



2025

Sustainability Report

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ESG Highlights in 2025

Environmental Responsibility

- ◆ **ISO 50001**
Obtained Energy Management System certification
- ◆ **Outstanding Unit for Green Procurement**
Honored for 4th Consecutive Year
- ◆ **100%**
Food Waste Converted into Sustainable Fertilizer



Inclusion and Talent Cultivation

- ◆ **Outstanding Healthy Workplace**
Group Health Protection Award
- ◆ **Taoyuan Family-Friendly Childcare Enterprise Award** Bronze Award
- ◆ **Model Enterprise of the Maternal Health Protection Alliance** Silver Award

Operational Resilience

- ◆ **Top 21–35%** in 2025 Corporate Governance Evaluation
- ◆ **IEC 62443-4-1**
Certified Secure Product Development
- ◆ **2025 Gartner Awards:** Asia-Pacific Advanced Manufacturing Innovation—1st Place; Mid-Market—2nd Place
- ◆ 7 products Recognized in the **34th Taiwan Excellence Awards**
- ◆ EMP-520 Series Advanced Embedded Box PC **Awarded at Embedded World 2025, Germany**

Sustainability Engagement

- ◆ CDP Climate Change Rating: **B-**
- ◆ **Awarded Bronze** by EcoVadis for Global Supply Chain Sustainability Assessment
- ◆ **Silver Award** TCSA Sustainability Reporting Category
- ◆ **1.5°C Climate Alignment Certification**
Awarded by Commonwealth Magazine

Message from the Management

2025 marks a significant milestone for ADLINK as we celebrate our 30th anniversary and stand at a pivotal moment of industry transition. Building on our foundation in embedded product design, we are evolving into a leader in edge computing. Amid the dual challenges of technological innovation and sustainability transformation, we believe sustainability is not a compliance cost, but a core strategy that drives long-term competitiveness. Only by integrating innovation, resilience, and responsibility can we move forward steadily through change and lay a strong foundation for the next three decades of sustainable growth.

Building Platform-Driven Growth Through the “4+1” Strategy

To address the accelerating demand for AI (artificial intelligence) and edge applications, we officially launched the EAAP (Edge AI Agents Platform) as our core technology and business engine for the next three years. This initiative is more than a product upgrade—it marks a transition in our operating model, shifting from a product-driven approach to a platform and ecosystem-driven strategy. Through platform-based architecture, AI applications can be integrated faster into ADLINK’s hardware environment, shortening time-to-market, improving deployment success rates, and enabling joint go-to-market collaboration with ecosystem partners. This creates a scalable, extensible, and replicable solution model.

In terms of market strategy, we focus on four core vertical sectors: MedTech, Infotainment, Smart Manufacturing, and Rugged & Mobility applications. These four core vertical markets provide a stable operational foundation and deep industry expertise, while EAAP serves as the AI platform enabling the rapid growth in technological and business innovation. By integrating EAAP with these four core vertical markets, we’ve established a “4+1” strategic framework that strengthens our business foundation and drives new growth momentum. This approach enables us to continuously validate, refine, and replicate successful solutions across diverse industry applications.

Customer-Centric Approach to Deepen Value Creation

In 2025, ADLINK implemented a more systematic customer-centric market and sales strategy to emerge as a trusted long-term partner to customers worldwide. First, in “choosing the right customers,” we prioritize influential customers and key ecosystem partners based on three criteria—market potential, strategic value, and long-term contribution—to maximize the impact of resource allocation.

Second, we strengthen a clear and differentiated value proposition by gaining deeper insight into customer pain points and delivering practical, implementable solutions that transform technology into measurable business progress. At the same time, we adopt top-down engagement to connect with the decision-makers of our customers, clearly identify decision roles and investment drivers, and build long-term trust and partnerships for mutual growth.

In opportunity management, the marketing department leads in collaboration with Business Units (BUs) and Regional Business Units (RBUs) to establish standardized classification and evaluation mechanisms across three business types—Target Accounts (TAs), Partners, and Quick Sell—enabling focused resource allocation for opportunities with the highest strategic and financial value, thereby improving win rates and organizational collaboration efficiency.

Building a Results-Oriented Execution Culture

Only by executing a strategy can value be created. We continue to strengthen the “goal-oriented” execution approach to ensure all projects and resource allocations align with the company’s overall direction. Through clear goal setting, progress tracking, and real-time adjustment mechanisms, all teams shall remain accountable for their commitments while maintaining organizational agility and responsiveness to the market.

Cross-functional collaboration is also critical. We integrate our Marketing, BUs, RBUs, supply chain, and engineering teams to translate market opportunities into tangible outcomes and customer value. Data-driven investment evaluation and performance management further enhance our return on investment and decision quality, ensuring clear strategic direction and efficient execution in the rapidly changing market environment.

Integrating Sustainability into Business Management

To integrate sustainability into our business management, we continue to advance initiatives across environmental, people/human rights, economic, and corporate governance dimensions in 2025. On the environmental front, we have reassessed and established a mid- to long-term decarbonization pathway and implemented the ISO 50001 Energy Management System to enable precise energy performance monitoring and continuous improvement. Through data governance, we enhance energy management effectiveness and resource optimization, making carbon reduction an essential part of our operations.

On the people and human rights aspect, we launched the AI Work Hack learning program to encourage employees to leverage AI tools and focus on more creative and strategically valuable tasks. We also conducted our first employee engagement survey, creating a key foundation for a more cohesive, efficient, and competitive workplace culture.

On the product side, in 2025, we obtained IEC 62443-4-1 certification for secure product development, ensuring that robust cybersecurity is a crucial part of the design stage. This further strengthens our technological capabilities and trust in global markets.

On the governance aspect, integrity is our core principle. We continue to enhance risk identification, internal control, and audit mechanisms, while integrating stakeholder communication into governance processes to ensure greater transparency, traceability, and verifiability, and to ensure timely responses to material issues and performance disclosure.

To further strengthen our sustainability governance structure, we plan to elevate the ESG Sustainability Committee to a Board-level functional committee in late 2026 and rename it the Sustainability and Risk Management Committee. Risk management will also be integrated into business decision-making, with direct oversight from senior leadership to deepen operational resilience and improve decision-making efficiency.

Envisioning the Next 30 Years of Prosperity

In 2025, we successfully launched our platform strategy, focused on four core vertical markets, and established a unified opportunity management system. We adopted ISO 50001 and obtained IEC 62443-4-1 certification, while further strengthening talent resilience and organizational capabilities. Looking ahead at 2026 to 2028, we will continue to advance EAAP capabilities and expand the developer ecosystem, accelerate the replication of successful models across vertical markets, and develop co-investment roadmaps with strategic partners. We will also continuously enhance energy performance and data governance quality, further expand cybersecurity standards across R&D and the supply chain, and integrate AI capabilities into daily decision-making and management dashboards to improve the overall innovation speed and decision quality.

Over the past 30 years, we've laid a solid foundation for sustainable growth. Going forward, we will focus on platform-driven innovation, deep vertical specialization, and a customer-centric business approach to build a more resilient and sustainable market presence. ADLINK will continue to transform its sustainability vision into measurable and trackable outcomes, in collaboration with global partners, as we embark on the next 30 years of sustainability.

- ▶ ADLINK management team, from left to right: I-Tun Huang, President and COO; Chun Liu, Chairman and CEO; Harn-Fen Ni, Chairman of the Foundation ADLINK; Ta-Chih Chou, Global CFO.



About this Report

The 2025 ADLINK Sustainability Report (“The Report”) was prepared by the “ESG and Corporate Governance Center” of ADLINK Technology Inc. (“ADLINK”). The report contains our response to topics of stakeholder concern, presents ADLINK’s performance, accomplishments, and management policies in corporate governance, economic, environmental, and people/human rights sustainability issues, as well as demonstrating our commitment to facilitating sustainability in society at large.

Reporting Period and Scope

This report discloses the same period as the financial reporting period, from January 1, 2025, to December 31, 2025. Financial data covering the Group’s operating performance are presented in alignment with the consolidated financial statements. The entities included in the consolidated financial statements are disclosed in the [“2025 Consolidated Financial Statements.”](#) All financial data are presented in New Taiwan Dollars (TWD).

Sustainability performance is disclosed based on the scope of ADLINK Technology Inc. (the parent company). In addition, the global workforce structure is disclosed in the appendix, and greenhouse gas inventory data of overseas subsidiaries are in Chapter 4. Certain target achievements also include overseas subsidiaries, with relevant notes provided in the corresponding sections. Data compilation methods and restatements of previously reported figures, as well as the resulting explanations, are presented in each relevant chapter of the Report.

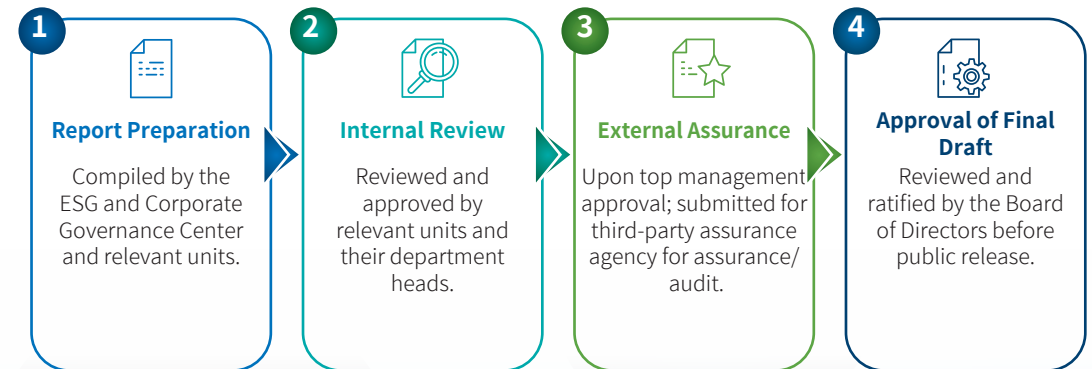
Report Principles

The Report is compiled in accordance with the GRI Standards issued by the Global Sustainability Standards Board (GSSB) and references industry-specific metrics provided by the Sustainability Accounting Standards Board (SASB) as well as frameworks such as IFRS S2 Climate-related disclosures, to present relevant information.

Report Preparation and Quality Management

To enhance the completeness and credibility of ADLINK’s sustainability reporting, the company established procedures for compilation and verification in accordance with the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. Content is provided by responsible units and reviewed by their department heads, then sent to the Sustainability and Corporate Governance Center to be compiled, proofread, and edited. The final report is submitted to the Board of Directors for review and approval.

Sustainability Report Preparation and Assurance Procedures



To enhance the accuracy and credibility of the sustainability reports, we engaged an external assurance agency and adopted internationally recognized indicators. Additionally, to maintain product quality and market competitiveness, we have obtained various international certifications.

External Assurance and ISO Certifications

Standards Followed		Verification/Assurance Body
Sustainability Report	ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.	Deloitte & Touche
Finance	International Financial Reporting Standards (IFRS)	Deloitte & Touche
Environmental	ISO 14064-1:2018 Organizational GHG Inventory	BSI Group Singapore Pte. Ltd., Taiwan Branch
	ISO 14001:2015 Environmental Management System	TÜV SÜD
Energy	ISO 50001:2018 Energy Management System	BSI Group Singapore Pte. Ltd., Taiwan Branch
Occupational Health and Safety	ISO 45001:2018 Occupational Health and Safety Management Systems	TÜV SÜD
Social Responsibility	Responsible Business Alliance (RBA) Code of Conduct	TÜV Rheinland
Information Security	ISO 27001:2022 Information Security Management System	SGS
	IEC 62443-4-1:2018 Secure Product Development Lifecycle (SDL) requirements	LCIE Bureau Veritas
Quality Management	TL 9000:2016 / ISO 9001:2015 Quality Management Systems	TÜV SÜD
	EN ISO 13485:2016 Medical Devices—Quality Management Systems	TÜV SÜD
	ANSI/ESD S20.20-2021 Electrostatic Discharge Protection Control System	DQS Inc.
	ISO/IEC 17025:2017 Laboratory Quality Management System	Taiwan Accreditation Foundation (TAF)

Time of Release

Starting in 2023, ADLINK has been publishing the Sustainability Reports annually. The content is published in English and Chinese, and its content and accuracy are reviewed by the ESG Sustainability Committee and various department heads. The Report is made publicly available on ADLINK's official website after publication.

Current edition: Published in August 2026

Previous edition: Published in August 2025

Next edition: To be published in August 2027

Contact Method

For any inquiries, consultations, or suggestions regarding this report or ADLINK's sustainability efforts, please contact us via the channels below.

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 Telephone: +886-3-216-5088

 E-mail : esg@adlinktech.com

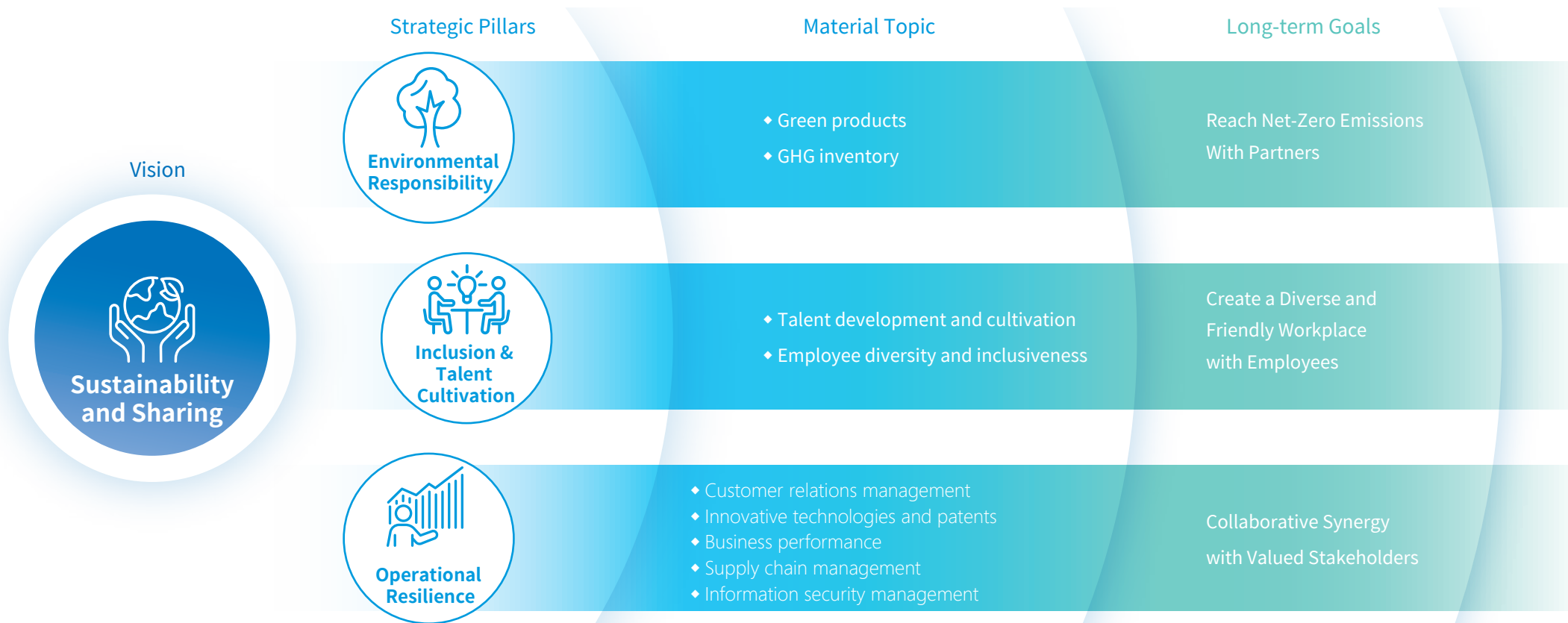
 ADLINK Website: www.adlinktech.com

Sustainable Development Strategy

Sustainable Development Vision Blueprint

ADLINK is committed to promoting corporate social responsibility based on the concept of “sustainability and sharing,” and continues to develop a Sustainable Development Vision Blueprint centered on “diverse partnerships for compound sustainable value.” By strengthening the core business, the company works with its stakeholders to realize and create greater sustainable values. In response to stakeholder concerns, ADLINK has established three sustainability strategy pillars—“Operational Resilience,” “Environmental Responsibility,” and “Inclusion and Talent Cultivation” —combined with nine material topics to balance economic, environmental, and people/human rights considerations. Corresponding short-, mid-, and long-term targets have also been planned to fulfill ADLINK’s corporate sustainability vision.

Sustainable Development Vision Blueprint



Corporate Sustainability Strategy Framework

Achieved : / Not achieved :

Strategic Pillars	Material Topic	Corresponding SDGs	Key Performance Indicators	2025 Goals	2025 Goal Achievement Status	Short-term Goals (2026)	Mid-term Goals (2027 – 2028)	Long-term Goals (2029~)
Environmental Responsibility	Green Products	11.6	FMD part number collection completion rate	55%		55%	60%	60%
		11.a 12.5 12.6						
		17.17	Supplier response rate for four conflict minerals (3TG)	92%		95%	100%	100%
	GHG Inventory	6.4	Carbon emission reduction (2023 as the baseline)	9.2%		13.4%	17.6%	26%
		13.2	Renewable energy percentage	3%		20%	25%	35%
		13.3	Total reduced water withdrawal vs. the baseline year	1%		1%	1%	1%

Strategic Pillars	Material Topic	Corresponding SDGs	Key Performance Indicators	2025 Goals	2025 Goal Achievement Status	Short-term Goals (2026)	Mid-term Goals (2027 – 2028)	Long-term Goals (2029~)
Inclusion and Talent Cultivation	Talent Development and Cultivation	 4.3 4.4 4.5 8.2 8.5	Percentage of elite interns employed (of total staff)	> 3.50%		> 3.50%	> 3.50%	> 3.50%
			Average training hours per employee	> 20 hours		> 20 hours	> 25 hours	> 25 hours
			Departmental annual training plan execution rate	> 90%		> 92%	> 95%	> 95%
			Section chief-level vacancies filled by internal promotion	> 1/3		> 1/3	> 1/3	> 1/3
	Employee Diversity and Inclusiveness	 3.1 3.8 5.1 5.5 5.c 8.2 8.5 8.8 10.2 10.3	Female representation in management systems	> 23%		> 23%	> 23%	> 23%
			Female permanent and contingent employees ratio	> 40%		> 40%	> 40%	> 40%
			Employees with disabilities ratio maintained	≥ 1%		≥ 1%	≥ 1%	≥ 1%
			Annual health checks for each pregnant employee	> 6		> 6	> 6	> 6
			Employee interaction and care events ^(Note 1)	-	-	≥ 1 foreign cultural exchange event	≥ 1 foreign cultural exchange event	≥ 1 foreign cultural exchange event
				-	-	-	≥ 1 event for expatriate and mid- to late-career employees, respectively	≥ 1 event for expatriate and mid- to late-career employees, respectively
				-	-	-	-	-
				-	-	-	-	-
			Cultural and religious inclusion measures ^(Note 1)	-	-	Bilingual Chinese English menu for on-site and system platforms	Bilingual allergen labeling on-site and in systems to enhance dining safety	International cuisine is offered twice monthly to enhance cultural diversity and dining experience

Strategic Pillars	Material Topic	Corresponding SDGs	Key Performance Indicators	2025 Goals	2025 Goal Achievement Status	Short-term Goals (2026)	Mid-term Goals (2027 – 2028)	Long-term Goals (2029~)
Operational Resilience	Customer Relations Management		Maintain the customer satisfaction average score	> 3.4		> 3.5	> 3.7	> 3.7
			Increase customer satisfaction feedback collection rate	40%		40%	42%	44%
	Innovative Technologies and Patents	 	Usage number of old parts for the new standard product cartons/boxes	≥ 80%		≥ 82%	≥ 84%	≥ 86%
			New product model numbers using air-column or all paper packaging to replace EPE	≥ 10		≥ 12	≥ 14	≥ 16
			New product model numbers using thermal design optimization measures to reduce aluminum alloy usage or CNC machining time	≥ 8		≥ 10	≥ 12	≥ 15
			Planned thermal measurement tasks ^(Note 1) after implementing an automated thermal testing system with early-stop control, reduced idle operation, and heating cycles, improved energy efficiency	-	-	≥ 10	≥ 20	≥ 30
			Low-power standard achievement rate for new product models	60%		80%	95%	95%
			IEC 62443-4-1 and IEC 62443-4-2 certifications	Receive IEC 62443-4-1		At least 1 product receiving IEC 62443-4-2	At least 1 product receiving IEC 62443-4-2	Enhance supply-chain cybersecurity requirements
	Business Performance		Maintain net operating profit margin	5%		> 5%	> 5%	Reach 10% above the industry average
			Revenue growth rate from diversified customized services	10%		15%	> 15%	> 15%

Strategic Pillars	Material Topic	Corresponding SDGs	Key Performance Indicators	2025 Goals	2025 Goal Achievement Status	Short-term Goals (2026)	Mid-term Goals (2027 – 2028)	Long-term Goals (2029~)
Operational Resilience	Supply Chain Management	 	Key supplier risk assessment ratio	> 70%		> 80%	100%	100%
	Information Security Management		Social-engineering drill count and cybersecurity training	1 global drill		1 once per year	1 once per year	1 once per year
				99% course completion rate		99%	99%	99%
			Maintain Information Security Management System standard with regular audits and drills	Complete ISO/ IEC 27001:2022 recertification		Maintain validation	Maintain validation	Maintain validation
			An effective log-monitoring mechanism to track and detect anomalies	Endpoint protection coverage at 95%		99% (HQ)	95% (Global)	95% (Global)
				Advanced protection coverage for core systems at 70%		80% (HQ)	75% (Global)	75% (Global)
			Cyber-risk rating score	80%		83%	85%	Exceed industry standard and maintain at least 85%
			Critical application patching rate ^(Note 1)	95% (high risk)	-	99% (high risk)	95% (medium and high risk)	95% (medium and high risk)

Note 1: Newly added goals.

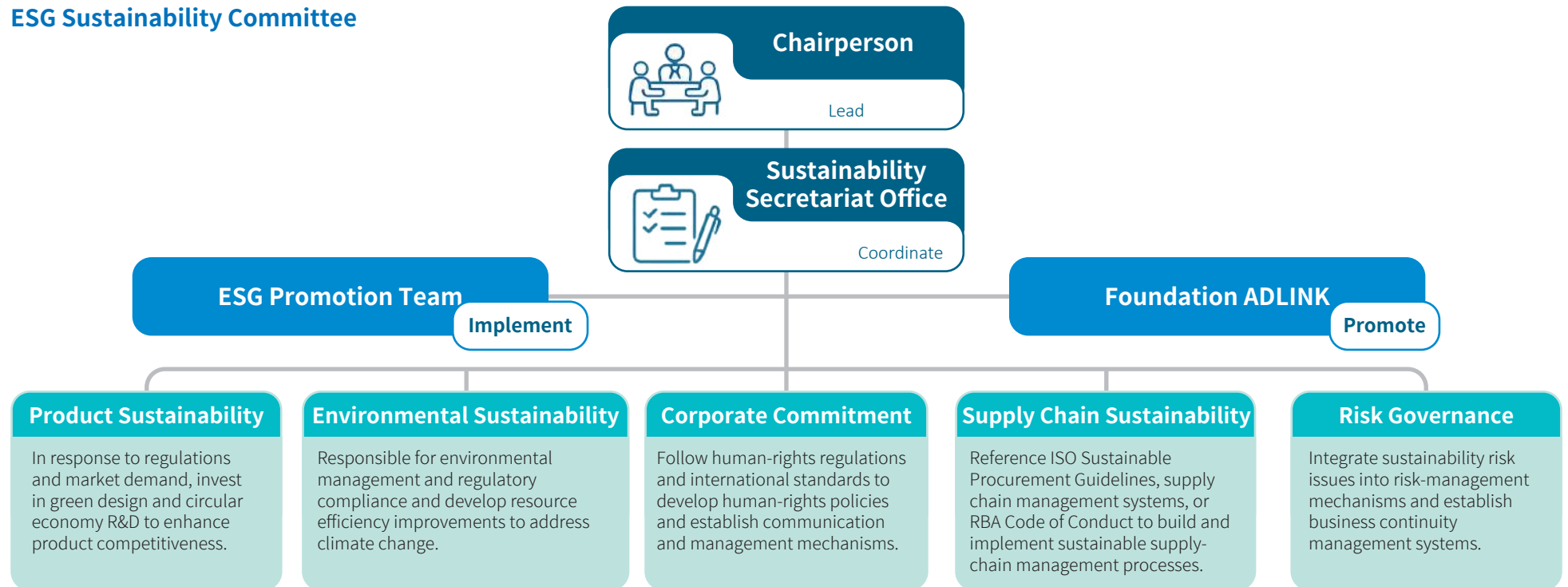
Note 2: Failed 2025 goals are explained in the corresponding sections.

ESG Sustainability Committee

To deepen the vision of corporate sustainable development, fulfil corporate social responsibility, and promote progress in economic, environmental, and people/human rights aspects to achieve sustainable development goals, ADLINK established its Corporate Sustainability Development Committee in 2013, aspiring to strengthen corporate governance, fulfil social responsibility, and practice eco-friendly actions. In December 2022, it was transitioned and upgraded to the ESG Sustainability Committee, chaired by ADLINK Chairman and CEO, with the Global CFO authorized to manage the Sustainability Secretariat and lead the ESG Promotion Team to coordinate and operate the ESG Sustainability Committee. The Committee was reorganized at the end of 2024 to align its coordination and operations with the Company's organizational structure. The ESG Sustainability Committee conducts meetings at irregular intervals to set the short-, medium-, and long-term targets as well as to consolidate the departments' progress in implementing sustainable development initiatives for annual reporting to the Board of Directors in order to proactively respond to stakeholder needs. As an enterprise that drives the development of technology, ADLINK aspires to fulfill its corporate social responsibility through the promotion of corporate sustainability and the provision of resources and influence to contribute to the economy, the environment, and people/human rights.

To strengthen the Company's sustainability governance framework, the ESG Sustainability Committee is scheduled to be elevated to a Board-level functional committee in late 2026 and renamed the Sustainability and Risk Management Committee. Thus, environmental, people/human rights, governance, and risk management considerations will be integrated into business decision-making. With direct oversight from senior leadership, this structure will enhance the Company's operational resilience and improve decision-making efficiency.

ESG Sustainability Committee



Responsibilities of the ESG Sustainability Committee

Committee	Functions
Chairperson	Introduce global sustainability trends to lead the Company toward excellence in sustainable development, enrich the value chain ecosystem, and give back to society.
Sustainability Secretariat Office	Lead the ESG Promotion Team to coordinate committee operations, closely integrate sustainability development goals with core business strategies, identify corporate risks, challenges, and opportunities, create social influence, and respond to stakeholder expectations.
ESG Promotion Team	Ensure the promotion and implementation of sustainability initiatives; be responsible for the integrity, accuracy, and reliability of sustainability information, including compliance with disclosure regulations and international standards to enhance transparency.
Product Sustainability	In response to regulations, international markets, industry trends, and customer needs, invest in green design, product life cycle management, and circular economy R&D to strengthen product competitiveness.
Environmental Sustainability	Responsible for environmental management systems, compliance with environmental regulations and international standards; develop resource-efficiency strategies in response to climate change to achieve environmental sustainability goals.
Corporate Commitment	Follow human-rights regulations and international standards to establish human-rights management policies and procedures, and develop communication and management mechanisms internally and throughout the value chain.
Supply Chain Sustainability	Refer to ISO Sustainable Procurement Guidelines, supply-chain management systems, or RBA Code of Conduct to build and implement sustainable supply-chain management processes, including risk surveys, audits, improvement coaching, capacity building, incentives, and delisting mechanisms.
Risk Governance	Integrate sustainability risk issues into risk-management mechanisms, responsible for risk identification, analysis, evaluation, and response activities, and establish business-continuity management systems to reduce operational risk.
Foundation ADLINK	Through promoting technology education, humanities and arts development, and supporting disadvantaged groups, the Foundation contributes to society and creates a substantial impact.

Stakeholder Communication

Topics of Stakeholder Concern and Communication Channels

ADLINK follows the AA1000 SES Stakeholder Engagement Standard. The ESG Promotion Team references sustainability trends and peer progress, which are compiled for discussion and identification by the ESG Sustainability Committee during meetings. The authorized Sustainability Secretariat then confirms eight categories of stakeholders based on the company's operational development.

For fiscal year 2025, the stakeholder identification and discussion outcomes from the 2024 ESG Sustainability Committee meetings were retained, classifying stakeholders into eight primary categories to serve as the foundation for subsequent engagement and materiality assessments. Listening to stakeholders is key to success and sustainability for businesses. Through diverse communication channels and mechanisms, ADLINK board members engage stakeholders via all types of exchange conferences, annual publications, audits, customer visits, annual meetings, and the public contact channels on the corporate sustainability website to understand their topics of concern and demands. By reviewing these topics, the senior management's strategic goals are refined. Continued efforts will be made in economic, environmental, and people/human rights-related topics to supplement the created value of stakeholders, meet stakeholder expectations, and seize new opportunities for sustainable operations.

Topics of Stakeholder Concern and Communication Channels

Stakeholders	Engagement Objective	Topics of Concern	Communication Channels and Frequency	Email	Engagement Performance / Outcomes
 Shareholders	Enhance information disclosure transparency so shareholders understand the Company's financial and operational status.	Business performance Green products Customer relations management Social engagement	- Shareholders' meeting (annually) - Market Observation Post System (permanent) - Publication of financial reports (quarterly) - Investor Conference (at least 2 times every year) - Company website (as needed)	investor@adlinktech.com	1 shareholders' meeting was held, with an attendance rate of 77.68%, and a total of 558 shareholders using electronic voting. - Held 2 investor conferences. - Published 4 financial reports.
 Employees	Communicate on employee benefits and talent-development topics, encourage participation and feedback to understand needs and improve retention.	Business performance Employee diversity and inclusiveness Workplace health and safety Talent development and cultivation Employee-employer relations	- Labor-Management Council (quarterly) - Employee mailbox (permanent) - Occupational Safety and Health (OSH) Committee (quarterly) - Employee Welfare Committee (permanent)	hr@adlinktech.com	- Held 4 labor-management meetings with an 83% average attendance rate; collected 54 topics with a 100% resolution rate. - A total of 1 complaint (unsubstantiated), and 29 suggestions were received, with a case resolution rate of 100%. 4 OSH Committee meetings were established, and a total of 8 plans were implemented. 45 Employee Welfare Committee activities were held, with a total of 4,701 participants.
 Customers	Collect customer needs and suggestions on products or services, adjust practices promptly to improve satisfaction, and build solid relationships.	Supply chain management Innovative technologies and patents Employee diversity and inclusiveness Waste management Workplace health and safety	- Customer Satisfaction Survey (annually) - Customer feedback (as needed) - Online AI customer-service system (permanent) - Company website - section on corporate sustainability (permanent)	tw@adlinktech.com	52 customers completed the survey, achieving a satisfaction score of 4.0, as well as the set goal. 68% of customer service requests were handled by the AI system. 112 customer visits.

