MOXA®

Sustainability Report 2025



Cover Story

A People-centered Vision for a Shared and Sustainable Future

At Moxa, we believe technology's value is in its deep and dependable connections between people and with nature, not just its speed of progress. This belief guides our journey and shapes our view of the role of business in society.

In a rapidly changing world, technology needs to prioritize not just efficiency and scale, but also address people's expectations for safety, well-being, and trust. Moxa invests in its employees' growth and well-being, cultivating a culture of care and responsibility that supports innovation built on respect and trust.

This people-centered philosophy also extends to our relationship with society and the environment. Moxa's connected technologies ensure the reliable functioning of vital infrastructure and industrial communication, alongside a focus on natural environments and environmental education. The integration of Moxa's drive for better connectivity into the natural world allows for a peaceful coexistence between people and their surroundings.

Sustainability is Moxa's long-term commitment to empowering individual growth, strengthening businesses, and creating shared value for society. Moxa is dedicated to working hand in hand with employees, customers, and partners, aiming to build a connected ecosystem where the strength of connectivity serves to protect humanity and the world.



Founder's Message

It Starts with Values — Helping Everyone Become Their Better Selves

Success is about the People We Aspire to Become

Last year, we reimagined what success means. Success goes beyond operational stability and employee well-being; it means recognizing our broader impact on society and the environment and leading with a responsible, future-focused approach. This reflection teaches us that success is not exclusive to this generation or just the company.

Over the past year, I have found myself repeatedly returning to a more fundamental question:

> ***As a company committed to a responsible future, what kind of people should we cultivate — and what kind of company do we aspire to become?***

A company is not merely a collection of systems, strategies, and products. It is a living entity made up of people. How people inside an organization see themselves, each other, and their world determines its ultimate character and influence. This insight has strengthened my belief that sustainability begins with individuals.

Values Are Where Everything Begins

Our choices and actions stem from our internal values.

When answers are elusive, our values guide our decisions about what to keep and what to let go. They guide us through uncertainty and change, pointing us toward the direction we choose to take.

When people have defined values, they are less likely to lose their way. Shared values help organizations maintain alignment and trust when facing difficulties.

At Moxa, our shared core values are integrity, customer focus, mutual respect, and execution. These values are not mere slogans. They serve as the principles that guide our decisions when we face trade-offs, conflicts, or pressure. They signify not just how we must behave, but also the boundaries we set.

As these values take root, behavior evolves—from simply following the rules to taking personal responsibility; and from self-focus to understanding others. At the same time, perspectives also expand, moving beyond individual viewpoints to a broader awareness of the world and our place within it.

From Professional Expertise to a Broader Perspective

At Moxa, professional capability is the foundation of our work and the functioning of the organization. However, relying only on existing expertise or functional goals can limit our perspectives, as specific roles and disciplines shape them.

Beyond expertise, an organization's sustainable advancement relies on interdepartmental connections and out-of-the-box thinking.

For this reason, our sustained investment in employee clubs and volunteer activities creates opportunities for colleagues to step beyond their usual roles and connect with one another. In these settings, titles and seniority temporarily fade into the background. People can freely exchange ideas, express their passions, and learn to listen to and respect diverse viewpoints.

Employees gain exposure to new viewpoints and enhance their understanding of people, situations, and complex challenges through involvement in varied communities, service endeavors, and cross-disciplinary exchanges.

When an organization builds up these kinds of perspectives, it's not just about being efficient or good at getting things done. It's about showing it's mature, stable, and reliable — able to tackle complex problems and make fair, responsible choices despite various opinions.

A People-centered Approach to Organizational Resilience

Our hope at Moxa is for each person to achieve self-improvement and growth in their own time.

We don't prescribe a singular destination, as everyone's concept of self-betterment varies. Instead, we strive to foster a safe, open, and trusting environment where people feel empowered to explore, experiment, and take responsibility.

Learning does not occur only in formal training programs. It takes place in everyday conversations, collaborations, and introspection. Over time, growth manifests as improved judgment, broader perspectives, and greater awareness of one's own actions and their consequences.

This awareness encourages us to think more deeply about the nature of technology and the role it should play in society. At Moxa, we see technology as a tool for meeting the world's needs. For industries such as energy, transportation, and other highly connected environments, the genuine challenge of sustainable transformation is not just about efficiency or rapid innovation, but about whether systems can remain stable, secure, and reliable over the long term.

We therefore focus on supporting the operation of critical infrastructure by integrating cybersecurity, reliability, and long-term availability into our product and system design. In doing so, we ensure that transformation is not only possible but also reliable.

A strong sense of organizational resilience emerges from the combined growth of employees and technology, guided by shared values. This resilience enables us, even in unpredictable environments, to rely on individuals across the organization to make decisions aligned with our long-term values. It allows us to continue contributing a steady and lasting impact to society and sustainable transformation.

A Path of Personal Growth, Organizational Empowerment, and Shared Good

If I were to summarize my vision of corporate sustainability in one sentence, it would be this:

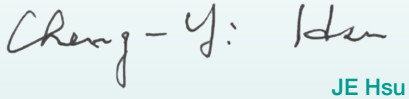
"Helping people become better versions of themselves, helping companies become better organizations, and ultimately making the world better as a result."

This is a path that requires patience, reflection, and continuous commitment. We choose to move in the right direction and devote our efforts to what truly matters—so that this path can be both long-lasting and steady.

This sustainability report records our learning, choices, and attempts along this journey. We are still moving forward, and we are still learning.

I sincerely invite all those who care about Moxa—our employees, customers, partners, and those who care about the future—to continue walking this path with us, allowing values to take root, people to grow, and the world to become better together.

Sincerely,



JE Hsu

Chairman and Founder

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Sustainability Performance and Recognition

1 Corporate Governance



- **First to Achieve**

  Maritime products were certified to IACS UR E27 and IEC 61162-460, and 10 industrial networking devices got EN 18031 type examination certifications.

- **GenAI Governance Committee Established**

  Issued the GenAI Management Policy and operational guidelines to ensure AI applications at Moxa align with governance requirements.

- **Grade A**

  Information security maintained the highest third-party rating (Grade A), with no major cybersecurity incidents.

2 Innovation and Service



- **Building a Reliability Culture**

  Launched a reliability training program to align R&D, Quality, and Sales teams around a common language and scientific reliability standards.

- **98.3% Technical Service Satisfaction**

  Committed to a customer-first approach, meeting the service needs of customers across regions.

- **0 Product Recall**

  No incidents affecting personnel safety or product recalls occurred.

3 Green Manufacturing and Design



- **25% Reduction in GHG Emissions**

  GHG emissions were reduced by 25% compared to 2022.

- **Establishing a Green Index Framework**

  Integrated green design assessments into product development to incorporate environmental considerations of material selection and design decisions.

- **30 Percentage-point Reduction in Plastic Packaging Usage**

  Plastic packaging reduced to 42%, 30 percentage points lower than in 2022. This is thanks to paper packaging replacing it

4 Supply Chain Management



- **Supplier Sustainability Compliance Rate Increased by 21%**

  High sustainability implementation was achieved by 85% of suppliers.

- **Published Sustainable Procurement Policy**

  Reinforced ESG commitments and governance in procurement practices.

- **100% High-emission Suppliers Covered by Inventory**

  GHG inventory introduced for all strategic co-creation suppliers.

5 Inclusive Workplace and Society



- **International Recognition**

  Moxa received the 2025 ATD Excellence in Practice Award for its Sales Management Excellence Talent Development Program.

- **96% Retention Rate**

  The retention rate of new recruits in the past three years was over 90%, and reached 96% in 2025.

- **Published Human Rights Policy**

  Published Moxa's first Human Rights Policy and conducted human rights due diligence to strengthen human rights governance.

Featured Sustainability Story 1

Moxa Partners With the Power Industry to Shape a Net-zero Energy Future

A key step toward a sustainable energy transition

With the global shift to net-zero emissions and energy transition, the increasing share of renewable energy and the threats from extreme climate events underscore the need for robust grid resilience and stable power supplies for sustainable change. To tackle these challenges, Moxa partnered with the Taiwan Smart Grid Industry Association, Taiwan Power Company (Taipower), and the Taiwan Institute of Economic Research (TIER). Together, they co-hosted the 2025 Asia-Pacific Power Summit, establishing a cross-national and cross-industry dialogue forum centered on smart grids, energy digitalization, and the integration of renewable energy.

Over 250 individuals attended the summit, representing various sectors from the Asia-Pacific area, such as power utilities, system integrators, energy firms, and research bodies. The Tokyo Electric Power Company, Kansai Electric Power Company, Korea Electric Power Corporation, Taiwan Power Company, Indonesia's PLN., and Australia's Endeavour Energy were among the participants, along with research bodies like the Electric Power Research Institute (EPRI) and Salt River Project (SRP). Moxa leveraged its industrial communication expertise to connect power utilities, energy firms, and system integrators, promoting information sharing and cross-sector cooperation. With this initiative, Moxa plans to help build a stronger foundation for sustainable energy development across the Asia-Pacific region.



2025 Asia-Pacific Power Summit

Moxa's Role in the Future Grid

1 Enhancing Grid Resilience and the Energy Supply-Demand Balance

Power systems face increased volatility and uncertainty because of the growing share of renewables and decentralized generation. A major hurdle for future grids will be ensuring supply stability and system security as they move towards decarbonization. For energy transition and security to be supported, smart grids must possess high resilience, automation, and real-time responsiveness.

Moxa provides secure and dependable industrial networking and communication solutions that enable power utilities to construct grid communication architectures for real-time monitoring and control. Load management, anomaly detection, and coordination of distributed energy resources are supported by these solutions. This improves system responsiveness and grid resilience, while also addressing risks from increased renewable energy integration.



Learn More About Moxa's Grid Solutions

Moxa shares key technologies for enhancing grid resilience

2 Enabling Renewable Energy Integration and Energy Market Operations

Beyond the technical challenges, the large-scale integration of renewable energy also involves market mechanisms, energy storage deployment, and cross-system coordination. For the energy transition to succeed, it's crucial to combine solar, wind, storage, and demand-side resources, while also allowing for green power trading and flexible dispatches.

Moxa helps build communication and data infrastructure vital for distributed energy resources and energy storage systems. By enabling secure and reliable real-time data exchanges among energy management systems (EMS), microgrids, and electricity market platforms, Moxa facilitates renewable energy dispatches, demand responses, and green power trading, enabling the optimal allocation of energy resources.



Learn More About Energy Storage Solutions

Smart grid and energy storage solutions demonstration

3 Advancing International Collaboration and the Digital Grid Ecosystem

Grid transformation is a collaborative, cross-national, cross-industry effort spanning power systems, ICT, cybersecurity, policy, and industry governance. To reduce transition risks and speed up technology development and standardization, international collaboration and knowledge exchange are crucial.

At the 2025 Asia-Pacific Power Summit, Moxa facilitated international dialogue among power utilities, research institutions, and technology partners. Moxa's expertise in critical infrastructure communications and cybersecurity helps industry partners achieve improved efficiency, security, and reliability in grid digitalization, supporting the development of a more resilient and sustainable energy ecosystem.



Moxa facilitates a dialog about energy in the Asia-Pacific region to build a sustainable energy ecosystem

Featured Sustainability Story 2

Cybersecurity Is the Foundation for Trusted, Sustainable Digitalization

The increasing digital transformation and interconnectedness of industrial IoT, smart transportation, energy systems, and other critical infrastructure highlight the growing need for robust cybersecurity. Cyberattacks on communication systems and devices can disrupt urban operations and industrial development, impacting not only business operations but also public safety and social stability. Safeguarding system security and ensuring operational resilience have become critical challenges in the ongoing global digital transformation.

Cybersecurity's role in sustainable development encompasses more than just defending business data systems. It links to governance through risk management, to society through public safety, and to environmental and economic systems through the reliable functioning of energy and industrial infrastructure. Digitalization and smart transformation will only provide lasting value if built on secure and reliable digital foundations.

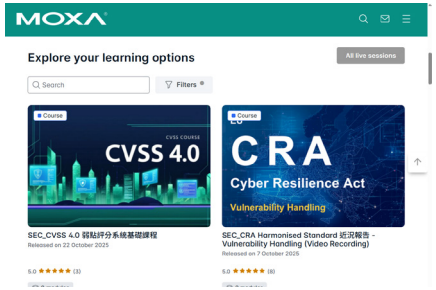
Drawing on decades of expertise in industrial networking and critical infrastructure, Moxa understands that products must operate reliably over long periods in complex and evolving network environments. This is why Moxa incorporates product cybersecurity as a central part of its products and their capabilities. Security is embedded in every stage of product development, from governance to coding, ensuring devices remain secure and reliable in highly connected and long-term operational environments.

Strengthening Product Cybersecurity Through Governance

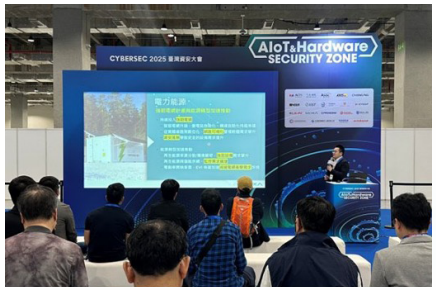
To strengthen product cybersecurity governance and cross-functional collaboration, Moxa established the Product Security Center (PSC). This center oversees product cybersecurity strategy, policy development, and governance implementation, ensuring a structured and sustainable approach to product security management.

With the PSC's direction, Moxa has developed product cybersecurity policies and technical standards, embedding cybersecurity within its collaborative and managerial processes. This strategy transforms product security from a technical concern into a vital component of corporate governance, improving the organization's ability to address evolving cybersecurity threats and technological advancements.

Moxa additionally enhances cybersecurity awareness and expertise across its product portfolio by implementing dedicated roles and comprehensive training. By strengthening cross-departmental collaboration and continuous skill development, cybersecurity is embedded into product development and has gradually evolved into a collective organizational duty and ethos.



Moxa launched online courses on product cybersecurity



Moxa shares cybersecurity insights at CYBERSEC 2025

Strengthening Product Life-cycle Management for Global Cybersecurity Compliance

The growing global prevalence of digital devices is prompting governments and regulators to heighten cybersecurity standards for these products. One of the most notable regulations is the European Union's Cyber Resilience Act (CRA), which requires products with digital components to incorporate comprehensive cybersecurity management throughout their design, development, and maintenance stages.

Moxa is addressing this global trend by incorporating cybersecurity into its product life-cycle management and adhering to international industrial cybersecurity standards to create secure development practices. Every phase, from initial product planning and design through development and ongoing maintenance, incorporates risk assessment, vulnerability management, and continuous improvement mechanisms to ensure robust security protection.

Moxa's structured cybersecurity management practices allow it to stay current with changing international cybersecurity regulations and ensure its products meet relevant security and compliance requirements across different markets.

International Certifications Enhancing Product Trust and Compliance

In highly connected industrial environments, product cybersecurity relies not only on internal governance and technical capabilities but also on international standards and third-party certification to build market trust. Moxa ensures its product security is credible and verified independently, staying current with international cybersecurity regulations and industry standards. Moxa's acquisition of several international cybersecurity certifications guarantees its products align with the security standards of various global markets and industries. This also boosts customer and partner trust in the safety and dependability of their offerings. For more information on Moxa's product cybersecurity certifications, refer to 1.5.3 Product Information Security.

Cybersecurity Achievements in Key Areas in 2025

In industrial applications, multiple Moxa products have obtained the IEC 62443-4-2 international cybersecurity certification. This shows Moxa's technical capability and compliance readiness in response to the EU RED-DA regulation, ensuring the security and reliability of devices used in industrial control systems and critical infrastructure.



Industrial Wireless Products First to Achieve EU EN 18031 Cybersecurity Compliance

In maritime applications, Moxa products comply with international classification society and maritime cybersecurity standards, obtaining certifications such as IACS UR E27 and IEC 61162-460. These certifications ensure secure communication and cybersecurity control capabilities in ship automation and maritime information systems, helping enhance the overall safety and reliability of maritime operations.



Maritime Application Products First to Obtain International Cybersecurity Certification

Security for Sustainability, Trust for the Future

In the era of rapid digitalization, cybersecurity is a crucial pillar for digital transformation and the functioning of critical infrastructure. Moxa holds that smart, automated systems can only function reliably long term in a secure and trusted digital space.

Looking ahead, Moxa will continue to strengthen product cybersecurity governance and advance secure-by-design practices, alignment with international standards, and industry collaboration. These initiatives by Moxa create secure, stable, and enduring bases for industrial networks, positioning the company as a trusted partner in pursuing sustainable digitalization.

Featured Sustainability Story 3

Powering the Future of Smart Rail with Critical Infrastructure Expertise

With rising global urbanization, greater population density, and the push for net-zero targets, rail has emerged as essential infrastructure for low-carbon mobility. Simultaneously, the rail industry is entering a new era defined by digitalization, intelligence, and automation. Smart rail systems of the future will do more than transport people; they will be comprehensive platforms integrating train control, station operations, passenger services, energy management, and remote monitoring. This transformation brings three major challenges:

Real-time Communication and Data Integration

Train control systems (TCMS), passenger information systems (PIS), signaling systems, and operation control centers must be seamlessly connected.

High Reliability and Operational Resilience

Any communication disruption or equipment failure may affect public safety and service stability.

Rising Cybersecurity Risks

As connectivity increases, cyberthreats and data security risks become critical operational concerns.

To meet these challenges, Moxa leverages its extensive knowledge of industrial networking and critical infrastructure to boost smart rail progress. They are achieving this through digital integration, robust product design, and enhanced cybersecurity, contributing to a more sustainable rail transportation future.

Digital Integration: Turning Information Flow into an Operational Advantage

Real-time, reliable, and secure information flow is at the core of smart rail. High-frequency and automated train services rely on a constant data flow between trains and ground systems, including status updates, monitoring information, and control signals. This places strict demands on the reliability and speed of communication networks.

Moxa has a long-standing reputation for providing rail-certified Ethernet switches, onboard communication devices, and integrated wireless communication solutions, helping railway operators worldwide build stable train network architectures. These solutions are widely applied in train control systems, onboard video surveillance, passenger information systems, and train-to-ground communications, ensuring critical data transmission with millisecond latency.

Using standardized communication protocols and high-bandwidth designs, operators can monitor in real time and predict maintenance needs, reducing unexpected failures and service disruptions. Integrated data enables better energy efficiency management and optimized scheduling, improving overall operational performance.

CAPTION: At the 2025 Smart Rail Development Forum, Moxa shared its digital architectures for smart rail with industry partners, emphasizing how 5G, Wi-Fi, and AI technologies in next-generation train communication networks contribute to safer, more reliable rail systems.



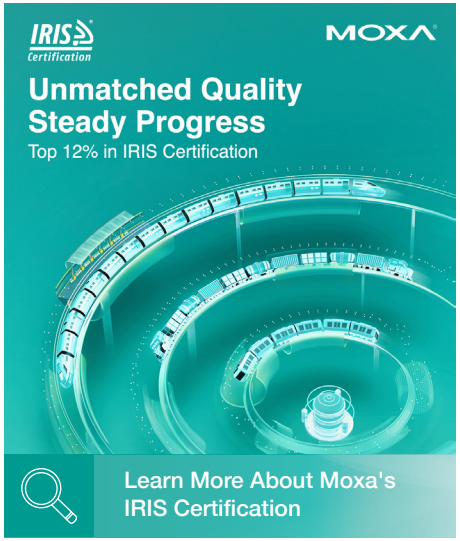
2025 Smart Rail Development Forum

High-reliability Design: Supporting Long-term Operational Stability

Safety-critical rail infrastructure demands equipment that can reliably perform under conditions of vibration, high temperatures, electromagnetic interference, and continuous operation. Consequently, reliability reflects product quality and directly affects public safety and operational costs.

During design, Moxa employs reliability engineering and complies with international railway standards, including EN 50155, implementing a complete reliability management process that encompasses component selection, environmental design, life-cycle testing, and quality verification. Moxa products are built with this approach to withstand vibrations, operate in extreme temperatures, and resist electromagnetic interference, guaranteeing reliable performance in harsh conditions. Enhanced reliability, from a sustainability viewpoint, leads to reduced failures, fewer replacements, and extended product life cycles, helping conserve resources, cut emissions, and boost operational efficiency.

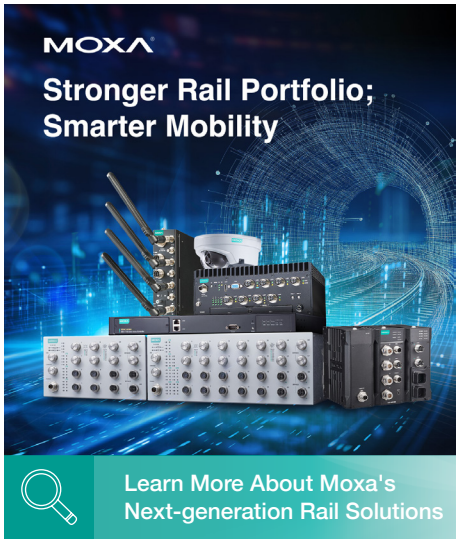
In 2025, Moxa's dedication to quality led to them passing the IRIS audit and achieving Silver certification, positioning them in the top 12% of global railway equipment suppliers. With IRIS Silver, companies prove they uphold worldwide standards in quality, project execution, supply chain operations, and punctual delivery, thereby establishing a trustworthy partnership for rail operators.



Enhanced Product Cybersecurity: Building Operational Resilience in the Digital Era

The growing interconnection of rail systems makes cybersecurity essential for operational safety. Transportation safety could be seriously jeopardized by cyberattacks, unauthorized access, or data manipulation. In line with international standards such as IEC 62443, Moxa incorporates cybersecurity measures into its product and system design, such as network segmentation, authentication, encrypted communication, and event monitoring. Following the secure-by-design approach, Moxa helps operators develop security architectures early in the system planning stages, preventing reliance on security patches implemented after the system is in operation. This proactive approach enhances system resilience while reducing operational risks and maintenance costs.

In 2025, Moxa introduced a new generation of rail transportation solutions built on the secure-by-design principle. The entire product line complies with the IEC 62443-4-1 secure development standard and can be rapidly deployed across various applications, supporting digital transformation from device upgrades to system integration.



Featured Sustainability Story 4

Strengthening Global Talent Development: Moxa's Sales Leadership Program Earns International Recognition From ATD

At Moxa, we focus on strengthening our organizational capabilities to bolster our strategies for global growth and new market expansion. As an industrial automation brand, we are shifting from a channel-driven model to a dual-track model balancing our channel partners and key accounts. Given this shift, establishing a worldwide consistent sales management framework has become essential. Moxa's Sales Management Excellence (SME) Program, developed over 11 years, is a long-term initiative focused on building a structured sales management framework and fostering the continuous growth of sales talent. In recognition of its outstanding impact, the program received the 2025 ATD Excellence in Practice Award from the Association for Talent Development (ATD), highlighting Moxa's leadership in sales enablement and talent development.

The ATD Excellence in Practice Award is a prestigious international award that recognizes organizations excelling in talent development and workplace learning. After a rigorous six-month blind evaluation process, Moxa was the only company recognized in the Sales Enablement category, proving the SME program's effectiveness in advancing sales skills and professional development.

Advancing Talent Development and Business Impact Together

The ATD judging panel highlighted that Moxa's SME program shows excellent foresight in both identifying and aligning with needs. Unlike many companies that solely focus on financial return on investment (ROI), Moxa strongly emphasizes talent development, implementing a structured framework to convert learning into changes in behavior:

Sales Teams

Adopting a five-stage sales process to standardize global sales practices.

Management

Using the GROW coaching model to strengthen sales leadership and talent development.

Moxa's expansion of the SME program to over 120 global channel partners, and their inclusion of value-chain partners in talent development, highly impressed the judges. This collaborative, partner-inclusive strategy is crucial for driving worldwide sales transformation and fostering a cooperative ecosystem.

Over the years, the SME program has strengthened Moxa's sales strategy, management practices, professional skills, and sales leadership. It equips global sales teams with practical tools and hands-on learning to overcome challenges and develop innovative solutions, advancing both their career development and companies' success. Over 700 sales and support personnel completed the program by 2025, enhancing global collaboration and resource integration to better support customer outcomes.

Looking Ahead: Leading Industrial Automation with a World-class Team

The ATD Excellence in Practice Award signifies a major achievement for Moxa's dedication to professional talent development, continuous learning, and long-term employee advancement. Moxa remains dedicated to cultivating a world-class team with strong professional skills, driving ongoing innovation and shaping the future of industrial automation.



The ATD International Talent Development Awards ceremony, held in Washington, D.C., USA



ATD International Talent Development Award—team photo



SME Interactive training session

Featured Sustainability Story 5

Nurturing Courage and Initiative in the Classroom

Moxa Mentorship Program – Positive Education Initiative

Rediscovering the Purpose of Education through the Classroom

In the educational setting, teachers are not only transmitters of knowledge but also key guides in students' psychological development and social learning. As teachers face diverse student behaviors and learning challenges, creating a classroom environment that is supportive, respectful, and conducive to learning has become an essential task. To support this goal, the Moxa Heart and Mind Education Foundation launched the "Moxa Mentorship – Positive Education Initiative." Based on Adlerian psychology, the program offers a two-year series of courses designed to equip elementary school teachers with core classroom management strategies and skills, while fostering positive beliefs and approaches when working with students. The program aims to help positive education take root in schools.

The initiative primarily targets elementary school homeroom teachers, who interact with students most closely and have the greatest influence on their development. Through a structured learning program, the foundation hopes to support teachers in rediscovering their original purpose in education—encouraging change that begins from the heart and creating classrooms filled with warmth and growth.

Cultivating the Power of Positive Education through Understanding

Positive education focuses on creating a supportive classroom climate. By understanding the underlying purposes of students' behavior and applying strategies such as encouragement and democratic discussion, teachers help students develop discipline and initiative in a respectful environment—allowing both teaching and learning to achieve greater impact.

Led by Professor Tseng Duan-Jen, the training program has developed the "Positive Education Initiative" course series tailored to real classroom needs, with content continuously updated over time. Through a progressive approach—from theory and case discussions to classroom practice—teachers deepen their learning step by step. Participants are required to apply what they learn in their own classrooms and reflect on their experiences, with guidance from professional instructors. This "learning by doing" approach ensures that positive education becomes a practical method for addressing real teaching challenges rather than remaining only a concept.

Embedding Positive Education in Schools

For participants who have completed the Moxa Mentorship – Positive Education Program, follow-up support is provided to help sustain the initiative. Graduates who are willing to serve as seed teachers are invited to recruit fellow teachers within their schools to form learning communities. Through self-organized study groups, teachers explore positive classroom management strategies and promote positive education practices on campus. These professional communities help create a ripple effect, allowing the principles of positive education to spread more widely within schools.

The Moxa Mentorship – Positive Education Program encourages teachers to apply positive education in practice, starting from the classroom and gradually fostering changes in school culture. By promoting understanding over judgment, the program aims to cultivate a supportive learning environment that benefits both teachers and students. Through this initiative, Moxa hopes to inspire more educators to adopt positive education, bringing steady and positive change to schools and helping classrooms become places where children develop courage and initiative.



Supporting Teachers in Learning Mindfulness Concepts



Teachers Share Experiences in Group Discussions

Impact Highlights | Real Feedback from the Classroom

1 Being Supported in Difficult Times and Rediscovering the Light of Teaching

Teacher Chia-Hui Chen, Dazhong Elementary School (Program Participant, 2018–2020)

National Super Teacher Award Recipient, Taoyuan City Outstanding Teacher Award (Shih-Tuo Award) Recipient, and Character Education Lecturer for the National Beginning Teacher Training Program (2023–2025).

Only teachers who feel a sense of happiness in teaching can nurture joyful students. Yet in today's increasingly complex and demanding educational environment, teachers themselves are often the ones who most need support. I was fortunate that, at the lowest point of my teaching career, I came across the Moxa Mentorship – Positive Education Initiative. Like a drowning person grasping a piece of driftwood, I held on to this opportunity wholeheartedly, traveling between Taoyuan and New Taipei for two years. Under the guidance of Professor Tseng Duan-Jen and the team of instructors, I came to believe that I must learn to see through my students' eyes, listen with their ears, and understand the deeper meaning behind their behaviors. Only by letting go of a teacher-centered perspective can we truly connect with children.

Many people describe me as a positive and energetic teacher. I know that I was simply fortunate to encounter the Moxa Heart and Mind Education Foundation, whose genuine support for education helped me become more open and compassionate. Since then, teaching has felt brighter. I see my students differently—full of life, warmth, and possibility. I also hope to pass this good fortune forward, sharing this positive influence so that education can continue to grow with more positive energy.



Teacher Chia-Hui shared experience in 2024 Moxa Mentorship

2 From Belief Transformation to Schoolwide Impact

Teacher Mei-Ying Liu, Hedi Elementary School (Program Participant, 2022–2024)

The Fantastic Journey Toward Courage — Winner of the 2025 Taipei City Character Story Competition (Top Award)

I was fortunate to participate in the Moxa Mentorship – Positive Education Initiative, and these two years have been a meaningful journey of reflection and transformation in my beliefs about education. Under the guidance of Professor Tseng Duan-Jen and her professional and supportive team, we learned to better understand the needs behind students' behaviors and to encourage them as they develop courage and confidence. The intensive training, combined with monthly mentoring sessions, helped us gradually translate theory into real classroom practice. Through the program's follow-up support, I also established a reading group at my school. Together, our members transformed what we learned into a picture book story, The Fantastic Journey Toward Courage, which won the Top Award at the 2025 Taipei City Character Story Competition.

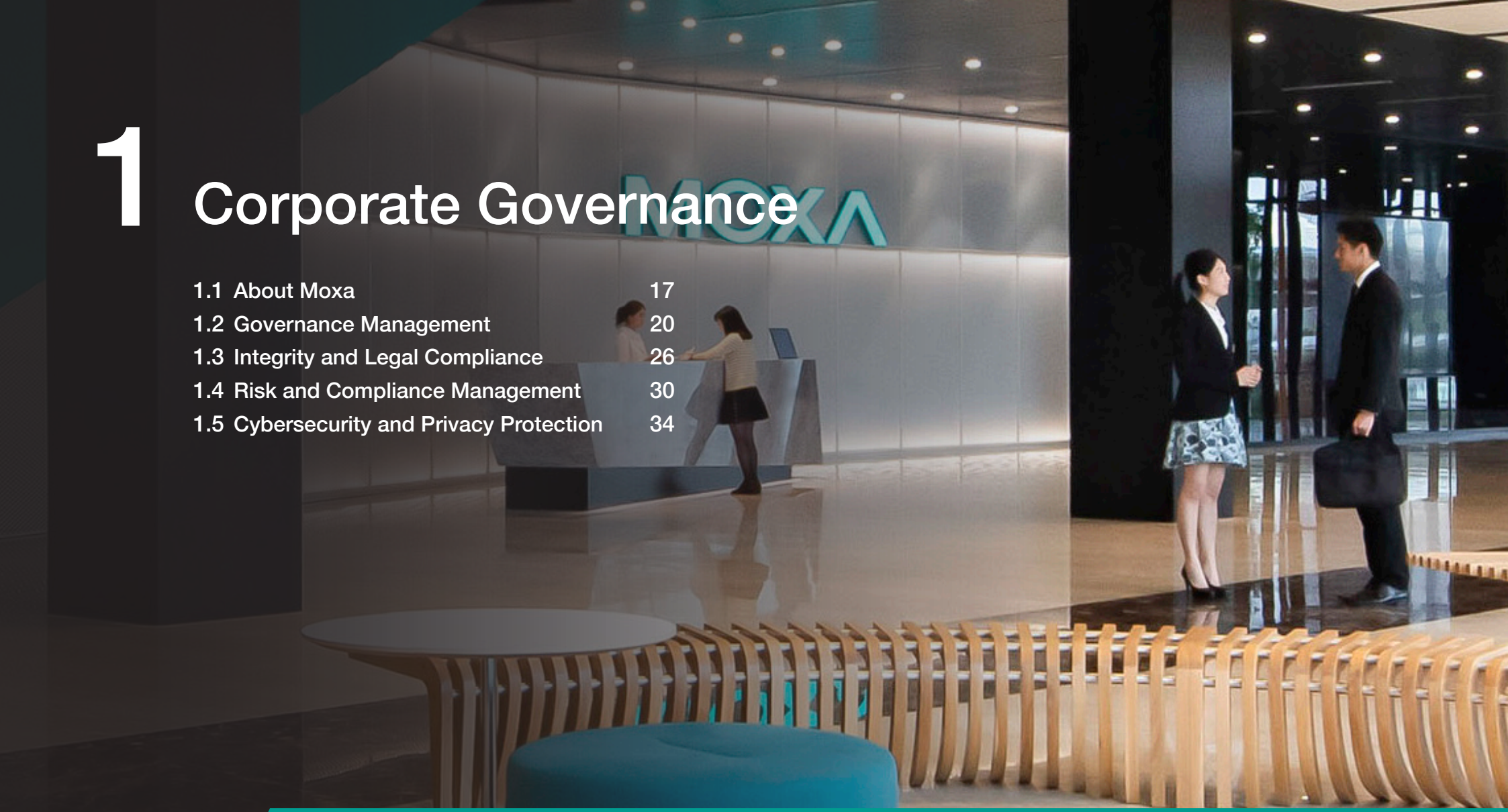
I sincerely thank the Moxa Heart and Mind Education Foundation for making this positive change possible—allowing it to grow, spread, and truly take root in both teaching and students' learning.



Fantastic Journey Toward Courage

1 Corporate Governance

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First to Achieve

Maritime products were certified to IACS UR E27 and IEC 61162-460, and 10 industrial networking devices obtained EN 18031 type-examination certificates.

GenAI Governance Committee Established

Issued GenAI Management Policy and operational guidelines to ensure AI applications at Moxa align with governance requirements.

Grade A

Information security maintained the highest third-party rating (Grade A), with no major cybersecurity incidents.

1.1 About Moxa

1.1.1 Company Profile

Brand Introduction

Moxa is a leading provider of edge connectivity, industrial computing, and network infrastructure solutions for enabling connectivity for the Industrial Internet of Things. With over 35 years of industry experience, Moxa has connected over 118 million devices worldwide and has a distribution and service network that reaches customers in over 87 countries. Moxa offers a comprehensive range of innovative, top-tier solutions used across a wide variety of industries such as smart manufacturing, smart rail, smart grid, intelligent transportation, oil and gas, and marine. Industry partners gain the necessary tools from Moxa's expertise to leverage automation network convergence for improved operational intelligence, safety, and efficiency. Moxa enhances long-term business value by equipping industries with robust networks and sincere service for their communication infrastructure.

Since its inception, Moxa has not only continued to realize the power of connectivity in various industries but also adopted a "people-oriented" approach to make a difference through connections between people, between people and society, and between people and the environment. To guide our decisions and actions, Moxa has put in place a clear code of conduct. Our core values form the foundation of this code, guiding us to achieve our objectives and gain the respect of our stakeholders. Moxa is committed to having a positive impact across the globe. Our commitment extends to all aspects of our business, including employees, products, and supply chains. We encourage our employees to participate in community development and incorporate green supply-chain management into our product development process to prioritize quality and sustainability.

Moxa's Vision

To be a World-class Leader and Trusted Partner in Automation.

Moxa's Mission Statement

- We build customer loyalty by consistently innovating and improving high-quality products and services that offer exceptional value.
- We promote learning and development in a healthy and safe workplace, offering career opportunities tied to talent and ambition, ensuring everyone can have an enjoyable work experience and contribute to their fullest potential.
- We provide fair and equitable performance-based compensation and share the company's success with eligible employees.
- We promote learning and development in a healthy and safe workplace, offering career opportunities tied to talent and ambition, ensuring.
- We leverage the company's combined strength to improve the community. We achieve this by motivating staff to join ongoing educational initiatives focused on the humanities and environmental stewardship.

Moxa's Core Values

These values guide our interactions with our business partners, our communities, and one another. Our values cultivate a vibrant company culture, enabling ideas, people, and success to flourish.



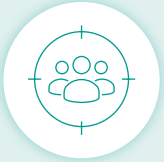
Integrity

We pledge to operate our business with the highest professional integrity, and serve as a model corporation for our community.



Mutual Respect

We believe that people are the key to Moxa's success.



Customer Focus

We are committed to meeting customers' needs and exceeding customers' expectations.



Execution

We persist in finding the truth, getting things done, and delivering on our commitments.

Moxa China
Shanghai / Shenzhen / Beijing

Moxa Europe
Munich, Germany / France / UK

Moxa Korea
Seoul

Moxa Japan
Tokyo

Moxa Americas
Brea, USA

Moxa India
Bangalore

Moxa Asia-Pacific Taipei, Taiwan



Moxa Headquarters | TAIWAN

Year established **1987**

Global employees **1,900**

Distribution and service network that reaches customers in over **87** countries

Industrial Communication Expert

- Rail
- Intelligent Transportation Systems
- Marine



■ Industrial Network Infrastructure



■ Industrial Edge Connectivity



■ Industrial Computing

- Smart Grid & Renewables
- Smart Factory
- Oil & Gas

External Participation and Initiatives

Moxa helps customers worldwide build industrial communication infrastructures and improve automation applications, while also fostering industry collaboration and advancing communication standards with profound industry knowledge. In 2025, Moxa took part in over 60 international and regional organizations, contributing to areas such as industrial Ethernet standard development, interoperability validation through technology testbeds, automation application promotion, and industry policy development. Through these efforts, Moxa plays a key role across four key domains, working alongside global industry partners to drive industrial transformation and shaping the future of industrial applications.



Disrupting Next-generation Industrial Ethernet

Moxa is playing a proactive role in the development of the time-sensitive networking (TSN) standards and working with industry giants to define the standards and market value of future industrial Ethernet on a global level.



Defining Next-generation Industrial Secure Networks

Moxa fully integrates information and operational technology (ITOT) to deliver efficient and secure industrial networking solutions that help customers streamline digital transformation and respond to evolving industry demands.



Enabling Next-generation Train Control and Monitoring Systems (TCMS) for Rail

As the only Asian company participating in the EU's Shift2Rail project, Moxa is contributing to the development of the next generation of train communication networks (NGTCN), working alongside the world's leading rail manufacturers to establish the protocols and standards for the future of EU rail transport.



Bolstering Edge-to-cloud Connectivity

Moxa is an indispensable partner to major cloud service providers and system integrators in meeting the communication needs of IIoT applications. With its rare dual expertise in communication and cybersecurity, Moxa ensures reliable edge data gathering and safe transmission to the cloud.

Moxa continues to share practical experience and drive technology adoption through international platforms. In 2025, Moxa took part in CIGRE, contributing research on digital substation cybersecurity and time synchronization, with a focus on IEC 61850 and utility network security. Moxa is also an active member of UCAIug and was invited to lead a multi-vendor interoperability testing initiative for digital substations, bringing together 10 global equipment vendors to advance interoperability and collaboration, laying the foundation for future multi-vendor integration.

Moxa, leveraging its deep industry knowledge and partnerships with global entities, actively contributes to shaping future industrial networking standards, enhancing technology compatibility, and paving the way for groundbreaking industrial advancements. A detailed list of external participation is provided in the Appendix: Moxa International Organizations and Initiative Participation List.

1.2 Governance Management

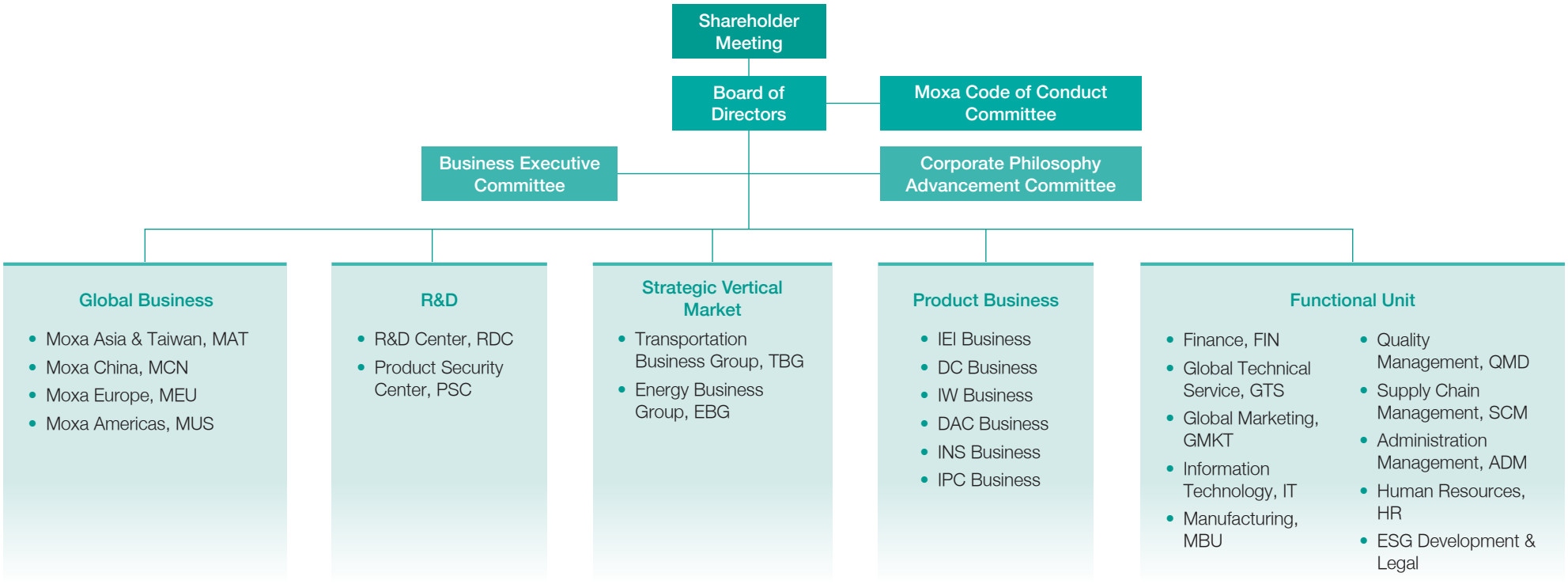
1.2.1 Governance and the Board of Directors

Governance Structure

The Board of Directors is the highest governing authority in Moxa, primarily overseeing and supporting the overall operations management of the company. The Board of Directors also exercises its authority through the annual board meeting and the shareholder meeting. Moxa believes that collective wisdom surpasses individual capability. Through organizational collaboration and talent development, supported by a strong corporate culture, Moxa drives the effective execution of its strategies and the achievement of its business objectives.

Two primary committees were formed on January 1, 2025, reporting to the Board of Directors. First, the Business Executive Committee (BEC), acting as the Corporate Executive Leadership Team, will oversee the company's strategic operations and their implementation. Second, the Corporate Philosophy Advancement Committee (CPAC) will be tasked with promoting the corporate philosophy. The BEC is to formulate Moxa's business strategies and goals pursuant to the corporate philosophy and corporate governance goals proposed by the CPAC. This action aims at the balanced development of corporate growth and the practice of corporate philosophy. The two functional committees work together to implement Moxa core values in operational management: integrity, mutual respect, customer focus, and execution.

Moxa Organizational Structure



Composition of the Board of Directors

Pursuant to the Company Act and the Articles of Incorporation, the Board of Directors of Moxa consists of three to nine directors and one supervisor. Combining the internal audit system and external expert opinions, the supervisor system improves the comprehensiveness and transparency of corporate governance. The Board of Directors formulates business strategies and manages the company's operations, while the supervisor oversees legal compliance, business operations, and financial liabilities. Additionally, professional certified public accountants (CPAs) and lawyers help Moxa review and implement internal audits and internal controls. This provides comprehensive insight into its operating status and challenges, offering timely recommendations to ensure stable development and sustainable operation.

The board members in 2025 are based on the election results from the 2023 Shareholder Meeting. The chairperson serves as the Chair of the Board. The current board consists of eight directors and one supervisor. The term of office is three years in accordance with the Company Act (the current term began in May 2023 and ends in May 2026). In 2025, the average attendance rate of the board meetings was approximately 75% (excluding the supervisor's attendance rate). The Moxa Code of Conduct mandates that all board members adhere to the principles of conflict of interest. The chairperson and vice chairperson do not hold positions as the CEO or general manager, and there are no spousal or familial relationships within the second degree of kinship among the current board members. The board members have diverse backgrounds, comprising 78% male and 22% female members. All members have a university degree or higher, and their professional expertise covers R&D, business, finance, products, human resources, and marketing, demonstrating interdisciplinary knowledge that is crucial in supporting Moxa's sustainable development and diversification goals.

Operations of the Board of Directors

Moxa has established a Board of Directors in accordance with the Company Act. The Board of Directors convenes a meeting at least once every quarter. It is mainly responsible for formulating major decisions, overseeing legal compliance, business.

direction, and financial supervision, and evaluating the progress of sustainable development. In 2025, the board held seven meetings, regularly reviewing execution status through management reports, making timely adjustments, and ensuring effective operation of the board. The board also monitors operational performance and strategic results. The board not only pays close attention to corporate governance but also commits to promoting sustainable development. By reviewing the progress of sustainability strategies and operating results, the board continuously enhances Moxa's environmental, social, and governance performance.

To strengthen the governance structure, the board has three functional committees:



Business Executive Committee

Formulates and implements business strategies and goals, and supervises the performance



Corporate Philosophy Advancement Committee

Promotes core values and corporate culture, and strengthens their connection



Moxa Code of Conduct Committee

Assists Moxa employees in internalizing and implementing the Code of Conduct. Refer to Chapter 1.3.1 Moxa Code of Conduct

Moxa's Board of Directors

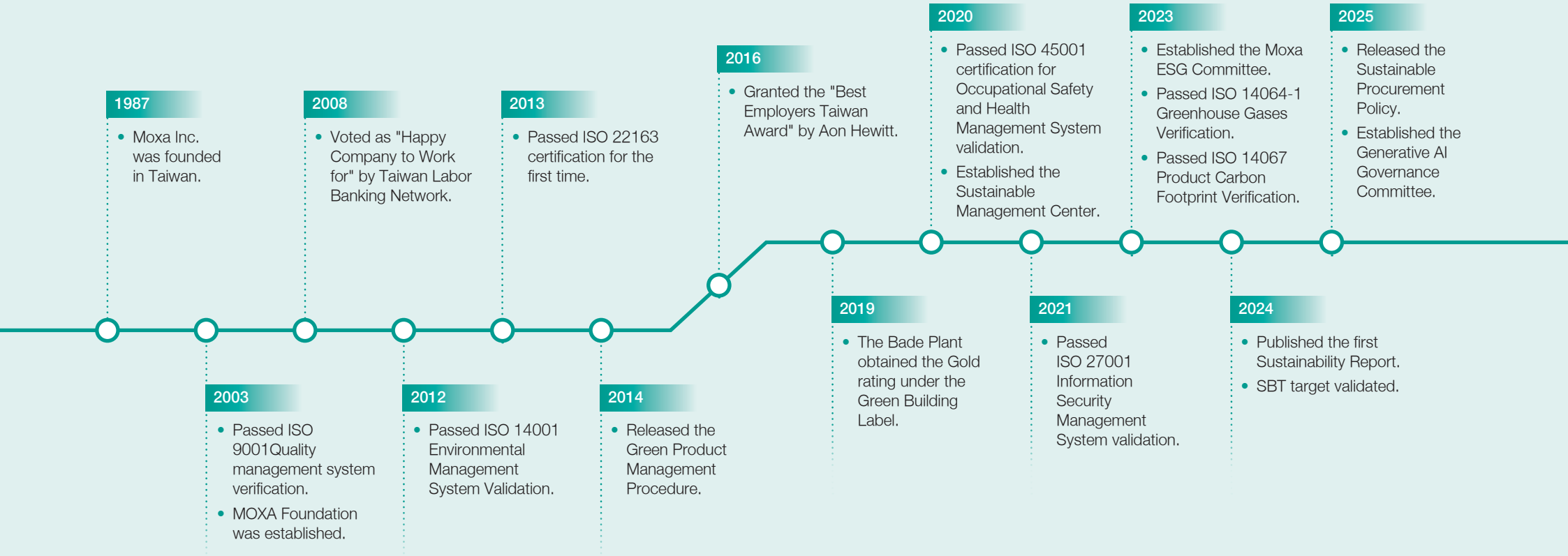
Job Title	Name	Description
Chairman	JE Hsu	• Gender of Directors and Supervisors: 7 are male and 2 are female • Age Range of Directors and Supervisors: 7 directors aged 60 to 65 and 2 directors aged 65 to 70 • The term of office of directors and supervisors is from May 2023 to May 2026 • Number of directors and legal representatives: 8
Vice Chairman	Emily Wu	
Director	Clark Ke	
	Harry Liu	
	Michael Lin	
	Wen Wen	
	Ben Chen	
	Steve Weng	
Supervisor	Jackson Ou	

1.2.2 Sustainability Management

Sustainability Journey and Vision

Moxa's Sustainability Vision is embodied as "By working seamlessly with our supply chain to co-create in a diverse and friendly environment, we integrate knowledge into design to enable our products to be industries force behind industries' green digital transformation for a more sustainable future for all." This encompasses working with partners to empower Moxa to play a role in the green transformation of industries through product design. In 2025, Moxa introduced its Sustainable Procurement Policy, systematically integrating ESG principles into procurement decisions and supplier management to strengthen responsible sourcing and enhance supply chain sustainability and resilience. Moxa also established a Generative AI Governance Committee and issued related management policies to create a cross-functional governance framework that ensures AI applications are compliant, transparent, and aligned with responsible innovation and digital ethics.

Moxa's Sustainability Journey



Sustainable Governance

To implement sustainability actions, Moxa established the Moxa ESG Committee in 2023, with a board member serving as the committee chair. Heads of sustainability, product design, supply chain, and administrative management departments participate in the implementation and operation, and meetings are convened at least once every quarter. In 2025, Moxa strengthened ESG governance and cross-functional collaboration through systematic management of material sustainability issues. Regular progress tracking and working groups ensure sustainability initiatives remain closely aligned with business operations. The committee also piloted an ESG proposal and decision-making mechanism with the Business Executive Committee (BEC), enabling effective implementation of ESG initiatives while balancing sustainability objectives with business priorities.

Structure of the Moxa ESG Committee



Stakeholder Communication

Moxa believes that people are the most important cornerstone to success and accordingly emphasizes stakeholder engagement. Considering its own operations and impact assessments, Moxa identifies "employees" and "customers" as key stakeholders. The table below illustrates the meaning and negotiation of stakeholders to Moxa.

Stakeholders	Significance to Moxa	Communication Channel and Frequency	Communication Achievements in 2025	Corresponding Chapters
Employees	Moxa's philosophy is to build an "employee-owned company" that upholds the "people-oriented" philosophy. Therefore, we create a good working environment, learning programs, and development stages for our employees to shape Moxa's corporate culture and achieve sustainable development.	• Global Group Meeting (quarterly) • Corporate culture events (ad hoc) • Labor-management meeting (quarterly) • Employee Welfare Committee (ad hoc) • Global GPS Survey (annually) • Internal communication mailbox (ad hoc)	• Over five corporate culture events • Over 10 Employee Welfare Committee meetings • Held four labor-management meetings	5.2 Human Rights Protection and Employee Communication
Customers	Moxa is a leading provider in the Industrial Internet of Things. Moxa builds reliable industrial networks for customers around the world and empowers them with the connection, communication, and collaboration of equipment. Therefore, Moxa continues to gain the trust of its customers by providing high-quality products and services.	• Emailing and online meeting (ad hoc) • Customer visits and meetings (ad hoc) • Customer audits (ad hoc) • Partner Zone and feedback on the official website (ad hoc) • Feedback from the technical support system (ad hoc) • Seminars, exhibitions, official social media (ad hoc)	• The pass rate of new product training for trade customers exceeds 93% • Customer satisfaction with technical services is up to 98.3%	2.4 Technical Service Innovation

In addition, Moxa has deployed diverse channels to respond to the needs of stakeholders, including Contact Us and Partner Zone, and Moxa's social media accounts on LinkedIn, Facebook, and YouTube. In 2024, a Sustainability Section was set up on the official website in four languages to help stakeholders understand Moxa's sustainability vision, focus on sustainability issues, and learn about Moxa's annual performance and sustainability case studies. This works to improve and strengthen communication with stakeholders.

Moxa Official Website – Contact Us
Moxa Community - Linkedin
Moxa Community -Youtube
Moxa Partner Zone
Moxa Community - Facebook
Moxa Sustainability Section

Material Topic Process

In 2022, Moxa referenced the guidelines provided by the Global Reporting Initiative (GRI) for addressing material topics. The assessment process unfolded in three main steps: identification, prioritization, and finalization. This process involved incorporating international sustainability standards and industry benchmarks, as well as conducting surveys to gauge the level of interest and impact from internal and external stakeholders. Finally, in workshops attended by representatives from the board, ESG, and relevant department managers, 5 of 17 sustainability topics were finalized to be material topics based on the sustainability vision, including Climate Change Actions, Green Design and Product, Talent Attraction and Development, and Supply-chain Management.

Moxa Material Topic Process

STEP 01

Identification

- Refer to international sustainability standards and benchmark sustainability topics
- Formulate the list of sustainability topics

17 Sustainability Topics

STEP 02

Prioritization

- Survey current employee awareness
- Survey the level of concern and impact of internal and external stakeholders
- Questionnaire analysis

568 Questionnaires in Total

STEP 03

Finalization

- Brainstorm and reach for consensus in Moxa's Sustainability Vision Workshop

5 Material Topics

Environmental Topics

- Climate Change Action
- Green Product and Design

Social Topics

- Talent Attraction and Development

Governance Topics

- Supply Chain Management
- Risk Management

Management of Material Topics

The following table summarizes the five material topics based on related activities, products, and services; the corresponding parties of concern in the value chain; GRI topics; key yearly management actions; and implementation results.

Moxa Material Topic Management

Dimension	Material Topic	Party of Concern in the Value Chain			GRI	Key Sustainable Management Action	2025 Implementation Results	Results Report
		Moxa	Suppliers	Customers				
Environmental	Climate Change	✓	✓	✓	GRI305	• Set net-zero targets aligned with science-based methodologies and validated by SBTi • Conducted GHG and carbon footprint inventories and established a carbon data database, with plans to implement an integrated carbon management platform • Enhanced operational energy efficiency through energy diagnostics and equipment optimization • Assessed renewable energy demand and deployment timelines to support the low-carbon transition	• Completed renewable electricity procurement planning, with supply to commence in 2026 • Monitored major energy-consuming equipment and implemented six energy-saving measures across facilities and office areas • Integrated product carbon footprint models with organizational inventories and incorporated supplier primary data to enhance raw material carbon footprint transparency	3.1 Green Manufacturing
	Green Product and Design	✓	✓	✓	General Disclosures	• Integrated modular design with green design assessment methodologies • Implemented power efficiency standards • Developed energy-efficient products • Selected environmentally friendly materials • Promoted sustainable product packaging	• Adopted a product family architecture and modular platforms to improve design reuse and resource efficiency • Secured a power-efficiency patent to reduce system heat and energy costs • Applied green design assessment methodologies in product development • Ensured all packaging meets Green Packaging Index standards	3.2 Eco-friendly Product Design
Social	Talent Attraction and Development	✓			GRI 401 GRI 404 GRI 405	• Implemented differentiated recruitment strategies to build a sustainable talent pipeline • Provided competitive compensation, benefits, and comprehensive talent development programs • Established a performance management system linking individual growth to organizational strategy • Promoted cultural initiatives and recognition programs to foster a cohesive and positive workplace culture	• New hire retention rate exceeded 90% for four consecutive years, reaching 96% in 2025 • 60,922 total training hours with NT$12.7 million invested in employee development • Sales Management Excellence Talent Development Program recognized by ATD in 2025	5.1 Talent Attraction and Retention 5.3 Talent Development and Cultivation
Governance	Supply Chain Management	✓	✓	✓	GRI 204 GRI 308 GRI 414	• Implemented the Supplier Code of Conduct • Established the Sustainable Procurement Policy • Conducted supplier sustainability risk assessments and implemented a 3R mechanism to manage adverse sustainability impacts • Provided sustainability training for procurement personnel • Supported supply chain partners in conducting GHG inventories	• 70% Supplier Code of Conduct signing rate among existing suppliers • Released the Sustainable Procurement Policy • 17% decrease in low-performance suppliers and a 21% increase in high-performance suppliers in sustainability implementation • 100% of strategic co-creation suppliers implemented GHG inventory mechanisms	4.1 Building a Sustainable Supply Chain
	Risk Management	✓	✓	✓	General Disclosures	• Established a standardized risk management framework integrated into daily operations • Engaged departmental risk coordinators in cross-functional risk identification • Developed preventive and control measures based on risk assessment levels	• Implemented systematic regulatory monitoring and cross-product-line cybersecurity and compliance integration to mitigate regulatory risks • Strengthened flexibility to respond to local production and policy requirements through localized demand analysis and manufacturing planning • Addressed talent shortages as a key operational risk by strengthening recruitment, talent development, knowledge management, and workforce contingency planning	1.4.1 Risk Management

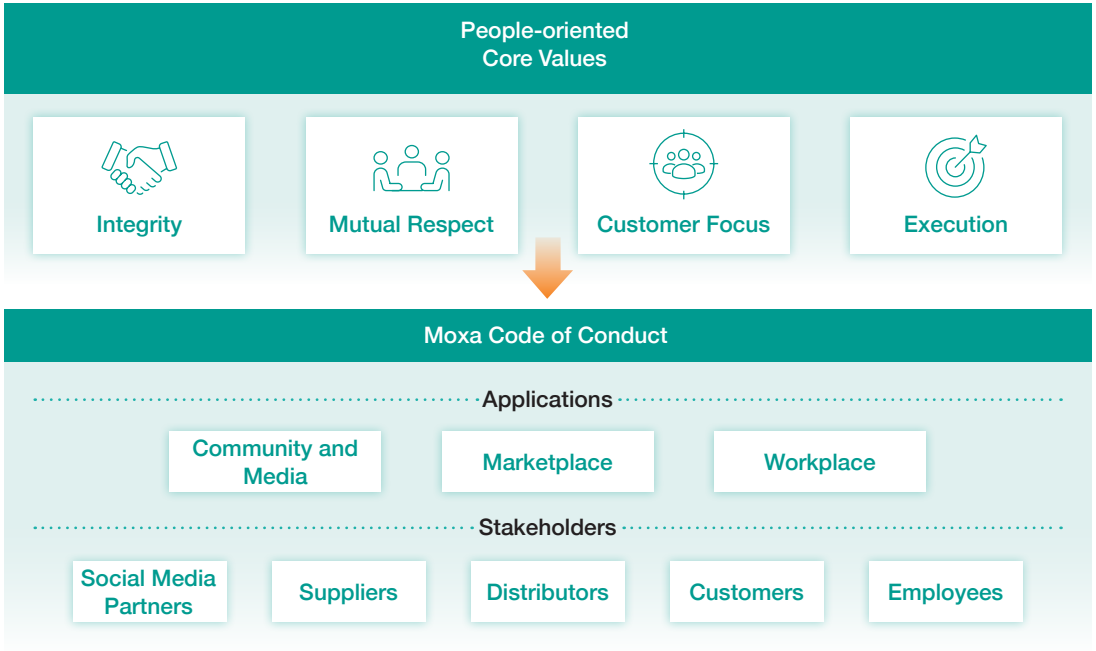
1.3 Culture of Integrity

1.3.1 Moxa Code of Conduct

Moxa believes that the foundation of its success lies in its employees and its four people-oriented core values: Integrity, Mutual Respect, Customer Focus, and Execution. The Moxa Code of Conduct is a concrete manifestation of our four core values. The code applies to all Moxa employees (including board members and the appointed management team) and covers the workplace, marketplace, social media, and media. It not only provides a channel for raising questions and clarifying concerns but also includes an anti-retaliation policy and helps all employees make decisions that comply with the law and uphold core values.

