

Sustainability Addendum to Huawei 2025 Annual Report



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Report Profile

Introduction

Since 2008, Huawei Investment & Holding Co., Ltd. ("Huawei", "the company", or "we") has voluntarily released an annual sustainability report to disclose our sustainability philosophies and practices. Starting from 2023, to better meet the requirements of internal and external stakeholders, Huawei has combined the sustainability report with the company's annual report, and authorized its business domains and regional subsidiaries to release independent sustainability reports based on their specific business and compliance requirements.

Scope

The *2025 Annual Report of Huawei Investment & Holding Co., Ltd.* and this Addendum (collectively "this report") cover all entities that Huawei either has control of, or a significant influence over, in terms of financial and operational policies and measures. Unless otherwise specified, this report describes the economic, environmental, and social performance of Huawei and its subsidiaries worldwide during the reporting period from January 1, 2025 to December 31, 2025. All data contained herein is derived from Huawei's official documents and statistical reports.

Preparation Basis

The sustainability-related content in this report was prepared in accordance with the Global Reporting Initiative (GRI) Standards. Huawei engaged BSI, a third-party agency, to independently verify the reliability, fairness, and transparency of the report. The *Independent Assurance Opinion Statement* will be issued after Huawei completes the verification of its 2025 greenhouse gas emissions. It is expected to be released as an appendix to this report in July 2026.

Access to the Report

This report was released in both Chinese and English in March 2026 (the 2024 report was released in March 2025). The Sustainability Addendum is only available online. You can view or download the report at <https://www.huawei.com/en/sustainability> or scan the following QR code:



Feedback

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Sustainability Impacts, Risks, and Opportunities

We have established a three-layer sustainability management structure consisting of administrative, management, and supervisory bodies, which are the Board of Directors, the Corporate Sustainable Development (CSD) Committee and sub-committees, and the CSD Working Group, respectively. This structure ensures that sustainability impacts, risks, and opportunities (IROs) are incorporated into our strategy implementation, major decisions, risk management, and daily operations.

Identifying and managing major sustainability IROs

Material Topic	IRO	Policies and Actions	Section Addressing the IRO
Combating climate change	According to the World Meteorological Organization (WMO), global temperatures are expected to continue at or near record levels in the next five years, increasing climate risks and impacts on societies, economies, and sustainable development. For Huawei, the physical and transition risks and financial impacts resulting from climate change include: ■ Physical risks: Natural disasters, such as earthquakes, typhoons, and floods, may hinder our responsiveness in maintenance and supply, thus impacting the operations of the networks we support. To ensure business continuity, we need to invest in post-disaster reconstruction, manufacturing and supply capacity backup, and raw material and spare parts pre-positioning, which will increase our operating costs. ■ Transition risks: Laws and regulations and increasing stakeholder requirements drive us to provide products and services with higher energy efficiency. Huawei needs to invest more in R&D to make our products increasingly energy-efficient. Climate change also creates opportunities for Huawei. We work with global customers and partners to drive the transition to green energy and the development of the new energy industry by focusing on clean power generation, mobility electrification, and green ICT energy infrastructure.	In terms of climate change mitigation, Huawei innovates nonstop to provide customers with leading, energy-efficient products and solutions, enabling energy saving and emissions reduction across industries. We also take managerial and technical measures to drive green innovation and practices and purchase clean and renewable energy to reduce our own carbon emissions. We encourage our top 100 suppliers to set carbon emissions reduction targets to build a green supply chain. Regarding climate change adaptation, we have developed contingency plans to respond to different types of natural disasters, and continue to improve our capabilities in this area. This has helped us ensure our own business continuity, and more importantly, ensure network stability for our customers. Our products are designed to be resistant to high temperature and moisture to ensure that they remain reliable and durable in extreme climates. We also apply our ICT solutions to improve weather forecasting and disaster warnings, helping mitigate the impacts of natural disasters.	Environmental Protection
Resource use and circular economy	Global resource consumption is far outpacing our planet's ability to regenerate these resources. Critical mineral resources are at risk of depletion, and the traditional linear economic model of "take-make-use-dispose" is not sustainable.	At Huawei, we prioritize the circular economy model without compromising performance, quality, or competitiveness. We consistently pursue more eco-friendly materials, lower-carbon processes, more durable products, greener packaging, and less waste. We are committed to reducing reliance on primary resources.	Environmental Protection
Renewable energy	According to the International Energy Agency's <i>Energy and AI</i> report, the construction of large data centers is driving a sharp increase in global electricity demand. While we are benefiting from AI, the explosive growth in electricity demand poses a serious challenge to global energy supply.	Huawei supports the transition from fossil fuels to renewable energy. In terms of energy consumption, we prioritize clean energy over fossil fuels in our own operations and promote the use of clean energy across our supply chain. Regarding energy supply, we are committed to integrating digital and power electronics technologies, developing clean energy, driving energy digitalization, helping customers produce and use renewable energy more efficiently, and powering the shift towards decarbonization, electrification, digitalization, and intelligence in the energy sector.	Environmental Protection
Cyber security, privacy protection, and responsible AI	The age of All Intelligence is here. The rapid development in AI represents huge potential, as it significantly increases productivity and creates immense opportunities for enterprise innovation. However, these changes also bring new risks and challenges that must be carefully addressed – especially in the areas of security, compliance, and ethics.	We strive to tackle the challenges and seize the opportunities that accompany technological transformations through managerial improvement, technological innovation, and open collaboration. These efforts have allowed us to strengthen our competitive edge in product and solution security, and we are continuing to work closely with our customers, partners, and suppliers to develop the cyber security and privacy protection capabilities needed to safeguard the digital and intelligent world.	Security and Trustworthiness

Material Topic	IRO	Policies and Actions	Section Addressing the IRO
Stakeholder engagement and cooperation	As global stakeholders are increasingly concerned about sustainability, regulators are imposing higher requirements on enterprises' sustainability disclosure, data governance, and assurance. As such, enterprises must continuously improve their external disclosure mechanisms, strengthen stakeholder engagement and cooperation, and improve transparency.	Huawei has established a layered sustainability reporting and communication mechanism to meet differentiated customer requirements and local compliance requirements. We also collaborate with stakeholders to promote social and environmental sustainability.	Stakeholder Engagement
Regulatory compliance	Operational compliance provides a solid foundation on which Huawei can survive and continue serving and contributing to the world. Huawei has always been dedicated to compliance with applicable laws and regulations in the countries and regions in which it operates. Despite these efforts, we may still feel the impact of the complex legal environments of some of the countries and regions in which we operate. For example, there may be a lack of clarity or transparency with regards to local laws or ambiguity surrounding legal systems or law enforcement.	We have worked for years to build a compliance management system that aligns with industry best practices and embed compliance management into every aspect of our business activities and processes. For example, we have developed and implemented a compliance management system in line with the ISO 37001 standard for anti-bribery management systems, and have been certified to this standard in 11 countries. Our anti-bribery and anti-corruption compliance framework covers all employees and major partners.	Healthy and Harmonious Ecosystem
Supply chain sustainability and due diligence management	Huawei operates in more than 170 countries and regions. We work extensively with suppliers and partners from around the world, so our impact on society and the environment extends far beyond our own operations. This makes supply chain sustainability and due diligence management one of our top priorities.	Huawei is serious about the societal and environmental impact of its global procurement and supply chain. We conduct supply chain due diligence using a risk-based approach, work with suppliers to identify sustainability IROs, and take action to prevent and mitigate related risks and reduce negative impacts.	Healthy and Harmonious Ecosystem
Environment, occupational health and safety (EHS)	Our employees come from all over the world. This means natural disasters, major disease outbreaks, and deteriorating security conditions in certain regions can seriously affect employee health and safety.	At Huawei, it is company policy to care for our employees and always put their safety first. We are committed to creating a safe, healthy, and inclusive workplace for all of our employees. We require all of our business domains to employ a scientific management approach to improving the performance of our EHS management system in accordance with the ISO 45001 standard.	Healthy and Harmonious Ecosystem
Respecting human rights	The UN Global Compact (UNGC) has called on all companies to align operations and strategies with universal principles related to human rights, labor, environment, and anti-corruption, and take actions that advance the UN SDGs.	Huawei has been a UNGC member since 2004 and a member of the Responsible Business Alliance (RBA) since 2018. We are committed to the <i>United Nations Guiding Principles on Business and Human Rights</i> and standards released by the International Labour Organization.	Healthy and Harmonious Ecosystem
Supporting stable communications	Natural disasters, such as earthquakes, typhoons, and floods, may hinder our responsiveness in maintenance and supply, thus impacting the operations of the networks we support.	We have developed contingency plans to respond to different types of natural disasters, and continue to improve our capabilities in this area. This has helped us ensure our own business continuity, and more importantly, ensure network stability for our customers.	Security and Trustworthiness
ICT talent development	In the digital economy, ICT talent plays an instrumental role in driving digital transformation and unleashing productivity, but the shortage of ICT talent keeps growing. International Data Corporation (IDC) predicts that by 2026, more than 90% of organizations worldwide will feel the pain of the IT skills crisis.	Huawei works closely with universities, academic associations, and research institutes on diverse initiatives like university partnerships and technology competitions. Huawei is committed to using its wealth of technical expertise and hands-on training programs to cultivate ICT professionals with the interdisciplinary skills and global perspectives needed for ICT innovation. This enables digital and intelligent transformation by fulfilling industry development needs while enabling individual growth.	Healthy and Harmonious Ecosystem