Stakeholders	Engagement Objective	Topics of Concern	Communication Channels and Frequency	Email	Engagement Performance / Outcomes
 Suppliers	Through regular/irregular assessments of supplier ESG practices and communicating supply chain policies to mitigate disruption risk.	Business performance Supply chain management Green products Information security management	- Supplier audits (per RBA standards) (annually) - Supplier evaluations (per ISO 9001) (annually) - Green product management (annually)	- esg@adlinktech.com - Conflict_Minerals_Free@adlinktech.com	- Key and new suppliers underwent risk assessments at rates of 75% and 100%, respectively. - Evaluation results: Level A (Excellent) & Level B (Approved) suppliers are at 100%, Level C (Conditional Approval) suppliers are at 0%, while Level D (Non-Approval) suppliers are at 0% (see Section 3.1) 100% of parts recognition reached, with the "Supplier Declaration" obtained, or the "Supplier EU RoHS & EU REACH Declaration" provided. - A total of 208 suppliers were examined, and 94.70% disclosed the sources of the minerals used.
 Communities	Understand and respond to community needs, while also actively organizing social welfare activities to strengthen engagement and connection.	Social engagement Employee-employer relations Energy management GHG inventory Workplace health and safety	- ADLINK Education Foundation (permanent) - Company website (permanent) - External contact point of the General Affairs Sections (periodically)	esg@adlinktech.com	- Funded 600,000 TWD to support the "Taoyuan Gaorong Social Care Association," benefiting a total of more than 50 underprivileged remedial students (see Chapter 6: Social Engagement). - Participated in the report of the manufacturer joint meeting, which is regularly held every year in Hwa Ya Technology Park.
 Government Agencies	Comply with regulations and government requests, while maintaining smooth communication channels to foster a healthy business environment.	Business performance GHG inventory Waste management Workplace health and safety Employee diversity and inclusiveness	- Official correspondence, Questionnaire Survey, and Market Observation Post System (as needed) - Sustainability Report (annually)	legal@adlinktech.com	- Responses and announcements made within required deadlines to ensure compliance (see Section 2.4). - A GHG inventory for the headquarters was completed in 2023 in accordance with the FSC's "Sustainable Development Guidemap for TWSE- and TPEx-Listed Companies." - The Company discloses all relevant information in the annually published Sustainability Reports.
 Business Partners	Leverage partners' strengths to achieve complementary advantages, knowledge sharing, and resource pooling for mutual benefits.	Business performance Innovative technologies and patents Customer relations management Supply chain management Information security management	- Industry associations (as needed) - Partner Annual Conference (EOC) (annually)	tw@adlinktech.com	Four Global Partner Conferences were held, with nearly 400 international industry experts, corporate decision-makers, and key ecosystem partners participating, with a focus on the latest technologies and applications.
 Professional Advisors	Utilize guidance in building resilient management systems and achieving sustainability goals for the company through expert advice on domestic and international ESG trends.	Business performance Supply chain management Energy management GHG inventory Information security management	- Government resources (as needed) - Management systems (as needed) - Sustainability Report (annually)	esg@adlinktech.com	- Applied for the Energy Savings Performance Contracts (ESPC) program of the Energy Administration, MOEA. - Engaged external consultants to support sustainability reporting and improve CDP disclosure scores.

Complaints and Suggestions

Integrity and responsible business conduct form the foundation of corporate sustainability. ADLINK adopts a zero-tolerance policy toward bribery, corruption, extortion, and other corrupt practices. Therefore, we have established various complaint, reporting, and suggestion channels to encourage stakeholders to report concerns, file complaints, or provide suggestions related to environmental, economic, and people/human rights impacts caused by unethical and immoral behaviors or any operational activities.

ADLINK consults external experts to design the grievance and suggestion mechanisms and has announced the relevant reporting channels on the official website. External parties can report illegal activities through a public whistleblower mailbox, while internal employees can file complaints or provide suggestions through the Company’s Human Resources Department and Legal Office via emails, hotlines, or online and physical employee suggestion boxes. We also offer the option of anonymous reporting, for which the receiving units must maintain confidentiality regarding the whistleblower's identity and reported incidents. Unless necessary for investigation purposes, information will not be disclosed to unrelated third parties to prevent unfair treatment or adverse consequences. The protection systems and procedures for whistleblowers are clearly defined in the “Reports, Complaints, and Suggestions and Employee Participation and Feedback Management Procedures” and the “Whistleblower Protection and Anti-Retaliation Management Procedures.”

ADLINK actively engages in feedback and maintains continuous improvements in the office environment, meal services, transportation arrangements, and many other aspects, demonstrating its commitment to employee needs. In 2025, we received 30 suggestions (see Section 5.1) with a 100% resolution rate. 29 of the suggestions covered group meals, shuttle services, employee benefits in the workplace environment, and attendance time-clock issues, all of which were addressed in accordance with the recommendations. One case involved a workplace interaction-related grievance, and following investigation and assessment under the established grievance mechanism, the case was determined to have stemmed from differences in communication styles and perceptions, which did not constitute unlawful workplace conduct. To continuously improve workplace interaction quality, the Company has strengthened preventive measures through communication skills training, managerial training on the prevention of unlawful workplace conduct, and access to psychological counseling resources.

Handling Procedures for Reports and Complaints

Reports, Complaints and Suggestions	Clarification, Handling and Investigation (Human Resources Dept.)	Reporting and Adjudication (The Complaint Handling Committee)	Improvement and Preventive Measures (Human Resources Dept. / Legal Office)
Internal Complaint and Suggestion Channel: - Legal Office Hotline and Mailbox +886-3-216-5088 ext. 8312 legal@adlinktech.com - Human Resources Dept. Hotline and Mailbox +886-3-216-5088 ext. 8618 hr@adlinktech.com - Online and Physical Employee Suggestion Boxes External Complaint and Suggestion Channel: esg@adlinktech.com	Generally, it is suggested that the Human Resources Department perform the process of receiving and responding to all cases. If further investigation is required, an investigative team shall be established within seven (7) working days upon receiving the case to conduct the investigation in a confidential manner.	The Complaint Handling Committee is composed of employer and employee representatives. The Complaint Handling Committee shall render its resolution according to the procedures. The resolution shall provide suggestions for disciplinary action or other resolution methods. The complainant, respondent, and management shall be notified of the resolution in writing. If the complainant or the respondent has any objection to the resolution, the objecting party may file an appeal with justification within twenty (20) days from the day after receiving the written notification.	Track, evaluate, and monitor the implementation of prevention and control measures to ensure that disciplinary actions or treatment plans are effectively carried out. If the Committee deems it necessary to provide counseling or medical treatment for the parties involved, the Committee may refer them to professional counselors or medical institutions. The internal and external management procedures shall be reviewed to identify areas requiring improvement and implement corrective actions. Internal and external communication, as well as employee training, shall be strengthened to prevent similar incidents from recurring.

Statistics on Complaints, Reports, and Suggestions in the Past 3 Years

Year	2023		2024		2025	
Channels for Proposing Suggestions and Complaints	Number of Cases	Case Resolution Rate	Number of Cases	Case Resolution Rate	Number of Cases	Case Resolution Rate
Human Resources Hotline	0	0%	0	0%	0	0%
Human Resources Complaint E-mail	1	100%	1	100%	1 ^(Note)	0%
Online Employee Suggestion Box	30	100%	11	100%	29	100%
Physical Employee Suggestion Box	1	100%	0	0%	0	0%
External Complaint Mailbox	0	0%	0	0%	0	0%
Legal Office Hotline	0	0%	0	0%	0	0%
Legal Office Complaint E-mail	0	0%	0	0%	0	0%
Other	0	0%	0	0%	0	0%
Total	32	100%	12	100%	30	100%

Note: The complaint was unsubstantiated.

Material Topic

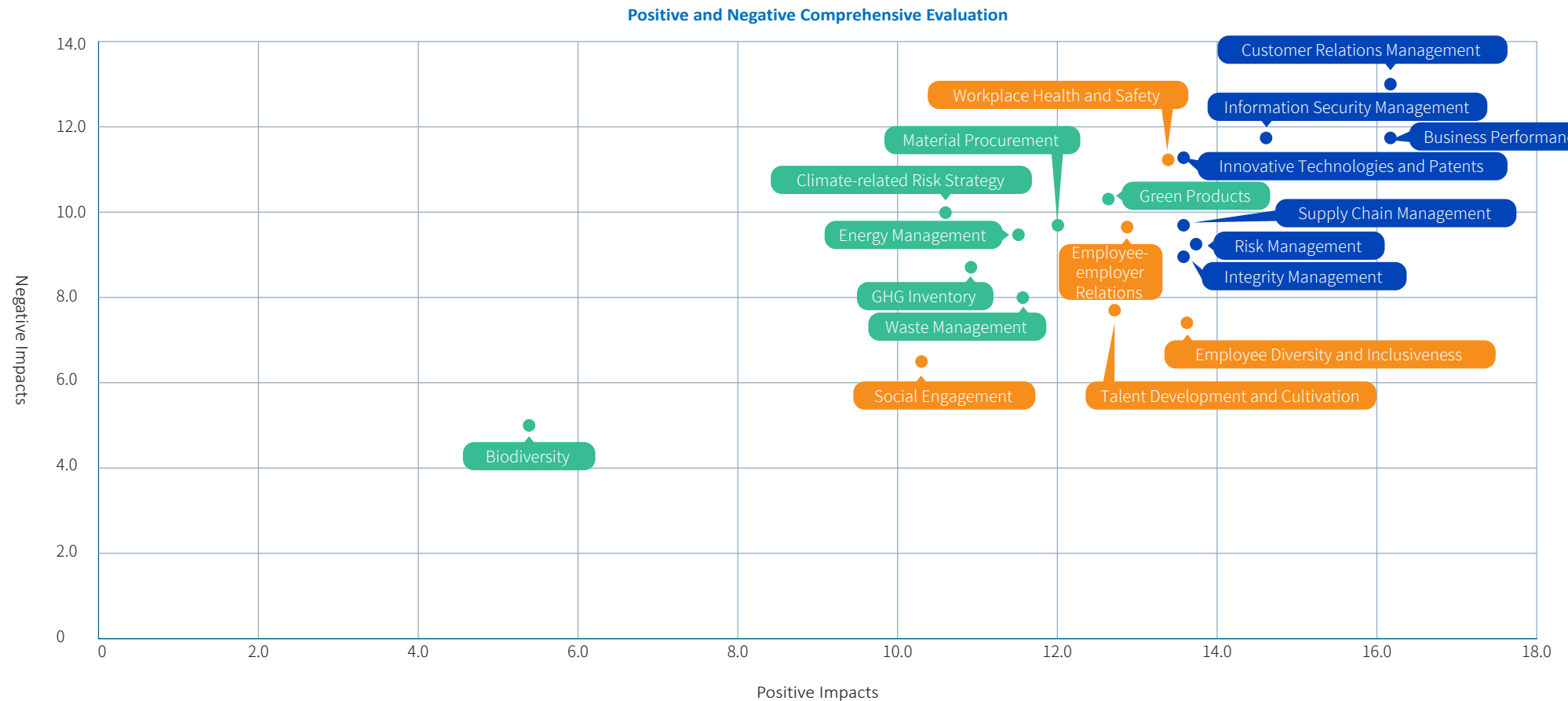
To ensure effective communication with stakeholders, ADLINK’s internal units in charge have established diverse, systematic channels to collate stakeholders’ concerns on economic, environmental, and people/human-rights topics. In 2024, a total of 19 stakeholder concerns were identified based on the Company’s sustainability philosophy. A materiality assessment and analysis of each topic is conducted based on the degree of stakeholder concern and the impact on the Company’s sustainable operations (in economic, environmental, and people/human rights aspects), to confirm the boundaries of such impacts and the Company’s degree of involvement.

Material Topic Identification Process



During the materiality assessment process, relevant units are invited to describe the actual and potential positive and negative impacts associated with each topic (see each chapter's Material Topic Management Table). Afterwards, an online questionnaire is sent to the ESG Sustainability Committee and unit heads to evaluate the likelihood and magnitude of positive and negative occurrences for each topic. After collecting and statistically analyzing the questionnaires, a preliminary materiality matrix is generated.

Positive and Negative Comprehensive Evaluation



Note: Blue indicates economic topics, green indicates environmental topics, and orange indicates people/human rights topics.

After the materiality survey, the ranking results of each sustainability issue are presented to the Sustainability Secretariat Office. Taking the Company's overall business development direction and following discussions, aside from minor ranking adjustments based on average scores, the material topics identified for 2025 remain unchanged from those of 2024.

Material Topic Impact Boundaries, Involvement, and Corresponding Chapters

Degree of Involvement : ■ Direct Impact / ◎ Contributes to Impact / ● Commercial Impact

Material Topic	Corresponding Chapter	Implications for ADLINK	Corresponding GRI Indicators	Corresponding SASB Indicators	Impact Boundaries and Involvement		
					Suppliers	ADLINK	Customer
1 Customer Relations Management	CH 3	Customer feedback on the Company's products and services helps the Company make continuous improvements to enhance its operations and build a lasting brand image.	Self-defined topics	-		■	●
2 Business Performance	CH 1	The Company's operating profitability.	201-1	TC-HW-000.A TC-HW-000.B TC-HW-000.C		■	
3 Information Security Management	CH 2	The operational continuity of the Company and its ability to protect its information assets.	418-1	-		■	●
4 Innovative Technologies and Patents	CH 3	The technological strength of R&D and the competitiveness of the brand.	416-1	-		■	●
5 Supply Chain Management	CH 3	Stable source of raw materials and services for the Company.	204-1 308-1 308-2 414-1 414-2	TC-HW-440a.1 TC-HW-430a.1 TC-HW-430a.2	◎	■	●
6 Green Products	CH 3	The Company's commitment to providing environmentally friendly and ethical products.	416-1 416-2	-	◎	■	●
7 Employee Diversity and Inclusiveness	CH 5	Incorporating the perspectives and feedback of employees from different cultures and backgrounds helps facilitate talent retention and further improve the Company's ability to innovate.	405-1	TC-HW-330a.1		■	
8 Talent Development and Cultivation	CH 5	In response to the rapidly changing market and industry, developing and cultivating talents will facilitate the Company's operations to meet the demands of the market and industry, and provide employees with more flexible career paths.	404-1 404-2 404-3	-		■	
9 GHG Inventory	CH 4	Understanding the scope of the Company's carbon footprint and formulating ways to reduce GHG emissions to enable improvements in product manufacturing processes and identify business opportunities related to a low-carbon transition.	305-1 305-2 305-3 305-4 305-5	-		■	●

Note: The material topics for 2025 remain unchanged from 2024.



Chapter **1**



Company Overview

- 1.1 About ADLINK
- 1.2 Business Performance
and Expectations
- 1.3 Certifications and
Industry Alliances

1.1 About ADLINK

Established in August 1995, ADLINK is headquartered in Taiwan and has been listed on the Taiwan Stock Exchange since 2004. It is dedicated to providing embedded, distributed, and edge computing hardware and software solutions, and promotes edge AI and edge visualization. Its products include embedded modules, computer-on-modules, AI modules, industrial motherboards, AI GPU servers, software (robotic operating systems, middleware, APIs, etc.), deep-learning accelerators, platform systems, industrial tablets, industrial PCs, IoT solutions, AI smart cameras, and more. ADLINK is dedicated to driving innovations in smart manufacturing, healthcare, transportation, smart cities, and gaming entertainment.

ADLINK actively participates in the development of standards in areas such as open-source technology, robotics, automation, IoT, and 5G, which includes working with the ROS 2 Technical Steering Committee. ADLINK also maintains close cooperation with Intel, NVIDIA, Qualcomm Technologies, Arm, and AUO. ADLINK continues to innovate in the edge computing field, providing advanced hardware and software services. By deploying its edge AI solutions, the Company can quickly solve its customers' pain points, help them reduce their total cost of ownership (TCO), and maintain the competitiveness of businesses.

Main Global Locations

After decades of global expansions, ADLINK celebrated its 30th anniversary in 2025. The Company has been committed to building a comprehensive global operations and service network, with sales operations reaching more than 40 countries across five continents. It maintains close partnerships with distributors in the Americas, Asia-Pacific, and Europe, enabling it to closely respond to customer needs and provide timely and professional technical support.

Going forward, ADLINK will continue to strengthen its global footprint and local service capabilities. Through closer international collaboration and regional support systems, the Company aims to deliver more refined professional services to customers with faster speed, while continuously driving sustainable growth in global markets.

Company Name	ADLINK Technology, Inc.
Date of Incorporation	1995
Headquartered in	Taoyuan, Taiwan
Total Consolidated Revenue in 2025	TWD 11,801,217 (Unit: Thousand)
Earnings Per Share in 2025	TWD 2.35
Total Number of Employees in 2025	>1,500 (Global Total)
Stock Code	6166



5 Design Centers

USA, Europe, Taiwan, China and India

2 Factories

China & Taiwan

18 Support Offices

USA, Europe, Asia, Taiwan, and China

4 Logistics & Service Centers

San Jose, Deggendorf, Shanghai, and Taoyuan, Taiwan

1.2 Business Performance and Expectations

Management of Material Topic "Business Performance" in 2025

Material Topic	Business Performance	
Impact Assessment	Positive/Actual	Effective short-, mid-, and long-term sustainable management strategies, combined with comprehensive solution offerings that strengthen competitive positioning, have contributed to increased revenue and profitability. Sound financial performance ensures stable cash flow and a solid capital structure, supporting continued investment in R&D innovation, talent cultivation, and corporate sustainability development, while creating long-term value for stakeholders, including employees, suppliers, customers, and shareholders.
	Negative/ Potential	Failure in operational strategy and market positioning may lead to operational difficulties, restricting investment in R&D innovation, talent development, and sustainability initiatives, thereby weakening long-term competitiveness and profitability, and reducing the willingness of investors to invest or the willingness of banks to provide financing. At the same time, poor operating performance may result in financial losses and undermine the Company's long-term operational stability.
Corresponding GRI Indicators	GRI 201-1 Direct economic value generated and distributed	
Corresponding SDGs		
Policy or Commitments	The company actively aligns with government policies and establishes management measures and regulations, including certification to ISO 9001 Quality Management System and ISO 14001 Environmental Management System, to ensure compliance with relevant laws and industry standards. Simultaneously, it is committed to creating a robust growth environment for employees, providing professional development opportunities, and maximizing value creation through business operations to give back to society and fulfill corporate social responsibility.	
Effectiveness Tracking Mechanism	To ensure effective promotion and implementation of corporate objectives, the Company employs a regular meeting mechanism to monitor execution progress and perform rolling adjustments and reviews. This mechanism effectively captures operational status, enhances decision-making efficiency, ensures strategy execution, and drives continual growth and competitiveness. ● Annual Meetings 1. Annual Core Strategy Vision (CSV) Meeting Senior management defines the corporate vision and development direction, emphasizing key objectives and strategy setting. 2. Long Range Planning (LRP) Meeting Each product department develops long-term plans aligned with the CSV core strategy and market analysis to ensure consistency with the corporate vision. 3. Annual Operating Plan (AOP) Meeting Reviews the current year's execution results and forecasts sales and product strategies to ensure achievement of next year's operating targets. 4. Product Strategy Meeting Each business unit shall conduct detailed product strategy reviews twice a year, in the first and second half of the year, to ensure alignment between strategy execution and evolving market needs. ● Monthly and quarterly meetings are held to conduct operational reviews and strategy adjustments as needed to ensure alignment with executive decisions and market demands.	
2025 Annual Actions and Measures	TWD 11.8 billion Full-year revenue	191% Revenue achievement rate with diversified customized services

In 2025, the Company's revenue reached TWD 11.8 billion, representing approximately 17% growth compared with 2024's results. Profit before tax was TWD 643 million, and EPS was TWD 2.35, a tenfold increase from the previous year, demonstrating significant improvements in operational efficiency and financial fundamentals. In 2026, the Company will accelerate its business transition from a product-oriented model to a platform- and ecosystem-driven operating model. Through its platform strategy, the Company will develop scalable and extensible joint solutions that can be rapidly validated and replicated at the market front lines, thereby enhancing overall operational momentum and propelling revenue growth.

The Financial Receipts, Expenditures, and Profitability in the Past 3 Years

(Unit: TWD thousand)

Item	Consolidated Financial Statement	2023	2024	2025
Financial Income	Operating Revenue	11,414,519	10,078,338	11,801,217
	Gross Profit	4,179,009	3,794,964	4,218,943
	Gross Margin	36.61%	37.65%	35.75%
	Net Income Before Tax	456,641	25,810	643,140
	Net Profit	293,881	13,515	499,431
	Net Profit Margin	2.57%	0.13%	4.23%
Profitability	Earnings Per Share (TWD)	1.51	0.23	2.35
Non-operating Income	Non-operating Income	133,593	-35,873	-14,623
Operating Costs	Operating Expenses	3,855,961	3,733,281	3,561,180
Employee Wages and Benefits	Total Employee Remuneration and Benefits	3,249,904	3,163,756	3,066,344
Amount Payable to Investors	Cash Dividend	217,497	202,877	261,114
Amount Payable to the Government	Amount Payable ^(Note)	153,771	61,471	26,049
Community Investment	Funds Donated to Foundations	6,000	6,000	6,000
Economic Value Retained	Net Amount	4,064,979	2,875,080	4,865,907

Note: The amount includes income tax, land value increment tax, land value tax, house tax, stamp duties, deed tax, and fines.

R&D Expenditures Ratio

(Unit: TWD thousand)

Consolidated Financial Statement	2023	2024	2025
Operating Revenue	11,414,519	10,078,338	11,801,217
Research and Development Expenses	1,693,220	1,700,337	1,671,299
R&D Budget/Net Sales (%)	14.83%	16.87%	14.16%

Business Strategy

ADLINK adopts a dual-engine growth strategy of "platformization" and "vertical markets" as the core of its next-stage development, promoting the Edge AI Agents Platform (EAAP) as a key foundation for technological and business development over the next three years. Through platform-based integration of AI applications and hardware, the Company aims to accelerate product implementation and improve market deployment efficiency, while working with ecosystem partners to build more replicable and scalable solution models. In terms of market positioning, the Company focuses on four key vertical industries—medical, gaming and infotainment, smart manufacturing, and rugged and mission-critical applications—and, together with EAAP, forms a "4+1" growth framework that combines a solid foundation with strong growth momentum.

The Company's operating strategy is fully customer-centric. It selects high-impact customers and ecosystem partners based on market potential, strategic value, and long-term contributions. The Company also strengthens engagement with decision-makers through deep insights and top-management participation to build long-term trust-based partnerships. Internally, it operates under a goal-oriented execution culture, ensuring all initiatives are clearly defined into business opportunity types, supported by cross-functional collaboration, and adjusted with agility to ensure all investments are turned into tangible outcomes.

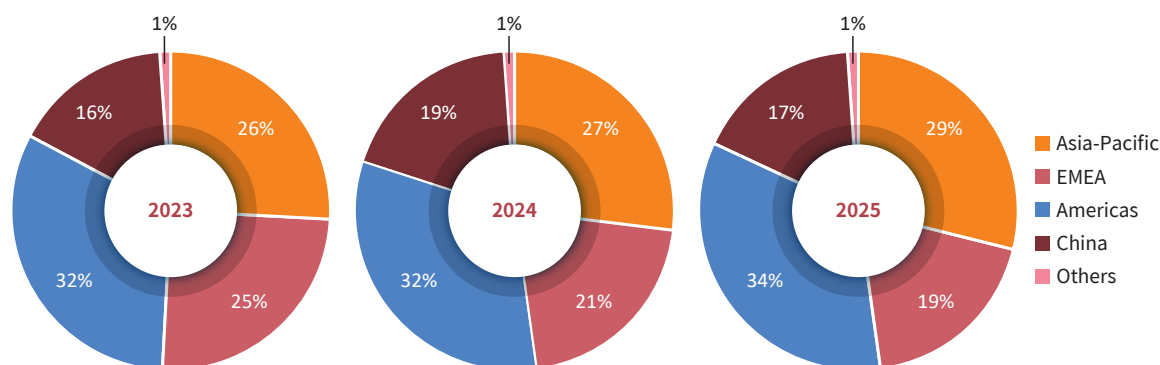
As the Company approaches its 30th anniversary, it continues to strengthen sustainability and innovation as the foundation of its long-term competitiveness.

In addition to enhancing carbon reduction targets and implementing the ISO 50001 Energy Management System to optimize energy efficiency, the Company also promotes AI capability development and employee engagement surveys to build a more resilient and competitive organizational culture. At the same time, the Company has passed IEC 62443-4-1 Secure Product Development Lifecycle certification, continuously strengthening its global leadership in cybersecurity and quality for industrial edge computing products, laying a solid foundation for the next stage of growth.

Proportion of Business Operations and Production Overview

ADLINK is a global company, and its customer base, technological capabilities, and business partnerships are not tied to a single region or single vertical market. In terms of regions, in 2025 the USA accounted for 34% of ADLINK's revenues, followed by 29% from APAC, 19% from EMEA, and 17% from China. The Company will continue to expand its market share in these core regions, while also seeking opportunities to enter new markets by leveraging new technologies, products, and partner ecosystems.

Global Product Sales Ratios by Region



▼ Production Overview of Products in the Past 3 years

Key Product Categories	2023		2024		2025	
	Annual Output (pieces/unit)	Proportion	Annual Output (pieces/unit)	Proportion	Annual Output (pieces/unit)	Proportion
IoT Solutions and Technology Business Unit	143,033	17.98%	88,986	8.35%	134,248	17.46%
Computer on Modules Business Unit	288,838	36.31%	253,040	23.75%	299,307	38.92%
Edge Computing Platforms Business Unit	32,022	4.03%	37,917	3.56%	43,724	5.69%
Edge Visualization Business Unit	82,867	10.42%	78,247	7.34%	131,643	17.12%
DMS Rugged Computing Business Unit	109,444	13.76%	65,709	6.17%	105,116	13.67%
Network, Communication and Automotive Business Unit	85,343	10.73%	17,797	1.67%	3,166	0.41%
Other	53,889	6.77%	523,712	49.16%	51,812	6.74%
Total	795,436	100%	1,065,408	100%	769,016	100%

Note 1: For the production plant area information, Taoyuan Huaya Plant is 20,627 m², while China Shanghai Plant is 19,086 m².

Note 2: ADLINK has only a minimal portion of products outsourced for manufacturing; therefore, the proportion of production in self-owned facilities in 2025 was 99.94%.

Product Strategy Execution Focus

While maintaining stable growth in its core business, ADLINK continues to strengthen edge AI capabilities, product cybersecurity resilience management, and sustainable energy-saving technologies. The Company also deepens its presence in vertical markets to create greater customer value and facilitate its corporate sustainability development goals. Through strategic deployment, it maintains market-leading advantages and drives long-term stable growth.

Promote ESG

The ESG Sustainability Committee was established to implement sustainability development goals.

Smart Manufacturing

Introduce AI factory automation and energy-saving management to improve manufacturing quality and efficiency.

Technology Innovation

Develop low-carbon, energy-efficient, with low-power consumption solutions.

Supply Chain Management

Optimize supply chain and value chain to enhance competitiveness.

Market Expansion

Deepen integration of vertical-market solutions and expand global deployment.

Cooperation

Strengthen technology and market collaboration with strategic partners.

Talent Development

Enhance talent cultivation and retention

Product cybersecurity and resilience management

Obtained IEC 62443-4-1 certification, which implements auditable cybersecurity management across the product lifecycle.

Short-term Strategic Goals

- Through edge AI and energy-saving technologies, help industries such as smart manufacturing, healthcare, gaming, and transportation realize ESG objectives.
- Accelerate Edge AI product development and expand the AI computing platform product line.
- Develop low-power consumption solutions.
- Strengthen regional operations and channel partnerships, deepening market presence in North America, Europe, China, Japan, Korea, New Zealand, Australia, Southeast Asia, and more.
- Optimize DMS+ Customized Services to provide services capable of one-stop design and manufacturing.
- Improve production automation and warehouse management efficiency.
- Strengthen quality management and cost control.
- Shorten product development cycles and delivery lead time.
- Emphasize talent cultivation.

Mid-term Strategic Goals

- Deepen Edge AI as well as sustainable energy-saving technologies and applications.
- Continue investing in the R&D of AI, autonomous mobile robots, and Edge AI GPU Server computers to help enterprises improve efficiency and safety.
- Expand vertical-market solution deployment to drive industrial intelligence.
- Leverage the EdgeOpen™ open-edge co-creation business platform to advance global partner implementation of AI and sustainable energy-saving.
- Strengthen localized support capabilities to meet the industrial sustainability development needs and ESG policies of different nations.
- Deepen sustainable supply-chain management to establish a more resilient green supply chain.
- Collaborate with NVIDIA, Intel, and Arm to optimize ADLINK's AI factories, including the implementation of AI manufacturing inspection, AI personnel-protective equipment detection, AMR, digital twin, and solar energy-saving management to strengthen manufacturing efficiency, human-machine collaboration safety, and energy management.
- Cultivate professionals in Edge AI and sustainable energy saving.
- Continue to practice product cybersecurity resilience management to ensure compliance with market regulations (e.g., EU Cyber Resilience Act (CRA)).

