collected, it will be disclosed in the sustainability report.</td> </tr> </tbody> </table> <p>To actively respond to international net-zero emissions initiatives and demonstrate the Company's responsibility and commitment in addressing global climate change, the Company officially joined the CA100+ initiative and solemnly committed to reducing greenhouse gas emissions by 42% by 2030, using 2020 as the base year, and achieving the ambitious goal of net-zero emissions by 2050. This commitment underscores the Company's unwavering determination</p>	Year	Scope 1	Scope 2 (based on the market)	2024	341,472.40	2,272,277.12	2025	As the current data is not yet complete, disclosure will be withheld at this stage. Once the data has been fully collected, it will be disclosed in the sustainability report.	As the current data is not yet complete, disclosure will be withheld at this stage. Once the data has been fully collected, it will be disclosed in the sustainability report.	
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		<p>to pursue a green and low-carbon development pathway, as well as its proactive stance in contributing to global climate governance.</p> <p>To effectively address climate change and promote the Company’s sustainable operations, the Company has formulated a renewable energy development plan and continues to increase the proportion of renewable energy used. By 2030, the Company expects green electricity to account for more than 50% of its total electricity consumption. By optimizing its energy structure and reducing reliance on conventional fossil fuels, the Company will further reduce carbon emissions and support its green transformation. In promoting the use of green electricity, the Company also achieved notable results in 2025, ranking seventh in China’s green electricity consumption ranking.</p> <p>In terms of water resource management, the Company places great emphasis on the proper utilization and protection of water resources. Through comprehensive water risk identification, the Company has formulated scientific water management strategies and targets, actively advanced various water conservation projects, and vigorously promoted water recycling and reuse. These efforts are intended to achieve the efficient conservation and use of water resources, reduce wastewater discharge, and minimize negative impacts on the ecological environment. Under the Company’s plan, by 2025, water intensity is expected to decrease by 6% compared with 2020. In 2024, the Company’s total water withdrawal/consumption amounted to 82,690,390,000 tonnes. In 2025, the Company’s total water withdrawal/consumption reached 54,351,130.41 tonnes. This figure covers only the Greater China region; global data will be disclosed in the sustainability report once fully collected.</p> <p>Implementing the circular economy strategy is an important initiative in the Company’s sustainable development. The Company vigorously promotes its “Zero Waste” program and, adhering to the principle of prioritizing on-site reuse of waste within its facilities, established a waste management platform at its Longhua campus in Shenzhen, China, in 2021. Through digital management and control measures, the Company tracks key information such as waste generation, flow, and conversion rates in real time and with precision. In combination with various solutions for waste reduction, resource utilization, and harmless treatment at its factories, the Company</p>	
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			<p>continues to improve waste management practices, with a view to achieving its zero-waste target and building an integrated zero-waste eco-campus. The Company planned to obtain Gold-level Zero Waste to Landfill certification (UL 2799) for at least five facilities in 2025. As of 2025, the Company had obtained this certification for 10 parks, representing a target achievement rate of 200%. In Mainland China, total waste amounted to 604,919 tonnes in 2024 and 575,660 tonnes in 2025. Global data will be disclosed in the sustainability report once fully collected.</p>	
<p>IV. Social Issues</p> <p>(1) Does the company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?</p>	✓		<p>(1) The Company has established work rules in accordance with labor laws and personnel regulations to protect the legitimate rights and interests of employees. As a full member of the Responsible Business Alliance (RBA), in addition to actively participating in alliance activities and undertaking member-related obligations, the Group is committed to the compliance and promotion of corporate social responsibility together with peers and partners in the electronics industry. The "Code of Conduct" has been formulated based on the RBA, which is signed by the chairman of the board and the top managers of each business group. It is actively implemented and listed as a required course for all new employees every year. Current employees are continuously reminded that they should comply with the code of conduct requirements. The code of conduct covers eight major aspects: ethics, labor and human rights, health and safety, environment, management system, responsible mineral procurement, anti-corruption policy, and anti-slavery policy.</p> <p>The Company dutifully abides by international human rights regulations and establishes the Company's "Employee Human Rights Chapter" with reference to the "Universal Declaration of Human Rights". The content includes 12 key requirements such as prohibition of unlawful discrimination. The special chapter on human rights demonstrates the importance and commitment of the Company to human rights. It provides human rights protections in terms of policies for employees partners hired by the Group and suppliers in any form, and implements all-employee training. In practice, we conduct labor audits and self-assessments at key factories around the world through human rights risk assessments. The dedicated unit and responsible person continue to track and audit the deficiencies, and improvement measures and progress;</p>	No Difference

<p>(II) Does the company formulate and implement reasonable employee benefits measures (including remuneration, vacation and other benefits, etc.), and appropriately reflect operating performance or results in employee compensation?</p>	<p>✓</p>		<p>regularly follow up the self-assessed human rights risk factory areas and check the corresponding risk control mechanism. The Company has also established the "Supplier Social and Environmental Responsibility Code of Conduct" to ensure that suppliers and the Company comply with the same human rights principles.</p> <p>(II) According to Article 28 of the Company's Articles of Incorporation, if there is profit in the year, 5% - 7% of the profit shall be set aside as employee remuneration. The Company has established performance bonus and employee remuneration and other reward systems. Share the performance with colleagues so that the salaries of colleagues can grow together with the Company's operations. In addition, the Company has established a code of business ethics, employee self-discipline, performance appraisal, and reward and punishment systems to guide employees' behaviors in line with sustainable development policies.</p>	
<p>(III) Does the company provide a healthy and safe working environment and organize training on health and safety for its employees on a regular basis?</p>	<p>✓</p>		<p>(III) The Company has established occupational safety and health policies, regulations and plans, and pursued zero injuries, zero occupational diseases, and zero accidents, and was awarded the Excellent Unit and Personnel for Occupational Safety and Health by the Ministry of Labor and New Taipei City. In 2024, the Company further received the National Occupational Safety and Health Award – Enterprise Benchmark Award.</p> <p>The Company conducted the occupational safety and health management system conversion in 2019, and obtained ISO45001 (valid from November 24, 2025 to November 23, 2028) and CNS45001 certificates. The Company has established a comprehensive occupational safety and health education and training system. In addition to regular new employee training, emergency response training, special lectures, and certification training assignments, the Company also promotes digital learning by offering courses on the Group's learning platform, "Fu-learning," to ensure the uninterrupted delivery of safety knowledge.</p> <p>The number of fire incidents in 2025 was 0. Disaster response drills are held every year to improve personnel emergency response capabilities and strengthen disaster relief knowledge to reduce the frequency and severity of disasters. In 2025, the number of occupational injury cases was zero. Since 2021, the Company has promoted a safety culture project at its Taiwan facilities, including senior management walk-throughs, production line safety awareness campaigns, and plant-level</p>	

<p>(IV) Has the Company established effective career competency development and training programs for employees?</p>	<p>✓</p>	<p>organizational safety meetings, to embed safety awareness among employees and reduce accidents at its facilities. The Company regularly hosts health promotion training during training for new recruits. In 2025, the Company held 54 occupational safety and health education and training sessions, totaling 162 hours.</p> <p>(IV) 1. Establishment of a Multi-Level Competency Training Mechanism: The Company designs multi-level training programs based on employees' different career stages to enhance their professional knowledge and management capabilities. These programs mainly cover the following areas:</p> <ul style="list-style-type: none"> • Fundamental Training: Onboarding training and basic competency courses are provided for new employees to help them quickly adapt to the workplace environment. • Hierarchical Training: Foxconn University has developed a comprehensive and systematic curriculum framework, establishing a training structure that covers junior, middle, and senior management. Based on the roles and responsibilities of each level, the program strengthens the knowledge and skills required for business management, leadership, and decision-making. • Management Competency Development: Management capability enhancement courses are designed for middle and senior management, including leadership training, decision-making capability enhancement, and cross-functional collaboration training. • ESG + DEI: The Company continues to promote training for employees with disabilities and ESG development training, helping employees with disabilities strengthen their professional competencies and career development opportunities. In addition, sign language courses and diversity and inclusion activities are provided to create a friendly workplace. The Company has also established a comprehensive ESG online course framework to ensure that sustainability concepts are effectively embedded in daily operations and management practices. • Global Trends: In response to global technology trends and changes in the international landscape, the Company regularly organizes thematic seminars and lectures, such as those on AIDC, international cultures, and regional 	
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<p>(V) Does the company comply with relevant regulations and international standards on the health and safety of customers, customer privacy, marketing and labeling of products and services, and formulates relevant policies and procedures to protect consumer rights and handling complaints?</p>	<p>✓</p>	<p>development trends, to help employees keep abreast of cutting-edge knowledge and market developments, thereby enhancing the overall professional depth and international competitiveness of the organization.</p> <p>2. Training Data: The Company adopts a data-driven talent development strategy and, each year, formulates clear resource investment plans and performance indicators based on training needs, including:</p> <ul style="list-style-type: none"> • Total Training Hours: In 2025, internal and external training courses accumulated more than 36.70 million training hours. <p>3. Implementation Transparency and Information Disclosure Mechanism: To ensure the effective implementation of training programs and transparency for stakeholders, the Company has established a comprehensive information disclosure mechanism and regularly updates relevant training plans and schedules on the employee portal.</p> <p>(V) The Company actively manages the product value chain. Management mechanisms have been set up from raw material procurement, logistics to customers, and continue to track product safety information and establish a reporting mechanism to implement product safety commitments.</p> <p>The Company has established strict information systems and policies, including management and technical aspects, to protect the information security requirements of customers, employees, and suppliers, and to protect the privacy and property rights of relevant stakeholders.</p> <p>On health and safety and protection of customer privacy and rights for complaint for customers, the Company complies with relevant regulations and establishes procedures based on international standards. Detailed procedures and codes can be found on the Company's official website. https://www.honhai.com/en-tw/CSR/Advocacy-and-Promotion</p> <p>The Stakeholders section has been set up on the Company's website to provide customers with complaint channels and strengthen customer relations. At the same time, the business department communicates with customers on a regular basis to confirm customer satisfaction, and handles customer complaints in the first time to protect customers' rights and interests. For grievance channels, please refer to the Company's official</p>	
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<p>(VI) Does the company formulated and implement supplier management policy, requiring suppliers to follow relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights?</p>	<p>✓</p>	<p>website: https://www.honhai.com/zh-tw/CSR/stake-holder</p> <p>(VI) The Company has established the Supplier Social and Environmental Responsibility Code of Conduct, requiring suppliers to comply with relevant requirements on environmental protection, occupational safety and health, labor rights, and other matters. The Company also monitors, audits, and manages supplier compliance. For further details, please refer to the Hon Hai Supplier ESG Digital Management Platform website: https://sgm.foxconn.com/portal/index The Company's central procurement function and respective business units, on the basis of long-term and effective cooperation, enhance supplier capabilities, strengthen supply chain resilience, and reduce operational risks through new supplier evaluation and certification, audit guidance, performance evaluation, education and training, and supplier conferences/forums. In 2025, the Company's cooperating suppliers met the following requirements:</p>	
		<p>New Supplier Evaluation and Certification</p> <p>Suppliers are required to comply with the Supplier Social and Environmental Responsibility Code of Conduct, sign a letter of commitment, and pass environmental and social standards screening for suppliers. Suppliers related to raw materials are required to obtain ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, QC 080000 Hazardous Substance Process Management System, and ISO 14064 greenhouse gas inventory certifications. Suppliers must obtain a license approved by the government depending on the type of business.</p>	
		<p>Supplier Audits and Guidance</p> <p>The Company's central procurement and each business unit have set up an audit function to conduct regular digital audits and on-site audits of suppliers through the supplier management platform. At the same time, based on the severity level of identified deficiencies, suppliers are required to provide improvement plans and measures within a specified timeframe. The Company then verifies the submitted actions and provides guidance.</p>	

			<p>Supplier ESG performance evaluation</p> <p>The Company conducts ESG performance evaluations on key suppliers through the supplier ESG digital management platform. The evaluation items include: net zero carbon, zero waste, green products, labor rights; suppliers are evaluated objectively and fairly through supplier self-assessments and uploading of supporting evidence of ESG performance, and based on the supplier's annual performance ranking to determine the suppliers with good and poor ESG performance. Rewards will be given to suppliers with outstanding ESG performance. Suppliers with poor ESG performance will be guided for improvement. Those who do not cooperate with the improvement will be reported and included in the Group's Restricted Supplier List (RSL) for restricted use.</p>	
			<p>Supplier education and training</p> <p>The Company provides online education and training through the Supplier ESG Digital Management Platform, and collaborates with professional organizations in the industry to organize small-scale training sessions and seminars. Through exchanges in various forms, the Company effectively enhances suppliers' sustainable management capabilities.</p>	
			<p>Supplier Conferences and Forums</p> <p>The Company regularly holds supplier conferences/forums to communicate the Company's sustainability concepts, strategies, and targets, and to strengthen engagement with suppliers. At the same time, these events allow suppliers to provide feedback on site, enabling the Company to respond in a timely manner and enhance the effectiveness of communication.</p>	
			<p>For further details on implementation, please refer to the "Supplier Management" section of the Company's sustainability report and the Supplier Responsibility Report.</p>	
V. Does the company compile corporate social responsibility reports or reports that disclose the company's non-financial information based on international CSR compiling standard or guidelines? Is the report accredited from accreditation agency or third-party verification organization?	✓		<p>The Company's sustainability report is prepared with reference to the GRI Standards issued by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) Standards under the IFRS Foundation, and the TCFD framework. The aforementioned report has obtained third-party assurance in accordance with the AA1000AS v3 standard and is publicly available on the Company's official website. The assurance provider for 2024 and 2025 was AFNOR Asia, Ltd.</p>	No Difference
VI. If the Company makes its own corporate social responsibilities principles according to the Rules of Corporate Social Responsibility Best Practice Principles for TWSE/GTSM-Listed Companies, please state the differences: Not applicable.				

VII. Other important information helpful to understanding the status of implementation of sustainable development:

- (I) In 2025, the Company collaborated with customers to jointly advance the CWP Rain Garden Project, under which an ecological garden demonstration area was established in Longhua F Zone to optimize campus water resource management based on natural hydrological principles. During the preliminary stage of the project, concepts relating to natural hydrology and rainwater management were introduced through ecological development training, garden design workshops, and on-site surveys, while rainwater harvesting and utilization were integrated with ecological landscape design. During the planning and design stage, rain gardens, permeable pavement, and ecological planting systems were incorporated. Through the use of plants, soil, and microtopographic structures, the project promotes rainwater retention, infiltration, and natural purification, thereby reducing surface runoff, alleviating the burden on the drainage system, and enhancing the overall efficiency of the campus water cycle. During the construction stage, a rainwater collection and utilization system was further installed. Together with ecological landscaping and planting arrangements, this created a green space that integrates rainwater management, ecological landscape features, and environmental education functions. The project has gradually established a demonstrative model for campus water resource management and supports the Company's sustainable development objectives.
- During the planning and construction of the ecological garden, the project also incorporated circular economy concepts by establishing a shared garden, ecological planting areas, and a natural composting system, thereby promoting the resource utilization of organic waste generated on campus. The project uses pruned branches, leaves, and campus landscaping waste as composting materials, which are converted into organic fertilizer through natural composting methods and then reused in the ecological garden and garden planting areas, thereby establishing a management model centered on resource circulation and reuse.
- In addition, through participatory ecological garden design and ecological development activities involving employees, the project encourages employees to take part in campus planting and maintenance work, thereby promoting green living and resource circulation concepts. Through the establishment of the shared garden and ecological planting areas, the project not only enhances the quality of campus greening and its environmental education functions, but also demonstrates the Company's achievements in practicing the circular economy and sustainable campus management.
- (II) Respecting employees, the Company emphasizes that it does not hire child labor, does not force employees to work overtime. Managers are prohibited to discriminate or harass against employees. All relevant measures are officially announced.
- (III) The Company has Health and Safety Department, examining the facilities, providing training to employees on industrial safety and health and conduct performance review on a regular basis.
- (IV) The Company has established a Supplier Management Office. Each year, the Company holds annual supplier conferences/forums and conducts sustainability audits, education and training, and other activities for suppliers to communicate the Group's supply chain requirements. The Company has also established a Supplier ESG Digital Management Platform to facilitate suppliers' online learning of the RBA Code of Conduct and the Group's CSR/ESG-related requirements.
- (V) The Company actively supports Hualien earthquake relief, charitable organizations, and other related initiatives through donations:
1. Donated scholarships and grants totaling NT\$46,703,000 to recipients of the Hon Hai Whale Scholarship Program.
 2. Invested NT\$36,787,443 in the Starlight Program of the Hon Hai Education Foundation.
 3. Donated scholarships and grants to recipients of the Hon Hai Technology Award and supported science and technology education promotion, totaling NT\$10,716,562.
 4. Donations totaling NTD 12,605,600 to private and government agencies.

2. Climate-related information

(1) Implementation of climate-related information

Item	Implementation
1. Describe the monitoring and governance of climate-related risks and opportunities by the Board of Directors and the management.	1. The Company has established the Sustainability Committee as the climate change management body, chaired by the Chairman. It reviews the Company's climate change strategies and goals, manages climate change risks and opportunities for actions, reviews the implementation status and discusses future plans, and reports to the Board of Directors on a yearly basis. The Board of Directors is briefed at least once a year on climate strategies, action plans, policies, budgets and business operations at board meetings. The Chief Environmental Protection Officer of the Company has set up Team E under the ESG team. The team is responsible for the implementation of greenhouse gas reduction paths and proposals, and regularly tracks and

<p>2. Describe how the identified climate risks and opportunities affect the Company's business, strategy and finance (short, medium, and long-term).</p> <p>3. Describe the financial impact of extreme climate events and transformation actions.</p> <p>4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.</p> <p>5. If a scenario analysis is used to assess the resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and main financial impacts used shall be described.</p> <p>6. If there is a transformation plan in place to manage climate-related risks, specify the content of the plan, and the indicators and targets used to identify and manage physical risks and transformation risks.</p>	<p>reviews the progress and results.</p> <p>2. Based on the operating characteristics and industry characteristics of Hon Hai, and with reference to the risks and opportunities in the "Recommended Climate-related Financial Disclosures", the material value at risk was assessed by considering the possibility and extent of the impact, and with reference to the results of the stakeholders' issues of concern. The major climate-related risks and opportunities of the Group were summarized and consolidated into 3 major risks and 3 major opportunities. The Company initiated the implementation of the IFRS framework in 2025. With reference to its disclosure framework, the Company is progressively strengthening the management and disclosure quality of information relating to the governance mechanisms, strategic planning, risk management processes, and metrics and targets for climate-related risks and opportunities, with a view to enhancing the transparency of climate-related information and its connectivity with financial information. (Relevant details are disclosed in the sustainability report.)</p> <p>3. Based on the TCFD framework, Hon Hai conducts financial impact assessment on the three major risks and opportunities of transformation and entity, sets mitigation and adjustment risks, and makes strategic planning for increasing industry opportunities. The estimated financial impact of climate change-related risks is mainly to achieve 2050 net zero emissions from the carbon reduction and decarbonization costs, including increasing energy conservation and carbon reduction facilities and self-built photovoltaic solar energy facilities, fees for renewable energy certificates, fees for the purchase of carbon rights, and additional fees from the instability of new carbon reduction technologies.</p> <p>4 The Group has established a hierarchical risk management process based on the level of risk issues and unit functions. The overall climate-related risk management processes are improved based on the impact of different management levels and risk issues from the group, business group, legal person, and plant sites .</p> <p>5. Hon Hai has released the Phase 1 TCFD Net Zero Vision Report. Currently, the Company is implementing the Phase 2 report on climate scenario analysis and discussion. The results will be announced on the official website once they are confirmed.</p> <p>6. The Group has defined two core concepts, "Cleaner Production" and "Resource Management," and proposed a corresponding net zero emission reduction management and monitoring mechanism from the perspective of the Group's value chain in line with the three major climate goals. Starting from the core concepts of climate change mitigation, value chain</p>
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<p>7. If internal carbon pricing is used as a planning tool, the basis for setting the price shall be stated.</p> <p>8. If climate-related goals are set, the activities covered, the scope of greenhouse gas emissions, the planning period, and the progress of each year should be explained; if using carbon offsets or renewable energy certificates (RECs) to achieve the goals, it should be explained In exchange for the source and quantity of carbon reduction credits or quantity of Renewable Energy Certificates (RECs).</p> <p>9. Greenhouse gas inventory and assurance status , as well as reduction goals, strategies, and concrete action plans.</p>	<p>management, promoting green and smart transformation, creating emerging industries, and improving operational resilience, the Group will gradually embrace the road to Net Zero.</p> <p>7. Hon Hai is currently conducting a pilot project on internal carbon pricing and will announce the implementation results at a later date.</p> <p>8. Hon Hai Technology Group actively participates in the global transition toward green energy and fully advances its corporate sustainable development strategy. The Group has clearly formulated a green energy usage plan, under which green electricity is expected to account for more than 50% of the Group’s overall electricity consumption by 2030. The Group has further committed that, by 2040, all of its global sites will use 100% green electricity. In 2025, the Group officially joined the RE100 initiative as a member. This action demonstrates the Group’s firm commitment and proactive actions in addressing climate change and promoting the widespread adoption of green energy. To effectively achieve the above targets, the Group vigorously promotes the development of self-built solar photovoltaic power station projects, while actively planning and implementing green electricity procurement plans under which electricity and certificates are bundled. The Group also continues to increase its investment in the green energy sector. In 2025, the Group’s green energy ratio in Mainland China reached 80.53%, representing a significant achievement. Direct purchases of clean energy reached 2,236.53 million kWh, cumulative purchases of renewable energy certificates (RECs) reached 5,069.40 million certificates, and electricity generated by self-built solar power stations reached 193.97 million kWh. These figures fully demonstrate the Group’s active progress and outstanding results in its green energy deployment.</p> <p>9. Please refer to the following table.</p>
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(2) GHG inventory and assurance in the last 2 years

A. Greenhouse gas inventory information

Describe the greenhouse gas emission volume (metric tons CO ₂ e), intensity (metric tons CO ₂ e/NTD million), and data coverage for the most recent two years. Greenhouse gas emissions over the past two years, with the boundary consistent with the foregoing disclosure (Unit: tCO ₂ e)			
Year	Scope 1	Scope 2 (based on the market)	Intensity (tCO ₂ e/NT\$ million)
2024	341,472.40	2,272,277.12	0.381
2025	Due to the incompleteness of the data, it will not be disclosed for the time being. After the subsequent data collection is completed, it will be disclosed in the Sustainability Report.	Due to the incompleteness of the data, it will not be disclosed for the time being. After the subsequent data collection is completed, it will be disclosed in the Sustainability Report.	Due to the incompleteness of the data, it will not be disclosed for the time being. After the subsequent data collection is completed, it will be disclosed in the Sustainability Report.

B. Greenhouse gas assertion information

Describe the status of assurance in the last 2 years up to the date of publication of the annual report, including the scope of assurance, institutions of assurance, criteria of assurance, and opinions of assurance.

The Company's disclosed total greenhouse gas emissions for 2024, covering Scope 1 and Scope 2, were assured by a third-party assurance provider in accordance with Assurance Standard No. 3410, "Assurance Engagements on Greenhouse Gas Statements," with a limited assurance opinion issued. The global assurance work for the Company's total greenhouse gas emissions for 2025 is currently in progress, and the results will be disclosed in the sustainability report upon completion.

In addition, in 2025, the Company completed its first Group-level Scope 3 greenhouse gas emissions inventory for 2024, covering all categories except Category 14, "Franchises," and successfully passed data certification by a qualified third-party institution. Among these categories, Categories 3, 5, 11, and 12 obtained reasonable assurance, while the remaining categories obtained limited assurance. The relevant data has been disclosed in the 2024 Sustainability Report.

C. Greenhouse gas reduction goals, strategies and concrete action plans

Describe the greenhouse gas reduction base year and data, reduction goals, strategies, and concrete action plans and achievement of the reduction goals .

Taking 2020 as the base year, the Company has set a target of 42% reduction in 2030 and net zero for 2050. Regarding the greenhouse gas emissions of Scope 1 and Scope 2 within the Group's operating boundary, the Company adopts four major means to reduce greenhouse gas emissions: energy saving, direct purchase of green power, green power construction, and investment in the purchase of green power certificates. In order to promote carbon reduction in operations, the Company sets annual energy-saving indicators at the beginning of each year, and adopts incentive policies and information platform sharing to promote energy-saving technology upgrades among business groups and subsidiaries.

The Group continues to promote and implement energy-saving projects such as compressed air leakage management and high-efficiency air conditioning machine room renovation, continues to increase the installed capacity of rooftop and ground-mounted solar power stations through self-construction and acquisitions, and increase the usage and ratio of clean energy. In 2024, we established Kai Hung Energy Co., Ltd. with CDIB Capital, to lead the investment in the sustainable green energy industry and provide the much-needed green power for enterprises.

To achieve net-zero emissions across the value chain, the Company actively carries out diverse carbon

reduction guidance demonstration projects across its supply chain. At the initial stage of the projects, the Company engaged in in-depth discussions with suppliers on their carbon reduction plans. Through on-site supplier visits and production process surveys, the Company assessed carbon emissions based on workshop equipment and energy usage, helping suppliers identify carbon reduction potential and plan specific carbon reduction pathways. Subsequently, the Company established standardized guidance procedures (SOPs) to continuously track and review the implementation of carbon reduction measures. Through experience exchange meetings and results-sharing mechanisms, the Company promotes the exchange of carbon reduction experience and resource sharing among suppliers. Through systematic analysis of various carbon reduction outcomes, the Company gradually identifies carbon reduction solutions that have delivered significant results, and continues to optimize its supply chain carbon reduction strategies to help suppliers advance their green transformation.

To further expand supply chain carbon reduction actions, in 2025, the Company launched the “Hon Hai Low-Carbon Supply Chain Transformation Promotion Program.” Through a system platform, the Company collected and inventoried supplier carbon emissions-related data, and provided carbon reduction guidance and data collection support to seven key suppliers. A total of 12 on-site visits and surveys were completed, helping suppliers advance 25 carbon reduction projects, with total carbon reductions reaching 16,381.47 tCO₂e. At the same time, the Company held 3 carbon reduction results-sharing sessions to facilitate the exchange of carbon reduction experience among supply chain enterprises. Through promotion via news media and official platforms, the Company also enhanced the influence of its supply chain carbon reduction initiatives.

In addition, in 2024, the Company published its first “Supplier Responsibility Report,” marking a first among Taiwanese enterprises and demonstrating the Company’s leading practices in supply chain sustainability management and low-carbon transformation.

Unit: tCO₂e

Base year	Scope 1	Scope 2 (market-based)	Reduction rate achieved
2020	277,369	5,199,433	Due to the incompleteness of the data, it will not be disclosed for the time being. After the subsequent data collection is completed, it will be disclosed in the Sustainability Report.