Material Topic	IRO	Policies and Actions	Section Addressing the IRO
Sustainability management	Sustainability management is critical to achieving a balance between environmental, social, and economic interests. It allows companies to reduce environmental risks, improve sustainability performance, and drive long-term business value creation and social responsibility fulfillment while meeting regulatory requirements.	Huawei has established a sustainability management system based on the Plan-Do-Check-Act (PDCA) cycle. During this process, we followed international standards and principles, such as ISO 26000 and the <i>RBA Code of Conduct</i> , and aligned with industry best practices.	Sustainability Management
Digital inclusion	Rapidly evolving digital and intelligent technologies are reshaping personal development, community governance, and industry innovation. These transformations represent more than just efficiency gains; they are also a key enabler of an equitable and sustainable future.	Since the launch of the Huawei digital inclusion initiative in 2019, we have worked closely with global and local partners across four key domains: education, environment, health, and development. Our goal is to enable an inclusive and sustainable digital world.	Digital Inclusion
Biodiversity and ecosystems	In December 2022, the 15th Conference of Parties to the UN Convention on Biological Diversity adopted the <i>Kunming-Montreal Global Biodiversity Framework</i> , which sets out the targets to conserve at least 30% of terrestrial and inland water areas and of marine and coastal areas, and restore 30% of all degraded ecosystems by 2030.	At Huawei, we believe that healthy ecosystems rich in biodiversity are essential for humanity's well-being and sustainable economic development, and digital technology plays a key role in enabling efficient biodiversity and ecosystem conservation. Since 2019, Huawei has worked with partners around the world to protect a variety of ecosystems, including forests, wetlands, oceans, and deserts, with digital technologies such as connectivity, cloud, AI, and Internet of Things (IoT).	Digital Inclusion
Community responsibilities and local contributions	Fulfilling community responsibilities and making contributions to the communities we serve are essential to a healthy and harmonious business ecosystem. These efforts help us enhance our corporate reputation, attract local talent, improve business environments, and promote local economic and social sustainability.	Huawei is committed to serving as an active and productive member of the communities where we operate. We actively fulfill our corporate social responsibilities, and continually innovate in digital technologies to make a positive impact. Our efforts are helping an increasing number of people access the digital world, and driving the digital transformation and sustainable development of local communities.	Healthy and Harmonious Ecosystem
Diversity and inclusion	Huawei employs around 213,000 people from 166 countries and regions. Our localization rate of employees outside China is 63.8%. Helping local hires take on more responsibilities and grow faster drives the development of a diverse team that operates upon mutual trust. Such teams can help Huawei maintain stable operations and achieve long-term business success. Building these teams is also part of Huawei's contributions to local communities.	As an international company, Huawei values workforce diversity and inclusion. We have released the <i>Caring for Employees Policy</i> and <i>Resolutions on Strengthening Localization Efforts</i> to help attract top talent from around the world, regardless of their background, and build a diverse workforce. Such diversity helps improve organizational vitality.	Healthy and Harmonious Ecosystem

Stakeholder Engagement

The purpose of a company is to engage all its stakeholders in shared and sustained value creation. Based on our business characteristics and the value chain, we have identified our major stakeholders, including customers, consumers, employees, suppliers, partners, governments, regulators, non-governmental organizations (NGOs), industry organizations, specialist agencies, the media, and local communities.

Huawei has developed multi-dimensional information and communication channels to ensure the timely acquisition of external information from customers, suppliers, and other parties. It has also created formal channels for transferring internal information, and offered an online space, the Xinsheng Community, for employees to freely communicate their thoughts and ideas. We encourage stakeholders to file complaints about any adverse impacts that Huawei may cause or contribute to. We have established an internal complaint channel, an investigation mechanism, an anti-corruption mechanism, and an accountability system. The *Agreement on Honesty and Integrity* that Huawei has signed with its suppliers clearly stipulates that suppliers may report improper conduct by Huawei employees through the channels listed in the *Agreement* to assist the company in monitoring the integrity of its employees. We have also released the *Regulations on Leads from BCG-related Complaints and Voluntary Admissions* to ensure that the leads received by the Committee of Ethics and Compliance's complaint mailbox (BCGcomplain@huawei.com) are handled and closed in a timely manner.

In 2025, we identified the following major stakeholder concerns:

Stakeholders	 Customers and consumers	 Employees	 Suppliers and partners	 Governments and regulators	 NGOs, industry organizations, and specialist agencies	 Media	 Communities
Communication channels and frequency	- Customer satisfaction surveys: Annual - Customer communication and visits: On-demand - Huawei Fan Club for consumers: Periodic - Customer audits, surveys, and joint projects: Periodic	- Employee surveys (e.g., organizational climate surveys): Annual - Manager Feedback Program (MFP): Annual - Meetings with employee representatives: Periodic - Reflection sessions: Periodic - Hotlines and public mailboxes for filing complaints, providing suggestions, reporting misconduct, and making appeals: Periodic - Open Days with managers and experts: Periodic - Xinsheng Community: Periodic	- Supplier sustainability audits: Periodic - Supplier conferences: Annual - Supplier training: Periodic - Joint sustainability programs: Periodic - Surveys: On-demand	- Meetings with governments and regulators on policies: On-demand - Public consultations from governments and regulators: On-demand - Government and inter-government conferences: On-demand - Governmental sustainability programs: On-demand - Government and regulator surveys and interviews: On-demand	- Industry conferences, forums, and work groups: On-demand - Standards conferences: On-demand - Joint sustainability programs: On-demand - Academic research programs: On-demand	- Press conferences: On-demand - Exclusive interviews: On-demand - Media interactions at Huawei conferences and events: On-demand	- Local employment and procurement: Periodic - Participation in community projects: Periodic - Social contribution programs: Periodic - Interactions through Huawei's websites and social media accounts: Periodic
Major concerns	- Combating climate change - Resource use and circular economy - Cyber security and privacy protection - Supporting stable communications - EHS - Supply chain sustainability and due diligence management - Digital inclusion	- EHS - Diversity and inclusion - Employee training and development - Sustainability management - Stakeholder engagement	- EHS - Regulatory compliance - Supply chain sustainability and due diligence management - Community responsibilities and local contributions - Stakeholder engagement and cooperation	- Combating climate change - Renewable energy - Resource use and circular economy - Biodiversity and ecosystems - Cyber security and AI governance - ICT talent development - Community responsibilities and local contributions - Stakeholder engagement and cooperation	- Combating climate change - Renewable energy - Resource use and circular economy - Cyber security and AI governance - Respecting human rights - Stakeholder engagement and cooperation	- ICT talent development - Digital inclusion - Renewable energy - Cyber security and privacy protection	- Cyber security and privacy protection - Digital inclusion - Community responsibilities and local contributions - Regulatory compliance - Respecting human rights

Huawei's membership in sustainability organizations



Caring for Employees

At Huawei, it is company policy to care for our employees and always put their safety first. We are fully committed to creating a safe, healthy, and inclusive workplace for every employee. In terms of employment, workforce diversity, anti-discrimination, compensation and benefits, privacy protection, and learning and development, Huawei is committed to complying with applicable regulations, such as the *Universal Declaration of Human Rights*, and has released the *Caring for Employees Policy* and *Business Conduct Guidelines*. We have also incorporated relevant requirements into important processes and matters such as hiring, remuneration, access to training, promotion, termination of employment, and retirement so as to fully protect our employees' rights and interests.

Employee Health and Safety

We have continued to extend ISO 14001 and ISO 45001 management system certifications to more of our operations. Our EHS management system now covers all of Huawei's operational activities and employees. While meeting, and in many cases exceeding, the EHS-related requirements of local laws and regulations, customers, employees, and other stakeholders throughout our own operations, we have also established a supplier EHS development and management mechanism and issued the supplier EHS guidelines. We also identify supplier benchmarks and share best practices to drive the entire supply chain to jointly fulfill EHS responsibilities.

While continuously improving the performance of our EHS management system, we also placed greater emphasis on EHS risk control in our operations in 2025. We have introduced management practices such as Process Safety Management (PSM), established business-specific EHS expert groups, and continuously drawn on cutting-edge EHS management techniques from the industry, as well as academic and research institutions. These efforts have helped us develop and optimize our EHS risk prevention and control framework, and establish a three-tier defense encompassing inherently safer design, process safety management, and emergency response mechanisms. This has helped ensure the sound and rapid development of our businesses. We also implement internal and external environmental management standards, place a strong emphasis on employee health, and ensure the safety of all personnel entering our workplaces. These management requirements have been integrated into our business processes alongside a tiered set of standards.

Across all of our business and functional domains and operating locations, Huawei has appointed dedicated staff responsible for managing EHS, established EHS management organizations and an EHS expert system, created a corporate EHS capability system, and steadily reinforced management responsibilities at every level. Through capability building and continuous management improvement, we continue to enhance the maturity of our business capability systems. Employees are encouraged to report EHS issues, and feedback channels and incentive mechanisms have been established in core business areas.

Strengthening EHS leadership and culture and applying AI to make delivery safer

Huawei has established a comprehensive EHS management system built on top-down commitment from our leadership and bottom-up participation by all employees. We have leveraged regular training, awareness campaigns, incentive programs, and technologies such as AI to systematically ensure the safety and quality of engineering delivery.

Safety leadership: Huawei emphasizes leadership's role in EHS management and has cultivated a culture of safety using incentive programs. In 2025, Huawei's delivery managers conducted over 2,400 site visits to demonstrate safety leadership in practice, reflecting the high priority placed on safety management by senior management. Managers at representative offices also personally presented trophies and awards to outstanding tower workers, recognizing those who strictly followed safety procedures and contributed to continuous process improvement. These incentive programs have improved these workers' engagement.