The Moxa Code of Conduct encompasses four market principles: do not give or accept bribes or kickbacks; provide and accept gifts and entertainment only when appropriate; engage in fair competition; and recognize and avoid conflicts of interest.

Moxa Code of Conduct Framework



To help employees incorporate the Moxa Code of Conduct into daily work and personal life, Moxa established the Code of Conduct Committee (MCCC) in 2020. The committee's main responsibilities include providing consultation on the code; establishing reporting mechanisms and protecting whistleblowers; and formulating, revising, explaining, and interpreting the Moxa Code of Conduct. MCCC reports directly to the Board of Directors, and the Board appoints the chairperson and related members of the MCCC. The MCCC convenes a committee meeting every quarter to report on management and execution status to ensure the implementation of the Code of Conduct. The content of the code is reviewed at least once a year and amended and adjusted in a timely manner through communication and case study discussions.

In 2025, with the support of the MCCC, the project team continued to strengthen global awareness of the Code of Conduct. All overseas sites completed refresher training through online courses, and full-day workshops were held at the China and U.S. sites to reinforce practical understanding. To embed the Code of Conduct into daily operations, Moxa developed department-specific guidelines and established an internal promotion mechanism. By 2025, the Procurement, R&D, General Affairs, and Indirect Procurement departments had completed their Code of Conduct summaries. In addition, to enhance transparency and provide more accessible reporting channels, Moxa started the development of a whistleblowing webpage linked to the official website and expanded public disclosure of the Code of Conduct policy. The webpage is scheduled to launch in 2026 and will be available in English, Traditional Chinese, Japanese, and Simplified Chinese, offering a more transparent reporting channel for stakeholders.

Finally, feedback provided by external global suppliers on the EcoVadis platform is also an important reference for the Moxa Code of Conduct. In response to suggestions from external platforms, Moxa has begun to formulate a more comprehensive Moxa Code of Conduct to improve its clarity and enforceability, so that employees can learn and comply more easily. The effort demonstrates Moxa's determination to practice ethical management and fulfill social responsibility.

Code of Conduct Advocacy and Training

To raise employees' awareness of Moxa Code of Conduct and to implement the code, the project team adopts the 3B (Building Platform, Building Awareness, and Building Sustaining Approach) strategy to promote building a platform and building awareness:

❶ Building Platform

Besides disclosing the Code of Conduct on its official website, Moxa has also created an internal Code of Conduct website for its employees. The content of this website includes the original intention and reasoning for the Code of Conduct, an introduction to the clauses, practical case studies, and the problem-solving process. To encourage employees to reflect, discuss, and strengthen a culture of integrity, Moxa has been sharing internal case studies every year since the internal platform was first established. Meanwhile, through internal case studies, employees can also learn about the experiences of others and that the Code of Conduct is not just a guide but also a daily practice.

❷ Building Awareness

A. Signing of the Code of Conduct and Training

Moxa values adherence to its Code of Conduct. Employee employment contracts clearly state that employees must strictly abide by the Moxa Code of Conduct. All our employees have signed the contract. Since 2020, the company has incorporated the Moxa Code of Conduct into the mandatory curriculum for all employees worldwide. Through online courses with tests, we ensure that employees have the basic concepts and knowledge, and we can achieve a training completion rate of 100%.

Additionally, to further the goal of "Actualizing Moxa Core Values and Code of Conduct," Moxa has designed a one-day, in-person Code of Conduct workshop. Since 2022, all employees have been invited to take part in these small group sessions, which focus on real-world scenarios and actual Moxa case studies. This workshop aims to foster employees' ability to make decisions that are aligned with legal requirements and core values in diverse workplace environments. By the end of 2025, Moxa had conducted 75 Code of Conduct workshops across its global operations, covering Taiwan, Europe, the Americas, and the Asia-Pacific region. Refresher training was also held in the U.S. and China in 2025. Over 1,750 employees participated, with over 90% training completion and over 14,000 training hours. Moxa will continue working toward full training coverage for all employees.

To enhance the learning quality and practical understanding of the Code of Conduct, training materials are regularly reviewed and updated. In 2025, additional emphasis was placed on the prohibition of child labor and forced labor, with localized training materials developed for different regions. To improve engagement in cross-border online training, Moxa introduced a hybrid training model combining online instructors with on-site classroom support, ensuring effective discussion and learning outcomes. The global average course satisfaction rate reached 95%.

B. Responding and Evolving With Changes

Moxa prioritizes employees' physical and psychological safety at work. The Code of Conduct explicitly commits to creating a safe and healthy workplace and promoting an environment free from discrimination, violence, and sexual harassment. In response to updates to Taiwan's Gender Equality in Employment Act and Sexual Harassment Prevention Act, Moxa launched a workplace misconduct prevention training program in 2025 for managers. Developed in collaboration with the Code of Conduct Committee, internal departments, and external legal advisors, the program combines online foundational courses with in-person seminars. Through regulatory guidance and real-case discussions, the training strengthens managers' awareness and ability to respond to workplace misconduct issues.

Moxa Code of Conduct Signing and Training Completion Rate

Signing of the Code of Conduct and Training	2025			
	Headquarters (Taiwan)	APAC	Americas	Europe
Signing Rate of Newcomers	100%	100%	100%	100%
Online Course Completion Rate of Newcomers	100%	100%	100%	100%



Moxa Code of Conduct workshop—Headquarters employees

Annual Focus | Code of Conduct Workshops in the U.S. and China

Moxa places strong emphasis on its Code of Conduct and continuously promotes related training to ensure employees maintain strong ethical awareness. Training programs are provided for both employees at the Taiwan headquarters and overseas locations. In 2024, Moxa completed in-person Code of Conduct workshops across all overseas regions. In 2025, refresher training was conducted through online courses for all overseas employees. However, compared with online training, in-person workshops at overseas sites provide more effective learning through direct interaction and scenario-based discussions. These sessions help employees better understand the principles and practical application of the Code of Conduct while allowing trainers to address regional, cultural, and operational contexts in real time. Therefore, in 2025, Moxa conducted additional Code of Conduct workshops in the U.S. and China.

Workshop Objectives

- Review the company's management philosophy and core values
- Deepen employees' understanding of the Code of Conduct and its importance
- Strengthen awareness of how the Code of Conduct applies to daily work
- Encourage employees to translate the Code of Conduct into concrete actions



Code of Conduct Workshop—U.S.

Workshop Design and Approach

- To strengthen the connection between Code of Conduct principles and practical workplace scenarios, the training incorporated both external public cases and internal Moxa case studies to facilitate discussion and exchange between participants and instructors.
- Interactive learning methods, including scenario simulations and group competitions, were introduced to enhance engagement and motivation.
- Training case materials were redesigned to reflect regional cultural contexts and operational environments, ensuring the relevance of the training.



Code of Conduct Workshop—China

Outcomes

- Six workshops were conducted, covering all employees at the U.S. and China sites, totaling 1,001 training hours.
- Post-training satisfaction reached 98%, with instructor facilitation and course content receiving the highest ratings.
- 98% of participants reported that the training will be helpful for their future work.

Annual Focus | Manager Empowerment Program on Workplace Misconduct Prevention

Moxa's Workplace Code of Conduct clearly promotes a work environment free from discrimination, violence, and sexual harassment, and strictly prohibits all forms of workplace violence and harassment. To reaffirm its commitment to a safe and respectful workplace and to align with the updated Gender Equality in Employment Act and Sexual Harassment Prevention Act, Moxa launched a Manager Empowerment Program on Workplace Misconduct Prevention in 2025. The program was jointly designed by the project team, the Code of Conduct Committee, relevant internal departments, and external legal advisors. The training combined online foundational courses with in-person seminars delivered in collaboration with external legal experts.

Program Design

1. Online Foundational Training on Workplace Misconduct Prevention
   - Training topics included
     - Definition of workplace misconduct
     - Relevant labor laws and regulations in Taiwan
     - Types and forms of workplace misconduct
2. In-person Seminar on Workplace Misconduct Prevention
   - Training topics included (Delivered in collaboration with external legal advisors)
     - Employer responsibilities in cases of workplace sexual harassment
     - Supervisors' obligations to correct and remedy workplace misconduct
     - Legal liabilities of perpetrators
     - Analysis of real workplace cases



Manager Workplace Misconduct Prevention Program



Workplace Misconduct Prevention Seminar—Managers

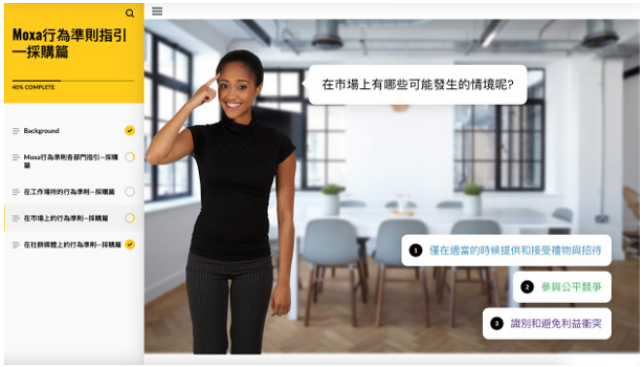
Outcomes

- All managers at the headquarters completed the program, totaling 850 training hours.
- Post-training satisfaction exceeded 92%, with training content and practical applicability receiving the highest ratings.
- 100% of managers passed the post-training assessment.

Following the successful implementation of the program in 2025, the training has been incorporated into the mandatory curriculum for newly appointed managers, ensuring that leaders can guide their teams in a safe and respectful work environment while upholding Moxa's Workplace Code of Conduct.

3 Building a Sustaining Approach

To enhance employees' understanding of the Moxa Code of Conduct in their respective work areas, Moxa has begun developing the Code of Conduct—Department Guidelines for different units since 2023. The guidelines for the R&D department, which has the largest number of employees, were completed and promulgated, along with online orientation courses. These guidelines have also been integrated into the mandatory training process for new hires. Plans include completing the guidelines for the sales, purchasing, and infrastructure divisions.



Interactive Online Course—Code of Conduct Guidelines

Code of Conduct for Suppliers

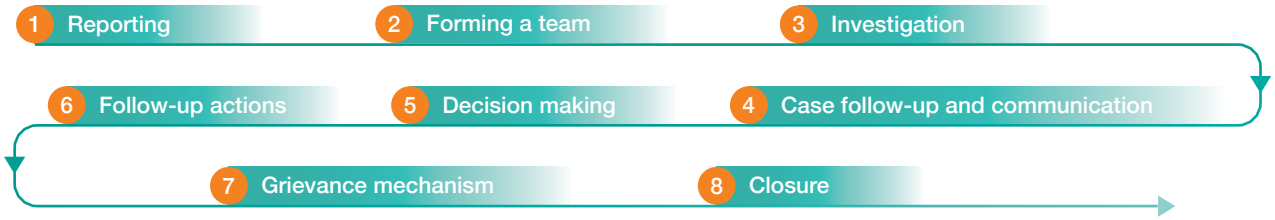
Moxa believes that cooperating with suppliers based on common values will strengthen mutual trust and promote long-term business relationships. In 2025, Moxa released its Supplier Code of Conduct, inviting supplier partners to jointly uphold its principles and demonstrate a shared commitment to social responsibility and sustainable development. (refer to 4.1.2 Supply-chain Sustainable Management for details).

1.3.2 Whistleblower Communication Channels and Protection

Moxa encourages employees to raise questions and voice concerns under its Code of Conduct. Multiple channels are available for clarification or reporting, including through supervisors, HR managers, the Head of Human Resources, the Head of Sustainability and Legal, the Business Executive Committee, or directly via email to the Moxa Code of Conduct Committee (mccc@moxa.com). Moxa also plans to establish a whistleblowing section on its official website in 2026 to provide stakeholders with additional reporting channels.

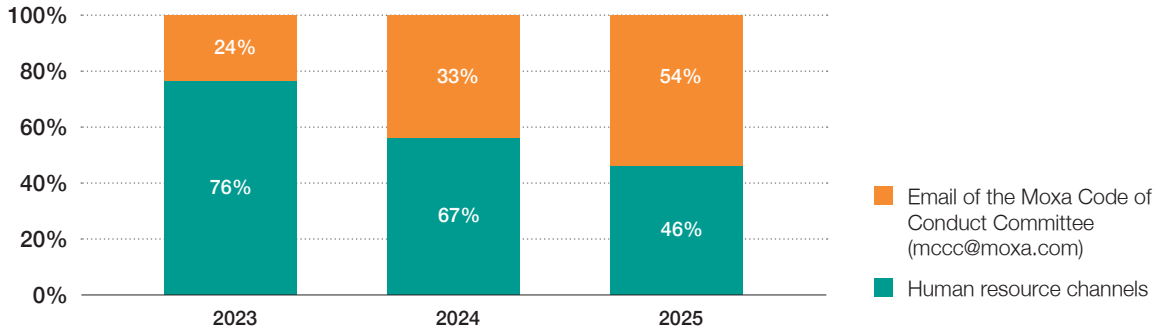
All reports are handled in accordance with the Code of Conduct Case Handling Procedure, which activates the whistleblower protection mechanism. The process follows principles of human rights protection, objectivity, fact-based investigation, cooperation, and checks and balances. The Code of Conduct strictly prohibits any retaliation or hostile actions against individuals who report concerns, raise questions, or assist in investigations.

Moxa's Whistleblower Mechanism



In 2025, Moxa received 4 reported cases related to discrimination and 2 reported cases related to corruption and bribery. All cases were investigated and handled in accordance with the Moxa Code of Conduct and relevant grievance handling procedures. Following the investigation, 3 cases were substantiated and 3 were unsubstantiated. Appropriate disciplinary actions and corrective measures were taken for the confirmed cases.

Reporting Channels for Code of Conduct Cases



1.4 Risk and Compliance Management

1.4.1 Risk Management

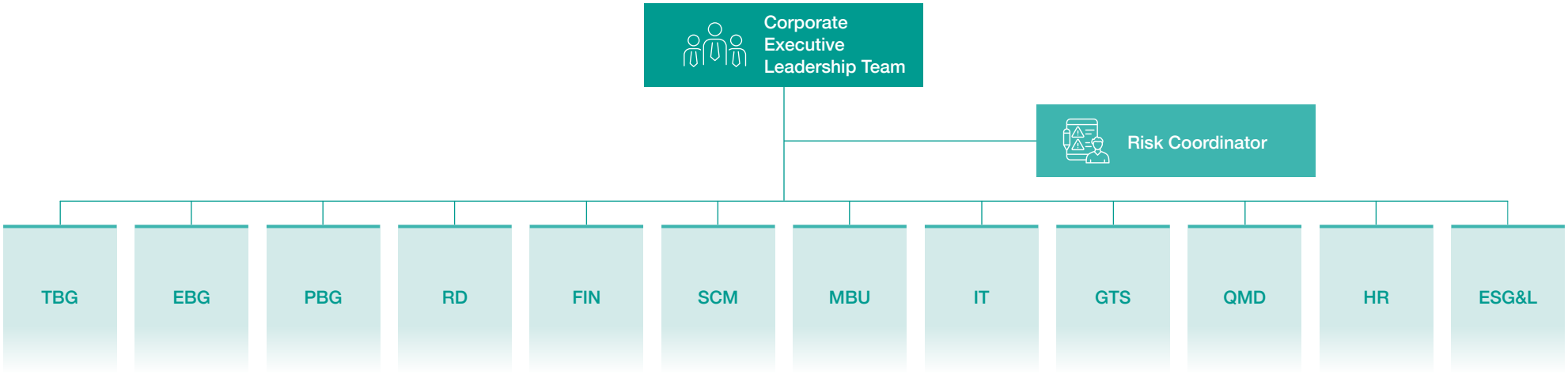
Risk Management Process and Organization

In recent years, businesses have faced growing challenges from geopolitical tensions, trade disputes, economic sanctions, and increasingly stringent requirements for trade compliance and decarbonization. These factors have increased operational costs and heightened the complexity of sustainable business development. Guided by its commitment to excellence and sustainability, Moxa strives to maintain stable operations and long-term growth in a rapidly changing business environment.

Moxa adopts the risk management framework recommended by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and integrates risk management into daily operations and management activities. The company regularly reviews global risk, industry, and economic trend reports to update its risk radar, categorizing potential risks into four dimensions: Finance and Economics, Strategy, Hazard and Compliance, and Operations.

To ensure effective risk governance, Moxa has established a Risk Management Team (RM Team) appointed by senior leadership to promote Enterprise Risk Management (ERM). The RM Team identifies, assesses, monitors, and responds to risks across the organization. Through systematic risk identification and mitigation measures, Moxa strengthens operational resilience, safeguards the continuity of critical business functions, and maintains agility in an evolving market environment.

Moxa Risk Management Team



Risk Identification and Response Measures

Moxa Risk Identification Process

STEP 01 — Risk Identification

Identify potential internal and external risk issues that could impact the company's operational objectives.

STEP 02 — Risk Assessment

Assess the identified risks in terms of potential impact and probability of occurrence, and categorize the severity of risks level

STEP 03 — Risk Mitigation

Formulate, coordinate, and integrate risk management response measures.

STEP 04 — Risk Monitoring and Reporting

Review the effectiveness of risk management measures every six months.

In 2024, the RM Team appointed supervisors from each functional unit as risk management coordinators and provided training to strengthen risk awareness across the organization. In 2025, these coordinators worked with the RM Team to identify potential risks related to each unit's operational objectives. They classified risks into high, medium, and low levels according to their likelihood and potential impact. Following the assessment, the RM Team determined appropriate response strategies and resource allocation aligned with the company's operational objectives. Preventive and control measures were implemented to reduce the likelihood or impact of risk events and ensure risks remain within acceptable levels, supporting stable operations and business objectives.

In 2025, the RM Team also referenced Moxa's risk radar and internal risk factors to identify key risks and develop corresponding management measures. Through regular monitoring and progress tracking, Moxa ensures effective risk control. The table below summarizes the top five risk issues and their corresponding mitigation measures.

2025 Corporate Risk Radar



Risk Issue	Potential Impact	Management Measures
Regulatory Compliance Risks	• Violations of import/export regulations may result in suspended transactions or significant fines • Rising product maintenance costs may crowd out R&D resources and delay new product launches • Expanding regulatory requirements and customer expectations may be difficult to meet in a timely manner • Increasing cybersecurity regulations may limit market or project access if not met	• Identify applicable industry regulations and establish compliance mechanisms; monitor key regulatory changes through collaboration with external experts • Systematically update component management and optimize software version control to meet cybersecurity requirements • Establish upstream compliance management mechanisms and allocate organizational resources to ensure effective implementation • Coordinate cross-product-line cybersecurity regulatory requirements through the Product Strategy Center.
Geopolitical Risks	• Changes in trade policies or market demand caused by geopolitical tensions may restrict product sales and business expansion, potentially resulting in the loss of key customers or opportunities • Government restrictions, financial sanctions, or banking system limitations may affect access to or transfer of corporate funds, causing operational disruptions or delays	• Diversify customer bases across different regions to mitigate market concentration risks • Work closely with sales teams and key customers to clarify product requirements and strengthen distributor partnerships • Increase customer engagement to monitor market changes • Establish a global cash management mechanism to ensure financial flexibility and liquidity
Trade, Technology Controls, and Tariffs	• Trade or technology restrictions may hinder expected revenue growth • Trade controls may affect the availability of critical components, impacting product maintenance timelines • Tariffs may increase overall cost burdens	• Establish phased verification mechanisms with customers to support service continuity • Strengthen technical support for distributed manufacturing and proactively prepare spare parts based on maintenance data • Regularly review updates to tax, tariff, and economic agreement regulations and assess potential impacts on the Group
Technology Sovereignty Policies	• Government-driven technology localization policies may rapidly disrupt product pricing and affect revenue growth targets • Inability to meet localized production requirements may affect market competitiveness	• Expand customer engagement and develop multiple applications and markets within targeted regions • Conduct localized demand analysis and manufacturing planning; reassess outsourcing strategies and gradually adjust the manufacturing structure
Talent Shortage	• Difficulty recruiting key R&D talent may affect the development of critical technologies and future products • Lack of suitable candidates for transformation-related positions may slow organizational change • Loss of core failure analysis talent may reduce the ability to handle complex cases and affect customer trust	• Offer competitive compensation, diverse learning opportunities, and meaningful work environments to attract talent • Align talent planning with technology development priorities and allocate key technical resources • Implement organizational development and talent development programs to build strategic capabilities • Establish knowledge management and workforce backup mechanisms to safeguard critical technologies

1.4.2 Legal Compliance

Moxa has an in-house legal function responsible for managing legal affairs for both the Taiwan headquarters and overseas subsidiaries. Regulatory compliance is currently implemented by each department in accordance with its respective responsibilities. For cross-functional compliance matters—such as export controls, product cybersecurity, and personal data protection—Moxa establishes cross-departmental task forces to coordinate and address related issues.

In 2025, Moxa recorded no major violations resulting in fines exceeding NTD 1 million, and no non-monetary sanctions were imposed.

Moxa's Compliance Overview



Corporate Governance

Company Act, Business Accounting Act, and anti-competition regulations



Products and Services

Trademark Act, Copyright Act, Patent Act, Export Control Regulations, EU Cyber Resilience Act



Human Resources

Labor Standards Act, Gender Equality in Employment Act, Employment Service Act, Labor Insurance Act, Personal Data Protection Act, etc.

Compliance Projects and Implementation

To address key international and regional regulatory requirements as well as governance and conduct risks, Moxa establishes dedicated compliance task forces to develop implementation plans, monitor progress, and provide relevant training to employees. Key compliance initiatives in 2025 include:

Compliance Project	Key Actions in 2025
Export Controls	• Established a system to track the use of U.S.-origin equipment or technologies in product development and manufacturing • Provided training to procurement, R&D, quality management, and manufacturing teams on the legal principles of the U.S. Export Administration Regulations (EAR) Foreign Direct Product Rule • Developed an ECCN classification questionnaire and integrated it into the new product development process, accompanied by training for product management teams to improve classification accuracy and data completeness
Anti-corruption	• Continued the proactive compliance initiative launched in 2024 to review anti-corruption risks across the value chain—from procurement of materials and equipment to sales operations • Proposed internal control mechanisms to the Moxa Code of Conduct Management Committee to mitigate corruption risks
Personal Data Risk Management	• Implemented automated mechanisms in European subsidiaries to delete unnecessary personal data • Strengthened permission controls for exporting customer personal data
EU Cyber Resilience Act	• Completed cybersecurity classification for Moxa products • Integrated compliance assessments for the EU Cyber Resilience Act into the product development process to ensure compliance before the regulation takes full effect at the end of 2027

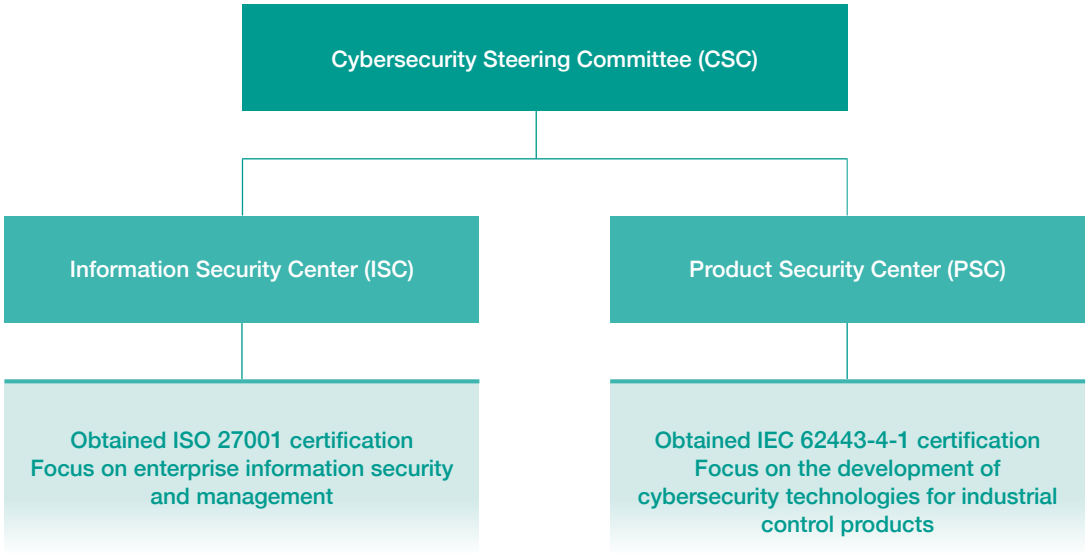
1.5 Cybersecurity and Privacy Protection

1.5.1 Sustainable Cybersecurity and Digital Governance

Cybersecurity Steering Committee

Moxa aims to help customers effectively reduce cybersecurity risks, especially in next-generation industrial network protection and remote automation applications. Product cybersecurity is more than a technical requirement; it must be integrated into the product life cycle from the design stage to ensure protection capabilities continuously evolve in response to emerging threats Meanwhile, Moxa must maintain a minimum risk level for its own information security to ensure stable delivery of products and services.

The Moxa Cybersecurity Steering Committee (CSC) is Moxa's highest-ranking cybersecurity organization. Its chairperson is appointed and authorized by the Corporate Executive Leadership Team. Its members include senior management, cybersecurity experts, and representatives from related departments. CSC oversees the Information Security Center (ISC) and the Product Security Center (PSC), which focus on the two major aspects of cybersecurity: information cybersecurity and product cybersecurity.



In 2025, CSC held five meetings to review key cybersecurity and digital governance topics, including ISO 27001, IEC 62443, compliance with the EU Cyber Resilience Act (CRA) and Radio Equipment Directive (RED), Product Security Incident Response Team (PSIRT), the Moxa Secure Development Lifecycle (Moxa SDLC), enterprise cybersecurity governance, and supply chain cybersecurity. Major resolutions announced during the year included:

Approval of the 2025 Moxa SDLC Implementation Policy

Starting July 1, 2025, new product development projects must complete at least 17 cybersecurity activities under the Moxa SDLC framework, while other product projects must complete at least 11 activities.

Establishment of a CRA Compliance Task Force

Under the CSC governance framework, a CRA Compliance Task Force was established, consisting of representatives from product management, R&D, and cybersecurity teams. The task force defines cybersecurity activity requirements, reviews exception requests, and coordinates responses to implementation challenges.

Approval of the revised BYOD Policy

To comply with ISO 27001:2022 Data Leakage Prevention (DLP) requirements, the Bring Your Own Device (BYOD) policy was updated. The policy permits personally owned mobile devices, such as smartphones and tablets, to access only external networks and restricts them from accessing the internal network.

Advancing Compliance with the EU Cyber Resilience Act (CRA)

The EU Cyber Resilience Act (CRA) (Regulation (EU) 2024/2847) establishes horizontal cybersecurity requirements for products with digital elements (PwDE) sold in the EU market. As global cybersecurity regulations continue to evolve, such requirements are becoming increasingly important for market access. Moxa has long prioritized cybersecurity in its product development. Even before introducing the CRA, Moxa was among the early industry pioneers to obtain IEC 62443-4-1 certification, one of the highest international standards for industrial cybersecurity. With the CRA compliance deadline set for December 11, 2027, Moxa is actively strengthening its governance and development processes to ensure full compliance for applicable products sold in the EU.

Key Preparations in 2025

CRA Compliance Planning

- **Defining the scope of applicable products:** Moxa conducted a comprehensive review to identify products within the CRA scope and incorporated them into governance and oversight mechanisms, while preparing for third-party conformity assessments where required.
- **Developing product-specific compliance plans:** CRA requirements have been integrated into product life-cycle management processes across product lines to ensure full compliance before December 2027.

Alignment with International Standards

- **IEC 62443 compliance:** Moxa's secure development processes and product security capabilities align with IEC 62443-4-1 and 4-2 standards.
- **Adoption of harmonized standards:** Moxa works with European standardization bodies (CEN, CENELEC, and ETSI) to adopt harmonized cybersecurity standards and enhance overall cyber-resilience.

Secure Life-cycle Management

- **Continuous cybersecurity risk assessments** throughout product planning, design, production, and maintenance.
- **Supply-chain cybersecurity management**, including due diligence when integrating third-party and open-source components.
- **Secure update mechanisms** to deliver timely security patches throughout the product's support life cycle.

For more information on 's CRA strategy and preparation, visit the Cyber Resilience Act (CRA) section on the Moxa website.

CRA Compliance Strategy and Phased Action Roadmap

2025

Establishing the Foundation for CRA Compliance Governance

Complete identification of products within the CRA scope; establish a CRA compliance program and dedicated task force; monitor the development of CRA harmonized standards to build governance and organizational foundations.

2026

Deepening Implementation and Institutionalization

Gradually improve product compliance rates across product lines in accordance with the CRA compliance program; ensure product technical specifications align with CRA harmonized standards; establish a security vulnerability reporting mechanism compliant with CRA requirements by September 2026.

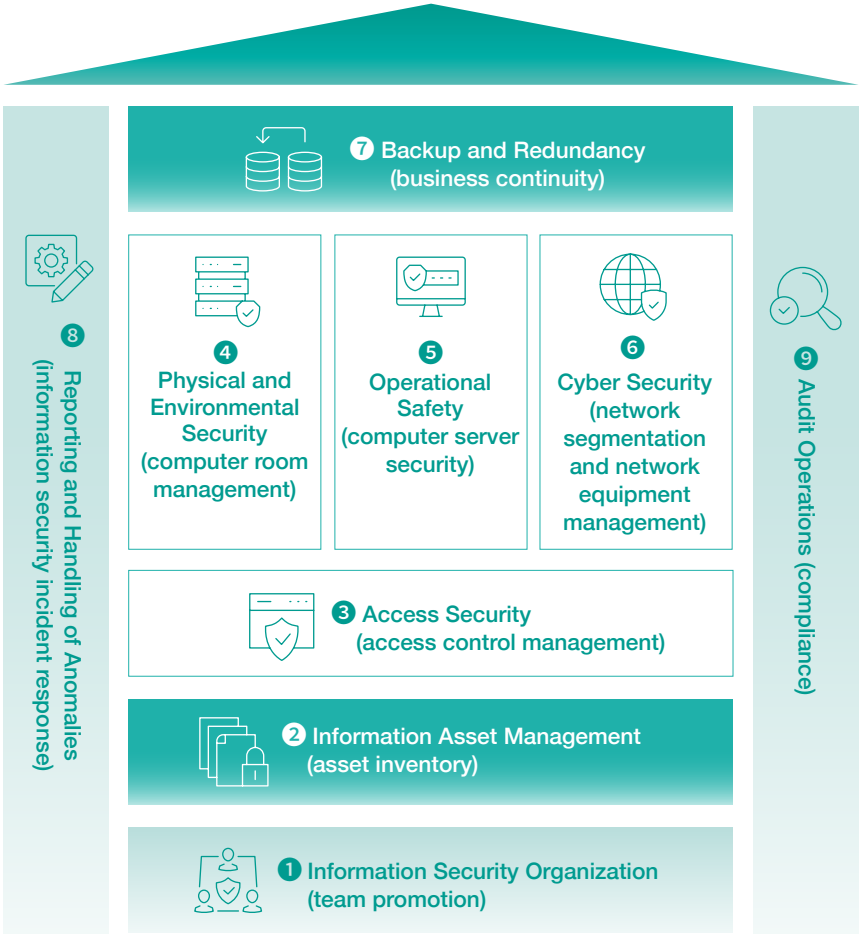
2027

Achieving Full Compliance and Long-term Governance

Complete required third-party conformity assessments; ensure all applicable products achieve CRA compliance by December 2027; fully integrate cybersecurity governance into product life-cycle management.

External Cybersecurity Management

Besides developing Information Security and Product Security, Moxa established cybersecurity management procedures based on ISO 27001 Information Security Management and IEC 62443. Moxa also set best practices for the cybersecurity of Industrial Automation and Control Systems (IACS) for core subcontractors in 2023 to enhance the cyber-resilience of its key subcontractors. The procedures cover nine dimensions. As a result, no major cybersecurity incidents occurred at any core subcontractors in 2025.



Inspection and Management of Core Subcontractors

In 2025, Moxa continued to support all core outsourcing manufacturers in strengthening information security management. Audits were conducted on key production-related information assets, including access control management, equipment maintenance and disposal, disaster recovery drills, and off-site backup mechanisms. No major nonconformities were identified. Moxa provided improvement recommendations and supported partners in implementing risk mitigation measures, while continuously monitoring production-site risks. Moving forward, Moxa will further strengthen information security controls and progressively extend them across production sites to ensure manufacturing environments align with international cybersecurity standards and maintain the reliability and security of its products.

Generative AI Governance Committee

In response to the rapid development of generative artificial intelligence and its potential to enhance productivity, Moxa established the Generative AI Governance Committee in October 2025 under the Business Executive Committee (BEC). As a standing cross-functional team, the committee is responsible for strengthening governance, managing risks, ensuring regulatory compliance, and promoting the responsible and transparent use of generative AI technologies. The committee's key responsibilities include:

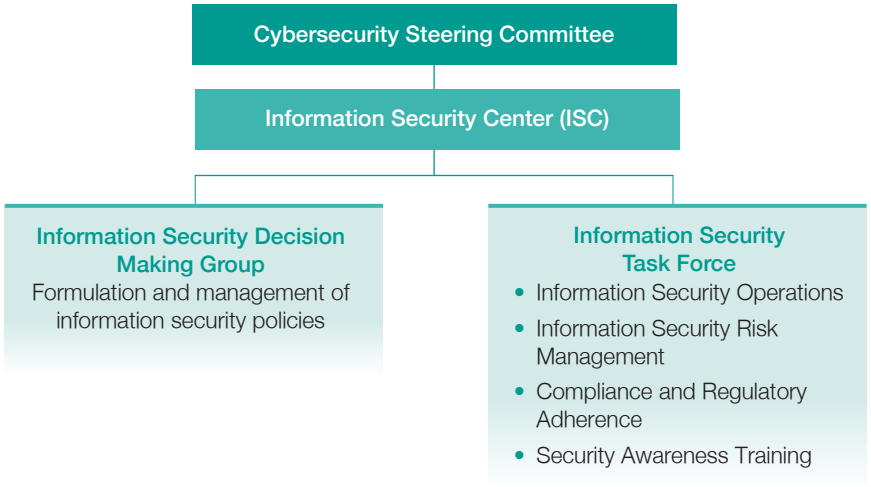
- **Strengthening governance frameworks** to ensure transparent and accountable decision-making
- **Ensuring regulatory compliance** by overseeing the development and implementation of internal policies and procedures
- **Enhancing risk management** by identifying and monitoring operational, financial, legal, and reputational risks related to AI applications
- **Promoting transparency** in management information to strengthen stakeholder trust
- **Supporting corporate sustainability** and responsible innovation in line with ESG principles
- **Establishing guidelines** and review mechanisms for generative AI use, ensuring compliance with ethical standards, data protection, and fairness principles
- **Promoting digital ethics and AI literacy** to foster responsible AI use across the organization

Alongside the establishment of the committee, Moxa introduced a Generative AI Management Policy and operational procedures and formed a dedicated working group to support employees in evaluating and submitting AI-related applications. The committee regularly reviews AI use cases to ensure that all generative AI applications within Moxa comply with the company's governance framework.

1.5.2 Information Security

Information Security Center

Organizational Structure of Information Security Center



The ISC, reporting to the CSC, operates in accordance with ISO 27001 standards and is responsible for managing and maintaining the security of the enterprise's information systems. The ISC includes the Information Security Decision Making Group and the Information Security Task Force. The chair of the Information Security Decision Making Group is the Chief Information Officer (CIO), and its members include department heads from the IT and administrative management departments. This group is responsible for formulating and managing policies related to Moxa's information security. The Information Security Task Force is led by the heads of IT infrastructure and information security departments and consists of experts in information security. This group is responsible for executing the following information security tasks:

- **Information security operations |** Responsible for implementing technical controls, security monitoring, and incident response tasks
- **Information security risk management |** Responsible for identifying, assessing, and managing the information security risks facing the organization
- **Compliance and regulatory adherence |** Ensure that the organization's information security policies and measures are in line with relevant regulations and compliance requirements
- **Security awareness training |** Provide information security training and education to raise employees' awareness and vigilance in information security

Major ISC Achievements in 2025

In 2025, the ISC continued to advance the second year of the ISO 27001:2022 certification cycle and expanded the scope of certification. By the end of 2025, Moxa successfully passed the third-party external audit with no nonconformities, no observations, and no opportunities for improvement identified. The table below summarizes the external audit results since the implementation of ISO 27001.

	Noncompliance	Matters Requiring Observation	Improvement Opportunities
2022[1]	0	5	0
2023	0	5	1
2024[2]	0	6[3]	0
2025	0	0	0

Note 1: Expand the scope of verification to include systems related to development, manufacturing, and after-sales service processes.

Note 2: ISO27001:2022 upgrade certification.

Note 3: Verification of matters requiring observation mentioned by Moxa focuses on the scope and depth of data loss prevention that needs continuous improvement.

Implementation and Promotion of Information Security

In response to the evolving cybersecurity landscape, Moxa continues to strengthen its information security capabilities and successfully obtained ISO 27001:2022 certification through an independent third-party audit in 2024. In 2025, Moxa further enhanced its internal information security management mechanisms while supporting business partners in strengthening their cybersecurity practices. Moving forward, Moxa will continue to refine its cybersecurity capabilities and maintain ISO 27001 certification to ensure the security of its information systems, safeguard customer data, and enhance the company's overall competitiveness.

- **2019** Set the core of the information security product strategy.
- **2021** **Obtained ISO 27001:** 2013 certification for the first time.
- **2022** **Moxa expanded the scope of its ISO 27001:** 2013 certification to include systems related to development, manufacturing, and after-sales service processes.
- **2024** **Promoted the ISO 27001:** 2022 upgrade project and successfully passed third-party verification.
- **2025** **Expanded the ISO 27001:** 2022 certification scope to cover the OT production information environment.

Improving Protection and Monitoring Mechanisms

Information Security Protection Measures

Moxa strengthens information security awareness company-wide by integrating social engineering drills with online education courses, ensuring mutual reinforcement. In 2025, we continued to conduct social engineering drills, with 1,866 employees worldwide being tested. To reduce the risk of employees falling victim to phishing emails during social engineering drills, the ISC provided two online courses to remind employees to remain highly alert to unknown email sources and sensational subject lines. The pass rate for both courses was 100%. In 2026, we will continue to hold social engineering drills and training on an ad hoc basis to ensure employees always remain vigilant and maintain the company's information security.

2025 Social Engineering Drill Performance

Click-through rate of phishing email links

2023	2024	2025
16.93%	4.24%	11.28%

Percentage of phishing email attachments opened

2023	2024	2025
13.91%	3.23%	15.52%

In terms of information system security protection, besides focusing on 100% real-time tracking and cleaning of incident monitoring, key protection measures include the following four:

- **Vulnerability scanning and penetration testing |** Regularly perform vulnerability scanning and penetration testing on information systems to discover potential security breaches and weaknesses and implement remediation measures
- **Regular review of firewall rules |** Regularly reviews and updates firewall rules to ensure that they are in line with the latest security requirements and business needs
- **Periodic system account inventory |** Regularly audit and clean up system accounts and promptly disable or delete unnecessary or unused accounts to reduce security risks
- **Monitoring of the Common Vulnerabilities and Exposures (CVE) system and emergency update installation |** Closely monitor the latest information on the CVE system, respond to publicly known vulnerabilities in a timely manner, and promptly install emergency updates to protect system security

In addition, to ensure the effective implementation of security updates, Moxa has established the following goals and timelines to protect the overall integrity of the system:

Security updates released within 30 days	Security updates released within 60 days	Security updates released within 90 days
Achieve 90% installation coverage rate	Increase installation coverage rate to 95%	Achieve 100% installation coverage rate

Third-Party External Information Security Ratings

To quantify external information security management indicators, Moxa proactively adopts an overall rating mechanism for information security. Through the rating system, Moxa's digital footprint is continuously reviewed, and its risk factors are analyzed according to the latest information security scoring standards. The evaluation items include 10 major categories. Compared to the industry average, Moxa is only lagging in a few items, but above average in the remaining items. However, information security threats are evolving. With new risk intelligence uncovered, the measurement standards are constantly changing. The ISC team will implement remediation measures for new problems arising to ensure that the overall information security score is above the industry average. In 2025, Moxa maintained a score of above 90 (Grade A) for 95% of the time and will continue to sustain this performance in 2026.

Information Security Incident Reporting and Management

Moxa has established a dedicated IT incident reporting mailbox (911 mailbox) managed by the ISC to enable employees to report information security incidents. Employees can submit relevant evidence directly to the mailbox, and all reported cases are addressed and resolved within the required response timeframe. Historically, most reported incidents have involved suspected phishing emails and abnormal attachments. To strengthen cybersecurity awareness, Moxa continues to conduct social engineering simulations and security awareness training, reinforcing employees' understanding of cybersecurity risks and reporting procedures.

Moxa Cybersecurity 911 Incidents for 2022 to 2025

	2022	2023	2024	2025
Number of 911 incidents reported	96	54	34	50

Additionally, when monitoring systems detect potential information security incidents, the monitoring team creates a case for resolution, and all such cases are successfully closed. In 2025, Moxa had no operational disruptions, data damage, or breaches caused by security incidents. Looking ahead to 2026, Moxa will continue to target zero major cybersecurity incidents by strengthening cybersecurity monitoring, incident reporting, and response mechanisms.

To ensure that information systems can quickly recover and minimize operational impact in the event of a disaster, Moxa has been categorizing its information systems by importance since 2019. Each system is assigned corresponding Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). The systems are evaluated and improved based on their respective RTO and RPO targets, including their current operational structure and backup processes. Each system is required to conduct incident recovery drills annually in accordance with ISO 27001 standards to ensure that it can be restored within a specified time.

Information Security Training

Moxa enhances information security awareness through a combination of internal promotions and external training. In 2025, social engineering drills were planned for employees globally, with 3,728 participants. As employees at the Taiwan headquarters are at the frontline of corporate cybersecurity, external speakers were invited to train them and increase their awareness. With the rise in cybersecurity awareness and network threats, Moxa aims to continuously improve its cybersecurity skills. Internally, information security-related courses are offered, and employees are also sent for external training. After completing external training, employees share their knowledge internally, helping the team stay updated on information security trends and operational priorities. In total, the internal and external training garnered 264 participants in 2025 and 1,478 training hours. Moving forward, Moxa will continue to invest in information security awareness and strengthen internal technical capabilities.

2025 Information Security Training

Internal Promotion and Training	Number of Participants	Training Hours (Person-hours)
Moxa Corporate Cybersecurity Training	84	168
Gartner Reading Club 2025 – AI/Security	120	**2,400**
Total Internal Training	224	**2,568**
External Training	**Number of Participants**	**Training Hours (Person-hours)**
Training Courses[1]	8	380
Seminars or Forums[2]	10	68
Total External Training	18	448
Total	**240**	**3,016**

Note 1: Training courses include Trend Micro product training, auditor training for ISO 27001, and HTB Lab penetration test training.

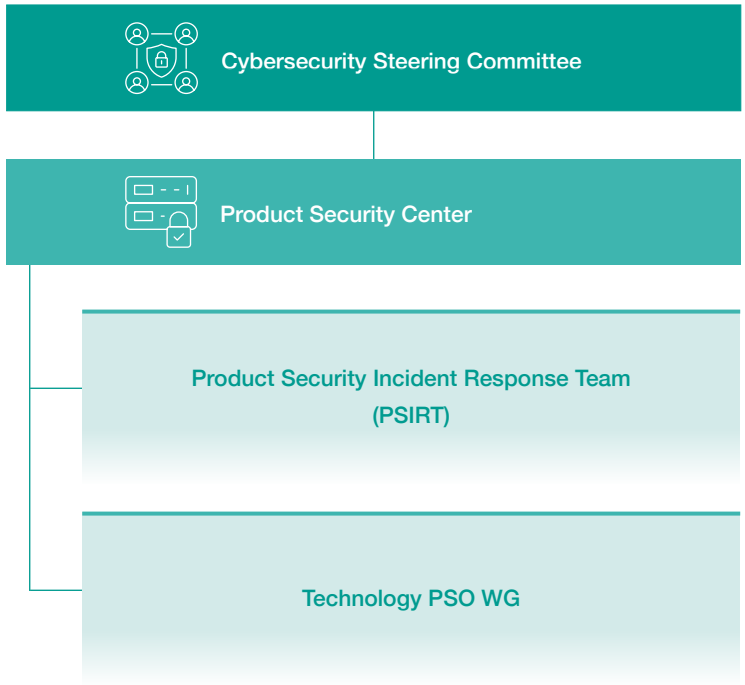
Note 2: Seminars or forums included 14 events, covering information security conferences, digital sustainability summits, the annual Hacks in Taiwan Conference (HITCON), and information security forums of the high-tech manufacturing industry.

1.5.3 Product Security

Product Security Center

The PSC implements the product cybersecurity policies established by the CSC and is responsible for defining product security strategies, guiding development directions, and advancing product cybersecurity management to ensure the stable operation of the product security governance framework. The PSC oversees the Product Security Incident Response Team (PSIRT) and the Technology Product Security Office Working Group (Technology PSO WG), establishing dedicated collaboration mechanisms for both external and internal cybersecurity coordination.

Organizational Structure of Product Security Center



Major initiatives of the PSC in 2025 include:

- Strengthened product cybersecurity policies and the Moxa Secure Development Lifecycle (Moxa SDLC)
- Ensured product compliance with NIS2/CRA, RED, and DNV requirements, or established corresponding compliance plans
- Introduced the Moxa Product Vulnerability Management Policy to standardize product vulnerability handling principles
- Hosted the Q2 Security Dojo cybersecurity program to enhance employees' cybersecurity awareness and cryptography knowledge
- Implemented shared vulnerability remediation solutions for third-party open-source software components

International Cybersecurity Certifications

Moxa places international cybersecurity regulations and industry standards at the core of its product security strategy. Through third-party certification mechanisms and the rigorous Moxa Secure Development Lifecycle (Moxa SDLC), the company systematically strengthens its cybersecurity governance and regulatory compliance capabilities. In 2025, several Moxa products obtained internationally recognized cybersecurity certifications, including EN 18031 under the EU Radio Equipment Directive (RED), IEC 62443-4-2 for industrial cybersecurity, and maritime cybersecurity standards such as IACS UR E27 and IEC 61162-460. These certifications ensure that Moxa products meet cybersecurity requirements across global markets and critical industries. By obtaining international cybersecurity certifications, Moxa not only ensures compliance with diverse regulatory requirements but also integrates cybersecurity governance into the product lifecycle management process, demonstrating its commitment to stakeholders and long-term sustainable governance.

EU RED EN 18031 Product Compliance

In July 2025, Moxa obtained the EU Type Examination Certificate under the EN 18031 cybersecurity standard, issued by the internationally recognized testing and certification organization TÜV Rheinland under the Radio Equipment Directive Delegated Act (RED-DA). Moxa is among the first companies in the industrial networking sector to comply with this cybersecurity standard. The certification covers 10 industrial networking products, demonstrating Moxa's strong technical capabilities in industrial cybersecurity risk management. Certified products include:

- OnCell G4300-LTE4 Series cellular routers/ gateways
- AWK Wi-Fi 6 Series wireless access points, bridges, and client devices
- AIG-302 Series advanced IIoT gateways
- V3400 Series industrial x86 computers

> "Achieving EN 18031 certification represents not only regulatory compliance but also recognition of product quality and technological excellence. As cybersecurity requirements continue to tighten, companies that proactively pursue compliance will gain stronger competitive advantages and greater trust in procurement decisions."
>
> According to Jason Chang, Managing Director of TÜV Rheinland Taiwan



In addition, building on the external certification experience from EN 18031 and following the rigorous Moxa Secure Development Lifecycle (Moxa SDLC), Moxa achieved its 2025 target of full EN 18031 compliance across its wireless product portfolio. Compliance was completed through the Declaration of Conformity (DoC) mechanism, with 37 EN 18031 Declarations of Conformity issued in 2025, demonstrating Moxa's systematic cybersecurity governance and regulatory compliance capabilities. Products covered include:

- OnCell/CCG Series cellular routers and gateways
- AWK/TAP Series wireless access points, bridges, and client devices
- NPort Series wireless serial device servers
- UC / AIG / V Series industrial computers with integrated wireless modules

By complying with RED-DA requirements, Moxa wireless products provide secure, stable, and reliable connectivity for industrial environments. For more information, visit the Moxa website: Moxa Industrial Wireless Products Achieve EN 18031 EU Cybersecurity Certification.

The Radio Equipment Directive Delegated Act (RED-DA) is a delegated regulation introduced under the EU Radio Equipment Directive (RED, 2014/53/EU) to address cybersecurity risks arising from increasingly connected devices. It requires certain radio equipment to incorporate cybersecurity safeguards at the design stage, ensuring adequate protection for user privacy and network security. Through specific technical requirements and compliance timelines, the regulation formally incorporates the principle of "Secure by Design as a prerequisite for products entering the EU market. The EN 18031 standard serves as the harmonized standard supporting RED cybersecurity requirements, translating regulatory provisions into concrete technical specifications for cybersecurity, privacy protection, and security mechanisms in radio equipment.

IEC 62443-4-2 Industrial Cybersecurity Product Certification

In 2025, Moxa's TN-4500B Series managed Ethernet switches successfully obtained IEC 62443-4-2 Security Level 2 (SL2) certification following an audit conducted by the internationally recognized third-party certification body Bureau Veritas (BV). As of the end of 2025, Moxa has accumulated nine IEC 62443-4-2 product certifications, covering 18 product series. These certifications show Moxa's commitment to integrating internationally recognized industrial cybersecurity standards into product design and development processes. Through third-party certification mechanisms, Moxa further strengthens the cybersecurity reliability and governance maturity of its products for critical infrastructure and industrial applications. For the full list of Moxa products certified under IEC 62443-4-2, visit the IEC 62443-4-2 Certified Products section on the Moxa website.


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Certificate of Conformity – Industrial Cyber Security Capability

IEC 62443-4-2 is an industrial cybersecurity standard for automation products that defines component-level security requirements, including authentication, access control, secure communications, and system integrity. The standard serves as a key technical foundation for implementing the principles of Secure by Design and Secure by Default.

Maritime Cybersecurity Certifications: IACS UR E27 and IEC 61162-460

In the maritime cybersecurity domain, Moxa's EDR Series industrial secure routers and EDS Series managed Ethernet switches obtained four international classification society certificates in 2025, including certifications issued by DNV (Norway), KR (Korea), and CCS (China) under the IACS UR E27 and IEC 61162-460 standards. These certifications confirm that the products provide the necessary cybersecurity controls and secure communication capabilities for maritime automation and information systems, meeting international maritime cybersecurity standards. By obtaining certification from global classification societies, Moxa ensures compliance for maritime applications worldwide while further strengthening customer trust and product competitiveness. For more information, visit the Moxa website: Moxa Networking and Communication Equipment Achieves DNV Security Level 2 and IEC 61162-460 Type Approval.

Maritime Cybersecurity Certifications in 2025

Product Series	Certification Scope	Classification Society
EDR-G9010 and EDR-8010 Series Industrial Secure Routers	IACS UR E27 and IEC 61162-460	DNV (Norway)
EDR-G9010 and EDR-8010 Series Industrial Secure Routers	IACS UR E27 and IEC 61162-460	KR (Korea)
EDR-G9010 and EDR-8010 Series Industrial Secure Routers	IACS UR E27	CCS (China)
EDS-4000 and EDS-G4000 Series Managed Ethernet Switches	IACS UR E27 and IEC 61162-460	DNV (Norway)

Product Cybersecurity Vulnerability Management

Since 2023, Moxa has been authorized by the U.S. Cybersecurity and Infrastructure Security Agency (CISA) as a CVE Numbering Authority (CNA) under the Common Vulnerabilities and Exposures (CVE®) Program, demonstrating the company's mature and structured approach to product vulnerability management. Since 2024, Moxa has been included in the CNA Enrichment Recognition List and maintained this recognition in 2025, reflecting consistent performance in vulnerability disclosure quality, data completeness, and continuous improvement mechanisms. This recognition further strengthens Moxa's commitment to cybersecurity risk management for its customers.

With the rapid adoption of the Industrial Internet of Things (IIoT), cybersecurity has become a critical priority. Moxa has established a Product Vulnerability Management Policy to provide customers with clear guidance and information when security vulnerabilities are identified. The policy ensures transparent communication on how reported vulnerabilities are assessed, mitigated, and resolved. For vulnerability reporting or inquiries, contact PSIRT@moxa.com.

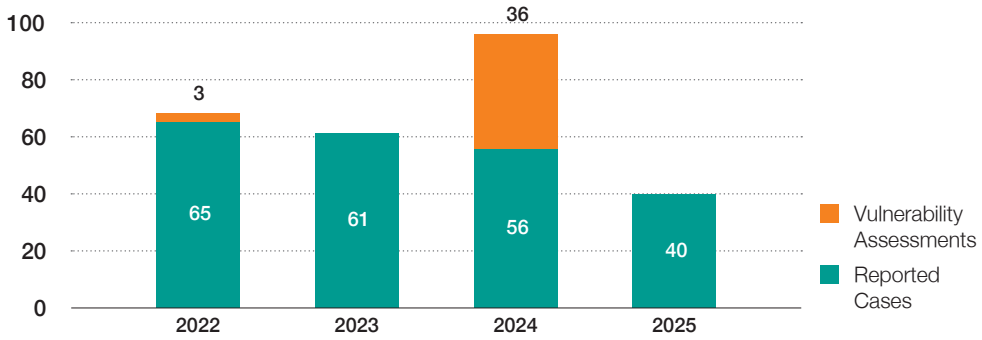
Product Vulnerability Cases Reported

Moxa continues to systematically manage vulnerability reports through its Product Security Incident Response Team (PSIRT), addressing cases identified through internal testing, customer reports, and security researchers. In 2025, PSIRT handled 40 cases, representing a decrease from the previous year. This was mainly because widely publicized high-risk vulnerabilities during the year (e.g., CVE-2025-55182) did not affect Moxa products, and therefore no large-scale vulnerability investigation was required. Following its established vulnerability management process, Moxa completed vulnerability assessment, remediation, and risk communication activities. During the year, 37 Security Advisories were issued to help customers promptly understand potential risks and mitigation measures. No incidents were reported that caused significant impact on customer operations or critical applications.

Among the 40 PSIRT vulnerability reports received in 2025, seven cases were not closed within the defined resolution timeframe. The delays were mainly because of insufficient early-stage planning and resource assessment, as well as extended timelines for evidence collection and technical verification, which prolonged the development of remediation plans and cross-functional coordination.

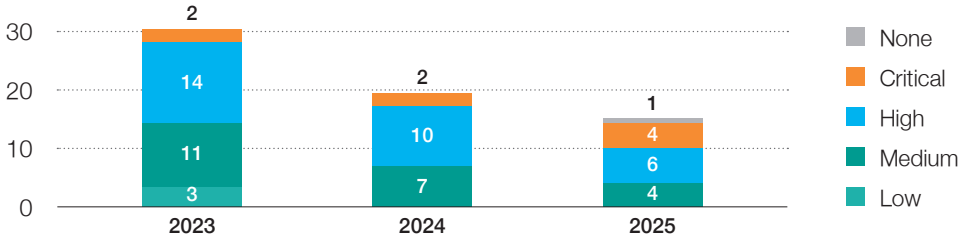
Moxa recognizes opportunities to further strengthen its early risk identification and progress management mechanisms. Going forward, the company will enhance project-based management and cross-functional collaboration processes to improve vulnerability response efficiency and strengthen overall cybersecurity resilience.

Number of PSIRT Cases in 2020-2025



Number of CVEs Disclosures

Moxa continues to follow the principles of responsible disclosure by proactively publishing and managing Common Vulnerabilities and Exposures (CVEs) related to its products. In 2024, Moxa disclosed 19 CVEs, with an average CVSS score of 7.5. In 2025, the number decreased to 15 CVEs, accompanied by a reduction in zero-day vulnerabilities, and the average CVSS score declined to 7.0. This trend shows that the continued strengthening of the Moxa Secure Development Lifecycle (Moxa SDLC), risk-based vulnerability management, and early-stage security controls have effectively reduced the likelihood of high-risk vulnerabilities and improved the overall maturity of product cybersecurity.



The Common Vulnerability Scoring System (CVSS) is an internationally recognized standard for assessing the severity of cybersecurity vulnerabilities. It quantifies the ease of exploitation and potential impact of a vulnerability using a standardized score ranging from 0.0 to 10.0, with 10.0 representing the highest severity. This enables organizations to consistently evaluate vulnerability severity and prioritize remediation efforts. Starting in 2025, Moxa fully adopted the latest CVSS v4.0 scoring standard.

Product Security Training and Internal Awareness

To prepare for the upcoming Cyber Resilience Act (CRA) and to strengthen cybersecurity governance under the Moxa Secure Development Lifecycle (Moxa SDLC), Moxa launched a series of product cybersecurity training and internal awareness programs in 2025. The programs focus on regulatory understanding, role responsibilities, and practical implementation, with role-based training tailored to employees' involvement in the product lifecycle. Through this initiative, 50 employees were trained as security advisors, supporting product teams in reviewing SDLC cybersecurity activities and strengthening cross-functional cybersecurity governance. Moxa also regularly shares product security advisories and organizes internal cybersecurity knowledge sessions to enhance security awareness across product and R&D teams.

Externally, Moxa actively engages with the cybersecurity community. In 2025, employees participated as speakers at the CyberSec Conference and competed in the HITCON Cyber Range 2025 corporate blue team competition, demonstrating the company's capabilities in product security and incident response while reflecting the effectiveness of its internal training and talent development programs.

