Hon Hai Precision Industry Co., Ltd.

FOXCONN 鴻海科技集團

2022 Annual General Meeting

Chairman | **Young Liu**

2022.5.31

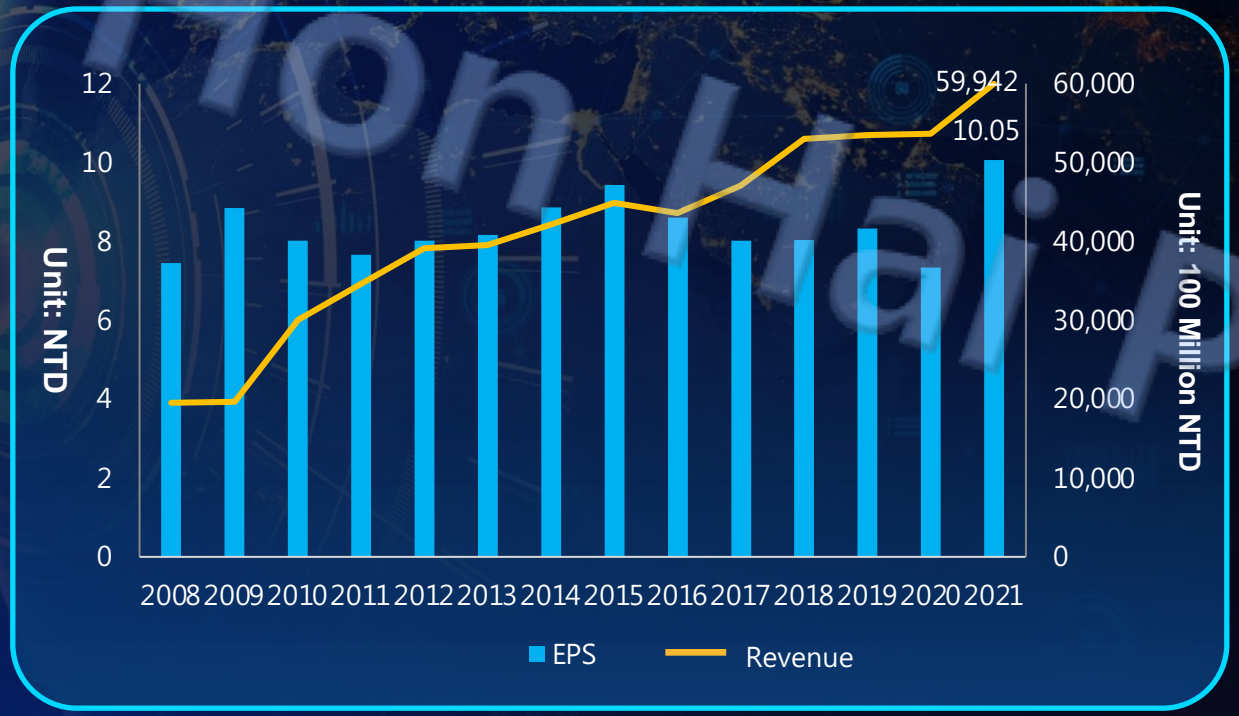
Agenda

1. 2021 Business Highlights
2. New Business Development
3. Digital Transformation
4. Hon Hai Research Institute
5. ESG & Pandemic Prevention Achievements
6. Achievements of Past 3 Years
7. Visions of Next 3 Years
8. Candidates of Directors and Independent Directors
9. Promotions for Shareholders
10. HHTD 22

2021
Business Highlights

Record High Revenue, Margin Improvement, Highest EPS Since Year 2008

Revenue and EPS since 2008



鴻海三率三升 大賺一股本

去年純益1,393億 EPS 10.05元 14年來最佳 法人估配息至少5元起跳

電動車年產能 挑戰75萬輛

半導體布局 專注成熟製程

鴻海 去年EPS逾10元 今年持穩

〔記者方韋傑／台北報導〕鴻海（2317）董事長劉揚偉昨在法說會表示，今年首季表現會是近10年同期最佳，但由於全球疫情未見放緩，通膨還在高點，且國際政經持續緊張，造成營運展望的不確定性，預計下半年缺料情況會較明朗，由於去年基期較高，估全年營運表現保持平穩，將聚焦ICT、半導體、電動車、軟體、ESG與全球布局共6大主軸。

鴻海昨也公布去年財報，去年三率三升，營收年增12%，稅後淨利1393.2億元、年增37%，每股稅後盈餘（EPS）達10.05元。

劉揚偉說，亞洲國家陸續轉向與病毒共存，不定時爆發疫情，造成產業不確定性，原預計通膨在首季達到高峰，卻爆發烏俄戰爭衝擊能源、原物料，讓通膨持續升溫，增加更多成本，雖對鴻海毛利影響不大，但毛利率會被稀釋，目前市場需求沒有大變化，將爭取更多訂單，追求EPS極大化。