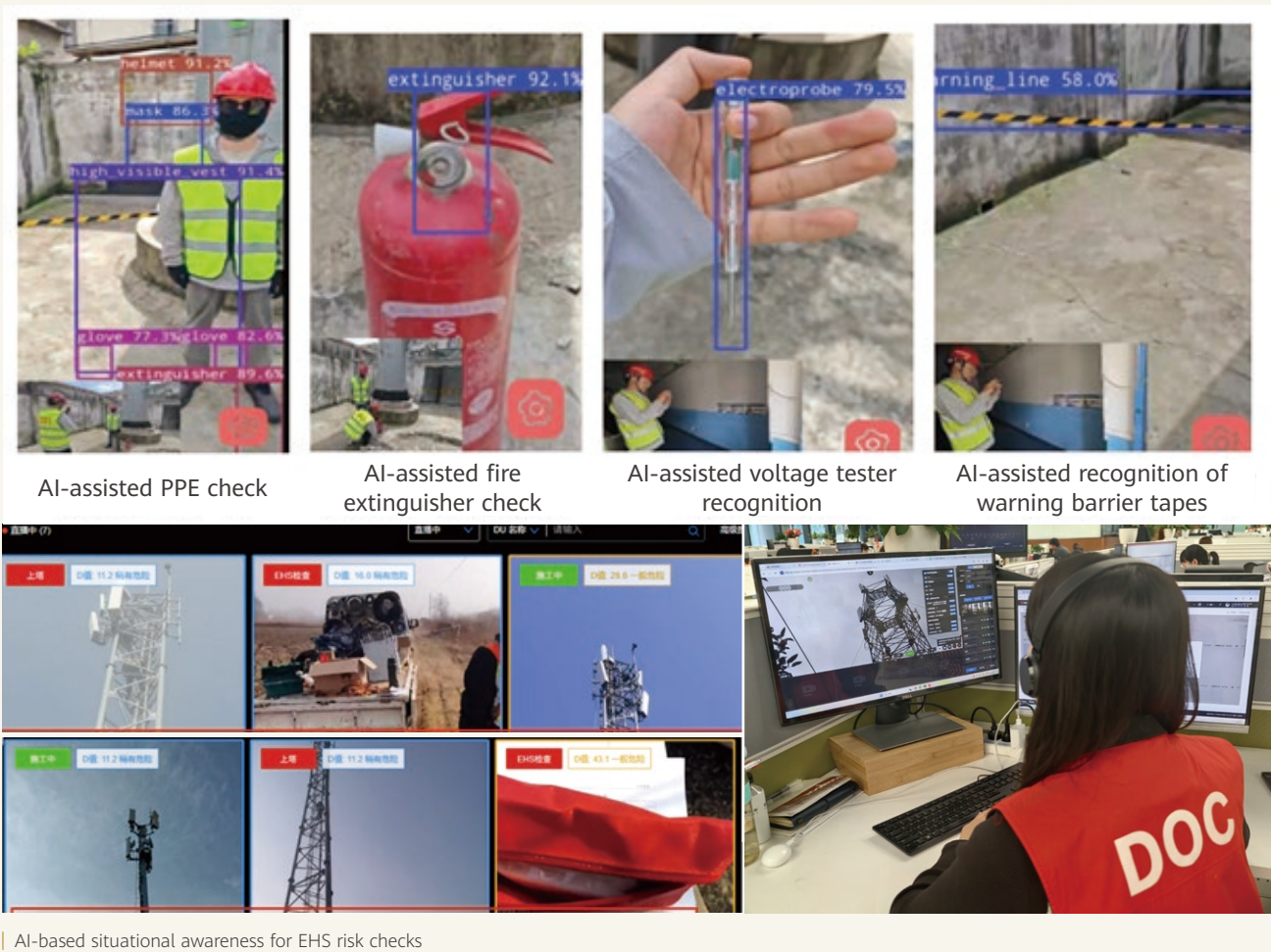
Safety culture activities: In 2025, we held more than 200 engineering project safety awareness campaigns globally, and organized over 10 Family Day and Tower Worker Day events in the China, Asia-Pacific, and Northern Africa regions. Additionally, we held more than 100 safety month activities and emergency drills, and invited first-aid experts from the Red Cross to share essential life-saving knowledge and provide hands-on training on the use of automated external defibrillators (AEDs), so that employees will be better prepared for emergencies.

EHS training and practice: In 2025, Huawei organized EHS training programs across seven of its regions, reaching over 1,000 Huawei employees. We also delivered EHS training to subcontractors at 65 hardware installation sites across 45 countries. These sessions recorded 19,000 attendances in 2025, and our online EHS classes and exams logged an additional 88,000 completions.

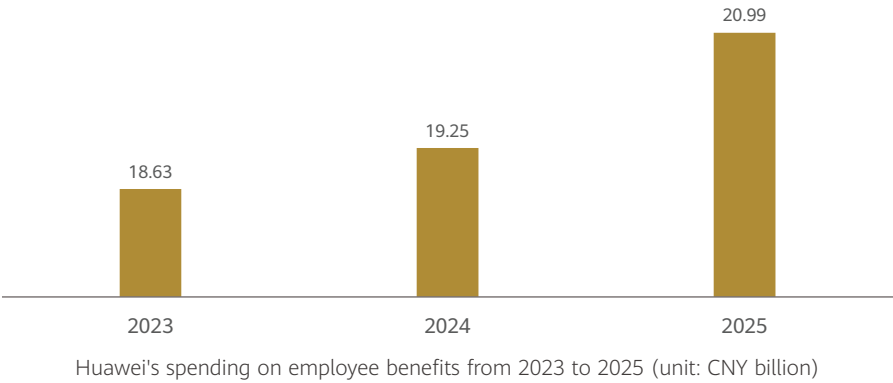


| EHS training and practice at a hardware installation site

AI application: Since the beginning of 2025, Huawei has further improved the accuracy and efficiency of AI-assisted EHS management in project delivery. AI-assisted EHS audits powered by multimodal large models have been implemented at 94% of our customers' network sites. We now use AI to identify all high EHS risks in project delivery, enabling unobtrusive EHS checks during delivery operations. By applying AI-based situational awareness and key action tagging, we have achieved targeted risk control, quickly and accurately identifying high-risk locations in real time.



Huawei has established a comprehensive health and safety assurance system and continued to improve workplaces for its employees. This system is intended to help every Huawei employee around the world receive health promotion support in addition to comprehensive medical coverage. Our employee insurance packages include social security, commercial insurance, and company-sponsored medical assistance. Our health promotion programs include regular health checkups, access to health centers and consultation services, global medical emergency response services, and healthy lifestyle support. In 2025, Huawei invested CNY20.99 billion in employee benefits.



Benchmarking against the WELL Building Standard to continuously improve employee workspaces

Huawei has fully integrated sustainability requirements into its office improvement projects. This includes incorporating health, safety, and environmental protection requirements into site selection, design, and operational standards. These principles have been implemented across the full office improvement lifecycle, from planning, design, and construction, to operations, maintenance, decommissioning, and recycling. Through these efforts, we demonstrate our care for employees while also fulfilling our social responsibility to the planet.

In July 2025, Huawei's Chengdu OCG office, covering an area of approximately 30,000 square meters, received the WELL Gold Certification. We fully considered the 10 WELL concepts, including air, water, light, sound, thermal comfort, and materials, during site planning, selection, design, construction, and operations. By applying sustainability principles to the design and operations of the workplace, the project has significantly improved the office environment and received wide recognition from employees. In line with circular economy principles, the project successfully repurposed 21,000 square meters of raised flooring, along with 930 pieces of equipment and facilities from previous sites, including air conditioners, decorative lighting, and televisions, as well as 105 pieces of furniture such as lounge sofas, bookshelves, and quiet pods. This reuse cut material consumption equivalent to a reduction of 746 metric tons in carbon emissions.



Additionally, our TRX office in Malaysia has adopted the WELL Platinum Certification as its benchmark, to comprehensively improve employee health and well-being. Through a systematic approach spanning spatial design and operational management, the office has created a people-centered healthy workplace.

- **Office hardware:** The office uses 100% LED lighting alongside professional daylight simulators, to ensure that every employee enjoys abundant, comfortable, and natural light.
- **Climate controls:** A real-time indoor environment monitoring system has been deployed to improve air quality and make workspace health visible to all.
- **Operations:** Meticulous, health-focused care facilities are provided, such as break areas stocked with a variety of healthy food options, including vegan and allergen-free choices, and an indoor vegetable wall employees can harvest their own food from, encouraging them to engage in greener lifestyles. Regular group fitness classes such as Pilates, health-themed lectures, vaccination programs, and health screenings are also organized to support employees' comprehensive physical well-being.

- **Medical services:** An on-site health center and a resident nursery team are available, along with mental health assessments and a mental health support system that provides employees with timely and compassionate psychological care.

By integrating the WELL Building Standard into our space, services, and activities, we strive to foster a workplace environment that supports the holistic well-being of our workforce.



Expanding access to first aid resources for physical and mental health to create a safe and supportive workplace

In 2025, Huawei launched a series of First Aid Day events themed "Safeguarding Hearts, Saving Lives in Seconds", which nearly 70,000 employees participated in. The Huawei Campus One-Touch First Aid app has also been installed nearly 150,000 times, which improves employees' first aid awareness and skills while fostering a culture of mutual care and support.

We have engaged professional third-party organizations to conduct blind assessments of first-aid capabilities across Huawei's facilities in China, identify areas for improvement, and enable continued data-driven operations. About 1,300 AEDs have been installed across Huawei's global workplaces based on precise traffic flow analysis and personnel density assessments, in accordance with the three-minute accessibility standard. With these AEDs, employees can quickly access lifesaving equipment in emergencies, which maximizes our ability to respond within the golden hour for medical treatment.

We have also partnered with professional health management organizations to offer employees over 100 health activities and lectures, as well as round-the-clock health and psychological counseling services. Our Employee Assistance Program (EAP) covers topics such as personal growth, interpersonal communication, career development, relationship and family issues, parenting, and prenatal and postnatal care. In 2025, the EAP further improved its video counseling and real-time emotional support services, with nearly 5,000 hours of counseling provided to employees throughout the year, supporting both their physical and mental well-being.



Employee Training and Development

At Huawei, we consider our employees to be outstanding talent when they are qualified for their positions. Employees can choose to take on professional positions if they want to take on challenges that tackle uncertainty and constantly push their limits. They can also take up specialist positions if they want to pursue excellence in one position for an extended period of time. Regardless of their chosen positions, everyone is valued and their contributions are respected.

For professionals, Huawei offers two distinct career paths: the manager path and the expert path. They can advance while switching between these two paths. Our employees are given plenty of training and mobility opportunities during career development. We have implemented a mechanism for department-initiated talent transfers and an internal talent market for free mobility. Both are intended to drive employee mobility and help our employees grow fast and more versatile in multiple disciplines. In 2025, more than 10,000 employees moved into positions that gave them more room for career development through the internal mobility mechanism. We also offer employees a global platform where they have the chance to work and grow in different domains and locations.