(VIII) Status of ethical corporate management and deviation from the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies, and the reasons

Assessment items	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
<p>I. Establishment of ethical corporate management policies and programs</p> <p>(I) Does the company formulate ethical corporate management policy that approved by the board of directors, and declare its policies and procedures in its guidelines and external documents, as well as the commitment from its board and top executives to implement the policies?</p> <p>(II) Has the company established an evaluation mechanism to assess the unethical conducts risk, and regularly analyzes and evaluates business activities with high potential unethical conducts, and formulates a precaution plan which at least covered listed activities stated in Article 2, Paragraph 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies?</p> <p>(III) Does the company establish policies to prevent unethical conduct with clear statements regarding relevant procedures, guidelines of conduct, punishment for violation, rules of appeal, the commitment to implement the policies, and review the policy regularly?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>(I) The Company has established the "Honest business practice principles of Hon Hai Precision Industry Co., Ltd." approved by the Board of Directors, and based on the principles of lawfulness, fairness, equality, willingness, and good faith, the declaration in the "Employees Handbook" and the "Code of Conduct" for establishment and implementation of the Company's ethical and integrity management regulations. Both the Board of Directors and senior management actively fulfill their commitment to implementing the Company's operating policies.</p> <p>(II) The Company has established an effective internal control system, which conducts regular assessment and analysis and produces assessment reports each year. It has also established a risk assessment system that complies with ISO37001 as a basis for formulating plans to prevent dishonest behavior.</p> <p>(III) In the "Hon Hai Technology Group Code of Conduct," the "Procedures for Reporting Corrupt Practices," and other relevant policies, the Company undertakes to comply with applicable international and domestic laws and regulations relating to anti-corruption and anti-bribery. The Company adopts a zero-tolerance policy toward any conduct or activity that violates these requirements. The Company has clearly established operating procedures, such as the "Operating Rules for Reporting, Investigation, and Whistleblowing</p>	No Difference

Assessment items	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			Mechanisms for Non-compliance Incidents” and the “Non-compliance Reporting Form,” as well as disciplinary and grievance systems for violations, all of which are duly implemented. The Company also regularly reviews and amends the aforementioned programs.	
<p>II. Fulfill operations integrity policy</p> <p>(I) Does the company evaluate business partners’ ethical records and include ethics-related clauses in business contracts?</p> <p>(II) Does the company establish an exclusively dedicated unit supervised by the Board to be in charge of corporate integrity, and regularly (at least once a year) report to the Board about the implementation of ethical corporate management policy and the plan against unethical conducts?</p>	<p>✓</p> <p>✓</p>		<p>(I) The Company has established the “Third-Party Compliance Management Standards and Code of Conduct” to assess the integrity records of its business counterparties. The Company also requires suppliers or other business partners to sign the “Vendor Commitment Letter” or other integrity commitment documents, and strictly implements high-standard anti-corruption policies as a prerequisite for cooperation.</p> <p>(II) The Legal Affairs Department of the Central Government of the Company is the dedicated unit for the promotion of the Company's ethical management. It is responsible for the promotion of the ethical management policy and the formulation and supervision of the implementation of the programs to prevent unethical conduct. The same is reported to the Board of Directors at least once a year.</p> <p>On November 12, 2025, the Company reported to the Board of Directors on the implementation status of ethical corporate management for 2025. The Company continued to implement the ISO 37001 international anti-bribery management system, enhance and implement internal controls and risk assessments, and require employees to sign undertakings such as the “Employee Integrity Self-Report” and “Integrity and</p>	No Difference

Assessment items	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
(III) Does the company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	✓		<p>Intellectual Property Rights Agreement” and other agreements, and invited internal and external experts to conduct education and training to prevent employees from violating regulations or making similar mistakes. Employees and suppliers involved in dishonest behaviors found in the investigation shall be punished accordingly.</p> <p>(III) The Company has established key internal policies, including the “Hon Hai Technology Group Code of Conduct,” the “Regulations Governing the Prevention of Insider Trading,” and the “Group Anti-Corruption Code of Conduct.” These policies clearly define principles such as integrity-based operations, information disclosure, prohibition of improper benefits, fair dealing, identity confidentiality, and anonymous grievance reporting. The Company provides appropriate reporting channels and duly implements these policies.</p>	
(IV) Has the Company established an effective accounting and internal control systems to implement honest business operations? Has the internal audit unit formulated relevant audit plans based on the results of the assessment of dishonest behavior risks and used them to verify compliance with the plan to prevent dishonest behavior, or has it entrusted a certified public accountant to perform the audit?	✓		<p>(IV) According to result of analysis for unethical conduct, the Company’s internal audit unit formulates related auditing plans and evaluations.</p>	
(V) Does the company regularly hold internal and external educational trainings on operational integrity?	✓		<p>(V) In 2025, the Company held education and training programs related to ethical corporate management, including courses on insider trading, trade secrets, general legal knowledge, information and communications network operating standards, and an introduction to the Company’s information security policy. These programs recorded</p>	

Assessment items	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
			over 70,000 attendances and accumulated more than 120,000 training hours in total.	
<p>III. Report System operating status</p> <p>(I) Has the company set specific report and reward system to facilitate the report channel and assign appropriate specialist accepting to spot the reported object?</p> <p>(II) Does the company establish standard operating procedures for confidential reporting on investigating accusation cases and measures for follow-up?</p> <p>(III) Has the Company set measures to protect whistleblowers do not suffer for which he or she reported?</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>(I) The Company has established a whistleblowing system under the “Ethical Corporate Management Best Practice Principles,” the “Procedures for Reporting Corrupt Practices,” and other relevant policies. Dedicated personnel have been assigned to handle whistleblowing matters, and information on reporting channels, acceptance procedures, and response methods is provided on the Company’s official website.</p> <p>(II) The Company has established a dedicated task force responsible for accepting and investigating improper conduct. It has also formulated the “Procedures for Reporting Corrupt Practices,” the “Operating Rules for Reporting, Investigation, and Whistleblowing Mechanisms for Non-compliance Incidents,” and the “Procedures for Investigation Closure and Final Disposition,” which clearly set out the principles of investigation confidentiality, investigation procedures, and measures to be taken upon completion of an investigation.</p> <p>(III) The Company has clearly specified in the Foxconn Technology Group's Code of Conduct that identity confidentiality and anonymous complaints will be guaranteed to ensure the identity of suppliers and employees reporting informants.</p>	No Difference
<p>IV. Enhance information disclosure</p> <p>Does the company disclose the information of implementation and results of integrity management on its website and the MOPS?</p>	✓		The Company has established Integrity Operation Rules, and discloses the implementation results on CSR annual report. The content of the Integrity Operation Rules and the implementation results are disclosed on company official website and the MOPS.	No Difference

Assessment items	Implementation Status			Difference from Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies and reasons
	Yes	No	Description	
V. If the company develops its own integrity operation rules according to the Integrity Operation Best Practice Principles for TWSE/GTSM-Listed Companies, please state the differences: No difference. No difference.				
VI. Other important information for better understanding of the integrity operation (such as review and revision of the regulations on integrity operation)				
1. The Company strictly abides by the Company Act, the Securities and Exchange Act, the Business Accounting Act, the regulations related to listing on the TWSE/TPEX, and other relevant laws and regulations on business conducts as the basis for implementing ethical management.				
2. Please refer to the "Ethical Corporate Management Best Practice Principles" and the "Sustainability Report" on the Company's website http://www.honhai.com .				

(IX) Disclosure of other information material to the understanding of corporate governance:

The Company continues to strengthen its corporate governance operation. The Company's official website (<http://www.honhai.com>) has set up "Corporate Governance," "Corporate Sustainability" and "Integrity Management" to explain the implementation of corporate governance and the effectiveness of its promotion.

(X) Implementation of the internal control system

- For the Internal Control Statement, please refer to the Market Observation Post System: Single Company > Corporate Governance > Company Rules/Internal Control > Internal Control Statement Announcement.
<https://mops.twse.com.tw/mops/#/web/t06sg20>
- If the Company is required by the Securities and Futures Bureau to appoint an accountant to review the internal control system, the CPA's review report should be disclosed: None.

(XI) Important resolutions of the shareholders' meeting and the board of directors in 2025 and up to the publication date of the annual report

- Resolutions made by all attending shareholders at the general shareholders' meeting on May 29, 2025 and the status of their implementation

Resolutions	Implementation
Approved the 2024 business report and financial statements	-
Approved the 2024 earnings distribution proposal	A cash dividend of NT\$5.8 per share was distributed to shareholders on July 31, 2025.

Resolutions	Implementation								
Approved amendment of the Company Articles of Incorporation	The amendment was approved for registration by the Ministry of Economic Affairs on July 23, 2025.								
Approved the company's "Procedures of Loan extension to Others."	It has been processed in accordance with the revised procedures.								
Approved the amendments to the Company's "Procedures for Acquisition or Disposal of Assets," "Procedures for Derivatives Transaction," and "Procedures for Endorsements and Guarantees."	It has been processed in accordance with the revised procedures.								
Re-election of directors	<p>A total of nine directors, including five independent directors, were elected. Their term of office is three years, from May 29, 2025 to May 28, 2028.</p> <ul style="list-style-type: none"> List of elected directors: LIU, YOUNG-WAY Chang Ching-Jui Representative of HonYiing International Investments Co., Ltd.: CHIANG,SHANG-I Representative of HonYiing International Investments Co., Ltd.: Dr. Christina Yee-Ru Liu List of elected independent directors: HWANG, TSING-YUAN WANG, KUO-CHENG LIU, LEN-YU CHEN, YUE-MIN Hsu Tzu-Mei 								
Approval of the lifting of director of non-competition restrictions	<p>Removal of non-compete restrictions on directors in accordance with the resolution of the shareholders' meeting</p> <table border="1"> <thead> <tr> <th>Director</th> <th>Company and the title</th> </tr> </thead> <tbody> <tr> <td>LIU, YOUNG-WAY</td> <td>Chairman, Foxsemicon Integrated Technology Inc. Chairman, Foxtron Vehicle Technologies Co.,Ltd. Chairman of PowerX Semiconductor Corporation Director, MIH Consortium Director of SiliconAuto B.V. Director, Ceer National Automotive Company Chairman, Sharp Corporation</td> </tr> <tr> <td>Chang Ching-Jui</td> <td>Outside Director, Sharp Corporation</td> </tr> <tr> <td>CHIANG,SHANG-I</td> <td>Chairman, ShunSin Technology Holdings Limited</td> </tr> </tbody> </table>	Director	Company and the title	LIU, YOUNG-WAY	Chairman, Foxsemicon Integrated Technology Inc. Chairman, Foxtron Vehicle Technologies Co.,Ltd. Chairman of PowerX Semiconductor Corporation Director, MIH Consortium Director of SiliconAuto B.V. Director, Ceer National Automotive Company Chairman, Sharp Corporation	Chang Ching-Jui	Outside Director, Sharp Corporation	CHIANG,SHANG-I	Chairman, ShunSin Technology Holdings Limited
Director	Company and the title								
LIU, YOUNG-WAY	Chairman, Foxsemicon Integrated Technology Inc. Chairman, Foxtron Vehicle Technologies Co.,Ltd. Chairman of PowerX Semiconductor Corporation Director, MIH Consortium Director of SiliconAuto B.V. Director, Ceer National Automotive Company Chairman, Sharp Corporation								
Chang Ching-Jui	Outside Director, Sharp Corporation								
CHIANG,SHANG-I	Chairman, ShunSin Technology Holdings Limited								

Resolutions	Implementation	
	WANG, KUO- CHENG	Independent Director of HannStar Border Co., Ltd. Independent Director, Luo Li-Fen Holding Co., Ltd. Independent Director of APEX MEDICAL CORP.

2. Important resolutions of the Board of Directors in 2025 and as of March 31, 2026
- (1) January 20, 2025
Proposal to provide guarantee for the procurement business of a subsidiary, and to set the date and convening of the Company's 2025 annual shareholders' meeting.
 - (2) March 14, 2025
The Company's 2024 financial report; the Company's 2024 cash dividend distribution from earnings; the Company's acquisition of equity interests in a newly established joint venture; the Company's proposed capital increase in its subsidiary, Foxconn Singapore Pte Ltd; and the proposed issuance of domestic unsecured straight corporate bonds to raise medium- to long-term funds.
 - (3) May 14, 2025
The Company's financial report for Q1 2025; and the Company's proposed capital increase in its subsidiary, Foxconn Singapore Pte Ltd.
 - (4) May 29, 2025
Election of the Chairman of the Company's 19th Board of Directors; appointment of members of the Remuneration Committee; and appointment of members of the Corporate Governance and Nomination Committee.
 - (5) July 30, 2025
Proposal to acquire shares of another company through issuance of new shares for strategic alliance purposes.
 - (6) August 14, 2025
The Company's financial report for the Q2 of 2025; proposed issuance of the Company's first overseas unsecured convertible corporate bonds in 2025 to fund overseas material purchases; and the Company's proposed capital increase in its subsidiary, Foxconn Singapore Pte Ltd.
 - (7) October 27, 2025
Procurement of information equipment for the AI computing power cloud business.
 - (8) November 12, 2025
The Company's financial report for the Q3 2025; proposed issuance of domestic unsecured straight corporate bonds to raise medium- to long-term funds; and proposed capital increase in its subsidiary, Foxconn Brasil Industria e Comercio Ltda.

(9) February 6, 2026

Proposal to set the date and agenda items for the Company's 2026 annual general shareholders' meeting; proposed capital increase in the subsidiary Hon Chi International Investment Co., Ltd.; and proposed capital increase in the subsidiary LinYih International Investments Co., Ltd.

(10) March 16, 2026

The Company's 2025 financial report; the Company's 2025 cash dividend distribution from earnings; and proposed change of chief internal auditor.

(XII) In the most recent year and during the current year up to the date of publication of the annual report, if the directors have expressed dissenting opinions with respect to important resolutions passed by the Board of Directors, and said dissenting opinions have been recorded or prepared as a written declaration, the main content thereof: None.

IV. CPA fees

(I) Information on CPA Fees for the Most Recent Fiscal Year

Unit: NT\$ Thousand

CPA Firm	Name of independent auditor	Audit period	Audit fee	Non-audit Fee	Total	Remarks
PwC Taiwan	Patrick Hsu	2025/01/01 ~ 2025/12/31	22,190	19,794	41,984	Non-audit service fees were for services including the 2025 MTN program update, greenhouse gas inventory assurance, tax certification, tax application services, tax advisory services, and other services.
	Jier-Ru Hsu					

(II) The audit fee paid in the year of change of CPA firm is less than the audit fee of the previous year: No such situation.

(III) The audit fee is reduced by more than 10% from the previous year: No such situation.

V. Replacement of CPA

(I) Information on the former CPA: Not applicable.

(II) Information regarding the succeeding CPA: Not applicable.

(III) Reply from former CPA: Not applicable.

VI. The chairman, general manager, or manager in charge of finance or accounting of the company who has worked for the firm to which the CPA belongs or its affiliated companies in the past year: None.

VII. Equity transfer and equity pledge changes by directors, managers and the top ten shareholders

(I) Changes in shareholdings: Please refer to the Market Observation Post System: Single Company > Changes in Shareholding / Securities Issuance > Shareholdings / Pledges / Transfers of Directors, Supervisors, and Major Shareholders > Details of Shareholding Balances of Directors and Supervisors > Shareholding Balances of Directors and Supervisors

<https://mops.twse.com.tw/mops/#/web/stapap1>

(II) Information on equity transfer: The counterparty of equity transfer is not a related party.

(III) Information on share pledge: No situation where the counterparty of share pledge is a related party.

VIII. Relationship among the top ten shareholders in terms of shareholding:

March 31, 2026

Name	Shareholding		Spouse & Minor Shareholding		Shares Held through Other Parties Shares		The names and relationships of the top ten shareholders who are related parties, spouses, or relatives within the second degree of kinship		Remarks
	Number	Shareholding ratio (%)	Number	Shareholding ratio (%)	Number	Shareholding ratio (%)	Name	Relation	
Gou,Tai-ming	1,739,698,518	12.40%	2,500,000	0.02%	0	0.00%	None	None	-
New Labor Pension Fund	248,786,271	1.77%	0	0.00%	0	0.00%	None	None	-
CTBC Custody of Yuanta Taiwan Excellence 50	235,117,654	1.68%	0	0.00%	0	0.00%	None	None	-
LGT Bank AG	182,237,055	1.30%	0	0.00%	0	0.00%	None	None	-
Standard Chartered Bank in custody for Vanguard Total International Equity Index	177,305,135	1.26%	0	0.00%	0	0.00%	None	None	-
JPMorgan Chase Hosting Vanguard Developing Markets Index Fund	168,157,761	1.20%	0	0.00%	0	0.00%	None	None	-
Citibank Taiwan, as custodian for the iShares Emerging Markets ETF Investment Account	139,122,928	0.99%	0	0.00%	0	0.00%	None	None	-
Citibank Hosting Norges Bank Investment Account	134,110,951	0.96%	0	0.00%	0	0.00%	None	None	-
Citibank Hosting Government of Singapore Investment Account	130,669,419	0.93%	0	0.00%	0	0.00%	None	None	-
Standard Chartered Bank, as custodian for the Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II Investment Account	88,929,000	0.63%	0	0.00%	0	0.00%	None	None	-

IX. The number of shares held by the company, its directors, managerial officers, and the company's indirectly controlled enterprises in the same reinvested enterprise, and the consolidated shareholding ratio:

March 31, 2026 / Unit: Thousand shares

Reinvested enterprises	Investment of the company		Direct or indirect control of Directors, Supervisors, or Managers		Comprehensive investment	
	Number	Shareholding ratio (%)	Number	Shareholding ratio (%)	Number	Shareholding ratio (%)
Foxconn (Far East) Limited	5,174,991	100.00%	-	-	5,174,991	100.00%
Sharp Corporation	144,900	22.32%	76,655	11.80%	221,555	34.12%
Ecmms Precision Singapore Pte. Ltd.	704,258	100.00%	-	-	704,258	100.00%
Hyield Venture Capital Co., Ltd.	1,687,055	97.95%	35,235	2.05%	1,722,290	100.00%
Bon Shin International Investments Co., Ltd.	1,927,802	100.00%	-	-	1,927,802	100.00%
Margini Holdings Limited	75,980	100.00%	-	-	75,980	100.00%
Ambit International Ltd.	74,572	100.00%	-	-	74,572	100.00%
Foxconn Holdings B.V. -Netherlands	108,355	100.00%	-	-	108,355	100.00%
Fenix Industria De Eletronicos Ltda.	53,334	99.47%	280	0.53%	53,614	100.00%
Foxconn Moebg Industria De Eletronicos Ltda	28,662	4.71%	580,003	95.29%	608,665	100.00%
FOXCONN Technology Co., Ltd.	139,726	9.88%	259,960	18.38%	399,686	28.26%
Foxconn Holding Limited	1,490,702	100.00%	-	-	1,490,702	100.00%
HonYuan International Investments Co., Ltd.	915,251	100.00%	-	-	915,251	100.00%
Hon Chi International Investments Co., Ltd.	485,636	100.00%	-	-	485,636	100.00%
Foxconn Singapore Pte Ltd	8,125,400	100.00%	-	-	8,125,400	100.00%
Foxconn SA B.V.	69,793	100.00%	-	-	69,793	100.00%
Pan-International Electronics	107,776	20.79%	29,620	5.71%	137,396	26.51%
LinYih International Investments Co., Ltd.	817,704	100.00%	-	-	817,704	100.00%
SYNTREND CREATIVE PARK CO., LTD.	183,646	74.80%	-	-	183,646	74.80%
Premier Image Technology (H.K.) Limited	1,409	1.63%	84,748	98.32%	86,157	99.95%
ALTUS TECHNOLOGY INC.	547,105	89.41%	64,785	10.59%	611,890	100.00%
Ennoconn Corporation	504	0.35%	36,250	24.86%	36,754	25.21%
Foxtron Vehicle Technologies Co.,Ltd.	794,400	45.37%	11,029	0.63%	805,429	46.00%
SOCLE TECHNOLOGY CORP.	21,139	39.78%	32,000	60.22%	53,139	100.00%
Hon Young Semiconductor Corporation	593,500	100.00%	-	-	593,500	100.00%
Foxconn Ev Singapore Holdings Pte. Ltd.	412,626	100.00%	-	-	412,626	100.00%

Note: Long-term equity investment of the Company calculated according to the equity method

Three.Fundraising

I. Company Capital and Shares

March 31, 2026 / Unit: Thousand shares

Type of shares	Authorized Capital			
	Outstanding shares (listed)	Non-issued Shares	Options, bonds, warrants, other convertible shares	Total
Registered Common Shares	13,964,222	3,535,778	500,000	18,000,000

(1) Capitalization

Unit: NT\$1,000; 1,000 shares

Month/year	Issue price (NTD)	Authorized Capital		Paid-in capital		Remarks	
		Number	Amount	Number	Amount	Source of share capital (NTD thousands)	Approval date and document number
1991.06	10 42	100,000	1,000,000	80,300	803,000	Capitalization of earnings 93,000 Capital increase in cash 90,000	—
1992.07	10	100,000	1,000,000	97,600	976,000	Capitalization of earnings 132,850 Capital surplus transferred to capital 40,150	—
1993.08	10	150,000	1,500,000	112,800	1,128,000	Capitalization of earnings 103,200 Reserve transferred to capital 48,800	—
1994.08	10	150,000	1,500,000	130,300	1,303,000	Capitalization of earnings 118,600 Reserve transferred to capital 56,400	—
1995.06	10	250,000	2,500,000	187,900	1,879,000	Capitalization of earnings 445,700 Reserve transferred to capital 130,300	Tai-Tsai-Cheng (1) No. 36224 dated June 19, 1995
1995.10	48	250,000	2,500,000	227,900	2,279,000	Capital increase in cash 400,000	October 09, 1995 (84), TCZ(I) No.52879
1996.10	10	450,000	4,500,000	358,000	3,580,000	Capitalization of earnings 1,301,000	July 9, 1996 (85), TCZ(I) No.41678
1997.09	10	600,000	6,000,000	511,800	5,118,000	Capitalization of earnings 1,108,400 Reserve transferred to capital 429,600	June 30, 1997 (86), TCZ(I) No.51749
1998.08	10	1,000,000	10,000,000	734,600	7,346,000	Capitalization of earnings 1,818,560 Reserve transferred to capital 409,440	July 10, 1998 (87), TCZ (I) No.58651
1999.08	10	1,300,000	13,000,000	1,050,000	10,500,000	Capitalization of earnings 3,154,000	June 30, 1999 (88), TCZ(I) No.58593
1999.11	220.75	1,300,000	13,000,000	1,100,000	11,000,000	Capital increase in cash 500,000	August 9, 1999 (88), TCZ(I) No.63098
2000.08	10	2,400,000	24,000,000	1,452,900	14,529,000	Capitalization of earnings 3,529,000	June 22, 2000 (89), TCZ(I) No.54010
2001.08	10	2,400,000	24,000,000	1,768,780	17,687,800	Capitalization of earnings 3,158,800	June 13, 2001 (90), TCZ(I) No.137713
2002.08	10	3,000,000	30,000,000	2,064,897	20,648,970	Capitalization of earnings 2,961,170	June 27, 2002 (91), TCZ(I) No.135225
2003.08	10	3,000,000	30,000,000	2,519,174	25,191,744	Capitalization of earnings 4,542,774	June 12, 2003 (92), TCZ(I) No.20128415
2004.07	10	3,600,000	36,000,000	2,757,198	27,571,989	Consolidated capital increase 2,380,244	January 27, 2004 (93), TCZ(I) No.920162759
2004.10	10	4,600,000	46,000,000	3,231,023	32,310,231	Capitalization of earnings 4,738,011 Conversion of overseas convertible corporate bonds 231	July 21, 2004, JGZYZ No.093013268921), TCZ(I) No.20128415

Month/ year	Issue price (NTD)	Authorized Capital		Paid-in capital		Remarks	
		Number	Amount	Number	Amount	Source of share capital (NTD thousands)	Approval date and document number
2005.05	10	4,600,000	46,000,000	3,238,718	32,387,189	Overseas convertible corporate bond conversion 76,957	—
2005.08	10	5,300,000	53,000,000	3,284,525	32,845,251	Overseas convertible corporate bond conversion 458,061	—
2005.09	10	5,300,000	53,000,000	4,003,171	40,031,717	Capitalization of earnings 7,186,466	January 29, 2005, JGZYZ No.0940131076
2005.11	10	5,300,000	53,000,000	4,038,323	40,383,231	Overseas convertible corporate bond conversion 351,514	—
2006.04	10	5,300,000	53,000,000	4,099,953	40,999,534	Overseas convertible corporate bond conversion 616,303	—
2006.09	10	5,700,000	57,000,000	4,989,944	49,899,441	Capitalization of earnings 8,899,907	July 11, 2006, JGZYZ No.0950129699
2007.03	10	5,700,000	57,000,000	5,168,139	51,681,388	Consolidated capital increase 1,781,947	October 19, 2006, JGZYZ No.0950147071
2007.09	10	7,000,000	70,000,000	6,290,767	62,907,665	Capitalization of earnings 11,226,277	January 29, 2005, JGZYZ No.0940131076
2008.10	10	8,120,000	81,200,000	7,414,623	74,146,235	Capitalization of earnings 11,238,569	June 30, 2008, JGZYZ No.0970032402
2009.06	10	9,300,000	93,000,000	8,578,932	85,789,319	Capitalization of earnings 11,643,084	April 28, 2009, JGZYZ No.0980017596
2010.09	10	10,820,000	108,200,000	9,661,248	96,612,482	Capitalization of earnings 10,823,163	July 01, 2010, JGZYZ No.0990034120
2011.08	10	12,230,000	122,300,000	10,689,097	106,890,967	Capitalization of earnings 10,278,485	June 20, 2011, JGZYZ No.1000028108
2012.09	10	12,230,000	122,230,000	11,835,867	118,358,665	Capitalization of earnings 11,467,698	July 5, 2012 JGZYZ No.1010029788
2013.10	10	18,000,000	180,000,000	13,128,707	131,287,068	Capitalization of earnings 12,928,403	July 29, 2013 JGZYZ No.1020029486
2014.10	10	18,000,000	180,000,000	14,793,407	147,934,069	Capitalization of earnings 16,647,001	July 17, 2014 JGZYZ No.1030027390
2015.06	10	18,000,000	180,000,000	15,148,407	151,484,069	Issuance of new restricted employee shares 3,550,000	June 13, 2014 JGZYZ No.1030022403
2015.10	10	18,000,000	180,000,000	15,993,288	159,932,881	Capitalization of earnings 8,448,813	July 24, 2015 JGZYZ No.1040028126
2015.12	10	18,000,000	180,000,000	15,638,288	156,382,881	Cancellation of new restricted employee shares 3,550,000	—
2016.12	10	18,000,000	180,000,000	17,328,738	173,287,382	Capitalization of earnings 16,904,500	Effective July 27, 2016
2018.09	10	18,000,000	180,000,000	13,862,991	138,629,906	Capital reduction in cash - 34,657,477	August 8, 2018 JGZYZ No.1070327353
2024.12	10	18,000,000	180,000,000	13,890,729	138,907,293	Overseas convertible corporate bond conversion 277,387	—
2025.02	10	18,000,000	180,000,000	13,891,702	138,917,019	Overseas convertible corporate bond conversion 9,726	—
2025.09	10	18,000,000	180,000,000	13,891,741	138,917,409	Overseas convertible corporate bond conversion 389	—
2025.10	10	18,000,000	180,000,000	13,964,222	139,642,223	Exchange of 724,814 shares of TECO Electric & Machinery Co., Ltd.	—

Note: Assets other than cash used to pay for shares: None.