2025 Product Security Promotion and Training Results

Product Security Promotion Topic	Participant	Person-time
Internal Activities		
CRA Regulations and Product Security Framework	Product and R&D Center Senior Management	16
CRA Harmonised Standards Update: Vulnerability Handling, Security Controls, and Alignment between EN IEC 62443 and CRA	Employees at the Taiwan Headquarters	181
Moxa SDLC Security Advisor Training Program (11 sessions)	Product and R&D Center Employees	50
Threat Modeling Workshop	Employees at the Taiwan Headquarters	31
CVSS v4.0 Vulnerability Scoring Fundamentals	Taiwan Headquarters Employees	43
Moxa PSIRT Product Security Advisories (3 releases)	All Product and R&D Center Employees	666
R&D Sharing: Cybersecurity Topics (10 sessions)	R&D Center Employees	1,219
External Activities		
HITCON Community/CMT (Hacks in Taiwan Conference)	Employee voluntary participation	8
CyberSec Conference (Taiwan Cybersecurity Conference)	Employee voluntary participation	14
CVE / FIRST VulnCon 2025 (USA)	Employee voluntary participation	1
InfoSec Taiwan 2025—International Cybersecurity Organization Conference	Employee voluntary participation	3
HITCON Cyber Range 2025—Corporate Blue Team Competition	Employee voluntary competition participation	5
CyberSec Conference Presentation: Challenges and Solutions in Applying IEC 62443-3-3 Security Levels	CyberSec Conference participants	About 300
Total	**2,537**	

1.5.4 Privacy Protection

Privacy Statement and Promotion

With the continuous increase in data use and the circulation of personal information, personal data protection has received increasing attention. Implementing the EU's General Data Protection Regulation (GDPR) establishes higher data protection standards for global enterprises. Moxa is committed to complying with the relevant regulations of various countries to protect the personal information security of customers and users.

To ensure that Moxa's online platform adheres to relevant regulations in various countries, Moxa follows three key principles in updating and strengthening the privacy policy and related content on its official website.



Provide a clearer and more specific privacy policy to explain to users how Moxa collects, uses, and protects their personal data



Add user control functions—such as setting personal data access permissions and preferences—to enhance users' sense of control over their data



Strengthen website security—including encryption technology and authentication measures—to protect users' personal information from unauthorized access

Moxa has set up a privacy feedback channel. Anyone who has any questions about Moxa's privacy policy or encounters potential privacy infringement can contact Moxa via email (privacy@moxa.com). Moxa will handle any violations of privacy in accordance with the relevant regulations of the Moxa Code of Conduct (refer to 1.3.2 Whistleblower Communication Channels and Protection). In 2025, Moxa did not receive any complaints or incur any penalties related to privacy from external parties or regulatory authorities.

Moxa Privacy Policy

Personal Data Protection Training

To improve employees' awareness and knowledge of personal data protection, Moxa regularly organizes personal data training sessions, including online training courses, workshops, and quizzes. Through these trainings, employees learn how to identify personal data, ensure its correct use and handling, and respond to potential cybersecurity risks. Data shows that employees now understand and value personal data protection much more after undergoing the implemented training. The training effectively strengthened their awareness of personal data protection.

2 Innovation and Service

2.1 Innovation Management 46
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2.3 Customers and Reliability Management 59
2.4 Technical Service Innovation 63



Building a Reliability Culture

Launched a reliability training program to align R&D, quality, and sales on a shared reliability language and scientific standards.

98.3% Technical Service Satisfaction

Committed to a customer-first approach, effectively meeting the service needs of customers across regions.

0 Product Recall

No incidence of products affecting personnel safety and product recalls ever occurred.

2.1 Innovation Management

2.1.1 Innovation-driven Development

As a leading brand in industrial automation, Moxa has placed innovation at the core of its strategy for over three decades, delivering highly reliable technology solutions for demanding industrial environments. In 2025, Moxa further advanced its innovation efforts, improving hardware reliability, developing next-generation software applications, and integrating device solutions to enhance product performance and resilience. To protect key R&D successes and uphold technological competitiveness, the company is actively expanding its intellectual property assets. Looking ahead, the R&D Center will continue to drive strategic technology development, reinforcing Moxa's role within the industry ecosystem and supporting long-term innovation and sustainable growth.

Spindle 1: Hardware Reliability Innovation

Co-creation Framework for Hardware R&D

The R&D Center continues to show strong leadership in hardware innovation by enhancing R&D efficiency and product quality through knowledge management, process optimization, and cross-functional collaboration. The team reduces repeated mistakes by methodically gathering design experience and issue logs. They also create technical databases and uniform procedures to cut down on training expenses and encourage knowledge sharing. The Center actively promotes technology sharing across product lines to broaden technical perspectives and strengthen collaboration. The initiatives have yielded concrete outcomes in key projects, such as Intel CPU power tuning and dynamic TDP optimization, modular thermal solutions for fanless systems, and research on PCB current-carrying capacity, laying a solid foundation for sustainable growth and technological competitiveness.

Establishing Work Breakdown Structures (WBS)

for specialized R&D activities, creating standardized technical work packages that support flexible and competitive product development processes.

Developing knowledge and technical databases

that transform accumulated experience into reliable product design practices, reducing design errors while achieving an optimal balance between reliability and sustainability.

Creating dedicated hardware innovation environments and systems

forming specialized technical task groups to address technology gaps and drive breakthroughs based on WBS and accumulated knowledge resources.

Sustainable Hardware Design Framework

Product design inherently consumes resources. Sustainability principles are guiding Moxa as it develops innovative design frameworks and rethinks traditional approaches. For more details, see Section 3.2, Eco-friendly Product Design.

Green Design Principles

Products are designed with simplified architectures and modular functions, enabling shared components across platforms. This approach improves efficiency while reducing repetitive development and long-term maintenance resources.

Use of Recycled and Sustainable Materials

Through research on recycled materials and structural design innovation, Moxa integrates environmentally friendly materials while maintaining product reliability and long-term sustainability.

Advanced Thermal Design

To address rising computing power and heat generation, Moxa enhances thermal management through intelligent performance monitoring, improved energy efficiency, and innovative fanless passive cooling designs, achieving a balance between high performance, low power consumption, and reduced heat generation.

Spindle 2: Next-generation Software Platforms and Cybersecurity Enhancements

Building a Unified Software Architecture and Device Management Framework

The R&D Center focuses on delivering a comprehensive device life cycle management framework and a unified device management interface. By developing scalable and reusable software architectures, Moxa supports diverse industrial automation scenarios such as device life cycle management and network life cycle management. This approach enables flexible engineering responses to evolving industrial environments while fostering ecosystem collaboration with customers. By using standardized integration logic and open interfaces, Moxa helps customers efficiently develop system solutions and establish long-term partnerships.

Strengthening Product Cybersecurity Compliance and Certification Capabilities

In response to major cybersecurity regulations such as the EU Radio Equipment Directive (RED) and the Cyber Resilience Act (CRA), Moxa launched a cross-functional compliance engineering program in 2024 to strengthen regulatory readiness across governance, processes, and engineering practices. Security, reliability, and traceability are foundational to the R&D Center's approach. They are embedded within development processes, product blueprints, and the expansion of organizational skills. The center also champions automation tools and nurtures compliance experts.

By employing standardized processes, clear responsibilities, verification mechanisms, and structured documentation, Moxa ensures compliance is a core part of engineering work, not an afterthought. Moxa guarantees its products adhere to international cybersecurity and risk management standards by diligently applying security measures, vulnerability management, update requirements, and technical documentation that comply with RED and CRA. This approach ensures that its products meet global cybersecurity and risk management standards while maintaining competitiveness and customer trust in international markets.

For more information, refer to Section 1.5.3, Product Information Security.

Developing a High-Frequency Iteration Router Software Platform

To address rapidly evolving security threats and diverse industrial networking requirements, Moxa developed the MX-ROS router firmware architecture, a highly compatible software platform. In 2025, the team's implementation of standardized processes alongside automated development environments resulted in a consistent quarterly release cycle. A single router software version can support up to nine core hardware models and 32 product SKUs, significantly improving development efficiency and software reuse across different product lines.

Key practices are in place to guarantee software quality as the platform undergoes rapid iteration.

Standardized Specifications and Implementation	Modular Software Implementation	Dual Automated Verification Mechanism	Precise QA Testing
Standardized specification management to maintain requirement consistency across product variants.	Modular software architecture that decouples software from hardware through unified switch-chip control frameworks.	Dual automated verification mechanisms, combining R&D and QA automated testing to speed up validation cycles.	Targeted QA validation focusing on critical application scenarios and complex environments.

This development model speeds up product delivery and update cycles, enabling rapid responses to cybersecurity challenges while reinforcing Moxa's commitment to product reliability, long-term customer support, and sustainable growth in industrial automation.

Leveraging AI to Enhance Engineering Efficiency and Product Security

To improve knowledge retrieval, code quality, and cybersecurity, Moxa is integrating AI-driven tools and automation into its R&D management processes, creating an efficient and secure product development setting.



AI Knowledge Services

Using AI to integrate enterprise knowledge helps provide real-time information retrieval and decision support for R&D teams. In compliance with Moxa's Generative AI Governance Policy, an internal service built on LLM and Retrieval-Augmented Generation (RAG) enables engineers to query product security, processes, and technical knowledge through a web-based interface.



AI-assisted Secure Development

AI-supported security analysis and threat modeling are applied to accelerate the identification of potential security risks in product design, applications, and operating environments.



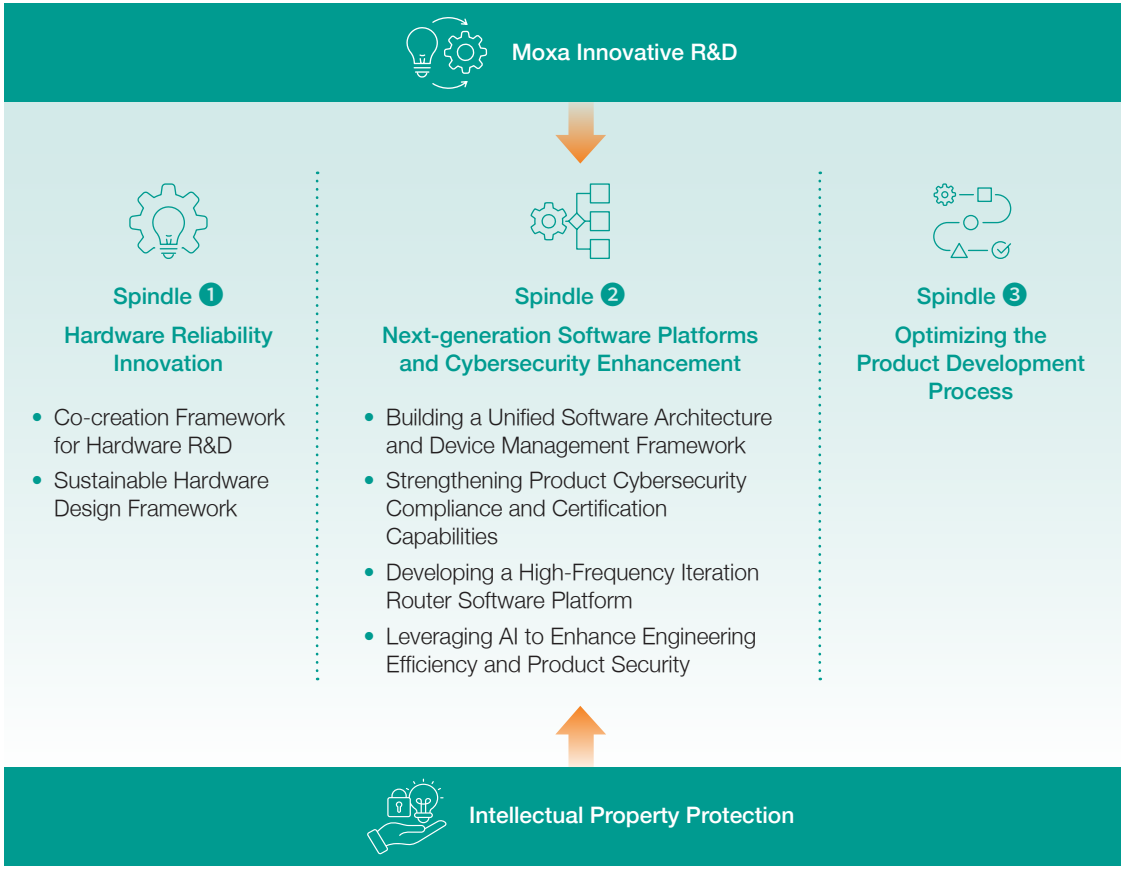
Improving Code Quality

A proof-of-concept implementation of AI-assisted code review analyzes potential risks and defects during the merge-request stage, reducing manual review efforts, shortening review cycles, and improving overall code quality.

Spindle 3: Optimizing the Product Development Process

The R&D Center improves operational effectiveness by optimizing the efficiency and flexibility of new product development processes. By strengthening specialization and cross-functional collaboration, the Center systematically reviews complex engineering activities across multiple R&D units and standardizes workflows with clear structures, checkpoints, and coordination mechanisms. This approach makes concurrent engineering more efficient, reduces unnecessary waiting time, and enhances the better use of resources.

Looking ahead, the R&D Center will refine product development processes by leveraging data analytics to increase project transparency and real-time feedback. It will also strengthen cross-department collaboration among hardware and software teams, project management, and quality assurance to speed up decision-making and execution. The Center will continue to accumulate process optimization knowledge, promote knowledge management and internal training, and ensure that development workflows meet cybersecurity and regulatory requirements, reinforcing Moxa's long-term competitiveness and organizational resilience.



2.1.2 Innovation Sharing

The R&D Center places strong emphasis on collaboration and the sharing of expertise across different technical teams. The Center's 2025 activities included the annual RD Festival and 25 Research Design Sharing (RDS) sessions. These sessions showcased 41 internal speakers who discussed subjects like AI, 5G, DevOps, cybersecurity regulations, and security technologies. The average attendance per session was 110, and the peak attendance reached 140, showing significant organizational interest in emerging technologies.

In addition, individual teams organized over 200 smaller technical exchange sessions throughout the year. Topics included communication protocols, technical standards, architecture design, customer application cases, complaint analysis, and testing methodologies. These activities, including technical talks, training sessions, study groups, and retrospective discussions, facilitated the continuous sharing of practical experience and professional knowledge throughout the organization.

2025 RD Festival: A Commitment to Technology, A Shared R&D Vision

The 2025 RD Festival continued to solidify its position as Moxa's premier yearly R&D event, building on the success and engagement from the 2024 RD Festival and Research Design Sharing (RDS) initiatives. By holding the event at the Denwell Convention Center in Xinzhuang, it symbolized that the RD Festival is not only a platform for showcasing technological achievements but also a symbolic representation of the Moxa R&D community's commitment.

Renowned for weddings, Denwell Convention Center reflects the ideals of commitment, trust, and lasting bonds. These values closely align with the spirit of Moxa's R&D culture, where technological progress stems from ongoing commitment, consistent enhancement, and enduring trust, rather than isolated achievements.



Technical Excellence vs. Commitment: R&D Is Not a Sprint, but a Long-term Journey

For Moxa, technical excellence is about more than professional capability; it's about owning quality and reliability and delivering value. Commitment, conversely, signifies engineers' dedication to technological choices, trust within teams, and their investment in the future development of the company and the industry.

For 2025, the RD Festival used the idea of a wedding symbolically. The focus wasn't on the ceremony itself, but rather on a more profound meaning:

Every technological decision is a commitment, and every R&D achievement is a testament to long-term collaboration.



Event Design: Honoring Technology and Demonstrating Commitment

The 2025 RD Festival at Denwell Convention Center in Xinzhuang was designed with a deliberate focus on three levels: the main stage, interactive zones, and areas for in-depth discussions.

Main Stage Technical Presentations

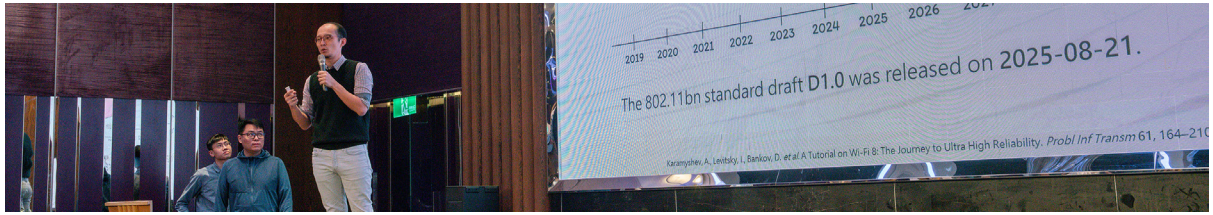
Just like a public wedding vow, the main stage spotlighted R&D teams, enabling them to articulate the rationale, challenges, and value behind their technological decisions.

Booths and Interactive Exhibits

Representing the collaboration and dialogue throughout the R&D journey, these displays showcased tangible achievements and facilitated meaningful cross-departmental discussions.

In-depth Workshops and Discussions

Embodying the long-term relationships and joint progress fundamental to R&D collaboration, these sessions provided participants with opportunities for more advanced technical dialogue and information sharing.



Redefining R&D Culture: From Showcasing Results to a Shared Commitment

The core value of the 2025 R&D Festival extended beyond showcasing technological achievements; it also aimed to redefine the Moxa's R&D culture:

- R&D is not only about completing projects but about taking long-term responsibility for technical quality
- Innovation is not only about breakthroughs but also about building a sustainable and evolving technological foundation
- Cross-functional collaboration is not just support; it is a relationship built on mutual trust and shared responsibility for both risks and outcomes.

The RD Festival helps Moxa strengthen its R&D community's unity, promote cross-departmental understanding and collaboration, and convert technological innovation into long-term organizational strengths and competitive advantages.

Looking Ahead: Moving Forward Together, Striving for Continuous Improvement

More than just an event, the 2025 RD Festival served as a reaffirmation of shared directions and values for the R&D community. Moxa's R&D teams, in this setting that stood for commitment, reaffirmed that technology and people, innovation and responsibility, advance hand in hand. The RD Festival will continue evolving and developing, offering more avenues for thorough interaction and shared innovation moving forward. These initiatives ensure that each R&D partner is visible, valued, and trusted throughout the process of technological progress.



2.1.3 Intellectual Property Protection

Patent Management

Patent Management Framework

Moxa highly values the self-sufficiency of technological advancement. As part of Moxa's philosophy of proprietary research and development, patents are an important strategy and tool. They are used to protecting the group's intellectual property, creating competitive R&D barriers, and ensuring sustainable operations. The group's technology roadmap guides Moxa's patent acquisition strategy, emphasizing emerging fields like time-sensitive networks, 5G, IIoT, and new Wi-Fi technologies.

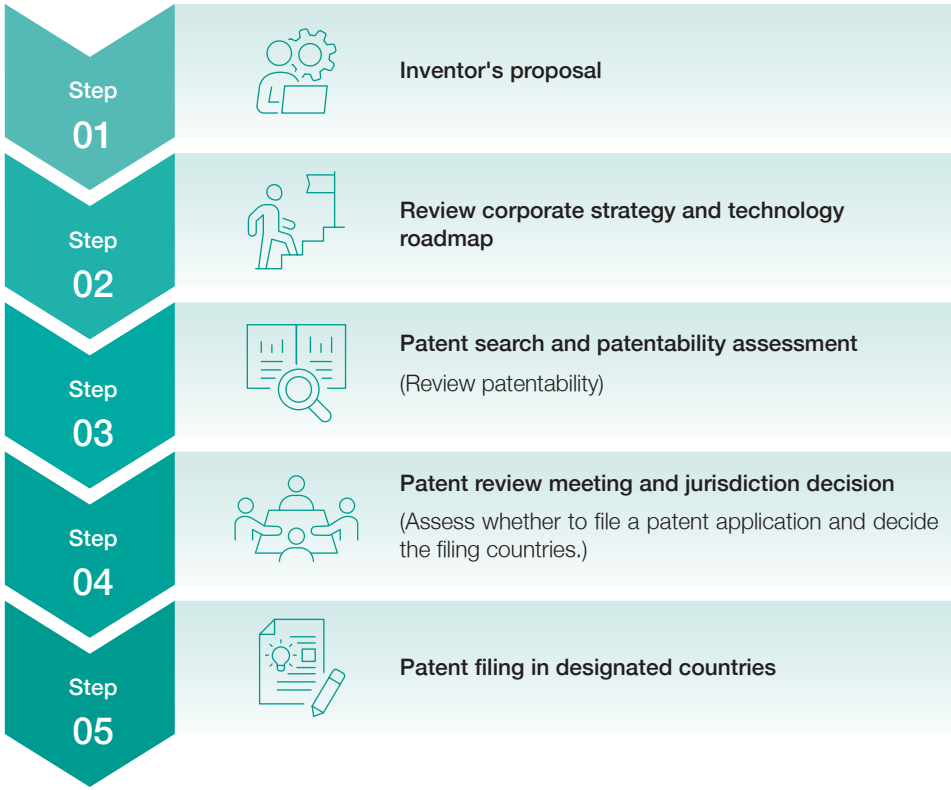
The Moxa Group's technologies are widely distributed, and the company has applied for patents in various fields. The Moxa Group dedicates resources to safeguarding its intellectual property while also leveraging its R&D strength. With significant backing from the RD Council, Moxa's R&D Center created the Patent Council. This council is responsible for developing the company's patent policies, managing the budget for patent applications and upkeep, offering R&D teams training on patents, and devising an incentive system to encourage inventions from employees. These efforts aim to optimize the group's innovation capabilities and patent portfolio strategy.

Patent Promotion

In 2025, Moxa continued to strengthen employees' awareness of intellectual property protection by organizing patent-related training sessions, building on similar initiatives conducted in previous years. Moxa provided customized sharing sessions for different R&D teams, covering topics such as patent fundamentals, patent search methods, and identifying patent opportunities in daily work. The facilitators delivered three sessions to two R&D teams, and over 30 participants attended. Furthermore, Moxa launched an internal "Moxa Patent Hub" in 2022. This hub offers patent search tools, proposal guidelines, training materials, and details on awards and contributors, with updates ensuring continuous learning and knowledge exchange.

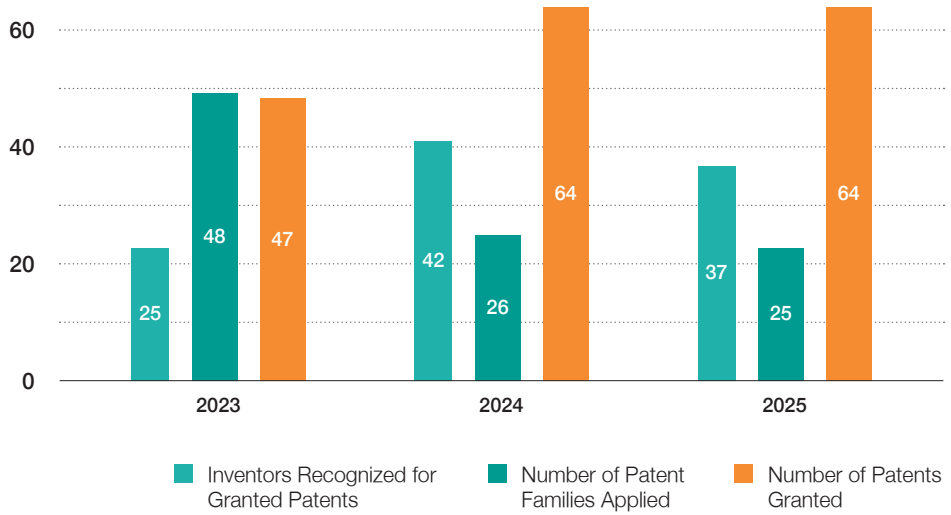
Patent Awards and the Number of Patents for the Year

Moxa Patent Proposal and Application Process



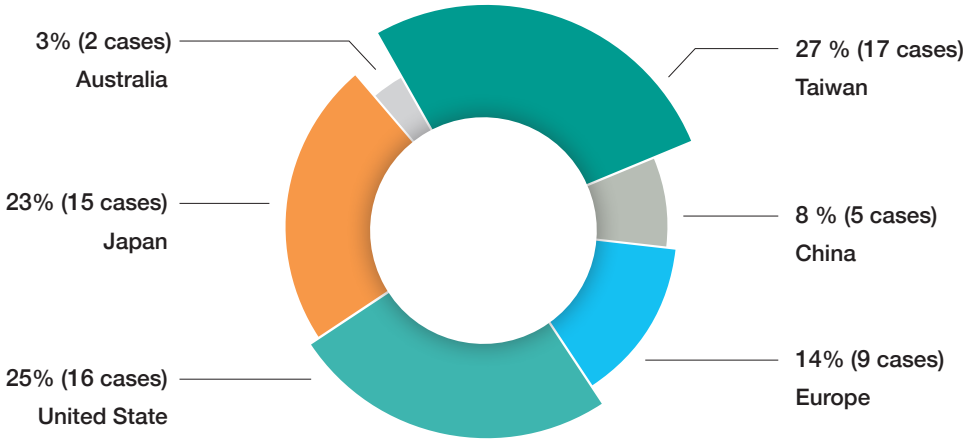
Moxa offers monetary awards twice a year to inventors for patents that are filed and granted within that period, aiming to foster innovation and enhance intellectual property protection. Award posters and eDM announcements also highlight group-wide recognition, and inventors with approved patents are presented with yearly commemorative trophies. Employees submitting over three patent families in a year receive the "Top Inventor" award during the R&D Center's monthly meetings. The "Moxa Patent Hub," accessible via the company's internal portal, also showcases related information and recognition photos, celebrating employees' efforts in safeguarding the Group's intellectual property. In 2025, 37 employees were recognized, and 64 patents were granted. Aligning inventor recognition with environmental responsibility, Moxa also upgraded the awards to more environmentally friendly prizes and trophies.

The Number of People Receiving Patent Awards, Applications for Patents, and Patents Granted



Moxa's patents are distributed across the Asia-Pacific region, the United States, and Europe. The countries or regions with the highest proportion of granted patents are Taiwan (27%), the United States (25%), Japan (23%), Europe (14%), China (8%), and Australia (3%). Moxa will continue to expand its patent applications and strategic patent portfolio worldwide.

2025 Number and Percentage of Patents Granted by Country or Region



Total

64 cases



2025 MOXA Patent Medal



Group photo of 2025 Moxa Patent Awardees

2.2 Product Sustainability Applications and Market Deployment

2.2.1 Product Sustainability Applications

Moxa is a leading brand dedicated to the industrial Internet, providing solutions in edge connection, industrial computing and network infrastructure. Moxa works to help customers around the world build industrial communication infrastructure and enhance industrial automation and communication applications. In addition, Moxa's products also help customers promote sustainable development in different application fields, including industrial energy transition, smart factory, transportation and logistics management, and environmental monitoring. Customers can leverage Moxa's Industrial Internet of Things (IIoT) technology and comprehensive product solutions to enhance energy and production efficiency, and reduce resource waste and greenhouse gas emissions, facilitating sustainable development.

The EU Taxonomy, introduced by the European Union in 2020, sets out objective standards for defining sustainable economic activities. This initiative aims to prevent greenwashing by companies and help direct financial resources to economic activities that meet sustainability standards. Although not falling directly under the purview of the EU Taxonomy framework, Moxa's product applications are aligned with the environmental objectives of the EU Taxonomy. The table below outlines Moxa's sustainable applications and corresponding objectives of the EU Taxonomy.

Type of Product Application	Product/Solution	Contribution	EU Taxonomy	
			Environmental Objectives	Description
 Grid Efficiency Management	• High-availability facility management solutions for monitoring and controlling power systems • Advanced substation automation and feeder automation solutions	• Real-time monitoring and automated control to enhance grid reliability • Precise control and management of energy loads, reducing peak demand and energy waste • Reduced power transmission losses through feeder and substation automation • Real-time detection and stabilization of abnormal voltages to ensure the safe operation of electrical equipment	Climate change mitigation	• Establish an energy management system • Improve energy efficiency
 Green Energy and Renewable Energy	• Industrial Internet of Things (IIoT) solutions to enable smart generation and distribution of renewable energy • Integrated data acquisition and device monitoring solutions for managing distributed remote power assets • Smart remote I/O products that integrate Energy Storage Systems (ESS), Power Conversion Systems (PCS), and Battery Management Systems (BMS) into Energy Management Systems (EMS)	• Enable intelligent management of renewable energy generation and grid integration • Improve the efficiency of remote monitoring and maintenance for distributed renewable energy assets through integrated data acquisition • Optimize energy storage and power supply decisions through real-time data analytics, increasing the effective utilization of renewable energy	Climate change mitigation	• Develop renewable energy technology • Improve energy efficiency

Type of Product Application	Product/Solution	Contribution	EU Taxonomy	
			Environmental Objectives	Description
 Transportation	• Industrial computers deployed on buses for edge computing, integrating data from vehicles, traffic conditions, and weather, and transmitting it to the central control center • Ethernet-based train networking solutions for train control and management systems, onboard networking, and train-to-ground communications • Industrial-grade network cameras providing real-time monitoring to enhance passenger safety and operational management • Remote I/O devices for monitoring and controlling onboard systems such as air conditioning, lighting, doors, and fire detectors	• Optimize bus dispatching through edge computing, reducing idle time and unnecessary trips • Enable real-time visibility of train operations, improving passenger and freight turnover efficiency • Achieve energy savings through precise control of train speed and operating modes via train control and management systems • Enhance the safety and reliability of train operations	Climate change mitigation	Develop low-carbon transportation and logistics
 Smart Factory	• Networking and communication solutions and services, ranging from industrial network design to data acquisition and monitoring of diverse production and facility equipment • Enable seamless integration of IT and OT networks to support converged industrial applications	• Strengthen the reliability and resilience of production networks through IT/OT integration • Enable visualization and precise management of factory-level energy data • Optimize process control through data acquisition and monitoring, reducing defect rates • Reduce additional energy and material consumption caused by rework or equipment downtime	Climate change mitigation	Reduce the negative influences of production on the environment (such as air, water, and soil)
 Environmental Monitoring	• Reliable communication products that support environmental monitoring applications, including air emission monitoring and water and wastewater quality monitoring • Help back up monitoring data and transmit it to local environmental authorities	Ensure the stability and accuracy of monitoring data for air emissions, water quality, and wastewater, supporting enterprises and environmental authorities in complying with regulatory requirements	Pollution prevention and control	Contribute to pollution prevention and control
 Oil & Gas	• Reliable communication devices that enable automated monitoring of oil wells and real-time adjustment of desanding rates to remove sediment buildup • Durable and scalable fiber-optic Ethernet networks are integrated with remote monitoring systems for pipeline operation control	• Reduce the need for heavy machinery through automated monitoring and adjustment • Improve oil well desanding efficiency and optimize crude oil production • Enable real-time detection and localization of pipeline leaks through fiber-optic Ethernet networks and remote monitoring, reducing resource loss and environmental pollution	Pollution prevention and control Protection of healthy ecosystems	• Reduce the negative influences of production on the environment (such as air, water, and soil) • Reduce the negative influences of chemicals on human health and the environment

Major Cases

Comprehensive Monitoring of Low-voltage Grids for Optimal Grid Management

Customer: Robotron

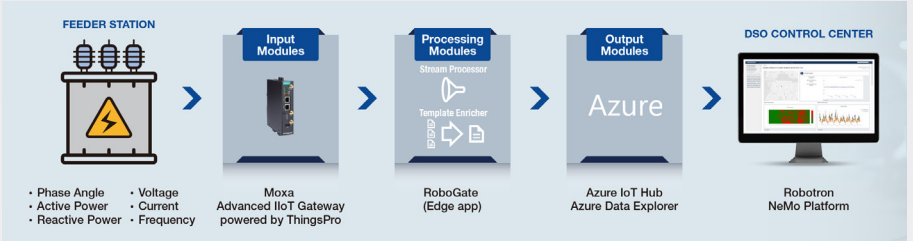
Benefits: Enhancing Grid Stability and Efficiency to Support EV Adoption and Energy Transition

As Germany actively advances its 2030 Climate Action Plan, the rapid growth of electric vehicles (EVs) is unprecedentedly pressuring low-voltage distribution grids. To prevent feeder lines and transformers from becoming overloaded due to concentrated charging demand, MITNETZ STROM, the largest distribution system operator in eastern Germany, partnered with energy and IIoT software specialist Robotron to launch a pilot project for low-voltage grid monitoring, selecting Moxa as a key technology partner.

Three-phase measurement sensors and Moxa IIoT gateways were deployed across 20 substations and 184 feeders to securely collect critical data such as voltage, current, frequency, and power. By integrating these data streams with the Robotron NeMo platform and Microsoft Azure cloud services, large volumes of grid data can be processed, analyzed, and visualized in real time. Operators can monitor feeder loads through dashboards, identify potential overload risks, and proactively plan equipment upgrades and future investments.

Moxa's IIoT solution features zero-touch configuration, remote management, and OTA updates, significantly reducing deployment and maintenance costs while making large-scale grid monitoring economically viable. The project provides MITNETZ STROM with unprecedented visibility into low-voltage grid conditions and lays the foundation for future applications such as vehicle-to-grid (V2G) and flexible grid management, supporting Germany's transition toward a low-carbon, reliable, and resilient energy system.

> Customer Testimonial:
>
> The monitoring of low-voltage grids is an essential building block for ensuring future grid stability. With proven expertise in critical infrastructure and a robust portfolio, we consider Moxa as a long-term, reliable, and trusted partner that fully meets our expectations when it comes to environmental requirements, longevity, and hardware-based security. Together with Moxa, we believe, we can transform power grids for EV integrations.
>
> **Ulf Heinemann, CEO of Robotron**







Learn more about this case study

Real-Time Remote Maintenance for Smart Food Manufacturing Toward Zero Food Waste

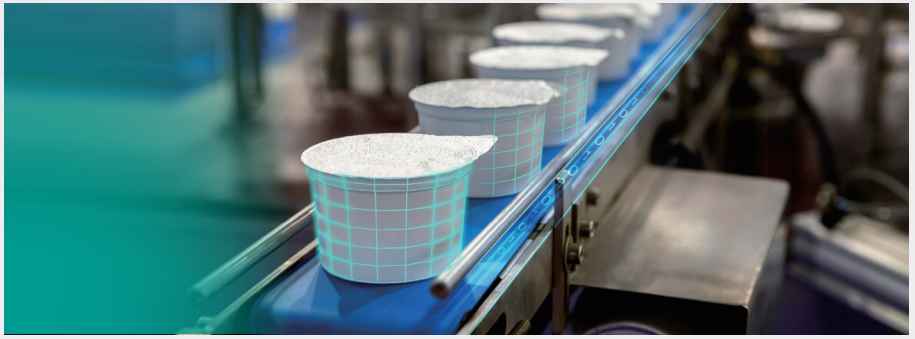
Customer: Ambassador Controls

Benefits: Reducing downtime and food waste while improving the resilience and efficiency of food supply

Food processing lines typically operate 16 to 20 hours per day, and equipment failures can affect up to 20% of operational time. For factories handling highly perishable products, downtime directly results in food waste and operational risk. As global concerns over food security continue to rise, reducing food waste has become a key responsibility for the food industry. Ambassador, a provider of automation and maintenance services for food manufacturers, supports multiple production sites as a frontline technical partner. However, maintaining on-site engineers at every facility is impractical, making rapid troubleshooting and remote support essential.

To address this challenge, Ambassador implemented Moxa's MRC secure remote connectivity solution, deploying MRC gateways in equipment control panels across manufacturing sites. Through secure cloud-based connections, engineers can perform remote diagnostics, maintenance, and real-time troubleshooting from anywhere. With role-based access control and an intuitive web interface, on-site operators can also assist with basic checks, significantly improving operational flexibility. This approach has reduced response times from hours or even a full day to near real-time support, helping minimize production downtime, reduce food waste, lower travel-related carbon emissions, and improve overall operational efficiency.

> Customer Testimonial:
>
> "The interface provides ease of use to our customers and engineers, which is a top priority for us. After evaluating multiple solutions, Ambassador Controls has chosen Moxa MRC for its user-friendly web-based interface to better serve our customers and streamline our maintenance processes."
>
> Brian Msal, Director of Engineering at Ambassador Controls









Learn more about this case study

Smart Water Resource Management with Zero Leakage

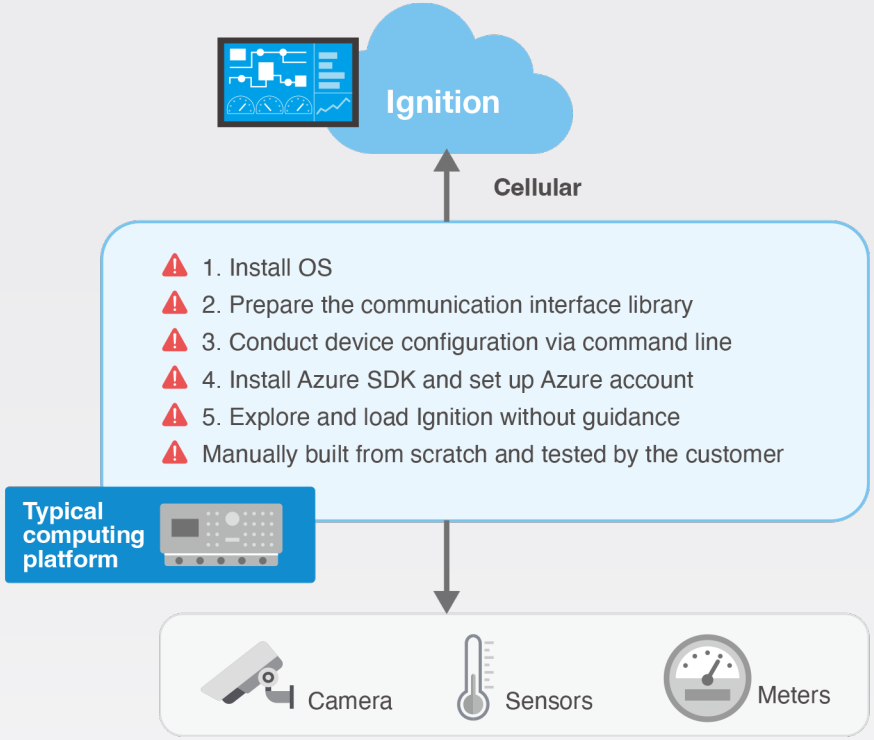
Customer: Goodnight Midstream

Benefits: Improving water recycling efficiency while reducing leakage risks and environmental impacts

In shale oil production, effective water management is critical for both operational safety and environmental protection. Large volumes of produced water generated during extraction often contain high levels of salts, chemicals, heavy metals, and naturally occurring radioactive materials, posing significant risks of leakage and contamination if not properly managed. Goodnight Midstream, a specialist in produced water gathering and recycling services for the shale industry, has rapidly expanded its pipeline network and must continuously monitor water flow, pressure, leak conditions, and equipment status. However, dispersed sites, harsh environments, and limited IT resources make traditional SCADA and cloud system deployments time-consuming and difficult to scale.

By partnering with Moxa and system integrator INS, Goodnight Midstream deployed an integrated industrial networking solution centered on Moxa AIG programmable IIoT gateways. The platform comes preloaded with operating systems, communication libraries, and cloud runtime environments, enabling direct support for Ignition SCADA and reducing system deployment time from days or months to just 20 minutes. Combined with rugged industrial hardware and PoE-powered designs, the solution ensures reliable data transmission and real-time monitoring even in remote, high-temperature, and dusty environments. Through real-time visualization and remote management, Goodnight Midstream now safely transports over 129 million barrels of recycled water annually, improving water resource utilization while reinforcing its commitment to sustainable water management and operational excellence in the energy industry.

> Customer Testimonial:
>
> Leveraging Moxa equipment has been a key component in increasing information systems uptime, increasing data resolution, and creating cost-effective solutions for common connectivity challenges. Reliable, high-resolution data is helping pave the way for our journey from automation to autonomy.
>
> Rick Hornung, Senior IT Manager at Goodnight Midstream





Learn more about the case study

2.2.2 Future Market Deployment of Products

Future Market Deployment of the Energy Business



Power Grid Efficiency Management: Advancing from Digital Substations to Virtualized and Intelligent Services

Climate change and the global energy transition have made power system modernization a key priority for energy policies worldwide. As the share of renewable energy continues to rise, power grids face increasing challenges, including greater fluctuations in supply and demand, higher operational complexity, and growing concerns over system resilience and cybersecurity. Compared with traditional substations that rely on manual operations, digital substations equipped with real-time monitoring, remote control, and system integration capabilities have become a critical foundation for utilities to strengthen grid resilience.

The trend is shifting substation automation from equipment digitalization to virtualization and edge computing, boosting flexibility and efficiency. By transforming control and communication functions from dedicated hardware into virtualized services, utilities can better optimize resources, reduce hardware dependency, and quickly adjust system configurations during maintenance or unexpected events, ensuring a stable and reliable power supply.

Leveraging its long-standing expertise in energy and critical infrastructure markets, Moxa collaborates with leading global power system integrators such as Siemens, ABB, and Hitachi Energy, providing highly reliable industrial networking equipment and substation-grade industrial computer platforms. These solutions support utilities in advancing substation automation and digital transformation, improving grid operation efficiency, reducing operational risks, and enabling the stable integration of high levels of renewable energy.



Green Energy and Renewable Energy: Communication Infrastructure Powering the Energy Transition

With renewable energy capacity expanding worldwide, energy systems are shifting from standalone generation facilities to integrated optimization involving generation, storage, grid infrastructure, and consumption. Increasing investment in grid expansion, energy storage, and cross-regional energy coordination signifies the next phase of the energy transition, where system resilience becomes a key priority.

Moxa works with global solar, wind, and energy storage providers to build reliable communication infrastructures that address the intermittent and distributed nature of renewable energy. With industrial-grade networking and edge computing platforms, operators can monitor equipment in real time, improve system visibility, and enhance overall energy management efficiency.

As electrification expands into transportation and industrial sectors, the boundaries between energy and industrial systems continue to converge. Moxa's industrial communication solutions support smart manufacturing and EV charging infrastructure, helping customers improve operational efficiency while accelerating the transition toward a low-carbon and sustainable energy future.

Future Market Deployment of the Transportation Business

Global transportation systems are rapidly evolving toward digitalization, automation, and low-carbon development. As railways and public transit networks become increasingly interconnected, operational issues now involve more than just efficiency and capacity, encompassing extreme weather, increasing system complexity, cybersecurity threats, and the possibility of service interruptions. Leveraging its expertise in the industrial Internet, Moxa helps transportation operators build communication and computing infrastructures that are reliable, resilient, and scalable to support long-term operations and future expansion.



Enabling Converged Networks to Strengthen System Resilience

As applications such as train control, passenger services, video surveillance, and real-time communications continue to expand, onboard systems are evolving from multiple independent networks toward integrated converged network architectures. By consolidating communication infrastructures, operators can reduce equipment requirements and energy consumption while simplifying maintenance and improving overall system visibility. Moxa provides railway-grade Ethernet switches, onboard computers, and communication devices that support the stable operation of multiple systems within a unified network architecture. This enables operators to enhance operational efficiency and system resilience without significantly increasing system complexity. Even when certain devices or communication nodes experience failures, core functions can remain operational, allowing services to recover quickly and minimizing disruptions to public transportation.



Enhancing Operational Safety and Real-Time Monitoring

Reactive responses are no longer adequate for the safety and efficiency needs of modern public transport systems that depend on real-time data. Integrating AI and edge computing with real-time data from cameras, sensors, and communication devices is transforming transportation systems from passive monitoring tools into intelligent, predictive, and decision-supportive ones. Moxa's industrial cameras and computers handle high-resolution video and live data, powering AI on-site for tasks like detecting abnormalities, assessing equipment health, and predicting maintenance needs. With these capabilities, operators can detect risks early, decrease accident probability, and enhance operational safety and service quality.



Building a Trusted Foundation for Product Cybersecurity

As smart transportation and train-to-ground communications expand, systems face growing cybersecurity threats. For transportation operators, cybersecurity incidents can impact not only information security but also operational safety and public trust. Therefore, cybersecurity has become a fundamental requirement for resilient and intelligent transportation systems. Moxa integrates security into product design and system architecture, following international industrial control system security standards to ensure system integrity and reliability. By treating cybersecurity as both a product responsibility and a pillar of operational resilience, Moxa helps transportation operators mitigate risks that could affect system stability and public safety.



Advancing Wireless and Train-to-Ground Communication Technologies

Reliable wireless and train-to-ground communication are essential for highly automated and intelligent transportation systems. Moxa continues to invest in high-reliability, interference-resistant wireless communication technologies, particularly for train-to-ground communications such as train control systems (e.g., CBTC). These systems enable real-time communication between trains and control centers, supporting automated train operation, monitoring, and management. By integrating reliable connectivity, cybersecurity design, and AI-enabled applications, Moxa helps transportation operators enhance operational efficiency and safety while ensuring long-term system stability and scalability for future expansion.

2.3 Customers and Reliability Management

2.3.1 Customer Relationship Strategy

Distribution Channels and Key Account Management

Over the last 30 years, Moxa's growth has been closely linked to the expansion of its distributors and strategic partners. To ensure sustainable business expansion, Moxa created a channel management framework centered on three key pillars.



Optimize distribution strategy

Moxa analyzes market demand and competition to create more targeted distribution strategies for specific regions and products, aiming to broaden market reach and improve sales effectiveness.



Accelerate capability development of distributors and partners

Moxa prioritizes the training and support offered to its distributors and partners. To better meet customer needs, Moxa boosts professional skills and business standards by offering training, industry information, and technical support.



Portal for the transition of distributors and partners

Moxa's advanced portal technologies and platforms empower distributors and partners to construct up-to-date online sales channels and service platforms, ultimately boosting customer experience and marketing effectiveness.

This strategy enables Moxa to expand market presence and improve sales efficiency, alongside personalized customer service for different customers, thereby enhancing customer loyalty and satisfaction. Besides customers of distributors, Moxa also targets important vertical markets by participating in international associations and alliances to collaborate and communicate with key customers. Moxa's commitment to its customers and its core values of people-orientation and respect are evident in its dedication to providing high-quality, comprehensive services. Because of this, Moxa strives to cultivate strong partner connections for mutual benefit and achievement.

2.3.2 Product Safety Management

Moxa is committed to assisting customers around the world in building industrial communication infrastructure and enhancing industrial automation and communication applications. Moxa also works to ensure that its product design meets design safety requirements, such as the Underwriters Laboratories safety standards in North America/Canada (cULus), the IECEE Certification Body scheme, and the Low Voltage Directive (LVD) of the European Conformity (CE). These safety certifications require passing various tests to ensure customers face no hazards during Moxa product use, including electric shock, hazardous energy, ignition, mechanical hazards, thermal burns, and chemical and radiation hazards. Protecting human health is a priority for Moxa. To reduce the impact of hazardous substances on humans, Moxa complies with the requirements of the Green Product Management System (GPMS), monitors hazardous substances in the supply chain, and fully meets international and domestic hazardous substance regulations. For detailed information, refer to 3.2.2, Sustainable Materials—Hazardous Substance Management.

For the product manufacturing phase, all Moxa production plants passed the ISO 9001 quality system certification. Furthermore, quarterly inspections of manufacturing plants are carried out. A certification unit with the Nationally Recognized Testing Laboratory (NRTL) carries these inspections out. The quality system and safety inspections of Moxa products are inspected. During the factory inspections in 2025, no safety-related issues were found.

To help customers understand the safety precautions for product installation and reduce the potential safety hazards for customers when using the products, Moxa delineates several safety and installation precautions in the installation manual, which fully demonstrates our commitment to user safety. For example, the installation manual clearly states the following points: Regarding the use of laser modules, we explicitly require only Class 1 lasers and warn that improper operation may lead to hazardous radiation exposure. In terms of electrical safety, we describe the strict requirements for grounding, wiring, and power connections in great detail. We also remind users to install equipment in sites with limited access, to ensure only well-trained service personnel operate it, and to warn them that external metal parts may become extremely hot and require special protective measures. These detailed safety guidelines fully demonstrate Moxa's commitment to customer safety. According to an analysis of Moxa products sold in 2025, customers did not experience any casualties (such as product fires, burns, power leaks, and explosions) from using the products. Looking ahead to 2026, Moxa will continue to aim for zero product safety incidents by providing comprehensive installation guidance and safety reminders to help customers reduce potential safety risks during product use.

Moxa is committed to providing customers with comprehensive channels for reporting product safety concerns. If customers encounter issues related to installation safety or operational safety, a dedicated team specifically for product repair and technical support is available at Moxa. Customers can use the Product Repair Service form or other communication channels to clearly report safety concerns, including a detailed description of the issue, steps to reproduce it, and any relevant evidence. After getting feedback, Moxa undertakes to quickly and professionally evaluate and address the issue. They will also keep customers informed to ensure ongoing improvements in product safety, offering prompt and effective technical support.

Failure Analysis and Lessons Learned

Moxa is committed to making continuous quality improvement to provide customers with the most reliable products and meet market needs. Moxa has established a comprehensive and rigorous management system that includes:



Early Alert System (EAS)

By collecting historical maintenance data and performing big data analysis, the system is able to effectively discover potential quality problems early.



Establishment of a professional analysis team and procedures

When a potential quality problem is found or a customer feedback is filed reporting a product anomaly, Moxa will immediately set up an improvement team to use the 8D problem-solving method to find the root cause, implement temporary and permanent improvement actions, effectively resolving quality issues.



Recurrence prevention

The team creates lesson learned risk assessment documents based on the root cause. This lesson learned is available to the design team for review during the new product development phase. The goal is to reduce the recurrence rate of similar quality problems and continuously improve Moxa Product quality level.

Product Recall

Moxa has always regarded customer rights and product quality as its core values. According to the framework of the quality management system, when a product fails to function due to a specific reason, Moxa will activate service mechanisms including repairs, returns, or product recalls to protect the safety and rights of consumers. For example, Moxa has established standard procedures such as "Procedures for Handling Customer Complaints," "Procedures for Corrective and Preventive Control Measures," and "Regulations for Handling Delivery of Defective Products" to quickly respond to customer needs and resolve problems.

Moxa continues to strengthen quality management and internal monitoring mechanisms. By combining customer return analysis and tracking, Moxa takes rapid and effective actions when necessary to ensure product stability and improve customer satisfaction. Furthermore, Moxa adheres to the spirit of continuous improvement by forwarding various analysis results to the input of new product designs as part of the design cycle for improving the quality of Moxa products. Moxa did not recall any products due to product safety issues in 2025. This demonstrates Moxa's strong commitment to product quality and customer rights.

2.3.3 Implementation of Reliability Engineering

Product Reliability Management Policy

Moxa published the internal Reliability White Paper in 2024 to help employees understand the connection between reliability and sustainability, and future development directions. Moxa's vision for reliability is to "provide long-term reliable networking equipment for clients operating in harsh industrial environments." Through reliability engineering and scientific management, Moxa strives to enhance product reliability, driving higher customer satisfaction, brand loyalty, and a core competitive advantage.

To achieve this goal, Moxa has formulated clear product reliability requirements and —detailed thoroughly in the white paper—and conducts a series of activities to ensure products meet the reliability goals. Moxa's product reliability strategies are:

Reliable design

Moxa published the Design for Reliability (DFR) framework, providing the procedural foundation for the continued development of long-term reliable products in the future.

Failure analysis

By conducting professional failure analysis, Moxa pinpoints the underlying failure mechanisms and root causes, thereby establishing effective corrective and preventive actions to ensure failures do not recur.

System reliability prediction

When predicting product reliability, Moxa calculates failure rates and evaluates the Product Expected Life (PEL) in accordance with various international standards, gaining a deep understanding of system reliability levels. Additionally, Moxa is developing Physics-of-Failure (PoF) methods to build mechanism-driven reliability-life models for components, using their actual performance to evaluate system-level reliability and lifespan.

Component reliability engineering and validation

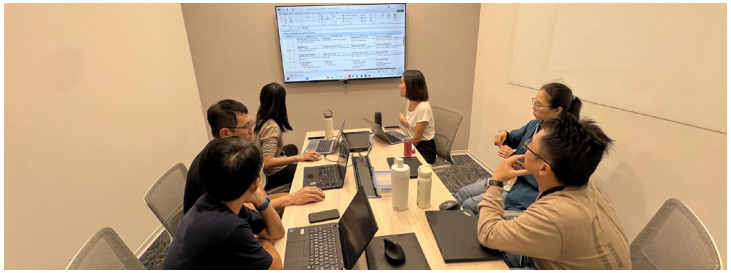
Select high-specification components and materials and comply with relevant industrial standards and certification requirements. Meanwhile, we are proactively developing component reliability engineering to gain a deeper understanding of the components and their application through actual testing and exploring the reliability and service life of components under different application conditions. In addition, Moxa also strengthens supply-chain management to ensure the quality and reliability of components and prevent product failures.

System reliability verification

Moxa devises reliability testing plans and uses methods such as accelerated life testing (ALT) to assess the reliability and service life of product systems, ensuring their long-term stability in actual applications.

Reliability Training Program: Embedding "Reliability by Design" into Our Engineering DNA

In 2025, the Quality and Reliability Management (QRM) team partnered with the Learning & Development (L&D) department to launch a Reliability Training Program. This initiative aims to establish a shared reliability knowledge framework and common technical language across the organization. Through systematic training, employees from R&D, quality, and frontline business teams can apply consistent scientific standards when communicating product reliability and customer value. The program also supports a cultural shift from reactive problem-solving toward proactive value creation.



Reliability Training Program Planning with L&D

1 Core Strategy: Building a Reliability Culture from Within

Ensuring product reliability is a collective effort, not confined to a single department. The 2025 training program prioritized building internal skills before focusing on external outreach:

- **Internal foundation:** Develop internal trainers and standardized training materials to ensure consistent understanding across departments.
- **Unified terminology:** Standardize key quality and reliability terms (e.g., MTBF, PEL, and DfR) to improve communication efficiency.
- **External alignment:** Build a strong internal knowledge base so frontline teams can consistently address customer inquiries regarding product lifetime and failure analysis, strengthening mutual trust.

2 2025 Reliability Training Program Overview

The training primarily targeted employees in quality and reliability-related functions, as well as product managers and sales teams (MAT) whose roles involve frequent customer engagement on reliability topics. The in-person training sessions concluded in August 2025, followed by the launch of bilingual digital courses in November, enabling broader access for employees across global regional offices and expanding the reach of reliability knowledge throughout the organization.

2025 Reliability Training Program Implementation Overview

Training Session	Course Topic	Duration	Participating Departments	Participants
QMD-Batch 1	Design for Reliability (DfR)	4.5 hrs.	CE, DQA, QRM	18
	MTBF vs. PEL Prediction	3.0 hrs		18
	Failure Analysis (FA): Concepts and Methods	3.5 hrs.		18
BG/MAT Session	Design for Reliability (DfR)	4.5 hrs.	EBG, TBG, MAT	15
	MTBF vs. PEL + FA Concepts	3.0 hrs.		15
Online Course	Reliability White Paper Overview	0.5 hrs.	MHQ	Open to all



QMD Specialized Training Session



EBG/TBG/MAT Specialized Training Session

3 Implementation Focus: Establishing a Common Reliability Language

The training aimed to help employees understand Moxa's reliability objectives and methodologies, including target setting, design, prediction, validation, and failure analysis. Technical concepts were explained in accessible terms so that even nontechnical colleagues could understand the key principles.

- Consistency: Align understanding across departments such as CE, DQA, MAT sales, and PMs when discussing reliability-related topics.
- Clarity: Present complex concepts in simple, practical terms closely related to daily work scenarios, supported by examples and exercises to facilitate quick comprehension.

4 Training Outcomes and Participant Feedback

Most PM participants provided positive feedback, noting that the program effectively strengthened their foundational knowledge. Participants reported that they now understand both what reliability practices Moxa implements and why the company maintains reliability standards that exceed industry norms.

Total Participants

33 key employees completed the in-person training sessions

Cross-Department Coverage

Participants included CE, DQA, EBG/TBG PMs, and MAT Sales

Digital Impact

A digital course, "Understanding the Moxa Reliability White Paper Made Easy," was launched on Moxa College, enabling employees across global regions to access the training beyond geographical limitations

5 Future Outlook: Expanding Impact and Driving Excellence

"Reliability by design, embedded in our DNA." QRM plans to enhance reliability knowledge company-wide via internal training and a case study database, embedding reliability awareness into every employee's thinking.

Next Phase Initiatives



Expanding training coverage

In 2026, the program will extend to R&D teams and PBG PMs, ensuring that both core technical teams and customer-facing units share a consistent professional understanding of reliability concepts.



Publishing an external white paper

Consolidate internal practices into a structured document to serve as a key corporate reference for communicating Moxa's capabilities in quality and reliability.



Improving communication efficiency

Provide standardized reference materials for Sales and Marketing, reducing repeated explanations across departments and strengthening Moxa's professional reputation for reliability.