At Huawei, we believe that the brightest minds can develop even brighter ones. As such, we select business professionals and managers with successful hands-on experience as trainers, mentors, or coaches to provide personalized training for employees at different stages of their careers. For new employees, we have developed a comprehensive training system and assign each of them an experienced mentor to help them quickly integrate into the company. For those who have already worked for some time in their positions, we offer programs to help them hone their expertise. For managers, we have management capability development programs.

Huawei provides comprehensive, systematic learning resources and platforms to help employees self-learn and grow. Our digital and intelligent iLearning platform provides a diverse array of courses that allow employees to learn necessary knowledge and skills online anytime, anywhere. We have also developed more than 20,000 internal and external knowledge forums and communities, where our employees can share and exchange ideas with peers and experts from different domains and engage in online, interactive, and self-directed learning.

In 2025, we carried out a wide range of training activities:

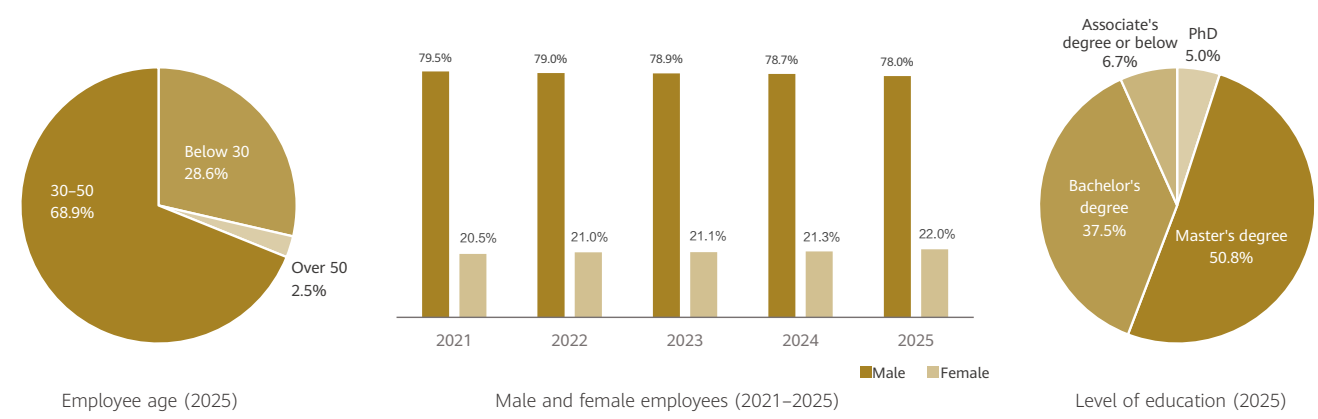
**48.7** average hours of training per year per employee¹

**29,000+** trainers delivered lectures

**15,000+** mentors provided guidance for new employees

Diversity and Inclusion

As one of the world's most attractive employers, Huawei values diversity and inclusion within its workforce and is committed to creating a positive, open, and diverse workplace in which all employees are provided equal opportunities to grow. We adopt an open-minded approach to attract top talent from around the world, and strive to bring together people who are driven to reach new heights in scientific exploration and serve humanity. We have built a diverse talent structure to unlock the full potential of our organization. By the end of 2025, Huawei employed around 213,000 people from 166 different countries and regions, of whom 53.7% were engaged in R&D. Our localization rate of employees outside China is 63.8%.²



Huawei is committed to complying with all applicable regulations, including the *Universal Declaration of Human Rights*. Our *Caring for Employees Policy* lays out principles and requirements that cover areas like child labor, forced or involuntary labor, health and safety, diversity, non-discrimination, humane treatment, working hours, compensation and benefits, freedom of association, privacy protection, and learning and development. We never engage in or support any form of discrimination based on race, social origin, caste, religion, disability, gender, sexual orientation, marital status, political opinions, age, or any other condition that could give rise to discrimination. When it comes to important personnel matters such as hiring, remuneration, access to training, promotion, and termination of employment or retirement, we have well-designed measures in place to prevent such discrimination.

We have released our own *Business Conduct Guidelines* (BCGs), and require every employee to study, understand, and sign them. These *Guidelines* describe the legal and ethical requirements that employees must comply with when engaging in business activities. The *Guidelines* prohibit discrimination, sexual harassment, and violent behavior; guarantee the right to user privacy and freedom of communication; and require employees to deal with suppliers fairly, respect the intellectual property rights of others, comply with applicable competition and environmental protection laws, avoid conflicts of interest, and understand and respect the religious beliefs and customs of the countries in which Huawei operates. Anyone who is found to have violated the BCGs is subject to disciplinary action, including termination of employment and additional legal action if necessary.

We abide by all applicable laws and regulations regarding salary and working hours (including those related to minimum wages, overtime pay, piece rates, and other types of compensatory payments) and implement a competitive compensation system. We regularly conduct compensation surveys and make timely adjustments to employee compensation based on the survey results, the company's performance, and individual performance. Our compensation standards are gender-blind, and we issue a written record of detailed compensation and benefits to employees for every pay period.

We value diversity within our workforce and respect the lifestyles of all of our employees. We aim to create an environment that makes it easy for everyone to practice and follow their own beliefs and customs. For example, we have prayer rooms on our campuses, and halal food is available in our cafeterias. For nursing mothers, we provide nursing rooms. We also provide facilities like cafes, gyms, and libraries. These facilities help us provide quality services that meet the diverse needs of our employees.

We are not only committed to creating a dynamic and creative working environment for our employees, but also supporting equally vibrant space for employees' lives beyond work:

Sharing interests:

The company offers a diverse range of interest clubs, such as photography, dance, and music clubs, where like-minded colleagues can connect through shared hobbies outside of work, and explore their passions together.

Connecting passion:

Whether it's the collective strength on display during tug-of-war and foot races, or the joy of a group sing-along, our team-building activities are designed to ignite excitement and camaraderie. Through laughter and collaboration, these events strengthen bonds within our teams, leaving everyone feeling energized and inspired.

Bringing together families:

Our Family Day events are specially designed for employees' loved ones. We invite their families and friends to step into Huawei and learn more about what we do, bringing the warmth of family and friendship into the workplace.



¹ Average hours of training per year per employee = Total training hours of employees/Total number of employees

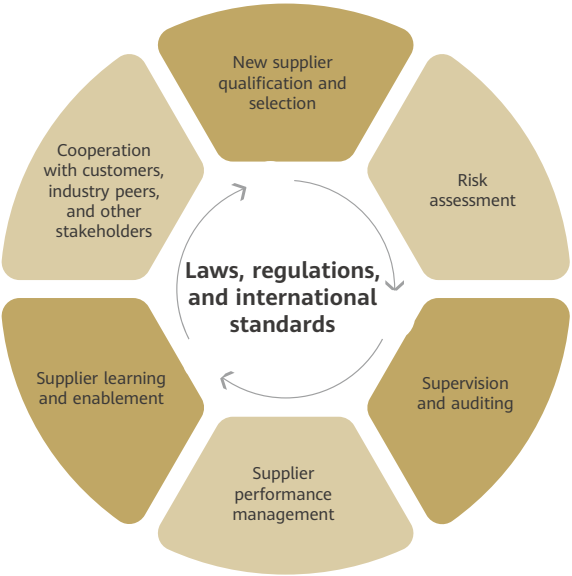
² Localization rate of employees outside China = Total number of employees hired locally outside China/Total number of employees outside China * 100%

We have also established employee communication mechanisms as part of our efforts to create an open, inclusive workplace that encourages mutual respect and diversity. Every year, we gather our employees' opinions and suggestions through our organizational climate survey, Manager Feedback Program (MFP), the manager open day program, and more. Employees can also report violations, file complaints, and seek assistance through multiple channels such as the dedicated complaint mailbox (BCGcomplain@huawei.com) of our Committee of Ethics and Compliance (CEC) and our HR service hotline. Huawei keeps the source of all reported information strictly confidential and prohibits any attempts to threaten or retaliate against those who report issues within the company.

Supply Chain Responsibilities

Huawei is serious about the societal and environmental impact of our global procurement and supply chain, and is committed to the *UN Guiding Principles on Business and Human Rights*. We have teamed up with customers and suppliers to advance sustainable development across our global supply chain. We have incorporated corporate social responsibility (CSR) requirements into both our Quality First strategy and activities that take place across the entire value chain. We offer premium prices to suppliers that offer higher quality in a bid to encourage them to improve their CSR performance. We have also integrated CSR requirements into our global procurement processes, from material and supplier qualification, selection, and appraisal to performance management and procurement fulfillment.

Procurement CSR Management System



Huawei has established its procurement CSR management system based on the *OECD Due Diligence Guidance for Responsible Business Conduct* and the *IPC-1401 Corporate Social Responsibility Management System Standard*. We require all of our suppliers to comply with all applicable laws and regulations. We also encourage them to adopt globally recognized industry standards and promote diversity so as to improve their own CSR management.

Huawei's CSR red lines in procurement

- Use of child labor
- Use of prison labor (including using prisons as suppliers or subcontractors) or forced labor (including restricting personal freedom or detaining personal identity documents)
- Violence, physical punishment, sexual harassment, illegal body searches, cross-gender body searches, and other similar behavior
- Salary payments below the local minimum wage
- Negligence that leads to major fires or explosions
- Working conditions that seriously endanger personal health and safety or lead to fatal field incidents
- Illegal emissions of any hazardous or toxic wastes, including waste water, gas, and residue
- Negligence that leads to media crises or serious mass disturbances, such as collective labor disputes, mass brawls, mass poisoning, unnatural deaths, or other incidents causing casualties
- Occupational disease or infectious disease instances that could lead to large-scale outbreaks
- Corruption or dishonest acts that violate the requirements of "no bribery, no gifts, no conflicts of interest, no falsification, no cutting corners, no fraud, and keeping promises"

We have drafted the *Huawei Supplier Social Responsibility Code of Conduct* and the supplier CSR agreement in accordance with the *RBA Code of Conduct* and the *Joint Alliance for CSR (JAC) Supply Chain Sustainability Guidelines*, which must be followed by all Huawei suppliers. These documents cover labor standards, health and safety, environmental protection, business ethics, and management systems. Huawei also requires its suppliers to convey the same requirements to their own suppliers.