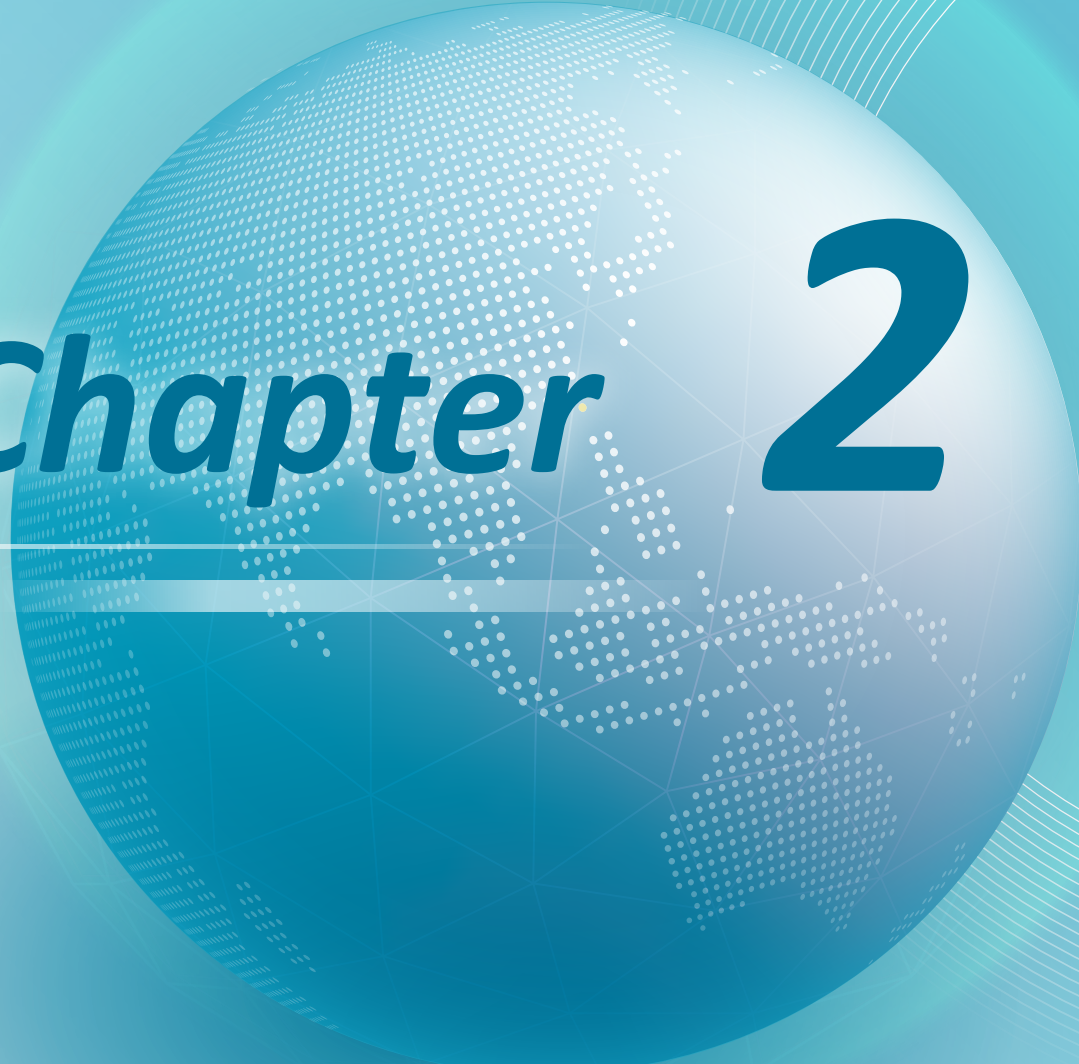
1.3 Certifications and Industry Alliances

ADLINK has long participated in the development of global standards for embedded and edge computing technology. Through international certifications and collaboration with industry alliances, ADLINK continues to enhance product quality, security, and interoperability. The Company has obtained certifications in various international standards, including ISO 9001, ISO 13485, ISO 14001, ISO/IEC 17025, and TL 9000, ensuring that ADLINK products satisfy global standards in design, manufacturing, and quality management.

In addition, ADLINK actively participates in various international technology organizations and industry alliances, including Autoware Foundation, ITxPT, and PCI Industrial Computer Manufacturers Group. Through technical collaboration and participation in standards development, the Company promotes the advancement of open architectures and edge computing technologies. By working with industry partners to build an open ecosystem, ADLINK not only drives technological innovation but also provides crucial support for global smart industries and sustainable development.

Participation in Industry Associations and Advocacy Organizations

Item	Name of Association	Strategic Role	Membership
1	PCI Industrial Computer Manufacturers Group	Play an active and decisive role in the formulation of standards for open-module computing.	Executive Member
2	Standardization Group for Embedded Technologies	Promote the science and research for embedded computing technology, as well as regulations related to the development of standards, including SMARC®, OSM®, and Qseven®.	Founding Member
3	VMEbus International Trade Association	ADLINK plays an active and decisive role in the formulation of open technical standards.	Member
4	HDCP	Ensure that products support the HDCP digital content encryption mechanism.	HDCP 2.x- Licensed Adopter
5	HDMI	Ensure that products are certified by HDMI.	Licensed Adopter
6	EtherCAT Technology Group	Participate in advancing and leading the evaluation, use, and implementation of the EtherCAT technology.	Member
7	Sensor Open Systems Architecture™ (SOSA) Consortium	Develop a non-proprietary open systems architecture based on the latest Modular Open Systems Approach (MOSA) of the US Department of Defense and/or commercial open standards.	Member
8	PXI Systems Alliance	Participate in setting specifications.	Sponsor Member
9	Association of Gaming Equipment Manufacturers (AGEM)	Penetrate the gaming equipment market by establishing relationships with major casinos and equipment manufacturers to drive ADLINK's market share in electronic gaming machines (EGM) and entertainment systems.	Member
10	International Gaming Standard Association (IGSA)	Solidify technical credibility among gaming equipment manufacturers, increasing market penetration of online gaming and gaming-machine management systems.	Industry Member (Vertical Level)
11	The Autoware Foundation	Deepen engagement in autonomous driving and intelligent transportation, enhancing technical influence in Edge AI and in-vehicle computing platforms.	Industry Membership
12	ITxPT	Influence the development of Edge AI and 5G communication technologies in intelligent transportation to expand product applications.	Member
13	E.SUN ESG Sustainability Advocacy Initiative	Commit to set a 2050 net-zero target and take practical actions to implement a sustainable transition.	Enterprise Partner



Chapter 2



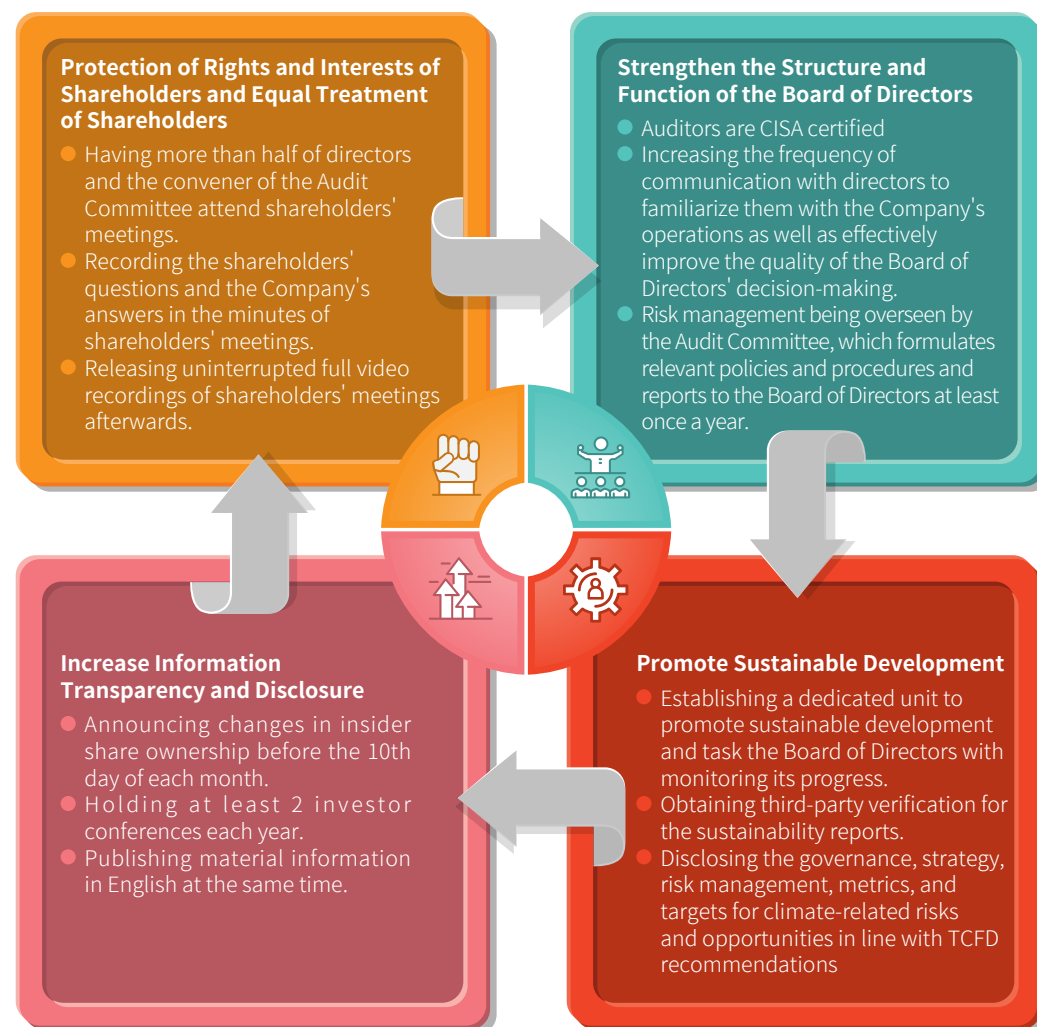
Corporate Governance

- 2.1 Policy Commitments
- 2.2 Governance Structure
- 2.3 Corporate Risk Management
- 2.4 Regulatory Compliance
- 2.5 Information Security Management

Corporate Governance Indicators and Execution

Guidelines

ADLINK emphasizes corporate governance extensively. In addition to following the "Corporate Governance 3.0 Sustainable Development Blueprint" announced by the Financial Supervisory Commission, ADLINK also established four major corporate governance indicators to improve the management efficiency of corporate sustainability.



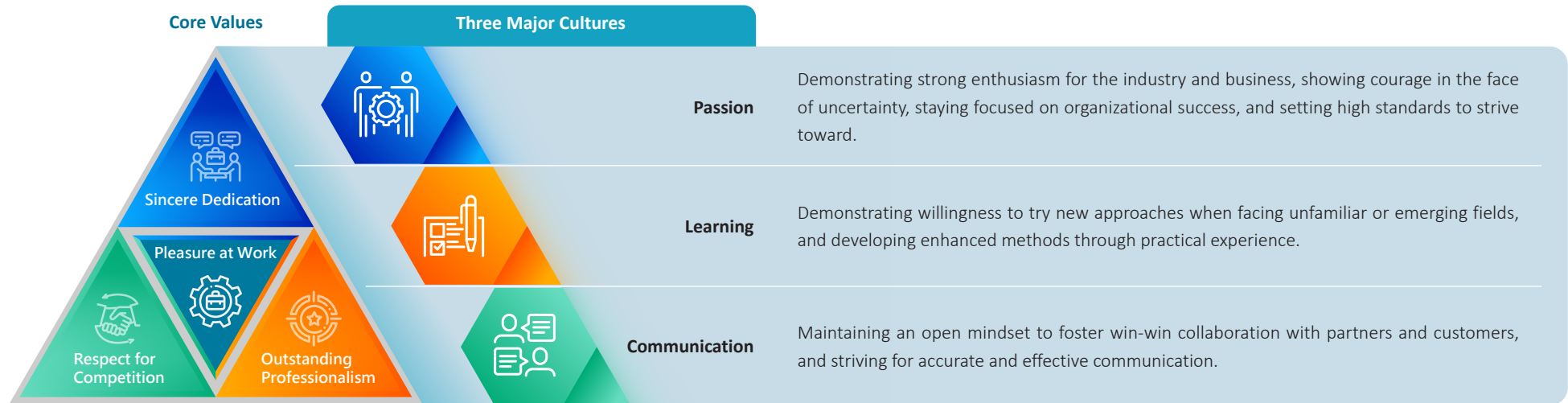
2.1 Policy Commitments

Core Values and Corporate Culture

ADLINK was established in 1995. Like many startups, the Company faced significant challenges in the early stages, but it gradually established a comprehensive R&D, manufacturing, marketing, business, and logistics support system across Asia, Europe, and the United States, and has continued to innovate in embedded computing for more than 30 years. With demand driven by AI, IoT, and 5G in the edge computing market, ADLINK has risen as an industry leader in edge computing, promoting edge AI and edge visualization. Through advanced hardware and software services, the Company leverages edge AI and IoT solutions to rapidly connect people, places, and devices, driving cross-industry digital transitions and supporting customers in maintaining competitiveness. In 2025, ADLINK launched new AI GPU servers and server motherboards. Leveraging advanced AI technologies, the Company helps enterprises implement agentic AI, using AI agents to enhance productivity and operational efficiency, and to respond flexibly to real-time customer needs. In addition, the Company obtained IEC 62443-4-1 certification, implementing cybersecurity resilience management in product design.

ADLINK's enduring passion for the industry and drive for continuous breakthroughs stem from its inherent entrepreneurialism, as the status quo can never satisfy the company's ambition, and it's always enthusiastic about opportunities for growth in the face of evolving challenges. Any lack of resources can never limit its vision, and through innovation, continuous learning, and effective communication, ADLINK aspires to create value to satisfy customer needs.

Amid rapid changes in the external environment and markets, ADLINK continues to uphold its four core values, enhancing market competitiveness while strengthening the organizational structure and workplace capabilities essential for business operations. Guided by its entrepreneurial spirit, ADLINK has developed three key cultures—Learning, Passion, and Communication—and defined thirteen competencies accordingly. Each job function and role requires distinct competencies to address evolving business challenges. These competencies reflect ADLINK's expectations for employee capabilities and are applied to recruitment, performance evaluation, and other human resources activities, all to attract more like-minded talent to join ADLINK.



LPC Behavior & Competency



Code of Ethics and Business Engagement

Code of Sustainable and Ethical Management Conduct

ADLINK's commitment to ethical business practices is mainly reflected in the "Code of Ethical Conduct," established in 2005 for managers, and its "Ethical Corporate Management Best Practice Principles," formulated in 2015 to regulate the Company's overall business activities. Since establishing these policies and regulations, the Company has proactively planned, revised, and implemented sustainability policies and internal management procedures, emphasizing continuous improvement and regular updates in response to evolving regulatory trends. In addition to upholding the highest standards for itself, ADLINK expects its business partners, including suppliers, subcontractors, wholesalers, distributors, contractors, and customers, to also adhere to the same principles.

	System and Rules	Purpose and Regulatory Focus	Public Link
Standards and codes declared to be adopted	Ethical Corporate Management Best Practice Principles	Conducting business activities based on the principles of fairness, honesty, integrity, and transparency, while avoiding bribery, corruption, illegal political donations, improper charitable donations, and improper exchanges of benefits during operations.	Corporate Management Approach
	Code of Ethical Conduct	Guiding the behavior of directors, managers, and other personnel with authority over company affairs and signing rights to comply with ethical standards, including the prevention of conflicts of interest, confidentiality responsibilities, fair trading, and compliance with laws and regulations.	
	Corporate Governance Best Practice Principles	A sound and effective corporate governance framework established by referring to the Corporate Governance Best Practice Principles jointly formulated by the Taiwan Stock Exchange and the Taipei Exchange, to protect the rights and interests of stakeholders.	
	Sustainable Development Best Practice Principles	Managing the Company's risks and impacts on the economy, environment, and humanity/human rights, as well as implementing sustainable governance, safeguarding social welfare, and strengthening the disclosure of sustainable information.	
Management procedures and methods to be followed	Business Ethics Management Procedures	The Company adopts a zero-tolerance policy toward all forms of bribery, corruption, extortion, and embezzlement, upholds the highest standards of ethical management, strengthens internal control mechanisms, and guides management personnel and relevant stakeholders (such as customers and suppliers) to act lawfully, with honesty and integrity.	Part of the Company's internal management procedures and methods; not made public.
	Intellectual Property Management Procedures	Establishing a robust intellectual property management system to ensure that, during research and development or technology introduction, the Company prioritizes its own IP rights and respects the IP rights of other parties.	
	Advertisement and Fair Trade Management Procedures	Upholding the Company's business ethics and fair trading practices in accordance with market mechanisms and preventing any form of improper market manipulation or other illegal practices.	
	Privacy and Confidentiality Management Procedures	Ensuring that sensitive, private, and confidential information, documents, and data of customers, collaborators, suppliers, employees, and other business partners are properly protected.	
	Regulations Checking Management Procedure	Enabling relevant business units to obtain accurate regulatory information and understand the Company's compliance status when producing products, managing environmental safety and health matters, and addressing social responsibility-related issues.	
	Whistleblower Protection and Anti-Retaliation Management Procedures	To encourage the reporting of illegal or unethical behavior, the protection of supplier and employee whistleblowers shall follow the principles of confidentiality, merit-based rewards, and the protection of whistleblowers' rights and interests.	

Corporate Culture and Terms of Standards

ADLINK bases its management practices on integrity. We believe that the only way to create a healthy, sustainable enterprise and a corporate culture that contributes positively to society is through values and beliefs grounded in ethics. Through the “Employee Code of Ethics,” ADLINK provides guidelines for employee conduct and encourages all employees to strive to maintain a workplace characterized by pragmatism and respect for the law. The Employee Code of Ethics includes:

Compliance with Laws and Discipline

ADLINK employees respect and abide by all applicable laws and norms. ADLINK employees take pride in compliance and discipline.

Faithful Recording and Reporting of Group Status

ADLINK is eager to provide accurate and complete financial and business records. As members of a listed company, ADLINK executives are willing to fully satisfy all financial reporting requirements stipulated by the securities and exchange regulators worldwide.

Competition Based on Respect for Ethical Standards

ADLINK derives its competitive edge from its excellent products, high-quality employees, and rapid and superior services. We oppose and refuse to participate in any unethical or illegal trading activities.

Hiring Policy that Respects Employee Diversity and Equality

At ADLINK, we provide fair and equitable employment and promotion opportunities for every employee based on their qualifications and performance. At ADLINK, any form of sexual harassment or discrimination is strictly forbidden and will not be tolerated. We are obligated provide a safe and equitable working environment.

Avoiding Conflicts of Interest

We must not exploit our position to improperly benefit ourselves or others. We must also avoid actual or potential conflicts between personal and company interests.

Protection of ADLINK Assets

We respect the content of work provided by ADLINK and pledge to protect the ADLINK assets and information required in our work. Trade secrets provided by ADLINK, or other organizations, shall also kept in the strictest confidence.

Offering or Acceptance of Gifts and Hospitality, and Ban on Bribery

We must not offer or accept high-value gifts or hospitality or accept bribes or other inappropriate benefits under any circumstances.

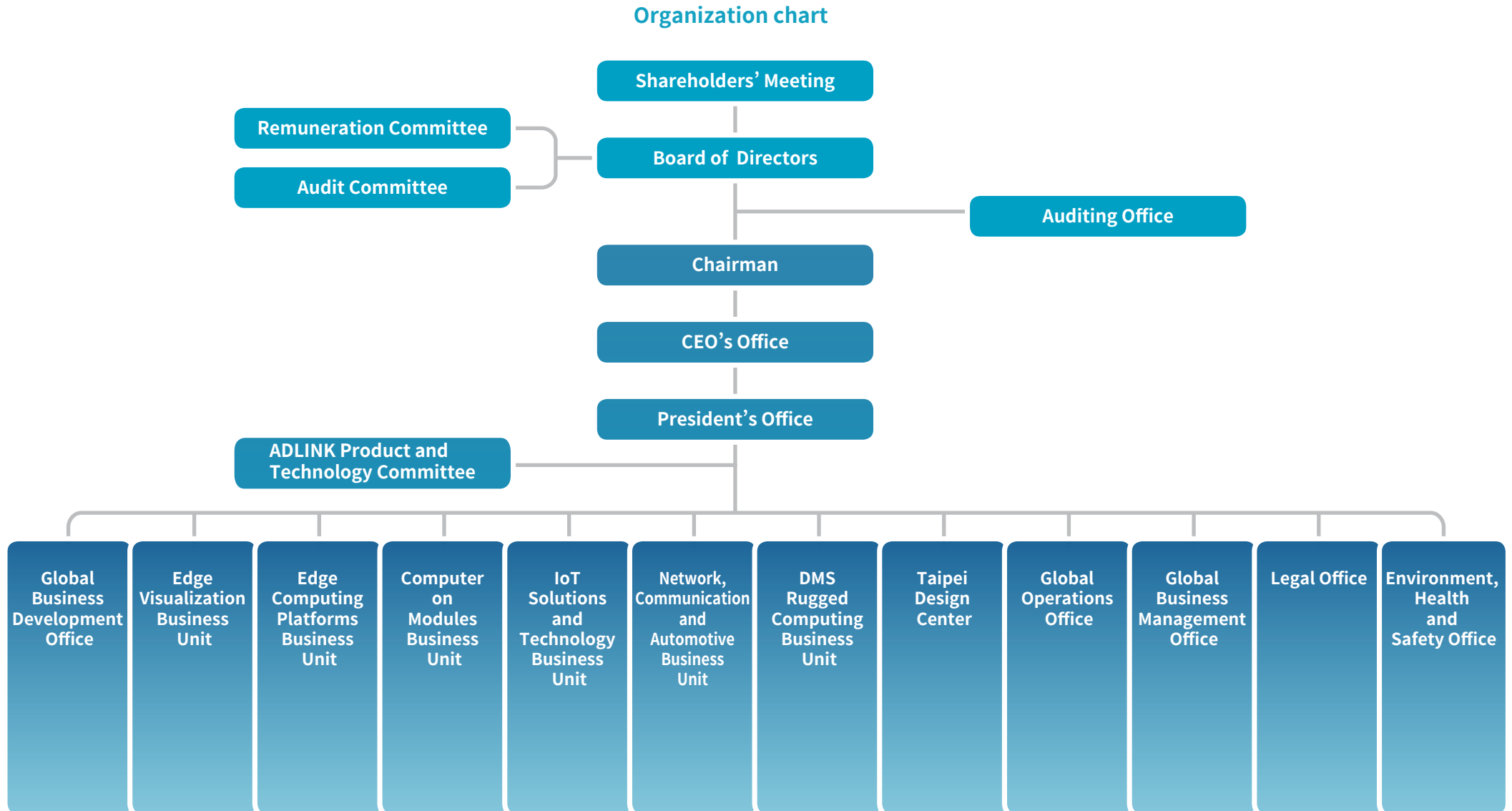
Maximization of Positive Impact

All ADLINK employees are willing to make a personal contribution to ensure the growth of the Company and all employees.

Responsible Business Alliance (RBA)

As part of the electronics industry, ADLINK conducts its business based on the principles of honesty and integrity. The Company strives to comply with the laws and ethical standards of the jurisdictions in which it operates, making full legal compliance an important company policy. In 2021, we became a member of the Responsible Business Alliance (RBA) to establish a more robust management system, implement regulatory identification processes, and conduct training and education programs to strengthen legal compliance and pursue sustainability. The Company thus emphasizes the four key areas of impact: ensuring a safe working environment, respecting and protecting workers' dignity, eco-friendly operations, and maintaining ethical practices, so that employees are treated fairly and ethically in the workplace. ADLINK also established an executive team, conducts reviews on processes, and sets procedural standards to ensure compliance with laws and regulations. The Company actively upholds best practices in social and environmental responsibility as well as business ethics.

2.2 Governance Structure



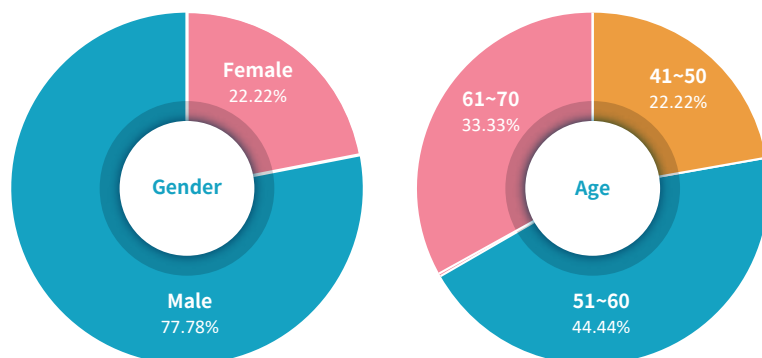
Board of Directors

The highest governing body of ADLINK is the Board of Directors, which consists of nine members, including five independent directors. The Board members are Chun Liu, Fu-Jen Ko, and I-Fang Wu (representatives of AUO Corporation); I-Tun Huang (representative of Foundation ADLINK); and Wei-Chien Li, Hsing-Hai Wei, Chih-Kuang Tseng, Yung-Hao Yu, and Shih-Chia Cheng. For detailed biographies and concurrent positions, please refer to the [ADLINK official website](#).

The Company relies on the directors' extensive academic and professional experience across diverse fields, strong technological foresight, and understanding of global market dynamics. The Board also includes several directors with professional backgrounds relevant to the Company's industry, strengthening decision-making quality and strategic vision in its core business areas. Notably, AUO is a key business partner, supplier, customer, and shareholder of ADLINK. The stakeholder-inclusive Board composition enhances corporate governance, improves operational efficiency, and supports effective management across economic, environmental, and social and humanity/human-rights dimensions. For more information on board diversity, please see the [Annual Report \(Chapter 2. Corporate Governance Report\)](#).

Furthermore, the backgrounds of the Company's directors are closely related to the following Material Topics in this report: Customer Relations Management; Business Performance; Innovative Technologies and Patents; Supply Chain Management; Employee Diversity and Inclusiveness; Talent Development and Cultivation.

Gender and Age Distribution of Board Members



Management Targets and Achievements of the Board Diversity Policy

Management Target	Achievement Status
Independent directors shall not concurrently serve as independent directors for more than three companies.	Achieved
Directors concurrently serving as company executives should not exceed one-third of the board seats.	Achieved
No more than half of the independent directors should serve consecutive terms exceeding three terms.	Achieved

Director Nomination and Election

To ensure a fair, impartial, and transparent election process for directors, ADLINK has established the "Rules for Director Election" in accordance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies. In May 2025, following review of the nominations by the then Board of Directors, the director and independent director candidates were found to possess the diversity, independence, appropriate qualifications, industry experience, professional backgrounds, and expertise relevant to the organizational impact, and to meet the requirements set forth in Articles 2, 3, and 4 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies" of FSC and Article 192-1 of the Company Act.

Among them, Mr. Chun Liu has long served as Chairman and Chief Executive Officer of ADLINK and possesses outstanding capabilities in operational judgment, executive management, leadership, decision-making, and crisis management. During his tenure, he has consistently provided key guidance on operational strategies and major investment decisions, making significant contributions to the Company's stable development and overall performance improvement. Therefore, he was nominated for re-election as a director to continue his professional support and leadership to the Company.

In addition, Ms. Wei-Chien Li, who has served as an independent director of the Company for three consecutive terms, is nominated for re-election as a candidate for the 12th Board of Directors. Given her professional expertise and extensive practical experience in human resources, she is able to provide constructive and professional opinions in fulfilling her duties as an independent director, contributing positively to the operation of the Board and the enhancement of corporate governance quality. Therefore, she was nominated for another term of service as an independent director.

In June 2025, ADLINK held its Annual General Shareholders' Meeting and fully re-elected all nine directors. On the same day, the Board of Directors elected Mr. Chun Liu as Chairman. To mitigate potential conflicts of interest arising from the Chairman and CEO being the same person, the Company increased the number of independent director seats in 2025 to strengthen overall Board independence and governance quality. In addition, the Company has incorporated ESG impact oversight capabilities into its 2025 director nomination criteria, further enhancing the Board's professionalism and strategic perspective on sustainable governance.

Board Independence

ADLINK has nine directors, including five independent directors (55.56%), in compliance with Article 17 of the Articles of Incorporation of ADLINK Technology Inc.: "The Company shall appoint five to nine seats of directors, and adopt a candidate nomination system for shareholders to elect directors from a list of director candidates. They shall serve for a term of three years and shall be eligible for re-election. The number of Independent Directors shall be no fewer than two and shall account for no less than one-fifth of the total number of director seats."

The Company regularly reviews the written statements of each independent director to confirm that they continue to meet the independence requirements. Among the directors, there are no circumstances, as stipulated in Paragraph 3, Article 26-3 of the Securities and Exchange Act.

Overview of Board Operations in 2025



In addition to regular Board meetings, executives from each department report quarterly to the Board on the Company's overall operating performance, key issues, and risk and opportunity matters, ensuring that directors are kept up to date on the Company's development. At year-end, the Company also holds an annual management meeting, where representatives from each department and subsidiary report on the

year's operating results as well as next year's strategies and implementation plans. Meeting materials, including presentations and video recordings, are subsequently provided to the directors for reference to facilitate their understanding of overall operations. Directors may raise questions and provide suggestions on relevant topics at any time, thereby strengthening two-way communication and enhancing decision-making quality.

Moreover, the Company defines "critical material events" as those required by regulations to be disclosed as material information. In 2025, there were 28 such material events, all of which were fully communicated with the Board of Directors prior to disclosure.

List of Material Information Disclosures for 2025

Event	Quantity	Compliance with Article 4 of "Material Information Verification and Disclosure Procedures"
Change of Internal Audit Head	2	Subsection 8
Holding investor conferences	2	Subsection 12
Matters related to dividend distribution	2	Subsection 14
Matters related to the Shareholders' Meeting	2	Subsection 17, 18
Permission for directors to engage in competitive activities	1	Subsection 21
Announcements of endorsement/ guarantee or loaning funds	3	Subsection 22, 23
Approval of financial reports by the Board of Directors	8	Subsection 31
Re-election of directors, reappointment of the Chairman, and expiration of the terms of functional committee members	3	Subsection 6
Correction of disclosure information and clarification of media reports	3	Subsection 51
Cooperation with search operations by judicial and investigative authorities	1	Subsection 19
Record date for capital increase due to exercise of employee stock options and issuance of common shares	1	Subsection 11

Conflict of Interest Prevention

Directors shall uphold their duties of sincerity as prudent managers, adhere to the high standards of self-discipline and prudence, faithfully perform their duties, and safeguard the overall interests of the Company. To effectively prevent conflicts of interest, the Company has established the “Rules of Procedure for Board of Directors Meetings” in accordance with the “Regulations Governing Procedure for Board of Directors Meetings of Public Companies.” The rules clearly stipulate that if a director or the legal entity represented by the director has a material interest in any board proposal that may prejudice the Company’s interests, the director must fully disclose the nature of that interest at the meeting, recuse himself or herself from discussion and voting on the relevant proposal, and may not act as a proxy for another director in exercising voting rights. In 2025, there was one case of a director’s recusal due to a conflict of interest. Details are as follows:

Board Meeting Date	Director Name	Proposal Content	Reason for Recusal	Voting Participation
2025.05.07	Chun Liu, AUO Representative Fu-Jen Ko, AUO Representative I-Fang Wu, AUO Representative I-Tun Huang, Foundation ADLINK Representative Wei-Chien Li Hsing-Hai Wei Yung-Hao Yu Shih-Chia Cheng	Proposal to lift restrictions on directors’ competitive activities.	The director was the subject of the proposal to lift restrictions on competitive activities.	The director did not participate in the discussion or voting.