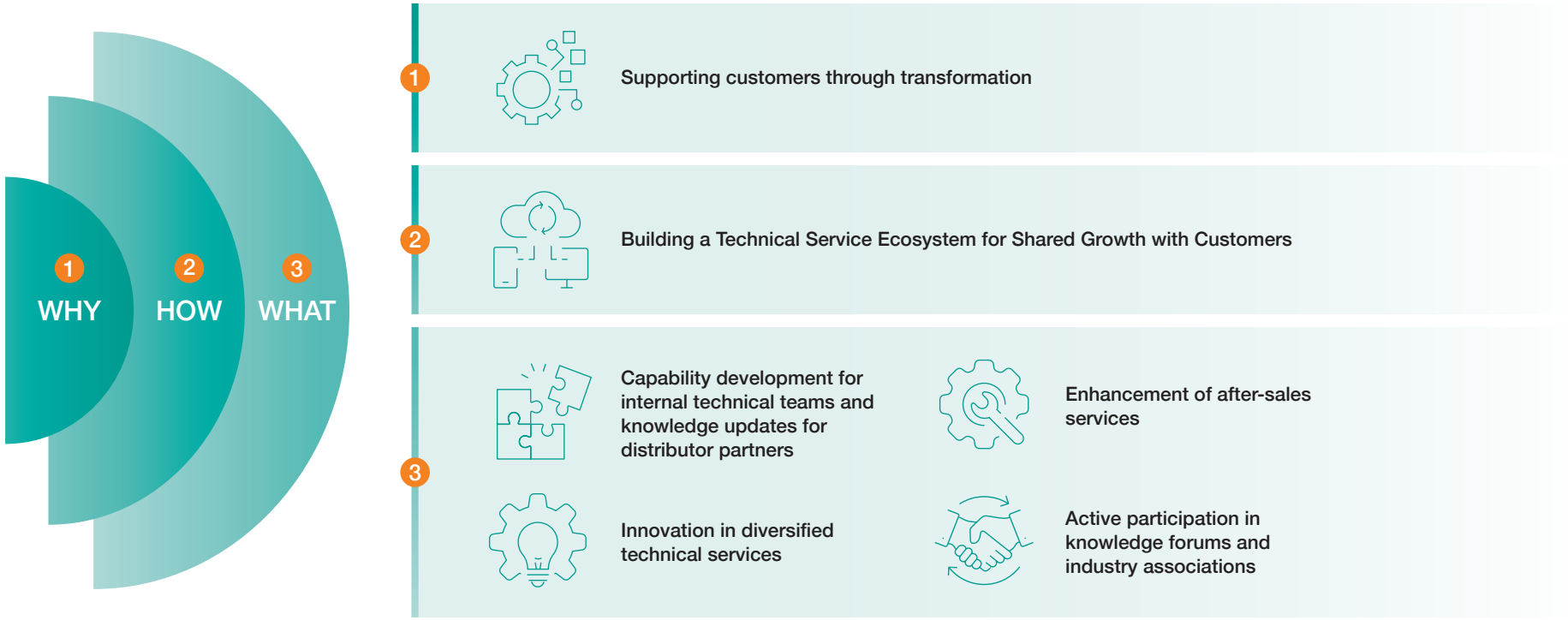
2.4 Technical Service Innovation

Building a Technical Service Ecosystem for Shared Growth with Customers

Moxa's service team recognizes that its highly diverse customer base — asset owners, system integrators, and vehicle manufacturers—each faces unique industry transitions and technical challenges. Moxa's technical service framework centers on fostering a collaborative service ecosystem that expands alongside its customers and partners. With this objective in mind, Moxa focuses on four key areas to continuously create long-term value for customers and partners:

- **Knowledge enhancement for internal teams and distributors:** Ensure service teams and channel partners stay up to date with the latest technologies and industry developments.
- **Innovation in technical services:** Develop proactive models to address evolving technical needs.
- **Improvement of after-sales services:** Optimize service processes to provide faster, more efficient, and higher-quality support.
- **Active participation in knowledge forums and industry associations:** Engage with industry communities to promote collaboration, knowledge exchange, and the development of industry standards.

Mission of Moxa Service Team



2.4.1 Technical Team Development and Distributor Partner Enablement

Moxa focuses on the development of two key groups: distributor engineers and internal technical service teams. To support their growth, Moxa has established a comprehensive training framework. This framework ensures that Moxa consistently delivers professional expertise across every stage of the service process.

Professional Enablement for Distributor Partners

Each year, Moxa offers structured training programs for distributor partners to boost product expertise and explore topics reflecting industry trends. Following the training, a certification system is used to track outcomes and ensure that partners' professional capabilities meet established standards.

2024-2025 Moxa Distributor Training Statistics

	2024			2025		
Region	Participating Distributors	Engineers Trained	Certification Rate	Participating Distributors	Engineers Trained	Certification Rate
Americas	36	67	92.53%	36	65	85.00%
Europe	38	51	98.03%	31	59	94.12%
China	11	37	94.59%	19	35	97.14%
Asia	24	64	95.31%	23	57	96.61%

Distributor Feedback:

97.4% of distributor engineers in the Americas indicated that Moxa's training was helpful and said they would recommend the program to their colleagues.

93% of distributor engineers in Europe reported that the training met their expectations.

Development of the Internal Technical Service Team

To strengthen the capabilities of the internal technical service team and deepen engineers' understanding of customer environments, Moxa implemented four key enhancements to its training framework:

Introducing a Learning Framework

Training programs incorporate three core elements—training, mentoring, and on-the-job training (OJT)—to ensure comprehensive capability development.

Enhancing Course Content

Training has evolved from product-focused instruction to include more application-based learning and industry standards, such as IEC 62443 (industrial cybersecurity), IEC 61850 (power system communication), IEC 61375 (train communication networks), and IACS UR E26/E27 (maritime cyber-resilience principles).

Strengthening Practical Experience

Greater emphasis is placed on hands-on practice and real-world scenario support during OJT to ensure engineers can effectively address customer needs.

Structuring RMA Engineering Expertise

A technical competency framework and certification system are converting individual repair experience into organizational knowledge, standardizing service quality.

Building a Technical Talent Pipeline for Sustainable Growth

To support long-term sustainability, Moxa has also launched a Technical Talent Pipeline initiative aimed at developing the next generation of industrial networking professionals. Through a dual-track training approach that combines technical expertise and soft skills development, the program prepares future engineers to become key talent in the industrial networking industry.

2.4.2 Innovation in Technical Services and Optimization of After-sales Support

Innovation in Technical Services

In response to the rapid acceleration of global industrial change and the growing complexity of system integration, Moxa is increasing its investment in bolstering traditional pre-sales and after-sales support, alongside broadening its advanced technical services. Two emerging service domains saw significant achievements from Moxa in 2025: communication system optimization and assisting customers in implementing international standards.



Supporting customers in implementing international standards.

- Energy sector: For a globally recognized energy company, Moxa leveraged its technical expertise to design a network architecture compliant with the IEC 61850 standard and provided in-depth commissioning support, translating technical blueprints into stable operational performance.
- Shipbuilding industry: Moxa assisted a Korean shipbuilding equipment manufacturer in planning a network architecture that complies with the IACS UR-E27 cyber-resilience standard, strengthening digital security for maritime operations.
- Rail transportation: Moxa supported a Chinese rail equipment provider in optimizing system design, successfully achieving certification under the IEC 62443-3 industrial cybersecurity standard.



Communication system optimization.

- Rail transportation: Moxa assisted the Saudi Arabia Metro and Taiwan Metro in conducting in-depth communication performance optimization, ensuring stable and reliable signal transmission even under high-speed operations and complex environments.

Moxa believes that continuously challenging the status quo and exploring new service models create lasting value for customers in a rapidly evolving landscape. Looking ahead to 2026, Moxa will continue collaborating with customers to identify and develop new service offerings, supporting them in navigating their transformation smoothly and successfully.

Optimization of After-sales Services

As industrial transformation accelerates, the speed of resolving technical issues directly impacts customers' operational resilience. Moxa is committed to significantly shortening issue resolution time through digitalization and organizational optimization. In 2023 and 2024, Moxa enhanced its digital service platform, focusing on the deep integration of its CRM and ticketing systems. This integration enables transparent, end-to-end tracking of service cases—from customer support teams to R&D technical teams, ensuring seamless information flow and eliminating communication gaps.

Moxa has built on this foundation by implementing four key improvements:

Data-driven key performance indicators (KPIs)

Through automated data collection, Moxa analyzes the time spent at each stage of issue resolution — from customer reporting to final closure — and evaluates team service performance across different product lines.

Designated application experts (skill owners)

As application scenarios grow more complex, Moxa has established dedicated skill owners for specific domains. This ensures that appropriate experts handle in-depth technical issues, significantly improving resolution efficiency.

Customer-oriented collaboration between field and backend engineers

To address geographical barriers in global service operations, Moxa has introduced a collaboration model pairing field engineers with headquarters engineers. This approach simplifies communication between overseas branches and headquarters, enabling faster information flow and ensuring that customers worldwide receive the same high-quality support.

Long-term repair service planning for rail and power customers

Given the long equipment life cycles typical in the rail and power sectors, Moxa's RMA and Quality teams began analyzing customer operating environments and repair data in 2025 to optimize component design and maintenance processes. This initiative not only extends hardware service life but also significantly enhances product reliability and customer trust.

Technical Service Satisfaction Analysis (2023 to 2025)

Year	Effectively Solved Problem	Provided Clear Instructions	Response Speed	Service Attitude	Overall Service Experience	Satisfaction level
2025	98.0%	98.4%	98.0%	98.8%	98.6%	98.3%
2024	98.2%	98.6%	97.8%	99.0%	98.4%	98.4%
2023	97.8%	98.0%	97.4%	98.6%	97.8%	97.9%

3 Green Manufacturing and Design

3.1 Green Manufacturing 67
3.2 Eco-Friendly Product Design 79



GHG Emissions ↓ 25%

GHG emissions are reduced by 25% compared to 2022.

Establishing Green Index Framework

Integrating green design assessment into product development to incorporate environmental considerations in material evaluation and design decisions.

Plastic Packaging Usage ↓ 30 p.p.

Plastic Packaging Reduced to 42%. 30 percentage points lower than 2022, replaced by paper packaging.

3.1 Green Manufacturing

3.1.1 Environmental Sustainability Commitment and Governance

Moxa Environmental Sustainability Commitment

To fulfill environmental protection and product responsibility, Moxa takes concrete actions to implement the EHS policy and five commitments to reduce the impact of operations and products on the environment.



Investment in innovation and R&D

Develop products that meet customer expectations and have a low environmental impact. Reduce the environmental impact of products at the stages of procurement, manufacturing operations, logistics and distribution, product use, and product disposal, and ensure that they do not cause harm to the health or safety of users.



Adoption of environmentally friendly materials

Implement the management and replacement of hazardous substances, promote the use of recycled and recycled raw materials, promote waste recycling and reuse, and commit to practicing a circular economy.



Promoting green manufacturing

Invest in energy conservation, water conservation, waste reduction, and pollution reduction to improve the ecological benefits of products, improve pollution prevention performance, and reduce the environmental impact of the Company's production and manufacturing.



Promoting the R&D of low-carbon products

Improve the energy efficiency of products and help customers reduce the energy consumption of their products.



Setting SBT carbon reduction targets

Collaborate with partners in the value chain to promote carbon reduction and work towards achieving the 2050 net-zero emission goal.

Moxa Environmental Sustainability Management

Under the ISO 14001 standard, Moxa has established a management system that incorporates local regulatory requirements and operational conditions and requirements in plants, promotes personnel training, and formulates operating procedures to ensure compliance. We also regularly assess environmental management risks, establish management indicators, and promote continuous improvement. We then monitor management performance through annual management review meetings. In addition, since 2005, Moxa has continuously commissioned a third-party verification unit to review the implementation of the management system and practices, propose specific recommendations, and verify the effectiveness of the environmental management system. Moxa receives certificates after passing verification. All of Moxa's business and production sites in Xinzhuang and Bade have passed the external verification of ISO 14001. Auditors found no major deficiencies in Moxa's latest external audit (2025). Furthermore, Moxa has not committed major environmental violations, nor have authorities imposed related administrative penalties over the years.

Note: A major violation refers to one in which a fine of more than NT$300,000 is imposed for a single violation.

Environmental Training and Promotion

Moxa has created training programs on material applications, product design, packaging regulations, and ESG trends to help employees better understand sustainability and its applications. Courses include Sustainable Materials: Strategies and Challenges, which supports low-carbon material selection and design thinking; ESPR Ecodesign Regulation Overview, strengthening awareness of EU ecodesign and Digital Product Passport (DPP) requirements; and PPWR Packaging and Packaging Waste Regulation Trends, helping prepare for future packaging compliance and design adjustments. In addition, ESG foundation and strategy courses help employees strengthen sustainability thinking and cross-functional collaboration from regulatory, design, and strategic perspectives. These courses cover material topic identification, action implementation, and the link between ESG and business competitiveness.

Environmental Risk Management

To effectively identify the environmental impact of the workplace, Moxa conducts a comprehensive environmental assessment of operations, activities, products, and services. This assessment covers all stages of the product life cycle, including design, raw material procurement, production, transportation and packaging, utilization, and disposal. We analyze the impacts on the environment and improvement opportunities that need to be controlled based on stakeholder perspectives, and the frequency and severity of incidents.

In 2025, Moxa completed 100% of the environmental considerations and risk assessments of its major business locations (Xinchuang Office and Bade Plant) under the Environmental Aspects and Hazard Identification and Risk Assessment Procedures. The team identified 470 environmental considerations and found no significant environmental impact. To further decrease the plant's environmental impact, Moxa developed and initiated two environmental management plans in 2025: "Optimization of HVAC and Lighting Controls" and "Zoned Lighting Management in Office Areas." All actions were carried out and monitored as per the initial schedule.

3.1.2 Pathway to Net-zero Transition

With the deterioration of climate change in recent years, Moxa takes it upon itself to answer the global call of carbon reduction, implementing carbon reduction actions, and developing cooperation and knowledge sharing with the overall value chain. Through mutual learning and exchange of best practices, we work to promote the achievement of global GHG reduction goals.

Net-zero Targets Passed SBTi Validation

To show its commitment to net-zero emissions, Moxa pledged to the Science-Based Targets initiative (SBTi) in December 2023. Following SBTi's methodology for setting carbon reduction targets, Moxa completed establishing these targets. Using 2022 as the base year, Moxa set the Science-Based Targets (SBTs) for the near term (2034) and net-zero emissions (2050). The SBTs are in line with the global warming limit of 1.5°C and officially passed SBTi validation in November 2024. This validation confirms that Moxa's carbon reduction targets are adequate help curb global warming to under 1.5°C. This aligns Moxa's carbon reduction strategy with international trends and contributes to the worldwide goal of achieving net-zero emissions by 2050.

Moxa Net-zero SBT Setting

	2025 Target Base Year 2022	2025 Performance	Near-term Target (2034)	Net-zero Target (2050)
Scope 1 and 2	Reduce absolute emissions by 15%	increase absolute emissions by 28%	Reduce absolute emissions by 60%	Reduce absolute emissions by 90%
Scope 3	Reduce emissions by 23.08% per million NT dollars of gross profit	Reduce emissions by 38.2% per million NT dollars of gross profit	Reduce emissions by 65% per million NT dollars of gross profit	Reduce emissions by 97% per million NT dollars of gross profit

Moxa Net-zero Strategies and Actions

Moxa has identified three primary emission sources for their 2050 net-zero goal: purchased goods and services, the use of products they sell, and their electricity usage, based on GHG inventory assessments. To achieve net-zero emissions, Moxa has outlined three key strategies: low-carbon operations, low-carbon product design, and low-carbon value chain.

Low-carbon Operations

Electricity consumption is the primary source of carbon emissions from Moxa's operations. To improve energy efficiency and reduce operational emissions, Moxa implements systematic management and continuous improvement practices. This involves regularly reviewing the performance of high-energy-consuming and low-efficiency equipment, optimizing operational efficiency, and gradually updating outdated equipment. In 2025, Moxa implemented six energy-saving initiatives, achieving total electricity savings of 74,378 kWh and reducing emissions by 35.26 tCO_2e, demonstrating tangible progress in energy management. Additionally, Moxa incorporated energy-efficient facilities during the manufacturing site's design phase, and the site obtained a Gold-level Green Building certification, providing a solid foundation for low-carbon operations. Moving forward, Moxa will continue to promote energy efficiency improvements in its factories by integrating diverse technologies and management practices to reduce energy intensity and enhance production efficiency. The company will review the feasibility of adopting renewable energy sources and establish realistic timelines for their implementation. The goal is to bolster operational sustainability and move towards a resilient and efficient low-carbon operating model.

Low-carbon Product Design

Product design is a critical stage influencing environmental impact. Moxa integrates sustainability considerations early in the design process through modular design and the Green Index evaluation method, enabling material selection, structural configuration, and manufacturing decisions to incorporate carbon and environmental impact assessments. Modular design improves resource efficiency and component reuse, reducing redundant development and material waste. The Green Index provides a quantitative basis for comparison, helping design teams balance functionality, cost, and environmental performance while gradually introducing low-carbon materials and enhancing life-cycle environmental performance. By embedding energy-efficient design in the product use phase, Moxa improves power conversion efficiency and lowers energy consumption, enabling customers to decrease their energy use and carbon emissions.

Moxa promotes sustainable product packaging with the introduction of its Green Packaging Index. The framework assesses packaging performance by considering space usage, material selection, plastic reduction methods, and recycling certifications. Updating packaging design rules and creating an online materials repository allows Moxa to improve efficiency and standardize packaging. The company is also phasing out traditional plastic cushioning in favor of recycled pulp and paper-based options, with a plan to implement recycled-content alternatives to cut down on single-use plastics and packaging-related carbon emissions.

Low-carbon Value Chain

As a global leader in the industrial Internet, Moxa is committed to decreasing carbon emissions not only within its own facilities but also by partnering with contract manufacturers and key suppliers to foster a transition to low-carbon practices. Moxa supports suppliers in setting decarbonization targets and provides guidance on creating greenhouse gas (GHG) inventories and obtaining third-party verification.

Moxa prioritizes suppliers for engagement based on their procurement-related carbon emissions, focusing on those responsible for the top 90% of supply-chain's emissions each year. Moxa adjusts its supplier management strategy based on their carbon management skills and involvement. This approach aims to gradually improve suppliers' abilities in tracking greenhouse gases, calculating product carbon footprints, and planning decarbonization. The goal is to increase transparency and sophistication in managing carbon emissions throughout the supply chain.

Additionally, Moxa gathers carbon inventory data and material emission factors from global manufacturers who source through distributors. This information is used to establish a foundational database for supply chain carbon emissions. To enhance the precision and comparability of carbon data related to procurement, the information is unified and transformed according to globally accepted benchmarks. Through systematic inventory promotion and capability building, Moxa continues to expand the impact of supply chain decarbonization and lay the groundwork for long-term low-carbon transformation.

Key Strategy	Low-Carbon Action	2025 Implementation Results	2026 Implementation Goals
 **Low-carbon Operation**	Improve the energy efficiency of equipment and optimize energy allocation, ensure maximum energy use, reduce unnecessary waste, and devise plans to adopt renewable energy to reduce carbon emissions in the operation process.	• Implemented six energy-saving initiatives, mainly targeting HVAC, exhaust, and lighting systems, saving 74,378 kWh • Completed assessment of renewable energy demand and implementation timeline	• Focus on improving building HVAC efficiency and thermal energy management to enhance overall energy efficiency • Complete the adoption of renewable energy
 **Low-carbon Product Design**	By developing low-energy consumption products, selecting low carbon raw materials, optimizing green packaging, and promoting modular designs, we improve product energy efficiency, reduce environmental impact, and strengthen recycling and reuse to reduce carbon footprint since the design stage, promoting sustainable development.	• Established a power efficiency review process during the product verification stage • Integrated green design evaluation methods into product development projects • Formally introduced a Green Packaging Index into the packaging design process	• Revise power efficiency specifications based on the testing results • Expand green design evaluation methods to more product models and build a more comprehensive database • Strengthen principles for adopting recycled and renewable materials • Promote alternative, eco-friendly packaging solutions • Evaluate green labels for Moxa products
 **Low-carbon Value Chain**	Reduce carbon emissions and improve resource recycling efficiency through low-carbon management of suppliers and energy efficiency improvement in logistics. Work with partners to build a sustainable supply chain and attain the goal of a low-carbon value chain.	• Implemented GHG inventory and product carbon footprint models for capable suppliers committed to decarbonization • Completed carbon emission factor assessment for procured materials from global manufacturers	• Continue supporting suppliers with limited capabilities but strong decarbonization intentions to implement GHG inventories and product carbon footprint models • Organize workshops on carbon reduction initiatives • Require suppliers to set carbon reduction targets

3.1.3 GHG Emission Management

GHG Inventories Assessment

Moxa began conducting Greenhouse Gas (GHG) inventory assessments in 2023, and passed the external audit of ISO 14064-1. In 2025, Moxa's total GHG emissions were 216,438 tonCO_2e, a 16.36% increase from 2024. There are two primary issues: first, an increase in product sales and raw material purchase in 2025 from 2024 levels, and second, the increase in emission factors from international raw material databases in 2024. In 2025, Moxa's GHG emissions were mainly from scope 3 emissions, accounting for 97.95% of Moxa's overall emissions. For Moxa, purchased goods and services (C1) and use of sold products (C11) were the most substantial contributors to emissions, making up 91.4% of Scope 3 and 89.53% of their total emissions. Consequently, Moxa needs to actively pursue carbon reduction strategies within its value chain, specifically focusing on C1 and C11. Meanwhile, Scope 2 emissions from electricity consumption were the primary source, accounting for 90% of total Scope 1 and Scope 2 emissions. This shows that Moxa is focusing on the electricity use of its operations for carbon reduction. In terms of Scope 1 and Scope 2 emissions in 2025, it decreased by 24.42% compared to 2024. The main reasons for the reduction were decreased refrigerant charging and a slight decrease in indirect emissions from electricity consumption.

Moxa's GHG Emissions

Unit: tons CO_2e

Scope	2022	2023	2024	2025
Scope 1 and 2	3,462 (1.20%)	4,723 (2.23%)	5,859 (3.15%)	4,428 (2.05%)
Scope 3	285,512 (98.80%)	207,363 (97.77%)	180,155 (96.85%)	212,010 (97.95%)
Total	**288,974**	**212,086**	**186,014**	**216,438**

Note 1: The scope of the data includes Moxa's global production and operating bases.
Note 2: Scope 1, Scope 2, and Scope 3 emissions do not include biogenic CO_2 emissions.
Note 3: There are six GHG under Scope 1, Scope 2, and Scope 3 inventory, including CO_2, CH_4, N_2O, HFC, PFC, and SF_6.
Note 4: Scope 2 is location-based.
Note 5: The GHG emission factors are based on the GHG emission factor management table announced by the Taiwan Environmental Protection Administration's national registration platform, and the emission coefficient of electricity is based on the announcement of the Energy Administration, Ministry of Economic Affairs.
Note 6: The global warming potential (GWP) is quoted from the Sixth Assessment Report (AR6) of the IPCC.

Scope 1 and 2 GHG Emissions and Emission Intensity

Unit: tons CO_2e

Scope	2022		2023		2024		2025	
	Emissions (tons CO_2e)	Emission Intensity (kg CO_2e/product)	Emissions (tons CO_2e)	Emission Intensity (kg CO_2e/product)	Emissions (tons CO_2e)	Emission Intensity (kg CO_2e/product)	Emissions (tons CO_2e)	Emission Intensity (kg CO_2e/product)
Scope 1	167	-	879	-	1,810	-	443	-
Scope 2	3,295	-	3,844	-	4,049	-	3,985	-
Scope 1+2	**3,462**	**1.31**	**4,723**	**2.64**	**5,859**	**3.01**	**4,428**	**2.11**

Note 1: The scope of data includes Moxa's global production and operating bases.

Scope 1 and 2 GHG Emissions by Gas Type

Unit: tons CO_2e

	2022		2023		2024		2025	
	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2	Scope 1	Scope 2
CO_2	8.2882	3,091.0013	9.0612	3,425.5862	7.7158	3,670.4664	8.2698	3,685.3660
CH_4	51.4042	-	70.7795	-	34.2333	-	27.6933	-
N_2O	0.0048	-	0.0054	-	0.0043	-	0.0047	-
HFCs	61.2000	-	596.4629	-	1,569.7063	-	385.0020	-
PFCs	0	-	0	-	0	-	0	-
SF_6	0	-	0	-	0	-	0	-
NF_3	0	-	0	-	0	-	0	-
Total	**120.8972**	**3,091.0013**	**676.3090**	**3,425.5862**	**1,611.6598**	**3,670.4664**	**420.9698**	**3,685.3660**

Note 1: The scope of data includes Moxa's Taiwan production and operating bases.

Scope 3 GHG Emissions

Unit: tons CO_2e

Source	2022	2023	2024	2025
Purchased Goods and Services (C1)	103,708	59,340	26,613	54,521
Capital goods (C2)	7,453	7,453	7,453	7,453
Fuel- and Energy-related Activities (C3)	601	780	846	944
Upstream Transportation and Distribution (C4)	499	125	63	274
Waste Generated in Operations (C5)	24	24	27	8
Business Travel (C6)	259	384	274	249
Employee Commuting (C7)	1,548	1,714	1,365	1059
Downstream Transportation and Distribution (C9)	5,191	4,321	3,684	3,662
Use of Sold Products (C11)	161,637	128,630	135,238	139,248
End-of-life Treatment of Sold Products (C12)	727	727	727	727
Capital goods (C15)	3,865	3,865	3,865	3,865
Total	**285,512**	**207,363**	**180,155**	**212,010**

Note: C8 (Upstream leased assets), C10 (Processing of sold products), C13 (Downstream leased assets), and C14 (Franchises) are not included in the inventory as the company has no related activities. C2 (Capital goods), C12 (End-of-life treatment of sold products), and C15 (Investments) are estimated based on financial data because these are not considered significant emission sources.

Product Carbon Footprint Inventory

As global awareness of sustainable consumption grows, market demand and international trade are speeding up toward low-carbon transformation. Product carbon footprints, thanks to global trends and regulations, increasingly influence customer purchasing decisions. Providing low-carbon products is therefore key for Moxa to enhance its competitiveness and support customers in achieving their decarbonization goals. By analyzing carbon emissions across the product life cycle, Moxa identifies emission hotspots and key drivers to develop targeted reduction strategies and continuously lower overall product carbon footprints.

In 2023, Moxa established a Product Carbon Footprint Assessment Task Force, following the ISO 14067 standard to create a product carbon footprint assessment model. The task force selected the EDS-4000/G4000 Series managed switches to start the quantification of the product carbon footprint, which had passed the ISO 14067 verification. Moxa further enhanced its carbon management system in 2025 by integrating product carbon footprint models with organizational GHG inventories and incorporating primary supplier data, strengthening the carbon footprint database for product materials. This highly reliable database enables Moxa to address customer carbon inquiries quickly and support their green procurement choices. It achieves this by providing verified carbon data for selecting lower-carbon products, which helps reduce operational emissions.

Starting in 2026, Moxa plans to establish an integrated carbon management platform to fully digitalize carbon data management. The platform will consolidate three key types of carbon information: organizational GHG inventory data, product carbon footprint data, and supplier material carbon footprint data. Once implemented, Moxa expects this integrated platform to deliver three key benefits:

Strengthening supply-chain carbon data management	Through a platform-based approach, Moxa will systematically collect and track primary carbon emission data from suppliers. By digitizing and standardizing fragmented and manual data processes, the platform will improve data completeness and timeliness, providing a solid foundation for carbon inventories, analysis, and decarbonization planning.
Responding efficiently to customer carbon information requests	By integrating carbon data at the organizational, product, and material levels, the platform will enable the rapid generation of carbon footprint information required by customers. This will support customers' needs for carbon inventories, product carbon disclosure, and regulatory or rating requirements, while improving response efficiency, data consistency, and customer trust.
Enabling low-carbon product design	The platform will bring carbon data into the product design stage, allowing R&D teams to estimate emissions and screen low-carbon materials early in development. By comparing carbon impacts across design options, teams can progressively optimize low-carbon product designs and develop products with lower emissions and higher energy efficiency while maintaining quality and reliability.

Chronicle of Moxa Product Carbon Footprint Implementation

2023

Initiation of Product Carbon Footprint Inventory

- Established the Product Carbon Footprint Inventory Taskforce
- Conducted product carbon footprint inventory for core products and passed ISO 14067 certification

2024

Establish a Carbon Footprint Database for Raw Materials

- Provided 5 customers with the complete product carbon footprint data for 62 product models

2025

Optimize the Product Material Carbon Footprint Database

- Supports supply chain partners in providing carbon footprint data
- Collects primary carbon footprint data and establishes a primary data database

2026

Establish an Integrated Carbon Management Platform

- Significantly improves data processing efficiency through systematic management
- Accurately tracks decarbonization performance across operations and the value chain

3.1.4 Energy Management

Energy Structure

For Moxa's energy use structure, purchased electricity accounts for about 99.60%, natural gas 0.39%, and diesel 0.01%. Therefore, reducing electricity use is Moxa's primary goal of energy conservation. Because of the increase in production capacity, Moxa's total energy consumption in 2025 reached 27,976,435 MJ, an increase of 10.8% from 2024. The increase in energy consumption was due to Moxa leasing a new office site in 2024, which officially began operations in July 2024. Consequently, 2024 included only about half a year of electricity usage, whereas 2025 shows the first full year of electricity consumption for this site, resulting in a noticeable increase in overall energy use. Moxa aims to enhance its energy management efforts going forward, thereby reducing the negative impact of production on energy consumption.

Moxa Total Energy Consumption

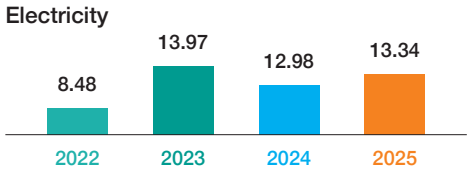
Unit: MJ

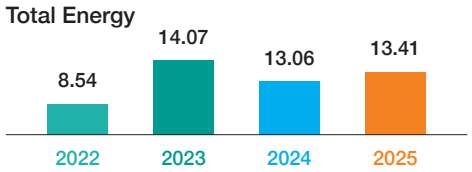
Energy Category		2022	2023	2024	2025
Electricity	Self-generated renewable electricity for self-use (a)	0	0	0	0
	Purchased renewable electricity (b)	0	0	0	0
	Purchased nonrenewable electricity (c)	22,469,019	24,951,581	25,255,496	27,976,435
	Total electricity (d=a+b+c)	22,469,019	24,951,581	25,255,496	27,976,435
Diesel (e)		5,623	7,381	4,569	5,623
Natural gas (f)		157,741	170,619	146,934	152,496
Total nonrenewable energy consumption (g=c+e+f)		**22,632,383**	**25,129,581**	**25,406,999**	**28,134,527**
Total renewable energy consumption (h=a+b)		**0**	**0**	**0**	**0**
Total energy consumption (i=g+h)		**22,632,383**	**25,129,581**	**25,406,999**	**28,134,527**

Note: The scope of data includes Moxa's Taiwan production and operating bases.

Energy Intensity Statistics

Unit: MJ / product





Note: The scope of data includes Moxa's Taiwan production and operating bases.

Energy Conservation Actions

In 2025, Moxa implemented six energy-saving measures, mainly for air-conditioning systems, exhaust systems, and lighting systems, garnering a total energy savings of 74,378 kWh and carbon reduction of 35.26 tons CO_2e. Meanwhile, Moxa's Bade Plant aims to save 1% of electricity per year, and it regularly reports energy-saving measures. From 2020 to 2025, the average electricity saving rate reached 2.78% per year.

In 2026, Moxa will focus on improving building HVAC efficiency and space thermal management. By optimizing HVAC system performance and reducing the building's heat load, the company aims to enhance overall energy efficiency. Improving HVAC and ventilation system configurations, replacing aging equipment, and introducing glass insulation and shading measures in office and common areas are specific actions to reduce cooling demand and avoid unnecessary energy use, gradually establishing a more stable and effective energy management foundation.

Going forward, Moxa will continue to promote energy efficiency improvements in its factories by integrating diverse technologies and management measures to reduce energy consumption while enhancing production efficiency, moving toward a more resilient and efficient operating model.

Summary of Energy-saving Measures in 2025

Energy Conservation Case Classification	Energy Saving Case Name	Electricity Savings (kWh/year)	Carbon Reduction (ton CO_2e/year)
Air-conditioning system	Adjusted HVAC operating hours in the Chamber room at Bade site.	4,608	2.18
	Installed timers for HVAC supply fans and heat recovery ventilators at the Xinzhuang office.	49,896	23.65
Exhaust system	Adjusted restroom exhaust fan operating hours at the Bade site.	1,875	0.89
Lighting system	Added lighting circuit controls for the office and inspection areas at the Bade site.	10,199	4.83
	Converted corridor lighting outside meeting rooms at the Xinzhuang office to motion sensors or reduced fixture numbers.	5,232	2.48
	Replaced pantry lighting at the Xinzhuang office with motion-sensor lights.	2,568	1.22
Total		**74,378**	**35.26**

Note: As no equipment measurements were taken to verify actual energy savings before and after the improvements, the reported energy savings are estimated based on the proposal.

Moxa Energy Conservation Promotion and Initiatives

To ensure energy conservation goes beyond policies and becomes part of daily practice, Moxa promotes energy-saving initiatives through three key aspects: management systems, employee behavior, and data monitoring. By establishing energy management mechanisms, strengthening employees' awareness of daily energy-saving actions, and continuously monitoring electricity consumption with feedback for improvement, Moxa integrates energy conservation into everyday operations and workplace culture, gradually building a sustainable and measurable energy management approach.





Establish Energy Management Mechanisms

- Adjust HVAC operating hours and temperature settings.
- Optimize lighting zones and reduce unnecessary lighting.
- Replace high-energy-consuming equipment with energy-efficient alternatives.

Strengthen Employee Energy-saving Behavior

- Encourage employees to submit practical energy-saving ideas and improvement suggestions.
- Promote turning off lights, power, and standby equipment after work.
- Use visual reminders (e.g., posters and stair decals).
- Encourage taking the stairs instead of the elevator through awareness activities.

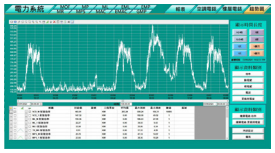
Electricity Data Tracking and Performance Feedback

- Review energy consumption trends monthly.
- Analyze high-energy-use periods and equipment.
- Propose improvement actions based on data and provide feedback to management.

To effectively monitor and manage energy usage in its manufacturing facilities, Moxa has installed an energy management system and digital meters for electricity and water at its Bade Plant. This system visualizes key energy consumption information, such as air conditioning, process power, lighting sockets, automated warehousing, and water usage, on the monitoring screen of the energy management system. It can unload electricity-consuming equipment based on the demand of different areas or equipment, thereby achieving the effectiveness of electrical energy management. The energy management system has a database for storing over a year's worth of real-time electricity and water consumption data.



Energy Management System—Electricity Meter Information



Energy Management System—Demand Monitoring Information



Energy Management System— Water Meter Information

Moxa's Bade Plant obtained the Gold-level certification of the Green Building Label and Gold-level certification for Intelligent Building Label in 2020, and energy-saving facilities have been designed since the early stage of plant construction planning. The certification was successfully renewed in 2025. The relevant energy-saving equipment description is:

1. The water chiller system adopts high-efficiency energy-saving models and complements the central monitoring system to optimize the operation configuration.
2. The motor comprises an IE3 efficiency motor and operates with an inverter.
3. A buoyancy ventilation system is installed to save energy consumption in winter.
4. The air compressor runs at a variable frequency operation.
5. The whole plant uses LED lamps, a two-way control switch, schedule control, and induction lighting.
6. Install low-emissivity (low-E) glass for natural lighting and block solar radiation heat energy.

3.1.5 Water Management

Water Consumption Structure

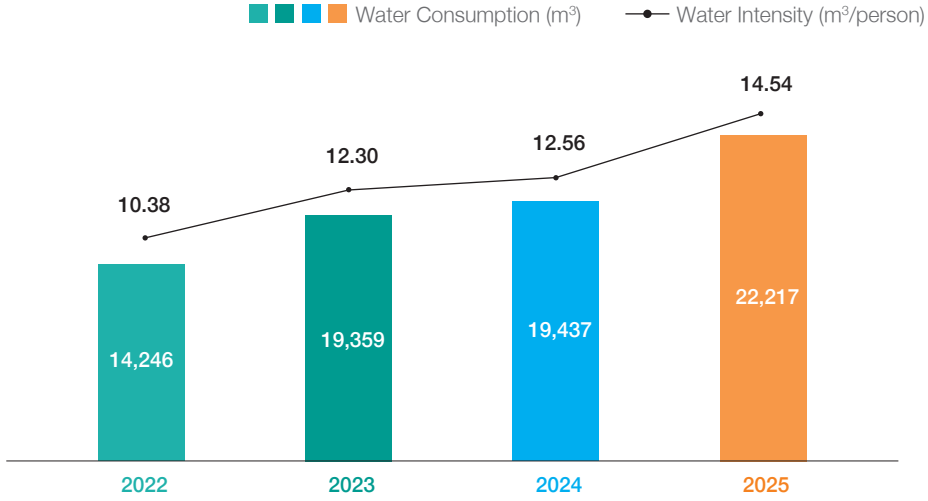
The manufacturing process for Moxa's products is mostly assembly and therefore does not require a large amount of water. Most of the water required is for domestic use and some plant equipment (such as cooling towers and kitchens). The sewage system receives wastewater and sends it to a treatment plant. There, operators process the wastewater to meet discharge standards before releasing it into natural water bodies. Therefore, the wastewater generated from Moxa's operations, after treatment, does not cause significant environmental impact on water resources or surrounding ecosystems. Even so, Moxa proactively collects water consumption data, regularly monitors water quality and water consumption, and promotes water-saving activities to protect water resources.

Moxa establishes water resource management, goal settings, and continuous water conservation approaches for management and reduction. Moxa focuses on strictly following water resource regulations, using water wisely, and prioritizing water-saving equipment. A monitoring system tracks water consumption to improve the efficiency of water use.

Moxa's Water Sources and Treatment

Water Use Areas	Bade Plant	Xinzhuang Office
Water intake	Shimen Reservoir	The Shimen Reservoir at the Dahan River, the downstream Yuanshan Weir, and the tributary Sanxia River
Wastewater Treatment Unit (treatment level)	Domestic sewage: Northern Taoyuan Water Recycling Center (tertiary treatment)	Domestic sewage: New Taipei Industrial Park Sewage Treatment Plant (secondary treatment)
Receiving Water Body of Effluent	Nankan River	Tamsui River
Discharge Standards	BOD: ≦ 20 mg/L SS: ≦ 20 mg/L Escherichia coli: ≦ 2.00E+05 Total nitrogen: ≦ 15 mg/L Total phosphorus: ≦ 2 mg/L	BOD: ≦ 14 mg/L SS: ≦ 12 mg/L COD: ≦50 mg/L

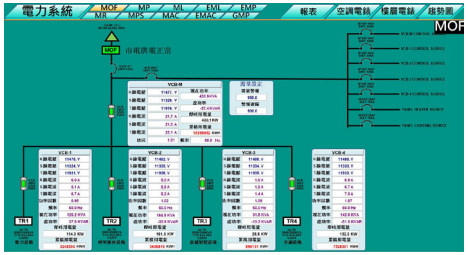
Moxa Water Consumption and Water Intensity



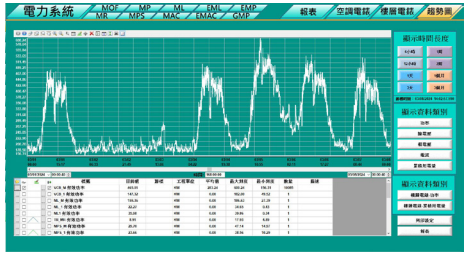
Note: The scope of data includes Moxa's Taiwan production and operating bases.

Water-Saving Actions and Response to Water Shortage

To implement water resource management, Moxa has introduced sensor faucets, water-saving toilets, and automatic flushing toilets in its existing plants. Additionally, Moxa's production plant implemented water-saving facilities, such as rainwater harvesting systems and condensate water harvesting systems, at the beginning of construction. The rainwater harvesting system can recycle about 700 tons of rainwater per year for watering. In winter, the air-cooled water chiller minimizes water loss from the cooling tower. The Building Automation System (BA system) can be used to collect water consumption data and provide more information, serving as a reference for Moxa's water management.



BA System—Water Meter Information



BA System—Real-Time Water Consumption

Moxa's Taiwan locations, assessed by WRI Aqueduct's water scenario simulation tool, were categorized as "Low to medium." This indicates they are not in water-stressed regions and can avoid short-term water shortages. A water stress response mechanism for managing consumption and recycling resources has been set up, alongside proactive conservation measures. The Bade Plant currently uses approximately 46 tons of water daily for air conditioning, domestic use, kitchen operations, and irrigation. The Bade Plant has a water storage capacity of 198 tons. If water becomes scarce, the plant's stored water should last about 4.3 days.

Moxa's Emergency Response Mechanism

Water Condition Signal: Green light

Water Use Reminder

- Enhance water conservation awareness
- Adjust the water output of the sanitary equipment (faucets, urinals)

Water Condition Signal: Yellow light, orange light

Decompression for water use reduction

- Reduce water consumption
- Only air-cooled air conditioners operate at night

Water Condition Signal: Red light

Water supply by districts

- Close the lavatories on the 6th floor of the Bade Plant
- Adjust the room temperature in the entire factory to 26℃ during the day to reduce the air-conditioning load and the evaporative loss of the cooling tower
- Only air-cooled air conditioners will operate at night (air conditioners at sports facilities may be suspended at night).

3.1.6 Waste Management

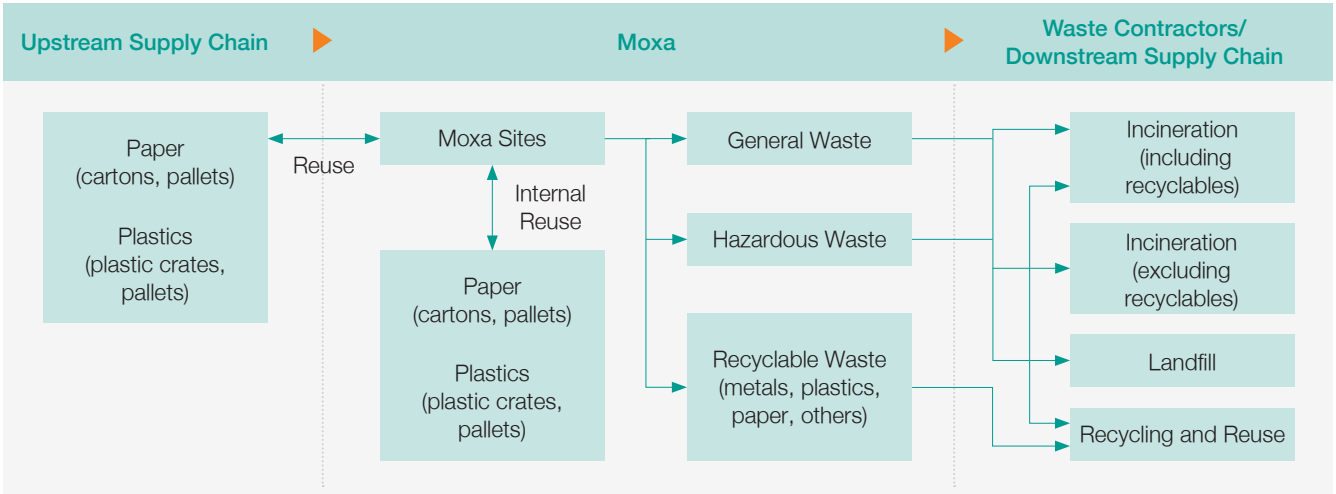
Waste Generation Structure

Moxa's waste is divided into general waste, general industrial waste, and hazardous industrial waste. General waste mainly includes domestic waste from employees and the cafeteria, and liquid manure and kitchen waste. General industrial waste refers to waste generated by production other than hazardous industrial waste. Throughout the manufacturing process, strict classification and visual labeling of storage areas are implemented. Recyclable materials are sorted, stored, and verified for reuse before being sent to qualified recycling facilities. Nonrecyclable waste is disposed of through licensed disposal companies and facilities via incineration. Hazardous industrial waste primarily originates from production materials, semi-finished products, and waste. A classified storage management mechanism delivers it to qualified recycling facilities for reuse.

With the goal of increasing the reuse rate of industrial waste, Moxa tracks and generates statistics on waste sources and output. Weekly, Moxa records the waste volume and recyclable waste amount in the temporary storage area on each floor. Each month, Moxa tallies the resource materials and total waste generated plant-wide, as well as waste sent for outsourced treatment. This data is used to study trends and changes in waste output and recycling, helping them adjust their waste management practices. In addition, Moxa adheres to the principles of maximizing resource use and minimizing waste generation, promoting green design and waste management measures, minimizing waste during product design and manufacturing, increasing the life cycle of raw materials, and improving sustainability. The recycling of sustainable resources and the reuse of waste enhance waste reduction and improve the reuse rate.

Moxa's waste output in 2025 was 105.91 tons, an increase of 19% compared to 2024, because of the disposal of a nonroutine scrapped oil mixture. Looking ahead to 2026, Moxa will continue to effectively minimize waste generated during the manufacturing process through proactive waste reduction and recycling management initiatives and will work toward the goal of zero landfill.

Moxa Waste Management Process



Moxa Waste Output

Unit: ton

	2022	2023	2024	2025
General Waste (metric ton)	22.33	31.89	32.98	32.70
General Industrial Waste (metric ton)	39.69	46.13	44.52	61.75
Hazardous Industrial Waste (metric ton)	13.16	10.72	11.59	11.46
Total (metric ton)	**75.18**	**88.73**	**89.09**	**105.91**

Note: Since Moxa's Xinzhuang Office has not completed the establishment of the waste data system, the scope of data mainly focuses on Moxa's Bade Plant.

Moxa Waste Disposal Methods

Unit: ton

	Disposal Method	2022	2023	2024	2025
General Waste (metric ton)	Recycling and reuse	13.43	24.84	26.62	28.21
	Incineration	8.90	7.05	6.37	4.48
	Landfill disposal	0.00	0.00	0.00	0.00
General Industrial Waste (metric ton)	Recycling and reuse	39.69	33.54	34.28	58.99
	Incineration	0.00	12.59	10.24	2.75
	Landfill disposal	0.00	0.00	0.00	0.00
Hazardous Industrial Waste (metric ton)	Recycling and reuse	13.16	10.72	11.59	11.46
	Incineration	0.00	0.00	0.00	0.00
	Landfill disposal	0.00	0.00	0.00	0.00
Total (metric ton)	**Recycling and reuse**	**66.28**	**69.10**	**72.49**	**98.67**
	Incineration	**8.90**	**19.64**	**16.60**	**7.24**
	Landfill disposal	**0.00**	**0.00**	**0.00**	**0.00**

Note: Since Moxa's Xinzhuang Office has not completed the establishment of the waste data system, the scope of data mainly focuses on Moxa's Bade Plant.

Waste Reduction Promotion

Moxa holds monthly meetings to discuss and encourage regular waste reduction, highlighting the importance of sorting, labeling, and designated storage areas during departmental discussions, thereby ensuring employees understand and implement these practices in their daily tasks. Moxa actively encouraged waste reduction by launching the "High-tea Paper Cup Recycling" and "Daily Go Cut Plastic" campaigns, aiming to raise employee awareness and involvement in their daily lives. A 10-kg reduction in cup recycling was achieved within the first week of the comprehensive paper cup recycling drive. Based on this, Moxa continued to carry out paper cup recycling and promoted the "Daily Go Cut Plastic" campaign. A point system was in place for a month to encourage good environmental habits. Monthly meetings featured awards and case studies to inspire colleagues to reduce plastic use and safeguard the environment through practical efforts. In 2025, 329.73 kg of paper cups were recycled, with vendor processing ensuring their proper disposal.

Waste Reduction Actions

In waste reduction efforts, Moxa implements electronic document digitization to minimize paper usage and promotes double-sided printing to reuse paper. When new employees join Moxa, eco-friendly utensils, bags, and water bottles are provided to instill the company's environmental ethos from day one. Visual labeling facilitates waste classification, storage, collection, and management throughout office and factory premises. Resource recycling initiatives encompass the reuse of paper boxes, packaging materials, and pallets. Furthermore, Moxa mandates subcontractors to adopt measures such as reusable static bags and segregated packaging materials, aligning efforts toward reducing business waste. These initiatives collectively contributed to achieving a waste reuse rate of 96% in 2025. To increase the reuse rate of industrial waste, Moxa plans to switch from incineration to physical treatment for the disposal of scrapped oil mixture. The evaluation and vendor selection were completed in 2024, and formal collaboration began in 2025, increasing the industrial waste recycling rate from 82% to 96%.

Moxa Industrial Waste Sorting at Production Sites





Management of Waste Contractors

Moxa has established the "Waste Management Code of Practice," which includes comprehensive management procedures for waste contractors to ensure that Moxa's waste is properly disposed of and recycled in accordance with regulatory requirements. Moxa focuses on four major items in the management of waste contractors. In 2024 and 2025, Moxa conducted on-site audits of four waste contractors. The contractors' waste removal and disposal procedures and documents were all in compliance with regulations. All audits were passed and no major abnormalities were found.

Management Focus of Waste Contractors

Selection of New Contractors

The stability of the financial operations and environmental approvals, safety and health certificates, and violation records of the suppliers for the basis for the evaluation. Safety protection, education, and training are listed as necessary qualified items to ensure the quality of waste contractors.

Contract Signing

When outsourcing the removal and disposal of business waste, it is necessary to sign a written contract with the commissioned disposal agency or get a certificate of approval from the environmental regulatory authority. This document should specify the types, quantities, and deadlines of business waste, ensuring that the commissioned clearing agencies can proceed with the waste disposal.

Regular Audit

Moxa conducts annual on-site audits of vendors engaged in the clearance, treatment, and reuse of business waste. These audits encompass various aspects such as the control of on-site traffic flow at clearance and treatment facilities, management of waste storage areas, processing equipment, and shredding processes, including calibration of measuring equipment, on-site safety during operations, operational status, understanding of downstream reuse units, and other related processes. Both on-site inspections and document checks are carried out, and annual evaluations and renewal conditions are determined based on the audit results.

Reporting and Records

Report the generation, storage, clearance, treatment, reuse, export, and import of waste via Internet transmission every month. Report the format, items, content, and frequency of proper disposal and flow of industrial waste. Also, maintain records.

3.2 Eco-friendly Product Design

Eco-friendly Design Concepts and Principles

Moxa adheres to the concept of environmental friendliness and promotes three major green product principles, including sustainable product design, sustainable materials, and sustainable packaging. Apart from adding value, we aim to reduce the impact of our products on the environment and provide customers with high-quality sustainable products.

Principles of Green Product Promotion

Sustainable Product Design
- Sustainable structural design
- Energy-saving design for products

Sustainable Materials
- Purchase of eco-friendly materials
- Hazardous substance management

Sustainable Packaging
- Green packaging design
- Selection of eco-friendly packaging materials

3.2.1 Sustainable Product Design

Implementing Sustainable Structural Design: Integrating Modular Design with the Green Index

As part of Moxa's sustainable product design initiatives, sustainability considerations have been incorporated into product design and manufacturing processes, with the core objective of reducing environmental impacts across the product life cycle. Through modular design, resource efficiency is improved, while the Green Index is applied to quantify the environmental benefits of design decisions, establishing a product design foundation that balances engineering feasibility with sustainability value.

With this foundation established, 2025 saw an intensified focus on the influence of these two strategies on contemporary design processes. The application has moved from general design principles to practical implementation, with sustainability now guiding product architecture, material selection, and manufacturing trade-offs—not just evaluation.

Two Key Approaches to Sustainable Structural Design

Modular Design

Enable systematic convergence in product architecture, dimensions, and manufacturing processes, reducing repetitive development and resource investment.

Green Index

Provide environmental information to support the design stage, helping design teams make more informed trade-offs among multiple feasible options.

Modular Design: From Principles to Practical Application

In modular design, the approach has evolved from simple component sharing to a more comprehensive integration of dimensions, structures, and manufacturing processes, making it an important method for guiding the convergence of product architecture. Moxa promotes modularization through two parallel approaches—family design and a standard modular design platform—allowing modular design to support the development needs of different product series while continuously expanding its scope of application.

Under the family design approach, common or highly similar design elements are introduced so that most components can be shared, with differentiation applied only where necessary. Meanwhile, the standard modular design platform uses mature structures and modules as a common design foundation, enabling repeated use across multiple product lines. Multiple product series have implemented these two modularization approaches, which reduce repetitive design and manufacturing inputs while improving development consistency and resource efficiency.

To ensure the continued expansion of these modular design outcomes, the product design process is also focusing on key design elements related to sustainable design, incorporating them into modular architecture planning.

Modular Application Approaches and Products

	Application Description	Applied Product Series
Family Design	Share core structures and design elements across product families, retaining only necessary differentiation.	EDS-(G)4000, SDS, NPort G2
Standard Modular Design Platform	Use mature modules as a common design foundation to support reuse across multiple product lines.	OnCell-G4300, CCG-1500, EDF-G1002

The modular design framework integrates sustainability considerations into the product design process by emphasizing key design elements that greatly affect resource use and environmental impact. Introducing these approaches at the early design stage means that modularization's outcomes affect design commonality, optimized material use, manufacturing process selection, and reduced environmental impact.

Sustainable Design Elements Supporting Modularization

Design Elements	Design Approach	Sustainability Benefits
Dimension Convergence and System Optimization	Plan overall dimension convergence at the early stage of product series development, while standardizing key structures and configurations, enabling structural components, functional modules, and thermal designs to be modularized and reused across different models.	Reduce the need for repetitive design, manufacturing, and verification across different models, thereby lowering material consumption, development resource input, and overall environmental impact throughout the product life cycle.
Design Simplification	Consider environmental specifications and enclosure protection requirements simultaneously, making trade-offs among multiple design constraints to derive an overall optimal design solution.	Reduce process energy consumption and material waste, while improving the feasibility of recycling and reuse.
Low-pollution Process Selection	Select manufacturing processes with a lower environmental impact during the design stage, reducing the use of high-pollution processes.	Reduce the use and emissions of organic solvents, minimizing environmental and occupational health impacts during the manufacturing stage.

Green Index: Expanding the Application of Carbon Information in the Design Process

The Green Index is built upon existing material carbon footprint data and historical design information. In the earlier stages, calculations and validations were conducted using data from previous projects to confirm the feasibility and consistency of the evaluation logic and indicator framework. After establishing and validating the methodology, the assessment mechanism was further introduced this year into ongoing development projects as a supporting tool during the design stage. It assists design decision making in areas such as material selection, structural configuration, and design option comparison. By establishing, validating, and applying methods in the design process, the Green Index consolidates previously scattered carbon emission and supplier information. This enables design teams to incorporate such information directly during product design, enhancing the usability of carbon data in design decisions and facilitating the adoption of low-carbon materials in actual product development. To ensure the Green Index plays a more substantive role during the design process, evaluators have focused on several aspects closely related to design decisions and applied them clearly during the design stage. The following outlines the key application areas of the Green Index in the design process.

Green Index Assessment Dimensions

Assessment Dimensions	Assessment Description	Application in the Design Stage
Material Carbon Footprint Considerations	Evaluate differences in carbon emissions under different material selections and include materials containing post-consumer recycled (PCR) content as low-carbon material options.	Serve as a reference for material selection and structural configuration adjustments.
Supplier Source Differences	Incorporate carbon emission variations resulting from different supplier manufacturing processes.	Help design teams understand the environmental impact differences among supplier options.
Design Option Comparison	Conduct comparative assessments among multiple feasible design options.	Support design direction convergence rather than serving as the sole basis for decision-making.

Green Design Driving Material Selection

Through introducing Green Design assessment dimensions, evaluation results can be directly reflected in discussions and trade-offs regarding material options during the design stage. In Green Design–related projects conducted in 2025, approximately 28% of the project designs involved the use of recycled aluminum ingots, showing that low-carbon materials have established a stable and workable evaluation basis in actual product design. Among these, PCR materials can serve as effective options in design decision making while still meeting product requirements for functionality, reliability, and manufacturing conditions.

The progress and outcomes driven by the Green Index show that design teams gain a clearer understanding of how material choices and design modifications impact the future product manufacturing's carbon footprint, thanks to the comparative insights and decision-support information available during the design phase. Consequently, low-carbon materials have proven practical for specific designs, though their use depends on product needs, manufacturing, and supply. To make evaluation outcomes applicable beyond individual projects, the Green Index requires ongoing enhancement via systematic implementation and data accumulation.

Implementing the Green Index isn't a single event, but rather an ongoing process to ensure it's consistently used in design and that a dependable knowledge base is built over time. It progresses in phases alongside method development, practical application, and data accumulation. Through this step-by-step approach, evaluation results can progressively feed back into design decision making and support continuous optimization and broader application.

Green Index Implementation Roadmap and Plan

		Key Implementation Focus	Implications for Design and Decision-Making
2024	Method Development Phase	Build an initial database based on existing product models to verify the feasibility of the evaluation logic and calculation methodology.	Confirm the suitability of the Green Index as a design evaluation tool, establishing a shared understanding among teams.
2025	Project Application Phase	Apply the Green Index in actual product projects to evaluate different processes, manufacturing methods, material options, and supplier selections during the design stage.	Assist design teams in balancing functionality, cost, and environmental impact within project objectives.
2026 (Plan)	Expansion and Institutionalization Phase	Expand the application to more product models, establishing a more comprehensive database and promoting the continued implementation and data collection of the Green Index.	Use data trend analysis to propose green benchmark values and evaluate their reasonableness and feasibility for implementation.

ESPR Circular Design Sharing Session

In response to the EU Ecodesign for Sustainable Products Regulation (ESPR) and related Digital Product Passport (DPP) requirements, Moxa organized a training session titled "Understanding ESPR and Sustainable Product Ecodesign." The session invited experts from the Plastics Industry Development Center to explain the regulatory framework, scope of application, and future implementation directions of ESPR and DPP. They also introduce common product design indicators and the application of Critical Technical Factors (CTF) in product life-cycle assessments.

The course also shared practical cases of how international brands implement sustainable design, helping employees understand how regulatory requirements can be translated into product design and supply chain management practices. A total of 33 employees from R&D, product sales, quality management, and supply chain management took part in the session. The training helps Moxa stay ahead of EU eco-design trends and strengthens cross-functional alignment on sustainable product design and regulatory readiness.





Energy-Saving Design for Products

Moxa's energy-saving product design focuses on improving energy efficiency and reducing product energy consumption to help customers enhance energy efficiency and reduce the environmental carbon footprint of Moxa's products.

Improvement of Energy Efficiency

Moxa established the Power & Protection Department (Power Team) to conduct in-depth research on circuit architecture and component knowledge. The department's mission is to establish Moxa's core competency in power and protection technology and provide high-reliability and high-quality power solutions for products.

The Power Team's recent efforts have centered on creating miniaturized power supplies with high conversion efficiency, a response to the market's demand for products that consume less power and are more compact. The team began developing high-efficiency power modules in 2020. A new circuit architecture, planar transformer design, and the third-generation semiconductor device, gallium nitride (GaN) have since been introduced to achieve the goals of high conversion efficiency and miniaturization for power modules.

Key Developments in High-Efficiency Power Modules

- **Circuit architecture:** Select an appropriate flexible switching power supply architecture to reduce switching loss and improve power efficiency.
- **Planar transformer design:** Planar transformers produce relatively smaller leakage inductance because of their good coupling characteristics. We pursue miniaturization without sacrificing power conversion efficiency.
- **Use of the third-generation semiconductor element GaN:** Lower switching loss, which improves power conversion efficiency.

The Power Team has developed three models of power modules so far, and the average efficiency is better than the current industry standard. The average efficiency of the DC-DC 30W wide-input power module is up to 91%, and the average efficiency of the DC-DC 75W wide-input power module is up to 90%. In addition, the AC-DC 65W power module adopts the third-generation semiconductor component, GaN, with an average efficiency of up to 91.8%. Moxa is gradually incorporating power efficiency requirements into its product development and testing to make products use less energy.