(II) Information on the Company's bracket reporting system:
None.

(III) List of major shareholders

March 31, 2026

Name of Major Shareholder	Shares	Number of shares held (shares)	Shareholding ratio (%)
Gou, Tai-Ming		1,739,698,518	12.40%
New Labor Pension Fund		248,786,271	1.77%
CTBC Custody of Yuanta Taiwan Excellence 50		235,117,654	1.68%
LGT Bank AG		182,237,055	1.30%
Standard Chartered Bank in custody for Vanguard Total International Equity Index		177,305,135	1.26%
JPMorgan Chase Hosting Vanguard Developing Markets Index Fund		168,157,761	1.20%
Citibank Taiwan, as custodian for the iShares Emerging Markets ETF Investment Account		139,122,928	0.99%
Citibank Hosting Norges Bank Investment Account		134,110,951	0.96%
Citibank Hosting Government of Singapore Investment Account		130,669,419	0.93%
Standard Chartered Bank, as custodian for the Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II Investment Account		88,929,000	0.63%

(IV) Dividend policy and implementation

1. Dividend policy:

The Company is currently in the growth stage. The Company's dividend distribution policy must be based on the Company's current and future investment environment, capital needs, domestic and international competition conditions and capital budget, taking into account the interests of shareholders and the Company's long-term financial planning. Dividends to shareholders are allocated from accumulated distributable earnings, of which no less than 15% of the distributable earnings for the current year, and cash dividends of no less than 10% of shareholder dividends.

2. Distribution of dividends:

According to the Article 28-1 of the Company's Article of Incorporation, the distributable dividends and bonuses, legal or capital reserve, in whole or in part may be paid in cash after a resolution has been adopted by a majority vote at a meeting of the board of directors attended by two-thirds of the total number of directors.

As resolved by the Board of Directors on March 16, 2026, the Company proposed to appropriate NT\$100,931,672,888 from distributable earnings for 2025 as shareholders' dividends, with a cash dividend of NT\$7.2 per share. The Chairman was authorized to separately determine the ex-dividend record date, payment date, and other related matters.

(V) Impacts of the proposed stock issuance at the shareholders' meeting on the Company's operating performance and earnings per share: Not applicable.

(VI) Remuneration to employees and directors

1. Information regarding employees' and directors' remuneration as set forth in the Articles of Incorporation:

Pursuant to the Company's Articles of Incorporation, if the Company records a profit for the year, defined as profit before tax before deducting employee compensation, it shall appropriate 5% to 7% thereof as employee compensation, of which no less than 10% shall be allocated as compensation for entry-level employees. No directors' remuneration is distributed.

2. The basis for estimating the amount of employee and director remuneration, the basis for calculating the number of shares to be distributed as employee remuneration, and the accounting treatment of any discrepancy between the actual distributed amount and the estimated figure:
 - (1) As approved by the Board of Directors on March 16, 2026, the employee compensation for 2025 was appropriated at 5% of the Company's finalized profit for 2025 and will be distributed in cash.
 - (2) When there is a discrepancy between the actual distributed amount and the estimated amount, it shall be treated according to the estimated amount.
3. Approval of the proposed distribution of remuneration by the Board of Directors:
 - (1) The proposed cash distribution of employee compensation amounted to NT\$11,752,181,322.
 - (2) Any discrepancy between the actual distributed amount and the recognized amount, the amount of the discrepancy, its cause and treatment:

The Company's actually distributed number does not differ from the recognized one.
4. Actual distribution of employees' and directors' remuneration in the previous year:
 - (1) Actual distribution:

Unit: NT\$

Employee dividends			Remuneration to Directors and Supervisors
Amount of employee remuneration distributed in stock	Number of shares distributed as employee remuneration	Cash distributed as remuneration to employees	
0	0	8,834,119,803	0

- (2) Any discrepancy between the actual distributed amount and the recognized amount, the amount of the difference, the reason for the difference and the treatment: There is no difference between the actual distributed amount and the recognized amount.

(VII) Shares repurchased by the Company: None.

II. Section on Corporate Bonds

(I) Information on corporate bonds

1. Domestic unsecured common corporate bonds

Units: NTD Million

Corporate bond type	2014 fourth tranche of unsecured common corporate bonds	2015 third tranche of unsecured common corporate bonds	2015 fourth tranche of unsecured common corporate bonds	2016 first tranche of unsecured common corporate bonds	2017 first tranche of unsecured common corporate bonds
	Coupon E	Coupon H	Coupon H	Coupon G	Coupon E
Issuing (handling) date	2014/10/08	2015/09/29	2015/11/30	2016/06/07	2017/05/17
Total amount	200	300	200	1,800	400
Interest rate	2.15%	2.00%	1.95%	1.20%	1.53%
Term	12 years	12 years	12 years	10 years	10 years
Expiry Date	2026/10/08	2027/09/29	2027/11/30	2026/06/07	2027/05/17
Outstanding principal	200	300	200	1,800	400
Face value	NT\$1,000,000				
Issuing and transaction location	Taipei Exchange (TPEX)				
Issue Price	Issued in full at face value on the issue date				
Consignee	Bank SinoPac Company Limited				
Principal Payment	100% principal repayment upon maturity				

Note: The corporate bond information in the above table does not include the following items: 1. Guarantor, 2. Underwriter, 3. Certified Lawyer, 4. CPAs, 5. Redemption or early repayment terms, 6. Restrictive terms, 7. Other rights (including A. The amount of converted (exchanged or subscribed) common shares, overseas depositary receipts or other securities and B. Issuance and conversion (exchange or subscription) methods), 8. Issuance and conversion, exchange or subscription methods, possible dilution of equity due to issuance conditions and impact on the rights and interests of existing shareholders, 9. Name of the entrusted custodian institution of the exchange subject.

Units: NTD Million

Corporate bond type	2017 second tranche of unsecured common corporate bonds	2017 third tranche of unsecured common corporate bonds	2018 first tranche of unsecured common corporate bonds	2018 second tranche of unsecured common corporate bonds
	Coupon G	Coupon D	Coupon E	Coupon F
Issuing (handling) date	2017/08/08	2017/11/16	2018/05/09	2018/07/27
Total amount	700	1,000	1,500	1,400
Interest rate	1.52%	1.4%	1.35%	1.30%
Term	10 years	10 years	10 years	10 years
Expiry Date	2027/08/08	2027/11/16	2028/05/09	2028/07/27
Outstanding principal	700	1,000	1,500	1,400
Face value	NT\$1,000,000			
Issuing and transaction location	Taipei Exchange (TPEX)			
Issue Price	Issued in full at face value on the issue date			
Consignee	Bank SinoPac Company Limited			
Principal Payment	100% principal repayment upon maturity			
Guarantee/underwriting institutions	None			
Legal Counsel / Auditor	None			
Redemption or Early Repayment Clause	None			
Restrictions	None			
Name of credit rating agency / Rating date / Rating of corporate bonds	None			
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable		
	Conversion Right	None		
Dilution Effect and Other Adverse Effects on Existing Shareholders	None			
Custodian	None			

Corporate bond type	2019 first tranche of unsecured common corporate bonds		2019 second tranche of unsecured common corporate bonds	
	Coupon D	Coupon E	Coupon C	Coupon D
Issuing (handling) date	2019/10/22	2019/10/22	2020/01/09	2020/01/09
Total amount	2,500	950	2,350	1,650
Interest rate	0.90%	1.10%	0.92%	1.12%
Term	7 years	10 years	7 years	10 years
Expiry Date	2026/10/22	2029/10/22	2027/01/09	2030/01/09
Outstanding principal	2,500	950	2,350	1,650
Face value	NT\$1,000,000			
Issuing and transaction location	Taipei Exchange (TPEX)			
Issue Price	Issued in full at face value on the issue date			
Consignee	Bank SinoPac Company Limited			
Principal Payment	100% principal repayment upon maturity			
Guarantee/underwriting institutions	None			
Legal Counsel / Auditor	None			
Redemption or Early Repayment Clause	None			
Restrictions	None			
Name of credit rating agency / Rating date / Rating of corporate bonds	None			
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable		
	Conversion Right	None		
Dilution Effect and Other Adverse Effects on Existing Shareholders	None			
Custodian	None			

Corporate bond type	2020 first tranche of unsecured common corporate bonds		2020 second tranche of unsecured common corporate bonds		
	Coupon B	Coupon C	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2020/05/14	2020/05/14	2020/09/09	2020/09/09	2020/09/09
Total amount	4,100	600	3,700	1,400	300
Interest rate	0.90%	1.00%	0.79%	0.90%	1.00%
Term	7 years	10 years	7 years	10 years	12 years
Expiry Date	2027/05/14	2030/05/14	2027/09/09	2030/09/09	2032/09/09
Outstanding principal	4,100	600	3,700	1,400	300
Face value	NT\$1,000,000				
Issuing and transaction location	Taipei Exchange (TPEX)				
Issue Price	Issued in full at face value on the issue date				
Consignee	Bank SinoPac Company Limited				
Principal Payment	100% principal repayment upon maturity				
Guarantee/underwriting institutions	None				
Legal Counsel / Auditor	None				
Redemption or Early Repayment Clause	None				
Restrictions	None				
Name of credit rating agency / Rating date / Rating of corporate bonds	None				
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable			
	Conversion Right	None			
Dilution Effect and Other Adverse Effects on Existing Shareholders	None				
Custodian	None				

Units: NTD Million

Corporate bond type	2020 third tranche of unsecured common corporate bonds			2021 first tranche of unsecured common corporate bonds			
	Coupon B	Coupon C	Coupon D	Coupon B	Coupon C	Coupon D	Coupon E
Issuing (handling) date	2020/12/28	2020/12/28	2020/12/28	2021/05/14	2021/05/14	2021/05/14	2021/05/14
Total amount	6,600	3,400	200	2,100	5,700	2,200	700
Interest rate	0.63%	0.68%	0.90%	0.54%	0.63%	0.73%	0.95%
Term	7 years	10 years	15 years	5 years	7 years	10 years	15 years
Expiry Date	2027/12/28	2030/12/28	2035/12/28	2026/05/14	2028/05/14	2031/05/14	2036/05/14
Outstanding principal	6,600	3,400	200	2,100	5,700	2,200	700
Face value	NT\$1,000,000						
Issuing and transaction location	Taipei Exchange (TPEX)						
Issue Price	Issued in full at face value on the issue date						
Consignee	Bank SinoPac Company Limited						
Principal Payment	100% principal repayment upon maturity						
Guarantee/underwriting institutions	None						
Legal Counsel / Auditor	None						
Redemption or Early Repayment Clause	None						
Restrictions	None						
Name of credit rating agency / Rating date / Rating of corporate bonds	None						
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable					
	Conversion Right	None					
Dilution Effect and Other Adverse Effects on Existing Shareholders	None						
Custodian	None						

Units: NTD Million

Corporate bond type	2021 second tranche of unsecured common corporate bonds				2021 third tranche of unsecured common corporate bonds		
	Coupon A	Coupon B	Coupon C	Coupon D	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2021/09/30	2021/09/30	2021/09/30	2021/09/30	2021/12/08	2021/12/08	2021/12/08
Total amount	2,550	10,300	2,400	200	5,500	4,000	1,650
Interest rate	0.51%	0.62%	0.70%	0.84%	0.63%	0.72%	0.82%
Term	5 years	7 years	10 years	15 years	5 years	7 years	10 years
Expiry Date	2026/09/30	2028/09/30	2031/09/30	2036/09/30	2026/12/08	2028/12/08	2031/12/08
Outstanding principal	2,550	10,300	2,400	200	5,500	4,000	1,650
Face value	NT\$1,000,000						
Issuing and transaction location	Taipei Exchange (TPEX)						
Issue Price	Issued in full at face value on the issue date						
Consignee	Bank SinoPac Company Limited						
Principal Payment	100% principal repayment upon maturity						
Guarantee/underwriting institutions	None						
Legal Counsel / Auditor	None						
Redemption or Early Repayment Clause	None						
Restrictions	None						
Name of credit rating agency / Rating date / Rating of corporate bonds	None						
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable					
	Conversion Right	None					
Dilution Effect and Other Adverse Effects on Existing Shareholders	None						
Custodian	None						

Units: NTD Million

Corporate bond type	2022 first tranche of unsecured common corporate bonds		2022 second tranche of unsecured common corporate bonds		
	Coupon B	Coupon C	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2022/05/06	2022/05/06	2022/08/18	2022/08/18	2022/08/18
Total amount	3,500	800	5,400	1,300	700
Interest rate	1.15%	1.20%	1.67%	1.70%	1.85%
Term	5 years	7 years	5 years	7 years	10 years
Expiry Date	2027/05/06	2029/05/06	2027/08/18	2029/08/18	2032/08/18
Outstanding principal	3,500	800	5,400	1,300	700
Face value	NT\$1,000,000				
Issuing and transaction location	Taipei Exchange (TPEX)				
Issue Price	Issued in full at face value on the issue date				
Consignee	Bank SinoPac Company Limited				
Principal Payment	100% principal repayment upon maturity				
Guarantee/underwriting institutions	None				
Legal Counsel / Auditor	None				
Redemption or Early Repayment Clause	None				
Restrictions	None				
Name of credit rating agency / Rating date / Rating of corporate bonds	None				
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable			
	Conversion Right	None			
Dilution Effect and Other Adverse Effects on Existing Shareholders	None				
Custodian	None				

Corporate bond type	2022 third tranche of unsecured common corporate bonds			2023 first tranche of unsecured common corporate bonds			
	Coupon B	Coupon C	Coupon D	Coupon A	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2022/10/21	2022/10/21	2022/10/21	2023/04/20	2023/04/20	2023/04/20	2023/04/20
Total amount	6,700	300	300	1,300	12,600	4,500	2,900
Interest rate	1.75%	1.80%	1.95%	1.50%	1.62%	1.68%	1.85%
Term	5 years	7 years	10 years	3 years	5 years	7 years	10 years
Expiry Date	2027/10/21	2029/10/21	2032/10/21	2026/04/20	2028/04/20	2030/04/20	2033/04/20
Outstanding principal	6,700	300	300	1,300	12,600	4,500	2,900
Face value	NT\$1,000,000						
Issuing and transaction location	Taipei Exchange (TPEX)						
Issue Price	Issue by denomination						
Consignee	Bank SinoPac Company Limited						
Principal Payment	100% principal repayment upon maturity						
Guarantee/underwriting institutions	None						
Legal Counsel / Auditor	None						
Redemption or Early Repayment Clause	None						
Restrictions	None						
Name of credit rating agency / Rating date / Rating of corporate bonds	None						
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable					
	Conversion Right	None					
Dilution Effect and Other Adverse Effects on Existing Shareholders	None						
Custodian	None						

Units: NTD Million

Corporate bond type	2023 second tranche of unsecured common corporate bonds				2023 third tranche of unsecured common corporate bonds			
	Coupon A	Coupon B	Coupon C	Coupon D	Coupon A	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2023/07/05	2023/07/05	2023/07/05	2023/07/05	2023/09/14	2023/09/14	2023/09/14	2023/09/14
Total amount	800	6,200	2,000	3,350	700	6,300	1,900	6,300
Interest rate	1.52%	1.62%	1.68%	1.83%	1.53%	1.65%	1.70%	1.81%
Term	3 years	5 years	7 years	10 years	3 years	5 years	7 years	10 years
Expiry Date	2026/07/05	2028/07/05	2030/07/05	2033/07/05	2026/09/14	2028/09/14	2030/09/14	2033/09/14
Outstanding principal	800	6,200	2,000	3,350	700	6,300	1,900	6,300
Face value	NT\$1,000,000							
Issuing and transaction location	Taipei Exchange (TPEX)							
Issue Price	Issue by denomination							
Consignee	Bank SinoPac Company Limited							
Principal Payment	100% principal repayment upon maturity							
Guarantee/underwriting institutions	None							
Legal Counsel / Auditor	None							
Redemption or Early Repayment Clause	None							
Restrictions	None							
Name of credit rating agency / Rating date / Rating of corporate bonds	None							
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable						
	Conversion Right	None						
Dilution Effect and Other Adverse Effects on Existing Shareholders	None							
Custodian	None							

Units: NTD Million

Corporate bond type	2023 fourth tranche of unsecured common corporate bonds		2024 first tranche of unsecured common corporate bonds		
	Coupon A	Coupon B	Coupon A	Coupon B	Coupon C
Issuing (handling) date	2023/11/22	2023/11/22	2024/01/11	2024/01/11	2024/01/11
Total amount	1,400	900	900	9,300	1,200
Interest rate	1.72%	1.74%	1.68%	1.80%	1.90%
Term	5 years	7 years	3 years	5 years	10 years
Expiry Date	2028/11/22	2030/11/22	2027/01/11	2029/01/11	2034/01/11
Outstanding principal	1,400	900	900	9,300	1,200
Face value	NT\$1,000,000				
Issuing and transaction location	Taipei Exchange (TPEX)				
Issue Price	Issue by denomination				
Consignee	Bank SinoPac Company Limited				
Principal Payment	100% principal repayment upon maturity				
Guarantee/underwriting institutions	None				
Legal Counsel / Auditor	None				
Redemption or Early Repayment Clause	None				
Restrictions	None				
Name of credit rating agency / Rating date / Rating of corporate bonds	None				
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable			
	Conversion Right	None			
Dilution Effect and Other Adverse Effects on Existing Shareholders	None				
Custodian	None				

Units: NTD Million

Corporate bond type	2024 second tranche of unsecured common corporate bonds				2024 third tranche of unsecured common corporate bonds		
	Coupon A	Coupon B	Coupon C	Coupon D	Coupon A	Coupon B	Coupon C
Issuing (handling) date	2024/04/25	2024/04/25	2024/04/25	2024/04/25	2024/10/16	2024/10/16	2024/10/16
Total amount	1,150	4,950	300	1,600	7,800	950	3,550
Interest rate	1.70%	1.80%	1.84%	1.90%	1.96%	2.00%	2.05%
Term	3 years	5 years	7 years	10 years	5 years	7 years	10 years
Expiry Date	2027/04/25	2029/04/25	2031/04/25	2034/04/25	2029/10/16	2031/10/16	2034/10/16
Outstanding principal	1,150	4,950	300	1,600	7,800	950	3,550
Face value	NT\$1,000,000						
Issuing and transaction location	Taipei Exchange (TPEX)						
Issue Price	Issue by denomination						
Consignee	Bank SinoPac Company Limited						
Principal Payment	100% principal repayment upon maturity						
Guarantee/underwriting institutions	None						
Legal Counsel / Auditor	None						
Redemption or Early Repayment Clause	None						
Restrictions	None						
Name of credit rating agency / Rating date / Rating of corporate bonds	None						
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable					
	Conversion Right	None					
Dilution Effect and Other Adverse Effects on Existing Shareholders	None						
Custodian	None						

Units: NTD Million

Corporate bond type	2025 first tranche of unsecured common corporate bonds			2025 second tranche of unsecured common corporate bonds		
	Coupon A	Coupon B	Coupon C	Coupon A	Coupon B	Coupon C
Issuing (handling) date	2025/01/14	2025/01/14	2025/01/14	2025/05/09	2025/05/09	2025/05/09
Total amount	6,700	1,300	1,200	300	5,700	2,350
Interest rate	1.98%	2.00%	2.05%	1.95%	2.00%	2.15%
Term	5 years	7 years	10 years	3 years	5 years	10 years
Expiry Date	2030/01/14	2032/01/14	2035/01/14	2028/05/09	2030/05/09	2035/05/09
Outstanding principal	6,700	1,300	1,200	300	5,700	2,350
Face value	NT\$1,000,000					
Issuing and transaction location	Taipei Exchange (TPEX)					
Issue Price	Issue by denomination					
Consignee	Bank SinoPac Company Limited					
Principal Payment	100% principal repayment upon maturity					
Guarantee/underwriting institutions	None					
Legal Counsel / Auditor	None					
Redemption or Early Repayment Clause	None					
Restrictions	None					
Name of credit rating agency / Rating date / Rating of corporate bonds	None					
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable				
	Conversion Right	None				
Dilution Effect and Other Adverse Effects on Existing Shareholders	None					
Custodian	None					

Units: NTD Million

Corporate bond type	2025 third tranche of unsecured common corporate bonds				2025 fourth tranche of unsecured common corporate bonds		
	Coupon A	Coupon B	Coupon C	Coupon D	Coupon A	Coupon B	Coupon C
Issuing (handling) date	2025/08/18	2025/08/18	2025/08/18	2025/08/18	2025/11/05	2025/11/05	2025/11/05
Total amount	3,500	6,000	100	1,800	7,350	1,000	7,900
Interest rate	1.85%	1.88%	1.93%	1.99%	1.67%	1.73%	1.77%
Term	3 years	5 years	7 years	10 years	5 years	7 years	10 years
Expiry Date	2028/08/18	2030/08/18	2032/08/18	2035/08/18	2030/11/05	2032/11/05	2035/11/05
Outstanding principal	3,500	6,000	100	1,800	7,350	1,000	7,900
Face value	NT\$1,000,000						
Issuing and transaction location	Taipei Exchange (TPEX)						
Issue Price	Issue by denomination						
Consignee	Bank SinoPac Company Limited						
Principal Payment	100% principal repayment upon maturity						
Guarantee/underwriting institutions	None						
Legal Counsel / Auditor	None						
Redemption or Early Repayment Clause	None						
Restrictions	None						
Name of credit rating agency / Rating date / Rating of corporate bonds	None						
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable					
	Conversion Right	None					
Dilution Effect and Other Adverse Effects on Existing Shareholders	None						
Custodian	None						

Units: NTD Million

Corporate bond type	2026 first tranche of unsecured common corporate bonds			
	Coupon A	Coupon B	Coupon C	Coupon D
Issuing (handling) date	2026/01/14	2026/01/14	2026/01/14	2026/01/14
Total amount	1,100	7,100	900	3,400
Interest rate	1.65%	1.68%	1.72%	1.75%
Term	3 years	5 years	7 years	10 years
Expiry Date	2029/01/14	2031/01/14	2033/01/14	2036/01/14
Outstanding principal	1,100	7,100	900	3,400
Face value	NT\$1,000,000			
Issuing and transaction location	Taipei Exchange (TPEX)			
Issue Price	Issue by denomination			
Consignee	Bank SinoPac Company Limited			
Principal Payment	100% principal repayment upon maturity			
Guarantee/underwriting institutions	None			
Legal Counsel / Auditor	None			
Redemption or Early Repayment Clause	None			
Restrictions	None			
Name of credit rating agency / Rating date / Rating of corporate bonds	None			
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	Not applicable		
	Conversion Right	None		
Dilution Effect and Other Adverse Effects on Existing Shareholders	None			
Custodian	None			

2. Overseas unsecured convertible corporate bonds

Corporate bond type	2021 first overseas unsecured convertible corporate bonds
Issuing (handling) date	August 5, 2021
Total amount	USD 700,000,000
Interest rate	Coupon rate: 0%
Term	5 years
Expiry Date	August 5, 2026
Outstanding principal	USD 233,200,000
Face value	US\$200,000 or if the sum is more than US\$200,000, in increments of US\$100,000.
Issuing and transaction location	Singapore Exchange Limited (SGX)
Issue Price	Issued at 100% of par value
Consignee	Citigroup International Limited
Principal Payment	The issuing company has direct, unconditional, non-sequential and unsecured payment obligations for its corporate bonds. Except where the Company's bonds have been redeemed, repurchased and cancelled, or the bondholders have exercised their conversion rights, the Company's bonds will be redeemed by the issuing company on the maturity date at the par value plus an annual interest rate of -0.41% (interest calculated semi-annually). The redemption amount at maturity will be converted into NTD at a fixed exchange rate, and the NTD amount will be converted into USD at the current exchange rate (refer to the fixing exchange rate displayed by Taipei Forex Inc. at 11:00 a.m.).
Underwriter	Foreign lead underwriter: Citigroup Global Markets Limited, Goldman Sachs International, The Hongkong and Shanghai Banking Corporation Limited Domestic underwriter in charge: Grant Fortune Securities
Certified Lawyer	Not applicable
CPA	Not applicable
Redemption or Early Repayment Clause	<p>An issuing company may redeem its corporate bonds in advance under the following circumstances:</p> <ol style="list-style-type: none"> 1. After three years of issuance, if the closing price of the ordinary shares of the issuing company on the Taiwan Stock Exchange is for 20 consecutive trading days (in the case of ex-rights or ex-dividends, the period from the ex-right or ex-dividend trading day to the ex-right or ex-dividend base day. During the period, the closing price used shall be calculated as the price before ex-rights or ex-dividend) and reaches 130% of the total amount obtained by multiplying the early redemption price (as defined below) by the current conversion price and dividing by the face value of the corporate bonds. The company can redeem all or part of its corporate bonds at the early redemption price; 2. When more than 90% of the Company's bonds have been redeemed, repurchased and cancelled, or the bondholders exercise the right of conversion, the issuing company may redeem the Company's bonds in whole but not in part at the early redemption price (as defined below); and 3. When changes in the tax laws of the Republic of China cause the issuer to increase its tax burden or have to pay additional interest expenses or increase costs due to the Company's corporate bonds after the issuance date, the issuing company may redeem the Company's bonds in whole but not in part at the early redemption price (as defined below). Holders of corporate bonds may choose not to have their holdings of the corporate bonds redeemed by the issuing company in advance, but the holders of corporate bonds who choose to do so will not be entitled to any additional amount or additional tax compensation. <p>The early redemption price is the amount calculated by the Company based on the par value of the Company's bonds plus the annual interest rate -0.41% of yield (interest calculated semi-annually) when the relevant event occurs, based on the number of days from the issue date to the day when the relevant event occurs (based on 360 days a year and 30 days a month). The aforementioned early redemption price will be converted into NTD at a fixed exchange rate, and the NTD amount will be converted to USD according to the exchange rate at the time (see the fixed exchange rate displayed by Taipei Forex Inc. at 11:00 a.m.).</p>

Restrictions	None	
Name of credit rating agency / Rating date / Rating of corporate bonds	None	
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	None
	Conversion Right	For details, please visit MOPS - Investment Section - Credit Section
Dilution Effect and Other Adverse Effects on Existing Shareholders	If the remaining unconverted portion of the overseas unsecured convertible corporate bonds issued in this offering is fully converted during the current year, the share capital dilution ratio would be approximately 0.33%. The resulting dilution effect on existing shareholders' equity interests would therefore remain limited.	
Custodian	Not applicable	