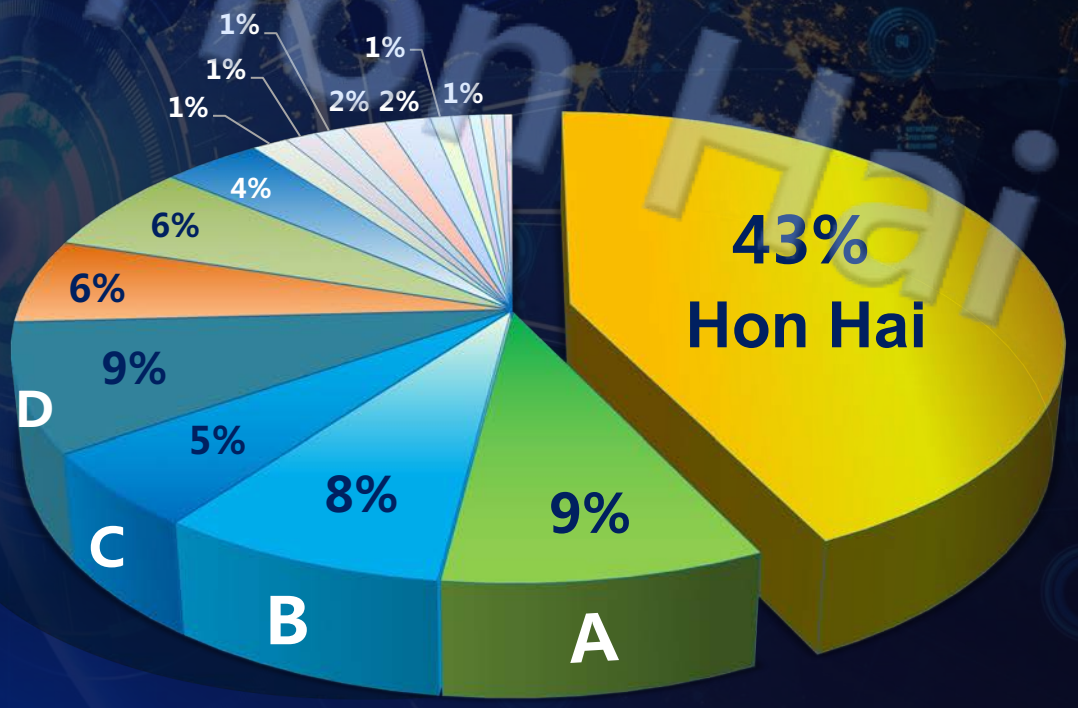
劉揚偉提到，今年鴻海電動車重點在商轉、量產、製造零組件與電池模組，營收以零組件、軟體為主，整體效益在明年展現，目標2025年佔全球電動車市場5%比重，整車生產達到50萬至75萬輛，包括美國俄亥俄州50萬輛，泰國5至15萬輛，也會運用台灣裕隆產能，整車代工將超過5成。

關於鴻海半導體布局，劉揚偉認為，握有半導體就能決定EV（電動車）規模與效能，將藉由BOL（營運在地化）模式持續布局全球，讓鴻海出資比例不超過4成，將更多資源放在技術研發，像電池模組會在台灣研發，未來與其他國家政府、廠商合作就地量產。

2021 Top 1 Global EMS Supplier

Market Share Gain Continues

Global EMS market share improves from 40.9% (2020) to 42.9% (2021)



Source: Bloomberg

Smart Consumer Electronics Products	Smartphone, TV, Game Console, etc.
Cloud and Networking Products	Server, Networking, etc.
Computing Products	Desktop, Tablet, etc.
Components and Others Products	Connector, Component, Service, etc.

2021 Total Server Revenue Up to NT$ 1 trillion

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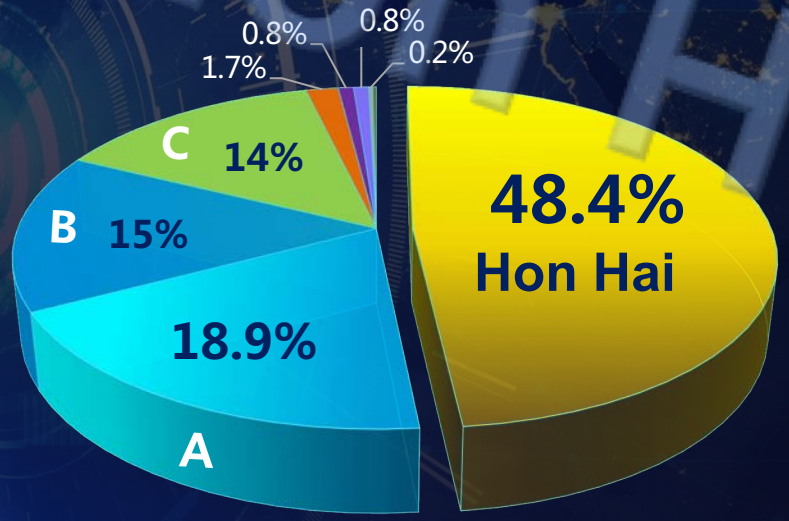
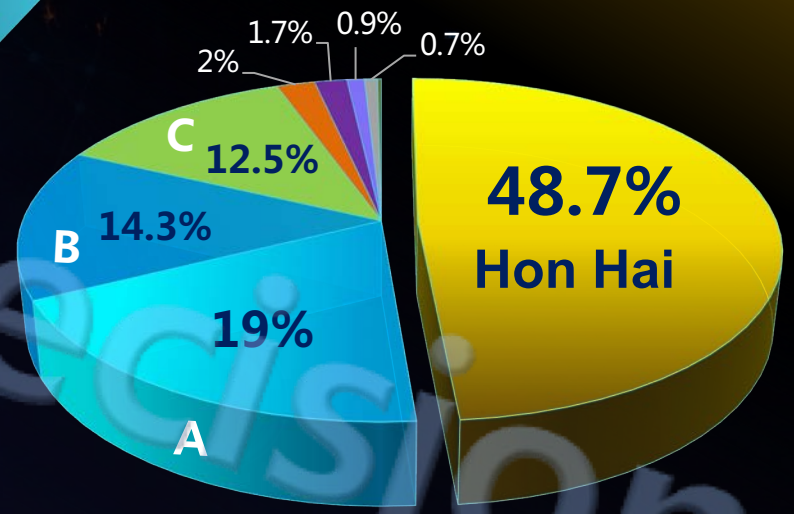
2018