With the 2024 power efficiency specification in place, Moxa began Phase 1 (P1) in 2025, adding power efficiency assessments to product verification. The 2026 initiation of Phase 2 (P2) involves analyzing test results to refine specifications. This creates an ongoing improvement process, enhancing the integration of energy-efficient design into product development.

Power Efficiency Regulation Implementation and Rollout

2024	2025	2026
Establishing Moxa Power Efficiency Regulations	**Power Efficiency Regulation Implementation Plan—P1**	**Power Efficiency Regulation Implementation Plan—P2**
Completed the development of product power efficiency regulations to incorporate high efficiency and low energy consumption principles into the product development process.	Established a power efficiency review process during the product verification stage, with the process scheduled to be implemented starting September 2025.	Conduct result analysis of power efficiency testing and revise the power efficiency regulation based on the analysis outcomes.

Reducing Product Energy Consumption

Besides improving power conversion efficiency, Moxa also regards reducing the energy consumption of the product itself as an important direction for advancing energy saving and carbon reduction. As product generations have continued to evolve in recent years, designers have increasingly incorporated energy-efficient design at an earlier stage of product development. Through the optimization of the overall architecture and key components, Moxa reduces energy consumption in real-world scenarios without compromising performance or dependability, showcasing how they integrate energy efficiency into their products.

Adopting New-generation Integrated Circuits and Semiconductor Components

Besides continuously improving product power conversion efficiency, Moxa also uses new-generation integrated circuits and semiconductor components when developing new models of existing products, so that customers can effectively lower product energy consumption in the same scenario. The table below shows the energy-saving results of new-generation models in 2024.

Product	Energy Consumption of Original Model	Energy Consumption of New Model	Energy Saved
MGate MB3170	5.22W	4.52W	13%
MGate MB3170I	6.66W	4.52W	32%
MGate MB3270	5.22W	4.52W	13%
MGate MB3270I	6.12W	4.52W	26%

3.2.2 Sustainable Materials

Purchase of Eco-friendly Materials

During the entire product life cycle, a product's overall environmental impact is closely linked to material selection and usage. Moxa has progressively included environmental factors when assessing materials during product design and material management. By integrating product design requirements, material characteristics, and supply chain information, Moxa assesses the potential environmental impacts and feasibility associated with different material choices. Through introducing related evaluation mechanisms at the design stage, Moxa aims to gradually explore and promote the adoption of more environmentally friendly materials while ensuring product quality, reliability, and supply stability.

To advance the selection of environmentally friendly materials, Moxa promotes two key approaches:

❶ **Establishing principles and processes for green component selection:** Product design will now factor in the carbon emissions of materials. This allows designers to assess functionality, cost, quality, and the carbon footprint of material choices, leading to more eco-conscious designs.

❷ **Evaluating the adoption of recycled and recovered materials:** Feasibility assessments are being conducted for the use of PCR materials. The evaluation covers material performance, manufacturing process compatibility, and supply chain conditions to ensure that PCR materials can be introduced into products without compromising quality or operational stability.

Sustainable Materials Training Program

To strengthen employees' understanding and practical capabilities in applying sustainable materials, Moxa organized a training session titled "Strategies and Challenges for Integrating Sustainable Materials." The course focused on the critical role of sustainable design in material selection and covered green design principles, practical application cases, and strategies for balancing cost, performance, and sustainability.



The training also introduced the application of a "Sustainable Materials Library" and shared the latest case examples, helping employees identify feasible material options and design approaches. A total of 42 employees from R&D, product sales, quality management, and supply chain management took part. Through cross-functional learning, the program strengthened the integration of sustainability considerations into product design and procurement decisions, laying the foundation for incorporating low-carbon and sustainable materials into future product development.



Hazardous Substance Management

Moxa references the latest domestic and international regulations and trends, as well as customer requirements, to establish hazardous substance management policies. These policies explicitly define in the purchase agreement requiring that any products, components, and packaging materials provided by the suppliers comply with the policy requirements. Specifically, batteries within products must comply with restrictions on heavy metals, and packaging materials must meet hazardous substance restrictions, while subcontractors are also required to comply with these provisions. Through the Green Product Management System (hereinafter referred to as the GPMS), Moxa reviews material composition information and supporting compliance documentation, and requires suppliers to provide the "Supplier Declaration of Conformity to Environmentally Controlled Substances." By combining the parts approval process and incoming quality inspection, comprehensive controls are implemented to ensure that the products manufactured and supplied pose low risks to the environment or human health. In 2025, Moxa products had no violations of international regulations regarding prohibited or restricted substances, nor did they exceed any applicable thresholds.

Moxa's Hazardous Substance Policies

1. Directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS Directive)
2. Administrative measures for the restriction of the use of Hazardous Substances in Electrical and Electronic Products (China RoHS)
3. Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH Regulation)
4. Regulations on persistent organic pollutants (POPs Regulation)
5. Regulation on packaging and packaging waste (PPWR)
6. Regulation concerning batteries and waste batteries (New Batteries Regulation)
7. Montreal Protocol

Hazardous Substance Management Process

Regulatory Compliance
- Hazardous substance policies
- Domestic and international regulatory trends
- Customer requirements

Communication
- Supplier education and training
- Supplier performance evaluation

Management
- Material composition information review
- Inventory of substance use
- Incoming inspection

Risk Assessment
- Substance use status
- Compliance confirmation in response to regulatory updates

Response
- Compliance declaration
- Customer survey reply

Hazardous Substance Management for Special Industrial Applications

For special industrial applications such as the railway and marine industries, Moxa responds to the control and requirements of hazardous substances in accordance with relevant conventions, regulations, industry associations, and customer requests.

Railway

Moxa can provide the UNIFE Declaration for specific products in accordance with the RISL (Railway Industry Substance List), designed for the railway industry by the UNIFE (Union of European Railway Industries).

Marine

Moxa can provide the Material Declaration(MD) and the Supplier's Declaration of Conformity(SDoC) for specific products in accordance with the hazardous substance compliance requirements of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships(2009) (the Hong Kong Convention),the EU Ship Recycling Regulation(EU) No. 1257/2013, and relevant IMO guidelines.

Moxa continuously monitors applicable regulations worldwide to proactively manage hazardous substances risks within products. Key achievements in 2025 are summarized as follows:

PFAS (Per/Polyfluoroalkyl Substances) Management

Addressing PFAS environmental risks and global regulatory shifts, Moxa followed the 2024 product inventory with ongoing monitoring of PFAS usage in 2025, ensuring prompt compliance with worldwide restrictions.

China RoHS – Additional Controlled Substances

China will include four additional phthalates under regulatory control starting in 2026. In 2025, Moxa completed compliance confirmation and necessary preparations.

EU RoHS Exemptions Updates

Following updates to EU RoHS exemptions for lead, Moxa conducted supplier surveys for affected components in 2025. These surveys assessed supply chain preparedness while initiating alternative evaluations to ensure compliance and mitigate risks.

3.2.3 Sustainable Packaging

Green Packaging Design

To systematically advance green packaging design, Moxa completed the update of its packaging design specifications in 2025 and officially introduced the Green Packaging Index into the packaging design process.

This index assists design teams in evaluating packaging materials and structural design from multiple perspectives, such as material certification, resource efficiency, and plastic reduction, during the design stage. It helps ensure that packaging design aligns with international environmental regulations and sustainability trends, while advancing the implementation of green packaging objectives.

Focus on Green Packaging Design Promotion

Aligning with international packaging and environmental protection trends

- Pay close attention to the latest developments in global green packaging, including international environmental regulations, material innovation, plastic reduction trends, and new breakthroughs in recyclable packaging technologies.
- We continuously update the internal design reference database to ensure that Moxa is aligned with the best international practices in product packaging design and meets the regulatory requirements of eco-friendly packaging in different markets.

Formulating the Green Packaging Design Guidelines

- In 2025, Moxa officially launched updated packaging design guidelines and a packaging database, clearly specifying volume utilization requirements between the product, inner box, and outer carton. This aims to improve packaging space efficiency, reduce material consumption, and minimize environmental impacts associated with transportation and storage.

Establishing an Online Database for Packaging Material Selection

- Building on the achievements of the previous two years, Moxa established a visualized online packaging database in 2025, incorporating standardized and optimized packaging box designs. This initiative supports packaging simplification, production line workflow optimization, and reductions in logistics and warehousing costs. The database enables design teams to quickly search, select, and verify packaging options during product development, effectively shortening packaging design timelines while ensuring compliance with company packaging standards.

Establish the Green Packaging Index

- In 2025, Moxa formally introduced a Green Packaging Scoring Mechanism into the packaging design process. The mechanism systematically evaluates packaging from multiple perspectives, including packaging volume efficiency, fiber-based material selection, plastic reduction strategies, and printing area optimization. Through quantified scoring parameters, it provides design teams with clear and actionable optimization guidance, helping packaging designs progressively align with international environmental standards and continuously improve sustainability performance.
- Following the introduction of the Green Packaging Scoring Mechanism in 2025, overall packaging design performance improved significantly. The proportion of packaging rated "Not Acceptable" dropped to 0%, while the share of packaging rated "Good" or above increased by 10%. These results reflect ongoing improvements in packaging maturity across material selection, structural optimization, and plastic reduction. Overall, the results show that the scoring mechanism effectively guides packaging design toward higher sustainability standards.

Green Packaging Index Assessment Dimensions

Inner Box Selection and Carton Configuration	Specify the volume utilization ratio between inner boxes and the carton packing configuration to optimize packaging space efficiency.
Printing Area	Define the ratio of printing coverage to the flattened packaging surface area.
Raw Material Usage	Classify product cushioning materials into four levels depending on the inclusion of plastic materials and encourage the use of non-plastic packaging materials. Include recycling certification status as part of the scoring criteria, encouraging the use of certified packaging materials.

PPWR EU Packaging and Packaging Waste Regulation Trends Training

In response to the upcoming EU Packaging and Packaging Waste Regulation (PPWR), Moxa organized a training session titled "PPWR: Trends in EU Packaging and Packaging Waste Regulations." The course was designed to help employees understand the latest regulatory developments and their practical implications for businesses. The training covered the key changes and differences between PPWD and PPWR, requirements for recycled content and reuse in packaging design, and emerging applications of QR codes and Digital Product Passports (DPP) for packaging and information disclosure. Case studies from the electronics industry offered practical insights. A total of 42 employees from R&D, product sales, quality management, and supply chain management took part. By combining regulatory updates with practical examples, the course enhanced Moxa's preparedness for upcoming EU packaging regulations and supported early planning for compliance and design adjustments.





Selection of Eco-friendly Packaging Materials

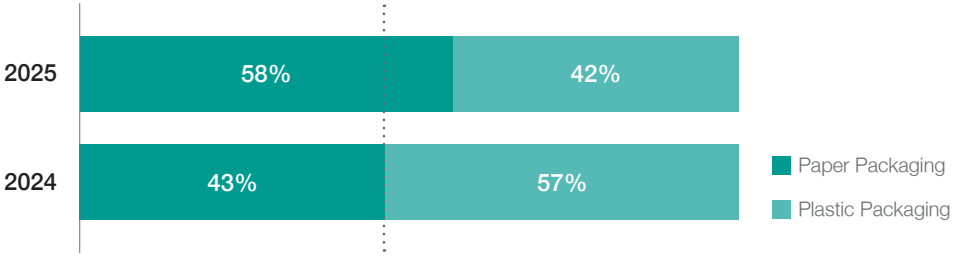
I To address the global emphasis on sustainability, Moxa continues to promote environmentally friendly packaging material selection strategies and explore innovative packaging solutions to reduce packaging's environmental impact. Between 2022 and 2025, Moxa completed the full replacement of packaging materials printed with mineral oil–based inks, laying an important foundation for advancing the transition to sustainable packaging.

Regarding packaging materials, Moxa has made a concerted effort over the past few years to substitute and decrease single-use plastics, implementing defined, progressive objectives The company aims to reduce the usage rate of Expanded Polyethylene (EPE) foam to below 5% by 2030 and gradually replace existing single-use plastic packaging materials with alternatives that carry relevant environmental and recycling certifications, reducing environmental impact.

Historically, cushioning materials in product packaging primarily consisted of EPE plastic foam, while carton fillers (airbags) were 100% single-use plastic materials. To reduce plastic use and its environmental impact, Moxa has introduced new packaging material suppliers in recent years and evaluated environmentally friendly materials capable of replacing existing plastic cushioning designs. These packaging material optimization efforts not only reduce reliance on single-use plastics but also help lower carbon emissions and waste generation while improving the overall environmental performance of packaging.

Based on the number of new packaging material applications in 2025, the proportion of paper-based packaging materials increased by 15 percentage points compared with 2024. In terms of paper material sourcing management, the cartons and inner boxes used in Moxa products are currently made from corrugated paper containing over 80% recycled content. In addition, Moxa evaluated the introduction of FSC-certified paper materials for new product series projects in 2025, with the aim of further strengthening environmental responsibility and sustainable resource use in paper-based packaging.

Effectiveness of Moxa's Eco-friendly Packaging Material Selection



Cushioning Material Optimization

In 2024, Moxa introduced a new packaging material supplier and began gradually replacing traditional EPE foam cushioning materials with paper-based alternatives, including molded pulp (100% recycled paper pulp) and corrugated paper materials (90% recycled paper pulp). For the NPort-6000 G2, which was officially launched and shipped in 2025, the cushioning design has been fully converted to paper tube cushioning materials, replacing EPE foam. Building on this progress, Moxa also completed the packaging evaluation and validation for rackmount models in 2025. The official launch and shipment of rackmount products with paper tube cushioning materials is scheduled for 2026.



NPort-6000 Fully Adopts New Paper-Tube Cushioning Materials

Filler Material Optimization

In 2025, Moxa completed the evaluation and validation of alternative materials for packaging filler materials (airbags). Starting in 2026, the company plans to gradually introduce materials with third-party recycled content certification, replacing the current 100% single-use plastic fillers with packaging materials containing 50% recycled content. Once the full replacement is completed, it is expected to reduce the carbon emissions of filler materials by approximately 30% annually.



4 Supply Chain Management

4.1 Building a Sustainable Supply Chain 87



Supplier Sustainability Compliance Rate ↑ 21%

High Sustainability Implementation Achieved by 85% of Suppliers

Publishing Sustainable Procurement Policy

Reinforcing ESG commitments and governance in procurement practices.

100% High-Emission Suppliers Covered by Inventory

GHG Inventory Introduced for Strategic Co-Creation Suppliers.

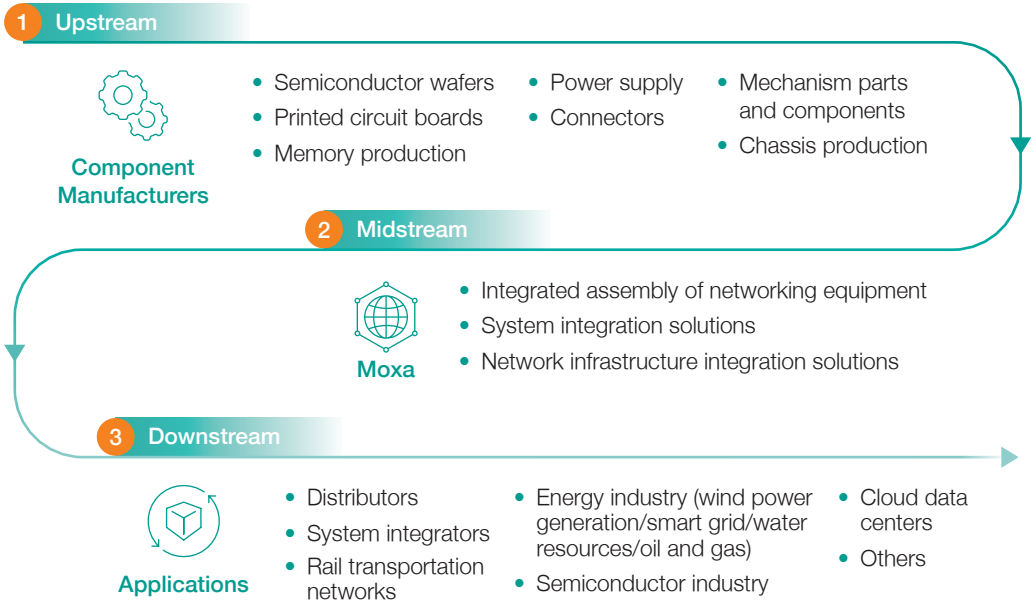
4.1 Building a Sustainable Supply Chain

4.1.1 Supply-chain Overview

Industrial Value Chain

As a leading manufacturer of IIoT devices, Moxa is committed to providing customers around the world with edge networking, industrial computing, and network infrastructure solutions required for the Industrial Internet. Moxa places a high value on meeting customer needs for a stable supply. By partnering with upstream component suppliers and leveraging Moxa's equipment and system integration, Moxa guarantees a long-term and stable supply for the downstream supply chain. Moxa oversees its component supply chain by employing a sophisticated and thorough risk assessment and management system. This system includes evaluating new suppliers, assessing overall supplier risk, conducting supplier evaluations, analyzing material risks, and fostering bidirectional business engagement. To foster a robust and sustainable supply chain, Moxa collaborates with suppliers to create high-quality products and services.

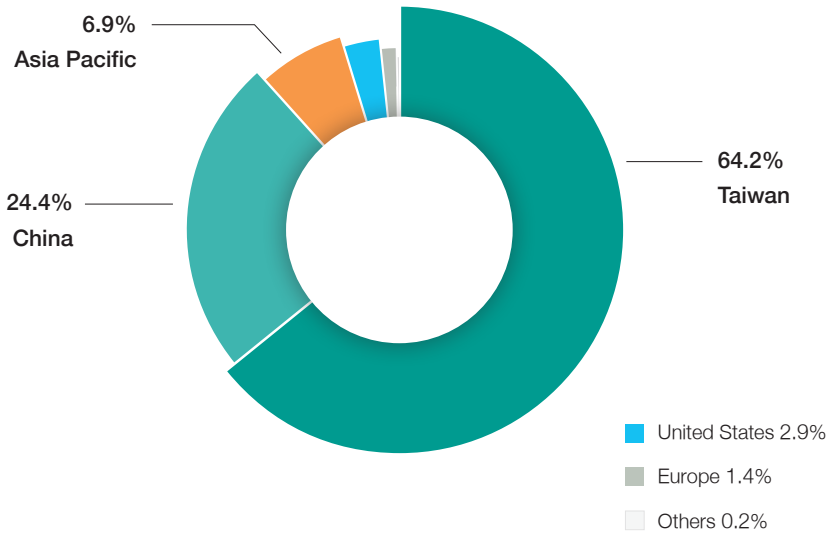
Moxa Industrial Value Chain



Composition of Suppliers

Moxa's supply chain benefits from its suppliers' presence in key regions, enhancing flexibility and resilience against risks. Suppliers for Moxa fall into two main categories: those involved in direct, production-related procurement and those in indirect, non-production-related procurement. Direct procurement accounts for many procurement expenditures over the years. Electronic, electromechanical, and mechanical materials, mostly sourced from Taiwan and China, make up most direct procurement items.

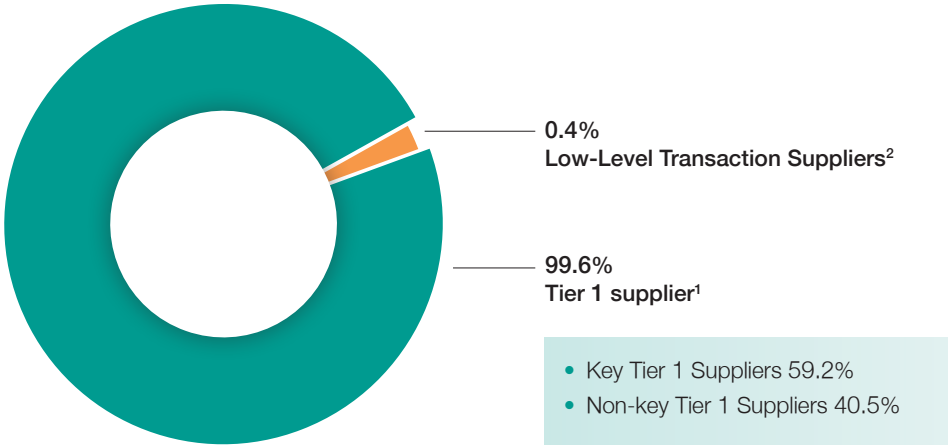
2025 Direct Procurement from Suppliers by Region[1]



Note 1: The regions of direct procurement suppliers are determined based on the location of their production facilities.

To manage suppliers and implement procurement strategies, Moxa categorizes them by factors such as procurement frequency, annual purchasing amount, raw material dependency, and substitutability. Subsequently, it will implement tiered management and formulate procurement strategies tailored to different supplier categories. In 2025, Moxa purchased supplies from 253 primary suppliers, with 59.2% of the procurement value coming from key Tier 1 vendors. Non-key Tier 1 suppliers represented 40.5% of the procurement.

2025 Direct Procurement by Types of Suppliers



Note 1: Tier 1 Supplier: Suppliers that are not engaging in onetime transactions, and the annual procurement amount is > NT$300,000.

Note 2: Low-level Transaction Suppliers: Suppliers that are not engaging in onetime transactions, and the annual procurement amount is ≤ NT$300,000.

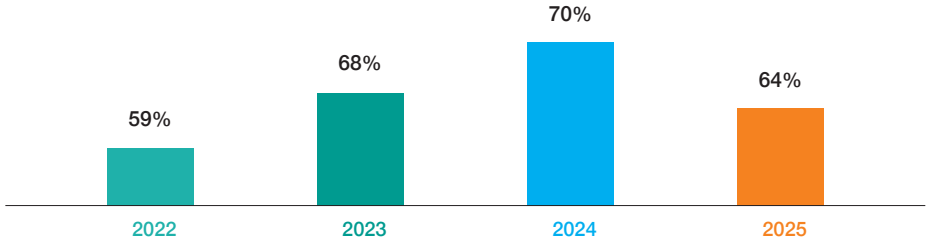
Note 3: Key Tier 1 Suppliers: (1) Strategic or preferred manufacturers, (2) agents representing strategic or priority manufacturers, and (3) agents with procurement amounts > NT$10 million. Strategic manufacturers refer to suppliers of critical materials whose technical or quality capabilities are difficult to replace and on whom Moxa depends greatly. Preferred manufacturers refer to suppliers with an annual supplier evaluation rating of A4 - A5 (evaluation score > 80 points).

Local Procurement

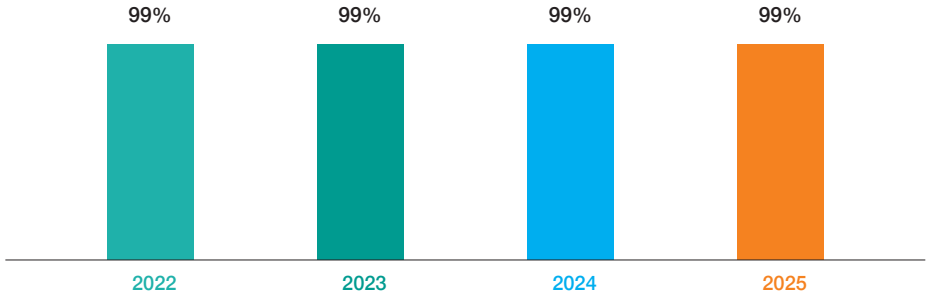
In 2025, Moxa's local procurement accounted for 64% of the total procurement amount. Of which, local procurement of mechanical parts and printed circuit boards (PCBs) accounted for 99%. In 2025, the overall proportion of local procurement increased by 6% compared to 2024. Moxa will continue to pay attention to local partners and establish close and long-term cooperative relations with local suppliers.

Local Procurement1 Percentages for Taiwan Headquarters

Proportion of Overall Local Procurement



Proportion of Locally Procured Customized Parts2



Note 1: Local procurement is defined as Moxa's "order-and-receive" suppliers whose production location is in the same country as Moxa.

Note 2: Customized parts include mechanical parts and printed circuit boards.

4.1.2 Supply-chain Sustainability Management

Sustainable Supply-chain Management Mechanism

Sustainable Supply-chain Management Strategies

Moxa believes that growing together with supply chain partners benefits both Moxa's sustainable business practices and the sustainable growth of the entire value chain. Therefore, Moxa proactively invests resources in collaborating with supply chain partners. Using three major sustainability management strategies, Moxa works together with supply chain partners to realize the shared value of sustainable development.

Moxa's Sustainable Supply-chain Management Strategies



Implement Sustainable Procurement

Prioritize support for local suppliers in Taiwan, promote local procurement, and stringently implement investigation and management of hazardous substances and products made with conflict minerals to enforce responsible procurement.



Practice Risk Control

Establish a risk management mechanism for the supplier selection and retention stages, and strengthen supplier risk management through supplier risk assessments, inspections, and improvement monitoring regularly.



Promote Exchanges and Cooperation

Exert influence when communicating with supply chain partners on sustainability issues and trends, launch cooperation on sustainability projects, and work together with supply chain partners to enhance sustainable competitiveness.

In 2025, Moxa officially released its Sustainable Procurement Policy, which serves as a foundation for promoting sustainable supply-chain management and responsible procurement practices. The policy clearly articulates Moxa's commitment to environmental protection, social responsibility, and corporate governance in procurement activities, and establishes a systematic management framework that ensures the effective integration of sustainability principles into procurement decisions and supplier management processes.

The Sustainable Procurement Policy covers key topics, including sustainable procurement principles, the Supplier Code of Conduct, responsible minerals sourcing, and hazardous substances management. It also defines policy implementation procedures and performance indicators, including supplier classification and risk management mechanisms, which serve as the basis for ongoing management and continuous improvement. Through the release and implementation of this policy, Moxa continues to strengthen the institutionalization and transparency of its procurement management. Additionally, it guides suppliers to jointly implement sustainable development principles and progressively build a resilient and responsible supply chain.



Moxa Sustainable Procurement Policy

Sustainable Supply-chain Management Framework

Moxa's sustainable supply-chain management framework is based on the existing supply-chain risk assessment and management mechanism, which covers new supplier assessment, supplier risk assessment, and supplier performance evaluation. Using the pre-, ongoing, and post-stage risk assessment management structures, Moxa conducts periodical supplier assessments, inspections, and management responses. This management framework incorporates dimensions of sustainability management, so that the existing management framework and performance evaluation can be upgraded. The goal is to optimize supply-chain management, strengthen risk management mechanisms, enhance supply-chain resilience, and co-create win-win partnerships. This initiative seeks to positively influence society, the economy, and the environment through responsible contributions.

Moxa encourages its procurement staff to embed sustainability into supply chain management. Tying performance reviews to sustainability metrics encourages sustainable supply-chain practices. For procurement staff performance reviews, ESG KPIs constitute 15% of individual goals, with yearly adjustments based on specific objectives.

Moxa's Sustainable Supply-chain Management Framework

Management Structure	Execution Target	Implementation Period	Description of Implementation
New Supplier Assessment	New supplier	Before cooperation with new suppliers	New suppliers are required to comply with ISO 9001 and ISO 14001 management regulations and ensure that their products meet Moxa's requirements on quality management, technical capabilities, process capabilities, costs, and sustainable development. Requirements on sustainable development consider the risks and compliance status of suppliers in terms of human rights, occupational health and safety, and environmental management.
Supplier Risk Assessment	Existing suppliers	The first half of each year	Assess supplier risks through ESG (every three years) and financial evaluations. Enhance ESG risk assessment using the Moxa Sustainable Supply Chain Questionnaire to better track supplier completion rates and risks across sustainability dimensions.
Supplier Performance Evaluation	Existing suppliers	Q1 of each year	Moxa conducts supplier evaluations based on five major assessment dimensions: technology, quality, procurement, delivery, and green products. Subsequently, procurement strategies and management are implemented according to the evaluation results. In 2023, Moxa introduced ESG (Environmental, Social, and Governance) assessment criteria, which accounted for about 15% of the evaluation, to review and enhance suppliers' sustainable business capabilities.

Supplier Code of Conduct

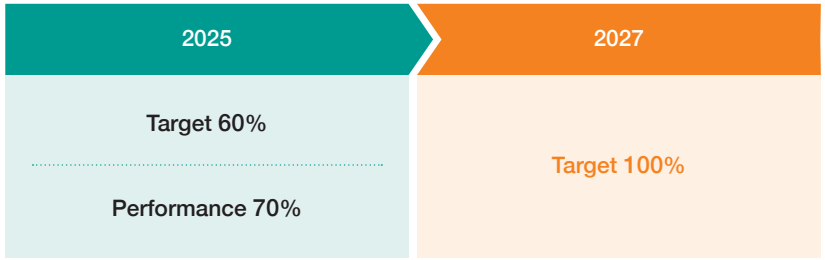
Moxa is committed to corporate sustainability and expects its supply chain partners to share the same philosophy and values. In 2023, Moxa used the Responsible Business Alliance (RBA) Supplier Code of Conduct as a blueprint to develop the Moxa Supplier Code of Conduct to ensure that all its suppliers adhere to internationally recognized sustainability standards.

The Moxa Supplier Code of Conduct was officially published online in the Supplier Relationship Management (SRM) system in the third quarter of 2025. Existing suppliers were required to complete the signing process. At the same time, Moxa incorporated the Supplier Code of Conduct into the pre-qualification and onboarding requirements for new suppliers, requiring them to sign the Code before establishing a business relationship. By the end of 2025, the signing rate among existing suppliers had reached 70%, exceeding the original target of 60%. For 2027, a 100% signing rate is the goal.

To ensure that the Supplier Code of Conduct is effectively implemented within procurement and supply-chain management processes, Moxa also provided relevant training to procurement personnel. In 2025, the training coverage for procurement staff reached 100%, helping them fully understand the company's behavioral standards and management expectations in procurement decision making and supplier management. In addition, Moxa communicated the content and requirements of the Supplier Code of Conduct to suppliers through training and awareness activities. The supplier training coverage also reached 100%, strengthening their understanding of the Code and laying the foundation for subsequent compliance management and continuous improvement.

Furthermore, Moxa has established a Supply Chain Grievance and Whistleblowing mailbox (mscca@moxa.com) to allow employees and suppliers to anonymously report suspected violations of the Supplier Code of Conduct or to provide suggestions regarding the Code and procurement processes. All reported cases are investigated under strict confidentiality procedures. To prevent any form of retaliation or unfair treatment, Moxa ensures the protection of employees or third parties who submit reports or take part in investigations.

Supplier Code of Conduct Signing Rate

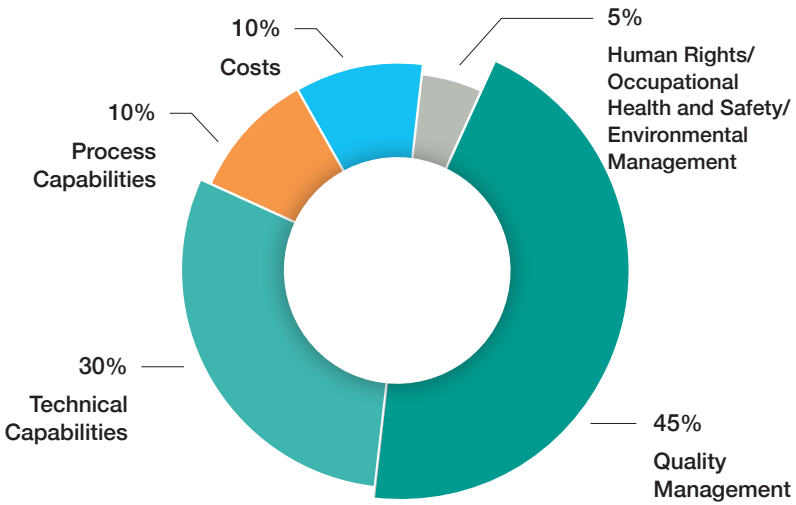


New Supplier Assessment

Moxa's new supplier assessment covers not only product quality management, technical capabilities, manufacturing capacity, and costs, but also sustainable development requirements, including human rights, occupational health and safety, and environmental management. Sustainable development assessment accounted for 5% of the assessment. New suppliers must have ISO 9001 and ISO 14001 certificates and comply with Moxa's green product policy and local regulations on labor rights and occupational health and safety. In 2025, Moxa evaluated and selected 100% of its new suppliers using environmental and social criteria.

In addition, Moxa incorporates environmental, labor, and human rights requirements into the representations and warranties clauses of its supplier purchase agreements. As a condition of doing business with Moxa, suppliers must declare and warrant their commitment to respecting internationally recognized fundamental labor and human rights principles, safeguarding and protecting employees labor rights, and establishing environmental protection and energy conservation policies with corresponding management systems that promote environmental stewardship, resource conservation, and energy efficiency. All suppliers who signed purchase agreements with Moxa in 2025 had contracts that incorporated clauses on environmental, labor, and human rights.

Dimensions of New Supplier Assessments



Environmental and Social Standards Evaluation

Environmental Topics

Environmental Management

- Incidence of environmental protection violations in the previous year
- Environmental protection declaration and operating records
- Waste removal and treatment procedures
- Implementation of environmental management systems

Social Topics

Human Rights

- Ensure/Commit a system for work hours and rest that complies with the laws and regulations of the country/ region where employees are located and keep records of employees' work hours
- Formulate commitments or statements on human rights and anti-harassment and discrimination
- Incidence of fines for violations of labor human rights/labor conditions in the past three years

Occupational Health and Safety

- Dedicate health and safety management personnel/units and adopt an occupational health and safety management system
- Establish occupational health and safety plans and the corresponding education and training
- Conduct in-plant hazard identification and risk assessment, and compile the occupational hazard incidence for the past three years
- Formulate a maternal health protection plan in the workplace to ensure the safety of pregnant and breastfeeding employees
- Incidence of fines for violations of health and safety regulations for the past three years

Moxa upholds the principles of fairness, impartiality, and transparency in its supply-chain management and is committed to preventing any form of discrimination in the supplier selection and collaboration process. Moxa ensures that all qualified potential suppliers have equal opportunities to participate, and that evaluation criteria are based solely on product quality, delivery capability, sustainability performance, and overall value, rather than on background characteristics or organizational attributes.

During the supplier selection process, Moxa actively avoids situations that may result in unfair treatment or potential discrimination. Through the following principles, Moxa continues to promote fairness and diversity within its supply chain and ensures that procurement decisions are made on an objective, transparent, and inclusive basis:

Geographic preference	Unless regulations or business needs require it, the company does not favor or exclude suppliers based on their geographic origin.	**Nontransparent or referral-based tendering**	Closed invitations or reliance solely on internal referrals are avoided to ensure that all qualified suppliers have fair access to participation.
Company size	Suppliers are not excluded from potential collaboration because they are small and medium-sized enterprises (SMEs), women-owned businesses, or social enterprises.	**Excessive financial thresholds**	Minimum capital or revenue requirements are not set at unnecessarily high levels to avoid excluding SMEs or start-ups.
Language or document format restrictions	Suppliers are not excluded because of language barriers or document format requirements, ensuring opportunities for non-English-speaking or regional suppliers.	**Relationship-driven supplier selection**	besides existing partners, Moxa actively evaluates the potential of new suppliers and those from emerging markets.

Supplier Sustainability Risk Assessment

Moxa has designed a comprehensive supplier risk assessment mechanism. We periodically conduct supplier risk surveys on suppliers' financial and operational aspects. We have also conducted risk assessments on suppliers' implementation of sustainable development regularly since 2023. From 2023 to 2024, Moxa distributed the Sustainable Supply Chain Questionnaire to 321 Tier 1 suppliers with whom it has had transactions in the past three years. The response rate was 100%. The evaluation content covered three major dimensions, namely the environment, society, and governance. Suppliers failing to meet the 60-point threshold or having mandatory compliance deficiencies were classified as Low Completion. According to the analysis results of the questionnaire, 87 suppliers were classified as Low Completion (27%), 28 as Moderate Completion (9%), and 206 as High Completion (64%). Low Completion suppliers had major deficiencies in greenhouse gas emissions and energy management in the environmental dimension, and occupational health and safety in the social dimension.

Moxa's Sustainable Supply-chain Questionnaire



Environmental

- Greenhouse gases
- Energy management
- Water resource management
- Pollution prevention
- Green design
- Sustainable procurement

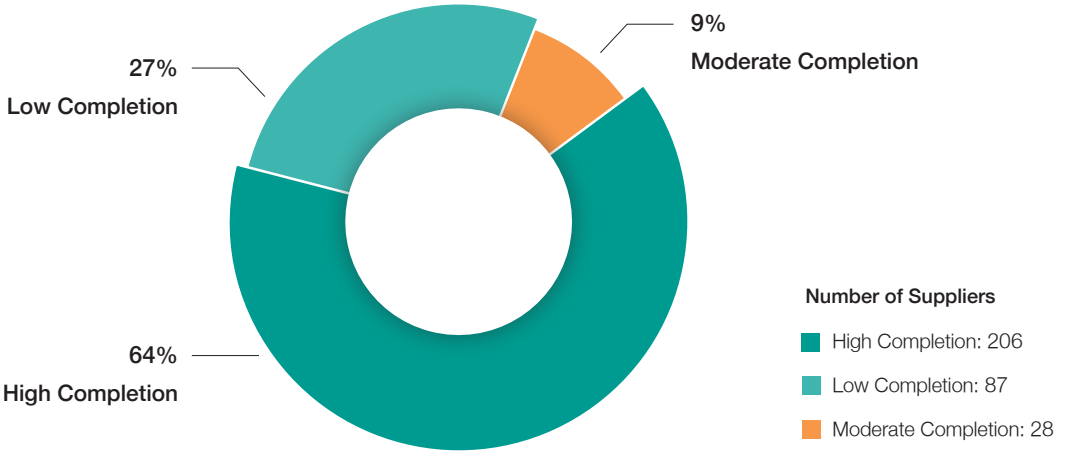
Social

- Human rights and labor conditions
- Harassment and discrimination
- Occupational health and safety
- Labor relations
- Employee support and benefits

Governance

- Ethical corporate management
- Risk management
- Information security
- Privacy management
- Regulatory compliance
- Sustainable supply chain management

Moxa Sustainable Supply-chain Risk Survey Results



Moxa plans to manage suppliers' negative sustainability-related impacts through a 3R mechanism, targeting not only Low Completion suppliers, but also Moderate Completion suppliers. Moxa will conduct on-site audits for both Medium and Low Completion suppliers to gain practical insights into their status and challenges regarding sustainability issues. Subsequently, cooperative strategies will target key areas of weakness, with the aim of Moxa and Medium to Low Completion suppliers collaborating on corrective actions. This collaborative adventure aims to reduce sustainability risks throughout Moxa's value chain, boosting the competitiveness of both the supply chain and Moxa.

Moxa's 3R Supplier Negative Impact Management Mechanism

	Step 1	Step 2	Step 3
	Reconfirm	Reduce	Reactive
Target Audience	Suppliers rated as Medium or Low Completion according to the self-assessment questionnaire	Reconfirmed as a Low Completion supplier	Low Completion suppliers with low willingness to improve or failing to complete the improvement within the time limit
Management Mechanism	Further confirm with the supplier the accuracy of the response to the deficiency items and propose improvement items based on the confirmation results.	Incorporate fixed targets for sustainability risk investigation, plan for on-site audits, and establish a counseling and cooperation plan, and require suppliers to complete the improvement within the time limit.	Adjust procurement strategies, such as adopting or incorporating substitute materials as part of supervision, to reduce supply risks.

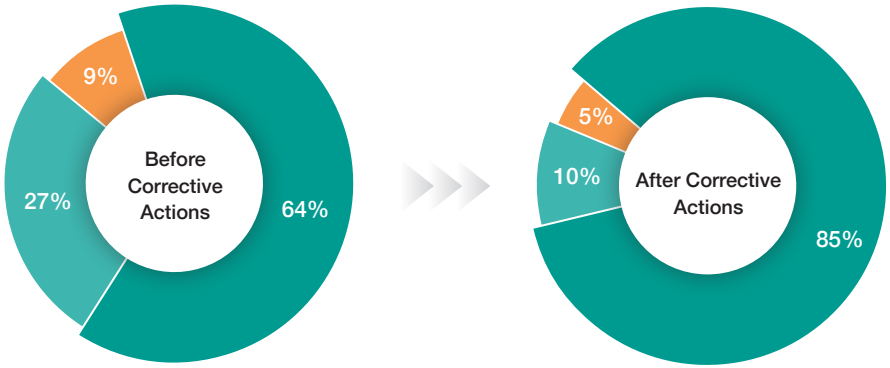
Corrective Actions for Supplier Nonconformities

Based on supplier evaluation results and identified nonconformities, Moxa systematically identifies and analyzes potential environmental and social risks within its supply chain, using these findings as the basis for supplier improvement and risk management. For issues identified during the evaluation process, Moxa develops corresponding corrective actions and guidance measures, which are incorporated into the supplier sustainability management process for continuous follow-up and monitoring.

From an environmental perspective, Moxa prioritizes suppliers with higher carbon emission risks when addressing carbon-related nonconformities. Through greenhouse gas (GHG) inventory training and communication, Moxa assists suppliers in gradually establishing capabilities for carbon emissions accounting and management. This also helps strengthen suppliers' awareness of climate-related risks and their responsibilities in emissions reduction, laying the foundation for future decarbonization actions and management mechanisms.

From a social perspective, for nonconformities related to occupational safety and health (OSH) and labor health, such as the absence of designated OSH personnel or worker health protection programs in accordance with local regulations, Moxa provides training materials and one-on-one communication to help suppliers understand the root causes of the issues, relevant regulatory requirements, and potential improvement approaches. Suppliers are also encouraged to implement the necessary corrective and preventive actions.

Through these improvement and follow-up mechanisms, Moxa maintains ongoing communication with suppliers regarding their improvement progress and implementation status, incorporating corrective actions for supplier nonconformities as an integral part of supply-chain sustainability management. Following the implementation of these improvement measures, the supplier risk classification structure has shown a clear shift. After improvements, the weighted percentage of suppliers at a low implementation level dropped from 27% to 10%, showing that supplier improvements are showing. Moxa's commitment to systematic management and resource support will advance suppliers' environmental and social management, ultimately increasing the supply chain's resilience and ability to handle risks.



Supplier ESG Risk Corrective Actions

	Dimension	Topic	Risk Factor	Corrective Actions
Risk Factor	Environment	Greenhouse gases	Failure in performing Scope 1, 2, and 3 GHG emission inventories	Require suppliers to gradually establish GHG inventory mechanisms based on their operational scale and risk level. Moxa supports this effort by arranging relevant training programs and providing access to carbon inventory consulting resources.
		Energy management	Failure in setting energy/renewable energy management and goals	Encourage suppliers to engage consulting firms to help evaluate their energy use and develop tailored energy management plans, while gradually setting targets for energy consumption and energy efficiency improvement.
	Social	Occupational health and safety	Failure to dedicate occupational health and safety management personnel in accordance with local regulations	Require suppliers, based on their workforce size and applicable local regulations, to appoint or designate qualified OSH management personnel, and guide them to participate in compliant tiered training programs.
			Failure to formulate a labor health protection plan in accordance with local laws and regulations	Guide suppliers to establish the four major labor protection programs in accordance with local regulatory requirements and encourage them to implement these programs in compliance with the law and conduct regular reviews when necessary.

Supplier Performance Evaluation

At the end of each year, Moxa conducts an annual supplier performance evaluation for suppliers whom Moxa transacts with during the year. Based on the evaluation results, Moxa will provide incentives, guidance, or replace disqualified suppliers to establish a robust supply chain. The annual performance evaluation covers five major dimensions, namely technology, quality, cost, delivery time, and green products. Suppliers are ranked A1 to A5 according to the evaluation ratings. The annual evaluation meeting will convene to reach a consensus based on the evaluation results. The formulation and implementation of the procurement strategy for the coming year will also be initiated. To review the sustainable management capabilities of suppliers, Moxa added ESG-related evaluation questions (accounting for approximately 15% of the total questions) in 2023. The evaluation indicators mainly include corporate social responsibility (CSR) performance, sustainability-related certifications (e.g., ISO 14001, ISO 9001, ISO 14064, ISO 45001, or ISO 27001), GHG inventory assessment and reduction action performance, supplier code of conduct signing rate, sustainable materials, and ESG quality issues.

Supplier Evaluation Rating

	Score	Rewards and Improvement Actions
A5 Outstanding	Total score: over 90	• Give priority to accepting new materials and provide preferential trading terms • Select excellent suppliers and award medals
A4 Good	Total score: 80 to 89.9	Provide positive incentives and maintain the status quo in terms of transaction activities
A3 Room for Improvement	Total score: 70 to 79.9	Conduct a three-dimensional evaluation (supplier risk/dependency/ improvement opportunity) based on the quality performance trend of the past three years
A2 Countermeasures Required	Total score: 60 to 69.9	Conduct a three-dimensional evaluation (supplier risk/dependency/ improvement opportunity) based on the quality performance trend of the past three years
A1 Unqualified	Total score: below 59.9 or quality score accounting for <60% or procurement score accounting for <60%	• Hold a consensus meeting to determine whether it should be placed under supervision (evaluation supervision/ strategic supervision) • Stop new material orders and prevent incoming material anomalies • Use of materials from suppliers under strategic supervision should be restricted (stop moving).

4.1.3 Improve Supply Chain Sustainability

Sustainability Training for Procurement Personnel

To enhance procurement personnel's understanding of sustainability issues and strengthen the integration of ESG requirements into supplier management and procurement decision making, Moxa continues to promote the development of sustainability capabilities among its procurement team. Each year, the company organizes a variety of sustainability-related training programs and awareness activities to help procurement personnel stay informed about global sustainability trends, regulatory developments, and key supply -chain management practices. These initiatives improve their ability to identify risks, communicate requirements, and drive improvements within daily procurement operations.

In 2025, Moxa organized seven sustainability training sessions for procurement personnel. The training topics covered sustainable supply-chain management, regulatory trends, and practical applications, including:

- Sustainable Supply Chain Survey Training
- Supplier Code of Conduct Training
- ESG Series Course: Building Corporate Core Competitiveness from an ESG Mindset
- EHS Regulatory Training: Occupational Safety and Health Program
- Sustainable Materials Adoption Strategy and Challenges
- EU PPWR: Trends in the Packaging and Packaging Waste Regulation
- ESPR: Introduction to the Ecodesign for Sustainable Products Regulation

Through this systematic training framework, Moxa aims to strengthen the procurement team's professional capabilities in sustainability-related topics and effectively integrate this knowledge into supplier management and procurement processes.

Improvement of Cooperation with Supplier in Terms of Quality Control

Moxa works with suppliers to improve their quality through a series of collaborations, ranging from a Quality Process Audit (QPA) to a Quality Guidance and Improvement Plan. The main purpose of which is to improve the process, yield rate, and management mechanism of supplier production to optimize the quality performance and resilience of the supply chain. Moxa manages suppliers' production processes and yield by conducting an audit on production processes according to the QPA. The goal is to rank the suppliers' technical level and enhance their control capabilities on process quality and prevent the potential risks of them failing to implement process management requirements.

QPA Identification of Supplier Ability Level

Quality Score	Description	Response Action
95 to 100 (Excellent)	Outstanding production capability, of which production quality can meet customers' special standards	No improvement actions are required.
90 to 94 (Good+)	Excellent production capability, of which production quality can meet customers' standards	
80 to 89 (Good)	Excellent production capability, of which production quality can meet customers' standards	
70 to 79 (Fair)	The production process meets the requirements of Moxa and can produce Moxa standard parts	Early warning is required; changes in trends need to be observed to prevent deterioration.
60 to 69 (Poor)	Unqualified suppliers (listed as low-quality suppliers), whose production capabilities do not meet Moxa requirements, but can otherwise do so through deficiency improvement or guidance	Assist suppliers in QPA and QTE management improvements.
<60% (Fail)	Unqualified suppliers whose production capabilities do not meet Moxa requirements	Convene an internal meeting to decide whether to include suppliers in the evaluation and supervision process and take corresponding improvement measures.

After a consensus meeting decision, the annual supplier evaluation results will place suppliers with quality concerns under supervision and prevent them from undertaking new projects in the future. However, in line with Moxa's philosophy of maintaining long-term partnerships and enhancing supply-chain flexibility, an annual quality improvement program will be initiated for suppliers willing to improve their quality. If the supplier meets the quality improvement targets during the year of guidance, the supervision status will be lifted, and they will revert to being a regular supplier. This approach aims to maximize the benefits of quality improvement for both parties through cooperation.

Quality Guidance and Improvement Plan

Short-term Countermeasure	Enhance supplier shipment detection ability: To effectively improve the quality of suppliers' finished products, it is necessary to improve the detection ability to intercept defective products at the supplier's factory.
Long-term Countermeasure	Strengthen supplier production management capabilities: Identify the suppliers' production management weaknesses and provide them with guidance to help deepen the production management capabilities and improve product quality.

Collaborating with Supply-chain Partners in Response to Climate Change

Each year, Moxa identifies high-carbon-emitting suppliers that collectively account for the top 90% of supply chain carbon emissions based on procurement-related carbon emission data and prioritizes them as key targets for management and engagement. For the identified suppliers, Moxa further categorizes them according to their level of readiness in carbon management capabilities and willingness to participate. Moxa implements tiered and varied management approaches for each category, aiming to improve efficiency and boost the impact of its decarbonization efforts.

Considering practical implementation conditions, Moxa's supplier classification framework generally includes three categories: capable and willing, requiring further capability development, and currently lacking capability with limited willingness to participate. Based on their risk levels and accessibility to resources, Moxa adopts corresponding management and communication approaches to support supplier engagement and improvement.

Strategic Co-creation Suppliers

Supplier Type: Capable and willing

Carbon Management Strategy: Focus on early engagement and joint planning, working collaboratively with suppliers to implement greenhouse gas (GHG) inventories, set carbon reduction targets, and develop action plans, thereby establishing long-term carbon management partnerships.

2025 Performance:

- Achieving 100% suppliers to implement GHG inventory mechanisms.
- Supported suppliers in introducing product carbon footprint (PCF) accounting models.

2026 Actions:

- Organize decarbonization workshops for these suppliers to strengthen their long-term decarbonization planning capabilities.
- Encourage suppliers to promote carbon inventory practices among their upstream suppliers.
- Required suppliers to set future carbon reduction targets.

Capability Development Suppliers

Supplier Type: Requiring further capability development

Carbon Management Strategy: Focus on capacity building, providing training, tools, and access to consulting resources to help suppliers develop their GHG inventory and carbon management capabilities and reduce barriers to implementation.

2025 Performance:

- Moxa has assisted these suppliers in gradually establishing GHG inventory mechanisms.

2026 Actions:

- Complete the development of their basic inventory capabilities
- Access to consulting resources to help suppliers develop their GHG inventory and carbon management capabilities.

Baseline Compliance Suppliers

Supplier Type: Currently lacking capability with limited willingness to participate

Carbon Management Strategy: Based on minimum compliance requirements, prioritizing the collection of essential baseline carbon-related information to support supply chain risk assessment and future management adjustments.

Future Action Plan: Gradually evaluate the introduction of further engagement or management mechanisms for these suppliers based on their risk levels and procurement strategies.

Approximately 30% of Moxa's procurement-related carbon emissions arise from transactions conducted through distributors. For such procurement arrangements, Moxa engages with distributors and the global manufacturers they represent to communicate and exchange information, gradually collecting data related to their carbon management practices and greenhouse gas (GHG) inventory. Moxa also encourages these manufacturers to align with its supply-chain carbon management and reduction framework.

In 2025, Moxa completed the material carbon factor assessment for the procurement materials sourced from these global manufacturers as part of building the foundational data for supply chain carbon emissions. Looking ahead to 2026, Moxa plans to further collect GHG inventory data from manufacturers that already possess carbon accounting capabilities. The data will then be consolidated and converted in accordance with internationally recognized carbon accounting and calculation standards to establish material carbon factors applicable to Moxa's procurement management, thereby enhancing the accuracy and comparability of supply-chain carbon emissions data.

Supplier Sustainability Capability Building

To enhance suppliers' understanding of sustainability issues and their ability to respond effectively, Moxa organized sustainability-related training and communication sessions in 2025 based on the results of its supplier sustainability risk assessments. The training topics focused on areas where suppliers were less familiar or faced greater challenges in meeting management requirements during the evaluation process. Three key courses were designed around the environmental, social, and governance (ESG) dimensions to help suppliers better understand relevant regulatory requirements, management priorities, and practical implementation approaches.

Through this risk-based and dimension-specific training framework, Moxa aims to strengthen suppliers' awareness and foundational capabilities in sustainability management, reduce potential compliance and operational risks, and provide important support for subsequent improvement actions and ongoing engagement. Ultimately, these efforts contribute to progressively enhancing the overall sustainability management capabilities within its supply chain.

Training Materials & Key Training Topics



- Environmental Management
- Carbon Emissions Tracking and Management
- Hazardous Chemical and Toxic Substance Management



- Employee Work Rules and Policies
- Occupational Safety and Health (OSH) Personnel Management
- Safety Protection for Hazardous Workplaces
- Worker Health Protection Programs
- Periodic Employee Health Examinations
- Anti-harassment and Anti-discrimination practices



- Employee Code of Conduct
- Privacy Policy Development
- Risk Assessment and Management

4.1.4 Responsible Mineral Sourcing

Responsible Minerals Management

The Responsible Minerals Initiative (RMI) has found that armed rebel groups in the Democratic Republic of the Congo and surrounding countries obtain minerals, such as tantalum, tin, tungsten, gold, cobalt, and mica, through illegal means including forced labor and child labor. These minerals are sold to finance arms deals, resulting in violent conflict and war. Minerals extracted under such conditions of armed conflict and human rights abuses are classified as conflict minerals.

To avoid contributing to harmful practices, Moxa sources conflict-free raw materials from reliable suppliers to ensure that the human rights, health, and environment of communities in mineral-producing regions are not compromised. Based on this principle, Moxa adopts responsible supply chain management measures, requiring suppliers to commit in the Supplier Code of Conduct that the products provided do not use conflict minerals and that they will conduct supply chain due diligence following the "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas" published by the Organization for Economic Cooperation and Development (OECD) or other equivalent and recognized frameworks.

In 2025, Moxa requested suppliers to disclose smelter information and ensure sourcing from active and conformant smelters, using the Conflict Minerals Reporting Template (CMRT) version 6.5 and the Extended Minerals Reporting Template (EMRT) version 2.0, to confirm that the smelters are on the RMI's active and conformant lists. Moxa collects information based on the current status of supplier responses, continuously reviewing and improving internal management and risk response practices.

Responsible Minerals Management Process

Suppliers are required to commit, in accordance with the Supplier Code of Conduct, to:

- Ensure products do not use minerals from non-conformant smelters
- Conduct due diligence in accordance with OECD Guidance
- Report due diligence results through the use of CMRT and EMRT templates

Conduct annual surveys on the mineral smelters of suppliers through CMRT and EMRT

Confirm that suppliers source minerals from smelters on the RMI Active or Conformant Smelters Lists

Compile survey results into company-level annual CMRT and EMRT to support Customer Survey in responding to requests

5 Inclusive Workplace and Society

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International Recognition

Moxa received the 2025 ATD Excellence in Practice Award for its Sales Management Excellence Talent Development Program.

96% Retention Rate

The retention rate of new recruits in the past three years was >90%, and reached 96% in 2025.

Publishing Human Rights Policy

Published Moxa's first Human Rights Policy and conducted human rights due diligence to strengthen human rights governance.

5.1 Talent Attraction and Retention

5.1.1 Talent Recruitment

Recruitment Strategies

As an employee-centric organization, Moxa values long-term success and fosters a culture of participation, collaboration, and employee belonging. Moxa demonstrates a strong commitment to compliance with labor laws and regulations across our global operations. By upholding the principles of diversity, equality, and inclusion in its recruitment policies, Moxa ensures that hiring decisions are free from biases related to race, skin color, age, religion, nationality, gender, sexual orientation, marital status, or political stance. This enables fair and inclusive hiring practices that attract a diverse pool of outstanding candidates. Meanwhile, Moxa offers competitive salaries and benefits, people-oriented management, and a well-established career development system to foster an environment where employees can grow and thrive.

Faced with rapid industrial changes in the post-pandemic era and the evolving demands of the new generation workforce, competition in the employment market has become increasingly intense. To attract top-tier talents from diverse and various fields, Moxa has refined its recruitment strategy. Apart from leveraging diverse recruitment channels and flexible approaches, Moxa also initiates a series of campaigns to strengthen its employer branding. These initiatives significantly boost awareness and a positive perception of Moxa among potential candidates. The diversified recruitment channels include job platforms, social media, campus recruitment events, credit courses program, industry-academic collaborations, internship programs, company tours, and headhunters. Additionally, Moxa attracts and trains young talent through its Moxa Farming System, focusing on developing future leaders in the industrial automation field.

Key Recruitment Programs

Talent is a key driver of sustainable operations and long-term competitiveness. To recruit and develop talent effectively, Moxa employs diverse, continuous strategies suited to various career stages and expertise. Through multiple channels spanning campus engagement, early-career recruitment, and industry expert outreach, Moxa systematically builds a robust talent pipeline to strengthen its organizational capabilities and lays foundation for sustainable organization development. The following outlines the key recruitment initiatives Moxa has implemented across different talent segments.

Current Students	Early-career Professionals	Elite Industry Professionals
Junior and above undergraduate students and graduate students	1 to 3 years experience	Over 3 years of experience
• Corporate information sessions • Industry-academic Education • Corporate campus visit program • Internship Programs	• Campus Recruitment • Moxa Farming System	• Industry-focused recruitment events • Professional recruitment platform partnerships

Key Recruitment Focus—Current Students

For campus talent development, Moxa implements a systematic talent development program targeting undergraduate students from their third year onward, as well as postgraduate students. Corporate information sessions, presented by Moxa, help students gain deeper insights into the company's culture, industry trends, and potential career paths. Additionally, Through industry-academia collaboration, Moxa integrates professional technical knowledge and practical industry requirements into academic curricula, bridging the gap between learning and real-world application. To further enrich this experience, Moxa arranges corporate campus visits, inviting students to directly experience its open company culture and comfortable working environment.

Moxa's structured internship program also allows students to participate in hands-on project and real-world team dynamics. The goal of Moxa's combined efforts is to identify and develop employees who embody its core competencies and cultural values from the outset, ensuring a sustainable supply of talent.

Corporate Information Sessions

Moxa collaborates with faculties at target universities to enter classrooms and share insights into industry demands, challenges, and technologies. Current Moxa employees who are alumni of these universities are also invited to share their career paths and experience. This approach provides students with a comprehensive and in-depth understanding of Moxa's corporate culture, products and technologies, and career development opportunities, equipping students with valuable guidance for their future career planning.