Corporate bond type	2024 first overseas unsecured convertible corporate bonds
Issuing (handling) date	October 24, 2024
Total amount	USD 700,000,000
Interest rate	Coupon rate: 0%
Term	5 years
Expiry Date	October 24, 2029
Outstanding principal	USD 700,000,000
Face value	US\$200,000 or if the sum is more than US\$200,000, in increments of US\$100,000.
Issuing and transaction location	Singapore Exchange Limited (SGX)
Issue Price	Issued at 100% of par value
Consignee	THE HONGKONG AND SHANGHAI BANKING CORPORATION LIMITED
Principal Payment	<p>The issuing company has direct, unconditional, non-sequential and unsecured payment obligations for its corporate bonds. Except where the Company's bonds have been redeemed, repurchased and cancelled, or the bondholders have exercised their conversion rights, the Company's bonds will be redeemed by the issuing company on the maturity date at the par value plus an annual interest rate of 0% (interest calculated semi-annually).</p> <p>The redemption amount at maturity will be converted into NTD at a fixed exchange rate, and the NTD amount will be converted into USD at the current exchange rate (refer to the fixing exchange rate displayed by Taipei Forex Inc. at 11:00 a.m.).</p>
Bond Guarantor	None

Underwriter	Foreign lead underwriters: Citigroup Global Markets Limited, Goldman Sachs (Asia) LLC, The Hongkong and Shanghai Banking Corporation Limited, UBS AG Hong Kong Branch Domestic underwriter in charge: Grant Fortune Securities	
Certified Lawyer	Not applicable	
CPA	Not applicable	
Redemption or Early Repayment Clause	<p>An issuing company may redeem its corporate bonds in advance under the following circumstances:</p> <ol style="list-style-type: none"> 1. After three years of issuance, if the closing price of the ordinary shares of the issuing company on the Taiwan Stock Exchange is for 20 consecutive trading days (in the case of ex-rights or ex-dividends, the period from the ex-right or ex-dividend trading day to the ex-right or ex-dividend base day During the period, the closing price used shall be calculated as the price before ex-rights or ex-dividend) and reaches 130% of the total amount obtained by multiplying the early redemption price (as defined below) by the current conversion price and dividing by the face value of the corporate bonds. The company can redeem all or part of its corporate bonds at the early redemption price; 2. When more than 90% of the Company's bonds have been redeemed, repurchased and cancelled, or the bondholders exercise the right of conversion, the issuing company may redeem the Company's bonds in whole but not in part at the early redemption price (as defined below); and 3. When changes in the tax laws of the Republic of China cause the issuer to increase its tax burden or have to pay additional interest expenses or increase costs due to the Company's corporate bonds after the issuance date, the issuing company may redeem the Company's bonds in whole but not in part at the early redemption price (as defined below). Holders of corporate bonds may choose not to have their holdings of the corporate bonds redeemed by the issuing company in advance, but the holders of corporate bonds who choose to do so will not be entitled to any additional amount or additional tax compensation. <p>The early redemption price is the amount calculated by the Company based on the par value of the Company's bonds plus the annual interest rate 0% of yield (interest calculated semi-annually) when the relevant event occurs, based on the number of days from the issue date to the day when the relevant event occurs (based on 360 days a year and 30 days a month). The aforementioned early redemption price will be converted into NTD at a fixed exchange rate, and the NTD amount will be converted to USD according to the exchange rate at the time (see the fixed exchange rate displayed by Taipei Forex Inc. at 11:00 a.m.).</p>	
Restrictions	None	
Name of credit rating agency / Rating date / Rating of corporate bonds	None	
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, ADRs or Other Securities	None
	Conversion Right	For details, please visit MOPS - Investment Section - Credit Section
Dilution Effect and Other Adverse Effects on Existing Shareholders	If all the overseas unsecured convertible corporate bonds issued this time are converted this year, the equity dilution ratio will be approximately 0.55%, which will have a limited effect on the dilution ratio of the original shareholders' equity.	
Custodian	Not applicable	

(II) Information on convertible corporate bonds

Unit: NT\$

Corporate bond type		2021 first overseas unsecured convertible corporate bonds		2024 first overseas unsecured convertible corporate bonds	
Item	Year	2025	As of March 31 of the current year	2025	As of March 31 of the current year
	Conversion of bonds into the Company's shares	Highest	172.443	158.465	114.425
Lowest		85.441	117.963	91.415	95.830
Average		123.461	140.822	104.475	102.185
Conversion price		138.53	138.53	288.86	288.86
Issue (Transaction) Date and Conversion Price upon Issue		Issued on Aug. 5, 2021, at NT\$163.17		Issued on Oct. 24, 2024, at NT\$300	
Conversion Method		Issuance of New Shares		Issuance of New Shares	

(III) Information on exchangeable corporate bonds: None.

(IV) Corporate bond issuance information: None.

(V) Information on corporate bonds with warrants: None.

III. Preferred shares (preferred shares with warrants): None .

IV. Global Depository Receipts (GDR)

As of March 31, 2026, the total number of overseas depository receipts issued by the Company was 266,202,591 units. (from 2000 to 2016, stock dividend distribution increased by 247,091,129 units; in 2018, capital decreased by 66,550,649 units.) In addition, ECB converted and issued a total of 26,296,111 GDR units)

March 31, 2025

Item \ Date of Issuance	October 7, 1999	March 17, 2005	
Issuing and transaction location	Issuing location: Europe, Asia, USA Transaction location: London Stock Exchange	Issuing location: Europe, Asia, USA Transaction location: London Stock Exchange	
Total amount	USD 416,700,000	US\$257,178,618.20	
Unit issue price	USD 13.89	USD 8.7577	
Total of issued unit	(1) 25,000,000 units (2) 5,000,000 units 30,000,000 units in total	29,366,000 units	
Source of securities represented	(1) Issuance of new shares for capital increase in cash (2) The ordinary shares of the Company held by the original shareholders	The Company's common shares held by the original shareholders	
Amount of securities represented	60,000,000 common shares	58,732,000 common shares	
Rights and obligations of depository receipt holders	1. Voting rights 2. Dividend distribution, subscription of new shares and other rights	1. Voting rights 2. Dividend distribution, subscription of new shares and other rights	
Consignee	None	None	
Depository Bank	Citibank N. A	Citibank N. A	
Custodian Bank	Citibank N. A, Taipei Branch	Citibank N. A, Taipei Branch	
Outstanding balance	37,083,023 shares (representing 74,166,069 shares of securities)		
Method to share the expenses incurred during the issuance and duration	Issue cost: amortized by the issuing companies and shareholder participants according to the actual shares issued Expenses incurred in the duration: amortized by the issuing company		
Important conventions about depository and escrow agreement	The depository institute performs the obligations for GDR holders, while the guarantee agency keeps GDR common shares represented.		
Market price per unit (Unit: USD)	Year	2025	As of March 31, 2026
	Highest	17.06	15.86
	Lowest	6.2731	11.76
	Average	11.8348	13.9581

V. Subscription of Warrants for Employees: None

VI. Issuance of restricted stock awards (RSA): None.

VII. Issuance of new shares in connection with the acquisition or transfer of shares of other companies:

(I) Mergers and acquisitions of shares issued by other companies during the most recent year and up to the date of publication of the annual report:

1. Valuation opinion issued by the lead underwriter of the merger or acquisition of other companies' shares and new stock issuance in the most recent quarter: None.
2. Implementation status in the most recent quarter: if the implementation progress and benefits do not meet the expected targets, the impact on shareholders' equity and improvement plans should be explained in detail: Not applicable.

(II) Mergers or acquisitions or issuance of new shares approved by the Board of Directors in the most recent year up to the date of publication of the annual report: None.

VIII. Implementation of the plan for utilization of funds:

The Company doesn't have any uncompleted issuance plan or completed plan with unrealized benefit within the latest three years.

Four. Operational Overview

I. Business Content

(I) Business Scope

1. Main business activities

Hon Hai's business scope is primarily divided into four major product segments: Cloud and Networking Products, Smart Consumer Electronics, Computing Products, and Components and Other Products. In addition, in recent years, the Company has advanced its "3+3+3" industrial and technology strategy, continuing to expand its presence in three major industries, namely electric vehicles, robotics, and digital health; three core technologies, namely artificial intelligence, semiconductors, and next-generation communications; and three smart platforms, namely smart manufacturing, smart electric vehicles, and smart cities.

Among these, artificial intelligence is currently the Company's core growth driver. The Company's deployment in the AI field covers both hardware and software. On the hardware side, the Company is deeply involved in the development and mass production of next-generation AI server platforms, providing fully vertically integrated solutions ranging from design, key components, modules, and liquid-cooling thermal systems to full-system assembly, while continuing to extend downstream into AI data center construction services. On the software and application side, the Company focuses on core application scenarios such as smart manufacturing, smart electric vehicles and autonomous driving, and smart healthcare through its self-developed large language models and AI systems. At the same time, the Company has established a supercomputing center in Taiwan and provides computing power services as a cloud partner, actively serving as an important participant in sovereign AI infrastructure.

2. Proportion of business

In 2025, the Group's revenue breakdown by major product category was as follows: Cloud and Networking Products, 40%; Smart Consumer Electronics, 38%; Computing Products, 15%; and Components and Other Products, 7%. The output and sales volume of the recent two years can be found in the table of Production and Sales.

3. Current products

The products manufactured by the Company include:

- (1) Cloud and Networking Products (mainly servers, networking and communications products, and related products)

This category includes network communications and cloud infrastructure equipment required for cloud-based environments, such as routers, servers, racks, edge computing equipment, data centers, satellite communications equipment, and related devices.

- (2) Smart Consumer Electronics (mainly smartphones, TVs, game consoles, etc.)

Personal consumer electronic products, including smart phones, feature phones, wearable devices, etc.; as well as smart home

entertainment systems and equipment, including TVs, game consoles, set-top boxes, speakers, etc.

(3) Computing Products (mainly computers, tablets, etc.):

Work computing equipment, office and workplace computing products, including desktops, notebooks, tablets, office machines, printers, etc.

(4) Components and Other Products (mainly connectors, mechanical components, services, automotive products, semiconductors, and related products)

Upstream manufacturing and development of key components, technical components; including connectors, precision optical components, lenses, electronic components, semiconductor products, automotive electronic parts, tool/mold fixtures and mechanical equipment. Additionally, logistics, warehousing, software development, healthcare services, and industrial internet integration solutions also fall into this category.

4. New products, new industries and technologies planned to be developed

The Company is actively pursuing transformation and upgrading, and is proactively embracing the global wave of industrial AI. In this regard, the Group has proposed a new transformation direction for 2030. Over the next five years, we will use AI as the core growth driver and advance the Group's upgrading through three major transformation strategies, with the aim of becoming a comprehensive, world-class company of excellence. Through the transformation plans of "F1.0 Excellence Transformation, F2.0 Digital and Intelligent Empowerment, and F3.0 Platform Value Creation," the Group will comprehensively introduce generative AI and intensify its development in the "3+3+3" fields, driving the key capabilities of these platforms toward higher value-added areas and realizing the long-term vision of "AI as the core growth driver."

In the AI field, leveraging its complete vertical integration capabilities spanning design, components, modules, servers, racks, and data centers, the Company has become a leader in global AI infrastructure. The Company is currently fully committed to serving the world's leading CSP customers, and AI server rack-related hardware is also the Company's primary source of revenue growth at the current stage. On this foundation, we are actively positioning ourselves for future business opportunities in sovereign AI. By leveraging our leading position in AI server racks, highly vertically integrated capabilities, and localized production resilience established across global locations, we assist governments in building independent computing power infrastructure and ensure that the Company secures a first-mover advantage in the early stages of AI development.

In the EV field, the Company adopts CDMS (Contract Design and Manufacturing Service) as its core business model and is committed to providing global customers with exceptional advantages in Time-to-Market, Time-to-Cost, and Time-to-Technology. Through the MIH open platform, the Company is building a platform-based, standardized, and modularized

electric vehicle ecosystem by integrating software and hardware. The Company also rapidly expands complete vehicle production sites overseas under the BOL (Build Operate Localize) model, while continuing to strengthen the independent research and development of core key components, including batteries, semiconductors, software design, and electric drive systems, thereby enhancing its technological value.

At the same time, Hon Hai has also invested in related industries such as space, next-generation communications, and humanoid robots as the Group's medium- to long-term development areas.

(II) Industry overview

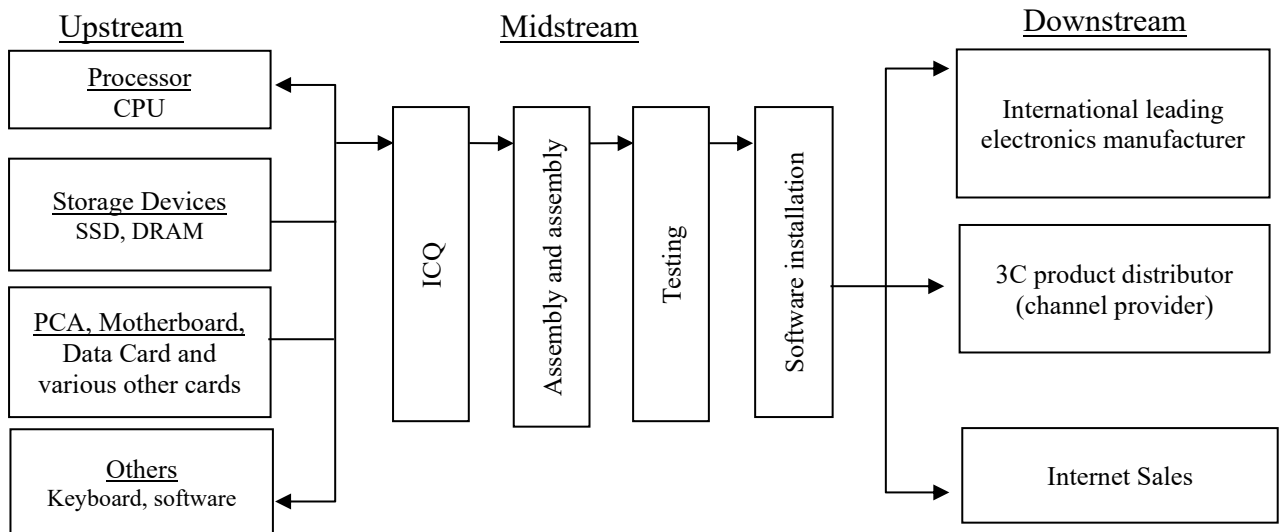
1. Industry Status and Development

The global information and communications technology (ICT) industry is at a critical stage of accelerated computing transformation. Technology iterations in generative AI have injected strong momentum into the server market.

According to market research estimates, AI server shipments are expected to increase by more than 30% year-on-year, leading the industry into a new era of transformation toward liquid-cooling thermal technologies. Although market research institutions expect the smartphone and PC markets to face significant memory cost increases and supply shortages in 2026, resulting in a notable downward revision to projected global shipments, the penetration of AI technologies is driving the market to shift from volume growth toward structural adjustments centered on higher average selling prices. In addition, the long-term growth trend of the global electric vehicle market remains unchanged. We believe the industry is gradually moving toward a specialized CDMS model characterized by the “division of responsibilities between branding and manufacturing.” As the outsourcing inflection point approaches, substantial opportunities in commissioned design and manufacturing are expected to emerge.

Leveraging its leading position in EMS with a market share of more than 40%, the Company will continue to respond to structural market changes through its “3+3+3” strategic deployment and vertical integration advantages. In the face of geopolitical uncertainties, we will also ensure supply chain resilience through our global footprint. The Group's future growth focus will remain centered on three major areas: ICT, AI, and EV. For the smartphone and PC markets, we focus on leading brands and high-end products to withstand industry volatility and optimize profitability. In the AI field, the Company continues to deepen its design and mass production capabilities for AI server racks, while further strengthening its deployment in components and sovereign AI. In the electric vehicle field, capabilities are already in place from upstream batteries to downstream electric bus factories, and the Company continues to optimize multiple prototype vehicles to demonstrate its R&D capabilities. Coupled with active capacity expansion and discussions on potential cooperation projects, we are preparing to embrace the industry's “outsourcing inflection point” with a comprehensive service platform, driving the Group toward high-value transformation and upgrading.

2. High, medium, and low relevance in the industry



3. Various Development Trends and Competitive Situation of Products

- Cloud and Networking Products Category (mainly servers and networking products)

Cloud and networking products currently represent the business category with the strongest growth momentum in both the market and Hon Hai's operations. Driven by explosive demand for high-performance computing (HPC) centers, intensifying competition among CSPs in computing power deployment, and the continued expansion of edge computing and sovereign AI infrastructure, the global server market is growing rapidly. Enterprise users are increasing their server procurement demand, while business opportunities in private cloud and hybrid cloud continue to expand. The growth trend in AI infrastructure remains strong and currently represents one of the largest market opportunities. As a result, many companies are participating in competition across both components and complete systems.

Leveraging its leading position in the development of next-generation AI server racks, strong new product introduction (NPI) capabilities, and vertically integrated advantages spanning design, components, modules, liquid-cooling systems, and complete system assembly, Hon Hai continues to consolidate its market leadership.

- Consumer Electronic Products (mainly smartphones, TVs, game consoles, etc.)

The Company maintains the largest global market share in the consumer electronics sector and has accumulated core competitive advantages in scale, technology, yield rate, and globalization. In the face of global memory supply shortages in 2026, the leading brand customers served by the Company and their high-end products are expected to be relatively less affected by market volatility. The Company is also actively promoting the transformation of its product portfolio toward higher-value

products, while using AI applications as a strong growth driver to help customers rapidly bring next-generation Smart Consumer Electronics to market and optimize overall profitability.

In terms of the competitive landscape, as geopolitical factors drive increasing demand for localized production, the Company's leading advantage arising from its footprint across 24 countries worldwide has become increasingly evident, enabling it to provide customers with highly resilient production flexibility. Compared with the past several years, the current competitive environment is more stable. The Company will continue to leverage its advantages in technological leadership and global resource integration to further consolidate its leadership position amid the trend toward industry decentralization.

- Computing Products (mainly computers, tablets, etc.)

Driven by the AI PC wave, the personal computer market is undergoing a new round of structural upgrades, with computing performance once again becoming the core consideration for upgrades. However, this year, affected by rising memory costs and tight supply, the overall market faces pressure on shipment volumes, with low-end products being the first to be affected. Under these circumstances, large brand customers may have the opportunity to further increase their market share due to their stronger procurement capabilities.

The Company will leverage its existing strengths in high-end notebooks, tablets, desktop computers, and printers, together with its comprehensive product portfolio, global footprint, and stronger procurement capabilities, to help customers minimize the adverse impact of memory shortages to the greatest extent possible.

- Components and Others Product (mainly connectors, mechanical parts, services, etc.)

This product category is highly diversified. The Company continues to expand its deployment in key components in line with customer demand, thereby increasing revenue and profitability. The company's key competitiveness lies in its long-term cooperative relationship with customers, a complete product line, precision manufacturing capabilities, global footprint, and solid operation management.

- Electronic vehicle

The long-term growth trend of the global electric vehicle market remains unchanged. The Company expects the "outsourcing inflection point" in the automotive industry to arrive soon. Increasingly intense competition in the electric vehicle market and the continued decline in entry barriers are creating the conditions required for outsourced services. The electric vehicle industry is expected to move toward a specialized division of labor between branding and manufacturing, similar to the PC industry in the 1990s, with increasing demand for contract design and manufacturing services. With CDMS as its core business model, the Company continues to deepen the enhancement of reference vehicle models and production capacity readiness. In addition, through the establishment of the MIH platform, the Company is building a platform-based, standardized, and

modular electric vehicle ecosystem that integrates software and hardware, positioning itself to address emerging outsourced orders. Furthermore, the Company leverages the BOL cooperation model to continue advancing its global electric vehicle deployment in an orderly manner. This not only secures export channels, but also accelerates market expansion and supports local economic development.

- Semiconductors

The Company purchases more than tens of billions of U.S. dollars' worth of chips each year, with its semiconductor deployment spanning mature processes and compound semiconductors. The Company's semiconductor strategy is designed to ensure stable supply for customers while also enhancing Hon Hai's vertical integration capabilities. In particular, as the number of chips used in electric vehicles continues to increase, the ability to secure a stable supply of ICs with differentiated functions is key to electric vehicle manufacturing and represents one of the values emphasized by existing customers. The Company is one of the few enterprises with a presence across the full semiconductor industry chain. It has operational teams of scale across upstream equipment, design, facility operations, wafer fabs, and packaging and testing plants. Through methods such as acquiring capacity through partial equity investments, BOL and joint venture models, and the acquisition of existing capacity, the Company secures the required capacity with minimal investment and ensures that customers' chip supply is not exposed to the risk of material shortages.

(III) Technology and R&D Overview

1. The level of technology, research and development

As a Technology Manufacturing Platform Service Company, we prioritize operational stability and respond flexibly to market demands through our BOL and CDMS business models. We leverage the Group's core competencies to help clients navigate a dynamic political and economic environment and enhance their value. By integrating our existing strengths including precision mold making, materials science, green manufacturing processes, SMT (Surface Mount Technology), thermal solutions, plastic and metal processing, testing capabilities, automation, mechatronic integration, motherboard design, e-commerce, server design, wireless communication, and optoelectronic display modules, we continue to deliver optimal services for global strategic partners and customers in the 6C (Information, Communication, Consumer Electronics, Automotive, Channel, and Digital Content) contract manufacturing sectors, thereby maximizing value for our shareholders.

Looking ahead, corporate competitiveness depends on continuous innovation and research and development. The Company's historical R&D expenditures have approached NT\$120 billion, and are expected to remain above this level going forward. The Company will continue to invest in the research and development of forward-looking technologies and innovative applications, while implementing product-oriented design, mass production research, and systematic management, in order to further deepen the

Company's leading position in its core competencies.

2. R&D expenses in the most recent year

Unit: NT\$ Thousand

Item/Year	2024	2025
R&D Expenses	115,771,718	121,705,158
R&D Expenses to Revenue %	1.69%	1.50%

3. Technologies or products successfully developed in the most recent year

Year	Successfully Developed Technologies or Products
2025	<ul style="list-style-type: none"> ● TV-related technologies: <ol style="list-style-type: none"> 1. India-spec 4K 43"/50"/55"/65"/75" ultra-high-definition Android 12 satellite bezel-less TVs. 2. Pan-Asia-spec 4K 43"/50"/55"/65"/75" ultra-high-definition Android 12 bezel-less TVs. 3. North America-spec 4K 43"/50"/55"/65"/75" ultra-high-definition Android 12 bezel-less TVs. 4. Latin America-spec 4K 55"/65"/75" ultra-high-definition Android 12 bezel-less TVs. 5. Taiwan-spec 4K 43"/50"/55"/65" ultra-high-definition Android 12 bezel-less displays. 6. Double-sided microstructure multilayer film technology: by combining polyhedral microstructures, which change light path direction, with lens microstructures, which split light, unnecessary direct LED light is fully reflected and then split for utilization, successfully achieving an ultra-thin design with a light mixing distance of less than 1 mm, or 0 OD, and uniform in-plane light mixing performance. 7. Integrated verification of ultra-thin high-picture-quality display technology: by combining 0 OD Mini LED with cadmium-free quantum dot film, or QD film, the technology achieves a display standard with peak brightness of up to 1,500 nits and a high color gamut of DCI-P3 > 90%. It also offers long service life without organic materials and high cost-effectiveness, and has verified in advance the feasibility of mass production as a replacement for the high-end OLED market. ● Metaverse products: <ol style="list-style-type: none"> 1. Completed the design and development of a new XR headset model. 2. Completed the design and development of an adapter accessory for the XR headset. 3. Designed and developed an optical engine for AR projection navigation. 4. Completed trial production and mass production of a new XR headset model. 5. Completed the design and samples of a new self-developed AR glasses model. ● Camera module products: <ol style="list-style-type: none"> 1. Completed the development and mass production of IP CAM modules. 2. Completed the design and development of gaming peripheral-related modules. ● Lens products: <ol style="list-style-type: none"> 1. Completed the development and product trial production of a 50M variable object distance AF lens for VR products. 2. Completed the design and development of an OIS AF lens and filed a patent application. ● R&D of WEP multimedia smart entertainment terminal devices, wireless

Year	Successfully Developed Technologies or Products
	<p>controllers, and robotic vacuum cleaners:</p> <ol style="list-style-type: none"> 1. R&D and production of the B6 wireless controller project. 2. R&D of the mid-spec black model under the Konan robotic vacuum cleaner project. 3. R&D of the high-spec black model under the Konan robotic vacuum cleaner project. 4. Development and introduction of BeiDou Navigation Satellite System NX510/NX612/A200 MAX models. 5. R&D of advanced, refined, and special edition game console projects. 6. R&D of advanced, color, and special edition wireless controller projects. 7. Development and introduction of BeiDou Navigation Satellite System NX610/A200 models. 8. R&D of the arcade game joystick project for game consoles. 9. R&D of the game console display project. 10. Development of the Konan robotic vacuum cleaner project. <ul style="list-style-type: none"> ● EV electronic control-related products: <ol style="list-style-type: none"> 1. Completed development of Qualcomm SA522M Tbox B-samples. 2. Completed development of NXP S32G ZCU and ZGW B-samples. 3. Completed development of IVI controller B-samples. 4. Completed design and trial production of Gateway product A-samples. 5. Completed design and trial production of Compute product B-samples. 6. Completed development of Qualcomm SA522M Tbox C-samples and passed DV validation. 7. Completed development of NXP S32G ZCU and ZGW C-samples and passed DV validation. 8. Completed development of Qualcomm 8295PS IVI controller C-samples and passed DV validation. 9. Completed design and development of Gateway product B-samples and passed DV validation. 10. Completed design and development of Compute product C-samples and passed DV validation. 11. Completed the SDV.OS development project — automotive network topology architecture planning. ● EV charging stations: <ol style="list-style-type: none"> 1. Obtained the UL structural review certificate for the Flo SBD dual-gun AC charging station. 2. Complete the EVT design and prototype of the 3.3kW/5.5kW AI PSU. 3. Completed pre-DVT design of the 140W PD3.1 charger. 4. Complete the product planning for Europe-gauge two-way AC charging piles and initiate the project development. 5. Complete the product planning and product testing plan for the PSU series. 6. Completed design and development of the Taiwan-spec 180 kW DC charging station and successfully obtained VPC certification. 7. Completed 5.5 kW AI PSU DVT samples and trial production in Vietnam. 8. Completed 140W PD3.1 DVT sample development and trial production in Vietnam. 9. Completed EVT sample development of the 33 kW AI PSU Shelf. ● Drone-related technologies: <ol style="list-style-type: none"> 1. Completed EVT development of a complete drone: responsible for mechanical design, PCBA development, and obstacle avoidance module design, and successfully achieved stable flight of the complete unit, meeting EVT-stage acceptance targets. 2. Established the Qualcomm C8550 platform and achieved software customization development capability: completed BSP, driver, and

Year	Successfully Developed Technologies or Products
	<p>kernel integration. The platform now has the conditions required for customized development and supports subsequent product introduction.</p> <ol style="list-style-type: none"> 3. Completed validation of the lightweight design for drone EVT2. 4. Established the ESC power system, mastering ESC FOC algorithms and validation technologies, enabling precise control of motor variations and rapid response to flight attitude adjustments, with customized development capabilities. 5. Established CAE stress simulation and analysis technologies, completed stress simulation of drone arms, and verified design feasibility in advance. <ul style="list-style-type: none"> ● AI-related technologies: Completed model development for multiple scenarios, including small object recognition and abnormal behavior detection on production lines.
<p>2026 January - March</p>	<ul style="list-style-type: none"> ● TV products: <ol style="list-style-type: none"> 1. Europe-spec 4K 43"/50"/55"/65"/75" ultra-high-definition Android 12 satellite bezel-less TVs. 2. Australia-spec 4K 43"/50"/55"/65"/75" ultra-high-definition Android 12 bezel-less TVs. ● Metaverse products: Completed production evaluation of the next-generation game box. ● Camera module products: <ol style="list-style-type: none"> 1. Completed the development and mass production of tablet modules. 2. Completed the design and development of iToF modules. ● Lens products <ol style="list-style-type: none"> 1. Completed the design of lens products for gaming applications. 2. Completed the design of ultra-compact lenses for AR glasses. ● R&D of WEP multimedia smart entertainment terminal devices, wireless controllers, and robotic vacuum cleaners <ol style="list-style-type: none"> 1. R&D of advanced, refined, and special edition game console projects at the FBT plant. 2. R&D of the special edition wireless controller project. 3. Development and introduction of a new model under the Konan robotic vacuum cleaner project. 4. Development of the CHCNAV drone project. 5. Development of the India version under the Konan robotic vacuum cleaner project. 6. Development of the Amazon drone project. ● EV electronic control-related products <ol style="list-style-type: none"> 1. Completed implementation of Tbox functions including EU-standard eCall requirements, 5G/LTE/UMTS/Wi-Fi 6E data connectivity, and FOTA firmware over-the-air updates. 2. Completed development of ZCU and ZGW functions, including secure boot and time synchronization master control. 3. Completed development of the IVI controller BSP dual-system virtualization environment for QNX and Android, introduced a 3D HM architecture, and achieved real-time 3D visualization of vehicle status. 4. Completed the SDV.OS development project — cross-domain communication protocol planning. ● EV charging stations <ol style="list-style-type: none"> 1. Completed internal site deployment of Taiwan-spec 180 kW DC charging stations and 11 kW AC charging stations. 2. Completed 5.5 kW AI PSU PVT sample development, safety structural review, and trial production in Vietnam. 3. Completed 140W PD3.1 PVT sample development, safety structural review, and trial production in Vietnam.