Nearly **50%** Shares among Taiwan Suppliers

2022

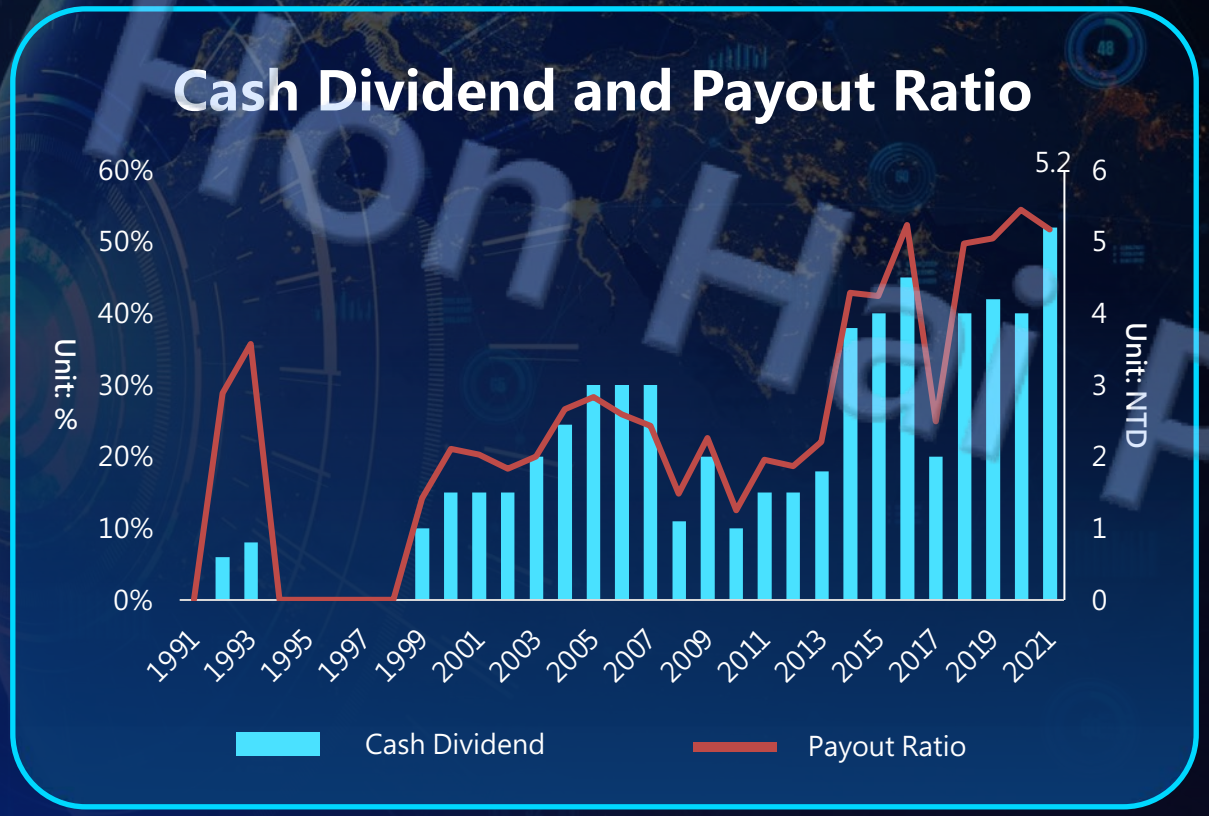


Source: Digitimes

Diversified Global Footprint

137 campuses and offices in **24** countries / areas around the globe

2021 Record High Cash Dividend Per Share Since Listed



2021

Cash Dividend Payout Ratio 52%

Record High Cash Dividend Per Share Since Listed

$NTD 5.2

New Business Development

EV | More Clients Engagements

2021/08/24 & 2021/12/31

Established a JV, MobileDrive, with Stellantis to develop smart cockpit

鴻海攜Stellantis 開發車用晶片

二度合作 為第三方客戶設計特殊半導體 拚2024年支援STLA Brain架構

【記者蕭君暉/台北報導】鴻海攜手全球第四大車廠Stellantis 昨（7）日宣布簽署合作備忘錄，雙方將在半導體設計領域建立夥伴關係，為Stellantis和第三方客戶設計一系列特殊車用晶片，目標2024年在STLA Brain架構的車輛採用。

鴻海集團董事長劉揚偉指出，半導體和軟體是未來電動車發展最重要的兩個關鍵因素，身為全球領先的科技公司，鴻海在兩個領域具有深厚經驗。

鴻海攜手Stellantis開發車用半導體晶片

時間	2021年12月7日
主題	鴻海攜手Stellantis共同開發車用半導體晶片
目標	雙方將打造四款晶片，滿足Stellantis 80%以上的車用半導體需求
時程	規劃 2024 年Stellantis推出的四個電動車平台採用