We see the use of child labor or forced labor as red-line issues, and have zero tolerance for any behavior that crosses CSR red lines. In 2025, none of our suppliers were found to have crossed any CSR red lines regarding the use of child labor or forced labor.

To support the strategic goal of sustainable procurement, we regularly deliver CSR training to all procurement members. This training covers the agreements, red lines, processes, and audit practices related to CSR in procurement. CSR requirements are incorporated into the performance indicators of all teams in our procurement department.

Supplier Risk Rating and Auditing

Huawei continually conducts supply chain due diligence using a risk-based approach. We work with suppliers to identify CSR impacts, risks, and opportunities, and take action to prevent and mitigate CSR risks and reduce negative impacts. Every year, we assess our major suppliers, which represent 90% or more of our procurement spending, and assign each supplier one of three risk ratings (high, medium, or low). We develop an annual sustainability audit plan to deal with suppliers that are assessed as posing medium or high risk. In addition, we perform onsite assessments on all potential suppliers to examine their sustainability systems. Companies that fail the assessment are not eligible for consideration to become Huawei suppliers.



Criteria of supplier CSR risk rating

We have developed our supplier CSR risk rating methodology based on suppliers' CSR performance and the effectiveness of their risk prevention and management system by focusing on five criteria: CSR performance rating, health and safety risk, environmental risk, labor risk, and audit results. We pay special attention to the progress of medium- and high-risk suppliers in these areas.

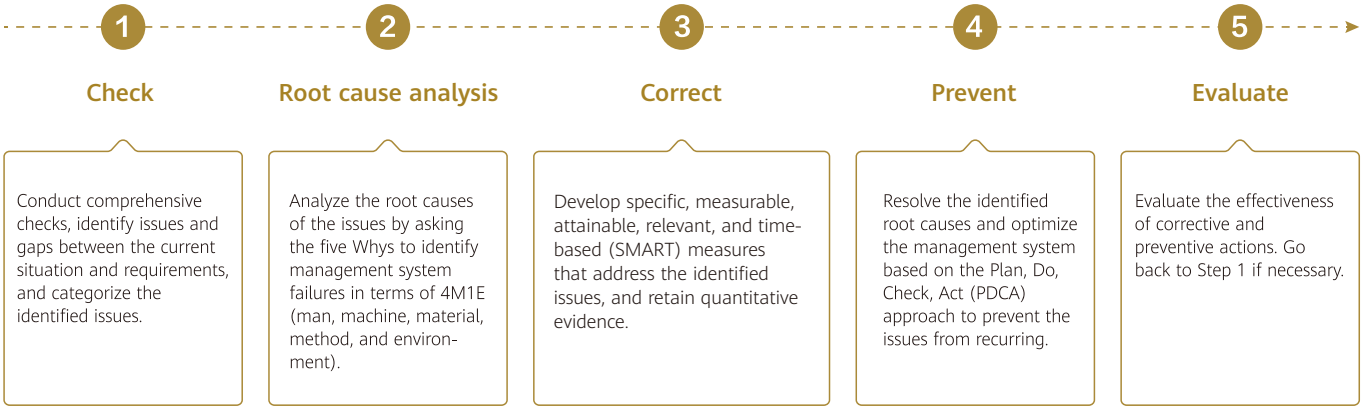
We have prepared and continued to update our *Supplier CSR Audit Checklist* in accordance with industry best practices. We conduct supplier CSR audits using internationally recognized methods such as onsite inspections, employee interviews, management interviews, documentation reviews, and online searches. We also use the Blue Map database developed by the Institute of Public & Environmental Affairs (IPE) to assess supplier compliance with environmental and safety requirements. In 2025, we identified five suppliers with environmental or safety compliance issues and worked with them to drive the resolution of all identified issues within a specified timeframe.

In 2025, we assigned CSR risk ratings to more than 1,600 major suppliers and organized 238 onsite CSR audits and more than 900 onsite EHS audits on engineering subcontractors.

Supplier CSR risks identified in 2025 onsite audits

Risk Category	Sub-category		Distribution (%)
Labor standards	• Child labor and young workers	• Freedom of association and expression	29.3%
	• Forced labor	• Working hours and wages	
	• Discrimination and disciplinary action	• Diversity management	
Health and safety	• Fire safety	• Emergency response plans	39.4%
	• Chemical safety	• Occupational disease prevention and control	
	• Construction safety	• Industrial hygiene	
	• Equipment safety and health	• Food and accommodation	
Environmental protection	• Environmental permits	• Energy consumption and greenhouse gas emissions	6.7%
	• Wastewater discharge	• Pollution prevention and resource conservation	
	• Wastegas discharge	• Water resource management	
	• Solid waste	• Biodiversity	
	• Noise		
Business ethics	• Integrity and anti-corruption management	• Fair competition	6.5%
	• Improper advantage	• No bribery, no gifts, no conflicts of interest, no falsification, no cutting corners, no fraud, and keeping promises	
Management systems	• Management system framework	• Training and communication	18.1%
	• Legal and customer requirements	• Risk and emergency management	
	• Supplier management	• Continuous improvement	
	• Responsible management of minerals		

If we find an issue during an onsite audit, we help the supplier resolve the issue through the CRCPE methodology (check, root cause analysis, correct, prevent, and evaluate). This methodology helps suppliers identify common problems and develop targeted solutions.



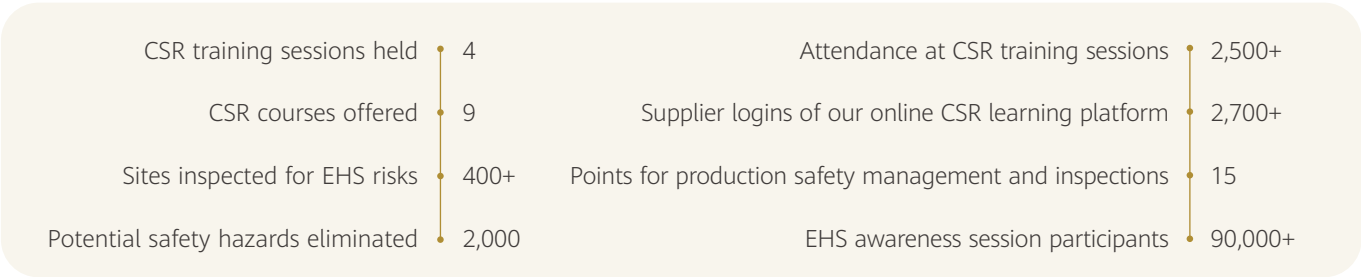
Supplier Performance Management

Every year, Huawei appraises suppliers' sustainability performance as part of their overall performance appraisals. During this process, we also consider how they manage the sustainability of their own suppliers. Suppliers are classified into four grades (A, B, C, or D) based on their sustainability performance. In 2025, we appraised the sustainability performance of more than 1,600 major suppliers across five criteria: environmental protection, carbon emissions reduction, labor management, EHS incidents, and management systems.

The amount of business we do with each supplier depends partly on their sustainability performance, which is also a factor considered in our tendering, supplier selection, portfolio management, and other processes. When suppliers are equally matched in other factors, those that perform better in sustainability are given priority in terms of the share of business or business opportunities. The reverse is true for low-performing suppliers. Depending on the situation, we may instruct suppliers with poor sustainability performance to resolve existing issues within a specified timeframe, reduce their share of business, offer them fewer business opportunities, or even terminate our business relationship.

Supplier Capability Improvement

As part of our efforts to help suppliers improve their sustainability performance, we regularly provide them with sustainability training and coaching. We also encourage our suppliers to adopt industry best practices and embed sustainability requirements into their business strategies to reduce operational risk and boost efficiency.



To improve our suppliers' ability to identify and manage CSR risks, we identified 20 major suppliers who demonstrated relatively poor CSR performance and offered them targeted coaching in 2025. The coaching helped the suppliers improve their practices in multiple areas, including production safety, carbon emissions management, plastic reduction and elimination, and management systems. As a result, their average sustainability score increased by 8%.

Stakeholder Engagement and Cooperation

Huawei maintains close engagement and cooperation with industry stakeholders. Together with the upstream and downstream partners in our supply chain, we drive CSR standardization, perform CSR due diligence, and make continued efforts to improve CSR management and supply resilience. We work hand-in-hand with our partners to build a responsible supply chain.

In 2025, Huawei shared information on supply chain due diligence with several customers, covering areas such as supply chain traceability, forced labor, and due diligence on conflict minerals. We also recommended six suppliers for joint audits organized by the JAC.

ESG Forum on Environmental Protection and Factory Safety for PCB Companies:
Driving coordinated ESG development across the industry

In November 2025, Huawei and several printed circuit board (PCB) industry associations held the 10th ESG Forum on Environmental Protection and Factory Safety for PCB Companies. Attendees included representatives from Huawei's supply chain department and PCB companies. They discussed how to make the industry greener and shared their best practices in ESG. The forum emphasized the need for enhanced collaboration, resource sharing, and supply chain optimization to improve sustainability awareness and capabilities across the industry. In addition, Huawei called for a more sustainable value chain across the industry, and invited six suppliers to share their best practices at the event.



The 10th ESG Forum on Environmental Protection and Factory Safety for PCB Companies

Responsible Management of Minerals

Huawei is committed to and works to drive the responsible procurement of products containing raw materials, including tin, tantalum, tungsten, gold (3TG), cobalt, and mica. We have established a risk-based responsible mineral management system in accordance with the *OECD Due Diligence Guidance for Responsible Business Conduct* and the *Chinese Due Diligence Guidelines for Mineral Supply Chain*. The responsible management of minerals is an integral part of our procurement CSR management system, and has been embedded to supplier qualification, supervision, and auditing processes. As a downstream company in the mineral supply chain, Huawei does not directly purchase any minerals, and there are at least seven tiers between Huawei and mining companies. We require that our suppliers do not purchase conflict minerals, and ask them to cascade this requirement to their own suppliers, in order to prevent or reduce the risk that minerals contained in their products may directly or indirectly support human rights abuses, harm the environment or personal health and safety, or breed corruption. Huawei also actively works with global industry peers through industry initiatives like the Responsible Minerals Initiative (RMI) and the Responsible Critical Mineral Initiative (RCI). Together with partners across the supply chain, we conduct supply chain surveys, create a complete list of all related smelters, and push these smelters to apply for or maintain the Responsible Minerals Assurance Process (RMAP) certification.