Year	Successfully Developed Technologies or Products
	<p>4. Completed DVT sample development and safety structural review of the 33 kW AI PSU Shelf.</p> <ul style="list-style-type: none"> ● Drone-related technologies: <ol style="list-style-type: none"> 1. Completed design validation for drone EVT3 thermal performance and arm strength. 2. Established FPGA image aggregator technology, completing 3-to-1 fisheye image integration and supporting real-time image processing.

4. Intellectual Property Management

As a major patent owner and a business partner of global patent holders, the Company is committed to continuously investing in research and development and innovation, while actively protecting the Group’s innovative technologies and intellectual property worldwide. The Company adopts “quality, quantity, and broad applicability” as its patent strategy. In addition to emphasizing both the quality and quantity of patents, the Company also focuses on exerting influence in key technology areas and promoting technologies that contribute to human society and have broad applications. The Company aims to use patents as a platform for knowledge and technology sharing, reducing the time and resources wasted on duplicative research and development, promoting healthy competition, accelerating technological progress, and creating more technological innovations for human society.

(1) Intellectual Property Management Plan

A. Intellectual Property Strategy

- Intellectual Property Management Strategy

With the support of the Company’s proprietary information systems and a number of professional firms, the Company implements rolling improvement measures and continues to optimize the functions of its information systems to address intellectual property management needs, including innovation proposals, patent applications, maintenance of granted patents, trademark applications, trademark use registration, technical trade secret registration, and copyright registration applications. Through a digital management model, the Company enhances the efficiency of data analysis and intellectual property management, while reducing the risk of errors in the management process.

- Intellectual Property Acquisition Strategy

Based on patent documents published by intellectual property offices in various countries, the Company analyzes the issues that patents in relevant industries are intended to address, thereby encouraging R&D teams to propose more effective solutions. The Company supports close collaboration between central functions and various business groups, particularly the Hon Hai Research Institute, with emphasis on two-way output in both papers and patents. In terms of trademarks, the Company formulates trademark application and global deployment strategies based on the Group’s policies and objectives. The Company continues to improve its internal reward system to encourage the generation of

innovation proposals, and has established a creative idea-sharing mechanism to facilitate brainstorming among employees and further refine innovative thinking.

- Maintenance and Application Strategy

Each business group analyzes the applicability of patents based on its respective products and technology fields, and formulates application strategies. From self-use and licensing to applying for government subsidies, these measures can effectively enhance the value of the Group's patents and technological know-how. In addition, the Company has launched the Hon Hai Patent Support Program for Startups. Through a free licensing mechanism, the Company encourages startups to adopt Hon Hai's patented technologies. This not only supports startups and benefits society in the spirit of technology sharing, but also enhances the application value of existing patents through the creativity of startups.

B. Intellectual Property Management System

- Responsible Organization

To address the diverse technologies required for different products, Hon Hai has established various business groups, each with a dedicated intellectual property department. Since August 2021, based on the principle of "strong central function, empowered local units," Hon Hai has established the Central Intellectual Property Department, which is responsible for horizontally coordinating intellectual property resources across business groups, integrating the needs of various units, providing professional intellectual property services, and enhancing the overall efficiency of intellectual property management across the Group. The Central Intellectual Property Department represents the Group in external communications and intellectual property-related matters, establishing the Group's professional image in intellectual property.

- Employee Education

Hon Hai requires new employees to sign confidentiality agreements and intellectual property ownership agreements to ensure that employees understand and fulfill their confidentiality obligations during employment. When employees leave the Company, handover and confirmation procedures relating to intellectual property rights are carried out, with particular reminders provided to R&D personnel regarding their confidentiality obligations. In addition to intellectual property education and training for new employees, Hon Hai holds relevant training sessions, lectures, and guidance activities from time to time each year to enhance R&D personnel at all levels' understanding of intellectual property. Since January 2022, the Central Intellectual Property Department has published weekly feature articles introducing patents in the Group's 3+3 fields. It

also regularly publishes intellectual property-themed articles and popular science articles on Hon Hai's intellectual property website for employees' learning and reference.

- Patent Proposal Review

Hon Hai's R&D fields and product scope are extensive and are organized into different levels of R&D units. Before a patent application is filed, responsible intellectual property personnel, R&D supervisors, legal units, and other relevant parties conduct substantive reviews of each patent proposal. Where there are concerns regarding the quality of a patent proposal, the inventor is required to provide supplementary information. The review process emphasizes value creation as the priority and does not encourage proposals that are primarily based on design-around considerations. Appropriate patent deployment is carried out for different technologies, taking into account industry characteristics and market conditions. These mechanisms not only ensure patent quality, but also ensure that proposal content does not violate relevant agreements. Through these systems, the patentability of R&D results is enhanced.

- Incentive Measures

To further encourage employee innovation and enhance the Group's competitiveness in core industries and technology fields, Hon Hai has established a comprehensive incentive mechanism that provides substantial rewards for different types of intellectual property achievements. Currently, Hon Hai provides incentive bonuses exceeding statutory requirements for various intellectual property categories, including invention patents, utility model patents, integrated circuit designs, technical trade secrets, and software copyrights. Rewards are provided at different stages, including patent proposal submission and patent approval. These multi-stage incentive measures are intended to encourage employees to remain actively engaged and involved at every stage, from idea generation to the ultimate realization of patents. In addition, to further promote technological innovation, outstanding intellectual property achievements are selected each year, and inventors who contribute to key technology fields such as 3+3 are granted higher rewards. Through these measures, Hon Hai has not only continued to improve both the quantity and quality of its patents, but has also successfully cultivated a group of technical talent with strong innovation capabilities.

- Patent Evaluation

Hon Hai holds more than 10,000 granted and valid patents. As technological innovation accelerates and products continue to evolve, these patents must be evaluated regularly to ensure that they continue to create value for the Company. Patent maintenance fees increase as the number of patents grows. Therefore, optimizing the patent portfolio and reducing

unnecessary maintenance costs have become important aspects of intellectual property management. During the evaluation process, each business group and the intellectual property department jointly consider the actual application of the patented technologies, current market adoption, and potential future applications. Patents involving outdated technologies or limited market demand are phased out in a timely manner, allowing resources to be focused on patents with higher value. In addition, the Central Intellectual Property Department conducts a secondary evaluation of patents that business groups have decided to discontinue maintaining, reassessing the value and potential of such patents from a Group-wide perspective. This secondary evaluation helps ensure that potentially valuable patents are not overlooked due to local-level judgments. In particular, for areas where the applicability of a technology has not yet been fully developed, the Central Intellectual Property Department further analyzes its potential applications in other markets or emerging technologies. This comprehensive patent management strategy ensures that Hon Hai's patent portfolio consistently maintains high quality and high efficiency, while continuing to bring competitive advantages to the Company.

- Patent Support Program for Startups
“The essence of patents is sharing; protection is a means, and social progress is the goal.” Through the public disclosure and sharing of patents, technical knowledge enables the public to understand technologies and applications that are beneficial to industry, helps avoid duplicated investments of time and resources, and can also serve as a foundation for the research and development of new technologies, leading to better solutions and better products. In the spirit of sharing, Hon Hai has opened approximately 1,600 patents to startups, covering areas such as ICT product components, artificial intelligence, semiconductors, digital health, robotics, production and manufacturing technologies, communications, computing and software, electric vehicles, and display devices. In addition to providing substantive support in the form of three years of royalty-free licensing, Hon Hai also offers startups free patent consultation services. Through this open sharing model, Hon Hai not only helps startups reduce R&D costs and shorten technology development timelines, but also promotes the acceleration and dissemination of technological innovation.
- Trademark Management
Trademarks are important identifiers for an enterprise in the market. They not only carry the enterprise's brand image, but also communicate the Company's values and philosophy externally. Hon Hai fully recognizes the importance of trademarks. Accordingly, the Central Intellectual Property

Department centrally manages all trademarks of the Group, with comprehensive management procedures covering trademark application, use, and maintenance. The Central Intellectual Property Department is responsible for establishing and maintaining a database of trademark use records to ensure that each trademark receives appropriate protection and management worldwide. At the same time, in response to malicious infringement in the market, the Central Intellectual Property Department works closely with the Central Legal Department and other departments to take legal action to safeguard Hon Hai's rights and interests, including actions against counterfeit goods, malicious trademark squatting, and other acts that infringe trademark rights. This trademark management strategy enables the Company to fully leverage the market impact of its trademarks, strengthen Hon Hai's corporate image, and prevent potential legal risks.

(2) Implementation Status

The Company reports intellectual property-related matters to the Board of Directors on a regular basis in the fourth quarter of each year. The most recent report was made on November 12, 2025. The main implementation status for the past two years is as follows:

A. Implementation Status for 2024

- a. Held 10 monthly Hon Hai intellectual property meetings to facilitate horizontal communication among the intellectual property units of various business groups.
- b. Participated as a corporate problem proposer in the 2024 Industrial Patent Analysis and Portfolio Competition organized by the Intellectual Property Office.
- c. Participated in the Taiwan Innotech Expo Invention Competition organized by the Intellectual Property Office, Ministry of Economic Affairs, in October, and reviewed and presented the Hon Hai Special Award.
- d. Was invited to serve as a judge for the National Invention and Creation Award from October to November.
- e. Amendments to relevant regulations and procedures
 - In May, announced and implemented the Copyright Management Regulations to improve the Group's relevant requirements for copyrights.
 - In June, announced and implemented the Patent Technology Licensing Audit Procedures to reduce the risk of breach of contract, ensure the smooth advancement of audits, and clearly define the division of responsibilities among units.
 - In July, announced and implemented the Trademark Administrative Remedy Handling Procedures to clearly define the remedy process.
 - In August, amended and announced the implementation of the Trademark Application Procedures and the Trademark

Use Registration Procedures to optimize the relevant processes.

- In September, amended and announced the implementation of the Hon Hai Technology Group Trademark Use Guidelines to align trademark use guidelines with the current trademark use strategy.
 - In December, amended and announced the implementation of the Group Intellectual Property Incentive Regulations, adding more categories of individual and team awards.
- f. Patent evaluation: Completed secondary evaluations of 776 patents.
- g. Patent monitoring: Published 12 patent monitoring reports, summarizing the problems intended to be solved by newly published patents of major international companies. The technical fields covered included AI, 5G, EV, SiC semiconductors, quantum computing, robotics, and batteries.
- h. Patent Startup Incubation Program
- Completed signing program agreements with four startups.
 - Participated in the final selection of the Startup Star event organized by the Economic Daily News in June.
 - Worked with the Hon Hai Tech Day (HHTD) preparation team and Google to hold the Startup Forum and Project Hatcher 2024 at HHTD 2024.
 - Sponsored the Extreme Tech Challenge (XTC) and jointly promoted the Semiconductor and AI Climate Innovation Competition, with the semi-finals held at TechCrunch in San Francisco in October.
- i. Education and training
- Published 53 feature articles on Hon Hai's intellectual property website.
 - Published 208 Hon Hai Patent Share articles on Hon Hai's intellectual property website.
- j. Achievements
- The number of patent proposals reached 1,921, of which 425 were patent proposals in the 3+3 fields, including 269 involving the three major future industries and 156 involving the three core technologies. The number of patents granted globally to Hon Hai entities in 2023 reached 461.
 - In March, Hon Hai was selected by Clarivate as one of the 2024 Top 100 Global Innovators.
 - In June, Hon Hai was selected for the IAM 2024 Asia IP Elite.
- B. Implementation Status from January to September 2025
- a. Held eight monthly Hon Hai intellectual property meetings to facilitate communication and exchange among the intellectual property units of various business groups.

- b. Joined the global patent alliance LOT Network in April to strengthen intellectual property protection.
- c. Participated as a corporate problem proposer in the 2025 Industrial Patent Analysis and Portfolio Competition organized by the Intellectual Property Office.
- d. In March, was invited to serve as a speaker at the intellectual property workshop held by National Central University. In April, attended the IAM SEP Summit and served as a speaker. In May, attended IAM AUTO IP and served as a speaker. In September, attended IAM IPBC China and served as a panelist. In September, was invited to deliver a keynote speech at the 2025 Taiwan-Japan Intellectual Property Seminar.
- e. Amendments to relevant regulations and procedures
 - In February, amended and announced the implementation of the Hon Hai Technology Group Trademark Management Regulations, the Trademark Transaction, Licensing and Licensed Use Procedures, and the Trademark Application Procedures to expand the scope of trademark management and services.
 - In February, amended and announced the implementation of the Outstanding Intellectual Property Award Evaluation Procedures to better align with the Group's R&D activities.
 - In July, announced and implemented the Material Use and Licensing Management Procedures to preserve material licensing records and records of employees' creation processes in the course of their duties, thereby reducing infringement risks and strengthening evidentiary capabilities.
 - In July, amended and announced the implementation of the Hon Hai Technology Group Trademark Use Guidelines to align with the corporate identity guidelines.
- f. Patent evaluation: Completed secondary evaluations of 596 patents.
- g. Patent monitoring: Published nine patent monitoring reports, summarizing the problems intended to be solved by newly published patents of major international companies. The technical fields covered included AI, 5G, EV, quantum computing, robotics, SiC semiconductors, SiPh silicon photonics, information security, batteries, smart manufacturing, digital health, and smart cities.
- h. Patent Startup Incubation Program
 - Completed or was in the process of signing agreements with three startups.
 - For the startup competition held in collaboration with Extreme Tech Challenge (XTC), the finals were held at CES in January, with Robert Schlaeger from the U.S. headquarters attending as the representative.
 - In July, was invited to serve as a judge for the ASPN Sports

- Tech Innovation Accelerator startup competition.
 - In August, participated in the seventh Kick-off event of the PwC Startup Growth Accelerator and served as a speaker.
 - i. Education and training
 - Published 39 feature articles on Hon Hai's intellectual property website.
 - Published 147 Hon Hai Patent Share articles on Hon Hai's intellectual property website.
 - j. Achievements
 - The number of patent proposals reached 1,397, of which 321 were patent proposals in the 3+3 fields, including 200 involving the three major future industries and 121 involving the three core technologies. From January to September, the number of patents granted globally to Hon Hai entities reached 512.
 - In March, Hon Hai was selected by Clarivate as one of the 2025 Top 100 Global Innovators.
 - In August, Hon Hai was selected for the IAM 2025 Asia IP Elite.
- (3) Certification Obtained

Since the Group introduced the Taiwan Intellectual Property Management System (TIPS) in 2025, it has reviewed the appropriateness of its internal intellectual property management system through annual certification. In recent years, in order to practice sustainable operations, the Group has integrated intellectual property with the concept of sustainable development and embedded such concepts into its management mechanisms for patents, trademarks, and trade secrets. The Group most recently passed TIPS certification in 2025. The certificate is valid from December 31, 2025 to December 31, 2026. This demonstrates that the Group's commitments and practices in linking intellectual property with environmental, social, and governance aspects have passed system certification, and also helps the Group demonstrate that, while maintaining its competitive advantages, it recognizes the importance of sustainable development.

(IV) Long-term and short-term business development plans

1. Short-term business development plan

The Company pursues continued excellence in operational management and cost control, vertical integration, global footprint and provide a "One-Stop Shop" solution for global leading brands. Our commitment is to maintain the high quality of service and related added-value services enable computing, communication, consumer electronics (3C) to enrich lives of the world population.

In addition to ensuring our leadership position in the EMS industry, we are also actively expanding into new product areas. With the rapid development of AI in recent years, we have firmly captured these business opportunities, continuously strengthened our leadership position, and actively deployed global manufacturing

capacity through capital expenditures. We have also extended our presence into more components and system assembly businesses, with the aim of enhancing customer service and satisfaction through a more comprehensive supply chain, while also improving the Company's profitability.

The Company also leverages its ICT integration advantages to deepen its presence in the electric vehicle and semiconductor fields. By providing diversified services and differentiated products, the Company strengthens cooperation with leading international companies and drives the Group's transformation. In response to changes in the global economic and trade environment and the trend toward regional manufacturing, we will continue to expand investments across Europe, the Americas, and Asia, while strengthening technology and automated production capacity. At the same time, by establishing production bases, design centers, and service centers worldwide, we are building a comprehensive global assembly and delivery system to flexibly meet customers' design and manufacturing needs.

2. Long-term development plans

As the world's largest electronics manufacturing services provider, with a market share of more than 40%, Hon Hai will continue to maintain its leading position in the existing ICT industry through its "3+3+3" strategy, while striving to transform AI into the Group's most important growth driver. The Group's future growth focus will continue to center on three major areas: ICT, AI, and EV. With the introduction of AI and automation technologies, the Group is further strengthening production efficiency and its cost structure, and actively advancing toward Smart Manufacturing 3.0: AI-driven automation. At the same time, through the five research institutes and one laboratory under the Hon Hai Research Institute, the Group will continue to deepen its development of forward-looking technologies, including AI, semiconductors, quantum technologies, and next-generation communications, to ensure that R&D achievements can provide a continuous source of growth momentum following commercialization.

To further optimize market valuation, the Company has also proposed its Corporate Value Enhancement Plan, which is financially oriented toward achieving an ROE of 12% and a return on invested capital of more than 12%. The plan aims to enhance profitability while maintaining or improving the Company's S&P A-credit rating. In addition, the Company maintains a stable policy of distributing cash dividends at a payout ratio of not less than 40%. Through a diversified Board of Directors and highly transparent communication, the Company also fulfills its sustainable operating objective of providing long-term returns to shareholders.

II. Production and Sales Status

(I) Market analysis:

1. Regions where major products (services) are sold (provided)

The Company's products are divided into four categories. Core sales areas cover three continents: Europe, America and Asia.

2. Market share

According to statistics from Bloomberg, in 2025, the Company ranked first globally in the electronics manufacturing services (EMS) sector, with a global market share of more than 40%, further consolidating its global leadership position in the EMS industry.

3. Future market supply and demand and growth

The following is a summary of the development of the industries in which the Company's four major categories of products belong:

(1) Cloud and Networking Products Category (mainly servers and networking products)

The main products include servers, storage equipment and network communication equipment. The overview of the related industries is as follows:

(i) Server/storage equipment

The surge in demand for AI computing power is the core force driving the server market into a new round of rapid growth. The Company is the largest supplier by shipment volume of AI server racks and expects shipment momentum to increase quarter by quarter. The core of the Company's competitive advantage lies in its highly vertically integrated capabilities from components to complete systems. Through the vertical integration of technical resources within the Group, including mechanical components, networking and communications, liquid-cooling thermal solutions, and liquid-cooling connectors, the Company maintains a high degree of control over the supply chain and has become the ODM with the highest level of vertical integration in the current wave of AI server development.

(ii) Switches and Routers

As the scale of AI data centers continues to expand, high-speed switches have become another important growth engine for the Company's cloud and networking products. The stronger the computing power of AI clusters, the greater the demand for network bandwidth. As a result, the technical specifications of switches are being rapidly upgraded in tandem with the iteration of AI server generations. Looking ahead to 2026, demand for high-speed switches is expected to remain at a high level, and products with higher specifications have also entered mass production. The pace of market technology upgrades continues to accelerate. The Company expects to continue consolidating its leading position in this wave of upgrades in high-speed networking and communications equipment.

(2) Smart Consumer Electronics (mainly smartphones, TVs, game consoles, etc.)

For smartphones, the global market has shifted from scale expansion to value-oriented structural competition. IDC forecasts that, affected by memory supply shortages resulting from the large-scale expansion of AI infrastructure, the market is shifting from a focus on shipment volume to structural adjustment centered on higher average selling prices. This impact is significantly greater for entry-level models than for high-end models. High-end brands are relatively more resilient to memory cost pressure, which gives the Company's long-standing strategic focus on top-tier customers and high-end smartphones a stronger advantage.

Generative AI has evolved from an add-on feature in smartphones into a core element of device architecture. The focus of competition has

shifted from hardware specifications to AI experience and cross-device ecosystem integration, bringing brand competition into a new stage of strategic differentiation. Global smartphone brand customers continue to expand outsourcing, while AI functions impose higher requirements on precision manufacturing capabilities, creating greater challenges for suppliers. As a manufacturer with a comprehensive global footprint, highly vertically integrated capabilities, and mass production strength, Hon Hai continues to hold an irreplaceable strategic position in helping brand customers reduce costs and enhance competitiveness.

(3) Computing Products (mainly computers, tablets, etc.):

We continue to be an important partner of major international companies, providing high-quality services and products to the PC industry. At present, with multiple variables such as regional political factors, tariffs, and tight memory supply, supply chain restructuring and production constraints have affected PC demand. Accordingly, we expect overall demand to be revised slightly downward. The Company will also maintain close communication with customers and leverage its global footprint to provide necessary support and timely adjustments.

(4) Components and Other Products (mainly connectors, mechanical parts, services, etc.):

Components include connectors, mechanical parts, thermal modules, optics, electronics, PCB and semiconductors. The components themselves will be affected by the demand for products in the three major areas mentioned above. In the related parts and components categories, the optics (touch modules, camera modules, dot matrix projector modules, etc.) and semi-conductor (packaging and testing, wafer fab, semiconductor equipment, chip design, etc.) will be one of the important driving forces for the Company's future growth. As one of the Group's three major pillars, electric vehicles are expected to gradually move toward outsourcing and will also serve as an important driver of the Group's transformation and upgrading, as well as long-term profit growth.

4. Competitive Niche

The Company's competitive advantages lie in its design and development capabilities, global footprint, massive production capacity, vertical integration, speed of mass production, procurement scale, and partnerships with customers. These are the reasons why we can maintain our leading position in the industry, and are also the most important value for our customers. In the EMS business, the Company has accumulated more than 50 years of highly specialized management capabilities in managing people, capital, logistics, and technology, which are capabilities that are difficult to replicate. Other competing niches are as follows:

(1) Precision molding technology

(2) Vertically integrated manufacturing capabilities spanning plastic molding, stamping, mold flow analysis, and mechanical components.

(3) Creation of internal high speed network systems

- (4) Mechanical and barebones computer design capabilities
 - (5) Heat transfer and noise treatment capabilities
 - (6) SMT software and hardware testing technology
 - (7) Rapid mass production capability of PCBA
 - (8) Photoelectric consolidation capabilities
 - (9) Management Global supply chain management know-how
5. Favorable and unfavorable factors of development prospects and countermeasures
- (1) Favorable Factor:
 - The continued adjustment of the global industrial structure, together with the Company's vertical integration advantages, is conducive to the Company's ability to secure outsourcing and contract manufacturing opportunities from leading international companies.
 - Close partnership with tier-one customers around the world.
 - The wave of generative AI has driven explosive growth in demand for AI servers. The Company has cultivated this field for many years and possesses complete vertically integrated capabilities spanning components, liquid-cooling thermal systems, and complete system assembly. The Company holds a leading market share in AI servers and is well positioned to continue securing new orders as customers iterate across product generations.
 - The Company has long provided customers with five core values: speed, quality, engineering services, flexibility, and cost. These capabilities help customers achieve rapid time-to-market and quickly meet cost targets. Regardless of how products evolve, these competitive advantages remain effective. In particular, the Company's new product introduction (NPI) capabilities are especially critical when new AI server platforms are introduced.
 - The Company has the most comprehensive industry chain deployment, enabling it to rapidly provide integrated solutions that meet customer needs.
 - The Company has a comprehensive overseas production system, with diversified production bases established across more than 20 countries, including the United States, Mexico, Taiwan, India, and Vietnam, and more than 200 sites. This enables the Company to flexibly adjust capacity allocation in response to customers' localized production needs and changes in the policy environment, thereby enhancing the flexibility and effectiveness of global resource integration and operations.
 - Through standardization, computerization, and automation, the Company has established a collaborative operating system covering industrial engineering management, quality management, production management, and business management. The Company also actively advances smart manufacturing by introducing AI technologies into production lines, continuously improving automation levels and yield rates, and strengthening its competitive leadership in manufacturing.

- A firm grasp key capabilities of mold development, and new product development.
 - The long-term growth trend of the electric vehicle industry remains unchanged, and the industry is undergoing a structural transformation toward a division of labor between branding and manufacturing. With capabilities in design, manufacturing, vertical integration, cost management, and global deployment, the Company has clear advantages under the CDMS business model.
 - The Company has access to key chips with stable supply and differentiated functions, enabling it to provide differentiated solutions to existing ICT customers and electric vehicle customers. It also has the advantage of a full semiconductor industry chain deployment, spanning design to packaging and testing.
- (2) Unfavorable factors and countermeasures
- Intensifying competition in the AI supply chain
Countermeasures: The Company continues to strengthen the depth of its vertical integration, enhance its rapid introduction capabilities for new AI server platforms across generations, and maintain long-term, in-depth partnerships with major CSP customers. Through its technological capabilities and scale advantages, the Company continues to consolidate its leading position.
 - Fiercely competition in core business
Countermeasures: With continuously competition, we are also constantly stabilizing vertical integration, improving technical level, cost control and other production capabilities. And the company can increase our leading position in the face of industrial competitiveness.
 - Rising tariffs and regional manufacturing trends
Countermeasures: Hon Hai has a diverse and wide range of product lines for many years, so it has carried out regional production in accordance with product characteristics and customer requirements. As the future AI, ICT, electric vehicle, and semiconductor industries move toward global deployment, the Company's operating experience accumulated across more than 20 countries and over 200 sites worldwide will enable it to expand rapidly and further demonstrate its management advantages.
 - Geopolitical instability
Countermeasures: By flexibly adjust our capacity, supply chain management, inventory management, we shall be able to mitigate short term impact. In the mid to long term, we will leverage our R&D and capacity across major campuses to diversify the risk. In the future, whether it is in the development of new products or planning for mass production, the Company will consider risk diversification and prepare various off-site backup plans.
 - Inflation and raw material costs rising
Countermeasures: Inflation and raw material prices rising and have impact on t assembly business and it will dilute the gross profit

margin. We will still take customer demand and maximizing EPS as the top priority. High inflation may also affect the demand for low-end consumer products. The Company will continue to focus on high-end products to reduce the impact of inflation.