In 2025, Moxa held five corporate information session at universities across northern and southern Taiwan, reaching over 650 science and engineering students. These events included technical presentations, career experience sharing, and career advice from recent graduates, so that students could learn about Moxa's expertise and work practices. Through in-depth interactions and meaningful exchanges, the seminar earned much satisfaction and recognition from participating students and successfully attracted approximately 300 students to submit applications for the internship program.



Session at the National Taiwan University of Technology



Session at the National Taipei University of Technology

Industry-academic Education

To strengthen the connection between industry and academia, Moxa actively promotes industry-academic education and engages in meaningful interactions with university faculties to better understand their course needs and expectations. By integrating Moxa's technical expertise and industry applications, the courses serve as a platform for students to explore the fields and real-world uses of industrial communications before entering the workforce.

In 2025, Moxa collaborated with faculty from National Yang Ming Chiao Tung University and National Chengchi University to offer three specialized courses, attracting around 100 students. The curriculum focuses on the application of networking technologies in industrial control environments, as well as the technical implementation and defensive practices of cybersecurity within the industrial control domain. It helps students build a stronger grasp of the challenges and values that technical engineers may encounter in real-world scenarios. On completion, students highly regarded the difficulty and usefulness of the courses, hoping for more sharing on related topics in the future. Additionally, the partner faculties also gave positive feedback on the courses, looking forward to deepening industry-academia collaboration with Moxa in the future, jointly promoting exchanges between education and industry, and working together to cultivate outstanding talents.



Lecture at National Yang Ming Chiao Tung University



Lecture at National Chengchi University

Corporate Campus Visit Program

Moxa invites students from target university departments to participate in a tailored one-day immersive experience designed to provide a comprehensive introduction to the company. The program encompasses company overviews, industry applications, product showcases, job role introductions, career journey sharing by Moxa alumni, and hands-on laboratory experiences. Through meaningful engagement with Moxa employees, students gain an authentic sense of the workplace culture and professional environment at Moxa.

In 2025, five corporate campus visit program were held in both the first and second halves of the year, respectively. Moxa was able to interact with over 180 students from target universities. Most participating students first became familiar with Moxa through campus career fairs or corporate sessions. Through the company visits, they had a second opportunity to engage with Moxa. Students showed much enthusiasm and curiosity, and were impressed by Moxa's technology and work environment. Post-event, many students continued to engage actively with Moxa employees, seeking advice on career paths and future opportunities. The tours garnered much satisfaction. Over 80% of the students expressed an interest in subscribing to Moxa's newsletter and following the company on social media, establishing long-term connections and engagement for both parties.



Corporate campus visit program for students from National Yang Ming Chiao Tung University



Corporate campus visit program for students from National Tsing Hua University

Internship Programs

Moxa offers many practical work opportunities for students to gain real-world experience before entering the workforce. These opportunities encompassing hands-on work experience, environmental familiarization, and cultural immersion, while also incorporating workplace integration activities and soft skills training to help students bridge the gap between theory and practice. For those with outstanding performance and meeting the characteristics required by Moxa, they will have the opportunity to continue working with the company and transition smoothly into full-time roles. In 2025, besides continuing the two-month summer internship program, Moxa also introduced a new six-month internship program covering both the summer and academic semesters. A total of seven interns joined Moxa during this period. Through extended engagement in work assignments, interns were able to achieve greater completeness and depth in their project contributions, but also increased interaction with full-time staff, leading to a greater sense of accomplishment and positive participant feedback. Upon finishing the training, every student showed a willingness to work in Moxa in the future. They also showed enthusiasm about staying in touch by following Moxa's social media and sharing their internship experiences. This strengthened the connection between Moxa and students, laying a solid foundation for future talent recruitment.



Interns visiting the Bade Plant



Intern Career Exploration Course

Key Recruitment Focus—Early-career Professionals

To cultivate a strong talent pipeline for early-career hires, Moxa focuses on attracting high-potential candidates with fewer than three years of work experience. Moxa proactively addresses future talent requirements through diverse and continuous recruitment strategies. Beyond engaging in campus recruitment fairs at specific universities and departments to enhance employer brand visibility, Moxa also champions the Talent Alliance recruitment program. This program targets early-career individuals who show significant potential for development, nurturing them to become an important foundation for the company's future growth.

Campus Recruitment

Moxa proactively participates in campus recruitment drives at target universities to enhance brand awareness among students. Meanwhile, Moxa invites employees who are alumni of these universities to engage with students preparing to enter the workforce. Students gain insights into career planning and future prospects through alumni sharing their professional experiences, company information, and job openings.

In 2025, Moxa participated in five campus recruitment fairs at major universities in northern Taiwan, reaching over 3,000 students and showing strong employer brand visibility. A record number of participants from National Taiwan University, National Yang Ming Chiao Tung University, National Taiwan University of Science and Technology, and other universities attended. Compared to 2024, 2% more students reported prior awareness of Moxa, a result of sustained employer branding initiatives. Nearly 60% of students who interacted with Moxa were master's students, highly mapping with Moxa's demand to high-level R&D professionals.



National Taiwan University Campus Recruitment Drive

Moxa Farming System

Given the industry's distinct characteristics and diversity of its products, Moxa seeks talent who demonstrate not only technical expertise and domain knowledge, but also strong critical thinking, creativity, and leadership capabilities. Drawing inspiration from a systematic talent development philosophy, Moxa has established the "Moxa Farming System" — a structured, multi-tiered program designed to nurture employees' progressive growth and equip them to compete on the global stage.

The program aims to find promising talent who have worked for fewer than three years. For talent selection, Moxa focuses on potential and learning ability. A structured training and evaluation program and mentorship system help new employees quickly integrate into the company and grow into future key talent.



Moxa Farming System Kick-off Ceremony

Key Recruitment Focus—Elite Industry Professionals

Moxa's focus is on experienced industry professionals (mid- to senior-level, 3+ years) during the busy post-Lunar New Year and mid-year job transition times. By leveraging high-profile recruitment platforms and talent-focused industry gatherings, Moxa strengthens its presence and attractiveness in the professional talent market. Moxa's recruitment strategy involves promoting its R&D value proposition and technical knowledge while also fostering two-way dialogue with professionals in the field. R&D managers will explain job duties and career progression, enhancing candidates' grasp of company culture and growth opportunities. By focusing on these efforts, Moxa is developing a stronger base of mid- and senior-level R&D talent, ensuring the company's long-term technological development and sustained market position.

2025 Cake Tech Career Fair

At the Cake 2025 Tech Career Fair, Moxa's recruitment presentation outlined its R&D values and technological vision. Its R&D culture, innovation philosophy, and the long-term value it creates for the industry and society were highlighted. With 130 resumes collected, 75% of which came from technology professionals, demonstrating the event's effectiveness in attracting target technical talent. Over 40% of applicants possessed more than three years of work experience, highlighting Moxa's significant appeal to experienced industry professionals.



Job Matching—Cake 2025 Tech Career Fair

104 Job Bank 2025 Career Fair

The 104 Job Bank 2025 Career Fair featured on-site participation from cross-functional managers and the HR team. They engaged industry professionals in conversations about technology and career growth. The keynote session received highly positive responses and successfully engaged the targeted talent pool. Over 2,000 recruitment brochures were handed out, broadening the distribution of recruitment information, and over 500 resumes were gathered. More than 60% of applicants possessed over three years of work experience, reflecting Moxa's strong appeal to experienced professionals and its commitment to strengthening organizational capabilities.



2025 Career Fair Keynote Speech

Strengthening Employer Branding

Recognizing Gen Z's reliance on the internet and platforms like Facebook, Instagram, and YouTube, Moxa actively uses social media to reach this demographic. In 2025, Moxa implemented a comprehensive communication strategy upgrade, driven by three key strategies aimed at strengthening its employer brand.

Brand Image

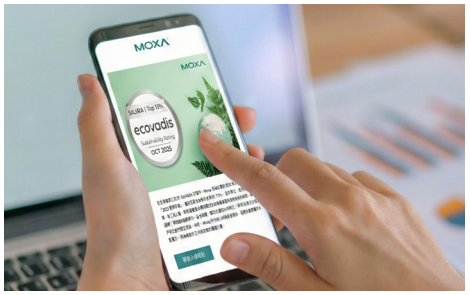
Moxa continues to emphasize two-way communication.Beyond regularly monitoring and responding to feedback across platforms, Moxa proactively shares highlights of internal milestone activities to authentically convey the energy and vibrancy of its workplace culture to external audiences — ensuring a consistent experience between internal employees and external talent and shows the genuine value of Moxa's employer brand.

Talent Management

Moxa has launched a potential talent engagement program. A quarterly Talent Newsletter is issued to proactively share industry insights, the company's latest updates, and cultural stories, maintaining consistent engagement with potential candidates even during off-peak recruitment periods, deepening connections and sustaining long-term talent relationships.

Digital Engagement

Moxa continues to enhance its social media content strategy. In addition to regular updates on job openings, work environment, employee benefits, recruitment information, and leadership perspectives, Moxa launched two dedicated spotlight series this year — "R&D Value Short-Form Videos" and "Role Ambassador Career Sharing" — offering audiences a more in-depth look into life and growth at Moxa. With improvements in content quality and diversification, the number of followers on social media platforms increased significantly by 31.5% compared with 2024.



Talent Newsletter



R&D Value Short-Form Videos

Employee Referral and Internal Transfer System

To encourage employees to refer suitable candidates, Moxa introduced an enhanced referral bonus mechanism in 2022. In 2025, the employee referral hiring rate saw a slight decrease, influenced by changes in the company's headcount structure and a boost in external applications resulting from successful employer branding campaigns. Despite this, it continues to be the second most significant channel for hiring. This indicates employees' deepening connection to Moxa's culture and values, motivating them to refer more friends and family to join the company.

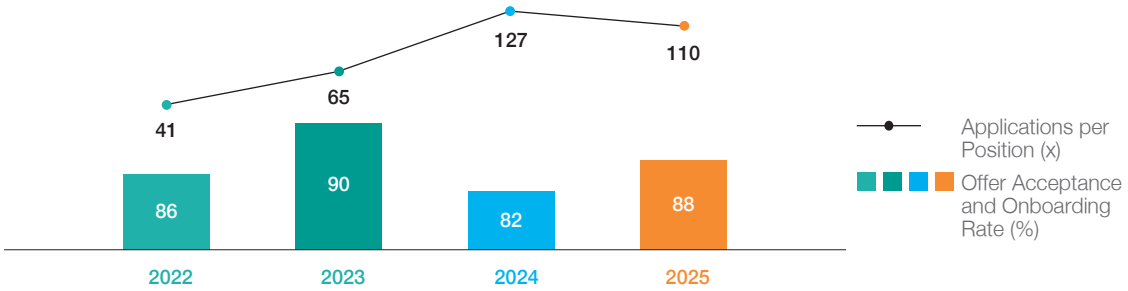
Moxa supports employees' long-term career development through an open internal transfer system that makes changing positions easier and more efficient. Simultaneously, a more accessible and transparent system offers employees diverse job prospects and a platform for functional growth and development. This approach helps employees expand their horizons and capabilities to develop all-round excellent talents across units and functions. The calculation of the internal transfer rate is based on the number of job openings[1] In 2025, 9% of employees were placed through internal transfer, representing an increase of 2% compared to 2024.

Note 1: The data includes all Moxa's full-time employees worldwide (excluding contract employees and MOXA Foundation staff). Transfer rate = Number of transfers ÷ Total number of employees in the group.

New Hire and Onboarding

Moxa offers competitive compensation and benefits, a diverse learning environment, and meaningful job roles to attract outstanding talent, and cultivates a work-life balance in the workplace. In 2025, the Taiwan Headquarters recruited for 175 positions, receiving 19,219 resumes. Among these, 130 candidates were offered full-time employment, and 114 reported to work, resulting in a offer acceptance and onboarding rate of 88%. Globally, Moxa hired 134 new full-time employees in 2025, with an average new employee hiring rate of 7%.

2022–2025 Resume Applications and Offer Acceptance & Onboarding Rate



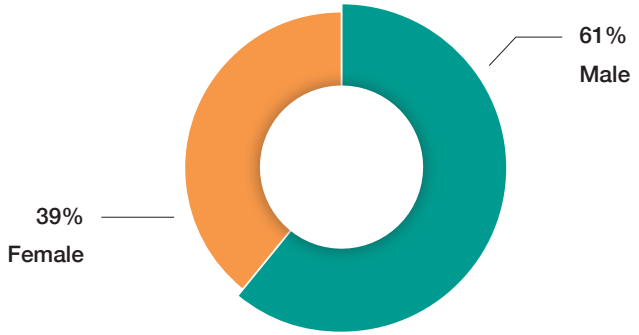
Note: The data is for the Taiwan headquarters.

2025 New Hire Gender Distribution

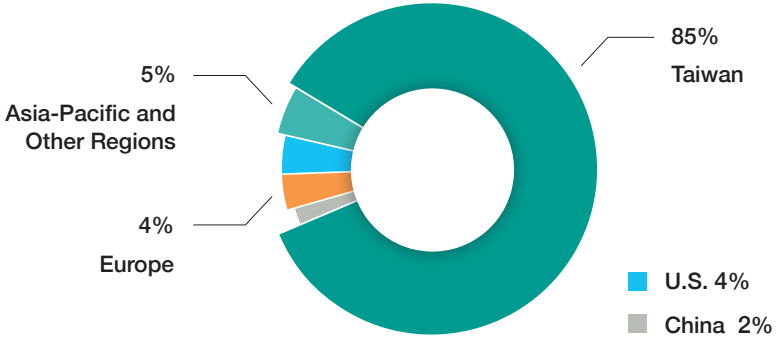
		Male		Female		Total	
		Number of Persons	Percentage	Number of Persons	Percentage	Number of Persons	Percentage
Region	Taiwan	64	78%	50	96%	114	85%
	China	2	2%	1	2%	3	2%
	U.S.	5	6%	0	0%	5	4%
	Europe	4	5%	1	2%	5	4%
	Asia-Pacific and Other Regions	7	9%	0	0%	7	5%
Age	Under 30 years old	27	33%	22	42%	49	37%
	30 to 50 years old	47	57%	28	54%	75	56%
	Over 50 years old	8	10%	2	4%	10	7%
Total		82	61%	52	39%	134	100%

Note: The data includes all Moxa's full-time employees worldwide (excluding contract employees and MOXA Foundation staff).

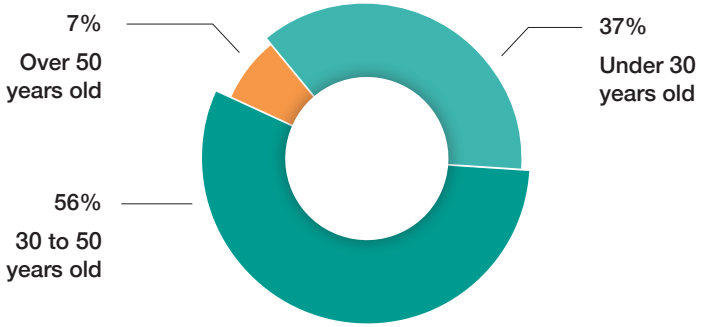
2025 New Hires by Gender



2025 New Hires by Region



2025 New Hires by Age



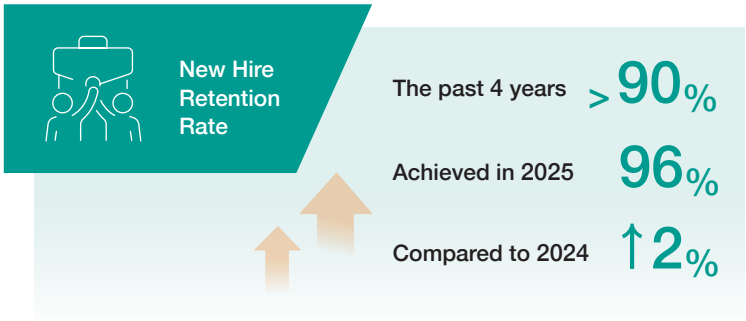
2022 to 2025 Distribution of New Hire Rates

		2022		2023		2024		2025	
		Number of New Hires (persons)	New Hire Rate	Number of New Hires (persons)	New Hire Rate	Number of New Hires (persons)	New Hire Rate	Number of New Hires (persons)	New Hire Rate
Region	Taiwan	294	22%	284	19%	61	4%	114	8%
	China	29	23%	26	20%	8	6%	3	2%
	U.S.	7	9%	24	29%	6	7%	5	6%
	Europe	7	10%	19	26%	9	12%	5	6%
	Asia Pacific and Other Regions	13	48%	9	29%	0	0%	7	18%
Total		**350**	**21%**	**362**	**19%**	**84**	**4%**	**134**	**7%**
Gender	Male	213	19%	223	19%	48	4%	82	8%
	Female	137	25%	139	23%	36	6%	52	7%
Age	Under 30 years old	145	54%	164	55%	26	8%	49	20%
	30 to 50 years old	193	16%	192	15%	50	4%	75	6%
	Over 50 years old	12	7%	6	3%	8	4%	10	4%

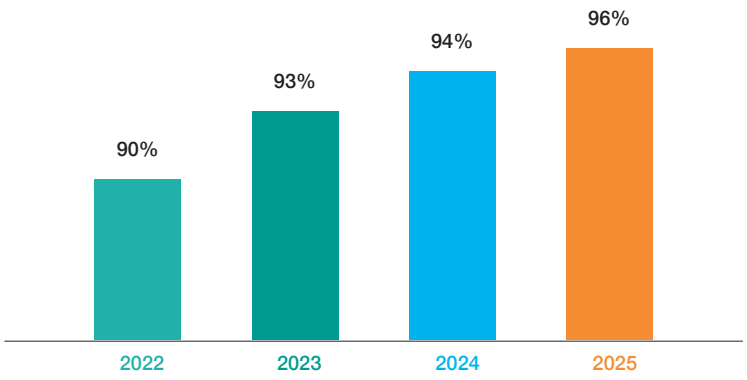
Note: The data includes all Moxa's full-time employees worldwide (excluding contract employees and MOXA Foundation staff).
Note: New hire rate = total number of new employees ÷ average number of employees in the year.

New Hire Support and Retention

To ensure new employees adapt to the workplace swiftly, Moxa implements orientation training. To ensure new employees adapt to the workplace swiftly, Moxa implements orientation training. On their first day, new hires engage in onboarding processes like orientation, occupational safety instruction, and online courses designed for their positions. Additionally, a Buddy will be assigned to help them adjust to the workplace, learn job procedures, and understand the company culture. Supervisors will regularly meet one-on-one with new employees to assess their work and cultural adjustment. Moreover, after 60 days of employment, new hires will complete an online survey for prompt feedback on their adjustment. The department supervisor and HR are ready to provide support and assistance, as per the feedback. The new hire retention rate over the past three years has remained above 90%, reaching 96% in 2025, , an increase of 2% compared to 2024.



2022 to 2025 New Hire Retention Rate



Note: The data includes all Moxa's full-time employees worldwide (excluding contract employees and MOXA Foundation staff).
Note: Retention rate = Number of new employees retained one year after the start date of employment ÷ Total number of new employees.

5.1.2 Talent Diversity and Inclusion

Diversity, Equity, and Inclusion (DEI) Commitment and Actions

Implementation of Diversity and Inclusion Concepts

Moxa establishes a workplace environment that respects diversity, promotes equity, and strengthens inclusion. By conveying clear core values, system policies, training promotion, and various support measures, we ensure that every employee can realize their potential and grow together in a fair and respectful environment.

Diverse Promotion Plans

Core Values

- Mutual respect is one of Moxa's core values, emphasizing that employees recognize each other's strengths and contributions, and respect and cherish the differences between individuals.

System and Policy

- Through comprehensive human resource management measures and systems (including recruitment and appointment, education and training, performance management, and compensation and benefits), we ensure that all full-time employees are treated fairly and have equal resources and development opportunities in all aspects of the selection, training, employment, and retention processes.
- Through Moxa's Code of Conduct, Preventive Measures and Disciplinary Procedures for Sexual Harassment in the Workplace, and Prevention and Management of Unlawful Infringement in the Performance of Duties, we ensure a safe workplace environment free from discrimination, violence, and sexual harassment.

Training and Promotion

Physical Workshop

- The Code of Conduct Workshop is mandatory for all employees of Moxa. Through case studies and experience sharing, the workshop strengthens employees' understanding of the Code of Conduct and ensures that they can align their behavior with the company's values and standards.(Refer to 1.3.1 Integrity Value - Code of Conduct Advocacy and Training)

Professional Digital Courses

- To systematically enhance the organization's understanding and implementation of diversity, equity, and inclusion (DEI), Moxa has developed and implemented DEI digital learning courses. The courses target general employees, managers, and organizational levels. Through audience-specific and role-based learning design, the program helps employees build a proper understanding of DEI and jointly promote Moxa's progress toward a more diverse and inclusive workplace.

Training and Promotion

- Microaggressions: Learn about the impact of microaggressions on groups and be aware of one's own behavior.
- Unconscious bias: Help employees identify and overcome potential biases to create a more inclusive way of thinking.
- Inclusive leadership: Strengthen the leadership capabilities of managers in team management and create a fair and respectful work environment.
- Leaders of a diverse group: Cultivate managers' leadership skills in a diverse team and promote cross-cultural and cross-background collaboration.



DEI E-learning courses

Support Community

Moxa Americas Women's Employee Support Community

- Since 2023, Moxa Americas has continuously fostered a Women's Network that supports female employees. Rooted in Moxa's core values, the Women's Network is committed to creating a warm and supportive community where women and allies can connect, communicate openly, and learn and grow together.

Within this community, everyone's experiences and voices are valued, and they encourage every passion and curiosity, which allows members to feel companionship and empowerment throughout their personal and professional development journeys. Through diverse and meaningful activities, sincere exchanges, and initiatives that give back to society, Moxa becomes not only a place to achieve goals but also a community where employees feel seen, supported, and a sense of belonging. By embracing diverse perspectives and creating fair opportunities for development, the Women's Network strives to shape a more inclusive, innovative, and supportive Moxa.



Moxa Americas Women's Network Gathering

DEI Special Initiative: Building a Shared Language for Gender Issues

Moxa's workforce is composed of about 66% men and 34% women, reflecting a diverse yet uneven gender distribution (refer to 5.1.2 Talent Diversity and Inclusion—Diverse Workforce Composition). Exploring gender topics through the lens of male employees, who make up most of the organization, allows for an examination of their societal and workplace role expectations and norms. By using this approach, employees develop a shared understanding on gender matters, leading to better communication and collaboration across different roles and functions.

In 2025, Moxa designed and launched a gender-themed digital learning course titled "Voices of Men: Why Does Society Place So Many Expectations on Us?". The course begins with common role expectations and experiences that men encounter in society and the workplace, helping employees understand how gender expectations are formed and how they influence individual behavior, interaction patterns, and organizational culture. The course delves into society's varied expectations for different genders, aiming to enhance employee self-awareness and understanding of others, thereby promoting more empathetic and respectful teamwork in daily operations.

This course is offered as an elective general topic and is available on Moxa's internal Learning Management System. Moxa employees, who have long been engaged in gender-related topics, collaboratively developed it. Cross-departmental discussions and the collection of diverse feedback and perspectives allowed employees to continuously refine and improve the course content, better reflecting their daily lives and workplace contexts.

Through gender education initiatives centered on mutual understanding, Moxa seeks to help employees appreciate difference and respect diversity. By strengthening mutual understanding, the organization seeks to reduce communication gaps, build a more inclusive and collaborative workplace, and foster a diverse, equitable, and inclusive organizational culture as an important foundation for Moxa's sustainable development.

Implementation Results:

- 64 employees voluntarily registered (Nov. 7–Dec. 31, 2025)
- Average satisfaction score of 4.9/5

Participant feedback:

- The course helped me view gender issues discussed on social media from different perspectives and avoid unnecessary anxiety about gender equality.
- The instructor's examples prompted me to reflect on assumptions I previously took for granted and recognize gaps in my perspective.
- The course reminded me to maintain an equality-focused mindset.



Digital Course Cover



Digital Course Content

Diverse Workforce Composition

Moxa proactively attracts diverse talent from around the world. Currently, individuals from over 27 nationalities comprise the global workforce, and local hires account for most general managers and employees at overseas branches. Taiwan serves as the headquarters and the center for operations and research and development. Moxa also has subsidiaries in the U.S., Germany, the UK, France, India, South Korea, Japan, and China, with distribution and service locations across 87 countries. In 2025, Moxa had around 1,900 employees worldwide, of which over 99% were full-time employees. Regarding geographical distribution, 82% of employees worked at the main operating headquarters in Taiwan, and 18% of employees were located in China, the Americas, Europe, and other Asia-Pacific regions. In terms of age distribution, 74% of employees' ages fell between 30 and 50 years old. The average age of the overall employees was 40.3.

Moxa highly values offering equal treatment and job security to employees regardless of gender. Moxa does not discriminate based on gender in selection or promotion and upholds the employment rights of people with disabilities. The employment rate for individuals with disabilities rose to 1.4% in 2025, up from 1.3%.

2025 Global Employment Types

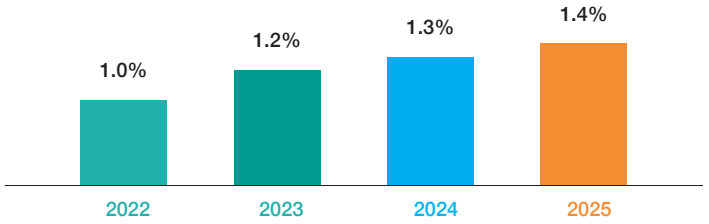
Unit: Person			Worldwide	Taiwan	China	Americas	Europe	Asia Pacific and Other Regions
Worldwide	Total		1,863	1,528	127	86	83	39
	By Contract Type	Permanent Employees	1,841	1,512	125	86	79	39
		Fixed-term Contract Employees	22	16	2	-	4	-
	By Working Hours	Full-time Employees	1,835	1,507	127	86	76	39
		Part-time Employees	28	21	-	-	7	-
Male	Total		1,220	992	78	64	57	29
	By Contract Type	Permanent Employees	1,206	979	78	64	56	29
		Fixed-term Contract Employees	14	13	-	-	1	-
	By Working Hours	Full-time Employees	1,202	975	78	64	56	29
		Part-time Employees	18	17	-	-	1	-
Female	Total		643	536	49	22	26	10
	By Contract Type	Permanent Employees	635	533	47	22	23	10
		Fixed-term Contract Employees	8	3	2		3	-
	By Working Hours	Full-time Employees	633	532	49	22	20	10
		Part-time Employees	10	4	-	-	6	-

Global Employee Percentage by Type in 2025

		Gender		Age		
		Male	Female	Under 30 years old	30 to 50 years old	Over 50 years old
Total Employees		66%	34%	12%	74%	14%
Job Category	Senior Management	72%	28%	0%	6%	94%
	Mid-level Management	72%	28%	0%	46%	54%
	Entry-level Management	79%	21%	0%	86%	14%
	Nonmanagement Positions	64%	36%	14%	75%	11%
Functional Category	Managers	76%	24%	0%	67%	33%
	Professionals	65%	35%	15%	76%	9%
	Sales	88%	12%	16%	61%	23%
	Business Support	38%	62%	11%	74%	15%

Note: Job categories are determined according to Moxa's classification of managerial levels.

2022 to 2025 Percentage of Employees with Disabilities



Note: The data is for the Taiwan headquarters.

Local Hiring

Moxa actively recruits and develops global talent by hiring local professionals for managerial positions, implementing the concept of localized talent development. In 2025, managers at all levels in Taiwan and the U.S. achieved 100% local hiring. By developing local talent's technical, professional, managerial, and leadership skills, Moxa bolstered the organization's competitive edge and sustainable development.

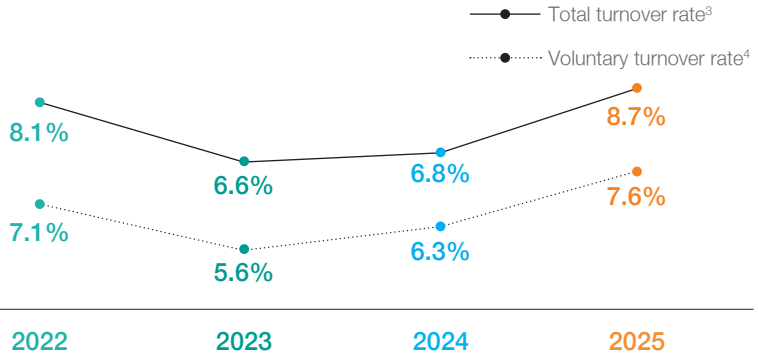
Percentage of Local[1] Management Talents[2] in 2025

	Taiwan	China	Americas	Europe	Asia Pacific and Other Regions	Total Worldwide
Senior Management	100%	-	100%	-	-	100%
Mid-level Management	100%	100%	100%	70%	0%	94%
Entry-level Management	100%	79%	100%	50%	-	98%
All Management Positions	100%	85%	100%	67%	0%	97%

Employee Resignation

In 2025, the global turnover rate of Moxa employees was 8.7%, and the voluntary turnover rate was 7.6%, a slight increase of 1.3% compared to 2024. The Human Resources Department conducts exit interviews with employees who resign to learn the reasons for leaving. The primary reasons for leaving include personal career planning, family-related factors, and job scope.

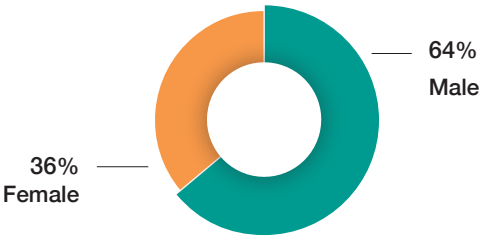
2022 to 2025 Global Employee Turnover Rate[5]



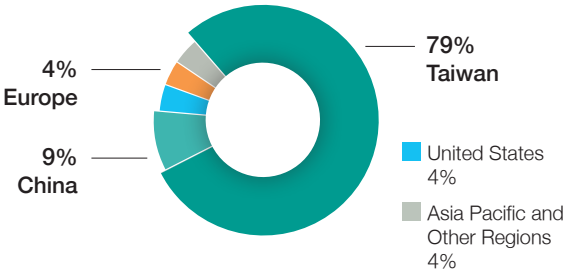
2025 Global Employee Turnover Rate by Gender and Age

		Worldwide		Taiwan		China		Americas		Europe		Asia Pacific and Other Regions	
Gender	Age	Number of Persons	Turnover rate	Number of Persons	Turnover rate	Number of Persons	Turnover rate	Number of Persons	Turnover rate	Number of Persons	Turnover rate	Number of Persons	Turnover rate
Male	Under 30 years old	19	13.9%	18	14.9%	1	13.3%	0	0%	0	0%	0	0%
	30 to 50 years old	69	7.6%	54	7.2%	7	10.2%	4	15.4%	1	2.8%	3	16.7%
	Over 50 years old	15	8.6%	6	5.4%	2	36.4%	2	6.0%	3	16.2%	2	28.6%
Female	Under 30 years old	19	17.3%	19	19.2%	0	0%	0	0%	0	0%	0	0%
	30 to 50 years old	30	6.5%	25	6.5%	2	5.6%	0	0%	2	10.3%	1	10.5%
	Over 50 years old	9	12.9%	7	14.0%	2	28.6%	0	0%	0	0%	0	0%

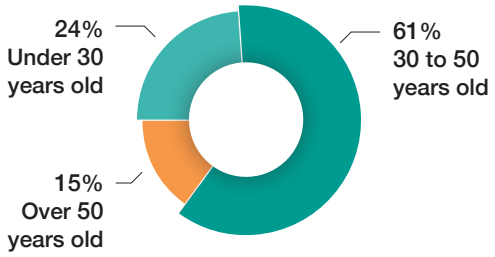
2025 Global Turnover Rate by Gender



2025 Turnover Distribution by Region



2025 Turnover Distribution by Age



Note 1: The company defines local employees as those who have the nationality of the country.

Note 2: Managers are defined in accordance with the Moxa Career Framework.

Note 3: Total Turnover Rate includes voluntary resignations (including retirements) and involuntary separations (including terminations, layoffs, or death). Total Turnover Rate = Number of departures in the year ÷ Average number of employees for the year.

Note 4: Voluntary Turnover Rate = Number of voluntary resignations in the year ÷ Average number of employees for the year.

Note 5: Turnover Rate = Number of departures in the group for the year ÷ Average number of employees in the group for the year.

Workplace Equity

Moxa is committed to creating an equitable workplace environment. The global compensation framework is based on market salary standards for each position in the industry and is not affected by gender differences. At present, this framework serves as the basis for compensation evaluation for all positions to ensure a just and fair salary system. When looking at total global compensation in 2025, the pay ratio between women and men indicates no significant disparity within identical job-level categories. The base salary ratio of female to male employees in managerial roles at group headquarters and major operating locations (China, the U.S., and Europe) is 0.95.

Moxa provides equal career development opportunities for female employees. Over the past four years, the overall proportion of female employees has remained stable at 34%, indicating that Moxa has maintained a consistent gender balance in its workforce structure. At the management level, the proportion of female senior managers increased to 28% in 2025. This is the highest level in the past four years, demonstrating the gradual expansion of female leadership talent. In addition, the proportion of women in STEM-related positions (engineering, technical, and R&D roles) increased from 17% in 2022 to 19% in 2025, showing a steady growth trend and reflecting Moxa's continued commitment to promoting equal opportunities in the workplace.

2022 to 2025 Female Employees by Job Level

	2022	2023	2024	2025
Percentage of Female Employees	34%	34%	34%	34%
Percentage of Female Managers	24%	24%	26%	24%
Percentage of Female Senior Managers	25%	27%	20%	28%
Percentage of Female Mid-level Managers	28%	28%	32%	28%
Percentage of Female Junior Managers	22%	22%	22%	21%
Percentage of Female STEM Employees	17%	19%	18%	19%

Note: The data includes all Moxa's full-time employees worldwide (excluding contract employees and MOXA Foundation staff).

5.1.3 Talent Retention

Compensation Policy

The compensation and benefits provided at all Moxa locations worldwide comply with local legal requirements, and all full-time employees are entitled to insurance and pension plans as required by law. Moxa's compensation policy ensures that there is no differentiation based on region, race, ethnicity, background, social class, lineage, religion, disability, gender, sexual orientation, pregnancy, marital status, union membership, political views, or age. The reward system is designed from a comprehensive compensation perspective, encompassing salary, benefits, and bonuses.

Compensation Framework

The compensation structure of Moxa includes fixed salary, annual variable bonuses (including performance bonuses), and long-term incentives.



Fixed salary

1 Linked to the basic market value of the personal responsibilities taken on by an employee and the abilities the employee possesses.

Annual variable bonus

2 Linked to the company's or team's and individual's overall performance results in the preceding year.

Long-term incentives

3 The Company Success Incentive Plan (CSIP) is a mid- and long-term incentive plan of Moxa Group designed on the basis of its pay philosophy (Sharing Success, Market Competitiveness, Reasonable Equality, and Performance Alignment). The CSIP applies to regular full-time employees in good standing who have been hired by Moxa during the preceding fiscal year and have violated no company rules. The aim is to motivate employees to achieve the long-term strategic objectives of the company so that they will contribute and take ownership in realizing the long-term vision of the company. The long-term success of the company can be shared with the employees. The Board of Directors, at its sole discretion, determines the total incentive amount of the CSIP, which is in nature a discretionary incentive, for each year, based on overall consideration, including but not limited to, the company's long-term business performance, overall operating results, development of the organization and talents. The board then authorizes the Co-CEOs to distribute, grant, and accrue the incentives of the CSIP.

Compensation Competitiveness

Moxa participates in annual industry compensation surveys and adjusts salaries based on market conditions, company performance, individual's role and responsibilities, and future growth potential to ensure competitiveness and fairness. Moxa ensures that starting salaries for direct employees comply with local regulations while remaining competitive in the market. To ensure that employees can receive fair salaries to maintain their needs in life, we refer to the methodology of living salaries and establish the Moxa Standards of Salary Evaluation and Living. By reviewing employee salaries, Moxa demonstrates its commitment to employees worldwide in meeting local basic salary requirements, thereby attracting and retaining talent.



The Base Salary of 2025 for Moxa's Direct Employees in Taiwan

20%
higher than the minimum wage[1]

Note 1: The Ministry of Labor announced that the minimum wage, effective January 1, 2025, is NT$28,590.

Employee Living Wage Assessment

According to the definition of the International Labour Organization (ILO), a living wage should be sufficient to meet the basic living needs of workers and their families under normal working hours and enable a decent standard of living. Moxa began assessing living wages in 2025. This initiative aims to protect employees' fundamental needs and align compensation with local living expenses. It serves as a key metric for evaluating current salaries and enhancing pay management. With this assessment, Moxa hopes to gain a clearer picture of the connection between what employees earn and the cost of basic living in the area, which will help in future compensation policy reviews and adjustments.

In terms of implementation, Moxa adopted living wage estimation data provided by the WageIndicator Foundation. For each operating location, the company reviewed the relationship between employees' salary levels 1 and local living costs. The assessment focused on the alignment between employee wages and necessary living expenses in each country, ensuring that the results reflect actual differences in local living costs and provide a consistent and comparable analytical basis.

The scope of this assessment covered Moxa's operating locations[2] in Asia, Europe, and the Americas, with the primary focus on full-time employees at each location. The results confirmed that employee salary levels in eight operating countries have met the estimated living wage standards, indicating that the current compensation system can generally support employees' basic living needs across most operating regions. The findings also serve as an important reference for Moxa in reviewing compensation policies and resource allocation, helping identify regions or circumstances that require continued attention.

Based on its commitment to employees' quality of life and compensation fairness, Moxa will continue to monitor changes in living costs across its operating locations. The company will also incorporate living wage considerations into its regular compensation review mechanisms as a supplementary reference indicator. Through a systematic review and evaluation process, Moxa will continue to refine its compensation management practices and ensure that all employees receive fair wages for standard working hours, reflecting the practical needs of different operating environments.

Note 1: Moxa defines employee salary levels as wages excluding bonuses and overtime pay.

Note 2: The operating locations included in the assessment are Taiwan, Japan, South Korea, India, China, the U.S., Germany, France, and the United Kingdom.

Demonstration of Cultural Performance

Since 2002, Moxa has established two annual awards: "Practical and Realistic" and "Passionate Vitality," to encourage employees to demonstrate the company's desired cultural traits in their work. "Practical and Realistic" means employees take responsibility for their work and do what needs to be done without seeking to please others or advance personal or departmental interests. Employees will focus on the company's overall benefit and proactively do the right thing. "Passionate Vitality" refers to employees approaching their colleagues, customers, and suppliers with enthusiasm, exhibiting strong team spirit, and completing tasks effectively. Employees will embody a spirited and energetic attitude that inspires and cares for the surrounding community.

Six individuals from nearly 1,900 employees worldwide were selected for the two said cultural awards in 2024. The winners from overseas subsidiaries had the opportunity to bring their families to Taiwan for a week-long trip and participate in the year-end award ceremony. The hope is that these role models will inspire and motivate more employees, further embedding Moxa's cultural spirit in the hearts of all staff.

Moxa Bravo—Mutual Recognition Platform

Moxa firmly believes that helping employees learn and find meaning in their work is an integral part of business operations and a reflection of its management philosophy. Creating a culture of mutual recognition and appreciation is a concrete way of putting Moxa's philosophy into practice. On the Moxa Bravo platform, employees worldwide can express their recognition and gratitude to their colleagues anytime and anywhere, ensuring that every effort, big or small, is fully acknowledged and recorded. The platform was launched in December 2022. Around 160,000 recognitions were collected by the end of 2025, thanks to worldwide employee involvement, with each person receiving an average of 80 recognitions. The monthly recognition growth rate amounted to 12%. Compared with similar platforms of domestic and foreign companies of comparable size, Moxa Bravo has garnered outstanding performance on account activation rate, platform utilization rate, recognition coverage, and distribution coverage.

To gain deeper insights into how employees use Moxa Bravo and to enhance its usability without compromising its core function, the project team surveyed employees in 2025. This survey used random sampling across various departments. The results showed that users strongly agreed that receiving recognition messages makes them feel supported and encouraged, and they are willing to recommend the platform to others. Additionally, the survey collected useful ideas for improving the platform's representation of corporate culture and its functionalities, laying a crucial foundation for ongoing improvements.

The achievements made over past three years demonstrate Moxa's culture of recognition and appreciation. In addition to the platform's game-based design and diverse thematic campaigns, Moxa's internal commitment to accountability and willingness to give positive feedback are also conducive to growth. From the perspective of individual employees, their hard work is seen and appreciated. From the perspective of Moxa, employees' identification with the corporate work culture and sense of belonging to Moxa is an important support when facing changes. Moxa Bravo will continue to grow alongside the organization. It will inspire trust among employees, promote effective collaboration, and ensure that Moxa recognizes the efforts of employees around the world.

Campaigns held on Moxa Bravo in 2025

A Heartwarming Cheer for Yourself



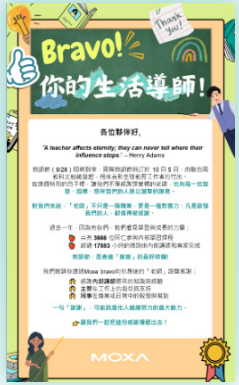
Your Smile, My Bravo!



Fated to Bravo!



Bravo the Teachers Who Shaped Us!



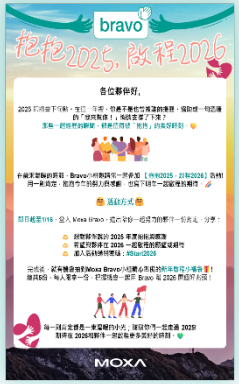
No Tricks, Just Treats from Bravo!



We Want Your Feedback



Hug 2025, Start 2026!



Cultural Activities, Benefits and Support

In addition to providing basic benefits in accordance with the Labor Standards Act, Moxa offers several benefits beyond legal requirements to promote work-life balance, physical and mental well-being, personal growth, and cognitive development. Company-sponsored activities also foster employee interaction, shape Moxa's culture, and enhance team cohesion. Employee cultural benefits and support provided in 2025 are as follows:

Moxa Employee Cultural Benefits and Support

Cultural activities	Sports Day/Family Day	The sports day inspires team spirit and passion through friendly competition, while family day welcomes loved ones to experience Moxa's culture and become part of our extended family.	The annual sports day culminates in a final event that brings all employees together, strengthening team spirit. Family Day invites employees' families to engage in activities that showcase the company's culture and energy.
	Reading Hours	By reflecting on their own or participating in voluntary reading groups, people can think deeply, converse, and contemplate to expand their viewpoints and discover inspiration, leading to personal fulfillment even with a packed schedule.	The Reading Hours subsidy of NT$1,500 for reading and learning resources (including physical books, e-books, podcasts, and various online courses) is disbursed.
	Clubs	Employees are encouraged to engage in clubs to build teamwork, collaboration, planning, and leadership skills—enriching leisure life and fostering a positive corporate culture.	Employees receive company subsidies for participating in club activities.
Benefit	Festival Events	During important holidays, the company shares festive greetings and care with employees, fostering a warm and cohesive workplace culture.	Gift vouchers or presents are given for occasions like Mid-autumn Festival, Dragon Boat Festival, and employee birthdays.
	Mo-Flex	Provide diverse benefits and support to meet employees' individual needs, enhancing their quality of life and well-being.	Subsidized items include travel, continuing education, arts and culture, sports and leisure activities, and additional health check-ups, with subsidies starting from NT$30,000 per employee per year.
	Mo-Connect	Encourage interaction and connection beyond the workplace to strengthen relationships and foster a friendly and cohesive work environment.	The Employee Welfare Committee organizes cross-department group activities, with different subsidy levels provided based on the activity content and scale.
	Flexible Holidays	Employees are given leave days that are more than the Labor Standards Act prescribes so that they can relax and reenergize..	Employees are provided with more leave days every year than regulatory requirements.
Support	Life Event Care	Offer blessings and care during employees' important life events.	Employees are provided with marriage, childbirth, hospitalization, and bereavement allowances.
	Employee Assistance Program (EAP)	Care for employees and their families' mental health and work-life balance by offering personal counseling to enhance well-being and reduce stress.	All employees can access professional third-party counseling services for both work and personal matters.
	Flexible Working Hours	Provide flexible scheduling to help employees handle unexpected life events without affecting work or client needs.	The working hours basically start at 9:00 a.m. with two hours before and after as flexible intervals. The total working hours are eight hours in principle (excluding one hour for lunch).
	Hybrid Work	Provide flexibility in employees' work locations while co-creating an efficient working environment.	With accountability and teamwork as the primary priorities, employees are required to work in the office at least three days per week, while the remaining two days offer flexibility in work location.

Encouragement of Childbearing

Moxa's Attendance and Leave Policy, in accordance with the Labor Standards Act, provides female employees with 56 days of maternity leave before and after childbirth. Additionally, male employees may choose to take seven working days of leave during their spouse's pregnancy and 15 days before and after the childbirth (or miscarriage). Both maternity leave and paternity leave are paid leaves. After childbirth, an allowance is provided, and employees needing to provide childcare can apply for parental leave. The reinstatement rate of employees taking parental leave in 2025 was 90%. Moxa provides adequate support for reinstated employees to ensure that they can re-adapt to the work environment. The company offers a fully equipped breastfeeding room with private access, a sterilizer, a dedicated milk storage refrigerator, a separate sink, restroom, and an emergency assistance bell, ensuring a safe and convenient environment for employees to collect breast milk. In addition, the Bade Plant further provides pregnant employees friendly parking spaces and parent-child rooms for employees to use.

2025 Parental Leave Taken by Employees

		Male		Female		Total	
		Number of Persons	Percentage	Number of Persons	Percentage	Number of Persons	Percentage
Application	2025 Employees Eligible for Parental Leave	138	7%	69	45%	207	19%
	2025 Actual Number of Parental Leave Applications	9		31		40	
Reinstatement	2025 Expected Reinstated Employees from Parental Leave	7	71%	14	100%	21	90%
	2025 Actual Reinstated Employees from Parental Leave	5		14		19	
Retention	2024 Actual Reinstated Employees from Parental Leave	3	100%	6	83%	9	89%
	2024 Employees Continued Employment for One-year Post-reinstatement	3		5		8	

Note: The data is for the Taiwan headquarters.

Insurance and Retirement Systems

Moxa complies with local retirement laws and regulations to protect the rights and interests of employees during retirement. In Taiwan, the Labor Standards Act and the Labor Pension Act set the application and payment criteria. Each year, Moxa appoints an actuary to prepare an actuarial report on the labor pension reserve fund. At the end of each year, the company reviews pension allocations and estimates the amount of pension eligible retirees will receive by December 31 of the following year. This ensures the special account balance is sufficient for payments. Since implementing the new labor pension system, Moxa has been contributing 6% of employees' salaries monthly to individual pension accounts as required by law. Employees who meet the legal retirement criteria can apply for retirement.

Organizational and Individual Performance Management

Moxa has developed a comprehensive performance management system called the Growth & Performance System (GPS), which encompasses both organizational and individual performance management for balanced growth. This system serves as a navigational tool for Moxa, with the core objective of aligning organizational and employee goals to achieve strategic objectives, while also fostering mutual growth. Each year, 100% of employees undergo regular performance evaluations.

For organizational performance management, Moxa is dedicated to ensuring overall development and achieving strategic goals by setting clear objectives, conducting comprehensive assessments, and implementing continuous improvements. This approach supports the organization's stable operation and growth. For individual performance management, Moxa focuses on the development and contributions of each employee. Through clear goal setting, regular evaluations, and offering diverse development opportunities, Moxa ensures that every employee can realize their potential while staying aligned with organizational goals. This focus on personal growth not only motivates employees but also facilitates their long-term development within the company.

Among them, managers play a key role in the performance management system. They are not only responsible for setting and evaluating performance goals but also act as key enablers of employee development. First, the supervisor and employees jointly set annual performance and development goals to ensure that the goals are aligned with the company's strategies. The annual mid-term meetings make timely adjustments to targets based on market changes and business development to respond to changing needs. Through regular communication and feedback, we provide employees with the necessary guidance and support for achieving goals and corresponding resources when facing challenges. During the process, managers can also identify employees' development needs, jointly devise training or work plans, and support employees' professional advancement and career growth. Regarding performance evaluation and feedback, managers provide real-time and concrete feedback to motivate employees to improve and develop themselves.

Moxa Growth & Performance System (GPS)

Assessment Type	System content	Target Audience	Frequency	Purpose and Approach of the System
 Performance Goals	• Undertaking responsibilities aligned with organizational or functional annual goals • Defining annual work priorities for individual job responsibilities • Setting goals related to people management and development	• All employees • Management	Biannually	• Employees and management collaboratively set annual goals for individuals and teams to ensure alignment with organizational strategies • Emphasize the goal-setting process in performance management, understanding the origins and organizational purposes of the goals, and establishing a connection between a sense of purpose and personal development
 Development Goals	• Skills required to achieve current goals and responsibilities • Skills needed to take on additional responsibilities in the future	All employees	Biannually	• Emphasize personal development and growth, and provide clear development goals and corresponding assessment mechanisms • Ensure that employees have the opportunity to set and achieve personal development-related goals through regular evaluations and interviews
 Encourage Timely Feedback	• Observe employees' work successes and areas for improvement • Provide feedback with specific, practical examples	All employees	Real time	• Foster a culture of real-time feedback, where employees can receive recognition or suggestions for improvement regarding their work performance, more job satisfaction can be created • Employees and managers can more effectively set and adjust goals to better align with organizational needs
 Results and Impact Orientation	• Evaluate the results and impact of individual goals • Expectations correspond to the definition of individual job responsibilities	All employees	Biannually	• Focus on the results and tangible impact of individual goals, and evaluate them through the achievement of both organizational and individual goals
 Core Values and Behaviors	• Demonstration of core values through behavior • Key behavioral displayed within the team	All employees	Biannually	• Clearly articulate the organization's core values and expected behavioral standards, encourage employees to demonstrate behaviors that align with these core values in their work, thereby promoting the development and resonance of the organizational culture

5.2 Human Rights Protection and Employee Communication

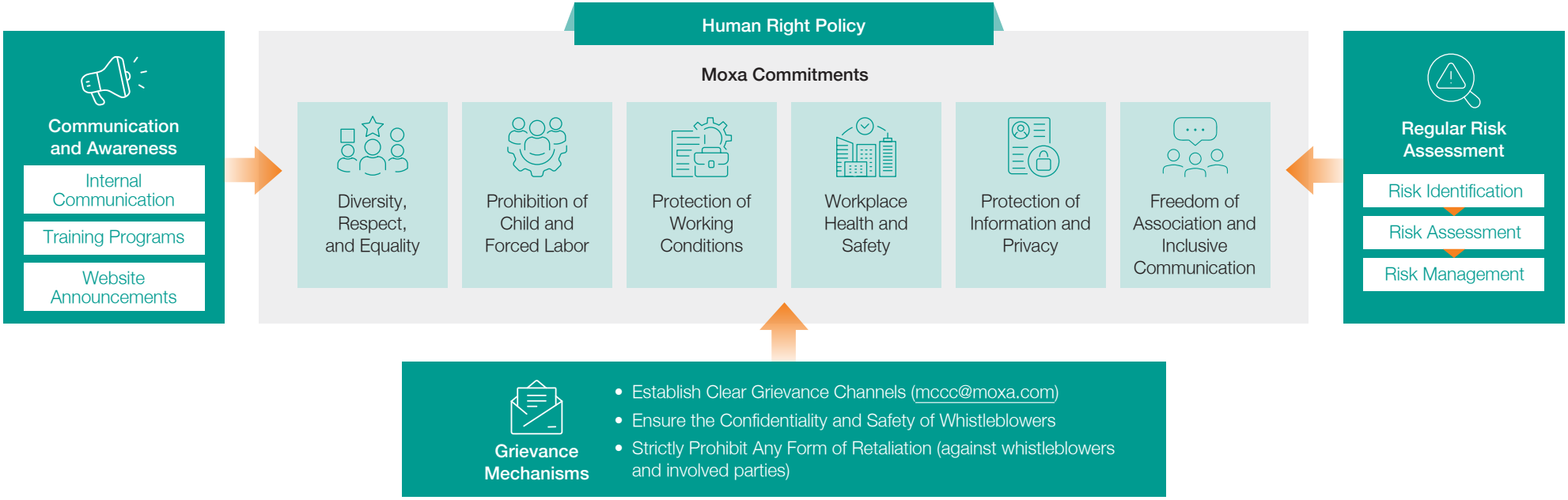
5.2.1 Human Rights Protection

Human Rights Policy and Commitment

Moxa views employees as the company's foundation for success and pledges to cultivate a secure, respectful, fair, and inclusive work environment. Moxa upholds its corporate citizenship responsibilities by respecting the fundamental human rights of all individuals and regards human rights as a cornerstone of sustainable business operations. To translate these values into action, Moxa drafted its Global Human Rights Policy in the second half of 2025 at its headquarters, with joint review and revisions by HR leaders from different regions around the world. The Group's senior executive leadership team approved the policy and commits to supporting and adhering to internationally recognized human rights standards and guidelines[1]. It applies to all employees, members of the Board of Directors, and management teams across the Group's headquarters and overseas subsidiaries. Moxa also expects suppliers, partners, contractors, customers, and other stakeholders across its value chain to follow the same standards. The Human Resources Division is responsible for the policy's planning and implementation. They also regularly update the Group's senior executive leadership team on how the policy is being implemented and whether it's being followed. To ensure its effectiveness, Moxa conducts an annual review of the policy and updates it as necessary.

Note 1: International human rights standards and guiding documents include the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights (UNGPs), the ILO Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises, and the Responsible Business Alliance (RBA).

Moxa Human Rights Governance Framework



Prohibition of Child Labor and Forced Labor

Moxa attaches much importance to the human rights of employees by strictly abiding by local labor laws and regulations, and prohibiting the use of child labor and forced labor. The Moxa Workplace Code of Conduct delineates that Moxa shall adhere to responsible employment practices and shall not hire child labor, forced labor, or compulsory labor. We are also applying the same requirements to suppliers and business partners.

To implement the prohibition, Moxa designates the date of birth of job applicants as required information in the recruitment and reporting to work processes to reduce the risk of recruiting child labor by accident. In addition, the work rules also require new employees to submit relevant documents and national identity documents when they report for duty. Moxa will return the documents upon completing the verification. This is the second measure to ensure the prevention of child labor. Furthermore, to raise awareness, teaching cases about the prohibition of child labor were incorporated into 13 Moxa Code of Conduct workshops held in 2025. There were no incidents of child labor at Moxa in 2025. If a child labor case occurs, Moxa will immediately report, investigate, and handle the case in accordance with the Moxa Code of Conduct Case Procedure.

Regarding the prohibition of forced labor, Moxa's employment contracts, work rules, and Employee Handbook delineate the employment relationship, wages and benefits, code of conduct, legal rights to work, and termination of employment contracts. Moxa fully informs and respects the various rights of employees, including giving notice within the time limit required by law. Employees are free to choose to terminate the employment relationship, and Moxa does not impose constraints beyond contractual obligations (e.g., withholding of identity documents or salaries) during the employment period. If an employee discovers forced labor, he or she may report the violation by email to the Moxa Code of Conduct Committee (mccc@moxa.com). The anti-retaliation policy in the Code of Conduct also ensures that employees can openly speak and report issues without having to worry about retaliation. In 2025, Moxa had no incidents of forced labor. Looking ahead to 2026, Moxa will continue to aim for zero forced labor incidents and prevent related risks through its existing management mechanisms. If any case occurs in the future, it will be reported immediately and investigated and handled in accordance with the procedures for handling Code of Conduct cases.

Anti-discrimination and Harassment

Moxa's Human Rights Policy commits to fostering a workplace culture that is free from discrimination, inclusive, and built on mutual respect. The Employee Handbook is also committed to complying with all relevant laws and regulations in this regard. The Moxa Code of Conduct emphasizes that Moxa does not discriminate against employees because of any factors, such as race, skin color, creed, gender, gender identification or expression, religion, belief, age, national origin or ancestry, marital status, registered domestic partner status, appearance, physical or mental disability, medical conditions including genetic characteristics, pregnancy, sexual orientation, and political views. In addition, Moxa provides reasonable workplace accommodation to ensure that employees with disabilities can participate in their work equally, safely, and effectively. All forms of violence and harassment are strictly prohibited to create a workplace free from discrimination, violence, and sexual harassment. For sexual harassment in the workplace, Moxa has formulated sexual harassment prevention measures and disciplinary procedures in the workplace, including sexual harassment prevention measures, complaint investigation instructions, and related penalties to protect the rights and interests of the victims.

To raise employees' awareness, Moxa has incorporated "Workplace Misconduct" and "sexual harassment prevention" prescribed by the Act of Gender Equality in Employment in the compulsory courses for new recruits at the headquarters. The completion rate of new recruits reached 100% in 2025. Moxa will continue to maintain a target completion rate of 100% in 2026. In response to the new version of the Act of Gender Equality in Employment and the Sexual Harassment Prevention Act in 2024, Moxa also collaborates with an external professional legal team. In 2025, the company began designing a series of training programs on workplace misconduct and harassment prevention (see the section on Human Rights Risk Management Measures for details). In 2025, four cases related to discrimination and zero cases related to workplace harassment were reported. Moxa investigated and handled all cases according to the Moxa Code of Conduct and relevant grievance procedures. After review and investigation, two cases were substantiated and two were not substantiated. Appropriate disciplinary actions and corrective measures were implemented for the confirmed cases based on the circumstances.

Human Rights Risk Assessment and Management

To strengthen Moxa's management of human rights issues and systematically identify and assess potential human rights risks in its operations, Moxa officially launched its Human Rights Due Diligence process in 2025. By establishing a human rights risk assessment and management procedure, Moxa gradually identifies the types of potential human rights risks, their likelihood of occurrence, and their potential impact. These insights serve as an important basis for planning subsequent risk control and management measures. In 2025, the initial implementation was conducted at the Taiwan headquarters, with all employees as the primary assessment group (achieving a 100% questionnaire response rate). This initiative serves as the foundation for the future expansion of the assessment to other operating locations and stakeholders.

Human Rights Risk Assessment and Management Process



Scope and Target

In 2025, Moxa launched its first Human Rights Due Diligence initiative, selecting the Taiwan headquarters as the pilot survey scope and prioritizing Moxa's key stakeholder group—all employees—as the primary focus.



Identification of Human Rights Risk Issues

Referencing the UN Guiding Principles on Business and Human Rights (UNGPs) and the practices of leading companies, Moxa identified a list of potential human rights risk issues relevant to stakeholders.



Human Rights Risk Survey and Identification

Based on the identified issues, an online questionnaire was conducted, inviting representative managers and HR Business Partners to assess the likelihood and severity of each risk within their areas of responsibility.