In response to the RMI's call, we now identify suppliers of six conflict minerals: tin, tantalum, tungsten, gold (3TG), cobalt, and mica. According to the *Conflict Minerals Reporting Template* (CMRT) and the *Extended Mineral Report Template* (EMRT), we urge suppliers to identify and investigate all smelters within their supply chains, and our suppliers must require that no identified smelters purchase minerals from conflict-affected and high-risk areas (CAHRAs), and urge smelters that are not RMAP-certified to obtain the certification within a specified timeframe when necessary.

For more details, visit:
Huawei Statement on Responsible Mineral Supply Chain Due Diligence Management:
<https://www.huawei.com/en/declarations/huawei-statement-on-responsible-mineral-supply-chain>

Sustainability Targets and Metrics

No.	Category	Metric		Unit	Target	Actual Value		
						2025	2024	2023
1	Economic	Research and development expenses		CNY billion	/	192.3	179.7	164.7
2	Economic	Research and development expenses as % of revenue		%	Every year, Huawei invests over 10% of its sales revenue into R&D	21.8%	20.8%	23.4%
3	Social	Total number of employees		count	/	213,000	208,000	207,000
4	Social	Employees by gender	Male	%	/	78%	78.7%	78.9%
5	Social		Female	%	/	22%	21.3%	21.1%
6	Social	Employees by function	R&D	%	/	53.7%	54.1%	55%
7	Social		Non-R&D	%	/	46.3%	45.9%	45%
8	Social	Employees by age	<30	%	/	28.8%	28.95%	30%
9	Social		30–50	%	/	68.7%	68.82%	68%
10	Social		>50	%	/	2.5%	2.23%	2%

No.	Category	Metric		Unit	Target	Actual Value		
						2025	2024	2023
11	Social	Employees by location	In China (including those in Hong Kong, Macao, and Taiwan)	%	/	82.5%	/	/
12	Social		Outside China	%	/	17.5%	/	/
13	Social	Localization rate of employees outside China		%	/	63.8%	/	/
14	Social	Employees by degree	PhD	%	/	5%	4.8%	5%
15	Social		Master's degree	%	/	50.8%	49.3%	49%
16	Social		Bachelor's degree	%	/	37.5%	38.6%	39%
17	Social		Associate degree or below	%	/	6.7%	7.3%	7.0%
18	Social	Average hours of training per year per employee ¹		hours	/	48.7	55.8	55.5
19	Social	Percentage of employees receiving regular performance and career development reviews		%	100%	100%	100%	100%
20	Social	Security personnel trained in human rights policies or procedures		%	100%	100%	100%	100%
21	Social	Total expenditure on employee benefits worldwide (including social security and commercial insurance)		CNY billion	/	20.99	19.25	18.63
22	Social	Occupational health check coverage		%	100%	100%	100%	100%
23	Social	The number of fatalities as a result of work-related ill health		count	0	0	0	0
24	Social	CSR system certification coverage for new suppliers		%	100%	100%	100%	100%
25	Social	High- and medium-risk suppliers subjected to CSR audits		%	≥90%	100%	100%	100%
26	Social	Suppliers that have participated in joint audits organized by the JAC		count	/	6	6	6
27	Social	Suppliers passing customer CSR audits		%	100%	100%	100%	100%
28	Social	Supplier violations of CSR red lines (such as use of child labor or forced labor)		count	0	0	0	0
29	Social	Fatal EHS incidents from subcontractors		count	0	0	0	0
30	Social	Suppliers with IPE environmental or safety violations		count	/	5	14	7
31	Social	Suppliers that have addressed IPE environmental or safety violations		%	100%	100%	100%	100%
32	Social	Students trained by the Huawei ICT Academy		count	/	>1,800,000	>1,300,000	>1,000,000
33	Social	Beneficiaries of digital inclusion projects focused on education		count	/	>700,000	>510,000	>400,000

¹ Average hours of training per year per employee = Total training hours of employees/Total number of employees. The values for 2023 and 2024 have been restated according to this new formula.
Previous formula: Average hours of training per year per employee = Total training hours of employees/Number of employees who participated in the training

No.	Category	Metric	Unit	Target	Actual Value		
					2025	2024	2023
34	Environmental	Protected areas covered by digital inclusion projects focused on environmental protection	count	/	65	58	53
35	Environmental	Average energy efficiency increase in Huawei's main products	multiplier	Average energy efficiency of main products in 2025/Average energy efficiency of main products in 2019 (base year) ≥ 2.7	3.4	3.0	2.6
36	Environmental	Top 100 suppliers (by procurement spending) with carbon emissions reduction targets	%	100% by 2025	100%	100%	100%
37	Environmental	GHG emissions (Scope 1 and Scope 2) per million CNY of sales revenue ¹	t-CO ₂ e per million CNY	16% lower than 2019 levels (2.26 t-CO ₂ e per million CNY) by 2025	Expected to be released after third-party verification in July 2026	1.77	1.95
38	Environmental	GHG emissions	Scope 1	/		103,240	99,525
39	Environmental		Scope 2 (market-based)	/		3,011,153	2,346,200
40	Environmental		Scope 2 (location-based)	/		5,707,567	4,605,160
41	Environmental		Scope 3	/		5,986,209	4,838,848
42	Environmental	Total electricity consumption	million kWh	/		7,080.21	5,637.60
43	Environmental	Electricity from renewable energy (hydro, solar, etc.)	million kWh	/		1,065.63	720.76
44	Environmental	Electricity from clean energy (nuclear power, hydro, solar, etc.)	million kWh	/		3,576.11	2,872.90
45	Environmental	Natural gas consumption	MWh	/		136,477	96,064
46	Environmental	Gasoline consumption	MWh	/		9,589	9,848
47	Environmental	Diesel consumption	MWh	/		7,924	4,928
48	Environmental	Steam energy consumption	MWh	/		33,887	31,055
49	Environmental	Energy intensity	MWh/million CNY	/		/	/
50	Environmental	Water consumption in the China Region	million m ³	/		21.24	18.96
51	Environmental	Water consumption per million CNY of sales revenue in the China Region	m ³ /million CNY	/		34.5	40.2
52	Environmental	Disposed e-waste from Huawei's ICT business	metric ton	/		20,933	16,785
53	Environmental	Percentage of landfilled e-waste from Huawei's ICT business	%	<1.5%	0.47%	0.47%	0.5%
54	Environmental	Disposed waste from Huawei's smart devices	metric ton	/	3,500	3,702	2,998

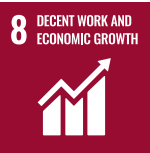
¹ Huawei's target and actual GHG emissions per million CNY of sales revenue do not cover Huawei Cloud.

No.	Category	Metric	Unit	Target	Actual Value		
					2025	2024	2023
55	Environmental	Percentage of landfilled waste from Huawei's smart devices	%	0%	0%	0%	0%
56	Governance	BCGs training and signing coverage	%	100%	100%	100%	100%
57	Governance	Level-1 cyber security incidents	count	0	0	0	0
58	Governance	Level-1 personal data leaks	count	0	0	0	0
59	Governance	EcoVadis sustainability score	points	/	80	81	68

Contributions to the UN SDGs

Note: Unless otherwise stated, the page(s) listed in the following table refer to the page(s) of the *2025 Annual Report of Huawei Investment & Holding Co., Ltd.*

UN SDGs	SDG Description	Huawei Practices	Section(s) and Page(s)
	End poverty in all its forms everywhere	■ According to the ITU, around 25% of the global population were still offline in 2025, and just 58% of the global rural population used the Internet. Huawei is committed to connecting the unconnected and helping people in underserved communities connect with the rest of the world. By the end of 2025, our ICT solutions had provided access to the digital world for more than 170 million people in rural and remote areas across over 80 countries and regions. ■ Huawei is committed to serving as an active and productive member of the communities where it operates. We actively fulfill our corporate social responsibilities, and continually innovate in digital technologies to make a positive impact. Our efforts are helping an increasing number of people access the digital world, and driving the digital transformation and sustainable development of local communities.	Digital inclusion: Page 168 Community responsibilities: Pages 178–179
	Ensure healthy lives and promote well-being for all at all ages	■ Huawei is committed to bridging the digital divide by providing more people with equal and easy access to technology and the benefits technology can bring. Our digital inclusion projects in the health domain are geared towards senior citizens and people with disabilities. With a focus on digital skills training and accessibility improvement, we help target users access information more easily, communicate more smoothly, and better adapt to the digital world. ■ The Huawei Tech4City Competition inspires local youth to harness AI to address social challenges. Four editions of the competition have been held, attracting over 1,000 students to participate. In 2024, Team Golden Gamers from the National University of Singapore claimed the championship with their project, PrimePlay. In support of Singapore's "Active Aging" community strategy, the project team developed a series of AI-driven games tailored to the fitness needs of senior citizens, offering a personalized, arcade-style health promotion solution. In 2025, Huawei partnered with the winning team to pilot PrimePlay at Active Aging Centers across multiple communities in Singapore. Through competitions and incubation support, we will continue empowering young innovators to bring their ideas to life, contributing to more inclusive, healthier, and smarter lives for senior citizens.	Digital inclusion: Pages 167–168 Community responsibilities: Page 178