- Rising costs and supply-demand imbalances

Response: To address the challenges of manpower and rising costs, we have established a collaborative operation system for industrial control, quality control, production control, and management through standardization, computerization, and automation. At the same time, the company leverage our global layout for flexible capacity allocation, which is reflected in the selling price in a timely manner to reduce the impact.

- Environmental regulations and international trends

Regarding the issue of global warming, the company has responded to the 2050 net zero carbon emission target, introduced renewable energy, invested in scientific carbon emission reduction plans, and join net zero carbon emission action alliance, from energy saving, emission reduction, greening, we continuously put efforts in recycling, green energy, etc., echoing global environmental protection trends.

(II) Important Applications and Production Process of Main Products

The Company's products are classified into four major categories: Cloud and Networking Products, Consumer Electronics Products, Computing Products, and Components and Other Products. These products are mainly information and communications technology products and are widely used in consumer and commercial applications, including mobile communications, entertainment, computing, storage, and networking. Among Cloud and Networking Products, AI servers are currently the core growth product. They are widely used in large-scale AI data centers of CSPs, enterprise private clouds, and sovereign AI infrastructure of various countries, supporting high-performance computing needs such as large language model training and AI inference computing.

In terms of production processes, the Company primarily provides customers with one-stop services under the EMS model, covering the full process from system design, component development, manufacturing and assembly, quality control and testing, to shipment.

In the AI server field, the Company further provides highly vertically integrated services, spanning in-house production of key components, integration of liquid-cooling thermal systems, and complete system assembly. The Company also possesses NPI capabilities, enabling it to help customers rapidly achieve mass production as AI platforms iterate across generations, thereby realizing the dual objectives of rapid time-to-market and cost efficiency.

(III) Supply Status of Main Raw Materials

The raw materials used in the Company's connectors, chassis and assembly products include copper, plastic pellets, gold salt, and steel. The supply status is as follows:

1. Copper materials: The Company has strategically formed alliances with multiple suppliers to continuously and stably supply the needs for production.
2. Plastic pellets: Jointly develop special materials for connectors with domestic and foreign manufacturers to improve the quality of production. Prices are negotiated annually, and leverages the Company's economy of scale for bulk purchases to ensure price competitiveness.
3. Gold and salt: The price is calculated based on the international gold price quotation. Suppliers have been able to deliver goods directly to the factory and shorten the delivery days to reduce the Company's transportation and inventory risks.
4. Steel materials: Jointly develop materials for computer bases with a number of domestic and foreign manufacturers. The Company utilizes market price or annual price negotiations for steel, and leverages the Company's buying power to maintain favorable prices.
5. Other raw materials required for assembled products include printed circuit boards, capacitors, ICs, GPU modules, liquid-cooling thermal components, and other related materials. These products are processed and manufactured in accordance with customer requirements, and the relevant raw materials can be obtained directly through customers or through long-term cooperation with suppliers. With the rapid growth of the AI server business, the Company continues to strengthen supply chain management for key raw materials. By entering into long-term supply agreements with major raw material suppliers, the Company ensures supply stability and effectively reduces the impact of market fluctuations on production schedules.

(IV) List of customers that have accounted for more than 10% of the total purchase (sale) in any of the last two years

1. Information of Major Suppliers in the Last Two Years

Unit: NT\$ Million

Item	2024				2025			
	Name	Amount	As a percentage of net purchases for the year (%)	Relationship with the Issuer	Name	Amount	As a percentage of net purchases for the year (%)	Relationship with the Issuer
1	Vendor L	2,278,037	39.28%	None	Vendor L	2,348,108	36.99%	None
2	Others	3,520,744	60.72%	-	Others	4,000,433	63.01%	-
3	Total Net Purchases	5,798,781	100.00%	-	Total Net Purchases	6,348,541	100.00%	-

2. Information of Major Sales Customers in the Last Two Years

Unit: NT\$ Million

Item	2024				2025			
	Name	Amount	As a percentage of net sales (%)	Relationship with the Issuer	Name	Amount	As a percentage of net sales (%)	Relationship with the Issuer
1	Customer E	3,706,464	54.03%	None	Customer E	3,574,256	44.11%	None

2	Others	3,153,151	45.97%	-	Others	4,528,849	55.89%	-
3	Total Net Sales	6,859,615	100.00%	-	Total Net Sales	8,103,105	100.00%	-

III. Employee information in the most recent two years and up to the date of publication of the annual report

Year		2024	2025	As of March 31, 2026
Number of persons	Clerical staff	185,133	189,968	188,050
	Operators	448,034	458,524	432,383
	Total	633,167	648,492	620,433
Average age		32.60	32.78	33.05
Average years of service		5.33	5.45	5.67
Education Distribution %	PhD	0.04%	0.04%	0.04%
	Master	1.58%	1.66%	1.74%
	College	27.46%	27.82%	28.82%
	High school	36.21%	35.38%	34.58%
	Under high school	34.71%	35.10%	34.82%

IV. Information on Environmental Protection Costs

- (I) Losses incurred due to environmental pollution in the most recent year and as of the annual report publication date, including compensation and violations of environmental laws and regulations identified through environmental protection inspections, specifying the date of disposition, disposition reference number, provisions of laws and regulations violated, details of violation, and disposition imposed, and disclosing the estimated amounts that may currently or potentially arise in the future and the corresponding response measures; where such amounts cannot be reasonably estimated, the facts explaining why they cannot be reasonably estimated shall be stated:

Corporate entity	Date of disposition	Disposition reference no.	Provisions of laws and regulations violated	Details of violation	Penalty amount (NT\$)	Current estimated amount that be incurred and response measures
Foxtron Vehicle Technologies Co.,Ltd.	2025/6/9	Kaohsiung City EPBTZ No. 11435265300	Article 18 of the Water Pollution Control Act; Article 10 of the Water Pollution Control Measures and Test Reporting Management Regulations	Construction commenced at the construction site before approval was obtained for the runoff wastewater pollution reduction plan.	NT\$27,000 and two hours of environmental education	The penalty has been paid, and the entity has participated in two hours of environmental education provided by the Environmental Protection Bureau. In addition, the entity has strengthened education and training for dedicated personnel and continued process improvements to ensure

						that all operations comply with applicable laws and regulations.
ALTUS TECHNOLOGY INC.	2025/10/2	Kaohsiung City EPBKCZ No. 20-114-100011	Article 24, Paragraph 2 of the Air Pollution Control Act	Operation of a stationary pollution source was conducted without first obtaining a stationary pollution source operating permit.	NT\$320,000 and two hours of environmental education	The penalty has been paid, and the entity has participated in two hours of environmental education provided by the Environmental Protection Bureau. In addition, the entity has strengthened education and training for dedicated personnel and continued process improvements to ensure that all operations comply with applicable laws and regulations.

(II) The Company's main factories and production facilities are located in the Tucheng Industrial Zone and the Hsinchu Science Park. Environmental protection is prioritized as a key focus in daily operations. Any identified issues are promptly addressed, and existing prevention equipment is regularly reviewed. In addition to providing employees and nearby residents with a quality work and living environment, the Company strictly adheres to emission standards. The following environmental protection measures have been implemented to manage pollution and waste generated during production processes:

1. Water pollution prevention: Established a wastewater treatment plant and a water analysis laboratory in the Tucheng Plant. Chemical method is applied in wastewater treatment, in which pollutants are removed from wastewater and discharged through discharge outlets. The lab has various instruments to measure temperature, PH value, chemical oxygen demand and suspended solid and analyze heavy metal, so that daily inspection on discharging water can be made and water discharge can be well controlled. Both the Huyue Plant and Dingpu Plant have obtained approval letters for connecting and using the wastewater sewer system. The official document numbers are Beicheng No. 1135060030 and Tufu No. 1115062177. The Company has also obtained the following water pollution control permits: New Taipei City Environmental Water Permit No. 04774-04 (Huyue Plant), New Taipei City Water Permit No. 05854-01 (Dingpu Plant I), and New Taipei City Environmental Water Permit No. 05855-02 (Dingpu Plant II).
2. Prevention and control of fixed pollution sources: The exhaust gas is collected through the exhaust pipeline, enters the wet scrubber to remove pollutants in the exhaust gas, and then discharged into the atmosphere. The pollutant concentration of the exhaust gas is tested outsourced every year and reported to the environmental protection authority. The stationary pollution source operation permit was

obtained in 1998, and the extension was completed in June 2008. The permit number is: Bei-Xian-Cao-Zheng-Zi No. F0447-02. Currently, the total consumption of acid and alkali does not meet the control standards, and the Permit was returned to the authority per Letter No. 1012095840 from the Environmental Protection Bureau.

3. Disposal of waste: The industrial waste disposal plan is implemented according to the contents of the industrial waste disposal plan, and the flow of waste is declared online in accordance with the law, in order to legally dispose of waste and recycle resource waste.
4. Toxic substances management: Toxic substances are stored separately under strict control. Documents for use are obtained in accordance with the law and reported to the environmental protection authority on a regular basis.

(III) The Company has always been adhering to the environmental policy of "preventing pollution, continuously reducing waste, providing environmentally friendly products, protecting the earth, and operating a pragmatic green enterprise", strictly complying with environmental protection laws and regulations and customer requirements, effectively controlling raw materials, processes, shipments and other elements, and continuously improving product quality through continuous improvement activities to ensure that the products provided do not contain restricted substances. At the same time, we promote the transformation of upstream suppliers into a green supply chain to comply with the requirements of the RoHS Act.

(IV) Impacts of pollution status and its improvement on the Company's earnings, competitive position and capital expenditures, and major environmental protection expenditures expected in the next two years:

1. Estimated environmental capital expenditures for the next two years: Environmental expenditures for 2026 and 2027 are estimated to be NT\$121,364,229 and NT\$143,992,759, respectively. The major environmental expenditures and items will include:
 - (i) Expenses for the replacement, renewal, and addition of polluting equipment
 - (ii) Operating expenses of pollution prevention equipment
 - (iii) Additional environmental monitoring expenses
 - (iv) Waste-related treatment expenses
2. Impacts of the aftermath
 - Effect on net income: None
 - Impact on competitive position: None

V. Labor Relations

Current important labor agreement and implementation:

The Company has been treating its employees with sincerity and established mutual trust with them through its welfare system and good training system

that guarantee a fulfilling and stable life for them. Though there is no union in the Company, but the Company has established “Workers and Employers Meeting” and have established comprehensive employee communication channels, its employees can give full play to their team spirit, coordinate the Company’s decision, cooperate with each other to create a harmonious environment for working. The Company pursuant to the relevant labor laws and regulations, to protect the legitimate interests of employees, provides employees with safe and healthy working environment, and set up an employee feedback and complaints mechanism. And we disclose employee welfare measures, retirement system and implementation situation on the company's official website. The Company adopts the followings measures to build a harmonious labor relation:

(I) Employee Welfare Measures:

Founded in July 1985, apart from members appointed by each Business Unit, the remaining members are proposed and elected by employees. The committee members are re-elected every three years, and there are dedicated members appointed to deal with the routine administrative works of the Committee.

The Company has established a Central Health and Safety Department and built a comprehensive healthcare team. Internally, the Company integrates a cross-disciplinary team comprising physicians, nurses, dietitians, food safety personnel, and other professionals, while also leveraging resources from external institutions to provide employees with comprehensive and high-quality health services. The main measures are as follows:

1. Risk-Based Management of Chronic Diseases: In response to the government’s public health policy of “chronic disease prevention starting from the workplace,” the Company has moved disease prevention and control forward into the workplace. Through analysis of annual health examination data, the Company uses blood pressure, blood glucose, and blood lipids as indicators to establish a health risk stratification system. Under a pyramid-based health management framework, health promotion activities and follow-up mechanisms are designed for employee groups with different risk levels.
2. Health Action Programs: The Company promotes a number of health promotion programs to encourage employees to develop healthy lifestyles. During Health Month, the Company organized a gamified health examination report interpretation challenge to guide employees in understanding the significance of chronic disease indicators. A total of 2,472 employees participated, with 99% providing feedback that the activity was helpful. For specific at-risk groups, the Company provides visualized data through assistive devices to help employees identify cardiovascular and metabolic risks at an early stage and implement self-management of diseases. In 2025, the Company introduced continuous glucose monitoring devices, resulting in a significant improvement of 1.9% in glycated hemoglobin, or HbA1c.

3. Promotion of Healthy Diets: The Company organized the “211 Healthy Plate Promotion” campaign at its facilities. During lunch hours, the Company’s dietitians provided on-site guidance to employees on selecting high-quality whole foods, advocating a balanced diet, and enhancing employees’ awareness of healthy eating. Employee feedback indicated a 93% improvement in awareness.
4. Health-Supportive Environment: The Company provides comprehensive health examination planning. Each year, the medical and nursing team reviews health examination items, establishes a follow-up process for major abnormalities, conducts post-examination satisfaction surveys, and regularly evaluates contracted institutions. From professional review at the front end, examination quality control in the middle stage, to follow-up management and service surveys at the back end, the Company integrates professionalism, high quality, and peace of mind. In addition, the Company has established a dedicated food safety laboratory for Hon Hai employees. Covering food ingredient traceability, supplier audits and guidance, random inspections of employee meals, follow-up on food safety incidents, and regular testing of laboratory personnel’s technical capabilities, the Company has built a comprehensive “safe food” protection network from ingredients to dining table. In 2025, the Company conducted a total of 119 workplace hygiene audits and randomly inspected 1,004 samples, identifying one high-risk supplier. For this high-risk supplier, the Company immediately suspended meal supply from the supplier for one month and followed up on the implementation of corrective measures before allowing meal supply to resume. At the same time, the Company initiated a dedicated food safety audit project for ongoing supervision and management.
5. Psychological and International Medical Support: The Company works with an Employee Assistance Program (EAP) provider to offer 24-hour psychological counseling support. In 2025, a total of 604 attendances were served. The Company also cooperates with International SOS to provide global medical and security assistance, comprehensively safeguarding employees’ physical and mental well-being both domestically and overseas. Through parenting education seminars, push notifications of relevant knowledge articles, health education information, and related resources, the Company assists employees in enhancing the quality of parent-child interactions and strengthening family relationships.
6. Childcare and Friendly Workplace Measures Exceeding Statutory Requirements
 - (1) Childbirth Encouragement Measures: In 2025, a total of 1,044 young children benefited from the program, with cumulative subsidies amounting to NT\$181,031,190, effectively reducing employees’ childcare burden.
 - (2) Preferential Care for Pregnant Employees: The Company provides transportation subsidies for expectant mothers who are pregnant

employees. In 2025, a total of 27 applications were made, with total subsidies amounting to NT\$306,325.

- (3) Friendly Breastfeeding Environment and Maternal Care: The Company provides one-on-one health consultation services and breastfeeding-related health guidance for pregnant employees. The Company has established breastfeeding rooms, and certain sites have obtained the Taipei Excellent Breastfeeding Room Certification. These rooms are available without restrictions on usage time or frequency, providing breastfeeding employees with a safe, private, and comfortable environment.

7. Diverse Employee Welfare Programs:

- (1) Employee Welfare Co-Prosperity Association: The Company has established an employee stock ownership trust system, enabling employees to participate in the Company's long-term value growth and forming a sustainable talent mechanism based on shared interests. In 2025, the employee participation rate reached 83.6%.
- (2) Annual Employee Health Examination Subsidies: The Company provides comprehensive health examination benefits. Each employee is entitled to an annual health examination subsidy of NT\$25,000, which is increased to NT\$35,000 for employees aged 40 and above. The Company also provides one day of paid official leave for health examinations, which exceeds statutory requirements and reflects its care for employees. In 2025, a total of 3,042 employees completed health examinations, with the Company and the Employee Welfare Committee investing NT\$95,834,412.
- (3) Employee Group Insurance: The Company provides comprehensive employee group insurance to safeguard employees' protection and benefits.
- (4) Employee Club Activity Subsidies: In 2025, a total of 2,428 attendances participated in various club activities, with subsidies totaling NT\$2,428,000, promoting sports and leisure activities across the Group.
- (5) Employee Marriage Gifts and Funeral Condolence Payments: In 2025, marriage gift applications were made by 65 employees, totaling NT\$780,000; funeral condolence payments were made to 223 employees, totaling NT\$1,525,000.
- (6) Subsidies for employee education and training.
- (7) Employee birthday gifts, holiday gifts and cash gifts, and other related benefits.
- (8) Year-end activities and lottery draws.

8. Reinstatement Rate After Parental Leave:

	2024	2025
Expected to Return to Work	16	17
Actually Returned to Work	11	12
Reinstatement Rate	68.8%	70.6%

(II) Employee Communication Channels

The Company actively builds a bridge of communication with employees, and listens to employees' voices through multiple two-way communication to ensure timely response and achieve labor-management harmony. Relevant communication channels are as follows:

1. The Company's internal website/APP: announce the Company's major events and recent promotional content. Assist employees to quickly obtain company-related information.
2. Labor-management meetings: labor-management meeting is held every quarter to coordinate labor-management relations, promote labor-management cooperation, and prevent various labor problems before they arise.
3. Employee feedback and complaints: The Company's internal website and APP provide corresponding problem response channels according to different reasons, so that employees' work and environment-related problems and suggestions can be responded to in a timely manner. The feedback is regularly reviewed by dedicated personnel to ensure smooth feedback channels. In 2025, Hon Hai Technology Group received a total of 577 employee feedback or complaints through channels such as the App, the Trust Employee Portal, and email. All of the above feedback was handled by the responsible units, with a case closure rate of 100%.
4. Seminars and satisfaction surveys: We hold employee seminars and various types of satisfaction surveys from time to time, including but not limited to welfare measures, human resources, catering, or employee preferences for the way large-scale company events are held. Before and after implementation of measures or activities, plan and implement improvement plans based on employees' opinions.
5. Employee Sustainable Engagement Survey and Improvement Plan: In 2025, the Company again engaged an international external professional management consulting firm to conduct its second "Employee Sustainable Engagement" survey. Based on the survey results, the Company implemented optimization measures and action plans, and regularly applies the PDCA cycle for ongoing review and improvement. The Employee Sustainable Engagement survey is planned to be conducted once every two years. The next survey is scheduled for 2027.

Item	Implementation Status and Results
Target Participants	Indirect employees of the Group in Taiwan, Mainland China, and Vietnam
Survey Items	The survey covered corporate culture and workplace environment dimensions, including sustainable engagement, teamwork, vision inspiration, understanding of goals, organizational efficiency, and agile transformation.
Number of Respondents	The survey population was 91,671 employees, and 82,610 valid questionnaires were actually collected.
Coverage Rate	90%, fully demonstrating employees' high level of trust in and participation in the Company's communication channels. (Calculation method: number of employees who responded to the survey / total number of employees)

Survey Unit	The Human Resources Department engaged an international external professional management consulting firm to conduct the survey.		
Survey Frequency	Once every two years.		
Survey Period	From July 14 to July 30, 2025.		
Overall Engagement	Overall sustainable engagement reached as high as 93%.		
Survey Results	<p>1. Significant increase in engagement: Overall engagement increased substantially by 11% compared with the previous survey, which was 82%; the teamwork dimension also reached 93%, representing an increase of 12% compared with the previous survey, which was 81%.</p> <p>2. High level of recognition: Employees showed an extremely high level of recognition in dimensions such as “vision inspiration,” “understanding of goals,” and “organizational efficiency,” all of which scored above 95%.</p> <p>3. Outperforming benchmarks: Performance in “organizational efficiency,” “agile transformation,” and “vision inspiration” exceeded global high-tech industry benchmarks by double-digit margins.</p> <p>4. Retention intention: Employee retention intention reached 83%.</p>		
		Employee sustainable engagement	
	Year	The Company	Compared with the global high-tech industry
2025	93%	+9%	83%
2023	82%	-2%	65%
Improvement Plans	<p>Based on the results of this survey, the Company will continue to implement the following improvements and projects in 2026:</p> <p>1. Maintain advantages in efficiency and agility: For the high-performing dimensions of “organizational efficiency” and “agile transformation,” the Company will continue to optimize cross-functional project collaboration platforms and incentive mechanisms to consolidate its competitiveness, which leads global high-tech industry benchmarks.</p> <p>2. Strengthen talent retention and development: In response to the 83% retention intention, the Company will further deepen its key talent development system and diversified welfare support measures, such as friendly childcare and healthcare, to continuously enhance employees’ organizational commitment and long-term retention rate.</p>		

6. Changes in employee turnover rate over the past two years and reasons:

Year / Gender	Employee turnover rate				Total	
	Male		Female		2024	2025
	2024	2025	2024	2025		
Under 30	11.3%	13.4%	8.2%	8.8%	12.2%	8.4%
30~50	11.6%	13.4%	10.4%	11.8%	12.1%	10.8%
Over 50	14.1%	9.0%	12.9%	10.7%	13.5%	12.6%
Subtotal	12.2%	10.6%	13.0%	11.0%	12.4%	10.7%

The overall employee turnover rate decreased from 12.4% in 2024 to 10.7% in 2025, showing an overall downward trend and indicating improved workforce stability within the organization. Turnover rates across gender groups also declined during the same period, with the male turnover

rate decreasing from 12.2% to 10.6% and the female turnover rate decreasing from 13.0% to 11.0%. This was mainly attributable to the Company's continued optimization of human resources management measures, strengthened talent retention and talent development systems, and improved stability of overall organizational operations, which contributed to improved employee retention across all age groups.

(III) Employee education and training

Education and training are basic employee welfares provided by the Company. The Company encourages all employees to "learn through work and grow through learning" and support the integration of theory and practical experience. Through education and training, the Company enhances individual capabilities, strengthens job skills, and improves team performance. In 2025, the Company conducted more than 36.70 million training hours, with education and training expenses for professional, management, and other courses across various units totaling approximately NT\$133 million. The training content is as follows:

1. Education and training for new recruits
Guide new recruits to become familiar with courses such as organizational evolution and corporate culture, work environment, labor safety and health, general affairs services, employee benefits, personnel regulations, education and training system, general legal affairs, and information security.
2. Management ability development
A tailored training program to meet different needs of different employees at different management levels according to their management needs. The training prepares trainees "organizational, people, and systemic" management skills.
3. Foxconn University
Foxconn University is responsible for formulating training policies, establishing training management systems, and developing online learning platforms to make education and training processes workflow-based, simplified, rationalized, standardized, systematized, and information-enabled. A total of 79,000 various courseware modules have been developed, including 15,600 newly added courseware modules in 2025, providing learning resources and support for the implementation of various training programs across the Group.
4. Lectures/Lectures on Internationalization
The Company invites internationally leading figures from various industries to deliver speeches, covering trends in the 3+3 industries and technologies, including electric vehicles, digital health, robotics, artificial intelligence, semiconductors, and next-generation mobile communications technologies. The Company also proactively works with partners to jointly organize multiple industry technology exchange events.
5. Lectures on health promotion
The health management center regularly invites physical and mental health experts to hold appropriate courses during each season in order to help the

colleagues to relax after work and to receive in-depth health promotion related knowledge. Courses include exercise, mental well-being, CPR, AED.

(IV) Employee code of conduct or ethics

In order to enable all employees to have a better understanding of ethics, rights, obligations and the code of conduct, the Company hereby works out the relevant measures and regulations to provide a basis for all employees. The relevant measures are briefed as follows:

1. Approval authority and organizational responsibilities:
 - (1) Approval authority and delegation of responsibilities:
To improve work efficiency, strengthen tiered responsibility management, and effectively regulate the work-related authority of employees at all levels.
 - (2) Organizational structure of each department and job responsibilities of each position:
To clearly define the organizational functions of each unit and the scope of responsibilities of each position.
2. Assist all employees to understand the relevant measures and regulations:
 - (1) New Employee Orientation Program:
This program helps new employees to overcome their unfamiliarity with the new environment as soon as possible after reporting for work, and to familiarize themselves with the Company's organization, culture, work environment and personnel as quickly as possible. It helps new employees to get ready physically and mentally in a short period of time, maximize their productivity, and reduce the turnover rate of new employees.
 - (2) Code of Conduct: In order for all employees of the global factories to jointly promote the sustainable operation of the Company and fulfill their social responsibilities as a citizen, all employees are required to receive training and comply with the Code of Conduct.
 - (3) Special Chapter on Employee Human Rights: The Company publishes the Chapter on Employee Human Rights and provides training in accordance with international human rights guidelines to enable employees to understand the Company's human rights commitments and related policies. The human rights policy helps employees better understand their rights and responsibilities, and ensures that all employees inside and outside the Company can work in a fair and respectful environment.
 - (4) Code of business ethics: to improve the behavior quality, business ethics and professional ability of all employees, and to pursue the Company's interests within the legal scope. Every employee has the responsibility to prevent the Company's interests from being lost or impaired and is obliged to maintain the Company's reputation so as to guarantee its sustainable growth and development.
 - (5) Working rules: clearly regulate various working conditions, personnel management regulations, etc., so that employees can follow.

- (6) Employee handbook: Helps employees quickly understand the Company's management system, important instructions related to personal work, and clarify the responsibilities, rights and obligations of the Company and employees.
- (7) Rewards and punishments regulations: Rewards or punishments are given to employees' behaviors or actions that bring about profits or losses to the Company's operations.
- (8) Employee salary/position promotion: Encourage talents to grow at the same time as the Company. The Company has formulated the "Regulations Governing Annual Promotion of Employees" to take into account the performance, contribution and potential of talents, and implement annual promotions in an open and fair manner through training and rotation plans to provide talents with a clear career development path, saving the organization's talent momentum.
- (9) Employee performance appraisal: The Company evaluates employees' work achievements and performance as the basis for salary adjustment, promotion, bonus distribution and arrangement of education and training courses.
 - A. Performance Participation Opportunities
Employees are given equal opportunities to participate in performance appraisals, regardless of their nationality, gender, identity or background. At the same time, we encourage employees to set diversified performance targets that take into account their different backgrounds, abilities, and contributions to reduce unfair treatment of specific or disadvantaged groups.
 - B. Performance Evaluation
There is a consensus resolution mechanism for performance calibration to improve the consistency of the scoring standards for performance evaluation, reduce evaluation bias, and improve the fairness of evaluation and evaluation. Employees' performance evaluations are based on indicators such as goal achievement, work attitude, and performance. The process is fair and objective, and is not affected by individual personnel backgrounds.
 - C. Performance Communication
Encourage managers to provide feedback in an inclusive manner, and value respect and support during the evaluation process. If an employee has any doubts about the results of the performance appraisal, they can also raise an appeal to the supervisor of the business unit or the human resources unit.
- (10) Protection of employees' rights and interests: In order to ensure that the rights and interests of employees are treated more fairly and properly, and that employees' voices can be timely fed back to the responsible units, the Company has formulated the "Management Measures for Employee Opinion Sexual Harassment in the Workplace, Complaints, and Disciplinary Measures", "Management Procedures for Personnel Review on Important Employee Incidents",

and "Standards on Employee Safety Abnormal Incidents and Information Reporting." In addition to protecting the rights and interests of employees through management measures, the Company has established diversified channels for employees to express opinions, and designed a review mechanism in various measures to form a consensus decision on matters through committee discussion, to avoid bias or abuse of power when handling employee incidents.