資料來源：公司 蕭君暉／製表

跨入電動車產業的同時，和Stellantis合作就是遇見未來需求潛能，並化解長期供應鏈短缺問題。

Stellantis執行長Carlos Tavares說：「我們在軟體定義的企業轉型路上，將借力跨產業和專業領域的強力夥伴來實現；與鴻海合作，目標是打造四款晶片系列，將顯著優化零組件，透過大幅簡化供應鏈，藉以滿足我們在車用半導體80%以上的需求，也可以提高創新速度，以及快速精建產品和服務的能力。」

此次合作是2021年Stellantis軟體日活動的一部分，Stellantis在軟體日中推出STLA Brain全新的電子電氣和軟體架構，將運用在2024年Stellantis推出的四個電動車平台（STLA 小型、中型、大型和框架）。STLA Brain具備完整的空中下載更新技術，提供靈活和高效的控制性能。

這次是Stellantis與鴻海集團第二次合作。今年5月雙方共同宣布Mobile Drive合資計畫，運用消費電子產品優勢經驗，開發人機互動界面服務及智能駕駛座艙解決方案，提供超乎客戶期望的解決方案。

鴻海在消費電子產品中，對於半導體開發和應用有豐富經驗。在與世界級車廠夥伴合作後，未來可將這些優勢擴展到汽車領域。

隨著鴻海在電動車製造領域持續擴張，未來在鴻海的電動車生態系統，也將使用這些半導體產品。

2021/12/07

Partnered with Stellantis to design new semiconductors for automotive industry

EV | More Clients Engagements

2021/10/01 & 2021/11/11
2022/05/12
Completed an Asset Purchase Agreement and signed of a contract manufacturing and a JV agreement

2022/05/12
Fisker confirmed Project Pear Production in Ohio

2022/03/03
Foxtron delivered self-developed E-bus to Kaohsiung Bus

EV | BOL Business Model Introduction

2021/09/14 & 2022/02/03

Officially established a joint venture with PTT

2022/01/21

Signed MOU with Indonesia, IBC, etc., to develop new energy ecosystem and focus on EV/battery


Money聚富 A10

鴻海砸41億合資
攜手沙國造電動車

打造元宇宙生態系 鴻海入股XRSPACE

取得新公司8.2%股權

首階段投資1500萬美元

主要負責軟體平台

2022/02/22

Established a JV with PIF and acquired 8.2% shares

EV | Supply Chain Establishment

2021/09/28

Signing MOU with Giga Solar, Long Time Technology and China Steel Chemical to develop anode materials for LFP batteries

2022/03/25

MIH Consortium Member Gathering, expanded Go-To-Market opportunities

2022/04/22

Demonstrated EVkit in Baogao Science and Intellectual Park and build up 3+3 research center

MIH Consortium

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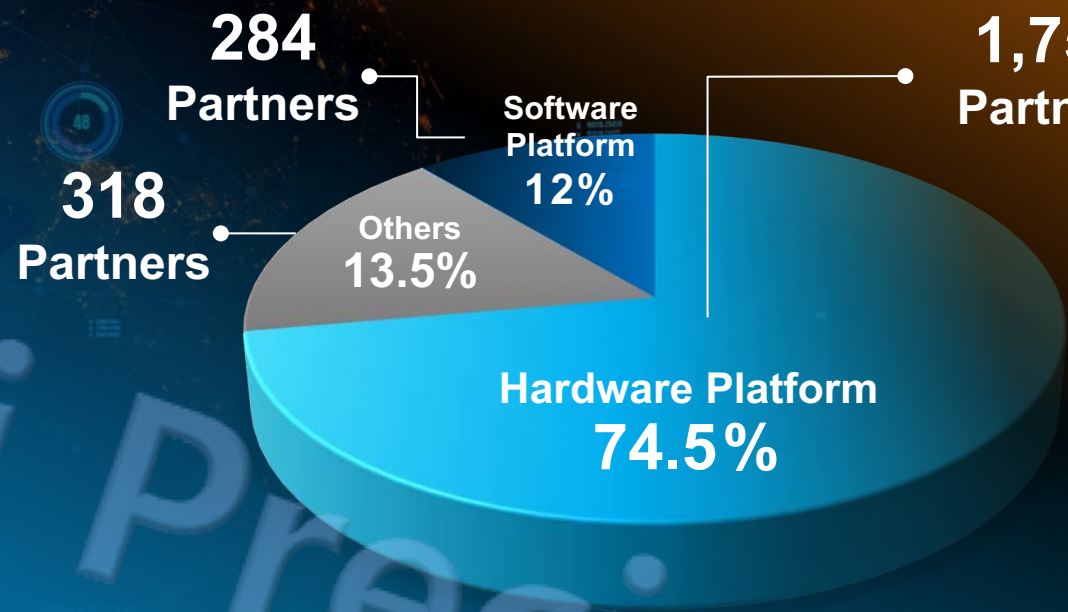
Total **2,360** *Partners*
(As of May 30, 2022)



Global Coverage

Coverage: Across Europe, Asia, Africa and North America, a total of 64 countries/regions

Platform Categories

HHTD21 Highlights

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MODEL C

HHTD21 Highlights

MODEL E

HHTD21 Highlights

MODEL T

Semi | Diversified Capacity Build-Up


鴻海要蓋12吋廠

啟動馬國大投資 半導體帝國成形

鴻海大馬蓋12吋廠


斥資33億 結盟跨國集團Vedanta

鴻海將在印度蓋半導體廠

2021/06/11 & 2021/07/29

Invest in DNeX and join both of DNeX's and SilTerra's Board of Directors to acquire the capacity of 8-inch wafer fab