UN SDGs	SDG Description	Huawei Practices	Section(s) and Page(s)
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	■ Huawei has implemented projects across the globe to deliver equitable and quality educational resources to rural and remote areas and underserved communities. We achieve this by using digital technology to break down geographical, cultural, and economic barriers. We have deepened cooperation with our partners, including UNESCO, education ministries, NGOs, telecom carriers, and educational institutions. By the end of 2025, our education projects had been implemented in more than 1,790 schools and had benefited over 700,000 people, including K–12 teachers and students, unemployed young people, senior citizens, and residents in rural and remote communities. ■ The demand for diverse talent needed for digital and intelligent transformation continues to grow. Huawei works closely with universities, academic associations, and research institutes on diverse initiatives like university partnerships and technology competitions. Huawei is committed to using its wealth of technical expertise and hands-on training programs to cultivate ICT professionals with the interdisciplinary skills and global perspectives needed for ICT innovation. This enables digital and intelligent transformation by fulfilling industry development needs while fostering individual growth.	Digital inclusion: Pages 165–166 ICT talent development: Pages 179–182
	Achieve gender equality and empower all women and girls	■ Huawei never engages in or supports any form of discrimination based on race, social origin, caste, religion, disability, gender, sexual orientation, marital status, political opinions, age, or any other condition that could give rise to discrimination. When it comes to important matters such as hiring, remuneration, access to training, promotion, and termination of employment or retirement, we have well-designed measures in place to prevent such discrimination. ■ The Women in Tech program is an educational initiative jointly launched by the Research Institute for Entrepreneurship and Innovation (VUPI) of the Czech Chamber of Commerce and Huawei. The program has been held for five consecutive years, and aims to help women entrepreneurs realize their business dreams by providing vocational training, expert mentoring, and platform resources and opportunities.	Diversity and inclusion: Pages 9–10 of this Addendum Community responsibilities: Page 178
	Ensure access to affordable, reliable, sustainable and modern energy for all	■ In terms of energy consumption, we use clean energy (including renewable energy) wherever possible, which currently makes up about 50% of our electricity mix. We have also built PV systems on our campuses in Johannesburg in South Africa and several cities in China, including Dongguan, Hangzhou, Xi'an, Nanjing, and Nanning. These systems generate a combined total of nearly 10 million kWh of electricity annually. ■ Regarding energy supply, our digital power business focuses on areas like clean power generation, mobility electrification, and green ICT energy infrastructure to drive the transition towards green energy and the quality development of the new energy industry. By the end of 2025, our digital power solutions had helped customers generate more than 2 trillion kWh of green power and save over 150 billion kWh of electricity, equivalent to cutting CO₂ emissions by 1.06 billion metric tons, or planting 1.45 billion trees.	Promoting renewable energy: Pages 172–174
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	■ Nestled in the rugged Caucasus Mountains, Khinalig village in Azerbaijan has long remained an information island due to its high altitude. In response to the national digital infrastructure initiative, Online Azerbaijan, Aztelekom has teamed up with Huawei to deploy advanced technologies like 10G PON to deliver high-speed fiber-optic networks to rural areas. This enables residents to connect with the wider world almost instantaneously. The improved connectivity has drawn digital nomads to local guesthouses and facilitated the live streaming and preservation of traditional crafts. Additionally, children in Khinalig now have access to the same educational resources available in the capital via online courses. Today, Azerbaijan has achieved nationwide 100% fiber coverage, with over 2.4 million households and businesses benefiting from high-speed fiber broadband services. ■ In terms of employment, workforce diversity, anti-discrimination, compensation and benefits, privacy protection, and learning and development, Huawei is committed to complying with applicable regulations, such as the <i>Universal Declaration of Human Rights</i>, and has released the <i>Caring for Employees Policy</i> and <i>Business Conduct Guidelines</i>. We have also incorporated relevant requirements into important processes and matters such as hiring, remuneration, access to training, promotion, termination of employment, and retirement so as to fully protect our employees' rights and interests. ■ If operational changes or office relocations are necessary, we attach great importance to the relocation of employees and develop detailed plans to ensure smooth and seamless transitions. – Transparent communication and early notices: Before office relocations or moving to new campuses, we issue official notices in advance and hold briefings. During these meetings, detailed information is provided about new offices' environments, facilities, and surrounding public resources, such as transportation and commercial services, and special sessions are held to collect employee requests and suggestions. – Comprehensive support for a comfortable and productive life: In addition to offices, we offer all-encompassing logistical support for employees. We provide comprehensive information and local support services to help employees address their key concerns in life, such as those related to housing, commuting, medical resources, and children's education. Our goal is to help employees quickly adapt to new environments and enjoy a comfortable and productive life. ■ We have drafted the <i>Huawei Supplier Social Responsibility Code of Conduct</i> and the supplier CSR agreement in accordance with the <i>RBA Code of Conduct</i> and the <i>Joint Alliance for CSR (JAC) Supply Chain Sustainability Guidelines</i>, which must be followed by all Huawei suppliers. These documents cover labor standards, health and safety, environmental protection, business ethics, and management systems. Huawei also requires its suppliers to convey the same requirements to their own suppliers. We see the use of child labor or forced labor as red-line issues, and we have zero tolerance for any behavior that crosses CSR red lines. In 2025, none of our suppliers were found to have crossed any CSR red lines regarding the use of child labor or forced labor. ■ Huawei is committed to serving as an active and productive member of the communities where it operates. We actively fulfill our corporate social responsibilities, and continually innovate in digital technologies to make a positive impact. Our efforts are helping an increasing number of people access the digital world, and driving the digital transformation and sustainable development of local communities.	Digital inclusion: Page 168 Caring for employees: Page 176 Supply chain responsibilities: Pages 10–12 of this Addendum Community responsibilities: Pages 178–179

UN SDGs	SDG Description	Huawei Practices	Section(s) and Page(s)
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	- As an ICT infrastructure provider, Huawei's primary responsibility is to support the stable and secure operations of customer networks and services, and maintain smooth communications across every link. In 2025, more than 6,000 of our professional engineers worked side by side with customers and partners to run a 24/7 global support system for ICT networks and provide rapid support and response for over 300 major events and natural disasters, thus maintaining the stable operations of critical communications infrastructure. - Huawei is committed to connecting the unconnected and helping people in underserved communities connect with the rest of the world. By the end of 2025, our ICT solutions had provided access to the digital world for more than 170 million people in rural and remote areas across over 80 countries and regions. - Every year, Huawei invests over 10% of its sales revenue into R&D. In 2025, our total R&D spending reached CNY192.3 billion, representing 21.8% of our total revenue. Our total R&D investment over the last decade now exceeds CNY1.382 trillion. On December 31, 2025, 114,000 employees (about 53.7% of our workforce) worked in R&D. Through years of sustained innovation in fundamental domains, Huawei has grown into one of the world's largest patent holders, currently holding 165,000 active granted patents.	Supporting stable communications: Pages 169–171 Digital inclusion: Page 168 Research and innovation: Page 72
	Reduce inequality within and among countries	- Since the launch of Huawei's digital inclusion initiative in 2019, we have leveraged digital technology and multi-stakeholder partnerships to ensure no one is left behind in the digital world. By the end of 2025, we had worked with more than 60 global and local partners to implement digital inclusion projects that focus on four key areas: education, environment, health, and development. Through these efforts, we aim to bridge the digital divide and enable an inclusive and sustainable digital world. - Huawei and the Angolan government launched the "Lighting up Angola" project to promote local digital economy diversification. This project aims to bring network connectivity and reliable electricity to the village of Sande in Catabola, Bié Province. To date, the project has benefited more than 5,000 local villagers, giving them a stable power supply, connecting them to the wider world, and unlocking the practical benefits of digital technology.	Digital inclusion: Pages 164–168 Community responsibilities: Page 178
	Make cities and human settlements inclusive, safe, resilient and sustainable	- HUAWEI ADS has earned extensive user trust with its high safety and security and intelligent experiences. By the end of 2025, HUAWEI ADS-powered vehicles had driven over 7 billion kilometers with assisted driving. HUAWEI ADS assisted parking had been used 440 million times and autonomous parking-to-parking more than 30 million times. These results highlight HUAWEI ADS's reliable performance in real-world scenarios and effective resolution of user pain points, which have helped establish a strong market reputation. - The Huawei Tech4City Competition inspires local youth to harness AI to address social challenges. Four editions of the competition have been held, attracting over 1,000 students to participate. In 2024, Team Golden Gamers from the National University of Singapore claimed the championship with their project, PrimePlay. In support of Singapore's "Active Aging" community strategy, the project team developed a series of AI-driven games tailored to the fitness needs of senior citizens, offering a personalized, arcade-style health promotion solution. In 2025, Huawei partnered with the winning team to pilot PrimePlay at Active Aging Centers across multiple communities in Singapore. Through competitions and incubation support, we will continue empowering young innovators to bring their ideas to life, contributing to more inclusive, healthier, and smarter lives for senior citizens. - Manetho, the award-winning entry from the Huawei Developer Competition Northern Africa, is an AI-powered application for instantly recognizing and translating ancient Egyptian hieroglyphs with AR interaction. It has been deployed at the National Museum of Egyptian Civilization and the Grand Egyptian Museum to unlock the secrets of millennia-old Egyptian artifacts. - ICT networks are the bedrock of the digital and intelligent world, and are critical to the economy, people's livelihoods, and social development. They facilitate communication and daily life and play a vital role in critical situations such as disaster relief and major event support. As an ICT infrastructure provider, Huawei's primary responsibility is to support the stable and secure operations of customer networks and services, and maintain smooth communications across every link.	Intelligent automotive solution business: Pages 66–68 Community responsibilities: Page 178 ICT talent development: Page 181 Supporting stable communications: Pages 169–171
	Ensure sustainable consumption and production patterns	At Huawei, we prioritize the circular economy model without compromising performance, quality, or competitiveness. We consistently pursue more eco-friendly materials, lower-carbon processes, greener packaging, more durable products, and less waste. We are committed to maximizing resource utilization, reducing reliance on primary resources, and protecting ecosystems.	Contributing to a circular economy: Pages 174–175