- (11) Diversity and equality in the workplace: The Company does not discriminate against employees based on gender, age, nationality, place of birth, ethnicity, language, physical or mental disability, marital status, pregnancy, sexual orientation, religion, political party affiliation, union membership, etc. The Company establishes a code of conduct and a chapter on human rights for employees, and trains all employees to work in a people-centered environment that respects tolerance, diversity and equality. Given that the Company is in the electronics manufacturing industry, it has a high percentage of male employees, and therefore a relatively high percentage of male supervisors. The Company also regards the percentage of female employees as supervisors as an indicator of workplace diversity. In addition, the Company pays attention to the gender equality and diversity of the composition of the Board of Directors. Currently, there are 9 directors in the Board of Directors, including 3 female directors, accounting for 33.33% of the whole.

Employee nationality category

Category	Percentage of total employees (%)	Percentage of management (%)
Republic of China	99.8	99.7
Foreign nationality	0.2	0.3

Female Diversity Indicators

Indicator	Percentage (%)
Female % of total employees	25
Female % of all supervisors	12.4

Other diversification indicators

Category		Percentage (%)
Persons with disabilities		1.0
All employees	By age group: <30 years old	15.6
	By age group: 30-50 years old	68.7
	By age group: >50 years old	15.7
	Total	100
By Place of Birth	Taiwan	54.9
	Mainland China	2.7
	India	0.2
	United States	0.2

	Japan	0.2
	Malaysia	0.1
	Myanmar	<0.1
	Philippines	<0.1
	Indonesia	<0.1
	Singapore	<0.1
	United Kingdom	<0.1
	Vietnam	<0.1
	Undisclosed	41.5
	Total	100.0

Note: Diversification data is based on the statistics of the employees of the Company and its branches.

(V) Employee privacy protection

The Company adheres to the principle of respecting and protecting the personal privacy of employees, and formulates and implements personal data management policies in accordance with global applicable privacy regulations and local laws and regulations to ensure the security and legal use of employees' personal data.

Based on the purpose of work needs under the labor contract relationship, the Company only collects necessary personal information related to the business, such as name, contact information, job information, professional skills, employment records and internal system usage records, and uses it for employee management, career development, internal communication and safety management. Highly sensitive information (such as health or criminal records) is processed only when required by law or in specific situations. Privacy protection standards are met.

To implement employee personal information management, the Company has formulated a personal information protection policy. It provides all current and new employees with the opportunity to sign the "Personal Information Consent", which covers the Company's scope of use, rights and interests, and protection measures for employees' personal information. Employees may exercise their rights of access, correction, and deletion in accordance with the "Individual Information Act", and the Company will handle related requests in accordance with the law. In terms of practical operation, the Company adopts the following measures:

1. Asking employees for their consent to the use of personal information: New employees must complete and sign the "Personal Information Consent Form" to confirm the scope of personal information and their rights.
2. Education and Training: The Company has incorporated personal data protection into the mandatory training curriculum for all employees. In 2025, a total of 900,994 attendances participated in the Group's annual mandatory training on the Code of Conduct, including personal data

protection and privacy commitments. In addition, a total of 1,591 attendances participated in training on the Introduction to the Company's Information Security Policy, including personal data protection, for new employees in Taiwan. Through irregular on-the-job education and training, the Company continues to enhance employees' awareness of privacy protection and information security, ensuring that personal data management complies with applicable laws and regulations.

3. Principles of personal information collection: The Company only collects necessary personal information, and the consent of employees will be obtained again for each additional collection of personal information.
4. Management by dedicated unit: A dedicated unit is in place to protect employees' personal information, as well as the Chief Information Security Committee and the Legal Compliance Committee, to ensure the appropriateness of personal information management in compliance with laws and regulations.
5. Mechanism for deletion of personal data: If an employee requests for deletion of personal data, the Company will delete the data according to the needs of the employee, except for the data required to be retained by law.
6. Internal supervision and audit: The Company incorporates personal information protection into the internal control and risk management system, conducts regular risk assessments and internal compliance audits, and conducts supplier compliance reviews from time to time to ensure that privacy management complies with relevant laws and regulations and internal policies.

Through the above policies and management mechanisms, the Company provides a safe and transparent personal information management environment to ensure the protection of employees' personal privacy while maintaining the compliance and efficiency of the Company's operations.

(VI) Protection measures for the work environment and employees' personal safety

1. The Company promotes the occupational safety and health management system. Since 2019, we have switched to the new version and passed the SGS certification company certification, obtaining ISO45001 (valid from November 24, 2025 to November 23, 2028) and CNS45001 certificates.
2. Convene global sustainable operations action meetings every week to share the implementation results and experience of environmental, health, and safety (EHS) and sustainable development (ESG) in each factory area. Through cross-regional exchanges and the promotion of best practices, we continue to strengthen the health and safety of the operating environment, create a healthy and safe operating environment, and deepen the sustainable development of the Company.
3. Regularly convene the occupational safety and health committee and discuss the company's safety and health policy with labor

representatives, commit and pursue the goal of zero injuries, zero occupational diseases, zero accidents, and create the best working environment for all employees.

4. In accordance with the "Key Points for the Implementation of Disaster-Free Working Hours Records in Public Institutions", the Huyue Plant participated in the disaster-free working hours record competition and had achieved 15,574,035 hours of disaster-free working hours by the end of 2025; the Dingpu Plant's disaster-free working hours record was 3,793,791 hours.
5. Industrial safety: Establish a safety and disaster prevention center at the Tucheng headquarters to aggregate real-time safety information from all factories. Establish a response organization and epidemic prevention team for earthquakes/typhoons and infectious diseases to provide real-time safety and health information, and provide education and training for response team members to strengthen the Group's safety and disaster prevention system.
6. Security control and fire protection system management: Take charge of the security equipment in the factory areas and ensure that the security software, hardware and management mechanisms are in place in each factory. We use infrared thermal imaging cameras to inspect electrical equipment such as factory panels, and set up an infrared thermal imaging promotion team for training. A total of 30 factories in Taiwan regularly complete inspection reports, identify problem points and make improvements, effectively reducing fire hazards and risks in factories.
7. Occupational health: Inventory the physical and chemical hazard characteristics of each unit in accordance with the annual safety and health management plan, and complete the operating environment monitoring plan including a sampling strategy. The operating environment is better than the legal requirements. The Company completes the four major labor health protection programs in accordance with regulatory guidelines, including prevention of unlawful infringement in the performance of duties, prevention of ergonomic hazards, maternal health protection, and prevention of diseases induced by abnormal workloads, to prevent occupational diseases and unlawful infringement in the workplace and to effectively protect employees' physical and mental well-being.
8. Education, Training, and Activities: In 2025, in conjunction with the Group's ESG theme, Hon Hai Safety and Health Month was held in August and September. With "Safety" as the theme for the period, a series of activities were launched, including fire extinguisher and fire hose operation drills, AED + CPR training, introduction to integrated fire alarm control panels, and hazard prevention demonstrations. The Company also arranged thematic lectures on evacuation and equipment safety to comprehensively enhance employees' safety awareness and create an optimal working environment. A total of 13,686 people participated in the event. The key activities of Safety and Health Month

not only maintained the scale of the previous year and were extended to the Taoyuan and Hsinchu sites, but also further included the Taichung and Kaohsiung sites, embedding the Group's safety culture across its various locations.

(VII) Retirement system:

The Company's retirement system is implemented in accordance with Taiwan's Labor Standards Act and the Labor Pension Regulations, including:

1. Retirement application: The Company has formulated the "Retirement Management Regulations" in accordance with the "Labor Standards Act" and the "Labor Pension Act" to provide employees with clear and unambiguous application regulations and procedures, as well as the operation dates and approval authorities of each unit of the Company.
2. Qualification under Labor Standards Act (old system): defined benefit pension plan
 - (1) Retirement application: a worker may apply for voluntary retirement under any of the following conditions: where the worker attains the age of fifty-five and has worked for fifteen years; where the worker has worked for more than twenty-five years; where the worker attains the age of sixty and has worked for ten years.
 - (2) Pension payment: the retirement pension base shall be one month's average wage of the worker at the time when his or her retirement is approved. Two bases are given for each full year of service. Those having served over 15 years are given one base for each full year of service and the total number of bases shall be no more than 45. Length of services is calculated as half year when it is less than six months and as one year when it is more than six months. As set forth in Article 54 of the Labor Standards Act, an additional 20% on top of the amount calculated according to the preceding shall be given to workers forced to retire due to conditions incurred from the execution of their duties.
 - (3) Employee retirement reserve allocation: The Company shall set aside 2% of the total employee monthly salary amount and deposit them into the employee retirement reserve account pursuant to the applicable retirement system provided by the Labor Standards Act; and ensure that this amount cannot be used as a subject of transfer, seizure, offset, or collateral. Before the end of each year, the employee retirement reserve account balance shall be calculated. If the balance is insufficient to pay employees with conditions specified in Article 53 or Subparagraph 1, Paragraph 1 of Article 54 of the Labor Standard Act for the next year, the Company shall make up the differences before the end of March next year.
 - (4) Supervision of employee pension funds: In January 1987, the Labor Pension Reserve Fund Supervision Committee was established in accordance with the law. The committee is re-

elected every three years to review the amount of labor pension reserve fund allocations, savings, expenditures, and payments to ensure the rights and interests of workers.

3. Seniority under the Labor Pension Act (old system): defined contribution pension system

- (1) Monthly Pension Contributions of 6% by the Company: The Company makes full monthly contributions equivalent to 6% of employees' wages to employees' individual pension accounts, in 100% compliance with the "Monthly Contribution Classification of Labor Pension" under the Labor Pension Act published by the Bureau of Labor Insurance, thereby ensuring that the retirement rights and interests of every employee are protected.
- (2) Voluntary Employee Pension Contributions: The Company actively promotes the benefits of voluntary pension contributions under the Labor Pension Act and encourages employees to participate in personal retirement planning by voluntarily contributing pension amounts within 6% of their monthly wages. As of the end of 2025, the number of employees making voluntary pension contributions under the Labor Pension Act accounted for 38.6% of all employees under the new labor pension system, demonstrating employees' strong recognition of the Company's promotion of the retirement system and their emphasis on personal financial planning.

(VIII) Other important agreements: None.

(IX) Losses incurred due to labor-management disputes in the most recent year and as of the annual report publication date, including violations of the Labor Standards Act identified through labor inspections, specifying the date of disposition, disposition letter number, provisions of laws and regulations violated, details of violation, and disposition imposed, and disclosing the estimated amounts that may currently or potentially arise in the future and the corresponding response measures; where such amounts cannot be reasonably estimated, the facts explaining why they cannot be reasonably estimated shall be stated:

1. Disposed Labor-Management Disputes:

Company name	Date of disposition	Disposition reference no.	Laws and regulations violated	Details of violation	Disposition imposed
Hon Hai Precision Industry Co., Ltd.	2025/12/26	New Taipei City FLJZ No. 1144702962	Article 24 of the Labor Standards Act	Failure to pay overtime wages in accordance with applicable requirements	Administrative fine of NT\$96,000
Estimated amounts that may currently or potentially arise in the future and response measures	The Company has paid the administrative fine and has conducted education and training for all departments and strengthened related awareness promotion. The Company has fully paid overtime wages to employees, strengthened employee communication, and enhanced communication channels and mechanisms to protect employees' rights and interests, create a gender-equal workplace, and properly handle relevant matters in accordance with applicable laws and regulations and the Company's procedures.				

2. Dispute over payment of incentive bonus to a former employee

In May 2024, a former employee filed a civil lawsuit with the New Taipei District Court over a dispute regarding payment of an incentive bonus. Since October 2025, witnesses have been summoned to appear in court to provide statements. The case is currently under continuing review by the New Taipei District Court. However, regardless of the outcome of the litigation, the case will not have a material impact on the Company's financial position or business operations. Going forward, the Company will continue to strengthen communication with employees and review its reward and compensation system and employment terms in a timely manner to prevent similar labor-management disputes from recurring.

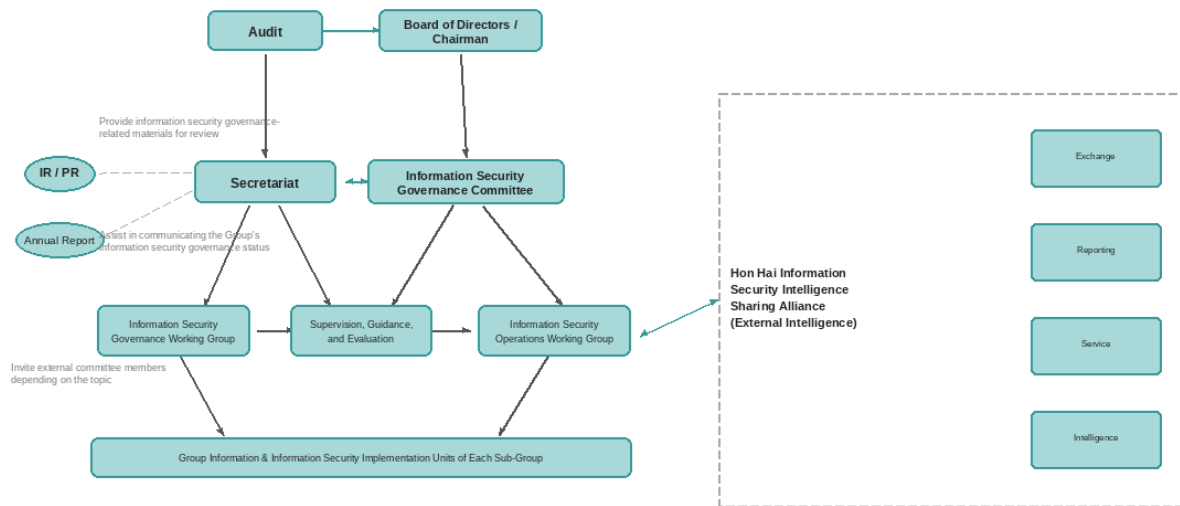
3. Dispute over payment of severance pay to a former employee

On January 6, 2026, a former employee filed a lawsuit with the New Taipei District Court over a dispute concerning a claim for severance pay and related payments. As of the publication date, no court hearing had been held. However, regardless of the outcome of the litigation, the case will not have a material impact on the Company's financial position or business operations. Going forward, the Company will strengthen communication with employees and review its severance procedures to prevent similar labor-management disputes from recurring.

VI. Information Security Management:

(I) Information security governance

1. Information security governance organizational structure



2. Information security governance organization

The Company has established the Information Security Governance Committee (hereinafter referred to as the “Committee”) as the highest-level information security governance organization within the Group. The Committee is chaired by the Chairman of the board and includes the Group Chief Information Security Officer (CISO), the Secretariat of the Information Security Governance Committee, the Group Chief Information Officer, the highest-ranking executives of the subgroups, including HH, FIH, FII, FIT, and FVT, and the Director of the Information Security Research Center, Hon Hai Research Institute. Depending on the agenda, top executives from group finance, risk management, human resources, legal affairs, and internal audit may also attend as needed. The committee designates the lead personnel for each information security project to coordinate the planning of the Group’s information security governance structure, policy formulation and cultural promotion, and regularly reports to the committee on information security governance issues, directions and effectiveness, in order to comprehensively evaluate and grasp the existing information security situation as the basis for the Company’s sustainable operations.

On November 10, 2022, the Board of Directors resolved to appoint Li Wei-Bin, CEO of the Hon Hai Research Institute, as the Group’s Chief Information Security Officer. The Information Security Department under the Hon Hai Research Institute was designated as the Secretariat of the Information Security Governance Committee. Leveraging its role in forward-looking research, the Institute focuses on global trends and standards in integrated information security governance, risk, and compliance. It collaborates closely with the Chief Information Officer to formulate high-level information security policies, oversee the implementation of the Group’s security strategies, and establish best practices in information security, with the goal of positioning Hon Hai as

a global benchmark for cybersecurity in high-tech industries while also showcasing the Company's strength in forward-thinking research.

The committee is divided into an information security governance working group and an information security maintenance and operation working group. The division of labor is as follows:

- Information Security Governance Working Group: formulation of information security governance strategies and guidelines, information security policy and related specifications, and ensuring the compliance review of laws and regulations.
- Information Security Maintenance and Operation Working Group: Implement, construct, maintain and operate information security framework and equipment, responsible for information security protection, risk assessment, etc., to ensure the effectiveness of information security implementation.

3. Information security governance policy

(1) Establishment of the Information Security Governance Committee Charter: To effectively promote and ensure the continuous and effective operation of the Group's information security governance and management system, the Group has established the Information Security Governance Committee and its organizational charter. The charter defines the organizational responsibilities, functions, and operation of the Information Security Governance Committee.

(2) Convening of Information Security Governance Committee Meetings: Committee meetings are convened on a quarterly basis. A total of four meetings were held during the year. The purpose of these meetings is to deliberate and decide on the formulation of group-wide security policies, documents, and mechanisms. This ensures a higher standard and consistency in cross-organizational security principles. Through these meetings, the Group gains deeper insights into current information security trends and issues, raises senior executives' awareness of cybersecurity, and enhances their understanding of the internal security framework. These efforts support proactive risk mitigation and minimize potential damage to the greatest extent possible.

(3) Formulating guidelines for responding to ransomware incidents:

- Establish a systematic incident response framework and information security indicators to assist the Group and each subgroup to effectively respond to incidents, protect key assets, improve cross-departmental collaboration and response efficiency, reduce negative impacts, accelerate the recovery of business operations, and promote corporate information security culture and continuous improvement.
- Clearly define the division of labor and responsibilities to improve the ability to respond to ransomware incidents and mitigate the impact of information security incidents.
- Training and drills: 2 training sessions and 3 drills were conducted to help relevant roles understand the division of labor and

responsibilities, and to familiarize themselves with the incident response mechanism through practical drills, so that the guidelines can be effectively implemented and applied.

- (4) Establishment of the guidelines for information security incident classification and reporting: With reference to the US NIST and Taiwan government regulations, we set security incident classification and reporting levels to ensure that when an incident occurs, there will be a unified principle of compliance. This will strengthen the consistency of internal communication, execution, and judgment, accelerate response, and reduce the operational impact of information security incidents.
- (5) Establishment of the guidelines for information technology vulnerability investigation and management: Ensure that the technical weaknesses or loopholes contained in the use of information technology can be effectively identified and controlled, establish loopholes investigation procedures and repair timeliness, in order to reduce the risks caused by technical weaknesses or loopholes.
- (6) Establishment of the guidelines for estimating financial losses from information security incidents: The Company has established standardized loss categories and calculation logic to assist units in assessing operational impacts and promptly understanding loss conditions when information security incidents occur, thereby optimizing subsequent response strategies and decision-making processes.
- (7) Implementation of annual on-site information security audits and document sampling reviews: The Company conducts on-site audits aligned with the ISO/IEC 27001 framework and focused on the implementation of key controls, in order to verify the compliance of each subgroup, enhance internal control capabilities, and continuously improve, thereby reducing potential vulnerabilities and risks. In addition, after completion of the audits, the Company conducts document sampling reviews from time to time to ensure that the documents of each subgroup are benchmarked against the Group's standards, and to ensure that documents, processes, and execution all maintain a consistent baseline.
- (8) Actual implementation of the OWASP (Open Web Application Security Project) CDM (Cyber Defense Matrix): Through the CDM framework, the Company identifies defense measures and resource allocation, with a view to building a visualized defense map for the Group and systematically managing budget resources, thereby enhancing investment effectiveness and defense resilience.
- (9) Establishment of an information security joint defense mechanism: Affiliates have been convened to form a regional joint defense organization, and they have joined the Taiwan Crisis Management Center (TWCERT/CC) and the Taiwan Chief Information Security Officer Alliance.
- (10) Planning and investment in information security insurance

- In 2025, the Company continued to assess market conditions and conducted internal communication and discussions to ensure that the insurance plans align with the overall risk management framework and information security strategy of the Group.
- The Company will adhere to the principle of prudent planning and plans to complete insurance at an appropriate time. Through cyclical review and optimization, it will strengthen information security governance and reduce the impact of potential information security risks on corporate operations.

(II) Information communication security management

1. Information security management guidelines:

We formulate and implement relevant systems from the aspects of organizational control, personnel control, physical control, and technical control. Through performance indicators, risk assessments, and information security audit results, we regularly review and optimize information security measures to promote education, training, and advocacy, and other improvements to ensure that important confidential information of the company is not leaked.

2. Regular meetings:

(1) Information Security Operations Working Group Meetings: The Company regularly convenes monthly meetings with the information security officers and personnel from subgroups to discuss recent information security matters and promote information security regulations. These meetings ensure that the organization's information security is effectively managed and protected, while also fostering communication and collaboration between subgroups to enhance the overall security capabilities of the organization.

(2) Information Security Joint Defense Meetings: The Company regularly convenes monthly information security joint defense meetings with the regional joint defense organization formed by affiliated enterprises, holding a total of 12 sessions this year. The meetings focus on discussing the security landscape, formulating collaborative plans, and resolving information security issues, thereby implementing the Group's information security joint defense strategy.

3. Information security risk management:

In accordance with the Company's risk management policy, information security risks are integrated into a comprehensive assessment across six key dimensions: strategy, operations, human resources, legal and compliance, financial, and emerging risks. Through strategic management at the organizational governance level and technical risk mitigation measures at the operational level, the Company establishes a confidential information protection system that complies with legal regulations, customer demands, and business operations. Regular reviews are conducted to assess the effectiveness of risk controls, enabling continuous optimization and the creation of a highly resilient information security defense system.

4. Information security personnel training and awareness improvement:
The Company has developed a systematic information security training mechanism, using a layered, targeted, and diverse learning approach to enhance employees' information security awareness and reduce human-related security risks.
- (1) Educational training and promotion are held regularly every year, covering the basics of information security, advanced information security technologies, and prevention of social engineering attacks, to ensure that personnel at different levels have the corresponding information security knowledge and operational skills. A total of 1,521 information security training sessions were conducted this year for management personnel, IT personnel, general personnel, and external personnel.
 - (2) Through social engineering drills, ransomware incident response drills, and information security quiz competitions, the actual simulation mechanism is strengthened to improve employees' ability to respond to information security threats.
5. Information security management framework: The Company uses ISO/IEC 27001 as the information security management framework, combines NIST Cybersecurity Framework (CSF) and CDM to build an information security defense architecture, and introduces appropriate technical resources to enhance information security resilience. To implement the Group's principle of "legality and compliance," from the central office to each subgroup, the Company has obtained ISO/IEC 27001 international information security management system certification (valid from July 7, 2025, to July 6, 2028). This certification covers manufacturing sites in Northeast Asia, Southeast Asia, Mainland China, the Americas, Europe, and India, and continues to pass re-certification audits.
6. The resources invested in the information communication security management
Focusing on the Group's digital transformation and information security joint defense strategy, the Company currently employs a total of 100 information security professionals. A multi-layered information security defense structure has been implemented, incorporating AI-powered and automated security management solutions. This approach continuously strengthens threat detection and incident response capabilities to enhance overall information security agility. The Group promotes regional joint defense, applying the principle of tailored local solutions and mutual support to create an information security ecosystem built on "sharing, cooperation, and mutual benefit." Maintain the confidentiality, integrity, and availability of the Company's important assets through the establishment of annual information and communication security goals and strategies, including zero trust framework, personal data protection, network isolation, cloud computing security, and automatic detection technology. The specific implementation is described as follows:
- (1) Control measures:

- The introduction of a cybersecurity exposure management system allows for continuous monitoring of the Group's digital assets and vulnerabilities on the Internet around the clock, reducing the scope of attack and improving the exposure level to a level better than the industry average.
- An automated threat intelligence collection system was introduced to monitor global information security threat trends in real time through AI-driven analysis and threat intelligence sharing. An early warning mechanism was established to block threats at the early stage of the attack chain.
- We have introduced the Secure Software Development Lifecycle (SSDLC) and implemented the principle of shifting security left. Through system and application vulnerability scanning tests and open source software management mechanisms, we continue to strengthen the security of the development and operating environment to ensure that potential risks can be discovered and repaired early.
- Introduce the next-generation remote security access mechanism to ensure data security in the remote work environment.
- Deployment of a firewall (WAF), a single sign-on platform (SSO), and multi-factor authentication (MFA).
- Intrusion prevention systems, next-generation firewalls, DNS defenses, and DDoS defenses are deployed to monitor and intercept various types of attacks in real time to effectively protect the security of internal resources, websites, and network infrastructure.
- Data is managed by labeling based on the confidentiality classification, and encryption technology and access control are adopted to enable effective tracking through the audit trail on the platform.
- Email anti-virus and anti-spam mechanisms are deployed, and defense strategies are dynamically adjusted based on the latest malicious email attack methods.
- To enhance threat detection and response capabilities at the endpoint and network levels, a hierarchical management architecture is used for endpoints to deploy multiple types of next-generation antivirus (NGAV), endpoint detection and response (EDR), and managed detection and response (MDR). At the same time, network detection and response (NDR) is deployed at the network level to monitor abnormal behaviors in real time through AI-driven threat analysis and automated response mechanisms.
- Introduce an information security awareness platform, regularly implement social engineering drills and provide training courses in diversified scenarios, to continuously improve employees' ability to identify and prevent information security threats.
- Penetration testing is carried out on a regular basis to evaluate the security of networks and systems by simulating real attack

scenarios, identify potential vulnerabilities and make up for them immediately.

- The Company has established a global 24/7 Information Security Operations Center (SOC) and plans to implement a cross-time-zone relay shift mechanism to enhance continuous monitoring and response efficiency. Under the phased deployment strategy, the current asset monitoring coverage has reached critical information and communication technology equipment in global manufacturing sites, and will continue to expand, with the goal of achieving full global asset monitoring coverage.
- Implement ongoing operations drills for key services, and conduct comprehensive planning for risks, key assets, and emerging threats to ensure that system security can be quickly and effectively protected and business operations resumed in the event of an emergency.

(2) Information security incident reporting and handling:

- Standard guidelines and measures related to the reporting and handling of information security incidents have been established, including procedural documents for classified incident determination and reporting, incident handling, response to ransomware incidents, and information technology vulnerability investigation and management.
- A centralized cloud-based monitoring center has been established to centrally integrate system logs onto the SIEM platform. Through AI monitoring and correlation analysis, the Company strengthens proactive threat warnings and prevents attacks.
- The Company has also established the Hon Hai Information Security Intelligence Sharing Alliance, consolidating internal and external intelligence exchange and sharing, which effectively enhances early warning efficiency and shortens response times. The Information Security Research Institute is actively developing key AI security technologies, including research on AI attack lifecycle prediction models. These models enable the Company to take preventive measures in advance and predict potential future attacks, thereby enhancing the automation of AI security defense capabilities.