2022/05/17

Signed MOU to establish a JV with DNeX to manufacture semiconductors in Malaysia

2022/02/14

Signed MOU with Vedanta to manufacture semiconductors in India

Semi | Comprehensive Supply Chain

2021/09/24

Established Hon Young Semiconductor to develop SiC

2021/11/29

Qingdao KoreSemi, the first wafer level packaging and testing started


攻車電 鴻海國巨入股富鼎

將透過合資公司國創參與私募 持股30%躍最大股東 MOSFET產品線全數到位

鴻海強化半導體布局

劉揚偉：下半年景氣還好

鴻海衝半導體 一周兩次出手

大摩調降信驊目標價

2022/05/20

Capital injection in XSemi and joined private placement in Advanced Power to accelerate MOSFET production

Next-Gen Communication | Beyond 5G IoV Technology Incubation

2022/04/13

Acquired wireless communication business of arQana and established iCana to enhance wireless infrastructure. Targeted Internet of Vehicles demand

Metaverse | Comprehensive Expansion

- Extended Hon Hai‘s capability of private cloud and edge cloud to create cloud service of Metaverse

- Invested XRSPACE, deep in software and continuously optimize GOXR and PartyOn

- Expand in AR/VR’s key components
- Provide whole design and one-stop shopping service
- Invested high resolution VR/MR terminal manufacturer Varjo

Digital Transformation

Digital Transformation | Accelerating for Value Realization

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Work From Anywhere

150 thousand
Online meetings

400 thousands hours
Meeting Time

Digital SCM

Decrease15%
Inventory level

Digital Experience

S/4HANA

▲ 50%
MRP efficiency

▲ 80%
Month-End Inventory Settlement

Intelligent Decision

ESG & Smart Manufacturing

50+
Light House Factory Target

Operation Efficiency

Cloud

702 Tons/year
Carbon Reduction

20 times
Computing Power

Digital Highway

Hon Hai Research Institute | Missions

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Hon Hai's
5 Years
Goals

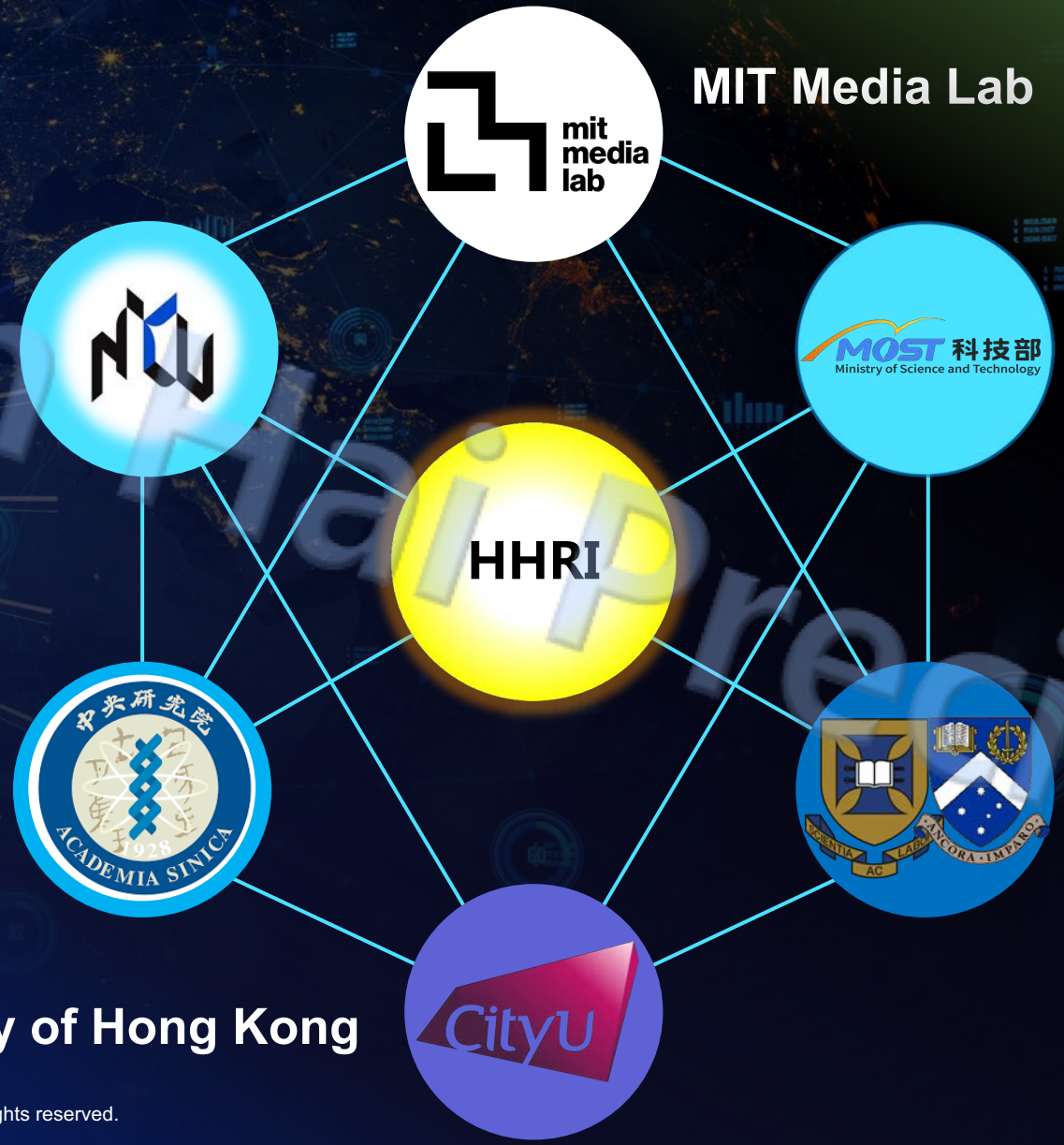
HHRI's
5±2 Years
Research

Hon Hai Research Institute | Research Excellence (2021)