In addition, the following potential conflict-of-interest scenarios have been properly mitigated through procedures and regulations such as the “Release of Non-Compete Restrictions” and the “Management Rules of Asset Acquisition or Disposal,” and are disclosed as follows:

- Cross-board membership: see the [Annual Report \(Chapter 2. Corporate Governance Report\)](#)
- Cross-shareholding with suppliers or other stakeholders: None
- Existence of controlling shareholders: AUO (Note: controlling shareholders are determined in accordance with Articles 369-2, 369-3, and 369-9 of the Company Act)
- Related parties, their relationships, transactions, and outstanding balances: see the [“2025 Consolidated Financial Statements” \(Financial Statement Note 29\)](#)

Functional Committees

The Board of Directors of the Company has established the Audit Committee and the Remuneration Committee in accordance with the law to strengthen its supervisory and management functions. Guided by the principle of promoting corporate sustainability, the Company is also in the process of establishing additional board-level functional committees. Unless otherwise required by law, each functional committee shall report to the Board and shall submit proposals for the Board’s resolution.

Each functional committee shall establish an organizational charter for approval by the Board of Directors. The charter shall specify the committee’s number of members, term of office, scope of authority, rules of procedure for meetings, and the resources to be provided by the Company for the exercise of its functions.

Functional Committee Operations in 2025

Name	Compliance Procedures	Member	Primary Responsibilities	Number of Meetings	Attendance Rate
 Audit Committee	Audit Committee Charter	Hsing-Hai Wei (Chairperson)	1. Appropriate presentation of the Company's financial statements. 2. Selection (and dismissal), independence assessment, and performance evaluation of the certified public accountant to be appointed. 3. Effective implementation of internal controls within the Company. 4. The Company's compliance with relevant laws and regulations. 5. Handling the existing or potential risks of the Company.	4	100%
		Wei-Chien Li Chih-Kuang Tseng Yung-Hao Yu Shih-Chia Cheng ^(Note)			
 Remuneration Committee	Remuneration Committee Charter	Wei-Chien Li (Chairperson)	1. Establish and periodically review policies, systems, standards, and structures for the performance evaluation and remuneration of directors and managers. 2. Periodically assess and determine the remuneration of directors and managers.	3	100%
		Hsing-Hai Wei Chih-Kuang Tseng Yung-Hao Yu Shih-Chia Cheng ^(Note)			

Note: Assumed office following the re-election of directors on June 20, 2025.

Continuous Enhancement of Governance

Continuing Education for the Board of Directors

To stay ahead of global business management trends and enhance corporate governance and risk management capabilities, ADLINK's Board members are committed to continuously improving their industry expertise and enriching their corporate governance experience. This dedication aims to enhance the collective knowledge and capabilities of the Company's highest governance body to support sustainable development. To keep the directors fully informed on the latest company-related developments, we periodically send updates on topics related to the Taiwan Stock Exchange and other relevant matters. Furthermore, based on the needs and feedback of each Board member, we consistently enhance information dissemination and professional development planning to ensure the directors possess the necessary expertise to fulfill their leadership and supervisory roles effectively.

In 2025, the total hours of continuing education for directors amounted to 78 hours, with an average of 8.67 hours per director, exceeding the applicable legal requirements. Continuing education courses focused on key topics, including sustainable finance, international political and economic developments, corporate governance, and artificial intelligence applications. In particular, the directors actively participated in programs such as the "2025 Cathay Sustainable Finance and Climate

Change Summit" and "Trump Tariff Policy and Global Economic Shifts," deepening their understanding of sustainable finance, climate change, as well as international political and economic developments and global strategic positioning. This demonstrates the Board's strong commitment to and professional understanding of these key issues. For more information on the directors' continuing education, please see the [Annual Report \(Chapter 2. Corporate Governance Report\)](#). These course topics are aligned with several ESG material topics of this year, including GHG Inventory, Supply Chain Management, and Innovative Technologies and Patents.

Board of Directors and Functional Committee Performance Evaluation

To implement corporate governance and enhance the effectiveness of the Board of Directors, performance targets have been established to strengthen the efficiency of Board operations. On October 24, 2019, the Board of Directors approved the "Rules for Performance Evaluation of Board of Directors", and internal performance evaluations have been conducted annually in the fourth quarter. The evaluation results are submitted to the Remuneration Committee in the following year as the basis for determining director remuneration for the year. In 2024, two sustainability indicators were incorporated into the performance evaluation for the first time. The 2024 and 2025 internal self-evaluation results indicate that both the Board of Directors and

functional committees met the relevant performance indicators, with members fully understanding their responsibilities and being familiar with the Company's operations and external environment, thereby effectively enhancing the overall decision-making quality of the Board. The Company will continue to strengthen corporate governance and promote the objectivity of the Board performance evaluation to further enhance Board effectiveness.

In addition to internal self-assessments, the Company also commissions external evaluation agencies every three years to conduct Board performance evaluations. In 2025, the Company commissioned Chainye Management Consulting Co., Ltd. to conduct an external Board performance evaluation. The assessment covered five major dimensions: Company operations and Board involvement, decision-making quality, composition and structure, appointment and continuing education, and internal control. The evaluation was conducted through self-assessment questionnaires, data analysis, and on-site visits. It also involved participation by the Board of Directors and the Audit Committee, as well as interviews with independent directors, corporate governance managers, and the Global CFO.

The external evaluation agency concluded that the Company's Board of Directors is composed of directors possessing relevant professional expertise, and responsibilities are properly allocated based on their respective specializations and experience. Thus, both the Board of Directors and the functional committees can effectively fulfill their duties. The result of the evaluation is therefore "Excellent."

Remuneration Policies

In order to establish a competitive and reasonable remuneration system, ADLINK has established a Remuneration Committee, which periodically reviews the policies, systems, standards, and structures for evaluating the performance and remuneration of directors and managers, providing recommendations and solutions for the Board's discussion and resolution.

Each director's remuneration, including compensation, and business execution expenses (travel allowances), has been fully disclosed in the Annual Report. In addition, the Annual General Shareholders' Meeting reports annually on the "Allocation of Employee and Director Remuneration" and the "Payment of Director Remuneration," ensuring transparent and comprehensive disclosure of remuneration information. Management remuneration includes salaries, bonuses, and retirement benefits, while employee stock options were granted in May 2023, September 2024, and March 2025

as part of employee incentives. Relevant information is disclosed in the [Annual Report \(Chapter 2. Corporate Governance Report\)](#).

The Company has gradually incorporated sustainability concepts into the design of its compensation system and is implementing a phased approach to linking remuneration mechanisms with sustainability objectives. At present, the ESG-related functional chief executive is the first executive position to adopt sustainability performance indicators. Based on this respective functional responsibility, corresponding sustainability KPIs, weighting, and annual targets have been established, and implementation progress is continuously monitored.

Among them, the ESG functional chief executive (who falls within the Company's senior management and is required to regularly report ESG implementation progress to the Board of Directors) is evaluated based on the following performance criteria:

The achievement results of the sustainability performance indicators in the table above

ESG Performance Indicators	Weighting allocation
Achievement of the Company's carbon reduction pathway targets	10%
Improvement of external ESG evaluation ratings	10%
ESG project implementation effectiveness	10%

have been applied as an important basis for the individual performance evaluation of the ESG functional chief executive, reflecting the Company's management actions and actual outcomes in environmental, social, and governance aspects. Going forward, the Company will continue to refine the design and evaluation methodology of these indicators and gradually extend their application to other senior executives to strengthen the linkage between the remuneration system and sustainability objectives.

2.3 Corporate Risk Management

ADLINK, in accordance with the “Guidelines for Establishing Internal Control Systems by Public Companies” and taking into account its overall operational activities and industry regulations, has established relevant control mechanisms. The Audit Office, in accordance with the “Internal Audit Implementation Rules” set under the internal control system, conducts audits and continuously evaluates the effectiveness and compliance of existing control systems and procedures. Internal audit activities are integrated with enterprise risk assessment to mitigate overall operational risks and enhance operational efficiency and effectiveness.

The Audit Office reports directly to the Board of Directors and assists directors and senior management in reviewing and evaluating the internal control system, as well as assessing operational effectiveness and efficiency. The Audit Office submits regular audit reports and special audit reports to the Board of Directors every quarter.

Risk Management Policies

The Company's risk management policy was formulated in 2020. In 2022, certain provisions of the policy were updated to establish a more comprehensive and effective risk management system, including adjustments to the scope of risks, risk categories, risk management procedures, and responsibilities of relevant units. The revised Risk Management Policy was formally approved by the Board of Directors in November 2023.

Risk Management Organization

The Company established the Risk Management Office in 2020 and the Risk Management Committee in 2022. Personnel from the Risk Management Committee constitute the Risk Management Task Force, which is responsible for consolidating and addressing the Company's risk management needs.



Responsibilities of the Risk Management Committee

Committee	Board of Directors	Audit Committee	Global Risk Management Office	Risk Management Task Force	Departments and Units
Function	The supreme authority for risk management approves risk management policies and ensures consistency between operational strategy and risk management direction.	Comprising of all four (4) independent directors, oversees the ongoing operation of the risk-management mechanism based on overall strategy and business environment to ensure its effectiveness.	Established under the Audit Committee and led by the CFO, it convenes regular risk-management meetings, assists in monitoring, and reviews the execution status of each risk-management system, while reporting major risk issues at least once annually to both the Audit Committee and the Board.	The execution arm of risk management. It conducts annual risk identification, analysis, evaluation, and response planning through surveys or interviews with each department and unit of the Company, and regularly tracks and reports the implementation status and risk identification results to the Global Risk Management Center.	Each department head is responsible for day-to-day risk management, including identifying, analyzing, and controlling risks within their area of responsibility.

Risk Management Procedure

The main risk-management process includes risk identification, analysis, evaluation, response, monitoring, and review, with the following detailed steps:

Risk Management Flow Chart

Risk Monitoring and Review

The Risk Management Committee holds at least one meeting annually for review purposes and convenes ad-hoc meetings as needed.



Risk Identification

Initiate major risk assessments and response plans at the end of each year.

Risk Analysis

Systematically utilize valid information to determine the likelihood and impact severity of specific events.

Risk Assessment

Plot a risk matrix based on pre-established risk criteria to prioritize the response for each risk.

Risk Response

Evaluate the "Risk Response Plans" and formulate and execute "Action Plans."

Risk Identification and Analysis

The Risk Management Office conducts regular identification of various risks each year and classifies them into the following categories based on common risk sources in the industry:

Risk Category	Description
Operational Risk	Production operations, supply chain, fluctuations in raw material and product prices, human resources, corporate image, credit, finance, changes in management rights, and risks related to customer or supplier performance and other operational elements.
Information Security Risk	Phishing emails, Trojan horse programs, data leakage caused by ransomware, hacker attacks, and other information security vulnerabilities.
Hazard Risks	Natural disasters, infectious diseases, and disruptions of public infrastructure such as water and electricity, climate change, war or terror attacks, social unrest, strikes, occupational accidents, and risks of other major hazards.
Strategic Risk	Technology and innovation trends, changes to the overall economic situation, industry and market changes, changes in technological development, and changes in competitors.
Political and Legal Compliance Risks	Labor laws, as well as regulations related to safety, health, and environment, personal information protection, corporate governance, laws related to operations such as trade laws and fair-trade laws, intellectual property rights, legal disputes, and sovereign risk factors.
Financial Risk	Market risks arising from fluctuations in interest rates, exchange rates, taxes, and inflation, credit default risks associated with trading counterparts, and liquidity risks arising from the inability to liquidate assets or obtain sufficient funds due to inadequate market trading volumes.
Other	If other risks could cause losses to the Company, appropriate risk assessment procedures should be established based on the nature of the risks and their potential impact.

Risk Assessment – Matrix

Key risk items are identified according to the “probability of occurrence” and “level of impact”.

Probability Impact	High	Customer credit risk.	- Supply chain disruptions or component shortages. - Intellectual property litigation/infringement.	- Geopolitical and trade war risks. - Risk of significant fluctuations in the TWD against the USD.	Risk Level	High	Unacceptable level of risk; mitigation measures must be implemented to reduce the risk level.
	Medium	Minor operational errors or small-scale quality or quantity-related returns.	- Liquidity risk. - Interest rate fluctuations affect financing costs.	- Climate transition risk associated with climate change. - Major information security incidents.		Medium	If control measures are in place, the risk is acceptable. Efforts should be made to reduce the risk to a minimum.
	Low	Temporary downtime of non-critical equipment or delays from suppliers in non-core regions.	Significant regulatory changes (e.g., sudden implementation of new export control legislation).	Production disruptions caused by extreme natural disasters.		Low	Acceptable level of risk. The Company may seek to eliminate the risk, while priority should be given to higher-rated risks.
	Low		Medium	High			

Risk Response and Review

For high-risks items identified in the risk matrix, appropriate response measures are reviewed, listed, and implemented by the Risk Management Committee.

Risk Type	Risk Items	Risk Scenario	Control Measures
 Geopolitical and trade war risks	Tariffs and trade barriers	The United States and other countries implement export controls or increase tariffs on specific products, leading to significantly higher trade costs and increased compliance pressure on the supply chain.	- Assess products exported to the U.S. and identify high-tariff items. - Strengthen alternative production capacity (e.g., in Southeast Asia) to mitigate export pressure. - Negotiate terms with U.S. customers (e.g., pass-through of costs, seeking exemptions).
	Brand/market requirements and sustainability compliance	As U.S. policies shift, global brands are tightening requirements on supply chain localization and sustainability compliance. Failure to adapt may lead to order loss or restricted market access.	- Adopt a customer segmentation strategy and provide localized/contract manufacturing services. - Monitor U.S. policy developments (e.g., import incentives, local manufacturing requirements) and rapidly adjust business models.
 Risk from fluctuations in the TWD against the USD	Exchange rate risk	Significant fluctuations in major currencies (e.g., USD, RMB, and EUR) against the TWD may affect the accuracy of revenue recognition and cause foreign exchange losses, reducing profitability.	- Match currency inflows and outflows and adjust asset-liability structure to reduce net exposure and stabilize profitability. - Utilize tools including forwards and swaps based on FX trends, with early warning mechanisms to lock in costs during volatility.

Risk Type	Risk Items	Risk Scenario	Control Measures
 Climate transition risk	Customer requirements related to international initiatives	As global brand customers increasingly emphasize ESG performance, companies that fail to timely respond to international initiatives may face reputational damage, order loss, or exclusion from supply chains.	● Participate in international initiatives (e.g., CDP, RBA, SBTi). ● Establish committees and develop net-zero strategies and roadmaps based on initiative requirements. ● Implement internal carbon pricing to support carbon reduction targets.
	Increase in energy-related costs	Volatility in global energy prices and carbon pricing increases electricity and fuel costs. Without improved energy efficiency, profit margins and competitiveness may decline.	● Implement ISO 50001, conduct energy audits, and facilitate performance indicators. ● Use advanced planning and scheduling (APS) systems to optimize production line configuration and improve efficiency and quality. ● Set product carbon emission targets and progressively reduce carbon intensity.
	Product energy efficiency design requirements	The growing demand for low-carbon products from international brands and end consumers, as well as stricter environmental regulations (e.g., EU Ecodesign Directive), may lead to loss of market access or higher carbon tax costs if carbon reduction is not integrated into product design.	● Plan to implement ISO 14067 for product carbon footprint disclosures. ● Establish Eco Design Rules to define carbon emission targets across the product life cycle.
 Major information security incidents	Increased product information security requirements	The globally tightening cybersecurity regulations for IoT and industrial control products (e.g., EU CRA) may lead to loss of market access or liability risks if such security standards are not met.	● Regularly collect threat intelligence from TWCERT/CC and the Taiwan Chief Information Security Officer Alliance and maintain close coordination with the parent group's cybersecurity team to monitor trends and issue regular announcements. ● In response to the EU CRA, implement and obtain IEC 62443-4-1 certification.
	Lack of employee information security awareness	Lack of employee awareness in social engineering, phishing, and password management may lead to data breaches or ransomware attacks despite sound technical defenses.	● Conduct global phishing and social engineering simulations, which achieved a 97.80% pass rate in 2025. And participate in group cybersecurity intel sharing for better coordination. ● Continue to promote information security awareness and encourage relevant certifications.
 Supply chain disruptions or component shortages	Supply chain disruptions or component shortages	Climate change-related disasters, geopolitical instability, global inflation, or public health emergencies may disrupt the supply of key raw materials and electronic components, hinder logistics, or significantly increase procurement costs.	● Promote supply source diversification to reduce reliance on single suppliers or regions and ensure alternative sources. ● Adjust safety stock levels for key components based on market conditions and strengthen sales-production coordination. ● Regularly assess suppliers' financial stability, production capacity, and disaster recovery capabilities to build long-term strategic partnerships. ● Encourage component standardization at the R&D units to improve material substitution flexibility.
 Intellectual property litigation/infringement	Intellectual property litigation/infringement	Product development or market expansion activities may inadvertently involve disputes related to patents, trademarks, copyrights, or trade secrets, potentially resulting in litigation costs, injunction risks, or reputational damage.	● Establish patent portfolio strategies and conduct regular patent and Freedom to Operate (FTO) searches to identify and mitigate infringement risks during product development. ● Clearly define intellectual property ownership and indemnification clauses in contracts with customers, suppliers, and partners, to safeguard the Company's legal rights and interests. ● Implement strict information security classification management and confidentiality training to facilitate trade secret protection. ● Establish professional legal and intellectual property response mechanisms to safeguard the interests of the Company and shareholders.

2.4 Regulatory Compliance

The Company has established a dedicated unit, the “Legal Office,” to oversee integrity and ethics. In addition to handling general legal and litigation matters, the Legal Office is responsible for clarifying the stakeholders’ rights, obligations, and legal compliance requirements, thereby enabling employees to better understand relevant requirements and reduce legal risks. The unit is also responsible for policy revision, implementation, interpretation, consultation, reporting, and record keeping. It conducts regular and ad hoc reviews of business ethics practices to identify potential irregularities, verify the completeness of related controls, and assess potential risks. In addition, the unit reports annually to the Board of Directors on updates to integrity management regulations and the formulation and implementation of preventive measures.

Training and Implementation

The Company upholds integrity as its core value and has established a “Code of Ethical Conduct” applicable to management, “Ethical Corporate Management Best Practice Principles” governing overall business activities, and an internal “Business Ethics Management Procedure” to ensure the Company’s compliance with principles of integrity, anti-corruption, and fair competition. To enhance employees’ awareness of professional ethics and regulatory compliance, the Company provides various forms of training programs based on their respective job responsibilities. It also actively disseminates compliance guidance through factory notice boards, the Company intranet, and educational articles, enabling employees to access the latest regulatory information and strengthen their understanding of key issues. All new employees are required to complete an ethics compliance course and pass the assessment. Through case studies and explanations of common violations and penalties, the Company enhances employee awareness and encourages the integration of self-discipline into daily operations. In addition, the Company requires all employees to complete annual training on Responsible Business Alliance (RBA) standards, including business ethics courses, to further strengthen overall awareness of professional ethics, anti-corruption, and regulatory compliance.

Regulatory Compliance Training Programs in 2025

Course Title	Audience	Content/Goal	Training Sessions	Number of Participants	Training Completion Rate
Code of Ethics Course	New employees	The course content covered the following core topics, which are closely linked to work discipline and integrity management: - Professional ethics and anti-corruption training; - Avoidance and declaration of conflicts of interest; - Privacy protection; - Antitrust Laws (Fair Trade Laws).	2	45	100%
Regulation Identification Course	EHS-related Employees	The staff of the Environment, Health and Safety Office and related departments can understand the key points of laws and regulations and can immediately respond to legal requirements.	1	8	-
Business Ethics Course	All employees	Under the framework of corporate social responsibility, introduce business-ethics-related regulations and derivative topics to enhance all employees’ integrity and ethical awareness, including: - Integrity in business operations and prohibition of improper benefits; - Information disclosure, while business dealings should be conducted with transparency; - Respect for and protection of intellectual property rights; - Fair trade, appropriate advertising, and competitive behavior; - Responsible sourcing of minerals; - Privacy and personal data confidentiality.	8	1,077	100%

Note 1: For the Regulation Identification Course, the Company did not mandate the participation of all personnel of the EHS Office and related units; therefore, there is no training completion rate.

Note 2: The Business Ethics Course is covered within the Responsible Business Alliance (RBA) training curriculum and executed together.

Whether cooperating with upstream component manufacturers or service-oriented suppliers, the Company requires suppliers to sign the “Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement” to ensure that any business interactions comply with integrity and ethics standards. In addition, the “Suppliers Social Responsibility Risk Assessment and Review Form” is used for evaluation. If the total score of the supplier evaluation is under 70 points, the supplier must make improvements and pass a reassessment before engaging in business with ADLINK. This demonstrates the Company’s rigorous commitment to partners’ legal compliance (see Section 3.1).

Since its establishment, ADLINK has never engaged in any anti-competitive practices and has not been involved in any litigation related to violations of antitrust or monopoly laws. ADLINK has also never received penalties, warnings, or other non-voluntary orders for improper marketing of products. In order to enhance employees’ ethical awareness, ADLINK has promoted and embedded these principles into ADLINK’s corporate culture through internal and external requirements, thereby strengthening and consolidating ADLINK’s corporate culture of positive self-discipline. In addition, the company applies rigorous internal standards from product development through production, so it has never been involved in any infringement or illegal activities, and has never been punished for selling products.

If the Company experiences any significant compliance violations, it will disclose them in the Sustainability Report to adhere to the principles of transparency and fulfill the reporting requirements of the GRI Standards for balanced reporting. The definition of material compliance violations is the same as Point 26, Article 4 of the “Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities.” It refers to events such as disasters, collective protests, strikes, environmental pollution, information security incidents, or other major incidents that lead to any of the following situations:



Those that cause significant losses or impact to the Company



Those that cause the Company to be ordered to suspend work, suspend business, or close by related authorities, as well as those that result in the cancellation or revocation of the Company’s pollution-related permits



Those that cause a fine of over TWD 1 million for a single incident

Number of Legal Violations/Fine Amounts in the Past 2 Years

Instances of noncompliance (including fines and non-monetary sanctions)	2024	2025
Incidents of corruption or bribery	0	0
Incidents of discrimination and harassment	0	0
Incidents of customer privacy data breaches	0	0
Incidents of conflicts of interest	0	0
Fraud, money laundering, or insider trading	0	0 ^(Note 2)
Anti-competitive behavior, antitrust and monopolistic behavior, or market manipulation incidents	0	0
Other incidents related to integrity management or any major violations of laws and regulations	0	0
Other violations of general administrative laws and regulations	2 ^(Note 1)	0

Note 1: In 2024, the Company incurred one penalty under the Labor Standards Act (TWD 50,000) and one penalty under The Commodity Inspection Act (TWD 200,000).

Note 2: In 2025, one suspected insider trading case was identified and is currently under judicial investigation, with no penalty or judgment issued to date.

Compliance Improvement Description

Year	Item	Number of Cases	Description	Improvement Measures
2024	Labor	1	Extensive working hours exceeding statutory limits, violating Article 32(2) of the Labor Standards Act.	The Company has strengthened promotion of work-hour regulations, required supervisors to monitor employees’ overtime hours, provide timely care and workload coordination, and regularly track and audit implementation status.
	Import/Export	1	Goods are imported, assembled, and re-exported without completing an exemption application, violating Article 6(1) of The Commodity Inspection Act.	The Company has immediately made improvements and added internal preventive measures to avoid recurrence of such violations.
2025	-	-	-	No regulatory violations occurred during the reporting year. However, the Company cooperated with the competent authorities in an investigation concerning an alleged violation of the Securities and Exchange Act. To further strengthen regulatory compliance, the Company has reviewed and enhanced its internal control mechanisms, including strengthening compliance awareness and training for directors.

2.5 Information Security Management

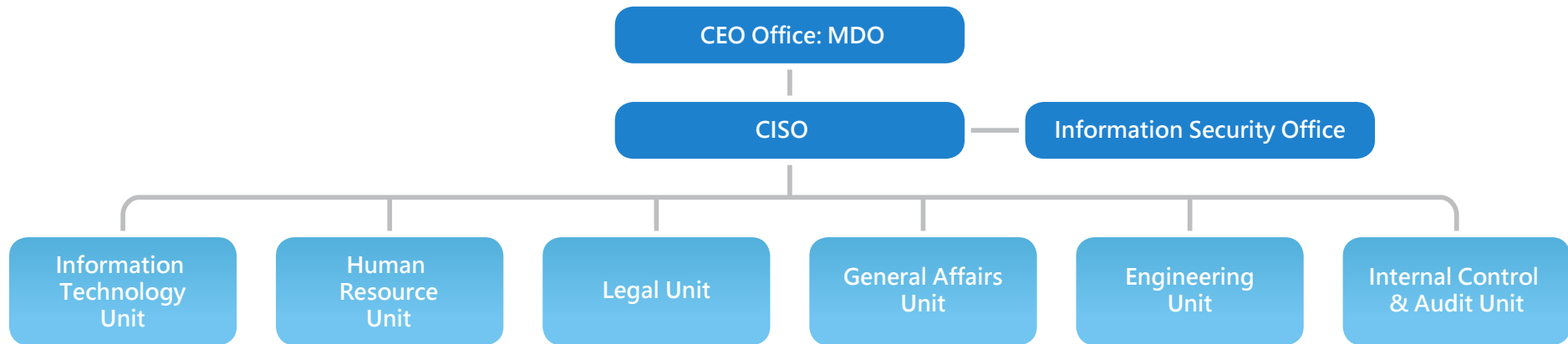
Management of Material Topic “Information Security Management” in 2025

Material Topic	Information Security Management			
Impact Assessment	Positive/ Actual	Establish information security management standards and systems to maintain continuous operation, meet customer requirements, and ensure compliance.		
	Negative/ Potential	Failure to meet customer or regulatory requirements may result in business losses and penalties, potentially increasing operational risks and costs.		
Corresponding GRI Indicators	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			
Corresponding SDGs				
Policy or Commitments	To maintain sustainable management, the Company complies with relevant laws and regulations to protect its information assets. These measures prevent external threats and improper management or use by internal personnel that may lead to unauthorized changes, disclosures, damage, or loss, to ensure the confidentiality, integrity, and availability requirements of information assets.			
Effectiveness Tracking Mechanism	Tracking Mechanism: Conduct periodic reviews and track progress through the Information Security Team meetings, with the results reported to the CEO's Office. Information Security Incident Response Mechanism: The information unit's reporting channel assesses the severity level and records the event. The information security incident recovery plan will be activated based on the severity of material information security incidents or their operational impact. The Chief Information Security Officer (CISO) consolidates the assessment results and reports them to the CEO's Office for further action. The information unit must resolve the root cause of the incident within the target resolution time, while also completing the analysis and implementing corrective actions to prevent the recurrence of similar events.			
2025 Annual Actions and Measures	0major nonconformities related to information security.	0cases of information security violations or events resulting in customer data breaches and fines.	0cases of customer personal data protection violations or customer data-loss complaints.	Completed re-certification of the ISO 27001:2022 Information Security Management System.

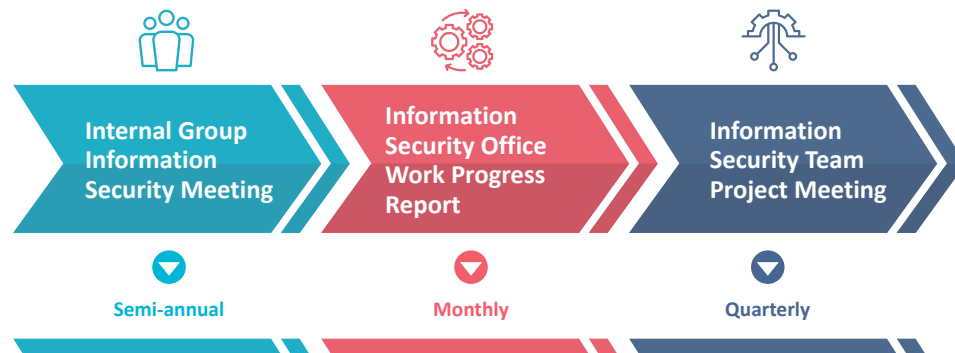
Information Security Organization Structure

ADLINK provides robust and reliable hardware, software, and services, and is committed to supporting customers in developing edge computing applications and Industrial Internet of Things (IIoT) solutions. To establish an effective information security management system, protect customer assets, and ensure sustainable operations, the Company has formulated appropriate information security management policies and regularly reviews them for continuous enhancement. The Company has also appointed a Chief Information Security Officer and established an Information Security Office to implement related policies and operations, fulfilling its commitment to protecting customer data and providing employees with a secure and reliable information systems environment.

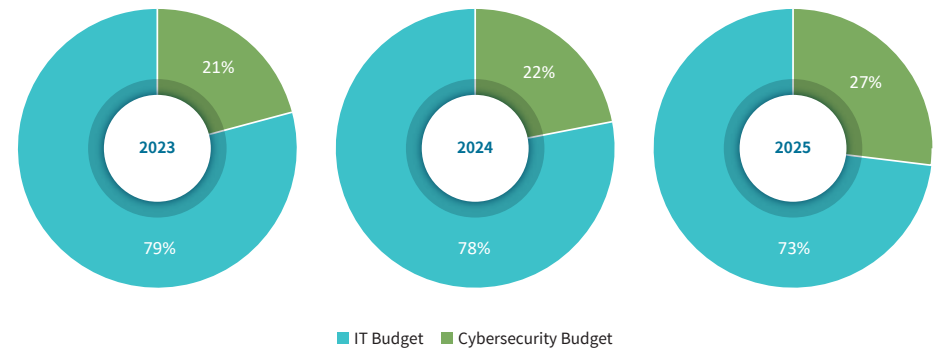
Information Security Governance Structure.



Regular Meetings



Information Security Budget Ratio



Industry standards and regulations enable ADLINK's customers to focus on their core competencies, thereby reducing time to market and costs. As a leader in the industry, ADLINK also closely cooperates with customers worldwide regarding information security audits and requirements. In recent years, ADLINK has also met all global clients' information security audit requirements without any major deficiencies. ADLINK is also committed to the integrity and reliability of the corporate information security environment, ensuring the privacy and rights of its global employees and customers, and working with customers to create a secure and reliable information security environment.