Risk Assessment and Control

Based on the assessment results, Moxa reviewed the adequacy of existing policies, procedures, and communication mechanisms for medium- and high-risk issues, and worked with relevant departments to propose improvement actions to mitigate potential risks.

Human Rights Risk Survey Results and Matrix



Probability

Level		Description
1	Very Low	Unlikely to occur
2	Low	Occurs in very rare circumstances
3	Moderate	May occur in certain circumstances
4	High	Occurs in many circumstances
5	Very High	Occurs frequently

Severity

Level		Description
1	Very Minor	
2	Minor	
3	Moderate	The level of impact on employees' physical and mental well-being, safety, or personal rights.
4	Major	
5	Severe	

Human Rights Risk Issues of Concern to Moxa (All Employees)

1. Discrimination and Unfair Treatment
2. Workplace Misconduct and Harassment
3. Illegal Employment of Child Labor
4. Forced Labor
5. Protection of Working Conditions
6. Workplace Health and Safety
7. Privacy and Personal Data Protection
8. Freedom of Association and Participation in Collective Activities
9. Diverse Communication Channels

The human rights risk assessment matrix indicates that most of Moxa's human rights concerns are rated as "low" or "moderate," with no "high risk" classifications, suggesting the current overall human rights risk is manageable. Given a prudent management strategy and recognizing that certain matters could still have repercussions in specific situations, Moxa proceeded to analyze the average scores for each issue in more detail. The three most significant human rights risk topics, namely issues 2, 7, and 6, will be the subject of future discussions concerning risk management strategies.

Human Rights Risk Management Measures Review

	Management and Prevention	Training and Awareness	Mitigation or Remediation


Workplace Misconduct and Harassment
Workplace violence, sexual harassment, or bullying
	• The Moxa Code of Conduct clearly states that all forms of discrimination, violence, and harassment are strictly prohibited, and all employees are required to comply with and sign this commitment in their employment contracts.
	• A workplace misconduct risk assessment is conducted every three years, with further workplace reviews and improvement actions implemented for medium- and high-risk departments.
		• All new and existing employees are required to complete the "Moxa Code of Conduct" training.
		• In 2025, a series of workplace misconduct prevention trainings were conducted for all employees, including:
		  ◦ Live seminars for managers + digital courses
		  ◦ Mandatory digital courses for new employees
		  ◦ Professional training for designated personnel
		• A "Code of Conduct Portal" website is available to communicate the Code of Conduct provisions, case studies, and issue-handling procedures.
			• A case reporting and handling procedure is in place. Any misconduct or violation of the Human Rights Policy can be reported through supervisors, HR, Legal, or a dedicated grievance mailbox, with protection for whistleblowers against retaliation.
			• Victims may seek support through department supervisors and HR Business Partners, including work adjustments and counseling support. Employees may also access external professional resources through the Employee Assistance Program (EAP), which provides professional consultation on legal, financial, psychological, and other personal matters.

 **Privacy and Personal Data Protection** **Personal data leaks of employees, customers, or stakeholders due to negligence or system vulnerabilities**	• The Moxa Code of Conduct requires all employees to protect personal information and properly handle sensitive data. • Since 2024, Moxa has promoted the upgrade and certification of ISO 27001, continuously strengthening its information security management and audit systems. • In 2025, new policies including the "Generative AI Management Policy" and "Bring Your Own Device (BYOD)" were introduced to further prevent the leakage of personal and customer information.	• All new and existing employees are required to complete training on "Protection of Confidential Information" and "Social Engineering Awareness." • Global social engineering simulation exercises and awareness campaigns are conducted annually to reduce the risk of employees being deceived by phishing emails and leaking information. • In 2025, external instructors were invited to conduct "Corporate Information Security Awareness Training," mandatory for IT personnel and elective for all employees.	Dedicated reporting channels are available, including the 911 information security incident mailbox and a privacy feedback mailbox, enabling timely responses and handling of reported cases to mitigate potential impacts.
 **Workplace Health and Safety** **Inadequate workplace safety or training leading to occupational accidents or health impacts**	• Both the headquarters and Bade site have obtained ISO 45001 certification, promoting a safe and healthy workplace environment. • Occupational hazard identification and risk assessments are conducted for operations, activities, products, and services, with on-site health services provided by a full-time occupational nurse and contracted occupational health specialist. • Employees are provided with annual subsidized health check-ups, enabling early identification of abnormal workloads and personalized health interventions for high-risk groups.	• All new and existing employees are required to complete general occupational safety and health training, while employees handling chemicals must complete hazard communication training. • Since 2024, each department has trained EHS core personnel to obtain certification as "EHS Management System Internal Auditors." • An EHS department website provides updated health and medical information, with regular newsletters and occupational safety/health awareness activities to enhance employees' understanding of workplace accidents and health hazards.	The "EHS Help Desk" platform allows employees to report safety and health concerns, enabling prompt improvements to workplace conditions.

Human Rights Protection Training And Grievance Channel

Education and Training on Human Rights Issues

To raise employees' awareness, Moxa promotes human rights education and training. Key themes include prohibition of child and forced labor, anti-discrimination and anti-harassment, workplace misconduct, gender equality, and occupational safety, helping employees build a basic understanding of human rights and apply these principles in their daily work and workplace interactions.

In 2025, Moxa delivered 5,639 training hours[1] on human rights–related topics. Moxa will continue to enhance its training and management mechanisms to strengthen human rights awareness and foster a safe, respectful, and inclusive workplace environment.

Note 1: The data covers the Taiwan headquarters. Human rights training topics include occupational health and safety training for new employees, workplace misconduct, sexual harassment prevention in the Gender Equality in Employment Act, and Code of Conduct workshops.

Human Rights Incident Grievance Channel

Moxa has established a grievance channel (mccc@moxa.com) for employees to report any violations of human rights or personal grievances. Moxa is committed to ensuring the confidentiality and safety of whistleblowers and strictly prohibits any form of retaliation. Moxa will initiate an investigation based on the reported information and take necessary actions and corrective measures in accordance with the investigation results.

5.2.2 Labor Relations Management

Maintenance of Labor Relations

To establish harmonious labor relations and promote cooperation, Moxa follows Article 83 of the Labor Standards Act and the regulations promulgated by the Ministry of the Interior. Every four years, labor representatives are elected, where they participate in labor-management meetings held quarterly to negotiate and discuss employee issues. The chair of these meetings alternates between employees and management representatives. All employees can provide suggestions and improvements to the company on labor conditions, labor relations, welfare planning, and work efficiency through the labor representatives. The coverage rate of formally elected employee representatives was 100%. In 2025, the Xinzhuang headquarters had six management representatives and six labor representatives, whereas the Taoyuan Bade Plant had five management representatives and five labor representatives. In 2026, Moxa will continue to hold labor-management meetings on a quarterly basis, with at least four meetings throughout the year. Moxa will also track employee feedback and resolutions raised during the meetings to strengthen communication and cooperation between labor and management.

Additionally, Moxa has established an Employee Welfare Committee, with representatives from each department serving a one-year term. This committee explores employee needs in each department and regularly holds meetings to discuss various recreational and festival activities for the year. Through the rich array of Employee Welfare Committee activities, club activities, and company culture events, employees and their families develop strong connections and alignment with the company culture. In 2025, employees independently established 26 clubs, including 1,425 members, and held 52 club activities. The Employee Welfare Committee set the 2025 activity theme as "M Power." Over 100 themed activities were organized, including Valentine's Day and Christmas celebrations, baseball games at the Taipei Dome, stage plays, and various handicraft workshops. A total of 4,217 participants took part, helping strengthen connections and relationships among employees across departments as well as their family members.



Pop Music Club Performance Showcase



Softball Club Event at the Taipei Dome





Employee Welfare Committee Family Activities





Employee Welfare Committee Handicraft Activities

Diverse Communication Channels

At the organizational level, Moxa holds the quarterly Group Corporate Update meeting to introduce the company's business strategies and execution plans with all departments. At the individual level, managers regularly arrange one-on-one meetings with employees to facilitate two-way information exchange. The Company continues to promote the Employee Assistance Program (EAP), which includes an Employee Assistance Hotline, offering psychological, legal, and financial counseling. Third-party consulting companies provide these services. The company makes the information available on the internal website for employee access. Counselors will meet directly with employees to offer a variety of confidential counseling and stress-relief options.

Moxa Diverse Communication Channels

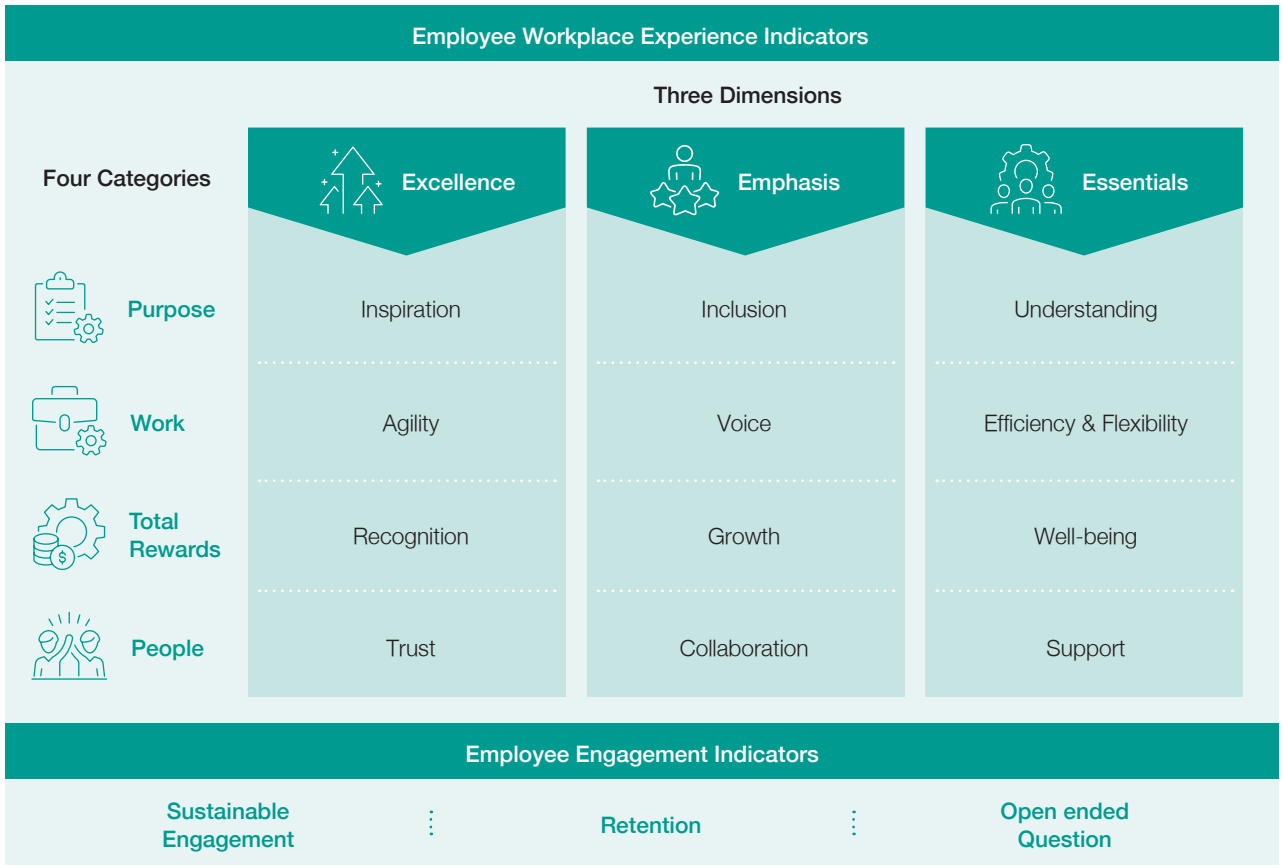
	Description	Communication Frequency
Group Corporate Update	Communicate the company's business strategies and implementation plans to all employees.	Quarterly
Labor-Management Meetings/ Employee Welfare Committee	Meetings are held on a quarterly basis so that employees can give feedback or make suggestions on specific issues to ensure smooth labor-management communication and reach a consensus with the company.	Quarterly
Moxa Intranet	A platform for communicating and conveying corporate culture and important corporate information.	Ad hoc
Internal Mailbox for Communication	The Company has set up an information collection platform for labor-management meetings on the intranet. Employees can provide suggestions to the company through the platform.	Ad hoc
Email Announcements	A total of 246 announcements related to human resources and the Employee Welfare Committee were sent to employees via emails.	Ad hoc
Grievance channel	Email for grievances: mccc@moxa.com	Ad hoc

People Voice Survey

Moxa firmly believes that employees are its most valuable asset and considers the People Voice Survey an essential source of insight for achieving sustainable business operations. Moxa plans to collaborate again with an external professional management consulting firm in 2026 to conduct a global employee survey. The survey will target global employees who have been with the company for over three months. The questionnaire framework includes two main dimensions: Employee Workplace Experience Indicators and Employee Engagement Indicators. The Employee Workplace Experience Indicators consist of four categories: Purpose, People, Work, and Total Rewards. Each category is further divided into three layers: Excellence, Emphasis, and Essentials. The Employee Engagement Indicators include Sustainable Engagement, Retention, and Open-ended Questions.

The survey will ensure anonymity and confidentiality, allowing employees to express their views openly. Through this process, Moxa aims to collect employees' understanding of company policies and practices, the challenges they face, and their feedback. The results will be used to optimize and adjust company policies, thereby improving employee job satisfaction and fostering long-term positive relationships between the company and its employees.

2026 Global Employee Survey Framework



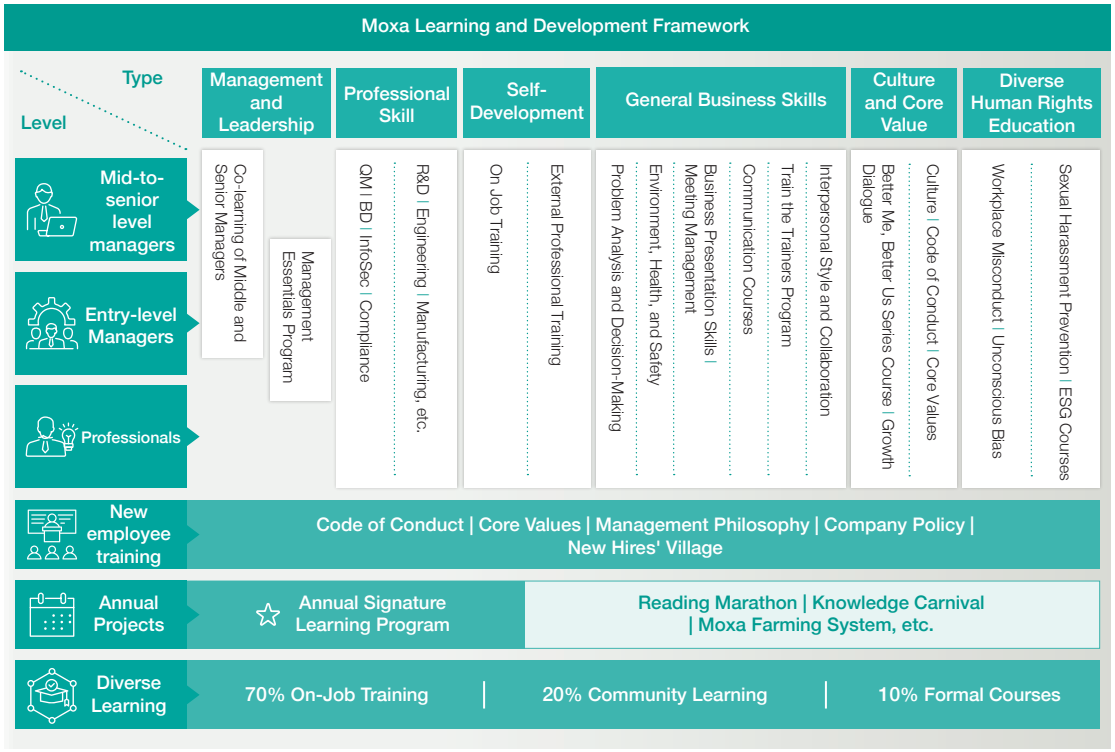
5.3 Talent Development and Cultivation

5.3.1 Talent Development Strategy and Framework

Comprehensive Training System

Moxa is committed to creating a learning organization, offering growth and development opportunities based on employees' demonstrated capabilities and ambitions, allowing them to enjoy their work and reach their full potential in every domain. Each year, Moxa integrates the organization's core values and cultural characteristics to design a learning framework that covers four key areas: Leadership, Professional skills, Cultural and Core values, and General business skills. In line with global trends and industry demands, Moxa provides relevant thematic learning resources to support employees' personal growth. Meanwhile, we develop customized learning programs that align with Moxa's specific needs, in response to long-term strategic goals or key annual plans, addressing organizational requirements.

Moxa Learning and Development Framework



To support the effective learning of all employees, each course is systematically designed with the survey, analysis, design, and development of training needs. To further ensure learning effectiveness, the course design refers to Kirkpatrick's 4 Levels of Learning Evaluation, using diverse methods to assess the outcomes. Additionally, the online learning management platform—Moxa College—integrates both digital and Instructor-led training resources, incorporating a gamified points system to enhance employee motivation and engagement in learning.

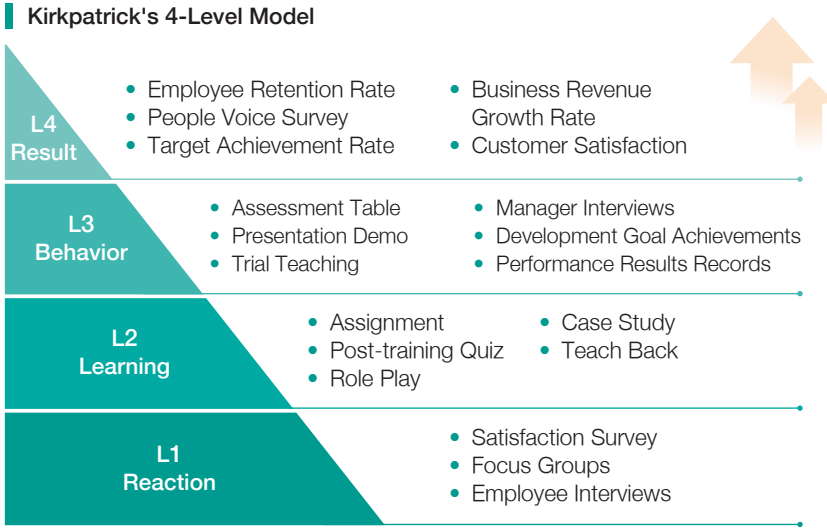


Moxa College - Online Learning Platform



Gamified Mechanisms

Kirkpatrick's 4-Level Model



5.3.2 Key Development Programs and Performance

Key Development Programs

Management and Leadership

Moxa's managers play a crucial role in shaping the company culture. Various co-learning workshops are arranged and customized based on the needs of different management levels and departmental areas. The topics are diverse, covering leadership decision-making, coaching skills, interpersonal styles, management cases, attendance management, and various study groups, all aimed at encouraging managers to continually improve and develop.

For employees who have recently been promoted or transitioned into managerial roles, a six-month "Management Essentials Journey" is arranged. The 2025 learning modules cover five key themes, including building team accountability, communication and guidance abilities, managing performance cycles, interview skills, and enhancing knowledge of HR regulations and management case. This program aims to assist all newly appointed frontline managers in systematically transitioning from professional workers to leaders of management teams. As management training emphasizes experiential feedback, each learning topic is paired with practical scenarios and designed with corresponding action exercises or group feedback sessions, allowing participants to apply the learned concepts and methods back in the field to validate learning effectiveness.



Highlights from the "Building Team Accountability" Course



Participant Practice in the "Recruitment and Interviewing Skills" Training

Moxa encourages managers with existing knowledge and experience to use their skills in specialized advanced programs that address practical workplace needs and leadership challenges. For example, by organizing "Leadership Practices Co-learning Workshop" within the department to encourage the continued application of learned skills, using the 4R framework (Recap–Rehearse–Review–Recognize). This framework allows them to present real-life management situations as case study material for collaborative learning. Consequently, this fosters the exchange of various leadership approaches and viewpoints. Additionally, prior to the 2025 Mid-year Rebiew, a "Development Goal Setting" refresher session was held, inviting managers to exchange ideas on how to support their team members in setting effective development goals. This initiative aims to further strengthen managers' capabilities in goal management and coaching, thereby deepening the implementation of Moxa's core talent development strategy.

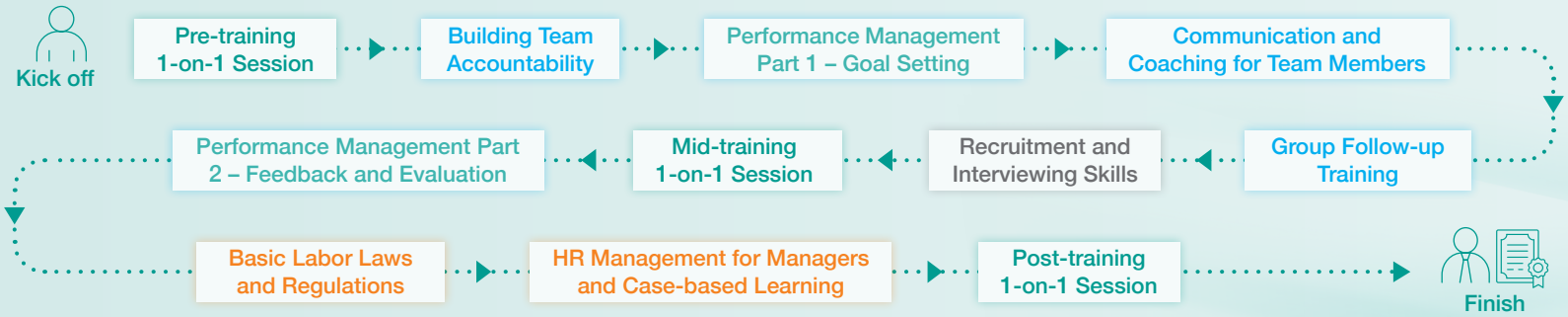


Discussion of a case study during the Leadership Practices Workshop



Development Goal Setting Refresher Session

2025 Management Essentials Program Roadmap



Spotlight Case 1 | Leadership Development Program

To support sustainable talent development, Moxa launched a Leadership Development Program for management team in 2025. The program guides mid-to senior-level managers through a personalized learning journey—from self-awareness to organizational leadership—empowering them to play a key role in strengthening Moxa's talent development culture.

Leadership Development Program Roadmap (using 2025 1st Cohort as an example)

2025 Leadership Development Program Roadmap

Begin Journey	Self-Exploration	Leadership Health Check	Learning	Empowerment and Execution	Review
February	March	March	April	May, June, July	July
Kick-off	Pre-IDP Career talk	Capability and Trait Assessment 1-1 Feedback	IDP Setting Group Learning Training and Certification for HRBP	Coaching sessions Supervisor's coaching	Final Presentation

Pre-IDP and Career Talk

Through self-reflection and career discussions with their direct supervisors (Career Talk), leaders explore how their role interests can align with organizational goals and jointly outline a development plan for the next three to five years.

Leadership Health Check

Participants complete science-based assessments, including multi-dimensional trait evaluations and assessment center simulations. Through scenarios such as managing team conflicts, setting strategic directions, and handling customer complaints, participants identify their leadership strengths and development areas. One-on-one feedback from consultants enhances self-awareness and supports the development of their Individual Development Plan (IDP).

IDP Setting Group Training

Founders, senior executives, participants, and HR join a collaborative learning session focused on aligning development goals with organizational strategy and creating actionable development plans. HR Business Partners are also trained to guide managers in developing effective IDPs through structured steps, practical recommendations, and coaching techniques.

Coaching Sessions

Regular sessions with external professional coaches help participants challenge habitual thinking, identify blind spots, and leverage their strengths. With support from direct supervisors, internal mentors, and HRBPs, participants apply new skills through planned practice in actual work situations.

Finally, managers share their growth and breakthroughs in a results presentation session, demonstrating leadership by example and extending a culture of development across the organization—an important part of Moxa's employer brand.

Implementation Results

- Two program cohorts were implemented, developing 19 mid- to senior-level managers, with over 50 people involved in the project
- 130 IDP development dialogues were conducted (including sessions with external coaches, mentors, and direct supervisors), with 100% of participants completing their IDP plans as scheduled
- For indicators such as self-awareness, personal growth, and understanding of the talent development culture, both self- and peer-evaluations scored above 4 on a 5-point scale



Scenario Simulation and Leadership Assessment Results



IDP Setting Group Learning



External Coaching Sessions

Spotlight Case 2 | Growth Dialogue Experiment for Senior Leaders

Moxa believes that continuous talent development is a key driver of sustainable business success. However, the company observed that traditional management conversations often focus on reviewing progress and solving problems, while overlooking opportunities to unlock potential and explore future growth. To break this pattern, Moxa's leadership development program this year focused on establishing high-quality Growth Dialogues.

Rather than relying on top-down communication or standardized training, Moxa adopted an experimental "leadership-first" approach, believing that leaders must first experience the value of meaningful dialogue before embedding it into the organization. In 2025, 24 senior executives participated in a three-month one-on-one Growth Dialogue program with the Group's executive leadership team, engaging from the perspective of team members.

To support the initiative, the project team replaced traditional lectures with a combination of co-created dialogue guidelines and peer learning. Two peer exchange sessions were held. Participants shared challenges and insights, fostering psychological safety and a strong support network.

Through this experience, senior leaders not only shifted their mindset but also observed how the executive leadership team demonstrated inquiry-based leadership through thoughtful questioning. By leading by example and through collaborative learning, Moxa aims to embed a culture of co-creation and meaningful dialogue throughout the organization.

Implementation Results

- **Reallocation of focus time:** Discussions on growth and feedback increased by +28%, becoming the core of the dialogue, while routine task tracking decreased by -18%, allowing more time for talent development.
- **Higher-quality feedback:** Scores for specific and forward-looking feedback improved by +10.6%, showing that the leadership team provided meaningful guidance rather than casual conversation.
- **Stronger trust foundation:** Scores for active listening and psychological safety increased by +8% and +5%, demonstrating that the team successfully fostered a high-trust and supportive environment internally without relying on external training.

Participant feedback

- **Shift in mindset and preparation:** Both parties increased their pre-meeting awareness and prioritized meaningful topics to ensure they engaged in deeper, high-value dialogue.
- **Transformation of roles:** Employees shifted from reporting roles to growth seekers, while managers moved from reviewers to coaching partners, fostering mutual learning.
- **From experiment to culture:** Participants expressed a strong willingness to continue the practice and suggested expanding it across the company, making growth dialogue a shared language at Moxa.



Co-created Growth Dialogue Guide



Growth Dialogue Exchange Session

Professional Skill

Cultivating professional skills is key for Moxa to maintain its competitive advantage. By assisting employees in cultivating specialized professional knowledge and skills, we improve their ability to resolve complex problems and adapt to changes in the environment. In 2025, 283 professional skill-related courses were offered, including compulsory and assigned courses. 85% of employees have completed the mandatory and assigned training, with the goal of reaching 100% completion. Employees could select other noncompulsory and non-assigned courses for their professional skill development. These courses serve to support employees in taking ownership of their personal professional learning, according to their needs

ESG and Sustainability

To help employees better understand ESG trends and strengthen sustainability thinking, Moxa designed a series of ESG-themed courses covering ESG fundamentals, sustainable business thinking and competitiveness, material topic identification, and practical implementation. These courses aim to enhance both sustainability awareness and action, from knowledge to practice. Courses include "ESG 101: Basic Concepts of Environmental, Social, and Governance," "Identifying Corporate ESG Topics and Driving Implementation," and "How ESG Influences Market Competitiveness and Business Strategy."

Product Reliability

Product reliability is a key competitive advantage for Moxa. Since 2021, the company has published 16 issues of the quarterly "MIB Journal," sharing real product failure cases and reliability engineering analysis methods with employees. Moxa's Reliability Center also collaborates with professors from the Center for Reliability Science and Technology at Chang Gung University to offer professional courses such as "Comparison Testing Sample Size and Data Analysis" and "Engineering Statistical Methods and Probability." In addition, internal instructors have developed reliability management workshops based on actual failure analysis cases, including "Reliability Design," "Reliability Prediction," and "Failure Analysis Concepts and Methods."

Information Security

As the application of data and digital tools continues to expand, information security increasingly involves access control, user behavior, and internal governance mechanisms. In 2025, Moxa introduced information security training courses including "Introduction to Generative AI Platforms," "Preparation for ISO 27001 Certification," "Corporate Information Security Awareness Training," and "Power BI Modeling and Relationships." These programs aim to build employees' awareness and understanding of information security in daily work.

Product Cybersecurity

In response to increasingly stringent cybersecurity requirements, Moxa places strong emphasis on security management during product design, development, and change processes. Systematic product cybersecurity training equips employees to conduct security reviews and risk assessments throughout the Software Development Life Cycle (SDLC). In 2025, over 10 product cybersecurity courses were launched, including "Overview of SDLC Security Review Activities," "Threat Modeling Execution and Review," and "Secure Design Phase Development Process Review." These courses help employees clearly understand their roles and responsibilities within the SDLC, support reviewers in identifying potential threat scenarios during design and enable them to participate in security reviews throughout projects stages in accordance with established processes and documentation requirements.

Spotlight Case | Turning Complex Into Clear: An Internal Instructor Community

In a rapidly changing industry environment, sustainable organizational development relies not only on systems and processes but also on the effective sharing and accumulation of knowledge among employees. Moxa has established an Internal Instructor Learning Community to encourage employees with professional expertise and practical experience to transform their knowledge into learning content that is easy to understand and apply. To support new internal instructors in knowledge sharing, Moxa introduced a point collection campaign, treating teaching as a supported and progressive learning journey that helps instructors gradually build confidence. Through peer exchanges and in-person activities, the community also strengthens instructors' ability to simplify complex concepts and communicate them clearly. With structured course design and feedback mechanisms, the community supports internal instructors in developing training materials. In 2025, five new instructors refined their courses through multiple rounds of discussion and revision, transforming highly specialized content into learning materials accessible to foundational learners. This initiative helps ensure more effective knowledge transfer and strengthens the organization's overall learning capability.

Implementation Results

- 61 employees served as internal instructors, sharing professional knowledge and experience.
- Two internal instructor exchange sessions were held in 2025, with 47 participants.

Participant Feedback

- "*I initially thought I was just here to listen to others' experiences but found an open and trusting atmosphere where I could genuinely share my teaching journey and realize I'm not alone, while gradually gaining direction for growth.*"



Point Collection Campaign Encouraging New Instructors to Take the First Step



"Simplifying Complexity" Internal Instructor Exchange Session

Culture and Core Value

Moxa continues to promote the inheritance and development of its corporate culture through diverse cultural initiatives. These activities are designed for both new hires and existing employees, helping them understand and internalize Moxa's values and core spirit.

To help new employees integrate quickly into Moxa's culture and values, mandatory cultural training programs are organized for new hires. Through experiential learning, discussions, and hands-on activities, participants gain a deeper understanding of the company culture. In 2025, Moxa conducted two New Employee Consensus Camps, two sessions of "The Moxa Spirit: DNA Unveiled," and five sessions introducing the Moxa Foundation, enabling new hires to experience and internalize Moxa's cultural values as part of their employee DNA.

In addition, Moxa emphasizes employees' whole person development. Under the themes "Better Me" and "Better Us," internal instructors design a series of elective courses that support self-awareness, help employees realize their potential, and strengthen communication and collaboration skills. In 2025, the holistic development program delivered 60 hours of training across two cohorts and 12 sessions.

Special Feature | Symphony of Learning, Sharing and Reading

In 2025, Moxa launched the Symphony of Learning, Sharing and Reading Series, centered on exchange, sharing, and reading, aiming to inspire diverse perspectives and broaden employees' thinking through reading and reflection.

Phase I: Reading Marathon

Inspired by the Bingo concept, teams of 2 to 4 participants joined the challenge and marked the 25-square board by completing reading and sharing tasks within the set timeframe. During the 12-week reading challenge, team members encouraged one another and shared insights, creating a meaningful reading and discussion experience. To promote cross-team interaction, two exchange sessions were also organized, using engaging reading activities to encourage discussion and sharing of perspectives among employees.

Participant Feedback

- I had the chance to explore topics I normally wouldn't choose and hear different interpretations from teammates, which gave me new perspectives.
- Exchanging ideas through reading with colleagues from different fields helped me understand how they think, making the experience very meaningful.
- It pushed me beyond my reading comfort zone—through teammates' sharing; I was exposed to many new books and perspectives while getting to know colleagues better.

Implementation Results

- 23 teams registered with 84 participants, representing a 133% increase compared to 2024.



Reading Marathon eDM



Reading Marathon Exchange Session

Phase II: Knowledge Carnival

This event combines creativity and sharing, encouraging employees to present ideas based on their interests and expertise. Topics range from insights gained through reading to gender issues, design thinking, and practical life applications. By turning knowledge and interests into engaging learning experiences, the event connects employees and sparks new perspectives through shared insights.

Implementation Results

- 11 employees contributed to creating learning content, delivering 12 sharing sessions with over 450 registrations.

Speaker Feedback

- Thank you to Moxa for providing a platform where our knowledge can be seen.
- Turning ideas in my mind into content that others can understand felt very rewarding.
- I enjoyed the warm community, the audience's feedback, the support from teammates during preparation, and the sense of making a meaningful impact.

Participant Feedback

- I learned many topics I normally wouldn't encounter.
- The sharing helped me see how to view issues that are often intensely discussed on social media from different perspectives.
- It was a very interesting and rewarding experience—I hope there will be more engaging courses in the future.



Knowledge Carnival Speakers



Knowledge Carnival eDM

General Business Skills

In a rapidly changing and highly specialized industry environment, sustainable business development requires not only strong technical expertise but also cross-functional competencies to address organizational growth, cross-departmental collaboration, and complex decision making. Moxa continues to invest in talent development by offering general competency courses for all employees, including problem analysis and decision making, business presentation skills, and communication skills. These programs serve as a key foundation for systematic talent development, helping employees continuously strengthen essential workplace capabilities throughout different stages of their careers.

The courses are designed with a strong practical focus, aiming to improve individual work effectiveness while building a shared language and working methods that enhance team collaboration. The program also integrates both external and internal instructors. External experts introduce new perspectives and diverse thinking; internal instructors provide insights grounded in Moxa's operational practices and workplace needs.

To ensure practical application, most courses include follow-up training or hands-on practice. For example, in the Problem Analysis and Decision-Making refresher sessions, participants apply learned frameworks and tools to solve real workplace issues. In the Business Presentation Skills course, employees develop presentations based on actual work topics and practice them during follow-up sessions, receiving feedback from external instructors. In 2025, the program further incorporated AI-assisted learning, allowing participants to practice through a learning app by recording presentation videos and receiving AI-generated feedback on both content and delivery. With strong employee participation, the average course satisfaction score reached 4.83 out of 5 in 2025.



Participant Practice in the Business Presentation Skills Course



Case Discussion—Problem Analysis and Decision-Making Course

Spotlight Case 1 | Learn How to Learn

Because of the nature of the OT industry and the long life cycle of its products, professionals with relevant expertise are relatively scarce in the labor market. To support the Group's medium- and long-term talent needs, Moxa established the Moxa Farming System, a structured program designed to develop high-potential young talent based on the capabilities required now and in the future, preparing them to become future professionals ready to enter the "major league."

After joining the program, participants undergo intensive training focused on building technical and professional capabilities. To help them learn more effectively, Moxa introduced a three-session course series in 2025 titled "New Brain Strategies," based on learning science.

1. Session 1—"The Memory Formula": Explores the science behind learning and the brain, and introduces methods to strengthen memory and improve learning efficiency.
2. Session 2—"Understanding Procrastination": Examines procrastination from a neuroscience perspective, helping participants identify their own patterns and apply practical strategies.
3. Session 3—"Energy Rhythm": Guides participants to recognize their daily energy cycles and learn how to schedule tasks according to their natural rhythms for greater effectiveness.

Through the New Brain Strategies Series, participants develop learning and working methods aligned with how the brain functions, improving efficiency while gaining greater control over their time and attention. A peer-learning group was also created to track how participants apply the course concepts, and members share their experiences and periodically review how the techniques are applied in practice.

Implementation Results

- The course series totaled 10 hours, with 22 participants, an average satisfaction score of 4.75/5, and a post-course application rate of 92.6%.



"New Brain Strategies," Course Group Photo

Spotlight Case 2 | General Course Design Validated Through Workplace Application

General competencies aim to develop capabilities that employees can apply in their daily work over the long term, that contribute significantly to organizational effectiveness. In 2025, Moxa newly designed two course series: "Unlocking Communication Skills" and "Effective Meeting Management." Before the official launch, colleagues were invited to participate in pilot sessions and provide feedback. The course design was refined through validation in real workplace scenarios to ensure the content addresses employees' needs and supports practical application. The courses include case discussions connected to real work situations, along with follow-up sessions and reflection mechanisms to help employees apply what they learned. Continued discussion and feedback encourage participants to internalize new behaviors and sustain their application in daily work.

The Communication Skills Series focuses on structured approaches to listening, questioning, feedback, and expression, helping employees improve mutual understanding, integrate diverse perspectives, and facilitate consensus and action. Course materials are continuously refined based on learning feedback and tailored to different audiences, including updates to practical cases, exercises, and scenario applications.

The Effective Meeting Management Series provides clear and practical facilitation tools to increase meeting engagement and psychological safety, helping reduce communication gaps across departments. Besides refresher sessions, participants receive portable facilitation tool cards to support immediate application in daily work, strengthening learning transfer and behavioral internalization.

Implementation Results

- **Unlocking Communication Skills:** 2 cohorts, 32 hours, 117 participants, with an average satisfaction score of 4.4/5.
- **Effective Meeting Management:** 3 cohorts, 27 hours, 66 participants, with an average satisfaction score of 4.7/5.

Participant feedback

- Participants noted that the communication course helped them focus on shared interests, practice curiosity-based questioning, and delay assumptions, though continued practice is needed for full application.
- Many participants described the meeting management course as one of the most practical, recognizing that structured methods can effectively guide discussions, build consensus, and drive action.

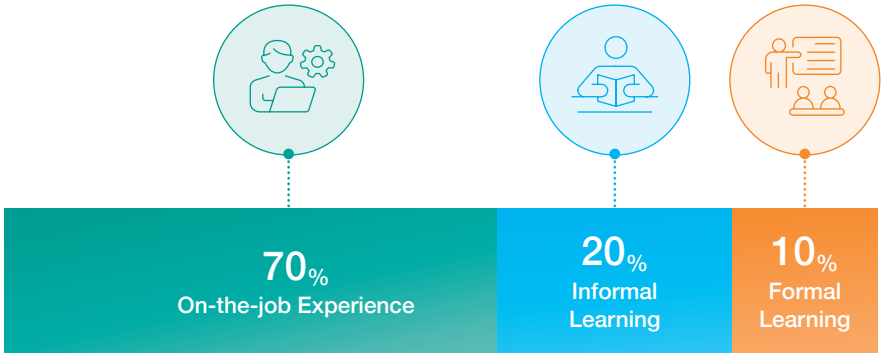


Meeting Facilitation Tools to Support Participant Application



"Unlocking Communication Skills" Series Promoting Cross-role Dialogue

Employee Training Data



Moxa is committed to employee training and development, aiming to achieve organizational growth through individual development to cope with the challenges of constantly changing technologies and markets. Following the "70-20-10" principle of adult learning, each department designs on-the-job training programs for all employees. Experienced colleagues will serve as mentors and also organize thematic co-learning workshops to encourage learning from others at Moxa. The Learning & Development Department offers various formal training programs focused on management and general business skills for formal learning. In 2025, including courses planned by the Learning & Development Department and department-organized courses, the total training hours of Moxa reached 60,922 hours, and the total training expenses reached NT$12.7 million.

2025 Employee Training Data

Total Training Expenses	12.7 NT$ million	Average Training Expense per Person	6,896 NT$/person
Total Employee Training Hours	60,922 hours	Average Training Hours per Person	32.93 hours/person

Note: The statistics cover all employees, including those from overseas branches.

5.4 Occupational Health and Safety

5.4.1 Building a Healthy Workplace

Be Healthy, Enjoy Health Protection Plan

Moxa is a people-oriented company that values its employees. Providing a healthy and safe workplace is our commitment and responsibility to our employees. Moxa, in accordance with the Occupational Safety and Health Act, employs a dedicated occupational health nurse. Additionally, exceeding regulatory requirements, Moxa engages occupational medical specialists from Linkou Chang Gung Memorial Hospital to provide on-site health services. This involves a professional team providing services that proactively cares for employee health.

To enhance employees' health awareness and promote a healthy lifestyle, Moxa launched the "Be Healthy, Enjoy Health Protection Plan" in 2022. This health management program sets short-term, mid-term, and long-term goals to ensure its effectiveness and sustainability. The health management program covers the health management system, health risk assessment, individual health management, health knowledge building, and health promotion activities to promote goals at each stage. Furthermore, occupational health doctors, professional instructors, or other relevant employees (e.g., members of the Employee Welfare Committee and representatives of the Occupational Safety and Health Committee) provide feedback on the program's content, which allows for adjustments to the goals and processes of the health management program.

Be Healthy, Enjoy Health Protection Plan

Improve Your Number (2024-2025)

	Targets in 2025	Results in 2025
Promote friendly workplaces	Implement four major plans to deepen occupational disease prevention and create a friendly and healthy workplace.	The health sculpture and walking activities garnered the participation of 146 employees. Through innovative teamwork, we enhanced employee interaction and support to create a healthier lifestyle. The activity fully demonstrated Moxa's outstanding performance in promoting a healthy culture and creating a friendly workplace.
Implement workplace health promotion	Implement diverse health promotion, promote healthy behavior, and facilitate comprehensive health development.	• We organized a variety of health promotion activities, garnering 1,526 participants and an average satisfaction score of 4.9 points. • The proportion of high-risk managed cases decreased, with Level 2 management declining from 63.3% to 59.4% and Level 3/4 management declining from 27.7% to 24.3%, demonstrating the effectiveness of the health promotion and health management strategies.

Improve Your Number (2024-2025)

	Targets in 2025	Results in 2025
Integrate employee health management mechanism.	Use the Access database management tool to build a health management platform.	Establish an automated health classification system based on health examination data, improving the efficiency and accuracy of health risk stratification. By integrating healthcare professionals' implementation records, the system significantly reduces data consolidation time and enables real-time analysis and application of health data.

Refine Your Number (2026-2028)

	Key Focus in 2026
Foster a healthy workplace with outstanding performance	• Strengthen targeted health management for high-risk groups based on existing health data and risk stratification results. • Focus on chronic diseases, abnormal workloads, and work-related health risks to enhance the effectiveness of health interventions.
Employees take the initiative to conduct health management	• Promote ' health literacy, helping them better understand and use their personal health data. • Leverage digital tools to encourage employees to track and manage their own health indicators. • Shift from passive participation to proactive engagement, fostering long-term self-health management behaviors.
Physical and mental health balance of employees	• Continue to promote stress management, emotional well-being, and work–life balance initiatives. • Build a supportive workplace culture to enhance employees' overall health and work engagement.

Health Assessment and Planning in the Workplace

Moxa provides health checkup plans for different groups of people. Occupational health doctors and nurses assess the health needs of people based on the results of the health checkups. The planned health checkups include pre-employment physical examinations, health checks for employees involved in tasks with special health hazards, regular health checkups, and health examinations for catering staff.

Pre-employment Physical Examinations	• The occupational nurses will conduct one-on-one health education based on the health data of each employee. If the health data is preliminarily determined to meet the criteria for case acceptance, occupational medical consultation will be arranged as soon as possible. If the health data meet clinical treatment standards, they will be included in the case acceptance management after consultation. • Among the 87 new employees in 2025, one employee was listed as a high-risk case. The occupational physician was consulted regarding the employee in this case and provided medical advice accordingly.
Regular Health Check-ups	• We provide employees and their dependents with preferential prices for health checkups, and a health checkup subsidy of NT$5,000 per year for each employee, which is higher than what is required by law. The total health examination expenses incurred in 2025 amounted to NT$7,385,000. • In 2025, 1,504 persons qualified for health checkups, of which 1,465 persons completed (97.4% completion rate). Among them, 49 were listed as high-risk cases, with a high-risk rate of 3.4%, a decrease of 1.1% compared to that of 2025. • In 2025, 100% of high-risk cases received consultation with occupational nurses and doctors, where appropriate medical and consultation advice was provided.
Health Checks for Employees Involved in Tasks with Special Health Hazards	• Moxa's Bade Plant is furnished with X-ray testing equipment. Fifteen operators will undergo health check-ups for ionizing radiation before reporting to work and annually thereafter. Their health management is undertaken based on occupational disease specialists' assessments. • In 2025, the completion rate for special health hazard checks was 100%, with no high-risk cases.
Health Examinations for Catering Employees	• Bade Plant has its own kitchen. Moxa regularly conducts health examinations for six catering employees each year in accordance with regulations, and the completion rate was 100%. The inspection results showed that they may engage in food catering work. • Among them, two employees were listed as high-risk cases requiring management due to abnormal blood sugar and blood pressure. All of them received consultation with occupational doctors and nurses, who regularly monitored and cared for their physical condition.

Moxa 2025 Taiwan Headquarters Health Check-Up

	Pre-employment Physical Examinations	Regular Health Checkups	Health Checks for Employees Involved in Tasks with Special Health Hazards	Health Check-ups for Catering Employees
Number of Employees Eligible for Check-up	87	1,504	15	6
Participants (persons)	87	1,466[1]	15	6
Completion Rate (%)	100%	97.4%[2]	100%	100%
Number of High-risk Employees[3] (persons)	1	49	0	2
Percentage of High-risk Employees (%)	0.02%	3.4%	0%	33.3%

Note 1: In 2025, 1,466 employees participated in the annual health checkup. Among them, 17 requested to defer use of the subsidy to the following year because of pregnancy, and 21 opted out because of personal reasons.

Note 2: Although Moxa's annual health check completion rate was not 100%, based on the statistics of employees required to undergo health checkups under the Regulations Governing the Labor Health Protection, Moxa's health-check completion rate was 100% in 2025.

Note 3: The number of high-risk employees is defined as the number of persons whose health check results meet the criteria of case acceptance. In 2025, 100% of the employees classified as high risk received consultation with an occupational nurse or occupational doctor, who provided medical treatment and medical advice on a case-by-case basis, as well as regular follow-up and care.

After the annual health check-ups, occupational health nurses manage cases that meet specific criteria for case management based on the results (for more details, refer to the Implementation of Health-risk Management section for details). At the end of each year, occupational health doctors and nurses conduct a detailed analysis of health checkup results, using age and gender as variables. This analysis identifies health hazards and potential disease factors. The results are compared with data from the Health Promotion Administration's "Health Promotion Statistical Yearbook" and the "National Nutrition and Health Survey" to assess differences in health prevalence rates between Moxa employees and the general population of the same age. This process also identifies the top ten abnormal health indicators among Moxa employees.

2025 Employee Health Benefits and Risk Management

Moxa regards employee health as a core indicator of sustainable corporate development. Through systematic monitoring and analysis of consecutive health examination data from 2022 to 2025, Moxa can accurately identify major physiological health risks among employees and accordingly optimize health promotion strategies and resource allocation.

Key Health Trend Analysis

1 Metabolic Risks as the Primary Health Challenge

Weight management and lipid metabolism remain the major sources of health risks. BMI, fatty liver, LDL (low-density lipoprotein cholesterol), and triglycerides (TG) have consistently been identified as the main abnormal indicators over the past three years. Among them, the abnormal rate of TG has shown a continuous upward trend (from 11.6% to 15.0%), indicating that further interventions and guidance are needed in employees' dietary habits and weight management.

2 Gradual Improvement in Health Management Outcomes

Significant improvements have been observed in blood pressure and blood glucose control. The abnormal rate of blood pressure decreased markedly from 20.2% to 13.2%, while the abnormal rate of blood glucose declined slightly from 23% to 22%. Case follow-up mechanisms, health promotion activities, and health education interventions primarily led to these improvements.

3 Changes in Other Health Indicators

After rising to 31.6% in 2024, the abnormal rate of uric acid decreased to 23.7% in 2025. However, its potential association with metabolic abnormalities still requires continuous monitoring. The abnormal rate of intraocular pressure also decreased from 7.6% to 6.4%, reflecting the effectiveness of vision health promotion initiatives.

Analysis of Health Differences Among Employee Groups

1 Significant Gender Differences in Health Risks

Overall health risks among male employees are significantly higher than those of female employees, particularly in indicators such as BMI, fatty liver, LDL, total cholesterol, and HbA1c. Notably, the abnormal rate of fatty liver among male employees reached 36.3%, more than double that of female employees (16.6%).

2 Key Challenges Across Age Groups

- **Age 35 to 44:** This group faces a relatively high risk of metabolic syndrome, with abnormal rates of fatty liver at 55.9% and LDL at 47.1%, indicating the need for early intervention to prevent risk accumulation.
- **Age 45 to 54:** This group shows the highest overall rate of metabolic abnormalities, with particularly significant abnormalities in LDL (47.1%) and total cholesterol (46.8%), making it a key target group for cardiovascular disease prevention.
- **Age 55 and above:** Although the number of employees in this group is relatively smaller, the abnormal rate of blood glucose (including HbA1c) increases with age, highlighting the importance of chronic disease prevention and long-term health management.

2026 Health Promotion Plan

In response to the high-risk factors and demographic differences identified above, Moxa has planned the following key health promotion initiatives for 2026:

1 Strengthening Metabolic and Lipid Management

Employees aged 35 to 54 will be prioritized for body fat reduction and lipid health promotion programs, including guidance on healthy dietary habits and group exercise programs to address issues such as fatty liver and abnormal body weight.

2 Continuous Monitoring of High-Risk Groups

Building on the effectiveness of blood pressure and blood glucose management programs, Moxa will further strengthen blood glucose monitoring and personalized health guidance for employees aged 55 and above.

3 Enhancing Health Awareness Across the Organization

Moxa will continue allocating management resources to the prevention of key metabolic syndrome risk factors. Through strengthened health education and diversified awareness initiatives, the company aims to enhance overall employee health literacy, maintain stable health management outcomes, and fulfill its commitment to building a healthy and supportive workplace.

2025 Health Promotion Activities



Feb. Sleep Health Seminar

Provides practical tips to improve sleep quality and break the cycle of sleep deprivation.



Mar. Body Sculpting Program

Group activity to enhance fitness, health, and team spirit.



Mar. 10,000-Step Walking Challenge

Encourages employees to exercise together and strengthen team cohesion.



Apr. Basic Strength Training

Beginner-friendly training to gradually build basic muscle strength.



Jun. Mediterranean Diet Program

Introduces the Mediterranean diet and promotes healthier eating habits.



Jul. Core Strength Assessment

Assesses core muscle strength and stability to understand overall physical condition.



Oct. Cough Awareness Campaign

Provides education on the causes of chronic coughs, respiratory care, and warning signs.



Nov. Fight Against the 3C Threat

Raise awareness of eye health risks from prolonged digital device use and provide prevention tips.

Implementation of health risk management

Besides proactively promoting health activities and monitoring the health status of employees, Moxa also implements health-risk management. The Moxa health-risk management system is collaboratively discussed and established by occupational nurses and related personnel (e.g., occupational doctors, occupational safety personnel, and human resources personnel). It covers health management procedures, special group health protection programs (maternal health protection, abnormal workload-triggered disease prevention plan, ergonomic hazards, workplace misconduct), and operational guidelines for on-site health services. Based on the aforementioned health management systems, occupational nurses use different avenues and various inspection methods to identify hazard factors and groups that meet the criteria. They work with occupational safety personnel and occupational doctors to distinguish whether the abnormalities are related to physical, chemical, and ergonomic hazards, to formulate prevention and improvement plans. Once the groups requiring management and monitoring are identified, occupational nurses will include them in individual health management. In 2025, Moxa had no occupational disease cases.

Besides the previously mentioned groups, Moxa also referred to the Health Promotion Administration's Chronic Disease Risk Assessment Platform and input from occupational doctors to establish the Moxa Health Classification Standard. Occupational nurses classify and identify eligible cases based on the health check results. The health management list also includes these cases for appropriate measures. Through consultations with occupational nurses and doctors, employees receive timely diagnosis and treatment, which prevent disease progression or recurrence.

Moxa prioritizes health management for special groups by annually reviewing four major health protection plans. If an employee shows signs of risk or potential risk, occupational nurses will collaborate with occupational safety personnel, occupational doctors, or HR personnel to discuss improvement plans. This collaboration will minimize exposure to harmful conditions and reduce health risks.

2025 Special Group Health Protection Program Survey for Employees of Taiwan Headquarters

	Number of Persons Surveyed		Nonhazardous		Suspected of Hazard		Hazardous	
	Male	Female	Male	Female	Male	Female	Male	Female
Maternal Health Protection	-	541	-	541	-	0	-	0
Abnormal Workload	887	467	857	450	29	17	1	0
Ergonomic Hazards	908	487	885	469	23	18	0	0

Special Group Health Protection Program—Maternal Health Protection

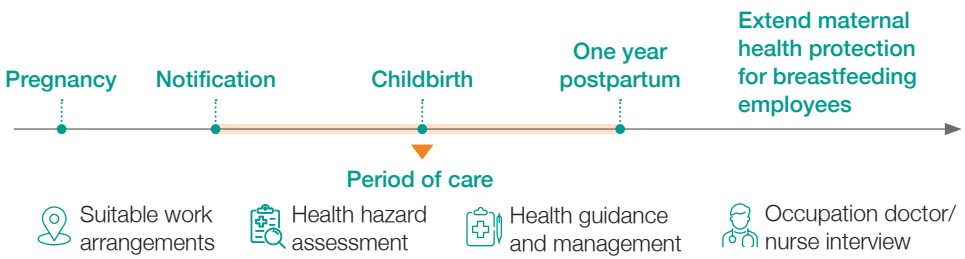
To protect female employees who are preparing for pregnancy, are pregnant, within one year postpartum, or are still breastfeeding after one year postpartum, Moxa will undertake necessary health and safety measures to achieve the goals of the Workplace Maternal Health Protection Program. Employees who meet the criteria can notify the occupational health nurses via the pregnancy notification system on the intranet—EHS system and health management website, or via the internal messaging app, "Teams," to make health consultation arrangements. To avoid omissions, the occupational health nurses check the list of employees applying for prenatal checkup leave, maternity leave, and reinstatement after parental leave each month to ensure all cases are included.

After compiling the list, the occupational health nurses will initiate maternal protection hazard identification and assessment. Meanwhile, the occupational safety team members will identify and assess workplace hazards, classify risks, improve workplace conditions, and manage hazard controls. The occupational health nurses and doctors will use this assessment to interview the employees, evaluating their main complaints to provide suggestions on health hazards, risk classification, job suitability, and hazard control. In 2025, 17 pregnant employees were included in the care list. After assessments and health consultations, it was determined that there were no hazards, and they may continue with their original work.

For a friendly and optimized workplace, occupational safety team members regularly make environmental, health and safety inspections, review the safety data sheets (SDS), and arrange for re-evaluation of workplaces by the occupational health doctors, occupational health nurses, and relevant personnel when necessary to find out whether pregnant employees are exposed to a hazardous environment, so that appropriate improvement measures can be taken. Moxa also has dedicated, comfortable breastfeeding rooms, priority seating for pregnant women in the mixed office area, and parent-child rooms for employees' children to create a workplace that meets the needs of working mothers.

2025 Maternal Health Care

Year	Number of Employees Receiving Care	Risk level		
		Level 1	Level 2	Level 3
2025	17	17	0	0
Approaches		Providing health consultations and guidance	Providing health consultation to inform about hazards; and terminating or implementing control measures	Providing medical assistance, implementing work restrictions or work changes



Special Group Health Protection Program—Abnormal Workload

To protect the physical, mental, health, and safety of employees and to prevent health impacts from long working hours and other job-related workloads, Moxa offers a hybrid working system, flexible leave that is better than regulations, full-pay sick leave, and flexible working hours, etc. Attendance management designed around employee needs promotes a balance between physical and mental health and family life. To learn more about the physical and mental health of employees, health-related assessment questionnaires (work form, personal health questionnaire and work health questionnaire) are incorporated to implement workplace health management. In 2025, 47 employees met the interview and consultation requirements. Among them, one employee was found to have a high workload in a work-related questionnaire. They received consultation with a physician providing services on-site. After determining their high risk of cerebral and cardiovascular diseases, they were advised to seek medical treatment as soon as possible. Occupational nurses also managed their cases for continuous follow-up. To verify whether they were seeking medical attention, they conducted regular care interviews on a regular basis.

Besides the annual review of high-risk groups for cerebrovascular and cardiovascular diseases, for those with a 10-year cardiovascular disease risk more than 20%, or those with existing cerebrovascular or cardiovascular diseases, HR will preliminarily include employees working long hours or on long-term sick leave into the abnormal workload list each month. Occupational nurses then refer to the latest health check results to assess the risk level and provide timely care.

Special Group Health Protection Program—Ergonomic Hazards

To prevent musculoskeletal injuries and illnesses in employees caused by ergonomic hazards such as repetitive work, during the annual health examination, Moxa conducts self-awareness survey on employees through the Musculoskeletal Injuries Survey. Based on the survey results, we will distinguish the level of hazard and verify the ergonomic hazard factors at work before selecting and executing improvement measures to prevent work-related musculoskeletal injuries sustained by employees because of workload, bad posture during work, and repetitive work. In 2025, 1,612 employees completed the Musculoskeletal Injuries Survey. Three suspected hazardous cases were found. Upon an occupational physician learning about their work contents, we verified the causes and occurrence of the injuries, and no operational adjustments were required in all cases. In addition, through care for employees on long-term sick leave and occupational accident reporting cases, occupational nurses screen workstations or operations with musculoskeletal injury cases or those that are musculoskeletal injury-prone to provide relevant care. In 2025, there were no cases where employees needed long-term sick leave or occupational accidents that caused musculoskeletal injuries to employees.

To enhance employees' understanding of musculoskeletal health and provide appropriate healthcare knowledge, occupational nurses are adding new muscle and bone health exercise videos on the health management/health platform. These videos are easy to understand and provide suitable ways for quick relief of musculoskeletal discomfort in daily work. Employees who are engaged in sedentary or physical work can learn how to perform simple relaxation movements from the videos to reduce the discomfort caused by maintaining the same posture for an extended period or repetitive movements.

Musculoskeletal Health Exercise Video

Neck and Head Care Exercises

Improve neck mobility, myofascial flexibility, and nerve gliding. Help delay neck degeneration and relieve discomfort in the head and neck region.