- ✓ 41 Research Papers Generated (33 Published)
- ✓ 25 Collaborated Research Groups Worldwide
- ✓ 9 Patents Filed

- Japan
- Taiwan
- Hong Kong
- Mainland China
- Singapore
- Australia
- Saudi Arabia
- Austria
- U.K.
- U.S.

Hon Hai Research Institute | Research Network



MIT Media Lab

NYCU

Ministry of Science and Technology

Academia Sinica

Monash University and University of Queensland

City University of Hong Kong

Hon Hai Research Institute | Influence Creation

- ✓ 2,820 subscriptions in HHRI YouTube Channel
- ✓ 81 Video Clips & 135 News reported
- ✓ 26 Popular Science Articles published

4 Main Forums & 3 Sub-forums

2021/03/03

- NExT Forum Cybersecurity Challenges in E-Vehicle

2021/06/06

- NExT Forum AI and Next-Generation Communications

2021/09/09

- NExT Forum Compound Semiconductor in E-Vehicle

2021/12/12

- NExT Forum Quantum Computing

2021/04/08

Workshop
Ion Trap Quantum Computing

2021/10/21

Forum
2021 Advanced Materials Manufacturing Technology

2021/11/26

Conference HITCON 2021

Hon Hai Research Institute | Achievements

2021/11/16

The dean of Hon Hai Research Institute, Dr. Hao-Chung Kuo, awardwd Distinguished Engineer Professor Award

2021/12/14

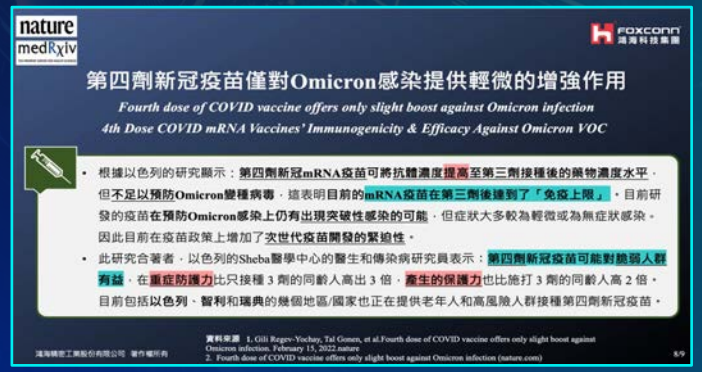
Quantum Computing Research Paper published on PRX Quantum, the top physical journal

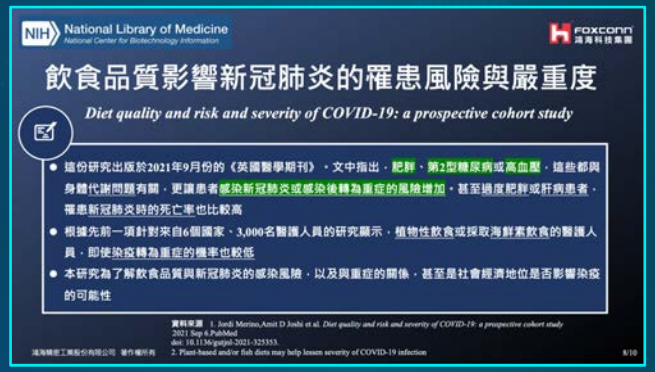
2021/12/24

Hon Hai Research Institute held Annual Forum and the 1st Distinguished Paper Award

ESG and Pandemic Prevention Achievements

Pandemic Prevention | Maintain Stability & Safety





Milestones

Pandemic Prevention Conference

Held 216 Meetings in 856 Days

Pandemic Prevention Article

More than 200 articles

Health Literature

126 Literatures

Pandemic Prevention | Awards

2021/06/09

The first enterprise in New Taipei City conducted rapid antigen tests

2021/11/17

Global Corporate Sustainability Awards (GCSA)