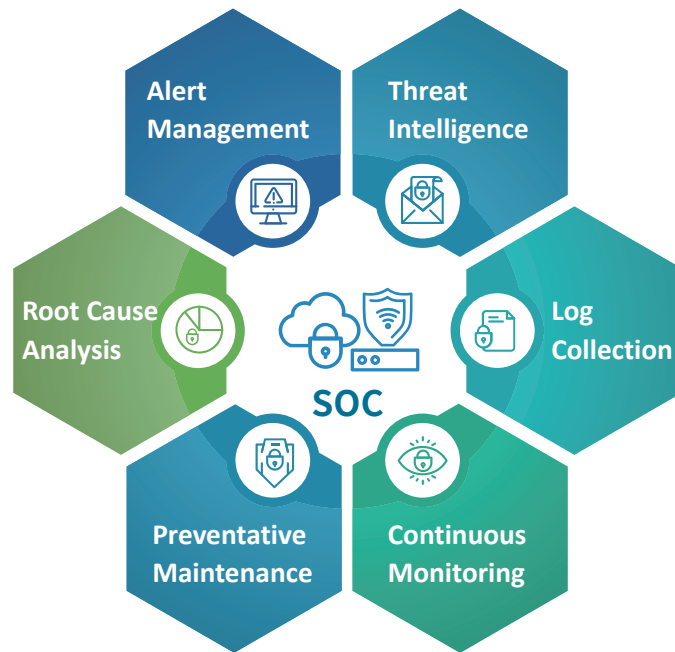
To continuously strengthen the Company's information security and reduce operational risks, the Company allocates an appropriate annual information security budget based on business needs and risk assessments. The budget supports the implementation of security measures to mitigate known and potential information security risks.

Information Security Monitoring

ADLINK is always vigilant to information security risks that may arise from the external environment and internal operations. The Company has implemented the “Security Operation Center (SOC)” project to establish a 24/7 uninterrupted and effective service. In the event of an information security incident, the Company carries out pre-event detection, mid-event response, and post-event forensics and recovery, strengthening real-time response capability and overall defense levels.

Note: “24/7” is an abbreviation for 24 hours a day and 7 days a week, indicating provision of around-the-clock, uninterrupted service.

Information Security Monitoring Center



ADLINK integrates information collected from deployed information security solutions and devices to enhance visibility, accelerate the detection of and response to information security incidents, and reduce potential cybersecurity risks arising from security vulnerabilities. ADLINK will continue to expand its monitoring scope to establish a more comprehensive and proactive information security protection mechanism.

Information Security Risk Management

Information security risk management relies on effective identification and visibility of information security risks, as well as the prioritization and quantification of risks based on their severity to reduce or eliminate potential impacts. ADLINK formulates its information security policies in accordance with the ISO 27001 standard and conducts annual information security review meetings to ensure that policies and regulatory compliance remain up to date. The Company also updates and replaces information security control equipment and solutions in line with developments in information technology to strengthen its overall information security management framework. In addition to establishing an Information Security Office, ADLINK works closely with the Risk Management Committee to align the Company’s risk management objectives while coordinating both internal and external issues to address information security risks that may affect the organization and its operations.

According to information security policy requirements, ADLINK conducts annual information security risk assessments through quantitative analysis of the impact and severity of various risks. Based on the results, the Company formulates short-term, medium-term, and long-term plans to effectively allocate resources and implement risk-based classification management. Each year, the Company cooperates with external auditors and internal audit units to conduct factual verification. The status of risks is confirmed and updated based on information assets and risk assessment records to ensure the continuity of operations in the event of risk occurrences. All risk and audit results are managed under the ISO 27001 framework, with continuous improvement implemented through the Plan-Do-Check-Act (PDCA) cycle. The cyclical management approach enables risk identification, protection, detection, and the establishment of corresponding response measures and recovery plans. In 2025, ADLINK completed the transition to ISO/IEC 27001:2022 and successfully obtained certification, with the certificate remaining valid. This further enhances the Company’s overall security and management effectiveness of its information infrastructure and application systems.

Effectiveness assessment table

Assessment items	Target benchmark	Assessment method	Assessment results
Information security awareness effectiveness	3 hours per year	- Training attendance record - External training certification documents	100%
Information asset risk reduction rate	Reaching 80% in the improvement rate	Number of mitigated risk cases/total risk cases	100%
Business continuity plan simulation exercises	Reaching 100% in the annual implementation rate	The business continuity drill exercise scheduling/listing	100%

ADLINK is dedicated to enhancing product security in compliance with international information security standards. To ensure the security and robustness of industrial control systems, the Company is actively promoting IEC 62443 certification and plans to complete certification in Q4 2025. This certification will further strengthen product security and market competitiveness, enabling the provision of more reliable industrial automation and critical infrastructure solutions. In the future, the Company will continue to invest resources, adhere to international information security standards, and ensure product security and compliance to meet the expectations of customers and stakeholders.

Information Security Risk Management and Continued Improvement Framework

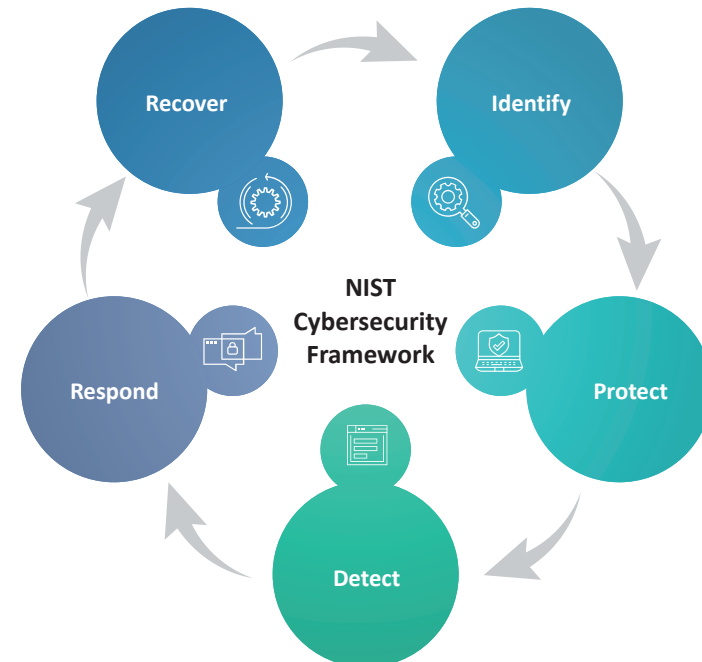


Information Security Risk Management Guidelines

In accordance with the Cybersecurity Framework (CSF) developed by the U.S. National Institute of Standards and Technology (NIST), ADLINK aims to establish a comprehensive risk management cycle, define risk indicators, and assess its overall information security maturity to ensure alignment with international standards.

For the digitization of risk indicators, external internet services may exploit non-intrusive third-party information collection methods, including the aggregation of available public data, network honeypot mechanisms, threat intelligence integration, and vulnerability search engines. All security risk indicators are collected and analyzed to enable continuous monitoring of potential information security risks. ADLINK will continue to improve the effectiveness of each risk indicator and allocate corresponding resources to related improvement initiatives.

NIST Cybersecurity Framework



Privacy Protection

ADLINK's privacy policy applies to, but is not limited to, employees, customers, suppliers, and any third parties using other services of the Company's website. The Company complies with the Personal Data Protection Act and collects, stores, and uses your personal information only with consent or as permitted by law, for purposes including service provision, website functionality improvement, and marketing communications. The Company implements strict security measures to prevent unauthorized access to or leakage of the collected personal data. Data subjects have the right to access, correct, or delete their personal information and may contact the Company at any time to exercise these rights. The privacy policy is regularly updated on the Company's official website to ensure continuous and comprehensive protection of personal data.

Information Security Management Measures and Results

Periodic regulatory review

Continuously review the latest information security standards and regulations, and update information security policies and procedures to ensure their adequacy and appropriateness.

Internal and external audit processes

Each year, the Company cooperates with external auditors and internal audit units to conduct verification activities. The status of risks is confirmed and updated based on information assets and risk assessment records.

Year	2023	2024	2025
Major Nonconformities	0	0	0
Minor Nonconformities	1	1	1
Observations	9	6	10
Subtotal	10	7	11

Note: All deficiencies have been resolved.

Social engineering drills

Enhance employees' information security risk awareness by conducting regular social engineering simulations, supported by cybersecurity awareness campaigns and training programs.

Category	2025
Social engineering drill sessions	Once
Employees' social engineering test passing rate	97.80%
Employees' social engineering test failure rate	2.20%

Note: In 2025, social engineering simulation exercises were expanded globally.

Monitoring and detection

95% coverage of core network node monitoring services

Incident response and management

High-risk login issue remediation rate of 95%

Implementation of SOC

Implementation of a 24/7 Security Operations Center (SOC) to provide continuous and comprehensive cybersecurity services. The SOC enables proactive detection of security threats, real-time monitoring, and incident response, as well as post-incident investigation and remediation to ensure information security.

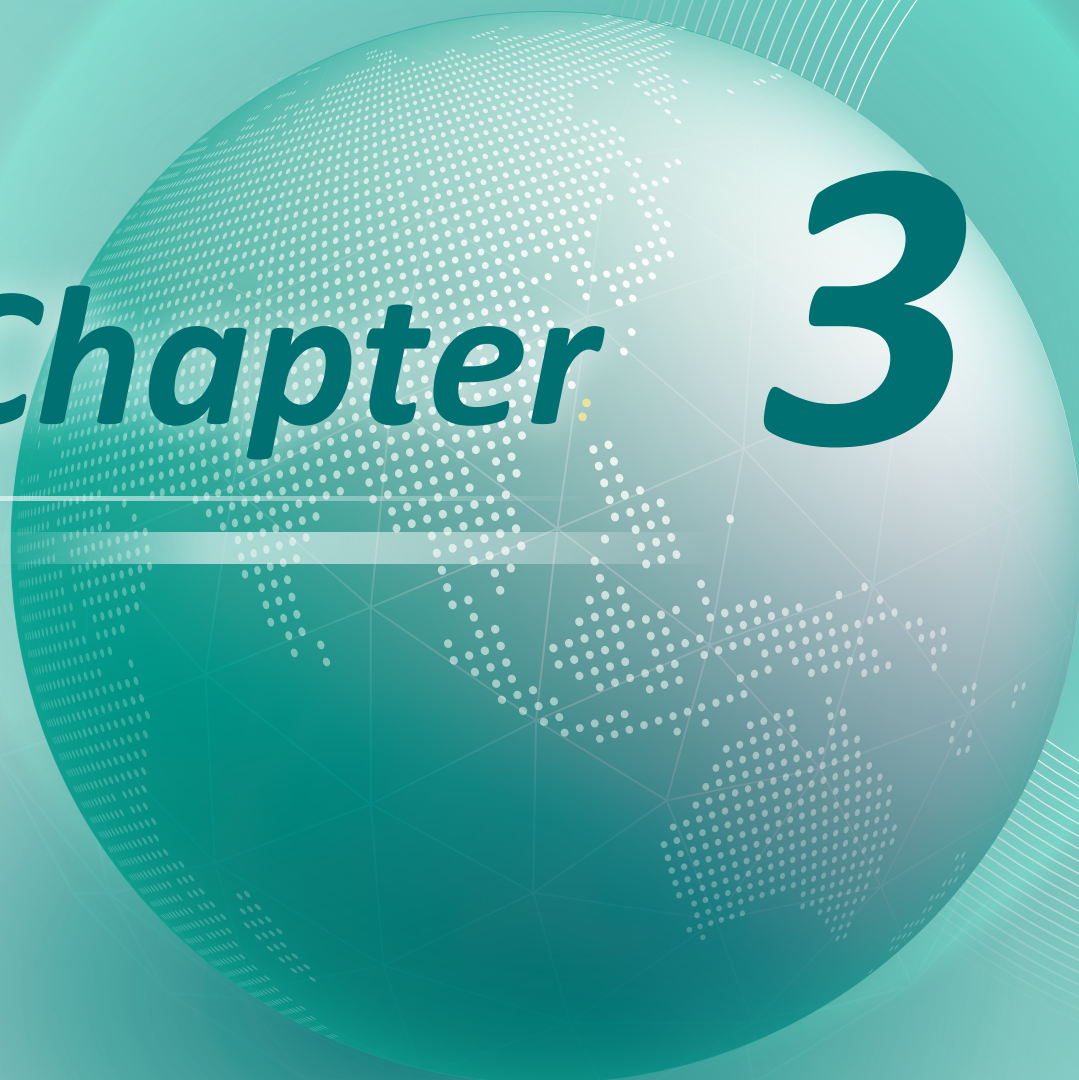
Business continuity exercises for operations

Annual drills based on the information operations continuity drill plan to ensure that IT functions are capable of maintaining operations in the event of disruptions.

Item	2025
Completion rate of 16 planned items	100%

Supplier assessment

Establish an outsourced IT supplier evaluation process to ensure supplier compliance and regularly communicate the Company's latest information security requirements.



Chapter 3



Sustainable Supply Chain and Innovative Technologies

- 3.1 Creating a Sustainable Supply Chain
- 3.2 Innovative Technologies and Patents
- 3.3 Customer Service

3.1 Creating a Sustainable Supply Chain

Management of Material Topic "Supply Chain Management" in 2025

Material Topic	Supply Chain Management		
Impact Assessment	Positive/ Actual	Increase the efficiency of the entire green value chain by selecting qualified green suppliers, extending the concept of sustainable management throughout the supply chain, and establishing specific sustainability management methods and targets for suppliers. New suppliers are required to sign the Suppliers Social Responsibility Risk Assessment and Review Form and Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement. This enables suppliers to declare their compliance with environmental and social standards and commit to principles of integrity and anti-corruption.	
	Negative/ Potential	The processes and products within the supply chain can potentially lead to issues such as resource depletion, deforestation, environmental pollution, as well as social risks, including labor rights violations and human rights infringements. Existing suppliers are required to participate in annual ESG sustainability assessments and RBA supplier audits, which may increase the liabilities and management costs. If ESG requirements are raised, suppliers may fail to meet the higher standards, which could increase switching costs and undermine supply chain stability.	
Corresponding GRI Indicators	GRI 204-1 Proportion of spending on local suppliers GRI 308-1 New suppliers that were screened using environmental criteria GRI 308-2 Negative environmental impacts in the supply chain and actions taken GRI 414-1 New suppliers that were screened using social criteria GRI 414-2 Negative social impacts in the supply chain and actions taken		
Corresponding SDGs			
Policy or Commitments	To ensure product quality and implement our management principles, we not only require suppliers to meet high standards in quality, cost, delivery lead time, as well as environmental, health, and safety performance, but also actively collaborate with them to achieve sustainable development goals, including environmental protection, human rights safeguards, and resource recycling. We extend our sustainability philosophy throughout the entire supply chain by establishing a set of shared sustainability best practice principles. We encourage both upstream and downstream suppliers to join us in fulfilling our environmental, social, and governance responsibilities. Through this shared commitment, we work together with suppliers to create a mutually beneficial and sustainable supply chain system. By adopting this collaborative model, we strive to achieve a balance of economic, environmental, and social benefits, ultimately realizing our shared goal of sustainable development.		
Effectiveness Tracking Mechanism	We encourage suppliers to engage in the spirit of social responsibility and cooperate with the Company’s sustainability and corporate social responsibility management practices, as well as relevant international standards, to promote green, sustainable supply chains. Suppliers are thus subject to regular or periodic audits.		
2025 Annual Actions and Measures	75% of key suppliers undergoing the risk assessment	100% of new suppliers that completed the risk assessment	0% of suppliers with significant actual or potential negative environmental, social, and human-rights impacts

Management of Material Topic "Green Products" in 2025

Material Topic	Green Products				
Impact Assessment	Positive/ Actual	The use of green components and packaging materials that comply with international environmental regulations and customer hazardous substance requirements helps ensure product environmental friendliness and safety, strengthens the Company’s compliance capabilities and market competitiveness, reduces the use of hazardous substances to minimize impacts on the environment and consumer health, and enhances the overall ESG performance of the Company.			
	Negative/ Potential	Green components and packaging materials may result in higher procurement and production costs, while also limiting material selection options. This may affect product design flexibility and supply chain stability. Additionally, extra testing and verification requirements can increase development time and costs, creating additional operational burden for the Company.			
Corresponding GRI Indicators	GRI 416-1 Assessment of the health and safety impacts of product and service categories GRI 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services				
Corresponding SDGs	 11 SUSTAINABLE CITIES AND COMMUNITIES  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  17 PARTNERSHIPS FOR THE GOALS				
Policy or Commitments	To provide customers with turnkey solutions that comply with industry standards and help them focus on their core competitive strengths, we will continue to prioritize local suppliers and green materials in the future to shorten time to market and reduce product costs. We also continue to implement our conflict-free minerals procurement policy. During the product design and assembly manufacturing process, we are committed to preventing excessive waste generation that pollutes the environment and continuously improving our practices to strengthen environmental protection and achieve our sustainable development goals.				
Effectiveness Tracking Mechanism	● For each material, the supplier is required to sign the Supplier Declaration or provide the EU RoHS & EU REACH Declaration to ensure that the materials supplied to ADLINK comply with environmental laws and regulations. ● Every year, due diligence investigations are conducted to determine whether suppliers are using conflict minerals. The Company also discloses the sources of minerals used in its products.				
2025 Annual Actions and Measures	100% of key suppliers returned the Supplier Declaration or the EU RoHS & EU REACH Declaration	94.70% of suppliers disclosing mineral sources	100% of suppliers do not use conflict minerals	50.40% in FMD collection completion	0 cases of incidents of product and service health and safety regulatory events



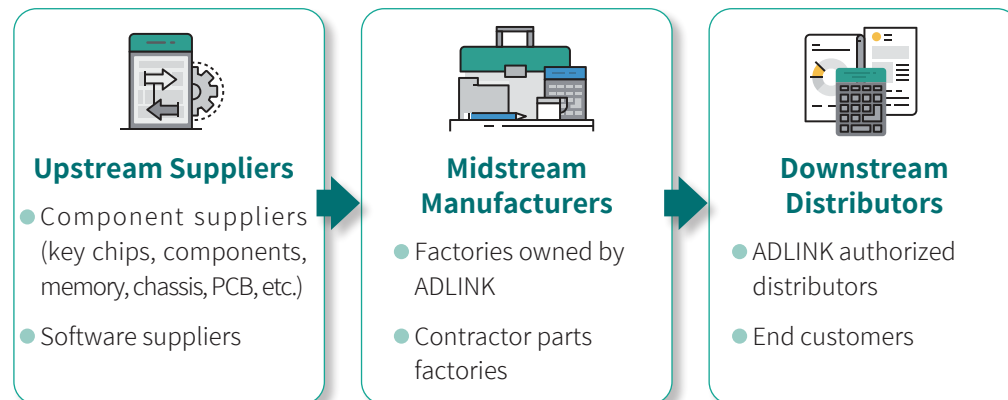
Supply Chain Management

Industry Value Chain

ADLINK places strong emphasis on research, development, and manufacturing in the industrial computer industry. Within the technology industry value chain, ADLINK functions as a manufacturer capable of managing the entire process from R&D and design to in-house production. Key raw materials such as semiconductor wafers, electronic components, and mechanical parts, as well as chassis, are procured from upstream suppliers. These materials are then processed and manufactured into finished products using production equipment and shipped to downstream distributors or end customers. In 2025, no significant changes were observed in the Company's supply chain or business relationships with upstream and downstream suppliers and customers.

To implement supply chain management effectively, in addition to continuously enhancing ADLINK's core expertise in industrial computers, automation control, and autonomous mobile robots, as well as strengthening collaboration across upstream, midstream, and downstream supply chain partners, ADLINK is also making ongoing efforts to promote ESG improvements among suppliers and contractors. This is achieved through regular management-level communication, self-assessments, audits, and the sharing of best practices. The goal is to work closely with key suppliers and contractors to strengthen partnerships, deliver high-quality products and services, and jointly create greater sustainable value.

Upstream, Midstream, and Downstream Suppliers of ADLINK



Supplier Sustainability Management



ADLINK promotes corporate sustainable development (ESG) by adhering to both social and environmental standards under the management guidelines of ISO 9001:2015 and TL 9000. The Company ensures that its supply chain and manufacturing principles meet ethical and environmental standards, which are disclosed on ADLINK's [official website](#). The audits and questionnaire surveys of existing suppliers revealed no significant negative environmental or social impacts. In addition to promoting and securing commitments from qualified suppliers, ADLINK has implemented the Green Product Management System (GPMS) since 2016. This system ensures that the materials used in our products are safe and of high quality for the end users, including compliance with EU environmental regulations, Supplier Declarations, Material Declaration and third-party lab RoHS test reports, all to ensure the quality and integrity of our partnership.

To facilitate sustainable management, ADLINK requires its supply chain partners to comply with relevant policies, demonstrating its dedication and commitment to supplier sustainability management. The supplier grievance channel is disclosed on the ADLINK [official website](#) to facilitate communication with suppliers and real-time feedback.

Four Major Criteria for Supplier Selection

- To fulfill ESG-related social responsibilities, suppliers are required to sign the Suppliers Declaration of Conflict-free Minerals on Supplied Materials to commit to the compliance of their supplied products or components. This includes product accessories, packaging materials, and other related attachments associated with product delivery.
- Through adherence to RBA guidelines, suppliers are required to declare compliance with environmental and social standards, and shall commit to principles of integrity and anti-corruption; thereby, their alignment with ESG requirements and sustainable development objectives may be confirmed:
 - ◆ New suppliers: required to complete and sign the Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement as well as the Suppliers Social Responsibility Risk Assessment and Review Form. Must pass the review before entering the qualified supplier evaluation stage.
 - ◆ Key suppliers: subject to ongoing evaluation through the Suppliers Social Responsibility Risk Assessment and Review Form.



- The Green Product Management System ensures that the materials used in our products are safe and of high quality for end users, including:
 - ◆ compliance with EU environmental regulations
 - ◆ Supplier Declarations
 - ◆ Material Safety Data Sheets
 - ◆ 3rd-Party-Lab RoHS Test Reports
- Continuous audits and on-site assessments are conducted annually for suppliers to ensure the quality of collaborative efforts.
- Reduce the risk of single-source components:
 - ◆ regularly evaluate the procurement difficulty for each component based on its acquisition lead time;
 - ◆ establish risk levels for critical materials and maintain a database of interchangeable parts;
 - ◆ increase the proportion of interchangeable parts in new product BOMs.
- Annual evaluation of suppliers to ensure supply continuity and quality stability. Based on the results of ongoing evaluations:
 - ◆ Level A (Excellent) suppliers are rewarded with increased procurement ratio and will be given priority in selection.
 - ◆ Level C (Conditional Approval) or Level D (Non-Approval) suppliers are placed under observation and must submit corrective-action reports; if deficiencies persist, supplier qualification will be revoked. If no alternative supplier exists, a special application must be submitted to include them under special control.

RBA Responsible Business Alliance Code of Conduct Supplier Management Status

Since 2022, ADLINK has adopted the Responsible Business Alliance (RBA) Code of Conduct and fully incorporated policies and requirements related to human rights management, conflict-free minerals, social responsibility, quality, environmental health and safety, sustainable operations, as well as information and privacy protection into supplier management and new supplier audit procedures. Suppliers seeking a partnership with ADLINK are required to complete and sign the Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement and the Suppliers Social Responsibility Risk Assessment and Review Form, declaring that their operations comply with relevant environmental and social standards and committing to principles of ethical business conduct, anti-corruption, and information and privacy protection. Suppliers must pass the review process to enter the qualified supplier list, and they must continue to cooperate with subsequent audits and improvement measures.

In 2025, ADLINK had a total of 495 raw material suppliers with actual transactions, including 71 Tier-1 suppliers, whose annual procurement amount accounted for 87.24% of total procurement spending, indicating that major procurement activities were highly concentrated at the Tier-1 supplier level. Among these Tier-1 suppliers, 36 were identified as key suppliers, accounting for 89.65% of procurement spending within the Tier-1 supplier category. Additionally, four key suppliers were classified as Non-Tier-1 supplier group, bringing the total number of key suppliers to 40, of which 30 were designated as priority targets for supply chain sustainability risk management and assessment.

2025 RBA Responsible Business Alliance Supplier Management Status

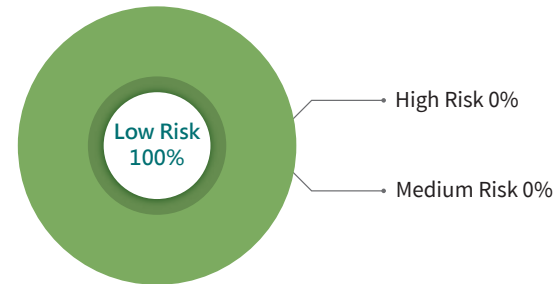
Supplier Types	Count / Ratio	Definition
Number of Suppliers	495	Raw-material suppliers that transacted with ADLINK in 2024
Tier-1 Suppliers	71	Annual procurement amount exceeds TWD 5 million.
Tier-1 Suppliers' Share of Spending	87.24%	Tier-1 Suppliers' procurement amount ÷ total procurement amount from all suppliers in the year × 100%.
Tier-1 Key Suppliers	36	Annual procurement amount exceeds TWD 10 million.
Tier-1 Key Suppliers' Share of Spend	89.65%	Tier-1 Key Suppliers' Procurement Amount ÷ Tier-1 Suppliers' Procurement Amount × 100%.
Non-Tier-1 Key Suppliers	4	Suppliers of critical components and indirect suppliers.
Key Suppliers	40	Tier-1 Key Suppliers and Non-Tier-1 Key Suppliers.

2025 RBA Responsible Business Alliance: Key Supplier & New Supplier Management Status

Supplier Types	Count / Ratio	Management Methods	Explanation
Total Number of Key Suppliers	40	● Suppliers sign the Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement.	Tier-1 key suppliers and Non-Tier-1 key suppliers.
Number of Key Suppliers Evaluated via Questionnaire or Factory Visit	30	● Suppliers Social Responsibility Risk Assessment and Review Form.	
Key Supplier Risk-Assessment Ratio	75%		
Number of New Suppliers Screened	28	● Suppliers sign the Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement. ● Suppliers Social Responsibility Risk Assessment and Review Form.	Rate of new suppliers who underwent risk assessment: 100%.

Supplier audits and evaluations are conducted in accordance with RBA guidelines to assess suppliers' sustainability risks. In 2025, among the 30 key suppliers subject to audit and evaluation, 100% were classified as low-risk and did not require corrective actions; therefore, the corrective action rate was 0%.

Share of Supplier Audit Results Based on RBA Guidelines

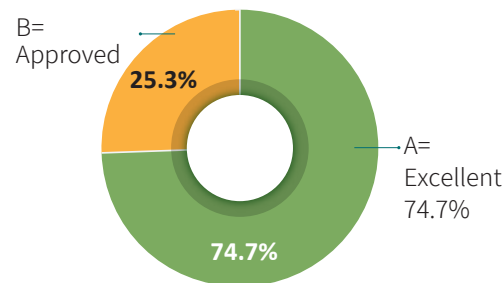


Note: Low Risk is defined with a total score of no less than 70; Medium Risk is defined with a total score of no less than 70 and existing minor nonconformances; High Risk is defined with a total score of less than 70 or existing major nonconformances.

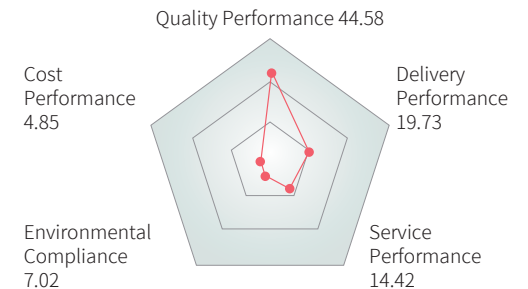
Supplier Annual Evaluation

Supplier evaluations are conducted in accordance with ISO 9001 standards. In 2025, suppliers showed improvement, with no suppliers classified as under conditional approval (level C) or non-approval (level D). Further analysis of key suppliers' average performance across five major categories shows that quality performance was the strongest, while cost performance was the weakest. The overall average score across the five categories was 91.05, meeting our expectations.

Proportion of Supplier Evaluation Results Based on ISO 9001



Annual Average Performance of Key Suppliers



Note 1: Weighting for the five categories: Quality Performance x 45; Cost Performance x 10; Delivery Performance x 20; Service Performance x 15; Environmental Compliance x 10.

Note 2: "Key suppliers" are defined as First-Tier suppliers that receive supplier codes beginning with "AM" and have no fewer than 10 line-item purchases.

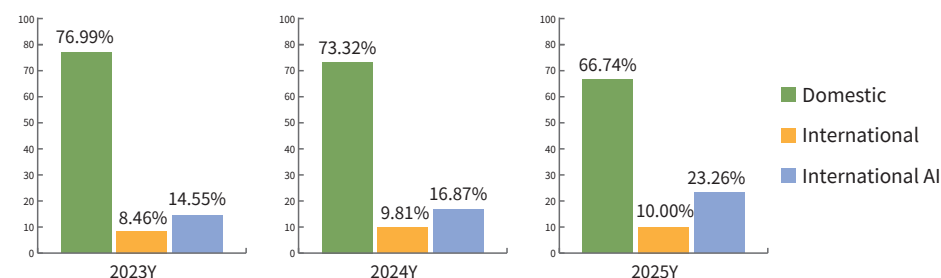
Risk Category	Documents to be Signed/Committed by Suppliers	Response Status in 2025
Environmental Risk	● Supplier Declaration or EU RoHS & EU REACH Declaration Suppliers are required to sign the Supplier Declaration or provide the Supplier EU RoHS & EU REACH Declaration to commit that their supplied products or components comply with applicable requirements. This includes product accessories, packaging materials, and other related attachments associated with product delivery. In the event of non-compliance with relevant regulations, ADLINK reserves the right to terminate or dissolve the contract to stop any negative impact on human health and environmental safety.	New suppliers: 100% signing rate.
	● Conflict-Free Minerals Suppliers are required not to use conflict minerals to ensure that the minerals used in our products, including tantalum (Ta), tin (Sn), tungsten (W), and gold (Au), do not contribute to profits associated with armed conflicts. If suppliers use any of these minerals, they are required to disclose the source of the minerals.	Key suppliers: 100% conflict-free minerals compliance.
Social Risk	● Suppliers Social Responsibility Risk Assessment and Review Form To avoid social risks related to human rights violations in the supply chain, all key suppliers are obligated to comply with the Company's baseline requirements regarding labor rights, health, and safety, and to implement effective measures to prevent the occurrence of adverse incidents.	Key suppliers: 75% signing rate.
	● Suppliers Sustainability and Corporate Social Responsibility Dissemination and Commitment Statement All new suppliers are required to sign a declaration of compliance with environmental and social standards. 28 new suppliers were evaluated, and the evaluation confirmed that there were no significant actual or potential negative environmental or social impacts.	New suppliers: 100% signing rate.
Governance Risk	● Declaration and Undertaking to Integrity and Fiduciary Duty Formal suppliers are required to sign the Declaration and Undertaking to Integrity and Fiduciary Duty. After evaluation and approval, only those meeting the required standard may qualify as approved suppliers.	Suppliers: 100% signing rate.