UN SDGs	SDG Description	Huawei Practices	Section(s) and Page(s)
	Take urgent action to combat climate change and its impacts	■ As a leading global provider of ICT infrastructure and smart devices, Huawei works continually to address environmental challenges through technological innovation, while promoting harmonious coexistence between people and nature. Our efforts focus on three key areas: advancing energy conservation and emissions reduction, promoting renewable energy, and contributing to a circular economy. ■ In 2025, we publicly released the <i>Huawei Environmental Policy</i> that outlines Huawei's general principles and requirements for environmental management. The policy covers the environmental management system, climate change, circular economy, pollution, biodiversity, and stakeholder engagement and cooperation.	Environmental protection: Pages 171–175
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	■ In Brazil's Soure Marine Extractive Reserve in the Amazon, Huawei has helped partners deploy low-cost environmental sensors to collect real-time data on water temperature, salinity, and other parameters to monitor the impact of climate change on the local mangrove ecosystem. This helps protect local mangrove crab populations and safeguard the livelihoods of 1,600 local families. ■ Coral reefs are one of Earth's most biodiverse ecosystems. However, they are continually threatened by environmental pollution and the rising sea temperatures caused by climate change. In 2025, Huawei worked alongside Xiamen University and SEE Foundation to develop an AI-powered coral and fish identification and analysis system. This system has identified 60 local coral species and 74 local fish species, with an overall accuracy of 83%. It can also comprehensively analyze the ecological health of an entire coral reef transect. The system has increased the efficiency of scientific research on and monitoring of coral communities and fish by nearly 30 times. It also realizes more comprehensive and efficient data analysis of coral reef ecosystems, and provides technical support for marine ecosystem protection and research in China.	Digital inclusion: Pages 166–167
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	■ Saudi Arabia's King Salman bin Abdulaziz Royal Natural Reserve (KSRNR) is the largest nature reserve in the Middle East, with a unique landscape and diverse topography. The reserve is home to over 300 rare species, including the Arabian oryx, the Arabian gazelle, and the Nubian ibex. Saudi Telecom Company (STC) and Huawei launched a smart nature conservation initiative to improve conservation efficiency and support the achievement of Saudi Vision 2030. The initiative has deployed a green, end-to-end intelligent system comprising simplified mobile base stations, cloud, and AI platforms to monitor and analyze wildlife activities in real time. The system can collect real-time species data and identify local species with an accuracy of over 90%, significantly boosting the efficiency of environmental monitoring and setting a benchmark for intelligent biodiversity conservation in desert ecosystems.	Digital inclusion: Page 167

GRI Content Index

Statement of use	Huawei Investment & Holding Co., Ltd. has reported in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025. Unless otherwise stated, the pages listed in the following table refer to the pages of the <i>2025 Annual Report of Huawei Investment & Holding Co., Ltd.</i>
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI 2: General Disclosures 2021

1. The organization and its reporting practices

Disclosure	Indicator	Section(s) and Page(s)	Notes
2-1	Organizational details	Who is Huawei: Cover page	/
2-2	Entities included in the organization's sustainability reporting	Report profile: Page 1 of this Addendum	/
2-3	Reporting period, frequency and contact point		
2-4	Restatements of information	Sustainability targets and metrics: Page 13 of this Addendum	/
2-5	External assurance	/	Expected to be released in July 2026

2. Activities and workers

2-6	Activities, value chain and other business relationships	Who is Huawei: Cover page	/
		Our vision, mission, and strategy: Pages 18–20	
		Business structure: Pages 156–158	
2-7	Employees	Diversity and inclusion: Pages 9–10 of this Addendum Sustainability targets and metrics: Pages 12–15 of this Addendum	/
2-8	Workers who are not employees	Information incomplete	Data of subsidiaries outside China is unavailable.

3. Governance

2-9	Governance structure and composition	Corporate governance report: Pages 143–158 Sustainability management: Pages 163–164	/
2-10	Nomination and selection of the highest governance body		
2-11	Chair of the highest governance body		
2-12	Role of the highest governance body in overseeing the management of impacts		
2-13	Delegation of responsibility for managing impacts	Sustainability management: Pages 163–164	/
2-14	Role of the highest governance body in sustainability reporting		
2-15	Conflicts of interest		
2-16	Communication of critical concerns	Sustainability management: Pages 163–164	/
2-17	Collective knowledge of the highest governance body		
2-18	Evaluation of the performance of the highest governance body		
2-19	Remuneration policies	Diversity and inclusion: Pages 9–10 of this Addendum	/
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio	Confidentiality constraints	Non-public organizational information

4. Strategies, policies and practices

2-22	Statement on sustainable development strategy	Sustainability strategies and progress: Pages 160–161	/
2-23	Policy commitments	Respecting human rights: Pages 183–184	/

2-24	Embedding policy commitments	Sustainability management: Pages 163–164 Sustainability impacts, risks, and opportunities: Pages 2–4 of this Addendum	/
2-25	Processes to remediate negative impacts	Stakeholder engagement: Pages 4–5 of this Addendum	/
2-26	Mechanisms for seeking advice and raising concerns	Diversity and inclusion: Pages 9–10 of this Addendum	
2-27	Compliance with laws and regulations	Regulatory compliance: Pages 75–77	/
2-28	Membership associations	Huawei's membership in sustainability organizations: Page 5 of this Addendum	/

5. Stakeholder engagement

2-29	Approach to stakeholder engagement	Stakeholder engagement: Pages 4–5 of this Addendum	/
2-30	Collective bargaining agreements	Diversity and inclusion: Pages 9–10 of this Addendum	/

GRI 3: Material Topics 2021

Disclosure	Indicator	Section(s) and Page(s)	Notes
3-1	Process to determine material topics	Material sustainability topics in 2025: Page 164	/
3-2	List of material topics		
3-3	Management of material topics	Sustainability impacts, risks, and opportunities: Pages 2–4 of this Addendum	/

Topic Standards

Disclosure	Indicator	Section(s) and Page(s)	Notes
GRI 101: Biodiversity 2024			
101-1	Policies to halt and reverse biodiversity loss	Conserving nature with technology: Pages 166–167	/
101-2	Management of biodiversity impacts		
101-3	Access and benefit-sharing		
101-4	Identification of biodiversity impacts		
101-5	Locations with biodiversity impacts		
101-6	Direct drivers of biodiversity loss		
101-7	Changes to the state of biodiversity		
101-8	Ecosystem services		

GRI 201: Economic Performance 2016

201-1	Direct economic value generated and distributed	Five-year financial highlights: Page 7	/
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability impacts, risks, and opportunities: Pages 2–4 of this Addendum	/
201-3	Defined benefit plan obligations and other retirement plans	Employee benefits: Pages 100 and 109 Caring for employees: Pages 6–10 of this Addendum	/
201-4	Financial assistance received from government	Other income, net: Page 120	/

GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Confidentiality constraints	Non-public organizational information
202-2	Proportion of senior management hired from the local community		
GRI 203: Indirect Economic Impacts 2016			
203-1	Infrastructure investments and services supported	Contributions to the UN SDGs: Pages 15–18 of this Addendum	/
203-2	Significant indirect economic impacts		
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Confidentiality constraints	Non-public organizational information
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Regulatory compliance: Pages 75–77 Sustainability impacts, risks, and opportunities: Pages 2–4 of this Addendum	/
205-2	Communication and training about anti-corruption policies and procedures		
205-3	Confirmed incidents of corruption and actions taken		
GRI 301: Materials 2016			
301-1	Materials used by weight or volume	Information unavailable	The company has a wide range of products and services. The data is unavailable.
301-2	Recycled input materials used	Contributing to a circular economy: Pages 174–175	/
301-3	Reclaimed products and their packaging materials		
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	/	Expected to be released in July 2026
302-2	Energy consumption outside of the organization		
302-3	Energy intensity		
302-4	Reduction of energy consumption	Environmental protection: Pages 171–175	/
302-5	Reductions in energy requirements of products and services		
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	/	Expected to be released in July 2026
305-2	Energy indirect (Scope 2) GHG emissions		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity	Information unavailable	The data is unavailable.
305-5	Reduction of GHG emissions		
305-6	Emissions of ozone-depleting substances (ODS)		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		

GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts		
306-2	Management of significant waste-related impacts		
306-3	Waste generated	Contributing to a circular economy: Pages 174–175 Sustainability targets and metrics: Pages 12–15 of this Addendum	/
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		
GRI 308: Supplier Environment Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Supply chain responsibilities: Pages 10–12 of this Addendum	/
308-2	Negative environmental impacts in the supply chain and actions taken		
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Confidentiality constraints	Non-public organizational information
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits: Pages 100 and 109 Caring for employees: Pages 6–10 of this Addendum	/
401-3	Parental leave	Information unavailable	The data is unavailable.
GRI 402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	Corporate governance report: Pages 143–158	/
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system		
403-2	Hazard identification, risk assessment, and incident investigation		
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on occupational health and safety		
403-5	Worker training on occupational health and safety	Employee health and safety: Pages 6–8 of this Addendum Sustainability targets and metrics: Pages 12–15 of this Addendum	/
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
403-8	Workers covered by an occupational health and safety management system		
403-9	Work-related injuries		
403-10	Work-related ill health		
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Employee training and development: Pages 8–9 of this Addendum Sustainability targets and metrics: Pages 12–15 of this Addendum	/
404-2	Programs for upgrading employee skills and transition assistance programs		
404-3	Percentage of employees receiving regular performance and career development reviews		

GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Corporate governance report: Pages 143–158 Diversity and inclusion: Pages 9–10 of this Addendum Sustainability targets and metrics: Pages 12–15 of this Addendum
405-2	Ratio of basic salary and remuneration of women to men	Confidentiality constraints Non-public organizational information
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Diversity and inclusion: Pages 9–10 of this Addendum /
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Diversity and inclusion: Pages 9–10 of this Addendum /
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Respecting human rights: Pages 183–184 Supply chain responsibilities: Pages 10–12 of this Addendum /
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Respecting human rights: Pages 183–184 Supply chain responsibilities: Pages 10–12 of this Addendum /
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies or procedures	Sustainability targets and metrics: Pages 12–15 of this Addendum /
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Community responsibilities: Pages 178–179 Contributions to the UN SDGs: Pages 15–18 of this Addendum /
413-2	Operations with significant actual and potential negative impacts on local communities	
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Supply chain responsibilities: Pages 10–12 of this Addendum /
414-2	Negative social impacts in the supply chain and actions taken	
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Succeeding through quality, prioritizing security and trustworthiness: Cover page Succeeding through quality: Pages 73–74 Quality, safety, security, and user trust: Page 68 /
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cyber security and privacy protection: Pages 81–85 Sustainability targets and metrics: Pages 12–15 of this Addendum /