Pandemic Prevention Contribution Award

ESG | Sustainable Development

Taiwan Alliance of Net Zero Emission

founding member

Subsidized employee children

aged 0 to 6, totaled

300 million NTD to

more than **1,000** babies

Submitted

1.5°C

SBT reduction target for validation

Set up

Nomination Committee

Independent director over **50%**

2 Female Directors

Enhance corporate governance

Global Views Monthly Magazine

Electronics Industry category in ESG field

the First Place Award

Donated

3 million doses of BNT vaccine

to CDC

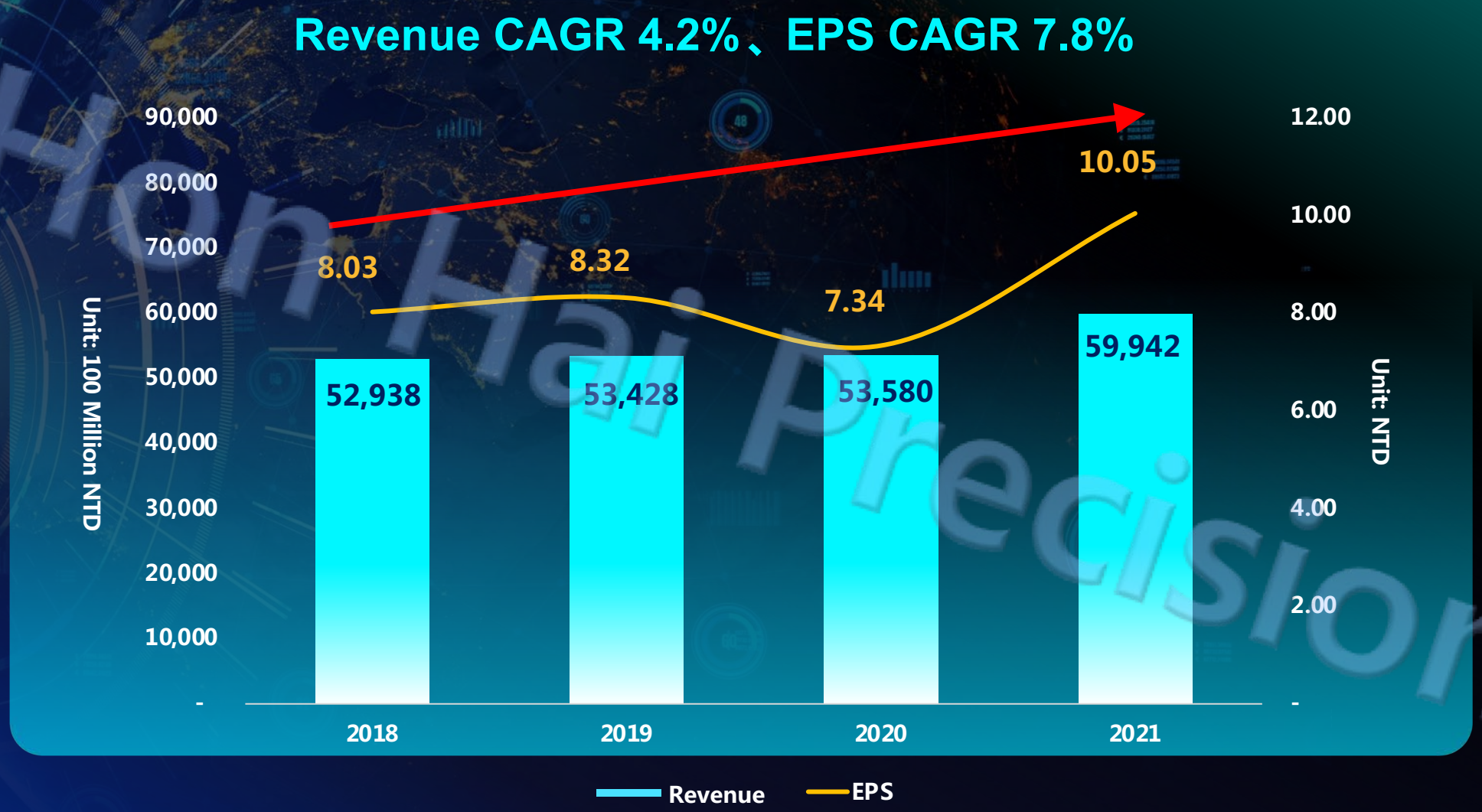
Achievements of Past 3 Years

EPS
10.05

MODEL C/ E/ T

$NTD
5.2

Revenue & EPS Growth



EV Development Progress

- ✓ Build up one-stop shopping service
- ✓ Build up open platform
- ✓ Build up BOL business model

Completed EV 0-1 Development

America
- Contract Manufacturing
- 500-600K Capacity

Europe
STELLANTIS

China
- Battery Pack, GoStation

gogoro

Mexico
- Auto Component

Saudi Arabia
- TBD

Thailand
- 50-150K Capacity

ptt

Indonesia
- EV & Battery

Taiwan
LUXGEN

三地集團 San-Ti Group

Semi Development Progress

Benchmark 3+3 strategy

Capacity Expansion

- Build up the third-generation auto IC capacity
- Expand 8” & 6” wafer production capacity
- Initiate capacity planning for 12” wafers in India and Malaysia
- Mass production advanced packaging and testing site

Research and Develop Auto IC

- Cooperate with global automakers to develop automotive processors and key ICs for FSD
- Mass production of analog ICs/power components
- Develop third-generation semiconductor power modules
- Invest power semiconductor fab

Future Technology Layout

- Develop next-generation technologies in the next 5-7 years in Hon Hai Research Institute