Note: Key suppliers are defined as Tier-1 key suppliers plus non-Tier-1 key suppliers.

Local and Overseas Material Procurement and Supply Chain Characteristics

To reduce the environmental impact of transportation and achieve carbon reduction goals, ADLINK's procurement strategy prioritizes local suppliers near the Company's production bases. This approach not only enhances supply efficiency and effectiveness but also reduces environmental impact. As key partners in ADLINK's operations, suppliers are working closely with the Company to jointly pursue sustainable corporate development and growth. ADLINK's primary production and operation base is in Taipei. Therefore, the procurement team continues to integrate local manufacturers as a key priority of its green supply chain strategy and continuously analyzes their proportion. In the past two years, due to increased emphasis on AI application strategies and a higher proportion of key AI components sourced from overseas, the proportion of local procurement has declined. Nevertheless, the Company remains committed to fully promoting its local procurement goals.

Local Supply Trading Amount Share Rate in the Past 3 Years



Note: The differences between the 2025 data and previous reports are due to the fact that prior disclosures covered only domestic procurement. In 2025, overseas procurement was additionally disclosed and further broken down into overseas procurement and overseas AI key components. This provides a more accurate reflection of changes in the Company's domestic and overseas procurement structure in response to AI trends.

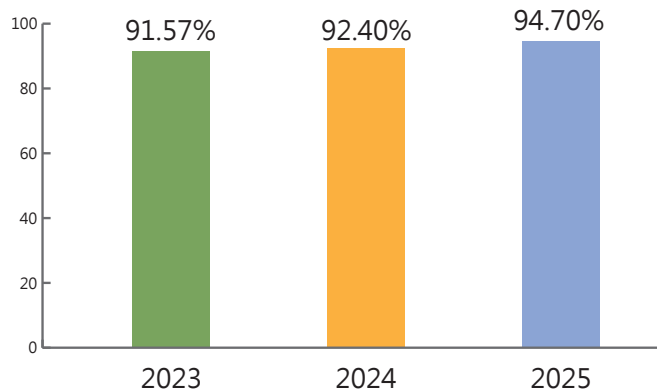
Due Diligence on Conflict Minerals

Based on the list of valid smelters published by the Responsible Minerals Initiative (RMI) and the Conflict Minerals Reporting Template (CMRT), ADLINK has, since 2022, required component suppliers to conduct annual conflict minerals due diligence. Suppliers are required to identify whether smelters in their supply chains pose high risks and to provide corrective action plans that support ADLINK's sustainable procurement policy.

With the rapid development of the electric vehicle and energy storage industries, ethical risks related to key battery materials such as lithium, nickel, and graphite sourced from conflict-affected regions have received increasing attention. Starting in 2025, ADLINK also adopted the Extended Minerals Reporting Template (EMRT), expanding its due diligence scope to include cobalt, mica, copper, lithium, nickel, and natural graphite.

Note: Since October 2021, RMI has officially introduced the EMRT. The due diligence scope initially covered only cobalt and mica, and was expanded in April 2025 to include copper, lithium, nickel, and natural graphite.

Supplier Response Rate on Conflict Minerals in the Past 3 Years



Note 1: Suppliers were surveyed regarding the sources of 3TG materials (tantalum, tin, tungsten, and gold). The supplier response rate over the past three years is calculated as shown in the table.

Note 2: Based on supplier survey responses over the past three years, no conflict minerals have been identified.

Green Products

Hazardous Substance Management Policies and Regulatory Trends

In accordance with international environmental regulations and customer requirements, ADLINK has established the Supplier's Green Product Hazardous Substance Management Standards to clearly restrict the use of hazardous substances in product components, packaging, and production consumables, and to ensure product environmental sustainability and safety. At the same time, a robust control process has been implemented in collaboration with suppliers to ensure compliance with these management requirements across all stakeholders. These measures aim to create a production ecosystem that is environmentally and human-health friendly, fully demonstrating ADLINK's strong commitment to sustainable development and environmental protection.

- EU Restriction of Hazardous Substances Directive (EU RoHS)
- EU Registration, Evaluation, Authorization and Restriction of Chemicals (EU REACH)
- EU Waste Electrical and Electronic Equipment Directive (WEEE)
- EU Packaging and Packaging Waste Directive (PPW)
- EU Batteries and Waste Batteries Directive
- The IEC 62474 Material Declaration standard, published by the International Electrotechnical Commission (IEC), which includes the latest declarable substance list and threshold concentration limits (%)

Meanwhile, ADLINK continues to monitor recent regulatory developments in the West related to environmental issues, including regulations on Per- and Polyfluoroalkyl Substances (PFAS), the U.S. Toxic Substances Control Act (TSCA), and halogen-free or low-halogen requirements. These trends have been incorporated into our assessment process, and ADLINK is actively developing corresponding management protocols and countermeasures.

Working Instruction of Green Parts Approval Process

ADLINK's Working Instruction of Green Parts Approval Process emphasizes improving methods for assessing health and safety impacts. This includes establishing the Green Product Hazardous Substance Management Specifications and implementing rigorous control processes. These measures are intended to ensure that the materials used in ADLINK products are free of hazardous substances and comply with international environmental regulations and customer requirements. All materials used in ADLINK products comply with these assessment requirements.

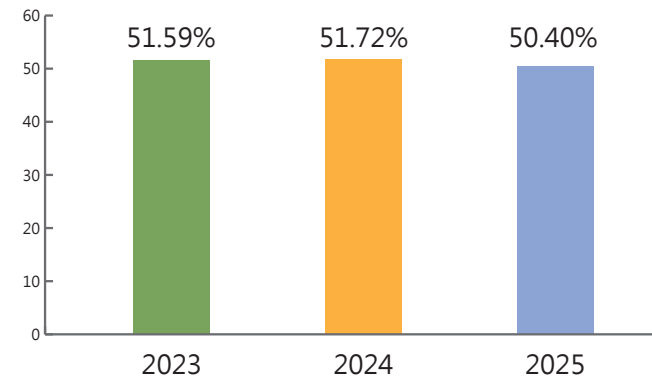
ADLINK has established the Working Instruction of Green Parts Approval Process and the Supplier's Green Product Hazardous Substance Management Standards and requires suppliers to upload three types of green technical documents to the Green Product Management System (GPMS), including a Supplier Declaration, a Material Declaration using Full Material Disclosure (FMD), and a third-party certified RoHS test report. These measures ensure that all components and packaging materials used in the Company's products comply with international environmental regulations and customer hazardous substance requirements. In 2025, the Company recorded zero incidents of non-compliance with health and safety regulations related to products and services.

ADLINK requires and guides suppliers to comply with the above specifications and provide the complete set of three types of green technical documents. However, for components that have reached end-of-life status or are no longer in production, suppliers or original manufacturers may no longer update the documentation, or may be unwilling to disclose detailed technical information due to commercial confidentiality concerns. As a result, collecting all required documents still presents certain challenges. Nevertheless, as the concept of environmental sustainability becomes more widely adopted, suppliers and agents are increasingly able to understand these requirements and take initiative in communicating with their original manufacturers to obtain material composition declarations for the components they supply.

Based on supplier survey data, the completion rate of Full Material Disclosure (FMD) documentation has shown slow but steady growth. However, in 2025, the FMD submission rate declined slightly. This was mainly due to the large-scale construction of AI data centers in 2025, which led to shortages of dynamic random-access memory (DRAM) and solid-state drives (SSD), as well as a rapid surge in prices. Customers required ADLINK to shorten product delivery lead times to avoid increased system deployment costs caused by rapidly rising memory prices. To meet customer requirements, ADLINK

adopted a "certification before full documentation review" approach. Suppliers that are publicly listed companies or whose registered capital exceeds that of ADLINK are initially recognized as internationalized manufacturers that comply with international environmental regulations, and are therefore granted certification first, with related green documentation to be reviewed and supplemented afterward. As a result, in 2025, the FMD documentation for some certified components had not yet been provided. ADLINK will continue to track these suppliers in 2026 and ensure the completion of the relevant documentation.

Collection Rate of FMDs for Parts and Components in the Past 3 Years



3.2 Innovative Technologies and Patents

Management of Material Topic "Innovative Technologies and Patents" in 2025

Material Topic	Innovative Technologies and Patents			
Impact Assessment	Positive/ Actual	Through continuous innovation in development and design, ADLINK strengthens its R&D capabilities and optimizes its technical design to meet customer needs by providing customized services. In addition, the Company continues to develop patents related to low-carbon or intelligent technologies, creating new business opportunities and enhancing corporate competitiveness.		
	Positive/ Potential	By reviewing patents that are pending or under development, we ensure that our R&D technologies align with low-carbon or intelligent technology trends and may continuously create new business opportunities.		
	Negative/ Potential	In response to low-carbon, high-efficiency, and circular-economy trends, failure to continuously invest in the development of relevant patent technologies and to innovate by launching timely, up-to-date products or services may lead to a decline in corporate competitiveness.		
Corresponding GRI Indicators	GRI 416-1 Assessment of the health and safety impacts of product and service categories			
Corresponding SDGs				
Policy or Commitments	We are committed to continuously leveraging our in-house R&D capabilities to enhance the competitiveness of our product technologies, actively building our patent portfolio, and, in response to sustainability trends, gradually increasing the proportion of development and design dedicated to sustainable products.			
Effectiveness Tracking Mechanism	Product Packaging, Thermal-Optimization Design, and Thermal Test Energy Optimization: ● Conduct an annual review of achievement status and confirm whether implementation details have deviated from target objectives, with tracking methods including: calculating the old parts reuse rate of for packaging corrugated cardboard and paper cartons; recording the number of cases in which air-column or all-paper packaging has been introduced; recording the number of cases in which optimized aluminum alloy heat spreaders have been implemented; as well as recording the number of thermal measurement tasks executed through the implementation of an automated thermal testing management system. ● Establish a sustainable technology and product innovation R&D plan and conduct an annual performance review. Product Power Consumption: ● Publish product power consumption guidelines and conduct annual reviews of achievement status based on prescribed inspection methods. Tracking includes annual physical and report-based spot checks of external IT power adapters, one annual supplier performance review, and recording the number of completed cases. Product Information Security: ● Regularly review and update information security standard implementation every six months and make adjustments in response to emerging threats and regulatory changes. For certified products, conduct annual compliance checks to ensure continued conformity with applicable standards. ● Incident tracing and improvement: Establish a product information security incident tracking mechanism to analyze vulnerabilities and attack cases, and use the findings to correct the security standards, while collaborating with supply chain partners to share security incident information, thus jointly enhancing overall security capabilities.			
2025 Annual Actions and Measures	84.50% of existing parts are reused in the newly developed standard corrugated cardboard and paper carton.	13 cases of new product models using air column packaging to replace EPE	9 cases of new product models introducing thermal optimization design.	66.67% of new models adopting low-power-consumption standards.
	100% adoption rate of the new 0.15 W no-load power consumption standard for all newly developed products utilizing external power adapters.	Obtained IEC 62443-4-1 certification.	16 cases of patent applications filed.	100% of products meeting the required safety certification standards for their sales regions.

Innovative technology and sustainable product design

ADLINK focuses on the development of electronics and industrial computer applications, actively aligning with the global trends in the low-carbon economy and smart manufacturing. The Company promotes innovation, continuous R&D, and technological optimization as the core of its R&D culture. Energy-saving and carbon-reduction design is incorporated as an important aspect of product development. Through internal innovation projects and product lifecycle management mechanisms, the Company continuously reviews environmental performance and technological achievements to strengthen product competitiveness and sustainability value.

In addition, environmental sustainability principles are systematically integrated into the product lifecycle management process, covering all stages, including material selection, product design, manufacturing, use, and end-of-life. Through standardized management mechanisms, environmental impact is reduced, and resource efficiency is improved. The Company's EHS Committee and R&D units jointly implement management initiatives based on product environmental strategies and regularly review performance and drive continuous improvement to ensure effective policy implementation. Simultaneously, a product carbon footprint implementation roadmap is being gradually established, with plans to complete the Company's first product carbon footprint assessment and disclosure by 2026, serving as a foundation for future low-carbon product design and supply chain carbon reduction management.

During the "product use" stage, the Company is committed to reducing energy consumption and carbon emissions during product operation, while continuously improving energy efficiency and product lifespan to lower overall life-cycle environmental impact. To achieve this, energy-saving design principles are incorporated into product design and development, including the use of low-power components, power management optimization, and improved thermal design, thereby enhancing operational efficiency and stability. The Company has also established a product energy efficiency evaluation and carbon management mechanism to strengthen the quantitative basis for energy conservation and carbon reduction management.

For implementation results, energy-saving design optimization measures have been applied across multiple products, including the introduction of an energy-efficient external power adapter design, reducing no-load power consumption from 0.21 W to 0.15 W and effectively lowering standby energy use. In addition, thermal flow analysis tools have been used to optimize thermal module design, reducing product volume by 62% in certain cases and cutting aluminum usage by 134 grams, corresponding to a carbon emissions reduction of approximately 1.32 kg CO₂e. Optimization of heat sink features has also reduced CNC processing time, thereby lowering electricity consumption, with each kWh saved corresponding to a carbon reduction of 0.474 kg. These energy-saving design measures have been successfully implemented in new product development, and the 2025 targets and actual results are presented in the table below, demonstrating the Company's concrete achievements in improving energy efficiency and reducing carbon emissions during the product use stage.

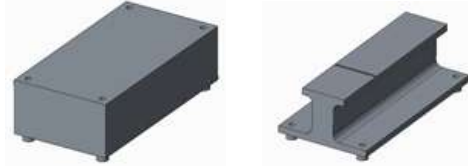
Energy-saving and Carbon-reducing Products/Services

Product/ Service Innovation	Energy Efficiency
Product/Service Images 	
Key Design Focus ● Current situation: In response to the global increase in electrical device usage, the EU has issued non-binding guidelines aimed at achieving global electricity savings of up to 5 billion kWh per year. ● Optimization focus: Voluntary compliance with the EU Code of Conduct on Energy Efficiency of External Power Supplies (Version 5, Tier 2), incorporating energy-saving optimization considerations into the design phase of IT products. In 2025, product principles and testing plans were issued, and development plans were jointly established with suppliers. Through design optimization, the goal of reducing the no-load power consumption of external power adapters is being achieved in phases. ● Expected benefits: Reduce the no-load power consumption of external power adapters from 0.21 W to 0.15 W, thereby lowering standby energy consumption when devices are powered off and achieving energy-saving objectives.	
2025 Goals	60%
2025 Results	Out of 18 newly released product models, 12 have implemented the initiative, achieving a 66.67% implementation rate.

Product/ Service Innovation

Energy-Saving & Carbon Reduction

Product/Service Images



Key Design Focus

Through the thermal analysis software Flotherm, we optimize the volume of internal aluminum heat spreader blocks under natural convection conditions to ensure the products meet both cooling and energy-saving requirements. In a single case, volume was reduced by 62%, aluminum weight decreased by 134 g, corresponding to a reduction of 1.32 kgCO₂e^(Note 2).

Product/ Service Innovation

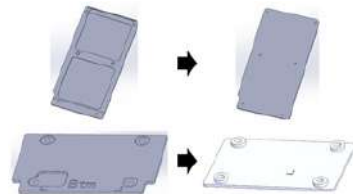
Low-Carbon Manufacturing Process

Key Design Focus

- **Current situation:** Heat sink manufacturing requires CNC machining, and longer CNC processing time leads to higher equipment electricity consumption.
- **Optimization focus:** Reducing CNC machining time helps lower electricity consumption and carbon emissions. Therefore, thermal design optimization measures have been introduced, such as eliminating small internal corner radius (R) finishing operations and setting a minimum design specification of $R \geq 4$ mm. The following figure shows two implementation records from 2025.

2025 Goals

8 cases



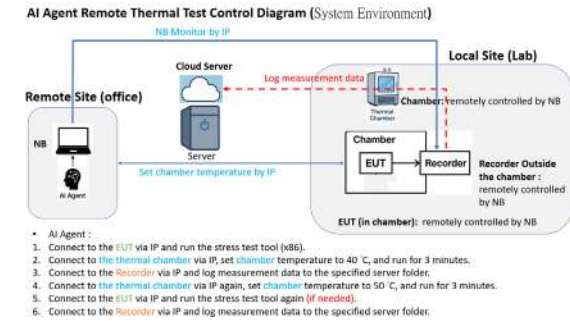
2025 Results

Implementation records: 9 cases

Product/ Service Innovation

Automated Thermal Testing Management System
(Agent for Thermal Test)

Product/Service Images



Key Design Focus

- **Energy use optimization:** an early-stop mechanism was established to reduce prolonged equipment idle time and unnecessary heating cycles, thereby improving energy efficiency. The estimated carbon reduction benefits of this project are as follows:

Temperature test chamber power consumption: 7.5 kW

Energy savings^(Note 3) $7.5 \times 1 \text{ hour} \times 10 \text{ cases} = 75 \text{ kWh}$

Carbon reduction benefit^(Note 4) $0.474 \times 75 = 35.55 \text{ kgCO}_2\text{e}$

- **Remote security control:** implements role-based access control and remote connection mechanisms to ensure secure and standardized management of cross-site testing operations.
- **Automated processes and agent-based test result evaluation:** automatically execute temperature and time-based tests according to requirements, and use an agent to detect anomalies and failure conditions in real time, reducing the risk of human error.
- **Data-driven sustainability management:** integrate and centrally manage testing data to serve as a foundation for future energy monitoring and carbon footprint assessment.

2025 Goals

-

2026 Goals

It is expected that at least 10 remote testing projects will be implemented in 2026.

Note 1: The total energy-saving and carbon reduction impact of the products/services listed above cannot be estimated, as it is subject to the types and number of new product projects, actual sales volumes, and end-user usage conditions.

Note 2: Carbon emission data is sourced from the [Product Carbon Footprint Information Platform](#), which indicates that producing 1 kg of aluminum ingot generates approximately 9.85 kg CO₂e.

Note 3: The calculation is based on 10 cases per year, with 1 hour per case.

Note 4: According to the [Energy Administration, Ministry of Economic Affairs](#), the 2025 electricity emission factor is 0.474 kg CO₂e per kWh.

For product end-of-life (EoL) management, the Company is committed to reducing the environmental impact of product disposal and promoting resource circularity and waste reduction. Modular and disassemblable design principles are incorporated at the product design stage to improve repairability, disassembly efficiency, and material recyclability. The Company also continues to push reductions in packaging and plastic by optimizing packaging design to minimize single-use plastics, while progressively enhancing product recycling and treatment mechanisms.

In terms of implementation results, the Company continues to promote packaging waste and plastic reduction initiatives. Through standardized packaging design, the reuse rate of existing cartons and paper boxes has increased to 84.50%, effectively reducing material use and resource waste in packaging. Air-column packaging has also replaced traditional EPE cushioning, reducing plastic usage by approximately 50% to 90%, depending on product specifications. The packaging waste reduction has been implemented in 45 cases of carton and paper box packaging, while plastic reduction has been applied to 13 new products, effectively reducing single-use plastics and waste generation and strengthening resource circularity and environmental performance at the product end-of-life stage.

Product/ Service Innovation		Packaging Waste Reduction
Product/ Service Images		
Key Design Focus		● Current situation: Industrial computer products require packaging with cardboard boxes or cartons to prevent damage during transportation. ● Optimization focus: To avoid needing to redesign a brand new cardboard box/carton for newly developed industrial computer products, when developing new products, if existing packaging parts can be used, it will accelerate the inventory turnover rate and reduce the likelihood of material inventory becoming obsolete and scrapped.
2025 Goals	80%	2025 Results ● Reuse rate of existing carton and paper box parts: 84.50%. ● Out of 53 cases, 45 used existing parts, while 8 used new parts.

Product/ Service Innovation		Packaging Plastic Reduction
Product/ Service Images		
Key Design Focus		● Current situation: With industrial computer packaging and transportation, a petroleum-based material with high environmental impact, namely expanded polyethylene (EPE), is used as a cushioning material to absorb external impacts and vibrations during transit. ● Optimization focus: To reduce environmental impact, air-column cushioning materials are introduced to replace and reduce the use of EPE packaging. Air-column materials have a smaller volume before inflation and expand after inflation to a form like EPE, thereby reducing overall cushioning material usage. ● Expected benefits: Replacing EPE with air-column cushioning materials is expected to reduce plastic usage by 50% to 90% per product, depending on product design characteristics.
2025 Goals	10	2025 Results Implemented in 13 new product models.

Note: The total energy-saving and carbon reduction impact of the products/services listed above cannot be estimated, as it is subject to the types and number of new product projects, actual sales volumes, and end-user usage conditions.

Overall, the above energy-saving and carbon reduction projects are regularly reviewed by the EHS Committee and R&D units. Based on the environmental impacts across different product lifecycle stages, the Company continuously promotes energy-saving, carbon-reduction, waste-reduction, plastic-reduction, and process-optimization measures to enhance environmental performance throughout the product lifecycle and advance low-carbon and circular economy objectives.

Improving Product Information Security

In response to the growing importance of product cybersecurity and to continue providing customers with secure and reliable products, ADLINK initiated the implementation of IEC 62443-4-1 and IEC 62443-4-2 certification programs in 2024 to align with the requirements of the EU Cyber Resilience Act (CRA) in 2024, and successfully obtained IEC 62443-4-1 certification in 2025.

In 2026, the Company plans to complete the establishment of cybersecurity reporting and response channels to comply with the Cyber Resilience Act (CRA) regulatory requirements, as well as conduct IEC 62443-4-2 implementation exercises to support the Company and customer products in obtaining IEC 62443-4-2 certification. Going forward, equipment will be classified based on criticality, with defined information security requirements for key assets, along with regular cybersecurity testing and certification requirements.

Product Verification Quality

To ensure that newly developed products meet customer requirements—such as interface functionality (DVI, USB, Network, etc.), data transfer rates, compatibility, and environmental reliability standards (including IEC 60068, IEC 60529, EN 50155, etc.)—ADLINK actively enhances accuracy, efficiency, risk management, and process orientation in its product verification activities. These measures improve verification quality, increase testing efficiency, reduce redundant resource consumption, and consolidate meaningful data. Ultimately, they ensure that products enter mass production on schedule and with assured quality.

Risk Assessment

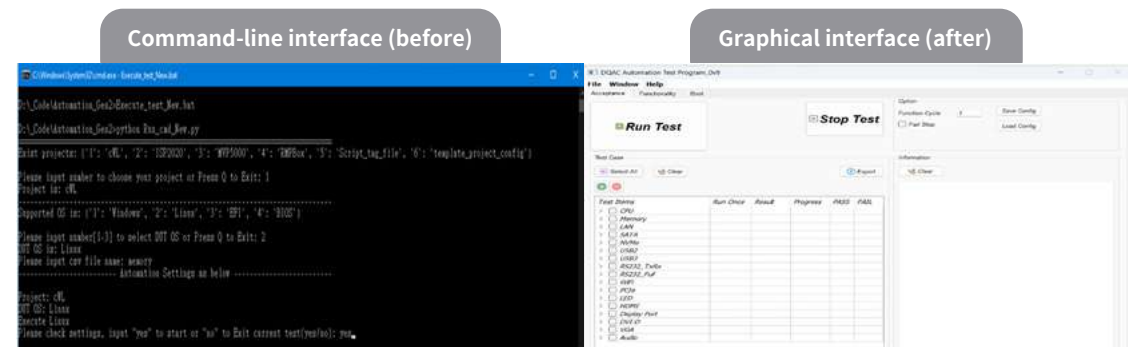
Before a product enters the testing phase, once its specifications are finalized, we conduct a design risk analysis to identify potential

weaknesses or new features. By prioritizing and executing comprehensive testing, we aim to identify issues early, reduce remediation costs, and ensure the stability of critical functions, thereby enhancing overall product quality.

Automated Testing

After receiving samples, we conduct automated testing of the product's core functions, enabling R&D engineers to quickly verify whether design changes or modifications affect other functionalities without spending excessive time on manual testing. To reduce product verification time and ensure that developed products meet customer requirements and quality standards, a graphical user interface (GUI) was further introduced in 2025. This transformed the original command-line script operation process into an intuitive interface, lowering the barrier to use. In addition to eliminating the hassle of memorizing operating system commands, the GUI reduced operation time by more than 50%, enabling test engineers—especially new employees—to quickly adopt and execute automated testing. This further improved the adoption, accuracy, and efficiency of automated testing.

Improvement of Automated Testing Operation Methods for Test Engineers



e-Management System

We manage laboratory equipment—including the Chamber System, the Vibration Test System, the Mechanical Shock Test System, the Drop Test System, and the Highly Accelerated Life Test System—by using a programmatic approach to schedule usage reservations and relevant testing conditions. This reduces costs caused by unclear validation requirements and ensures information is more transparent and complete, increasing efficiency.

Product Safety

Regarding consumer health and product safety, ADLINK is committed to ensuring that its products do not pose risks to human safety, health, or the environment. This policy applies to all products and global operational sites and follows relevant safety regulations and customer requirements in product sales regions, establishing a comprehensive product safety management and certification mechanism.

During the product design and development phase, the Company already incorporates product safety requirements to ensure compliance with international safety standards and regulations, including UL, CE, CCC, and NRTL certifications. This enables compliance-by-design from the early design stage. Through upfront design reviews and risk assessment mechanisms, potential safety and health risks during product use are reduced.

During the product verification phase, products are required to be reviewed and tested by third-party certification bodies and obtain relevant safety certification and certificate serial numbers to ensure compliance with market regulations and international safety standards.

During the production and manufacturing phase, factory quality control and continuous monitoring mechanisms are implemented to ensure that mass-produced products consistently meet established safety certification standards, thereby maintaining consistent quality management and ensuring stable and reliable product safety.

In terms of material compliance, the Company has established the Working Instruction of Green Parts Approval Process and the Green Product Hazardous Substance Management Specifications to implement comprehensive control over product materials, ensuring 100% compliance with hazardous substance restriction requirements (such as RoHS and REACH), thereby reducing potential impacts on human health and the environment.

For implementation results, all products achieved 100% compliance with relevant safety regulations and certification requirements, and product safety compliance is continuously maintained. Product safety and reliability during use are effectively ensured through comprehensive design review, third-party verification, and manufacturing quality management mechanisms. In addition, the Company has not experienced any major product safety incidents or product recalls, demonstrating the effectiveness of our product safety management system. Continuous monitoring and risk management measures further reduce potential safety risks, safeguarding user health and minimizing potential environmental impacts.



Note: Photos of Certified Safety Products



Intellectual Property Rights

ADLINK places great importance on intellectual property rights and has established the ADLINK Technology Inc. Patent Rights Management Measures to govern the Company's acquisition, maintenance, and use of patents and trade secrets. The intellectual property management system covers four key areas: patents, trademarks, trade secrets, and copyrights, each with a set of dedicated internal management policies to enhance the Company's market competitiveness and corporate image, safeguard product quality and customer interests, and mitigate legal compliance risks. In addition, intellectual property matters are reported to the Board of Directors at year-end, with corrective actions implemented based on directors' feedback.

Intellectual Property Management Policy



Patent Management

- 1 ADLINK patent engineers conduct patent searches for new R&D directions or technologies to assist R&D personnel in seeking new design solutions, evaluating patentable objects, and providing patent analyses and suggestions for specific technologies.
- 2 The Patent Committee is convened, and internal review committee members complete the "Patent Technology Benefit Evaluation Form" on a case-by-case basis according to the patent content, and jointly evaluate whether to apply for a patent, as well as the type and country of the applied patent.
- 3 An external patent firm is entrusted to prepare the submitted documents, and ADLINK patent engineers and inventors jointly proofread or review the patent documents to maintain document quality control. The Legal Office will keep and record the technical disclosure documents and application documents, distribute bonuses according to the reward system, and regularly evaluate the rights protection or elimination of each patent case, in order to enhance ADLINK's competitiveness in the industry.



Trademark Management

ADLINK's trademarks are divided into two categories:

- 1 Request at the Company level, proposed by the senior management.
- 2 Request identified for the market according to the product, proposed by the project manager or marketing personnel.

After receiving instructions, the Legal Office engages an external firm to conduct trademark searches and portfolio analysis to develop an optimized trademark strategy. The Legal Office then estimates costs and coordinates with the relevant business unit before filing the trademark application. All application documents are retained and properly recorded. The business unit using the trademark is required to use it in the approved form and maintain evidence of use. The Legal Office also regularly reviews each trademark to determine whether rights should be maintained or abandoned, thereby safeguarding ADLINK's reputation and protecting customer interests.



Trade Secrets Management

Employees must sign an employment contract prior to joining the Company, which stipulates that trade secrets of former employers must not be disclosed or used, and clearly requires that ADLINK's confidential information must not be disclosed during or after employment. The Legal Office also conducts regular training to ensure employees comply with company rules and regulations and enforces controls over electronic and paper documents. During exit interviews, the HR unit clearly informs resigned or retired employees of intellectual property ownership, confidentiality obligations, non-compete restrictions, and other relevant legal responsibilities.



Copyright Management

The Legal Office regularly conducts training to enhance employees' awareness of intellectual property rights and requires strict compliance with the prohibition on using pirated software. The Marketing Department also regularly enters into licensing agreements with stock image providers to ensure that all images used by ADLINK are obtained from legitimate sources.

R&D Patent Achievements

ADLINK's development strongly focuses on industrial computers and edge computing, and the Company views intellectual property as a core asset driving global competitiveness. Through platform-based development and hardware-software integration strategies, the Company continues to innovate in smart manufacturing, smart logistics, and automation, building a highly differentiated technological moat. The Company is committed to advancing research and development in Edge AI, embedded systems, and autonomous mobile robots (AMR). In the AMR field, ADLINK's in-house SWARM CORE platform enables multi-robot collaboration and intelligent warehouse dispatching. Combined with edge computing and AI vision technologies, it provides real-time data processing and automated inspection solutions, transferring technological strengths into tangible industrial value.