Special Group Health Protection Program—Workplace Misconduct

At Moxa, we strive to prevent employees from being mistreated by supervisors and colleagues based on power, and bullied or subjected to violence, such as physical attacks, verbal abuse, intimidation, or threats, by customers, service users, or other stakeholders. We also endeavor to prevent situations that cause mental or physical harm or are life-threatening. In 2025, Moxa explicitly incorporated a "zero tolerance" statement toward workplace violence and harassment into its Environmental, Safety and Health (ESH) Policy, reaffirming its commitment to fostering a respectful and trustworthy work environment. The company provides grievance and assistance mechanisms, implements education and awareness programs, and promotes preventive measures to cultivate a zero-tolerance organizational culture toward workplace misconduct. In addition, in accordance with the Workplace Violence Prevention and Management Regulations, Moxa regularly conducts hazard assessments, implements improvement measures, promotes health education, and maintains a comprehensive incident response process.

Moxa conducts a workplace violence risk assessment every three years to systematically identify potential risk factors. In 2025, Moxa carried out a company-wide survey on workplace violence risks to collect employees' perceptions and feedback, which serve as an important basis for risk identification and management. Based on the analysis results, two departments were identified as relatively high-risk units and were designated as priority targets for management.

For these units, Moxa has prioritized on-site inspections of the working environment to assess whether environmental factors or high-risk areas could potentially lead to workplace violence incidents (such as insufficient lighting, blind spots, or isolated and enclosed workplaces lacking immediate support). The review also assessed existing preventive measures and management systems for potential enhancements or improvements.

Looking ahead to 2026, Moxa plans to further expand the scope of risk assessments. Besides environmental factors, the evaluation will also include nonenvironmental risk factors such as workforce allocation, workload, and institutional and management mechanisms. Through cross-departmental collaboration, corresponding improvement measures will be developed and implemented. Moxa will also continue to strengthen workplace violence prevention through regular monitoring and review mechanisms, ensuring that employees can work with confidence in a safe and respectful workplace environment.

Workplace Violence Risk Assessment and Management Process

Step 1 Awareness and Company-wide Survey

Purpose: Establish employees' awareness of workplace violence and collect frontline risk information.

Implementation:

- Communicate the workplace violence prevention policy and the zero-tolerance principle
- Provide multiple communication channels (internal announcements, digital materials, and training programs)
- Conduct a company-wide employee survey
- Collecting internal and external workplace violence risk factors (e.g., verbal abuse, threats, harassment, physical violence)

Outputs:

- Analysis results of employee risk perception
- Preliminary risk classification by department (Low/ Medium/High)

Step 2 Medium- and High-risk Department Assessment

Purpose: Identify and analyze potential risk units with greater precision.

Trigger Conditions:

- Departments identified as medium- or high-risk based on survey results
- Units where workplace violence incidents have occurred or may potentially occur

Implementation:

- Review of departmental work environments (space, workflows, and staffing arrangements)
- Risk analysis of job characteristics and job responsibilities
- Assessment of job suitability and workload allocation
- Interviews or focus group discussions when necessary

Outputs:

- Departmental risk assessment records
- A list of identified risk factors and recommended improvement actions

Step 3 Improvement Measures Development

Purpose: Reduce actual risks and prevent workplace violence incidents.

Implementation:

- Develop improvement measures (environmental aspects)
- Promote cross-departmental collaboration (HR, EHS, and management units)
- Provide necessary resources and support (training programs and policy adjustments

Step 4 Continuous Monitoring and Regular Review

Purpose: Ensure improvement measures are effective and sustainably implemented.

Implementation:

- Incorporate into regular workplace safety and health reviews
- Continuously monitor the improvement outcomes of medium- and high-risk units
- Adjust assessment methods based on regulatory requirements and practical needs
- Regularly report progress to the Occupational Safety and Health Committee

Prevention Measures of Workplace Misconduct

Moxa has established an workplace misconduct complaint mechanism. After receiving a complaint, we will activate an employee care and protection mechanism, and handle cases according to the "Moxa Code of Conduct Case Procedures." The HR personnel and investigation team will coordinate and handle the case on a basis of confidentiality, suggesting work adjustments, providing psychological or medical assistance as necessary, and proactively taking preventive measures and relevant protective actions.

Procedures for Handling Workplace Misconduct Incidents

Complaint Channel	Handling of Report	Follow-up Action
• Complaint email: mccc@moxa.com • Report to department managers, HRBP, or the Group HR Head	According to the "Moxa Code of Conduct Case Procedure," the HR personnel and the investigation team will coordinate to address and verify the incident and provide assistance.	Assist in negotiation and dispute mediation and provide medical assistance or referral for psychological counseling.

Enhancement of Employee Health Awareness

Health Literacy Enhancement

To enable employees to learn about health knowledge through proper channels, and make decisions to promote and maintain good health, in 2025, occupational nurses held six seminars on "medical knowledge," "health knowledge," and "exercise and nutrition," garnering 967 participants. In addition, seven health promotion e-newsletters were published in 2025 to disseminate health-related knowledge through emails.

Key Program - Health Academy

Starting in 2024, Moxa organized the "Health Academy," mainly where occupational nurses post information from various health seminars held in the current year on the Health Academy website. It allows employees to make revisions online and encourages them to proactively participate in various health-related activities. "Health Points" will be awarded, and those earning the most points at the end of the year will receive prizes as encouragement. We hope that employees can participate in the activities to achieve the short-term goals of Improve Your Number. 967 people participated in this activity, and the average course satisfaction rate was 4.9 (out of 5 points).



Health Promotion Activities

Moxa cares about the health of its employees. We work not only to prevent work-related injuries but also to organize a series of health promotion activities through occupational care to proactively and effectively create a healthy lifestyle and to facilitate and maintain a healthy atmosphere. Health management and employee well-being are important issues of long-term concern to Moxa. In 2024, our health promotion activities continued past efforts, integrating employee health needs into workplace health risk assessment and planning a series of diverse activities that cover areas such as infectious disease prevention, eye health, exercise and health, and nutrition management. All of which are aimed at enhancing employee health awareness and practical capabilities.

Influenza Prevention

A health education seminar on influenza prevention and treatment was held before the influenza season. Also, a flu vaccination event was held in October, with 159 participants, demonstrating the importance of infectious disease prevention and control in Moxa.

Nutrition Health

Provide a series of healthy diet seminars focusing on dietary adjustments for employees who frequently eat out and the Mediterranean diet, helping employees develop balanced eating habits and healthier food choices. A total of 161 employees participated, and the overall course satisfaction score averaged 4.9 out of 5, indicating strong recognition from employees.

Core Training

Multiple exercise and wellness courses were organized, including core exercise and basic strength training, achieving a satisfaction rating of 4.98 out of 5.

Emergency Bleeding Control Training

To enhance employees' ability to respond promptly to accidental injuries, Moxa organized three emergency bleeding control training sessions in 2025, with 60 participants. The training adopted a scenario-based approach combined with hands-on practice, using simulated injury situations to guide employees in correctly assessing bleeding conditions and performing immediate response measures. Participants learned the basic principles of bleeding control and proper response procedures. Through this systematic training, Moxa aims to strengthen employees' first-response capabilities, reduce injury risks in emergency situations, and secure the golden rescue time, thereby improving the overall level of workplace safety protection.





5.4.2 Maintaining Workplace Safety

Occupational Health and Safety Management

Policy and Management

To ensure the health and safety of employees and fulfill its commitment to environmental protection, Moxa has established an environmental health and safety policy that is periodically reviewed and revised to ensure compliance with relevant requirements and the company's development goals. This policy applies to all Moxa business locations and related personnel worldwide, including employees, suppliers, contractors, subcontractors, contract workers, customers, and other major external stakeholders related to operations. In this policy, Moxa commits to undertaking occupational health and safety management, legal compliance, health and safety promotion, and appropriate internal and external communication. The company aims to continuously improve health and safety management performance and jointly create a safe and friendly workplace culture.

Moxa has established a clear organizational structure and division of responsibilities, and has also created the Occupational Safety and Health Committee. The committee convenes quarterly meetings to review, coordinate, and recommend related matters. It is chaired by members of Corporate Executive Leadership Team. The committee members include department heads, occupational health and safety personnel, engineers, technicians, and labor representatives. Meanwhile, the proportion of labor representatives is more than one-third of the committee members, which fully reflects the company's emphasis on employee participation and consultation. This will ensure that employees can proactively participate in discussions and decisions on related issues and jointly promote a healthy and safe working environment.

Composition of Moxa Occupational Safety and Health Committee Members

Chairperson	Total Number of Committee Members	Number of Employee Representatives	Proportion of Employee Representatives
Member of Corporate Executive Leadership Team	31 persons	11 persons	35%

Occupational Health and Safety Management System

To ensure effective implementation, Moxa adopts an occupational health and safety management system at its Xinzhuang headquarters and Bade Plant. This system underwent a rigorous audit by the BSI Group and successfully passed the ISO 45001:2018 certification, covering 100% of employees. Moxa has also established comprehensive standard operating procedures (SOPs) for employees to comply with. They also serve as management standards to ensure employee health and safety.

EHS Seed Personnel Training

Moxa recognizes that effective environment, health, and safety (EHS) management relies on capable personnel. The company therefore actively cultivates EHS core personnel, providing professional training to enhance their capabilities in risk identification, incident response, and safety management. These core personnel are encouraged to proactively identify safety improvement opportunities and participate in internal safety inspections and drills, further promoting the implementation of a strong workplace safety culture.

EHS core personnel also play an important role in promoting safety awareness and reminding colleagues of safe practices. In 2024, Moxa arranged for 40 EHS seed personnel and related staff to obtain the qualification of "EHS Management System Internal Auditor." In addition, their role has evolved from a supporting role to active participation, allowing them to directly engage in safety inspections and audit activities. Through cross-departmental inspections and audits, they share best practices, learn from one another's experiences, and address gaps within their own departments. This approach strengthens safety awareness across all departments, establishes consistent safety standards, and collectively advances Moxa's safety culture while reducing potential risks and improving overall safety awareness.

Key Focus Areas of EHS Seed Personnel Training

Accompanying
- Participation in training courses
- Joint participation in EHS quarterly meetings
- Accompanying health and safety inspections
- Accompanying an external audit

Participation in Execution
- Acquisition of an Internal Auditor Qualification
- Performance of internal audits (cross-audits)
- Performance of health and safety inspections (cross-inspections)
- Reduction of deficiencies found in external audits

Enhance four skills
- Communicating Moxa's health and safety issues
- Identifying hazards and assessing risks
- Discovering security hazards and non-compliance issues
- Proposing improvement plans or opportunities

Health and Safety Management Plan and Internal Audit

The health and safety management plans proposed by Moxa each year aim to enhance environmental safety and operational protection through improvement and optimization measures, and to prevent risks and the probability of hazards. Moxa proposed three health and safety management solutions in 2025, and 100% of the improvement and optimization measures were completed.

Optimization of Air Conditioning and Lighting Controls

A timer was installed for the air conditioning at the Xinzhuang Headquarters to automatically shut off at night. Lighting circuits were also adjusted, and pantry lighting was converted to sensor-based control to improve energy efficiency and reduce unnecessary energy consumption.

Zonal Lighting Management in Office Areas

At the Bade plant, additional lighting control circuits were installed in office areas to enable zonal lighting control based on seating arrangements, preventing energy waste caused by lighting in unoccupied areas.

Strengthening First Aid and Bleeding Control Training

To mitigate safety and health risks associated with dispersed office locations, Moxa strengthened first aid personnel training and conducted bleeding control training, enhancing employees' ability to respond to and manage injuries in emergency situations.

Moxa conducts annual internal audits of its occupational safety and health (OSH) management system to review the implementation of OSH policies, workplace conditions, and risk control measures across its sites. During the 2025 internal audit, auditors identified four nonconformities, primarily concerning electrical safety, chemical management, and personal protective equipment (PPE) management. In response to these findings, Moxa established corrective actions and timelines based on the level of risk. Improvements included equipment adjustments, policy enhancements, and employee awareness initiatives. Follow-up monitoring mechanisms now incorporate the implementation status of these corrective measures to ensure effective implementation, which continuously strengthens workplace safety management and risk prevention capabilities.

Audit Findings and Corrective Actions

Item	Description	Corrective Action
Extension cord daisy-chaining	Extension cords were found to be connected in series on-site, which may cause electrical overloading and increase fire risk.	Replace short extension cords with extension cords longer than 6 meters and prohibit daisy-chaining of extension cords to reduce the risk of electrical overload and fire.
No leakage protection installed	The power supply unit did not have leakage protection installed at the rear end, posing a potential electric shock risk to personnel.	Protective covers have been installed to shield exposed metal parts, and other equipment has been inspected for similar conditions.
SDS not available on site	Chemical products used in the laboratory did not have SDS available on site, making it difficult to immediately access safety information during abnormal situations.	Departments are required to report in advance before using chemicals not listed in the laboratory inventory and ensure the relevant SDS are available on site.
PPE not regularly inspected	Personal protective equipment (PPE) had not been included in a regular inspection and verification management system, making it difficult to ensure its protective effectiveness.	All PPE inspections and verifications will be incorporated into a systematic management mechanism, establishing regular tracking and control procedures.

Occupational Hazard Prevention and Response

Occupational Hazard Identification and Risk Assessment

To effectively identify potential hazards in the workplace, Moxa conducts comprehensive hazard identification and risk assessment for related operations, activities, products, and services, covering routine operations (e.g., maintenance or testing) and nonroutine operations (e.g., anomaly elimination or temporary operations). This serves to verify occupational health and safety risks requiring control and opportunities for improvement. The scope of identification includes all personnel accessing the plant, including employees and contractors.

In 2025, 100% of Moxa's main operating locations (Xinzhuang headquarters and Bade Plant) have completed occupational hazard identification and risk assessment in accordance with the Environmental Aspects and Hazard Identification and Risk Assessment Procedures. A total of 533 hazards were identified at the Xinzhuang headquarters and the Bade Plant, but none posed major risks. In addition, Moxa regularly conducts thematic inspections and invites EHS Seed Members to participate in the implementation to proactively discover potential hazards. The scope of inspections covers six major dimensions, including environmental facility safety, electrical safety, fire safety, administrative management, equipment safety, and chemical management. In 2024, the core members took charge of the inspections and were grouped to conduct cross-departmental audits. A total of 59 improvement recommendations were made. All improvement measures and prevention actions were completed, and the improvement rate reached 100%. The core members also gave feedback on relevant recommendations during the process to improve Moxa's overall safety awareness and culture through mutual learning.

Besides regular inspections, Moxa has also established a timely reporting mechanism. If an employee discovers a situation that may cause immediate danger during work, he or she may immediately report to the occupational health and safety personnel, nurses or their direct supervisors, and take the initiative to stop the operation and evacuate to a safe place without endangering the safety of others. Moxa undertakes not to impose any disciplinary action on employees who take safety precautions to protect the safety and rights of all employees.

Employee Safety and Emergency Response Management

To safeguard employee safety, Moxa has established an Emergency Safety Reporting Mechanism to quickly confirm the safety status of all employees during major incidents (e.g., earthquakes of magnitude 5 or above in Northern Taiwan or site fires) and provide necessary support. The mechanism integrates EHS, HRBP, and supervisors, using real-time reporting links and QR codes, along with supervisor follow-up for those who have not responded, to ensure comprehensive information collection. This approach enhances emergency response efficiency and strengthens Moxa's commitment to employee safety and care.

Emergency Occurs

Evacuate or Take Shelter

Safety Reporting

Reporting Methods

- EHS issues an emergency safety reporting notice
- Employees report their safety status
- Supervisors confirm and report to HRBP
- HRBP confirm and report to Emergency Notification Group

Emergency Notification Group

Teams Members

- Corporate Executive Leadership Team
- EHS Dept.
- ADM
- HRBP

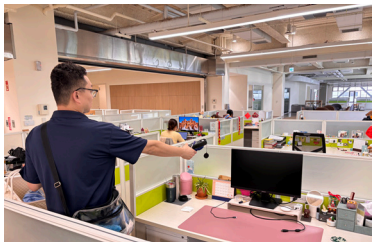


Operating Environment Monitoring

Moxa regularly implements monitoring to ensure that the workplace environment complies with relevant regulatory requirements and health and safety standards. This is helpful to us in comprehensively monitoring the conditions of the work environment and assessing the risks our employees are exposed to. In accordance with the "Regulations Governing the Implementation of Workplace Environmental Monitoring," Moxa entrusts qualified environmental measurement institutions to conduct monitoring each year, covering chemical factors such as 2-Butoxyethanol, methanol, toluene, isopropanol, and carbon dioxide. The monitoring results in 2025 showed that no items exceeded the permissible concentration standards. In addition, Moxa adheres to the highest standards and proactively tests on a regular basis for potential hazardous items (e.g., acrylic acid, tin, and ethanol) that are not required by law but subject to permissible concentration standards to ensure the safety of the operating environment.



Verification of chemical types monitored



Verification of on-site point measurement

Hazardous Chemicals Management

Moxa strictly complies with the "Hazardous Chemicals Management Regulations" and includes all chemicals in the "Hazardous Chemicals and Safety Data Sheet (SDS) Management List" for internal control. To purchase substances that are not listed, change of management procedures must be evaluated to verify the hazards and preventive measures before proceeding. All chemicals are stored in specific locations and labeled and managed in accordance with the "Regulation of Labelling and Hazard Communication of Hazardous Chemicals" or the "Globally Harmonized System (GHS) of Classification and Labelling of Chemicals." The safety data sheet (SDS) will be placed in a prominent location to facilitate prompt reference and response in emergencies.

To enhance employees' awareness of hazardous chemicals, the company provides general training on hazard handling when new recruits report to work, explaining the operating regulations and precautions for chemicals. For current employees, we continue to strengthen their safety knowledge through regular health and safety education and training to ensure that all personnel are equipped with appropriate safety operating abilities in chemical operations.

Electrical Safety Management

Because of its power-based operations, power safety management is the top priority for Moxa. Moxa has formulated the "Electrical Safety Standards" and "Policy on Private Electrical Appliance Usage" to strengthen the management and control of electrical equipment. In addition, we issue EHS e-newsletters to promote the safety knowledge of electricity use to all employees and raise their safety awareness. To ensure the safety of electricity use in the workplace, Moxa has established a daily inspection mechanism to identify potential electricity risks and provide recommendations for improvement through regular inspections. These measures effectively improve electrical safety management in the workplace and protect the health and safety of employees.

Electrical Safety Training Course



1. Introduction
2. Basic Understanding of Electricity
3. Understanding the Hazards of Electric Shock
4. Prevention of Electric Shock Hazards
5. Prevention of Electrical Fires
6. Common Electrical Safety Deficiencies
7. Electrical



No Exposed Electrical Wires

Causes



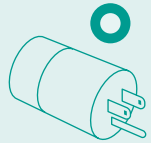
Inserting bare wires into sockets can easily cause electric shock and may also lead to short circuits if the wires come loose and contact other objects.

Potential Scenarios Moxa May Encounter



- Because of a damaged socket, the contractor inserted bare wires directly during construction work.
- Exposed power connection points.

What Can We Do?



Bare wires were connected to a plug for use.

Accident Investigation and Occupational Health and Safety Indicators

Moxa attaches great importance to every accident and always conducts inspections and subsequent handling responsibly. In accordance with the "Instruction on Accident Investigation" established, Moxa will immediately initiate investigation and analysis procedures in the event of an incident, tracing its root cause and formulating specific preventive measures. The occupational health and safety management unit monitors and tracks the improvement status throughout the process to ensure the effective implementation of measures and prevent similar incidents from recurring. Meanwhile, Moxa regularly compiles occupational hazard data and reports pursuant to regulations.

In 2025, there were no occupational or industrial accidents within or outside the Moxa plant. There were also no violations of occupational health and safety-related regulations, successfully achieving the goal of "zero occupational accidents and zero industrial incidents" in 2025. Looking ahead to 2026, Moxa will continue to set the same target and remain committed to providing employees with a safe and secure working environment.

Occupational Injuries and Illnesses in 2025

Total Hours Worked (hours)	2,980,336
Rate of Fatalities as a Result of Occupational Injuries	0
Rate of High-Consequence Occupational Injuries	0
Rate of Recordable Occupational Injuries	0
Rate of Fatalities as a Result of Occupational Illnesses	0
Rate of Recordable Occupational Illnesses	0

Note 1: High-consequence occupational injuries: Death caused by occupational injuries, or injuries that make it difficult for workers to recover to their pre-injury health status within six months.

Note 2. Recordable occupational injuries do not include occupational injuries caused by commuting to and from work.

Note 3: Rate of fatalities because of occupational injuries = (number of deaths caused by occupational injuries/total hours worked) X (contractors: 200,000, employees: 1,000,000)

Note 4: Rate of high-consequence occupational injuries = [number of high-consequence occupational injuries (excluding the number of deaths)/total hours worked] X (contractors: 200,000, employees: 1,000,000)

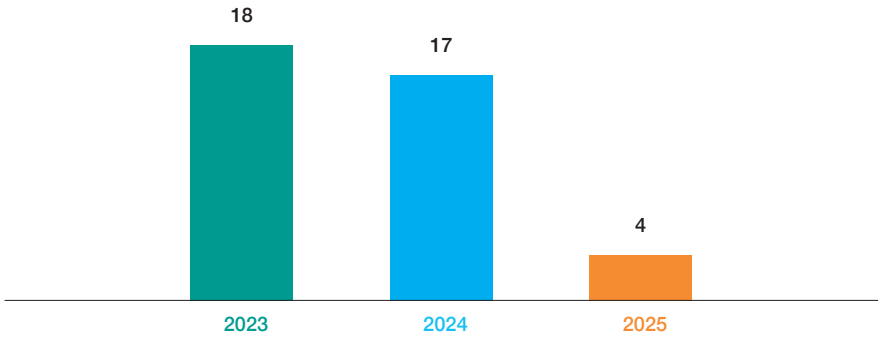
Note 5: Rate of recordable occupational injuries = [number of recordable occupational injuries (including the number of deaths and high-consequence occupational injuries)/total hours worked] X (contractors: 200,000, employees: 1,000,000)

Note 6: Rate of fatalities because of occupational illnesses = (the number of deaths caused by occupational illnesses/total hours worked) X (contractors: 200,000, employees: 1,000,000)

Note 7: Rate of recordable occupational illnesses = [recordable occupational illnesses (including the number of deaths and high-consequence occupational injuries)/total hours worked] X (contractors: 200,000, employees: 1,000,000)

To reduce the risk of traffic accidents that may occur during commuting and business travel, Moxa has proactively planned and promoted traffic safety education. A digital learning module titled "Defensive Riding for Motorcyclists" was developed to systematically enhance employees' awareness of driving risks and defensive driving concepts, thereby strengthening the overall culture of traffic safety. With these management measures continuously implemented, the number of commuting-related accidents—despite being difficult to fully predict—decreased significantly. In 2025, 4 incidents occurred (2 involving motorcycles), compared with 17 incidents in 2024. This notable reduction demonstrates the effectiveness of the education and awareness initiatives and helps lower the risk of traffic accidents related to commuting and business travel.

Number of Traffic Accidents



Emergency Response Management

Fire prevention is the primary task for the safety of corporate operations. Moxa regularly organizes fire safety training and evacuation drills every six months to ensure that all personnel can respond quickly in the event of an emergency. As all of our offices are located on elevated floors, we specially strengthened the core training of the "Evacuation Guidance Class" and "Safety Protection Class." The "Evacuation Guidance Class" is responsible for guiding employees to evacuate safely via the emergency stairs, while the "Safety Protection Class" is responsible for controlling the use of smoke dampers and elevators to effectively prevent the spread of fires and ensure smooth evacuation routes. In addition, in order to improve the resilience of high-risk areas, the Bade Plant regularly conducts emergency response drills for specific areas to help employees familiarize themselves with the response process in different fire scenarios, ensuring that they can act quickly when a disaster first occurs and reduce the extent of fire escalation and damage.

To continuously strengthen the response ability and practical experience of safety team members, Moxa continued to optimize the fire safety training mechanism, and completed 7 plant evacuation drills and training sessions in 2025, with 1,503 persons completing the training (participation rate: 97.8%), ensuring that the safety team members were familiar with various response procedures and equipped with practical operational capabilities. In addition, each plant has established a comprehensive "Emergency Response Manual" to ensure that critical information is provided to external support personnel in the event of a fire, further improving response efficiency and safety protection.

Regularly Organizes Fire Safety Training and Evacuation Drills



Fire Safety Training







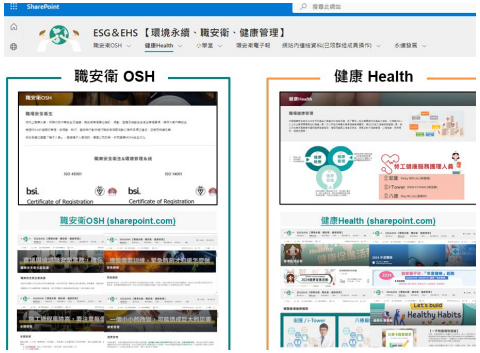
Evacuation Drills

Worker Consultation and Participation in EHS

Upholding the core principle of "Safety First," Moxa places strong emphasis on the role of workers in EHS management and has established diverse, transparent, and responsive consultation and participation mechanisms. Through institutionalized communication channels, workers are encouraged to provide feedback on workplace risks, safety management systems, and health promotion initiatives, and to actively participate in relevant management processes and improvement actions.

Moxa facilitates two-way communication between workers and management through various approaches, including regular meetings, project-based discussions, educational initiatives, and digital platforms. These mechanisms enable frontline feedback to be communicated promptly and incorporated into management evaluations. For suggestions or reports raised by workers, Moxa follows established procedures for response, follow-up, and corrective actions, continuously strengthening occupational safety and health management and fostering a workplace safety culture built on trust and engagement.

Participation and Consultation Channels	Implementation Methods
Occupational Safety and Health Committee	Occupational Safety and Health Committee meetings are held regularly to discuss OSH-related issues and collect worker feedback, which serves as a reference for management decisions and improvement measures.
EHS Meetings	Briefing sessions, such as construction permit briefings, safety shoe adjustment discussions, and emergency safety reporting procedures, are organized as needed to ensure relevant personnel fully understand operational safety requirements.
EHS Awareness and Communications	In 2025, seven health newsletters and two safety newsletters were issued to continuously communicate OSH information and preventive awareness to workers.
Worker Representative Participation and Consultation	Worker representatives participate in OSH committee meetings, workplace environment monitoring, accident investigations, and the development of OSH work rules to ensure worker perspectives are incorporated into management processes.
EHS Webpage	A dedicated EHS webpage has been established to provide information on OSH management, health management, health promotion initiatives, and EHS newsletters for employees to access.
Direct Contact with the EHS Team	Employees may contact the EHS team through multiple channels, including Teams (calls or messages), email, or the "EHS Help" QR code. Upon receiving a report, EHS responds promptly according to established procedures and continues to track follow-up actions and improvements.



Build the EHS department web page to share new health and safety knowledge

When you discover a workplace health and safety issue that you think can be improved,

scan the QR-CODE phone and enter the EHS Help. Dedicated personnel will respond and handle your request.

1. Deploy excellent suggestions parallelly
2. Strengthening workplace health and safety
3. Establish sound communication channels

Contractor Occupational Health and Safety Management

Moxa values its cooperative relationships with contractors and proactively uses its influence to help them enhance safety awareness and quality control capabilities. To ensure operational safety, Moxa has established relevant health and safety requirements for contractors to ensure that they are equipped with proper health and safety management capabilities, thereby reducing the risk of occupational injuries. In addition, relevant health and safety regulations have been included in the agreements with contractors. All contractor personnel must complete an online course, "Hazard Communication Training for On-site Contractors," before entering our workplace. They are allowed to commence construction upon confirmation by Moxa supervisors or managers. Through this training, contractors can learn in detail the operation specifications of the plants, which will ensure the safety of construction.

In addition, Moxa regularly convenes coordination meetings to reiterate to contractors the requirements for operational safety in the plants and shares the latest occupational accident cases to strengthen their safety management awareness. Moxa hopes to gradually improve contractors' health and safety management capabilities and establish a comprehensive management system through this approach.

In addition, to further ensure the safety of different types of construction, Moxa divides operations into regular operations and hazardous operations based on construction risks and implements corresponding control measures. Among them, hazardous operations include fire, high altitude, crane, confined space, and fire protection systems. Contractors are required to submit a "Construction Protection Plan" before commencing work to ensure operational safety. In 2025, Moxa approved 217 construction applications, 13 of which were classified as hazardous operations, accounting for 5.9%. All projects were completed safely and smoothly with close cooperation between Moxa and the contractors.

Improvement of Subcontractor Occupational Health and Safety Management Capabilities

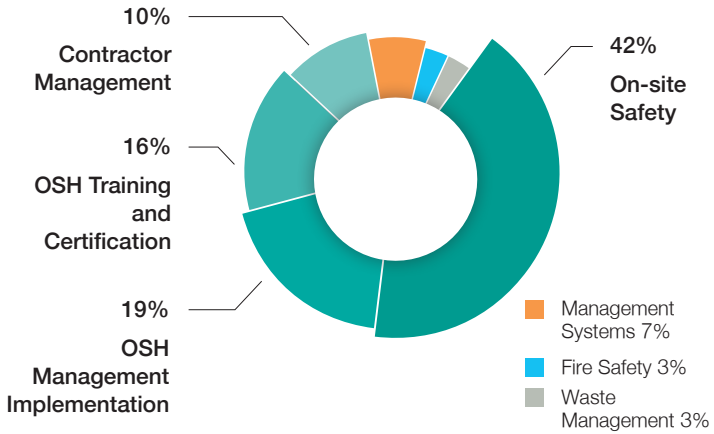
Given that Moxa's products are primarily manufactured through key subcontractors, these partners play an indispensable role within the company's supply chain. Moxa firmly believes that strengthening occupational safety and health (OSH) management capabilities together with subcontractors is critical to reducing operational risks, ensuring supply-chain stability, and advancing sustainable operations.

Since 2024, Moxa has allocated resources to initiate an EHS guidance program for subcontractors. Through face-to-face interviews and on-site visits, Moxa gained insights into their operational practices and supported them in establishing fundamental OSH management systems. These efforts covered areas such as occupational safety and health programs, workplace environmental monitoring, on-site machinery management, and chemical management, thereby laying a solid foundation for subsequent risk management.

Building on the achievements of the initial phase, the focus in 2025 shifted from establishing OSH management systems to ensuring effective implementation and strengthening risk-control mechanisms. Moxa introduced a more systematic audit approach for key subcontractors, including regulatory documentation reviews and on-site inspections. These audits focused on verifying the alignment between on-site operations and management systems, as well as the completeness of OSH implementation records. Through this more rigorous and in-depth review process, Moxa effectively identified potential EHS risks within subcontractors and promoted improvements in their OSH management maturity, moving toward a safer, healthier, and more sustainable supply chain.

In 2025, Moxa conducted EHS audits for four subcontractors. The scope covered six major categories: safety organization, safety management, chemical management, machinery and equipment management, fire safety, and environmental protection, comprising 25 assessment items. The audit results indicated key risks were mainly concentrated on on-site operational safety (42%) and the establishment and implementation of OSH management mechanisms (19%), accounting for over 60% combined. In response to these risk patterns, Moxa further analyzed their root causes and developed targeted improvement programs, directing management resources toward critical weaknesses and requiring subcontractors to address identified deficiencies.

2025 Subcontractor EHS Audit Risk Analysis



Looking ahead, in 2026 Moxa will introduce a PDCA closed-loop management mechanism to oversee improvement actions for subcontractors. Through continuous tracking, review, and feedback, Moxa aims to ensure that each identified deficiency is effectively addressed and corrected, thereby continuously strengthening occupational safety and health management across the supply chain.

Management of Subcontractor OSH Nonconformities and Differentiated Follow-up Strategy

Differentiated Improvement Strategies	Adopt differentiated improvement strategies and follow-up mechanisms based on the specific risk profiles of each contract manufacturer to ensure the effective implementation of operational safety and management measures.
Quantified Performance Monitoring	Establish an OSH nonconformity tracking list to regularly review progress on improvements and their completion rates. This will enable effective monitoring of corrective actions and serve as a reference for subsequent management and resource allocation.
Strengthening Operational Resilience	Incorporate the implementation and improvement of OSH practices of contract manufacturers into the overall management and evaluation framework to strengthen the linkage between OSH performance and operational management.

Occupational Health and Safety Training

To ensure that every employee learns about local health and safety regulations and Moxa's operational safety regulations in detail, Moxa proactively promotes the relevant training. In 2024, 260 employees participated in health and safety training, which exceeded 494 training hours. In addition, 307 contractors completed the training and accumulated 160.5 training hours. In addition to regular education and training, by using monthly EHS e-newsletters, and combining online and offline learning resources, Moxa works to strengthen employees' safety and workplace risk prevention awareness and reduce the probability of occupational accidents. Starting in 2024, Moxa will gradually establish related digital courses and will continue to promote e-learning to enhance the safety culture for all employees, creating a more comprehensive workplace safety management system.

2025 Occupational Health and Safety Education and Training

Course	Number of Trainees	Training Hours (hour)	Total Training Hours (hours)	Participants
General Health and Safety Training for New Employees	121	3	363	New employees
General Training in Hazard Handling	17	3	51	Employee using chemicals
OSH Training Program	1,150	1	1,150	All employees
First Aid Training	22	16	352	Assigned based on operational needs and individual willingness
First Aid Refresher Training	32	3	96	Certified first-aid personnel
Fire Response Team Training	313	8	2,504	Fire Emergency Response Team members

Outlook and Goals

Moxa is committed to providing a healthy and safe work environment for all employees and partners and continues to optimize the management system to foster a safe culture. Soon, Moxa will enhance workplace safety and communication efficiency by strengthening the minor injury preventive mechanism, optimizing the emergency response and reporting process, conducting machinery safety inspections, promoting the digitization of occupational health and safety forms, and enhancing the health and safety awareness of on-site personnel. Meanwhile, we will also strengthen employee education and training, raise safety awareness, and fortify the safety culture by maintaining in the long term an occupational accident-free work record, ultimately creating a friendly workplace and achieving the vision of "zero accidents."

Future Occupational Health and Safety Management Goals

Near Term

- Strengthening minor injury prevention mechanisms to improve workplace safety
- Optimize the emergency response and reporting processes and monitor personnel
- Conduct inspection projects to improve the safety of machinery and equipment
- Digitalize occupational health and safety forms to optimize communication processes
- Organize health and safety training for on-site personnel to enhance safety awareness

Mid Term

- Enhance employee training to promote safety awareness

Long Term

- Maintain a record of zero occupational injuries
- Strengthen the employee safety culture
- Create a friendly workplace

5.5 Social Engagement

5.5.1 Social Participation and Involvement

The MOXA Foundation, fully funded by Moxa, was established by Moxa in 2003. To embody the "people-oriented, heart-warming" philosophy, the Foundation harnesses the collective power of Moxa's corporate volunteers. Through the compassion and actions of Moxa volunteers, various service activities are planned. These activities act as catalysts to gather like-minded partners and design diverse courses to serve schools, all aiming at improving the quality of education for the next generation. By promoting natural ecology education programs, providing long-term support for rural children, and offering capacity-building courses for frontline teachers, the Foundation deepens understanding and care for the local environment and society. This approach amplifies the contributions of volunteers, collectively giving back to society while improving the quality of life, spirit, and work for the volunteer community.

The Foundation's programs focus on "Environmental Education" and "Humanistic Education." It works closely with schools to support the learning and growth of rural and disadvantaged children and provides capacity-building courses for teachers. These two main pillars encompass six volunteer camps and four courses, totaling ten key programs. In order to promote internal solidarity and expand the influence of the volunteer culture, the Foundation will hold volunteer appreciation events, volunteer recruitment events, and cross-camp volunteer exchange activities every year to consistently revitalize the culture of volunteering.

Moxa volunteers are proactive and enthusiastic, forming groups to participate in services and consistently dedicating long-term efforts to assist rural and disadvantaged students. They inspire children through reading, fostering independent thinking and self-expression, and cultivate reading habits and critical thinking skills through diverse thematic activities. Volunteers use their expertise to plan programming courses that develop problem-solving abilities and thinking skills in students. Conveying love and care through music, volunteers work together with children to perform concerts. This will create opportunities for the children to build a sense of achievement. For disadvantaged students from dysfunctional families, Moxa volunteers provide long-term companionship and care, offering a rich variety of services. Furthermore, professional psychologists are hired to conduct group counseling sessions, allowing students to explore their inner selves from different perspectives and bravely pursue their dreams. In terms of environmental education, Moxa volunteers use experiential activities to connect children with the land and the environment. Through education, they promote environmental improvement, striving to create a better living environment for the next generation.

Moxa encourages employees to give back to society through concrete actions. Moxa offers each employee 32 hours of paid volunteer leave per year. Additionally, Moxa encourages managers and employees to form cross-departmental teams to participate in public service together.

In 2025, 213 teachers participated in the Foundation project, directly benefiting over 6,000 students. Volunteer groups served over 900 people. Over 1,000 volunteers participated, contributing over 5,000 hours of service.

Framework of the MOXA Foundation

People-oriented, Heart-warming

	Environmental Education	Humanistic Education
Ideal		
Main Focus	• Foster a good teaching site • Promote environmental and ecological education	Provide companionship, experience sharing, and support
Moxa's Role	Promote environmental sustainability	• Care for the learning and growth of disadvantaged students • Help teachers improve the quality of education
Key Programs	• Butterfly Ecology Program • Polar Bear SWAT Camp • Natural Forests Education and Training Program	• Book Buddies Program • Tze Hue Dreamer Program • Little Engineers Camp • Singing for Happiness Camp • Spiritual Mentor Program • Mindfulness Course Program • MAPS Teaching Method Program

5.5.2 Benefits and Influence of Social Participation

Focal Point 1 Butterfly Ecology Program

Volunteers design and implement engaging butterfly ecology courses, guiding students in butterfly observations to learn how to watch and appreciate the beauty of nature. This creates opportunities for students to connect with the land and the ecological environment.

Program Introduction

The Foundation began promoting the Butterfly Ecology Program in 2003, assisting 49 elementary schools in five major cities to establish on-campus butterfly gardens and advance their butterfly ecology education. However, the Foundation seeks not only to invest resources but also to impose concrete influence through employee participation and experience sharing. Therefore, the Moxa Volunteer Team, comprising employees interested in ecology, organizes the Butterfly Camp to promote butterfly ecology education in elementary schools. The core team designs hands-on observation courses, recruits volunteers to conduct butterfly ecology education at Tur Ya Kar Elementary School and Shalun Elementary School, and helps maintain the on-campus butterfly gardens, which serve as a base for butterfly ecology education. This initiative creates opportunities for children to connect with the ecological environment.

2025 Outcomes

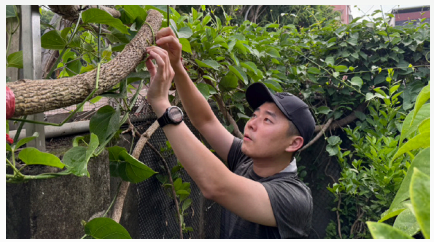
- A total of 40 volunteers participated, contributing a total of 154 hours of service
- Approximately 231 students benefited

Social Impacts

- Students' interest in natural ecology has significantly increased, with the butterfly ecology course designed by Moxa volunteers becoming one of the most anticipated classes
- Through the training course, students are more inclined to engage with nature



Taoyuzhijiao School Butterfly Ecology Program



Shalun School Butterfly Garden Maintenance

Focal Point 2 Polar Bear SWAT Camp

Volunteers design and implement marine education courses and lead students in beach cleanup activities, allowing them to experience the detriment of marine debris firsthand. Internally, the company promotes and practices green living, proactively protecting the environment.

Program Introduction

Through beach cleanups and marine environment courses, students at Rui-Bin Elementary School became more aware of marine environmental issues. In class, they could clearly explain the sources of marine debris and the harm it caused to wildlife. After the courses, volunteers accompanied students to the North Coast for beach cleanups, allowing them to engage in marine environmental issues through hands-on activities. Large-scale beach cleanup events were organized, leading volunteers to the North Coast to remove marine debris. New Taipei City's "Beach Cleanup Cooperative" policy aligned with these events. Experienced volunteers gathered for small-scale cleanups in inaccessible areas and led to discussions on related issues after the cleanups.

Moxa collaborates with the Polar Bear SWAT Camp to organize environmental lectures and environmental protection activities, in addition to beach cleanup events. Through these initiatives, Moxa employees not only participate in volunteer service but also gain a deeper understanding of important environmental issues.

2025 Outcomes

- A total of 164 volunteers participated, contributing 820 hours of service
- Approximately 155 students benefited
- A total of 382.8 kg of marine debris was removed from the beach

Social Impacts

- Through the courses and beach cleanups, students have become more aware of ocean waste issues. After multiple sessions, students' knowledge about ocean environmental issues has significantly improved
- Achieved concrete positive influence on the environment through beach cleanups
- Employees have become more awareness on sustainability issues and are proactively taking green actions, such as reducing plastic use in their daily lives



Beach cleanup trip



2025 Moxa Beach Cleanup

Focal Point 3 Natural Forests Education and Training Program

This program manages Moxa Forest in Beipu Township as an ecological education base, with progressive short-, medium-, and long-term goals.

Program Introduction

The Foundation has established "Moxa Forest" as an ecological education base, creating a learning environment suitable for outdoor ecological education. Through methods such as plant surveys and infrared camera monitoring, ecological teaching resources are collected to better understand the ecological characteristics and changes of Moxa Forest. In 2024, the Foundation launched a Nature Forest Education Training Program designed for elementary school teachers who are interested in promoting outdoor education but may feel uncertain about their field investigation knowledge or experience in curriculum development. The program offers a two-year forest curriculum centered on plants, guiding teachers into the world of plants while strengthening their forest exploration skills and enhancing their ability to transform plant resources into teaching materials. Through this program, teachers are encouraged to lead students in experiencing the joy of plant exploration and to put into practice the educational vision of "learning beyond the classroom." In addition, the Foundation mobilizes Moxa volunteers to actively participate in environmental maintenance activities at Moxa Forest, helping to create a suitable teaching environment and contributing to the development of nature-based forest education.

2025 Outcomes

- The total course duration was 62.5 hours; 25 teachers benefitted
- Approximately 1,320 students benefited
- A total of 53 volunteers participated, contributing 350 hours of service

Social Impacts

- Environmental conservation and monitoring in the Moxa Forest identified protected species such as the pangolin, leopard cat, crab-eating mongoose, and Taiwan hill partridge.
- Teachers gained a better understanding of wild plants, helping them apply this knowledge in teaching and design school-based lesson plans.
- Teachers developed outdoor learning lesson plans based on Moxa Mountain Forest's natural resources for future student visits.



Working holiday at the Moxa Forest



Training natural forest teachers

Focal Point 4 Book Buddies Program

This program provides stable and long-term companionship, cultivates the learning, thinking, and expression abilities of disadvantaged students through reading and diverse activities. It works to enrich educational resources in rural and deprived elementary schools, thereby injecting more vitality and optimism into these schools

Program Introduction

Students in remote areas face challenges such as a shortage of educational resources, uneven learning progress, and limited opportunities. Long-term companionship can become a stable support system to overcome these difficulties. Since 2018, Moxa volunteers have been providing long-term companionship services at Rui-Bin Elementary School. Through classroom counseling and diverse thematic activities, they help broaden students' horizons, integrating reading activities to inspire their interest in learning. Volunteers provide not only learning support, but also emotional care and encouragement to help children feel valued.

Hsing-Yuan Chen, Director of the Counseling Division at Rui-Bin Elementary School, said that the Moxa volunteer course combines learning with games, which enriches students' learning resources and inspires them to think creatively. These activities not only provide knowledge but also promote the development of students' thinking and expression abilities.

In 2024, Moxa volunteers began to provide services in a non-mountainous and nonurban school—Minyi Elementary School, whose resources were scarce. Guided reading sessions were organized in the morning to help children develop reading habits. In 2025, besides volunteer service activities at Ruibin Elementary School and Minyi Elementary School, internal volunteer capacity-building training was also organized. The Sharestart Workshop was held to enhance volunteers' skills and abilities in guiding students to think critically and express their ideas.

2025 Outcomes

- A total of 324 volunteers participated, contributing a total of 1,668 hours of service
- Approximately 195 students benefited

Social Impacts

- Through companionship, volunteers are able to subtly influence and change rural students, giving them more courage to face challenges
- The themes of these activities are life-oriented in design to compensate young students for their lack of life experiences
- Students' learning experiences are deepened through exploration and experiential activities
- Students can cultivate the spirit and attitude of self-discipline through these well-planned activities
- Children's reading habits are cultivated and their thinking ability improved



Diverse thematic activities



Guided reading for books

Focal Point 5 Tze Hue Dreamer Program

Through diverse activities, volunteers provide companionship to disadvantaged students at Pingxi Junior High School. Professional psychologists are also engaged to conduct psychological group counseling sessions at the school, allowing students to explore their inner selves from different perspectives and encouraging them to bravely pursue their future dreams.

Program Introduction

The Foundation launched the Tze Hue Dreamer Program in 2008, which mainly provides long-term companionship and care for students from dysfunctional families at Pingxi Junior High School. Activities held include establishing a book club, holding thematic lectures, promoting interaction through sports, fostering a situated learning environment for English, and visiting Moxa. The program also offers sponsorship for club funds, rewards for participating in off-campus competitions, three-year scholarships for high school and vocational school, as well as holding group counseling courses. These initiatives help disadvantaged children develop a healthy self-concept, gain the courage and motivation to face life, create independent and self-reliant careers, and bravely pursue their dreams.

In 2025, the Foundation organized a Sharestart capacity-building course for volunteers to help Reading Club volunteers apply the Sharestart approach when designing guided reading activities, enabling both volunteers and students to benefit from the program. The Foundation also held a Book Sharing Session, allowing more volunteers to become familiar with books that are popular among students in Pingxi.

Besides continuing regular activities throughout the year, the Foundation also sponsored a two-day, one-night cycling challenge for students organized by the school. The activity not only helped strengthen students' physical fitness but also fostered perseverance and determination.

2025 Outcomes

- A total of 213 volunteers participated, contributing a total of 881 hours of service
- Approximately 100 students benefited

Social Impacts

- The program encourages students to believe that they can become capable individuals who can help others in the future
- The program helps students successfully complete their high school education through scholarships
- The long-term companionship of volunteers, combined with professional psychological group counseling sessions, helps students gain mental and emotional stability, allowing them to feel societal love from Moxa



Book club



English situated learning

Focal Point 6 Little Engineers Camp

Using programming materials co-created by volunteers, children are taught using Scratch and unplugged courses on how to design their own stories and games. The hands-on nature of these courses inspires students' interest in learning and fosters their problem-solving skills and thinking.

Program Introduction

The Little Engineers Camp is the first camp initiated and promoted by Moxa employees. Volunteers continuously refine the self-developed teaching materials and conduct programming lessons at Rui-Bin Elementary School and Gengliao Elementary School in the Wugu District. In 2024, for the first time, the camp was held for supporting disadvantaged students from intermediate/senior grades. The camp includes Scratch and unplugged courses, guiding children to design story animations and games. It is aimed is to inspire students' interest in learning through programming content and cultivating their problem-solving skills and thinking.

2025 Outcomes

- A total of 107 volunteers participated, contributing a total of 428 hours of service
- Approximately 40 students benefited

Social Impacts

- The camp inspires students' interest in learning programming courses
- The camp cultivates students' logical thinking and problem-solving skills and mindset



Complete tasks through group collaboration



micro:bit Course

Focal Point 7 Singing for Happiness Camp

The camp comprises activities that convey the power of music. With "altruism" as the core spirit of service learning, volunteers proactively use music to connect with society and spread love.

Program Introduction

Formed by a group of Moxa volunteers who are passionate about music, the "Singing for Happiness Crew" believes that music can bring warmth and joy to people of all ages and backgrounds. The camp gathers Moxa partners who are passionate about music to provide companionship to disadvantaged groups through music, illuminating their lives and spreading love and joy. The volunteers serve the elderly, disadvantaged groups, and rural students. In 2025, recitals were held for developmental delays angels, remote areas students, and the elderly at Chong-Ai Development Center, Rui-Bin Elementary School, and Xinzhuang Stay Young Long-Term Care Center.

2025 Outcomes

- A total of 46 volunteers participated, contributing a total of 191 hours of service
- Approximately 200 students and disadvantaged individuals benefited

Social Impacts

- The stage was reserved for students, and volunteers assisted them in completing performances to enhance their sense of achievement.
- Volunteers use music to kindle joyful emotions in disadvantaged groups or the elderly, showcase friendly and caring emotional exchanges, embody the beauty of music, generate positive influence, and bring emotional and joyful experiences to people.



Recital at Rui-Bin Elementary School



Providing company to the elderly with music

Focal Point 8 Spiritual Mentor Program

Based on Adlerian psychology, a series of courses is planned to train elementary school teachers in core strategies and techniques for classroom management, and to cultivate positive beliefs and skills in interacting with students, allowing "positive education environments" to take root in schools.

Program Introduction

The program is a two-year training program consisting of 108 hours, integrating topics such as classroom management, child counseling, and parent-teacher communication to enhance teachers' counseling effectiveness. The goal is to help students develop self-confidence, build discipline, respect teachers, and follow community life. Additionally, the program provides ongoing education for participants who have completed the Positive Education Environments program organized by Moxa's Spiritual Mentors. It proposes yearly continuation plans to offer support for interested seed teachers. Such plans aim to incorporate local elements into the counseling expertise, and that the "Self-Learning Team" can evolve into a "Supportive Group." This program allows members to continuously improve their counseling skills, enhance their abilities, and contribute to both their schools and society.

2025 Outcomes

- Two classes were launched, one in New Taipei City and one in Taoyuan City
- The total course duration was 216 hours, with seed teachers participating in over 55 hours of local teacher community group activities
- Over 114 teachers benefited, influencing more than 3,000 students

Social Impacts

- The program transforms teachers into cultivators of student discipline and proactive learning through positive education methods, creating a win-win situation in which both "teaching" and "learning" achieve maximum effectiveness.
- Teachers learn to practice mutual respect and collaboration to help children develop self-discipline and enhance learning effectiveness under gentle yet firm guidance.



The Spiritual Mentor Program is in session



Teachers are keen to participate in discussions in class

Focal Point 9 Mindfulness Course Program

The goal is to cultivate more seed teachers for mindfulness courses in elementary schools, with the hope that not only will more teachers benefit personally, but they will also promote mindfulness to students. This will enable students to develop better focus and the ability to manage emotional stress.

Program Introduction

The program helps teachers to understand and apply mindfulness, learning mindfulness-based techniques for achieving physical and mental well-being, and to integrate these techniques into their teaching. Teachers will learn methods for teaching mindfulness on campus, its core concepts, and worksheet design to promote students' physical and mental health development. Through extensive practice, discussion, and revision, the program helps teachers in self-care, deepening their basic understanding of mindfulness concepts, so that they can develop mindfulness training programs suitable for their own classrooms. This approach effectively enhances students' concentration and emotional regulation skills. Through group supervision and individual mentoring, the approach will be used to improve leadership abilities and facilitate mutual learning.

The Foundation recruited participants for the fourth cohort of the Elementary School Mindfulness Program in 2024. By the end of 2025, 18 elementary school teachers had completed approximately 131 hours of mindfulness training over one and a half years. The program helped teachers apply mindfulness in their own well-being and bring mindfulness practices into their classrooms. A program-sharing session concluded the fourth cohort on December 13, 2025. The fifth cohort of the Elementary School Mindfulness Program will be launched in 2026.

2025 Outcomes

- The total course duration was 83 hours; 18 teachers benefitted
- Approximately 1,063 students benefited

Social Impacts

- The course enables teachers to learn how to use mindfulness for self-care and develop the ability to lead students in experiencing mindfulness courses
- The course effectively reduces teachers' own stress and emotional issues while enhancing self-awareness and improving teacher-student relationships
- Teachers help students learn to use mindfulness techniques to stabilize their emotions and improve their focus in classroom learning



Assist teachers in learning the concept of mindfulness



Teachers exchange and share experiences in groups

Focal Point 10 MAPS Teaching Method Program

The goal of the program is to strengthen teachers' use of reading instruction strategies and enhance their practical knowledge of classroom reading teaching by understanding the content, significance, and procedures of the MAPS teaching method.

Program Introduction

During the 2025 winter break, the advanced course introduced the MAPS teaching method and provided opportunities for participants to exchange experiences and share teaching strategies. The 6th Achievement Sharing Session was held in June, marking a successful conclusion to the one-year MAPS program.

2025 Outcomes

- The total course duration was 19 hours, and 56 teachers benefitted
- Approximately 1,200 students benefited

Social Impacts

- Teachers learn to use reading instruction strategies to help students become active learners, develop thinking skills, ask questions, and express themselves, thereby experiencing the beauty and power of learning
- Teachers create an open and collaborative classroom environment where everyone benefits selflessly



Teachers actively participate in MAPS teaching method courses



Guiding teachers in strengthening reading instruction strategies

Accompaniment Activities for High-Concern Children and the Elderly

In 2025, the Moxa Volunteer Team continued its collaboration with the Qingqing Learning Satellite Program, providing weekly volunteer services to help children overcome academic challenges and support high-needs students in maintaining stability in both their learning and daily lives. The team also began a new partnership with the Hongdao Senior Citizen's Welfare Foundation, offering quarterly companionship services at the Bade Community Living Room, where volunteers engage with community seniors through activities such as handicrafts and board games. In 2025, 119 volunteer participations were recorded, contributing 252 hours of service and benefiting approximately 42 students and seniors.



Qingqing Learning Satellite Program



Bade Community Living Room

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About This Report

This report is the Sustainability Report issued by Moxa, which will be published annually. In 2024, Moxa set up a "Sustainability" section on its official website. Along with the Sustainability Report, the new section serves to let stakeholders gain a better understanding of Moxa's sustainability efforts and achievements.

Reporting Period and Scope

The information disclosure period for this report is from January 1, 2025, to December 31, 2025, covering Moxa's specific practices and sustainability performance data across economic, governance, social, and environmental aspects. The report includes data from Moxa's global locations. If any data does not encompass all global locations, the scope of disclosure will be noted.

Basis for Reporting

This report is prepared by referencing the "Global Reporting Initiative (GRI) Standards 2021"

Report Management Process

The content structure of this report is planned by the Sustainable Development Management Department, which convenes a "Sustainability Report Editorial Task Force" with representatives from relevant departments. Each department is responsible for compiling and editing sustainability information and data. The completeness and accuracy of the content are initially reviewed by the department heads, then coordinated by the Sustainable Development Management Department for further verification, editing, and revision. The finalized report is submitted to the "ESG Committee" for review and, upon approval, is published and disclosed.

Information and Data Quality

Financial Report	Deloitte Touche Tohmatsu Limited
Environmental Management	ISO 14001 : 2015 (bsi)
Greenhouse Gases	ISO 14064-1 : 2018 (bsi)
Product Carbon Footprint	ISO 14067 : 2018 (bsi)
Occupational Health and Safety	ISO 45001 : 2018 (bsi)
Information Security	ISO 27001 : 2022 (SGS)
Quality Management	ISO 9001 : 2015 (AFNOR)

Report Publication

Moxa publishes the Sustainability Report on an annual basis

- **Current Version** | Published in June 2026
- **Next Version** | To be published in June 2027

Thank you for reading this report. If you have any questions or suggestions regarding the content, please feel free to contact Moxa.

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2025 Organizations and Associations Participation List

Region	Association	Moxa's Role
International	BACnet International	Gold Members
	CC-Link Partner Association	Partners
	Council on Large Electric Systems, CIGRE	Members, WG
	DNP Users Group	Members
	EtherCAT Technology Group	Members
	IEC TC57 WG10 Working Group	Observer
	The Linux Foundation	LF Members - Silver
	The Linux Foundation Openchain	Platinum Members
	The Linux Foundation Civil Infrastructure Platform, CIP	Silver Members
	Modbus Organization	Integrator Member
	ODVA	Members
	OPC Foundation	Members
	Open Invention Network, OIN	Members
	5G-ACIA	Board Member
	IEEE 802.1 TSN Task Group	Members
	IEEE SA	Board of Governors
	IEEE 802.11WG	Aspirant
	PROFIBUS & PROFINET International, PI	Members
	Avnu Alliance	Promoter Member
	UCA International Users Group	Members
	ITxPT	Principal members
	IEC TC9 WG43/WG46	SGT4 Leader, Observer
	SEMI	Members
International	Virtual Protection Automation and Control Alliance, vPAC	Members, WG
	Open Process Automation Forum	Silver Member
	CISA	CAN
	CAN in Automation, CiA	Members
	ONVIF	User
	TSN Industrial Automation Conformance Collaboration, TIACC	Members
	USB-IF	Members
	Wi-Fi Alliance	Contributor
Asia Pacific - Taiwan	Taiwan Electrical and Electronic Manufacturers' Association	Members
	Cloud Computing & IoT Association in Taiwan	Members
	Taiwan Smart Grid Industry Association	Members
	Intelligent Transportation Society of TAIWAN, ITS Taiwan	Members
	Chung-Hua Railway Industry Development Association	Members
	International Society of Automation (ISA) Taiwan	Members
	Taiwan Electronic Equipment Industry Association (TEEIA)	Members
	Taiwan Automation Intelligence and Robotics Association (TAIROA)	Members
	Taiwan High-Tech Facility Association	Members
	Taiwan Reliability Technology Association	Board Member
Asia Pacific - Korea	The Korea Railway Industry Association, KORASS	Members
	The Korean Society for Railway	Members
	Korea Marine Equipment Association, KOMEA	Members
	Korea Smart Grid Association, KSGA	Members
	Korea e-Factory Alliance	Members

Region	Association	Moxa's Role
Asia Pacific - Japan	CLPA Security Working Group, CC-Link Partner Association	Leader
	Mitsubishi Electric e-F@ctory Alliance	Members
	Secure IoT Platform Consortium	Members
	MECHATROLINK Members Association	Members
Asia Pacific - China	Shanghai Tongji Urban Mass Transit	Director
	China Information Industry Trade Association (CIITA)	Members
	China PROFIBUS & PROFINET Association (PI-China)	Members
	Alliance of Industrial Internet	Members
Americas	Control Systems Integrator Association, CSIA	Members
	National Rural Electric Cooperative Association, NRECA	Members
	American Petroleum Institute, API	Members
	AWS Alliance Hardware Path	Members
	International Association of Drilling Contractors, IADC	Members
Europe	Verband Deutscher Maschinen- und Anlagenbau, VDMA	Members
	German Electro and Digital Industry Associatio, ZVEI	Members

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