(III) The losses, possible impacts, and response measures incurred due to major information and communications security incidents in the most recent year and up to the annual report's publication date. If such losses cannot be reasonably estimated, an explanation of the fact that such an estimate cannot be reasonably estimated shall be provided:

In 2025, the Company did not experience any significant information security incidents.

VII. Important contracts

Contract nature	The Other Party	Contract Dates	Main content	Restrictions
Sale and purchase contract	Apple Computer, Inc.	December 7, 1999 until one party to the contract terminates the contract in accordance with the provisions of the contract.	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	Cisco Systems Inc.	One year from January 1, 2019. If both parties have no intention of termination before the expiration, the contract will be extended for another year.	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	Dell Products L.P.	From December 1, 1999 to November 30, 2000, if both parties have no intention of termination before the expiration, the contract may be extended for another year.	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	Hewlett-Packard Company	From May 7, 2003 to May 6, 2008, if both parties have no intention of termination before the expiration, the contract will be extended for another 2 years.	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	International Business Machines Corporation	July 7, 2008 until one party to the contract terminates the contract in accordance with the provisions of the contract.	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	Lenovo (Singapore) Pte. Ltd.	November 4, 2003 until terminated by one party in accordance with the contract	Trading of products	Reserves right to adjust delivery dates and order
Sale and purchase contract	Microsoft Corporation	Effective for 5 years from October 27, 2009. The contract can be extended for another year with Microsoft's 120-days prior notice; amended in 2017, the contract continues to be effective until terminated by one party in accordance with the contract.	Trading of products	Reserves right to adjust delivery dates and order
Patent licensing contract	MPEG LA	Valid from December 28, 2009 to the expiry date of the patent term.	Technology licensing	Non-exclusive authorization, prohibited from transferring authorization
Patent licensing contract	Qualcomm Incorporated	Effective from October 18, 2005 until terminated by one or both parties in accordance with the contract.	Technology licensing	Non-exclusive authorization, prohibited from transferring authorization
Sale and purchase contract	Sony Corporation	Effective for one year from January 26, 2010, and can be automatically extended for another year every year.	Trading of products	Reserves right to adjust delivery dates and order
Technology Licensing Agreement	India Chip Private Limited The authorized entity is a joint venture between the Group and another Indian entity, with a shareholding ratio of 40:60.	The agreement is effective from July 7, 2025, and will remain in effect until either party terminates the contract in accordance with the terms specified in the agreement.	Technology licensing	Non-exclusive authorization, prohibited from transferring authorization

Five. Review and analysis of financial position and financial performance and risk

I. Comparative Analysis of Financial Position

Unit: NT\$ Thousand

Item \ Year	2025	2024	Difference		Explanation of Changes in Proportional Variations (Note 1)
			Amount	%	
Current assets	3,961,827,499	3,375,765,076	586,062,423	17 %	
Fund and Long-term equity investments	197,612,722	200,117,473	(2,504,751)	(1%)	
Property, plant and equipment	543,392,999	468,837,633	74,555,366	16 %	
Other assets	401,839,003	349,779,329	52,059,674	15 %	
Total assets	5,104,672,223	4,394,499,511	710,172,712	16 %	
Current liabilities	2,710,848,518	2,174,817,567	536,030,951	25 %	Note 2
Other liabilities	423,060,350	368,093,896	54,966,454	15 %	
Total Liabilities	3,133,908,868	2,542,911,463	590,997,405	23 %	Note 2
Share capital	140,034,032	138,917,019	1,117,013	1 %	
Additional paid-in capital	226,699,123	197,922,008	28,777,115	15 %	
Retained earnings	1,459,373,480	1,350,982,253	108,391,227	8 %	
Other equity	(53,319,814)	(42,604,521)	(10,715,293)	(25 %)	Note 3
Treasury Stock	(15,194)	(15,194)	-	0 %	
Equity attributable to shareholders of the parent company	1,772,771,627	1,645,201,565	127,570,062	8 %	
Non-controlling interests	197,991,728	206,386,483	(8,394,755)	(4 %)	
Total equity	1,970,763,355	1,851,588,048	119,175,307	6 %	

Note 1: Explanation will be provided if the percentage of increase or decrease exceeds 20% and the amount exceeds NTD 10 million.

Note 2: Mainly due to business growth, the increase in procurement and working capital needs has led to a rise in accounts payable and short-term borrowings.

Note 3: Mainly due to fluctuations in exchange rates that cause changes in exchange differences in translating the financial statements of foreign operations.

II. Comparative analysis of financial performance

Unit: NT\$ Thousand

Analysis item \ Year	2025	2024	Amount changed	Change percentage (%)	Variance analysis Analysis
Net Operating Revenue	8,103,104,763	6,859,615,493	1,243,489,270	18 %	
Operating cost	(7,604,943,727)	(6,430,669,575)	(1,174,274,152)	(18 %)	
Gross profit	498,161,036	428,945,918	69,215,118	16 %	
Operating expenses	(238,938,076)	(228,338,691)	(10,599,385)	5 %	
Operating Income	259,222,960	200,607,227	58,615,733	29 %	Note 1
Non-operating income	34,221,906	11,267,930	22,953,976	204 %	Note 2
Income (loss) before income taxes	293,444,866	211,875,157	81,569,709	38 %	Note 3
Income tax benefit (expense)	(78,410,380)	(40,195,922)	(38,214,458)	95 %	Note 4
Net income (loss)	215,034,486	171,679,235	43,355,251	25 %	Note 3
Other comprehensive income (loss) after tax in the current period	(15,297,375)	78,667,526	(93,964,901)	(119%)	Note 5
Total comprehensive income	199,737,111	250,346,761	(50,609,650)	(20%)	Note 5

Note 1: The increase in sales volume is mainly due to the increase in customer demand for products, which leads to an increase in operating income.

Note 2: Mainly due to the recognition of financial asset valuation gains from fund investments and the rebound in investment income from equity-method investments.

Note 3: Mainly due to the growth in revenue scale, which drove an increase in operating income, as well as the growth in non-operating income.

Note 4: Mainly due to the subsidiary earnings repatriation plan and the impact of the global minimum tax regime, which resulted in an increase in income tax expenses.

Note 5: Cumulative translation gains arising from financial statement conversion due to exchange rate fluctuations.

III. Cash Flow Analysis

(I) Analysis of liquidity in the last 2 years:

Item \ Year	2025	2024	Increase/decrease ratio (%)
Cash flow ratio (%)	8.37%	7.63%	9.70%
Cash flow adequacy ratio (%)	45.52%	64.57%	(29.50%)
Cash reinvestment ratio (%)	4.84%	3.27%	48.01%

Analysis of changes in the percentage of increase or decrease

- Cash flow ratio:**
 In 2025, cash inflows from operating activities amounted to NT\$226.9 billion. This was an increase of NT\$60.8 billion compared to the same period last year, primarily due to higher profits from core operations driven by the significant growth in the cloud computing product business.
- Cash flow adequacy ratio:**
 In 2025, the Company continued to increase capital expenditures in line with the 3+3+3 strategy and global expansion amid geopolitical risks. Additionally, the significant growth in the cloud computing product business led to higher inventory levels. Cash dividends also increased with profitability, which resulted in a decrease in the cash flow adequacy ratio.
- Cash reinvestment ratio:**
 Due to the expansion of capital expenditures and working capital, the cash reinvestment ratio for 2025 significantly increased.

(II) Liquidity analysis for the coming year:

Unit: NT\$ Thousand

Cash balance at the beginning of period (1)	Expected cash inflow from operating activities for the year (2)	Projected cash outflow for the year (3)	Estimated remaining cash deficit (surplus) (1)+(2)-(3)	Measures to make up for the expected cash shortage	
				Investment activities	Financing activities
185,143,500	3,351,555,740	3,417,538,969	119,160,271	-	-

Analysis of Cash Flow Changes for the Current Year (2026):

1. Business activities: The Company expects that the operating revenue and profit will continue to grow.
2. Investment activities: Expansion of production equipment in line with business needs.
3. Wealth management activities: The Company will distribute cash dividends, raise short-term loans and issue unsecured corporate bonds in the current period.

IV. Impacts of major capital expenditure on finance and business in recent years

(I) Utilization of major capital expenditures and sources of funds:

Unit: NT\$ Thousand

Project	Actual or expected sources of funds	Expected date of completion	Total funds required	Actual or Expected Capital Expenditure	
				2025 (Actual)	2026 (Expected)
Equipment Purchases	Retained Earnings and Revenue	2026.12.31	5,000,000	1,494,629	5,000,000

(II) Expected benefits:

The above capital expenditure is to meet the needs of the Company's business growth, and actively develop the 3+3+3 strategy and purchase related machinery and equipment to expand capacity and improve production efficiency; and continue to research and develop, design, and manufacture various electronic equipment products to optimize the manufacturing process. The bank further improves quality and efficiency, reduces costs and reserves, and strives for stable growth through innovation.

V. Investment policy in the most recent year, the main reason for the profit or loss, improvement plan and investment plan for the next year

(I) Investment policy in the most recent year:

Investment Policies are aligned to increase manufacturing capacity, and to aid in the Company's revenues and profits.

(II) The main reasons for profit from reinvestment:

The Company's investment income recognized using the equity method for the year 2025 was NT\$203,551,547 thousand, primarily due to the good operating performance and profitability of the overseas investee companies.

(III) Investment plans for the coming year:

The Company's long-term investment strategy is one of prudence, and will be in correlation with market and capacity needs. The Company will continue our commitment to strengthening global competitiveness.

VI. Risk Assessment

(I) Impacts of changes in interest rates, exchange rates and inflation on the Company's profit and loss and future countermeasures

1. Interest rate:

(1) Interest Rate Changes in Various Countries in 2025:

US Dollar: In 2025, the US economy was impacted by the trade war under Trump and AI developments, leading to a cooling labor market. Inflation remained sticky but generally slowed. The Federal Reserve initiated interest rate cuts in the second half of the year, reducing rates by 0.25 percentage points in September, October, and December, totaling a 0.75 percentage point reduction for the year. The policy rate range was adjusted to 3.50%–3.75%. The 10-year US Treasury yield, which peaked at 4.79% at the beginning of the year, dropped back, fluctuating between 4.30% and 4.50% mid-year. It further declined to about 4.15% by the end of the year, influenced by the cooling job market.

Japanese Yen: In 2025, Japan's economic growth and inflation remained moderate, with corporate wage increases slightly below the record high of 2024. The Bank of Japan (BOJ) continued its monetary policy normalization, raising interest rates by 0.25 percentage points in January and again by 0.25 percentage points in December to 0.75%, the highest level since 1995. The 10-year government bond yield also surged due to expectations of fiscal expansion and the BOJ reducing bond purchases, increasing from 1.12% at the beginning of the year to 2.06% by the end of the year.

New Taiwan Dollar: In 2025, with inflation easing and strong economic performance, Taiwan's central bank kept the discount rate unchanged at 2.00% during all four meetings of the year. The 10-year government bond yield, initially impacted by high US Treasury yields, rose to about 1.675% early in the year. As expectations of Fed rate cuts grew, the yield dropped to 1.23% in October and ended the year at 1.35%. The overall volatility was low, with noticeable influence from the US.

Chinese Yuan: In 2025, domestic demand remained weak, investment was sluggish, and deflationary pressures persisted. The People's Bank of China maintained a relatively loose stance, lowering the reserve requirement ratio from 9.50% to 9.00%. The one-year LPR interest rate was reduced from 3.10% to 3.00%. The 5-year LPR interest rate was reduced from 3.60% to 3.50%. The 10-year government bond yield dropped from a high of 1.93% in March to a low of 1.63% in May. In the second half of the year, due to more aggressive fiscal policies and delayed expectations of rate cuts, the yield rose to approximately 1.84% by the end of the year.

(2) Impact on the Company's profit or loss:

Debt:

- A. Short-term interest rates of major operating currencies have declined slightly, which is relatively favorable for short-term borrowings with floating interest rates.
- B. As for the long-term corporate bonds with fixed interest rates raised in the past, the interest burden is not affected by the fluctuation of interest rates.

Assets: If the interest rate falls, it is unfavorable for the Company's income from short-term capital utilization.

Net Result: NT\$+8.781 billion in 2024 and NT\$-7.087 billion in 2025.

(3) Countermeasures:

The focus in 2026 will be on the geopolitical conflicts in the Middle East, as well as the inflationary pressures caused by rising energy prices, which will have varying degrees of impact on the FED and central bank policies of other countries. The downward trend in interest rates may face changes. The Company will reasonably arrange various financing instruments to secure the necessary funds in USD, TWD, or CNY.

2. Exchange rate:

(1) Exchange Rate Movements in 2025:

USD/JPY: In early 2025, the USD/JPY pair was heavily influenced by the continued high interest rates in the United States and the dovish stance of the Bank of Japan (BOJ), which led the exchange rate to peak at 158.35 on January 8. However, following the gradual normalization of Japan's monetary policy, as well as rising expectations for wage increases and inflation, the yen began to strengthen. This was further compounded by the U.S.-China trade war, which undermined confidence in U.S. assets and weakened the U.S. dollar. As a result, USD/JPY sharply corrected, falling to a year-low of 140.86 in April. In the fourth quarter, following the appointment of Sanae Takaichi as Prime Minister, the market anticipated that the rate hike would be postponed. Combined with concerns over fiscal expansion, the yen experienced significant selling pressure. As a result, USD/JPY steadily rose, closing the year at 156.71.

USD/TWD: Prior to April 2025, USD/TWD remained relatively stable, consolidating around the 32.800 level, without showing any significant response to the weakening of the U.S. dollar. However, mid-2025 saw Taiwan's AI sector booming, with strong export performance driving substantial foreign capital inflows. Additionally, local life insurance companies began liquidating their U.S. dollar assets, resulting in a sharp depreciation of USD/TWD, which briefly fell below the 30 threshold, reaching 28.833. By the fourth quarter, as new accounting regulations came into effect, life insurance companies resumed purchasing U.S. dollar assets.

Meanwhile, foreign investors took profits, and USD/TWD subsequently rebounded, closing at 31.416 by year-end.

USD/CNY: Throughout 2025, China's economic recovery remained sluggish. Early in the year, under the People's Bank of China's loose monetary policy and the widening interest rate differential between the U.S. and China, USD/CNY experienced high volatility, peaking at 7.3463 in April. However, after the U.S.-China Geneva talks on May 12, trade tensions between the two nations began to ease. Combined with strong export performance and a growing trade surplus, this boosted companies' willingness to settle foreign currency. Moreover, the U.S. dollar weakened, and the PBOC guided the yuan's appreciation through its central parity system, causing USD/CNY to steadily fall back to 6.9880 by the end of the year.

(2) Impact on the Company's profit or loss:

A. Attributable income:

(A) According to "IFRS No. 9 (Financial Instruments)", the gains and losses arising from exchange rate fluctuations should be attributed to the following two types of accounting titles:

- a. Exchange gains and losses: Exchange differences arising from exchange rate fluctuations on foreign currency monetary assets or liabilities (e.g. accounts receivable and accounts payable for operating activities, and current (fixed) term deposits and short-term (long-term) loans for financial management activities) are classified under this category.
- b. Financial Assets (Liabilities) Profit and Loss Valuation: Foreign exchange related assets or liabilities generated from risk avoidance mechanisms (such as Long-term foreign exchange trading), and the profit and loss generated at fair value are listed in this category.

(B) Therefore, if we want to observe the overall profit and loss of the Company generated by exchange rate fluctuations, we should combine the above two to get a complete picture.

B. Profit and loss: According to the following table: (Note: + represents profit, - represents loss)

Unit: NT\$100Million

Item Type	2024			2025		
	Exchange gain or loss	Profit or loss from valuation of financial assets (liabilities)	Total	Exchange gain or loss	Profit or loss from valuation of financial assets (liabilities)	Total
Consolidated Statement	+35.72	-70.24	-34.52	-3.98	+102.22	+98.24

C. Explanation of profit and loss: The Company has always adhered to the principle of conservative hedging, closely monitored changes in its internal foreign exchange positions and external financial markets, and adopted corresponding

hedging measures in a timely manner. However, due to the high cost of hedging for most currencies, the hedging effectiveness will diminish over time.

- (3) Countermeasures:
 1. Fundamental Strategy: To cater for the complicated external factors at play, the Company attempts to offset liabilities with assets, and reduce the exposure exchange-related fluctuations.
 2. Risk Avoidance: The underlying principle is to square-off the aforementioned net positions.

3. Inflation

- (1) Inflation Trends: Although prices for dining out, rent, and certain services exhibited stickiness, and the October electricity price adjustment placed some pressure on inflation, the overall price increase was kept under control. This was largely due to more stable vegetable and fruit prices compared to 2024, as well as a drop in international oil prices. As a result, inflationary pressures eased compared to the previous year. The average Consumer Price Index (CPI) for the year stood at 1.66% (YOY%).
- (2) Effect on the Company's profit and loss: The Company is an OEM for electronics in nature, and the prices of its products tend to drop for a long time. However, the Company will work hard to reduce various costs to minimize the impact of inflation.
- (3) Countermeasures:
 - A. The Company will continue to its commitment to various cost-reducing initiatives as a policy, and will be more risk-averse to inflation and deflation related factors.
 - B. The price of raw materials has declined after the sharp rise, but there is still room for growth in the future. The Company will closely observe the changes in the prices of various important raw materials and dynamically adjust the procurement strategy.

(II) Policies on engaging in high-risk and highly leveraged investments, loans to others, endorsements and guarantees, and derivative transactions, the main reasons for profit or loss, and future countermeasures

1. Engaging in high-risk and highly leveraged investments: None.
2. The policy of loaning of funds to others, the main reasons and future countermeasures:
 - (1) Policy: The loaning of funds to others by the Company and the individual juristic persons listed in the consolidated financial statements shall be handled in accordance with the "Operating Procedures for Lending Funds to Others" of the respective companies.
 - (2) Main reason: The loaning of funds between the Company and the individual juristic persons included in the consolidated financial statements was due to the need for short-term financing facilities.

- (3) Future countermeasures: Implement necessary control measures in accordance with the Operational Procedures for Loaning Funds to Others.
3. The policy of making endorsements/guarantees for others, the main reasons and future countermeasures:
 - (1) Policy: The endorsement and guarantee provided by the Company and the individual juristic persons included in the consolidated financial statements shall be handled in accordance with the "Procedures for Endorsement and Guarantee" of the respective companies.
 - (2) Main reason: The endorsements and guarantees provided by the Company and the individual legal persons included in the consolidated financial statements are in principle the parent company and subsidiaries, and the endorsements and guarantees are mainly for financing guarantees.
 - (3) Future countermeasures: Carry out necessary control measures in accordance with the Operational Procedures for Endorsements and Guarantees.
 4. Derivative trading:
 - (1) Policy:
 - A. The Company and the legal entities listed in the consolidated financial report that partake in derivatives transactions will all be in accordance with FSC's "Regulations Governing the Acquisition and Disposal of Assets by Public Companies" and TWSE's "Taiwan Stock Exchange Corporation Directions for Auditing Internal Control Systems of Listed Companies".
 - B. As a risk avoidance principle, positions of the Company's asset or liabilities that are in actual possession or expected to be in possession will be closed. This offsets market price fluctuations as risks and risk-avoidance transactions will counteract each other, achieving stable operations.
 - (2) Causes for Profit/Loss:
 - A. Externally: Political game theory, black swan theory, and the state of the economy has placed various governments in different predicaments. Different countries have undertaken either tightening or relaxing monetary policies, creating a turbulent and unpredictable foreign exchange market.
 - B. Internally: As a principle, derivatives trading will aim to "close the underlying net positions of related hedges". Therefore, when a loss occurs to the substantial net position, a corresponding gain in financial asset (liability) valuation will occur to "the inverse derivative trade in order to offset the hedging of the substantial net position", and vice versa.
 - (3) Countermeasures:
 - A. Stance:
 1. Derivative products are a financial tool and should be judge on how the tool is utilized, to achieve what ends, and the mentality in making such decisions.

2. The Company is committed to internal controls regarding financial derivative transactions, and has implemented various principals to reduce to the risks to a minimum.
3. Domestically, IFRS has implemented strict accounting regulations and guidelines regarding financial derivatives trading. The Company's procedures are in compliance and even more rigorous than related regulations

B. Policy:

1. With the recent events, the impacts to the financial markets have been exacerbated. The financial market has been speculative and opportunistic, viciously fueling the outcome of these events. Various price fluctuations are neither based on fundamentals or logic, Additionally, with the hype driven by various financial institutions and media, the risk in the market has risen greatly.
2. Under these conditions, the financial derivatives and its leverage will be used more conservatively and stringently by the Company. Strategically, the Company will not be following the herd or be intimidated by external factors, and actions shall be judge on its "risk avoidance" merits.

(III) Future R&D plans and expected R&D expenses

The Company focuses on the production of high-tech products, effectively assembling a team of exceptional R&D talent and dedicating optimal resources to the continuous development of advanced technologies and manufacturing processes for mass production. In the near term, R&D efforts will be concentrated on AI server-related technologies (including liquid cooling systems, high-speed interconnects, and next-generation rack designs), key components for electric vehicles (such as SiC power semiconductors, electric drive systems, and automotive software), quantum technologies, semiconductor processes, and the continued development and application of proprietary AI large language models. For 2026, the Company plans to maintain a high level of R&D investment exceeding NT\$120 billion, with a focus on supporting the establishment of AI computing clusters and supercomputer centers to accelerate the development of the Group's three major smart platforms.

(IV) Impacts of important domestic and foreign policies and legal changes on the Company's financial operations, and responsive measures: None.

(V) Impacts of technological and industrial changes on the Company's financial operations, and responsive measures

Technological advancements have had a profound impact on the product structure and competitive landscape of the ICT industry. In recent years, the rise of AI has brought revolutionary transformation opportunities to the technology hardware sector. The Company is actively deepening its technological research and development and expanding production capacities in areas such as AI servers, electric vehicles, and semiconductors. Additionally, we continue to work closely with leading global clients,

promptly making adjustments in response to changes in market demand and technological trends.

Given the high unit prices of AI products, the demand for the Company's operating capital will increase. Therefore, the Company must leverage various fundraising channels to meet the significant capital requirements and mitigate the financial impact of technological changes on business operations. For the next five years, the Company will not only focus on ensuring the competitiveness of AI technologies but also place emphasis on improving return on equity (ROE) and operating profit margins.

(VI) The impact of changes in corporate image on corporate crisis management and countermeasures

The Company has a broad range of customers and products, a global network of locations, and a large workforce. As such, it is essential for the Company to remain highly vigilant and prepared for unforeseen events. The Company is actively committed to ESG initiatives and continues to improve both its work and living environments. In addition to enhancing its operational standards and corporate image, the Company also collaborates closely with customers and drives overall improvements within the supply chain, which reduces the overall operational risks. The Company has established a robust corporate crisis management mechanism that ensures real-time monitoring and a swift response to any issues that could potentially impact its corporate image, thereby safeguarding the long-term interests of both the Company and its shareholders.

(VII) Expected benefits and possible risks of mergers and acquisitions, and countermeasures

As of the date of this annual report's publication, the Company has no merger or acquisition plans.

(VIII) Expected benefits and possible risks associated with any plant expansion, and countermeasures

The main clients of the Company are leading brands of the industry, in an effort to more promptly and better serve these customers, the Company has established foundations in key strategic positions around the globe. In response to regional manufacturing challenges, as well as the increase in capital expenditures associated with expanding AI computing power and the risk of capacity adjustments during the build-out period, the Company will address these issues through prudent financial planning and flexible global capacity allocation. The gradual increase in capital expenditures in recent years has already yielded positive results, with revenue, profitability, and return on equity (ROE) all showing improvement.

(IX) Risks associated with any concentration of purchases or sales, and mitigation measures being or to be taken

The Company collaborates with high-quality suppliers who share the same values globally, jointly operating on the global economic landscape. This not only reduces the Company's risk of reliance on any single market for procurement and sales, but also helps suppliers mitigate the impact of facing industry changes alone. Against the backdrop of the rapid growth of the AI

server business, the Company continues to strengthen its long-term strategic partnerships with key suppliers. Through a diversified supplier strategy and a global layout, the Company ensures the stability and resilience of its supply chain, effectively managing the potential risks arising from centralized procurement.

(X) Impact, risks and corresponding measures of large-scale transfer or replacement of shares by directors, supervisors or major shareholders holding more than 10% of shares on the Company: No such situation.

(XI) Impact, risks and countermeasures concerning the change in management rights of the company:
None

(XII) Litigation and non-litigation events

1. Major Ongoing Lawsuits, Non-lawsuit or Administrative Lawsuit

Affiliated court (agency) and its case number	Party(s) Involved	Start Date of Litigation	Fact of dispute, amount of money in dispute	Current Situation and Processes	Manager's Views and Plans
U.S. Bankruptcy Court for the District of Delaware	Plaintiff: Lordstown Motors Corp. / Lordstown EV Corp. / Lordstown EV Sales LLC Defendant: Hon Hai Precision Industry Co., Ltd. / Foxconn EV Technology Inc. / Foxconn Ventures Pte. Ltd. / Foxconn (Far East) Limited+Foxconn EV System LLC	June 27, 2023	The plaintiff demanded the defendant to compensate all losses on the grounds of breach of contract, improper termination of contract, tort, and breach of equity.	We will reject the plaintiff's appeal.	Claim rights according to the Law

2. Major litigation, non-litigation or administrative disputes involving directors, supervisors, general managers, major shareholders holding more than 10% of the shares, and affiliated companies: None.

(XIII) Other important risks and countermeasures: None.

As of the date of publication of the annual report, the Company has no other important risks.

VIII. Other important matters: None.

Six. Special Items To Be Recorded

- I. Information of Affiliated Enterprises
 - (I) Consolidated business report of affiliated enterprises
Please refer to the Market Observation Post System (MOPS) > Individual Company > Electronic Document Downloads > Affiliated Companies – Three Statements Section at:
https://mopsov.twse.com.tw/mops/web/t57sb01_q10.
 - (II) Consolidated financial statements of affiliated enterprises
Please refer to the Market Observation Post System (MOPS) > Individual Company > Electronic Document Downloads > Affiliated Companies – Three Statements Section at:
https://mopsov.twse.com.tw/mops/web/t57sb01_q10.
 - (III) Affiliation Report: Not applicable.
- II. Private placement of securities in the last year up till the publication date of this annual report: None.
- III. Other matters for supplementary information: None.

Seven. Matters that have a significant impact on shareholders' equity or securities prices

Matters according to the Article 36.3.2 of the Securities and Exchange Act of Taiwan in the most recent year and up to the date of printing of this Annual Report which have significant impact to Shareholders' Equity or stock price: None.

Hon Hai Precision Industry Co., Ltd.

Chairman: LIU, YOUNG-WAY



Please refer to QR Code
Meeting Handbook



Please refer to QR Code
Annual Report



Committed to circular sustainability,
Hon Hai prints this publication on environmentally friendly paper with soy-based ink.