★ Key R&D Patent Achievements in 2025

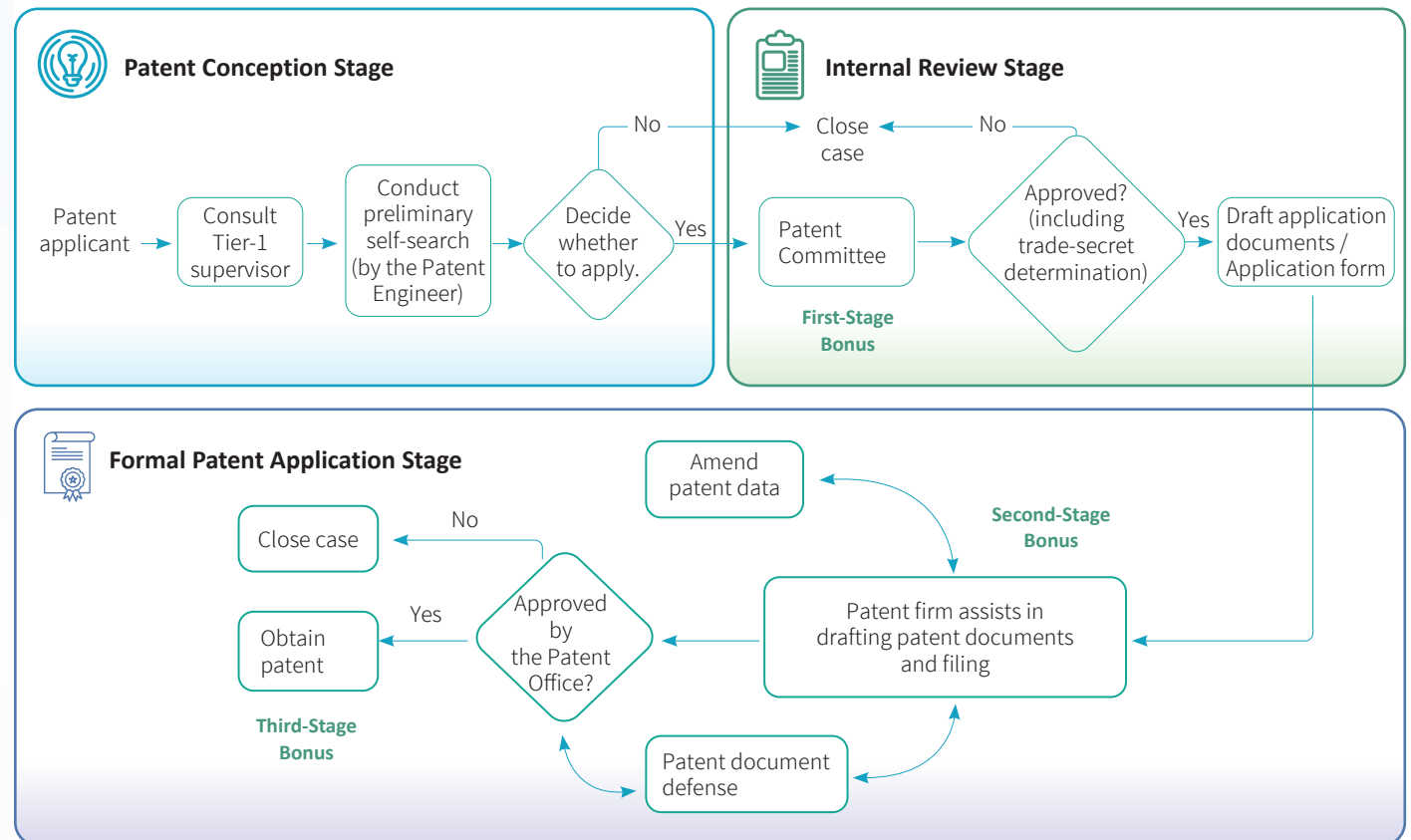
● Explosive growth in patent applications:

In 2025, ADLINK's total patent applications reached 16, representing approximately a 78% increase from 9 applications in 2024. This reflects the Company's continued investment in strengthening technological defensibility and autonomy, with a focus on high-reliability industrial applications.

- **National-level recognition:** At the 34th Taiwan Excellence Awards, a total of 7 products were selected, covering industrial computers, AI platforms, medical devices, and transportation applications, demonstrating the Company's comprehensive R&D leadership.



Internal Patent Application Process



Number of Patent Applications Submitted in the Past 3 Years

Region	2023	2024	2025
Taiwan	7	4	4
China	14	4	12
USA/Europe	6	1	0
Total	27	9	16

Types of Patent Applications in the Past 3 Years

Product Classification	2023	2024	2025
Motherboard Design	5	0	5
Expansion Components	11	2	7
System Monitoring	5	4	3
Communication Method	6	3	0

Categorized Table of Patents Held

Region	Total Number of Patents Held (Public/Announced)
Taiwan	152
USA	104
China	119
Other Countries	18
Total Number of Patents	393

Source: Global Patent Search System

Date of Query: December 31, 2025

Incentives Plan for Innovation

To encourage ADLINK employees to engage in creations and inventions related to their job responsibilities that possess industrial or commercial value and meet the patent application requirements of domestic and international laws and regulations, the Company provides incentives for both patent applications and granted patents. Employees will even receive additional bonuses for patents granted in the United States. ADLINK has established the Patent Committee, which evaluates disclosure documents based on technical expertise and determines whether an invention should proceed to patent application, be classified as a trade secret, or be subjected to defensive publication, thereby protecting ADLINK's intellectual property rights.

Total Amount and the Number of Patent Incentives Awarded in the Past 3 Years

Item	2023	2024	2025
Reward Amount (Unit: TWD 1,000)	407	156	205
Number of Patent Applications	6	4	2
Number of Documents Received	15	8	9
Number of Special Rewards	2	1	0

Note: Incentive amounts are calculated based on the Taoyuan Headquarters only.

Trademark Achievements

To support the expansion of its global operations, ADLINK actively advances its worldwide trademark portfolio. As of December 31, 2025, the Company has obtained 93 trademark registrations globally, with 82 remaining valid and 11 pending examination.

Highlight Product of the Year

Edge AI Computing Platforms for Smart
Manufacturing Applications

EMP-520 Advanced Embedded Box PC



EMP-520



With the rapid advancement of smart manufacturing and machine vision applications, enterprises require computing platforms capable of processing large volumes of visual and industrial data in real time at the production sites. The ADLINK EMP-520 high-performance Edge AI computing platform is designed for high-demand real-time industrial applications, enabling on-site processing of image and device data at the edge. This allows enterprises to perform rapid data analysis and decision-making while significantly reducing reliance on cloud computing.

Through an edge computing architecture, enterprises can reduce data transmission latency and improve production efficiency, making smart manufacturing applications more responsive and reliable. The EMP-520 received recognition for product innovation at Embedded World 2025 and was awarded the 2026 Taiwan Excellence Award, demonstrating ADLINK's technological strength in Edge AI computing and providing a critical computing foundation for smart manufacturing and digital transition across industries.

Electric Vehicle Charging and Smart Energy Dispatch
Platform

MXE-230 Energy-Efficient Fanless Embedded Computers



MXE-230



With the rapid growth of the global electric vehicle market, charging infrastructure and energy dispatch management have become increasingly critical aspects in smart cities and for low-carbon transportation. Based on the ADLINK MXE-230 Edge Computing Platform, the EMS energy management system integrates charging equipment, energy monitoring systems, and management platforms. Leveraging edge computing, it enables real-time processing of charging and energy data while optimizing charging schedules and energy load management.

The platform can be deployed in residential parking facilities, commercial buildings, and public charging sites, enabling operators to monitor charging operations and energy usage in real time. Through intelligent energy dispatch and real-time data analytics, it not only improves charging efficiency but also enhances power load management, supporting the development of EV infrastructure and contributing to smart city and low-carbon transportation initiatives.

Smart Energy Monitoring for Improved Energy Management Efficiency

EdgeGO® + EMU-200 Smart Energy Management Solutions



EdgeGO®



EMU-200



As enterprises advance energy-saving and carbon management initiatives, real-time visibility into equipment operation and energy usage is crucial. ADLINK integrates the EdgeGO® remote device management platform with the EMU-200 industrial IoT gateway to deliver a smart energy management solution that supports the integration of various energy monitoring devices and real-time energy data collection. Through edge computing, data is initially analyzed locally before being centralized on the platform for visualized management and monitoring.

This solution has been deployed within ADLINK's in-house facilities as a real-world application and validation environment, which continues to be expanded and optimized based on operational needs. Initially focused on equipment energy monitoring and data collection, the system has gradually integrated energy monitoring for energy storage demonstration sites and solar power generation equipment, evolving into a more comprehensive smart energy management architecture. Through continuous deployment and system optimization, the platform now automatically collects equipment and energy data, reducing manual inspections and meter-reading tasks while helping enterprises manage energy usage more accurately and efficiently.

AI-driven Advanced Manufacturing

Improving Efficiency, Reducing Waste, and Supporting Sustainable Development

ADLINK has introduced the “AI Agent Factory” solution in advanced manufacturing to address increasing complexity and real-time requirements in production environments. The system is built on the [ADLINK AXE-7400SR edge AI server](#), integrated with [NVIDIA GPUs](#) and Omniverse technologies, and powered by an edge AI agent platform. Such a configuration enables multiple AI agents to collaborate in decision-making and coordinate across processes, facilitating intelligent operations.

Through this integrated architecture, manufacturing process management is shifting from reactive responses to real-time decision-making and proactive prevention. This enables the system to respond to process variations instantly, effectively supporting adaptive manufacturing. By reducing defect inspection time by 50% and improving Overall Equipment Effectiveness (OEE) to 80%, the solution actively reduces waste and continuously optimizes production capacity. ADLINK’s architecture successfully transforms the smart manufacturing concept into a scalable, quantifiable practice that fundamentally supports the Company’s sustainability objectives.

ADLINK AI Agent Factory Solution



Effectiveness of Deploying an Edge AI Agent Platform in Advanced Manufacturing Environments

Product Consistency

Increased from 97.5% to **99%**.

Defect Detection Time

Reduced by **50%**.

Abnormality Handling Time

Reduced from 3 days to **1 day**.

Overall Equipment Effectiveness (OEE)

Increased from 60% to **80%**.

3.3 Customer Service

Management of Material Topic "Customer Relations Management" in 2025

Material Topic	Customer Relations Management	
Impact Assessment	Positive/ Actual	Higher customer satisfaction, which indicates strong satisfaction with the Company's products and services, helps build robust customer relationships, increase loyalty, encourage word-of-mouth referrals, and expand the customer base, thereby attracting more potential customers.
	Negative/ Potential	Improper customer relationship management may lead to customer loss, a potential decline in long-term revenue, and damage to the Company's reputation. Handling customer complaints also requires additional time and resources for corrective actions, thereby increasing operating costs.
Corresponding GRI Indicators	Self-defined topics	
Corresponding SDGs		
Policy or Commitments	We strive to provide customers with exceptional quality, competitive pricing, and timely, comprehensive service to enhance their competitiveness. We uphold the principle of continuous improvement and engage all employees in education and training to strengthen quality awareness. In manufacturing, we focus on execution and quality assurance. In research and development, we pursue excellence and strengthen technical capabilities. In business operations, we adopt a market-oriented approach to proactively meet and exceed customer needs.	
Effectiveness Tracking Mechanism	Conducting a customer satisfaction survey annually.	
2025 Annual Actions and Measures	4.0 of customer satisfaction score.	41.38% of customer satisfaction feedback response rate.

ADLINK is a leader in edge computing and catalyst for advancing AI development. We design and manufacture edge computing hardware and software solutions with embedded, distributed, and intelligent computing, with thousands of customers worldwide relying on ADLINK as a trusted partner for mission-critical operations. Within the technology platform supply chain, ADLINK collaborates closely with partners such as Intel, NVIDIA, Arm, NXP Semiconductors, MediaTek, Qualcomm, AMD, and Ampere to enable the high-performance computing required for Edge AI. At the same time, ADLINK works hand in hand with AUO to realize edge visualization applications. In addition, we actively participate in the development of more than 20 standards and specifications across open-source technologies, robotics, automation, IoT, and 5G, driving innovation in smart manufacturing, network communications, smart healthcare, energy, intelligent transportation, as well as gaming and entertainment.

Comprehensive customer service is a core value at ADLINK. The Company's Global Customer Service Center (GCSC) is a dedicated team that supports customers by managing orders, deliveries, and after-sales services. Its mission is to respond to customer expectations and feedback by addressing issues promptly and accurately. ADLINK has established three customer commitments and strives to uphold them at the highest standard, aiming to proactively complete tasks before customers even need to request them. This service philosophy guides ADLINK's global operations.

ADLINK's Three Major Commitments to Customers

1

Confirmation of delivery dates for standard product orders will be provided within

1 business day.

2

The online quality and technical consulting platform, ["Ask an Expert"](#) will reply to any inquiry within **2** business days.

3

Products returned for repair will be serviced within **10** business days of receipt.

To fulfill the Company's commitment to product quality, customer service, and overall value, the Global Customer Service Center (GCSC) conducts an annual global key customer satisfaction survey. The survey covers overall product quality (performance and reliability), customer service (delivery, after-sales, and technical support), price satisfaction, and customers' overall evaluation of ADLINK's performance, to gain a comprehensive understanding of customer perceptions of ADLINK's end-to-end support and serve as a basis for continuous improvement. After compiling the results of the annual satisfaction survey, GCSC is required to publish them on a designated schedule, providing relevant departments with data-driven insights for corrective actions. Review meetings shall then be held to consolidate analyses and solutions from related departments, with GCSC conveying them to all the key customers. Based on customer feedback, when needed, GCSC will design new questionnaires to track details, including customer satisfaction with the latest improvement, as well as provide the progress of ongoing improvements. ADLINK ensures that customers feel truly valued and appreciated. Our ultimate goal is always to continuously challenge ourselves in pursuit of the highest level of professional and high-quality customer service.

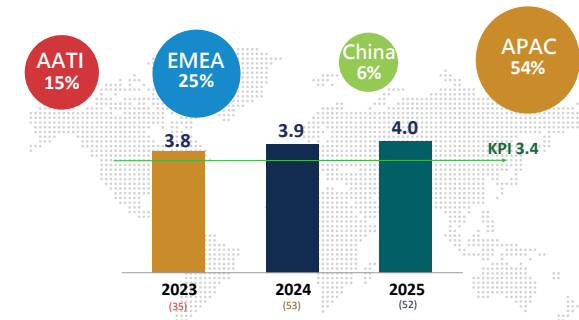
Customer Satisfaction Survey Results

The 2025 customer satisfaction survey results show an overall satisfaction score of 4.0, representing a 0.1 increase compared to the previous year, indicating steady and continuous improvement in overall performance. While overall satisfaction has improved, there remains room for further optimization. Across the key survey dimensions, including product, quality, Return Merchandise Authorization (RMA), and delivery, all areas showed notable improvement, reflecting a more positive overall customer evaluation. Customer feedback in 2025 was primarily focused on service efficiency and supply-related challenges. Going forward, the Company will continue to strengthen internal collaboration and supply chain management to enhance overall operational efficiency and information transparency, thereby further elevating the customer experience.

Response measures for low pricing satisfaction:

- ✓ Establish a more accurate demand forecasting and supply planning mechanism to improve delivery predictability.
- ✓ Strengthen cross-functional collaboration and supply chain integration to optimize overall delivery process efficiency.
- ✓ Enhance transparency of delivery information and responsiveness to customers to strengthen customer trust.

Key Customer Satisfaction Survey Results from the Past 3 Years



Note 1: The survey targeted customers in the Americas, Europe, and Taiwan (classified under the APAC region) whose business volumes rank among the top ten in each region. For the APAC region, our five overseas offices each selected 2-5 customers based on their scales, with 5-6 customers from China selected. A total of 52 customers were surveyed, and all 48 responded, reaching a response rate of 41.38%. The pie chart shows the distribution of returned scores by business across the four regions in 2025.

Note 2: The bar chart shows the total average of the recovery score in the past 3 years (the number is the number of surveyed customers)

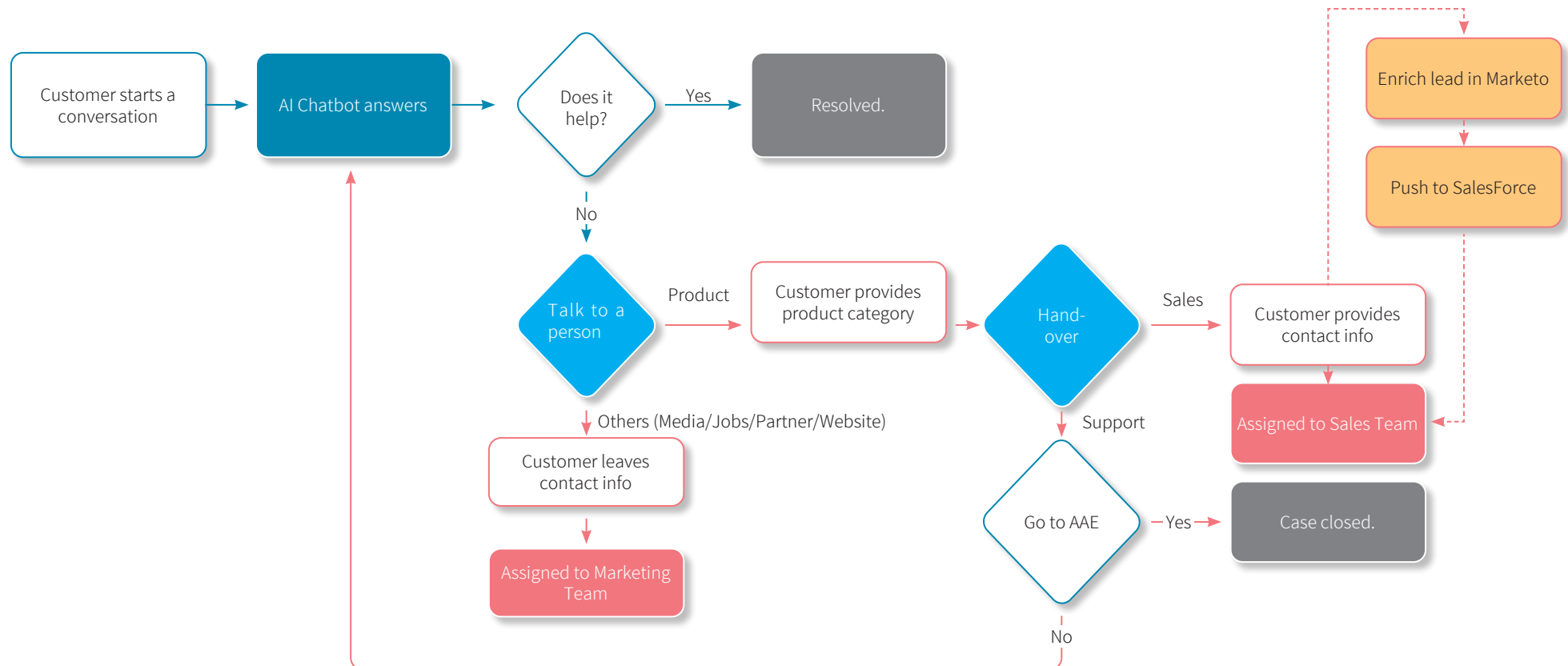
Note 3: 5 = Very satisfied, 1 = Very dissatisfied

AI Customer Service System Implementation and Digital Service Enhancement

To enhance global customer service efficiency and drive digital service transition, ADLINK introduced Intercom, an AI-powered 24-hour global online customer service platform, in 2024. The platform leverages machine learning to analyze historical conversation records and integrates official website content with product technical databases to provide real-time suggested solutions, enabling customers worldwide to access timely and convenient technical support, no matter their time zones.

The AI customer service system not only improves self-service convenience on the website but also analyzes conversational data to help the Company gain deeper insights into customer needs. At the same time, it reduces the workload of answering repetitive inquiries for the customer service teams, allowing staff to focus on more complex technical support and customer service tasks.

Global Online Customer Service Process



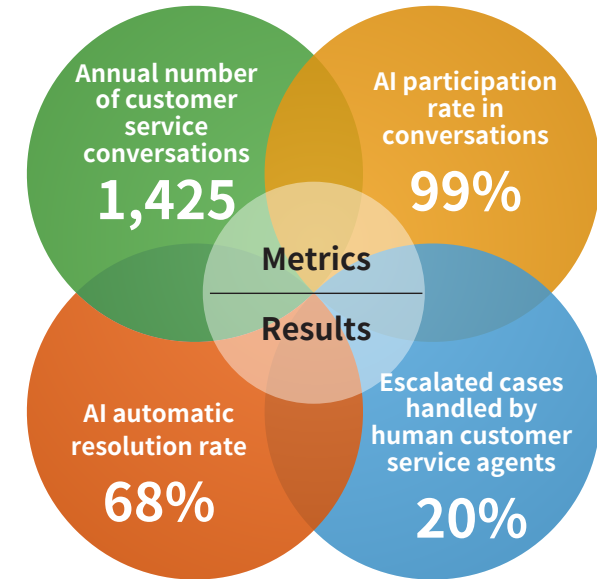
AI Customer Service System Performance and Outcomes

In 2025, ADLINK continued to optimize the knowledge base content and response capabilities of its AI customer service system, further improving global customer service efficiency. Throughout the year, the platform handled a total of 1,425 customer conversations, with AI agents participating in 99% of all interactions, successfully resolving approximately 68% of customer inquiries automatically.

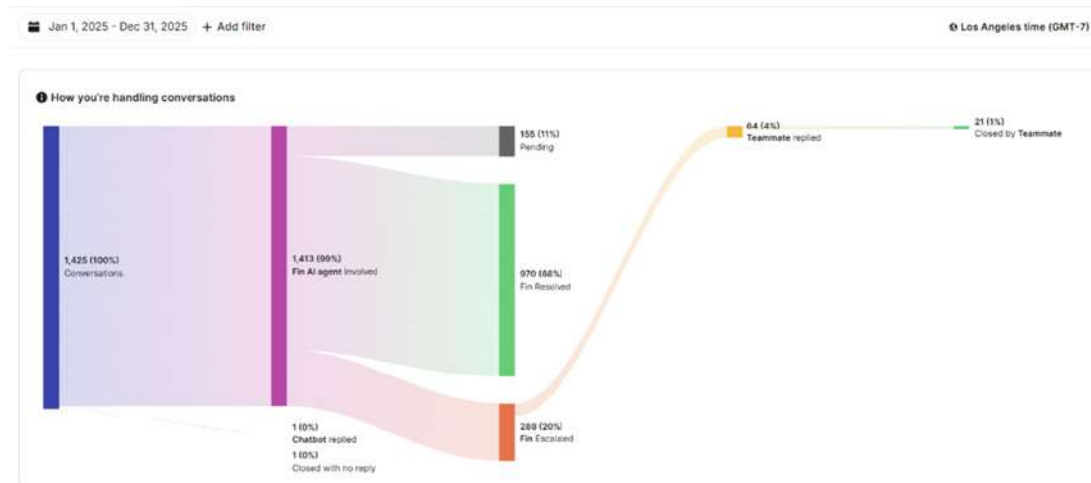
Only around 20% of cases required further handling by human customer service agents, demonstrating that the AI customer service system can effectively address most routine inquiries and significantly reduce the workload associated with repetitive tasks.

In addition, the system integrates marketing automation and customer relationship management processes. Through automated classification and routing mechanisms, sales and technical requests are quickly directed to the most appropriate business or technical teams, ensuring customers always receive the most timely and professional responses to their inquiries, further enhancing the overall customer experience.

AI Customer Service System Performance in 2025



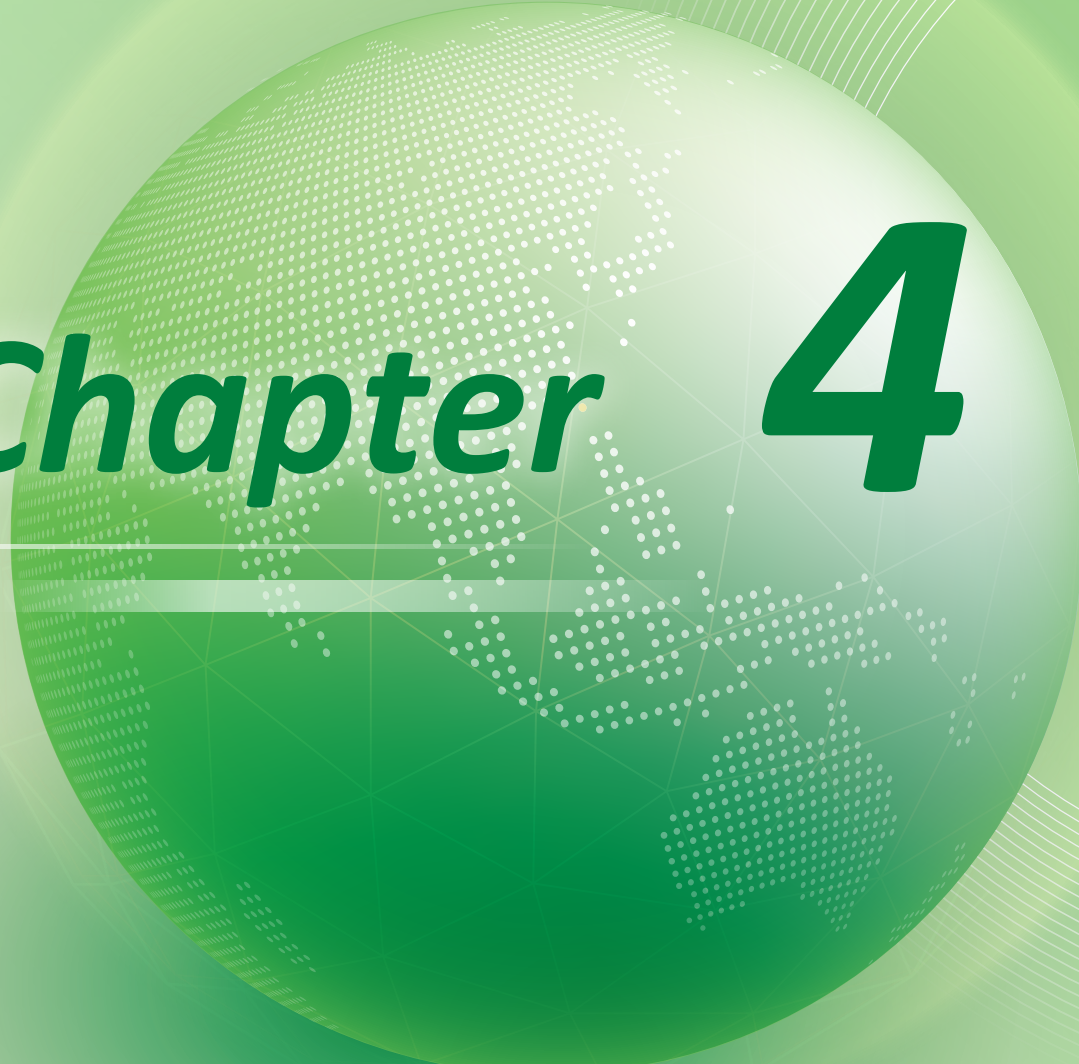
2025 Global Online Customer Service System Data



Future Development Direction

Going forward, ADLINK will continue to enhance the knowledge base and response accuracy of its AI customer service system, while progressively deepening integration with ticketing management systems and customer relationship management (CRM) platforms to further improve service automation and intelligence.

Through continuous optimization of AI-driven customer service capabilities, ADLINK aims to establish a more comprehensive global technical support system, enabling customers to receive timely and efficient support anywhere, anytime. Also, by leveraging digital service models, the Company seeks to improve operational efficiency and reduce resource consumption associated with repetitive service processes, further advancing its digital transition and sustainability objectives.



Chapter 4



Environmental Care

- 4.1 Climate Change Response Measures
- 4.2 Energy Conservation and Carbon Reduction
- 4.3 Waste Management
- 4.4 Green Circular Economy

Approaches to Environmental Management

ADLINK recognizes the impact of climate change on the global environment, ecosystems, and supply chain stability. The Company acknowledges that environmental protection and climate action are critical to long-term sustainable development and thus integrates sustainability into the core business strategy. We are committed to achieving net zero emissions by 2050 and ensuring that our operations align with the goals of the Paris Agreement to limit global warming to within 1.5° C.

In response to global environmental protection principles and the impacts of climate change, we adhere to international environmental regulations and provide necessary support to implement environmental management standards, committing to continuous efforts to meet and maintain compliance requirements.

Responsibilities of senior management and the Board of Directors for overseeing environmental management

This includes ensuring compliance with applicable local laws, regulations, and international standards, demonstrate a commitment to transparently disclosing environmental performance and regularly reporting progress through sustainability reports and international frameworks such as EcoVadis and CDP, accept stakeholder review and oversight, while continuously pursuing environmental resilience.

Disaster and pollution prevention

In response to climate change, the Company adopts the Task Force on Climate-related Financial Disclosures (TCFD) framework for risk assessment, identifying physical risks, transition risks, and transition opportunities.

Climate change

The Company identifies, assesses, analyzes, and quantifies relevant environmental impact activities, while implementing mitigation measures, to effectively manage activities and further reduce climate-related risks while aligning with the common goals of governments, global customers, and industry supply chains. Guided by the vision of sustainable operations and corporate social responsibility, we actively conduct greenhouse gas emissions inventories and control measures to reduce global warming, aiming to promote energy conservation and support the sustainable development of the global ecosystem. To implement carbon reduction, we have established an internal carbon pricing mechanism, incorporating carbon emissions as a virtual cost in major capital expenditures (CAPEX), R&D projects, and energy transition investment decisions, thereby prioritizing low-carbon technologies and energy-efficient equipment.

Environmental management

The Company continues to comply with the ISO 14001 Environmental Management System standard ([certificate](#) valid until January 25, 2027), covering governance structure, policy, objectives and targets, action plans, as well as performance tracking and continuous improvement. Also, through the establishment of environmental policies, the Company implements measures including conserving energy and natural resources, promoting resource recycling and regeneration, the use of low-pollution and environmentally compliant materials, compliance with environmental regulations, and response to stakeholder requirements. The Company also actively promotes circular economy practices to reduce environmental impact.

Promotion of efficient energy and resource utilization

Although ADLINK does not generate industrial wastewater, it is committed to improving energy efficiency in offices and production lines and increasing the use of renewable energy to reduce the environmental footprint of its operations. By establishing and maintaining the system under the ISO 50001 Energy Management System standard, the Company identifies major energy-consuming equipment for replacement and conducts energy transition assessments, while prioritizing the procurement of green electricity and investment in renewable energy systems to reduce indirect Scope 2 emissions from purchased electricity. In terms of resource circularity, the Company focuses on pollution prevention and waste reduction, ensuring that air emissions, domestic wastewater, and hazardous substances are managed in compliance with the highest environmental standards, while promoting waste valorization and resource recycling.