ESG | Sustainable Development

Energy saving
3.5 billion NTD

Clean Energy Usage **2.4 billion** kWh

3 Sites
Zero Waste
as UL2799 Certification

Social Welfare over **1.3 billion NTD**

More than **1,850 participants**

benefit from Hon Hai Scholarship

Office environment

Awarded **3** recognitions

Awarded
Happiness Enterprise

Held **6 Staff Symposiums**

Awarded over **20 ESG prizes**

Have **4 lighthouses**

Green Supply Chain
Global EMS **No.2**

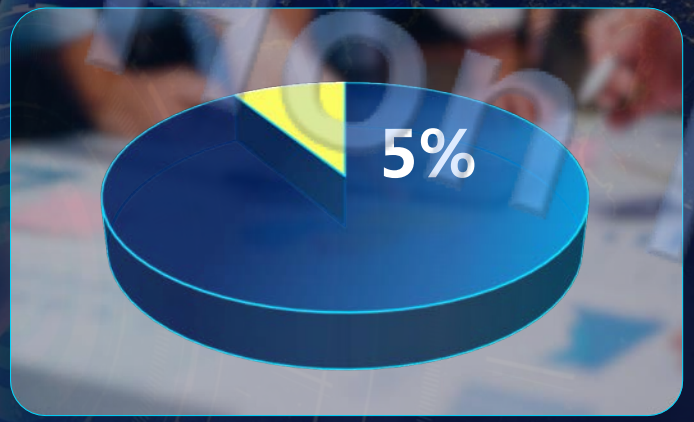
Joined **5** International Initiatives

Followed **3** International Policies

Revealed **32** Sustainable Long-Term Goal

Visions of Next 3 Years

EV Vision in 2025

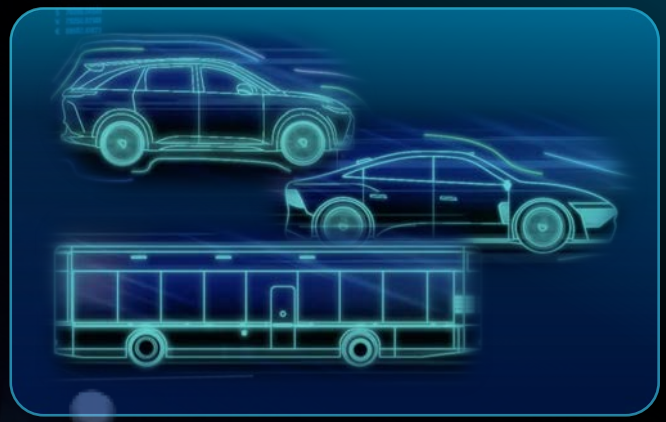


Market Share

5%

Revenue Scale

1 Trillion NTD



Shipment

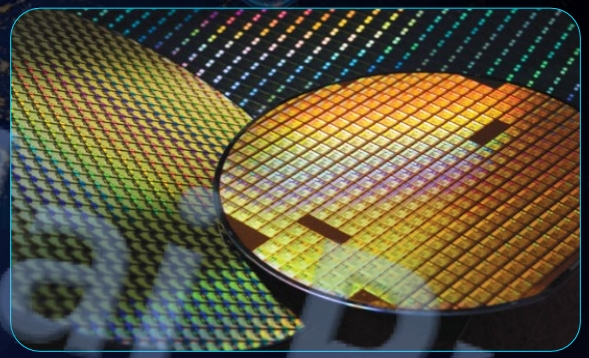
500K-750K per year

SEMI Vision

Self-designed IC/module with flexible allocation of in-house & outsourced capacity for stable supply to EV and ICT clients

Production Solution of Critical Auto IC

- Production of SiC for EV on-board charger in 2023
- Production of MCU in 2024
- Production of OPA Lidar in 2024
- Production of SiC power modules for EV powertrain in 2024



90%+ Coverage of Analog/Power IC for EV

- Complete automotive portfolio of low/middle/high voltage MOSFET
- Production of automotive PMIC and analog IC in 2024

Stable supply of Automotive IC

- Production of 8” & 6" automotive processes in 2023
- Trial production at 6” SiC fab in 2023
- In-house & outsourced capacity to provide stable supply

B5G Next Generation Communication Vision

Hon Hai officially starts researching and developing low earth orbit satellite.

- **Independent-developed LEO Satellite Communication Payload and System**
- **Self-built Ground Station**
- **Designed and Coordinated by Hon Hai Research Institute**

Candidates of Directors and Independent Directors

Candidates of Directors and Independent Directors

Diversified background with business, management, legal and finance expertise

Liu, Young-way
Director

Gou, Tai-ming (Terry Gou)
Director

Wang, Cheng-yang
Director

Dr. Christina Yee-ru Liu
Director

James, Wang
Independent Director

Kuo, Tei-wei
Independent Director

Huang, Qing-yuan
Independent Director

Liu, Len-yu
Independent Director

Chen, Yue-min
Independent Director

Promotions for Shareholders

Promotions for Shareholders

FOXCONN 鴻海科技集團

28 Brands

500+ Shops

Mobility

NISSAN

eMOVING

gogoro

CARPLUS 格上租車

Online Shopping

COCORO Life 可購樂

Travel

LION TRAVEL 雄獅旅遊

E-learning

商周

巨匠教育

Tech Life

三創生活 SYNTREND

Entertainment

KKBOX

Health

安永鮮物

康聯生醫 Healthconn

HONG SENG 鴻參

Cuisine

LOUISA COFFEE

丹生 炊事 Tan Shou

Tuna Thai PIKUL 初泰

SUN BERNO VEGETARIAN DAILY

銀座杏子日式豬排

大阪王將 OSAKA OHSHO

玖仰 [jiǔ yǎng]

Chatime 日出茶太

京都勝牛 牛カツ専門店

段純貞

王品 瘋美食 購物網

美利河 MerryPho

英格莉莉 Engolili cafe

烘焙密碼 BAKE CODE

海邊走走 HiWalk

FOXCONN
鴻海科技集團

HHTD 22