Product carbon footprint and lifecycle management

The Company is committed to progressively implementing the ISO 14067 Product Carbon Footprint standard to assess the carbon footprint of its products throughout their life cycle. Green design principles are incorporated from the product development stage to reduce environmental impacts across the product life cycle, from raw material sourcing and manufacturing to product use and delivery.

Sustainable supply chain and green procurement

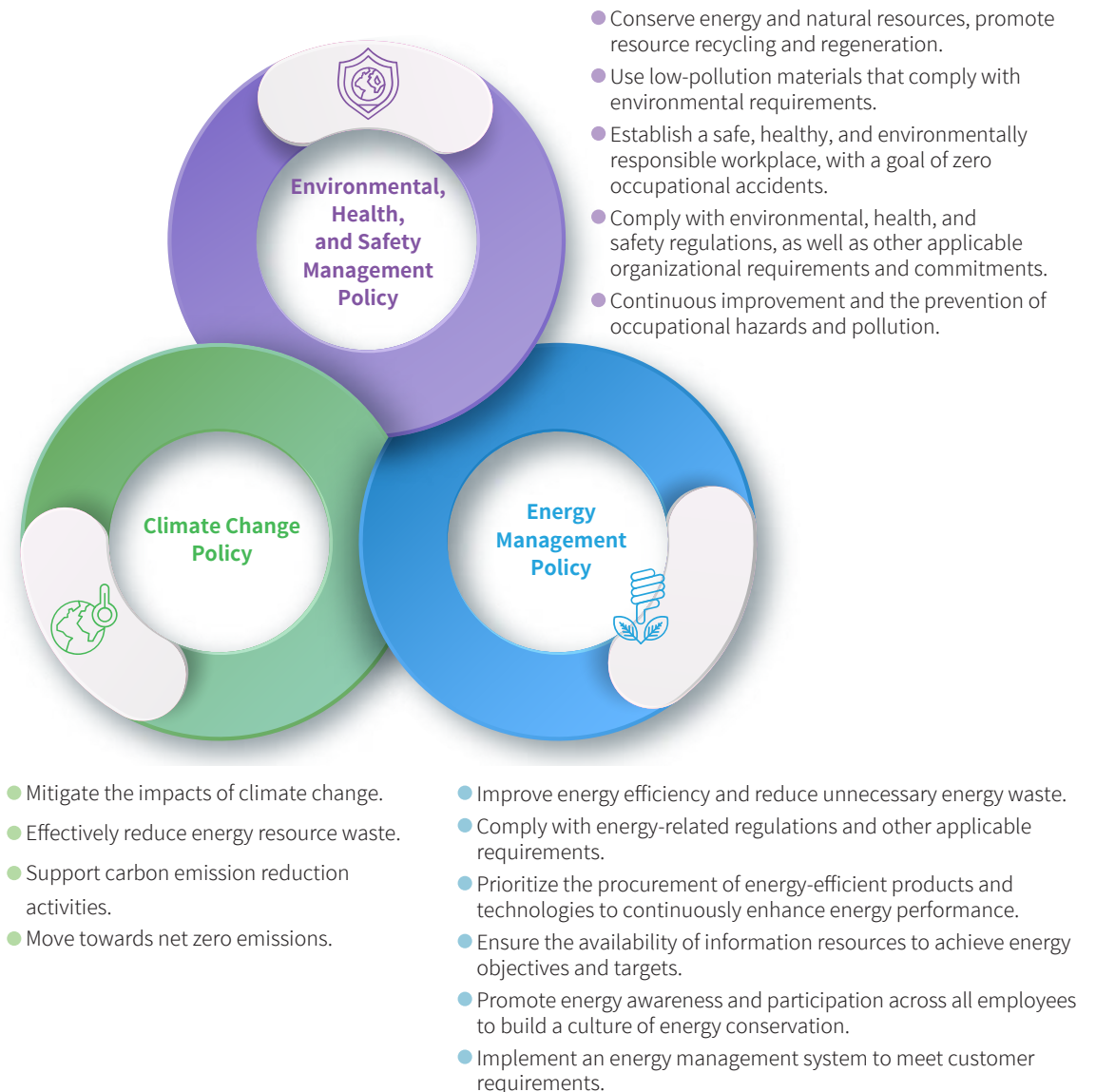
The Company requires suppliers to comply with environmental regulations and encourages them to conduct carbon inventories and set carbon reduction targets. Priority is given to sourcing electronic components with a low carbon footprint or certified environmental labels.

Water resource management

The Company's major operating sites are assessed as low to medium water risk areas, as no process water is used in manufacturing process. The Company's core strategy on this aspect focuses on water conservation and recycling, with annual water reduction targets established to continuously improve performance and reduce the environmental impact of operations.

Biodiversity management

ADLINK operates within legally developed science parks and does not operate in biodiversity-sensitive areas. The Company has established its Biodiversity Statement and, in accordance with its environmental management system and relevant regulatory requirements, is committed to pollution prevention, resource efficiency, and waste management. ADLINK continuously monitors and manages the indirect environmental impacts of its operations and supports biodiversity conservation and sustainable development goals.



The Company's Biodiversity Statement and Conflict-Free Minerals Declaration are available on the [official website](#) for further details.

4.1 Climate Change Response Measures

Due to the increasing frequency of climate-related disasters in recent years and growing customer concerns regarding the potential impacts of such disasters on business operations, ADLINK has adopted the Task Force on Climate-related Financial Disclosures (TCFD) recommendations to proactively address climate-related risks and prevent related financial losses. In alignment with Appendix 2, "Climate-Related Information of TWSE/TPEX Listed Companies," under Article 4-1 of the Taiwan Stock Exchange Corporation's Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, the Company discloses its response strategies and preventive measures for climate-related risks, as well as the associated financial impacts. The Company also seeks to strengthen risk mitigation mechanisms and strategic planning for transition and physical risks through climate adaptation and disaster recovery, while identifying business opportunities arising from the transition to a low-carbon economy and the impacts of irreversible climate change.

Climate Action Milestones



Four Core Elements of TCFD

Core Criteria of Climate-Related Financial Disclosures

Core Elements	Action Plans
Governance ● Board of Directors: Oversees the Company's GHG inventory and ensures that the inventory schedule complies with applicable government regulations. ● Risk Management Committee: Coordinates relevant departments within the Company to jointly review internal and external risks, including climate change risks, and develops risk mitigation strategies for significant company-wide risk issues. ● ESG Sustainability Committee: Responsible for systems and policies related to sustainable development, oversees the Company's sustainable development and planning, and regularly monitors and evaluates progress and effectiveness of sustainable development implementation.	
Strategy ● Include the potential impacts of climate change in overall operational considerations, assess the likelihood and severity of related risks to formulate response plans and mitigation measures. ● Identify and analyze physical and transition risks and opportunities in accordance with regulations, scenario analyses, and strategies. ● Manage the Company based on mitigation and adaptation principles, and establish short-, medium-, and long-term goals while implementing measures to address climate change. To identify and assess significant climate-related impacts and risks, the Risk Management Task Force initiates a cross-functional identification process and conducts detailed analyses. After evaluating potential financial impacts, the findings are reported to the Risk Management Committee for risk assessment, serving as a basis for policy development and target setting. Regular updates are also submitted to the Board of Directors to establish a robust climate risk management framework. The process complies with the Company's risk management system, covering identification, analysis, assessment, response, supervision, and review. Please refer to the following "Climate-related Risk Identification and Assessment Process Flowchart." Climate-related Risk Identification and Assessment Process Flowchart <pre> graph LR RM[Risk Monitoring] -- "Reporting to" --> RA[Risk Assessment] RA -- "Guidance and Decision-Making" --> RM RA -- "Reporting to" --> RIA[Risk Identification and Analysis] RIA -- "Confirmation" --> RA RIA -- "Reporting back to" --> RR[Risk Response] RR -- "Coordination and Implementation" --> RIA </pre>	
Indicators and Goals To mitigate the risks and impacts of climate change and achieve carbon reduction and energy efficiency goals, the Company adopts indicator-based management to address climate-related risks and opportunities: ● Net-zero carbon emissions: Reduce carbon emissions by 9.20% by 2025, 30.20% by 2030, and achieve net zero by 2050, all in line with the Company's carbon reduction roadmap. ● Group-wide greenhouse gas inventory plan: GHG inventories conducted at China production sites and Asia-Pacific offices in 2025, and to be conducted at Germany and North America production sites in 2027, with internal group inventory to be conducted in 2028, and group verification to be achieved in 2029.	

Financial Impacts of Climate-Related Risks and Opportunities

ADLINK conducts risk assessments of climate-related risks and opportunities, analyzing and prioritizing their impacts based on severity and likelihood. Severity is classified into three levels—low, medium, and high—with their likelihood of occurrence categorized as unlikely, possible, and highly likely. Through this assessment, medium- to high-risk items are identified. Appropriate response measures are then developed to strengthen ADLINK's resilience in addressing climate-related risks and opportunities.

Climate-Related Risks and Opportunities Matrix

High			● Increase in energy expenses
Medium		■ Climate change causes an increase in demand for energy resources ▲ Development of low-carbon/ energy-efficient and smart monitoring products/services ▲ Trends in domestic and overseas markets/ regulation	● Climate Change Response Act ● Trends in domestic and overseas markets/ regulation ▲ Innovations in product packaging materials
Low	■ Drought	■ Increased severity of extreme weather events, such as typhoons and heavy rain	● Domestic and overseas initiatives
Severity of impact / Probability	Unlikely	Possible	Highly likely

Note: ● Transition Risk, ■ Physical Risk, ▲ Opportunity

After examining the risks, the Company analyzed the financial impact of climate change and identified annual adaptation measures. The disclosure of "Financial Impacts of Climate-Related Risks and Opportunities" is as follows:

Financial Impacts of Climate-Related Risks and Opportunities

Type	Risk and Opportunity Items	Duration of Impact	Financial Impact	Adaptation Response and Actions
Transition Risk				
Policy and Regulations	Climate Change Response Act	Mid-term	● Increase in operating costs ● Increase in capital expenditures	● Introduce a carbon management platform to regularly track changes in carbon emissions and establish short-, medium-, and long-term performance targets to advance toward net-zero emissions. The annual maintenance cost of the carbon management platform is TWD 100,000. ● Increase the share of renewable energy use: ◆ Solar power for self-consumption: The Company incurs annual costs of approximately TWD 56,700 for solar electricity. In 2025, a total of 568 renewable energy certificates (RECs) were obtained. ◆ Green electricity procurement: A five-year procurement plan has been established, with an estimated average annual expenditure of TWD 5.85 million. ● Waste resource utilization: The Company promotes circular economy practices by converting food waste into sustainable fertilizer, with an associated cost of approximately TWD 55,000. ● Formulate a sustainable operations plan and business continuity framework, including an evaluation of the feasibility of implementing relevant backup systems and equipment.
Policy and Regulations	Increase in energy expenses	Short-term	● Increase in operating costs ● Increase in capital expenditures	● Promote internal energy-saving and carbon-reduction initiatives by implementing measures such as electricity and water conservation. If no short-term conservation measures are implemented, it is estimated that the electricity and water costs will increase by approximately TWD 3.6 million ^(Note 4). ● Gradually replace energy-inefficient equipment. In 2024, certain chilled-water units were replaced, resulting in an estimated annual electricity saving of approximately 200,000 kWh, with an expenditure of TWD 8.6 million. ● Implement the ISO 50001 Energy Management System, with implementation and certification costs of approximately TWD 505,000, and conduct operational management of major energy-consuming equipment to improve energy performance. ● Assess the feasibility of introducing energy storage equipment to strengthen operational resilience.
Markets	Domestic and international market and regulatory trends	Mid-term	● Decrease in revenue ● Increase in operating costs	● Establish Eco Design Rules to set carbon-output targets over the product life cycle. ● Plan to implement ISO 14067 to measure product carbon footprints and further assess the feasibility of reducing carbon emissions in manufacturing processes. The implementation cost is approximately TWD 380,000.
Goodwill	Domestic and overseas initiatives	Mid-term	● Increase in operating costs ● Damage to reputation and image	● Participate in international initiative assessments, such as CDP, with an annual fee of approximately TWD 100,000. ● Establish relevant committees in line with topics from international initiatives to formulate net-zero target strategies and net-zero carbon reduction roadmaps. ● With the Company's functional committees, formulate relevant strategies and objectives to respond to the development of trends.

Type	Risk and Opportunity items	Duration of Impact	Financial Impact	Adaptation Response and Actions			
Physical Risk							
With reference to the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP) future projection model, the projected future changes in average temperature and precipitation affecting the Company’s Taoyuan headquarters due to physical climate-related hazards are estimated as follows:							
Scenario Simulations	Physical Natural Disasters		Emissions Scenario		2021 Observations	Mid Century	End of the Century
	High Temperature (Celsius/year)		SSP1-2.6 Low emissions scenario		25.9	26.8	26.9
			SSP5-8.5 Extremely high emissions scenario			27.4	29.7
	Precipitation (mm/day)		SSP1-2.6 Low emissions scenario		3.8	4.3	4.8
			SSP5-8.5 Extremely high emissions scenario			4.7	4.9
Immediate	● Increased severity of extreme weather events, such as typhoons and heavy rain ● Drought	Short-term	● Increase in capital expenditures ● Increase in operating costs ● Decrease in revenue	● Introduce smart factories to reduce the impact of plant shutdowns due to natural disasters; a one-day shutdown due to a natural disaster reduces daily revenues by approximately TWD 22.331 million (note 5) ● Evaluate the feasibility of introducing backup equipment to enhance business continuity and resilience. ● Evaluate upward adjustments to insurance coverage to address the potential risks of financial losses.			
Long-term	Climate change causes an increase in demand for energy resources	Long-term	● Decrease in revenue ● Asset Losses ● Increase in operating costs	● Formulate a business continuity plan, including disaster prevention mechanisms and notification procedures, and establish a crisis response team. ● Evaluate the introduction of disaster prevention and backup equipment to avoid operational disruptions.			
Opportunities							
Resource Utilization Efficiency	Innovations in product packaging materials	Short-term	● Increase in operating costs ● Increase in revenue	Enhance the use of environmentally friendly packaging materials and recycling-oriented design, including increasing the reuse rate of product packaging cartons in the short term. In 2025, a total of 13 new product models reduced the use of plastic packaging materials or adopted fully paper-based packaging solutions.			
Products and Services	● Research and development of low-carbon/energy-efficient and smart monitoring products/ services ● Trends in domestic and overseas markets/ regulation	Mid-term	● Increase in revenue ● Enhancement of reputation and image	Understand market trends and the needs of strategic partners to foster the development of a low-carbon and intelligent industry.			

Note 1: Adaptation responses and measures are analyzed based on their short-term financial impacts. The medium- and long-term financial impacts will be included in the analysis on a rolling basis in the future.

Note 2: Impact timelines are defined as follows: short-term refers to the next three years; mid-term refers to three to six years; and long-term refers to beyond six years.

Note 3: Financial data are presented in New Taiwan dollars (TWD).

Note 4: Electricity is charged at TWD 4 per kWh and water at TWD 13 per 1000 liters.

Note 5: Calculated based on the individual revenue of 2025.

GHG Inventory

Management of Material Topic "GHG Inventory" in 2025

Material Topic	GHG Inventory				
Impact Assessment	Positive/ Actual	Beyond regulatory compliance, conducting a greenhouse gas (GHG) inventory helps identify major sources of energy consumption, enabling the implementation of energy-saving measures and the establishment of a more robust data management and decision-making framework. In addition, publicly disclosing results that have been verified or assured by an independent third party enhances the accuracy and transparency of carbon data, strengthening the Company's reputation and competitiveness. Through its GHG inventory efforts, the Company can further invest in and develop carbon reduction technologies, inspire competitors, and encourage industry-wide progress, thus contributing to global sustainability goals.			
	Negative/ Actual	The Company's operational electricity consumption (Scope 2), energy use and process-related emissions from manufacturing activities (Scope 1), and indirect emissions from employee business travel and other activities (Scope 3) all contribute to greenhouse gas emissions within their respective categories.			
	Negative/ Potential	Failure to effectively reduce carbon emissions may result in exposure to carbon fees or taxes if governments or international markets lower carbon pricing thresholds in the future, which could potentially restrict the Company's ability to export. In addition, energy-saving and emission-reduction measures implemented following the greenhouse gas inventory require substantial investment with long payback periods, thereby placing short-term pressure on profitability.			
Corresponding GRI Indicators	GRI 305-1 Direct (Scope 1) GHG emissions GRI 305-2 Energy indirect (Scope 2) GHG emissions GRI 305-3 Other indirect (Scope 3) GHG emissions		GRI 305-4 GHG emissions intensity GRI 305-5 Reduction of GHG emissions		
Corresponding SDGs					
Policy or Commitments	1 Environmental sustainability planning – Achieving net-zero emissions through carbon management : Implement a corporate greenhouse gas (GHG) inventory and net-zero pathway strategy to support carbon risk management, capture energy efficiency opportunities, and promote the development of green products and a sustainable supply chain. 2 Climate change policy: ● Mitigate the impacts of climate change. ● Effectively reduce energy resource waste. ● Support carbon emission reduction activities. ● Move towards net-zero emissions.		Effectiveness Tracking Mechanism	● Integrate environmental (ISO 14001) and energy (ISO 50001) management systems to establish a management program and track the progress of each target quarterly. ● Internal inventory data audits ● Annual GHG inventory data verified by an impartial third party ● Feedback and complaints: Stakeholder feedback can be provided through the Company's official website or the ESG mailbox for addressing any concerns or feedback ● Regularly report carbon emissions on CDP, EcoVadis, and relevant customer platforms	
2025 Annual Actions and Measures	464.363 metric tons of CO ₂ e Carbon emission reduction	567,394 kWh of solar power generated.	ISO 50001 Energy Management System (EnMS) implemented and certification completed.	16.77% reduction in total water withdrawal compared with the baseline year.	Assess renewable energy utilization and establish a green electricity procurement plan.

Climate change is a global concern, and the greenhouse effect has contributed to global warming, with its impacts becoming increasingly significant. In alignment with the principles of the United Nations Framework Convention on Climate Change (UNFCCC), Taiwan supports global decarbonization efforts and, in March 2022, announced Taiwan's Pathway to Net-Zero Emissions in 2050. This initiative launched pathway planning and technical assessments for achieving net-zero emissions, strengthened public communication, and expanded stakeholder participation. Accordingly, the promotion of corporate greenhouse gas inventories supports the management of carbon-related risks, identifies energy-saving opportunities, and facilitates the development of green products and sustainable supply chains.

In 2025, ADLINK obtained ISO 50001 Energy Management System certification and implemented management system procedures to identify major energy-consuming facilities and equipment within the Company, while gradually conducting analysis and identifying suitable alternative solutions to establish an equipment replacement plan. At the same time, ISO 14067 product carbon footprint quantification is scheduled to be initiated in 2026, with plans to complete the first product carbon footprint report in 2026, along with implementation and research efforts to strengthen climate change adaptation capability and enhance climate resilience. In the future, the Company will continue to enhance employees' awareness and understanding of climate change through training programs, actively promote energy-saving and carbon-reduction projects, set clear energy management targets, and increase the use of renewable energy, gradually moving toward RE100 and carbon reduction goals. At the same time, the core principles of energy conservation and carbon reduction will be embedded into the Company's corporate culture, building consensus and collective action among all employees to achieve the vision of net-zero emissions and sustainable development.

On the other hand, in accordance with the Company's net-zero roadmap, in addition to installing solar panels for self-consumption and improving facility and equipment efficiency, a green electricity procurement plan was initiated at the end of 2025, with the first batch of green electricity procurement expected to be completed in March 2026. Through improving facility and equipment efficiency, the use of renewable energy, and carbon credit purchases, along with resource allocation, regular tracking, and continuous improvement, ADLINK aspires to progressively implement short-, medium-, and long-term plans, with the aim of achieving the 2050 net-zero target. At the same time, the Company's ESG sustainability and net-zero carbon reduction pathway targets are incorporated into the performance indicators of senior executives, and financial incentive mechanisms are planned and implemented to encourage participation and achievement.

Short-, Medium-, and Long-term Carbon Reduction Targets

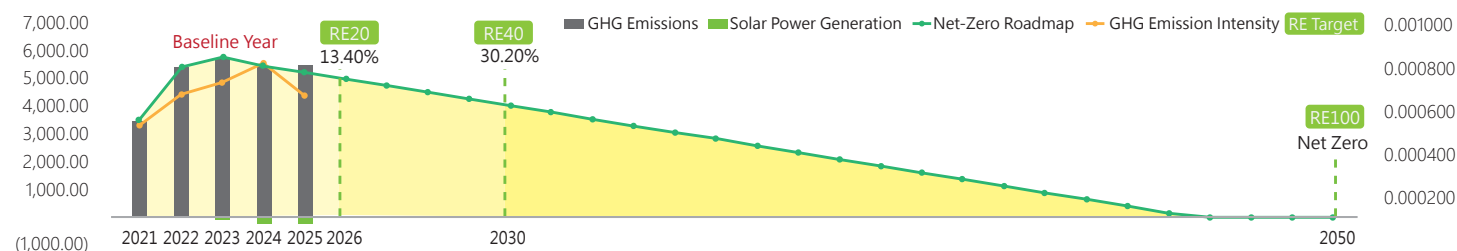
Emissions Reduction Goal	2023 (Baseline Year)	2025 Implementation Status	2025 as Compared to 2023	Targets in 2030	Targets in 2050
Ratio of Renewable Energy Use	0%	5.70%	▲ 5.70%	40%	100%
Total GHG Emissions (Metric tons of CO ₂ e)	5,761.714	5,487.697	▼ 4.76%	▼ 30.20%	▼ 100%

Note 1: 2023 is set as the base year.

Note 2: The total greenhouse gas emissions used to calculate the reduction targets include Scope 1 and Scope 2.

Note 3: The ratio of renewable energy use in this table was calculated by considering the Company's total carbon emissions and dividing the current year's electricity generated from renewable sources by the total amount of electricity used.

Net-Zero Roadmap



Note 1: This net-zero roadmap accounts for carbon emissions from Scope 1 and Scope 2 only.

Note 2: The net-zero pathway plan has been adjusted in response to regulatory changes and CDP carbon reduction requirements.

ADLINK actively supports efforts to control greenhouse gas (GHG) emissions. The Greenhouse Gas Inventory Team, under the Environmental Sustainability Unit, serves as a cross-departmental platform for the implementation and integration of GHG policies. Current efforts focus on collecting GHG emission data to develop emission reduction plans and provide a baseline for the overall program.

The Company relies on electricity as its primary energy source. In July 2021, the Company relocated to the Huaya Plant, which resulted in an increase in total greenhouse gas emissions due to the increased use of electricity-consuming equipment. Energy intensity is calculated as the ratio of electricity consumption to production output and has now declined to its lowest level in the past three years, while the Company continues to invest in the development of products with low energy intensity.

Greenhouse Gas Emissions in the Past 3 Years

Type		Inventory Item Descriptions	Reduction of GHG Emissions (metric tons of CO ₂ e)		
			2023	2024	2025
Scope 1 (Direct)	Dissipation of refrigerants	Fugitive emission sources: Septic tank, air conditioning, equipment refrigerants, refrigerators, domestic sewage, and fire-fighting facilities.	602.3881	608.6307	684.9489
	Stationary combustion	Stationary emission sources: emergency generators and boilers.	77.4348	82.1474	84.7734
	Total Emissions (metric tons of CO ₂ e)		679.823	690.778	769.722
Scope 2 (Indirect Energy)	Externally purchased electricity	The total amount of externally purchased electricity used for the Company's operations and production.	5,081.8915	4,778.2040	4,717.9747
	Total Emissions (metric tons of CO ₂ e)		5,081.892	4,778.204	4,717.975
Scope 3 (Other Indirect)	Waste disposal	Greenhouse gas emissions from waste disposal.	55.8541	47.0059	55.7968
	Business trips (Not included in the disclosure scope of the greenhouse gas inventory report)	Greenhouse gas emissions of employees on business trips abroad through the business travel system.	404.59	188.76	111.55
	Purchased Goods and Services	Upstream GHG Emissions from Purchased Electricity.	1,000.9474	980.8423	1,103.4351
		Upstream GHG Emissions from Purchased Water.	7.9744	9.2917	8.2377
	Total Emissions (metric tons of CO ₂ e)		1,469.366	1,225.900	1,279.020
Total Annual Emissions (metric tons of CO ₂ e)			7,231.080	6,694.882	6,766.717
Turnover (TWD thousand)			7,847,211	6,666,370	8,150,845
GHG Emissions Intensity	Scope 1 + Scope 2	(metric tons of CO ₂ e/TWD thousand)	0.000734	0.000820	0.000673
Energy Intensity	Production Line Energy Intensity	(MJ/pcs)	42.16590	28.77559	20.00757

Note 1: The greenhouse gas emissions in the table only cover the ADLINK headquarters building and the Huaya Plant. The turnover data is based on individual financial reports.

Note 2: The method used to calculate the amount of greenhouse gases is the operational control approach.

Note 3: The Global Warming Potential (GWP) ratios are sourced from the IPCC Sixth Assessment Report (AR6) on Climate Change. The refrigerant loss factor ratio is sourced from the IPCC Fourth Assessment Report (AR4) on Climate Change. The emission factors for leaked refrigerants are as follows: 0.003 for domestic refrigerators and freezers, 0.09 for water chillers, 0.03 for residential and commercial air conditioning, and 0.16 for industrial refrigerators and freezers (including food processing and refrigeration). The units are all in kg CO₂e/kg.

Note 4: The emission factor for Scope 2 electricity-related emissions was 0.494 kg CO₂e/kWh in 2023 (based on the 2023 factor), and 0.474 kg CO₂e/kWh in 2024 and 2025.

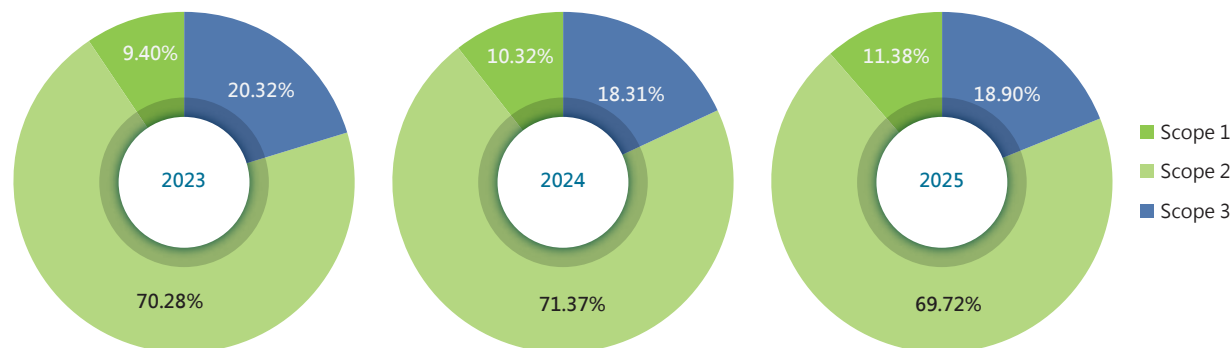
Note 5: The calculation of Scope 1 includes the following seven categories of GHGs: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons (HFCs), perfluorinated compounds (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃). As the reporting boundary does not include biomass fuels, there are no carbon emissions from biogenic sources.

Note 6: In 2025, in addition to waste tin and food waste, carbon emissions from the transportation of waste plastic mixtures were newly included for waste transportation and recycling/reuse.

Note 7: The greenhouse gas emissions values in this table are based on the GHG inventory report. Values are displayed to four decimal places, and aggregated totals are presented to three decimal places to ensure data consistency.

Note 8: Baseline Year Setting: The Company conducted its first GHG inventory in 2022 according to the new ISO 14064-1:2018 and originally set 2022 as the baseline year. Due to a structural change in the organizational boundary in 2023 (expansion of the production line at 3F, No. 68, Huaya 1st Road) exceeding the 3% significance threshold, the baseline year needed to be adjusted. Through a resolution of the "GHG Inventory Implementation Committee," the Company's baseline year was revised to 2023.

GHG Emissions Proportion by Scope in the Past 3 Years



Note: Scope 3 refers to the aggregated items listed in the table above.

ADLINK proactively completed the greenhouse gas emissions inventory and verification in accordance with ISO 14064-1 for 2022 in 2023, which was completed ahead of the requirements of the Financial Supervisory Commission. Through the implementation of a sound organization and management system, ADLINK addresses issues related to climate change, greenhouse gas emissions, and environmental impacts, and discloses the greenhouse gas emissions inventory information to stakeholders, including government agencies, customers, employees, and suppliers, in support of ADLINK's greenhouse gas emissions management efforts. ADLINK also takes into account stakeholder feedback and ensures that the organizational emissions inventory process and results comply with verification criteria through annual third-party verification. The Company formulates mitigation measures based on the inventory results to conserve energy and reduce the impacts of climate change, help mitigate the impacts of global warming, and support the sustainable development of the global ecological environment.

In terms of implementation, the Company has participated in the Carbon Disclosure Project (CDP) since 2013, transparently disclosing data on climate change, carbon emissions, and water resources. Starting from 2025, the ADLINK Group headquarters/Huaya Plant and China operations have been fully aligned with ISO 14064-1:2018 and the GHG Protocol, using operational control to define organizational boundaries. The greenhouse gas inventory covers Scope 1 and Scope 2, as well as Scope 4 indirect emissions, and is subject to on-site third-party verification. In addition, the Company has gradually expanded the scope of its greenhouse gas inventory to overseas sites and group subsidiaries and has conducted inventory-related training for relevant personnel to develop internal experts and strengthen inventory capabilities across all sites. This continues to enhance overall data quality and management effectiveness, further improving the Company's global green governance framework.

The verification results of greenhouse gas Scope 1, Scope 2, and selected Scope 3 emissions for ADLINK's main operating sites and China operations in 2024 and 2025 are shown in the table below.

Verification Results of Greenhouse Gas Emissions for Headquarters and China Operations

Region	Category	2024	2025
		Greenhouse Gas Emissions (metric tons of CO ₂ e)	
Headquarters	Scope 1	690.7781	769.7224
	Scope 2	4,778.2040	4,717.9747
	Scope 3	1,037.1399	1,167.4695
	Total	6,506.122	6,655.167
China	Scope 1	774.5700	761.5500
	Scope 2	2,252.6300	2,336.3500
	Scope 3	161.0100	177.6500
	Total	3,188.220	3,275.540

Note 1: Scope 3 in this table refers to Category 4 indirect greenhouse gas emissions, including emissions from purchased goods, as well as those generated from the treatment of solid and liquid waste.

Note 2: The figures in this table represent the statistics within the verification boundary.

Note 3: The increase in 2025 is due to a factor adjustment, using the 2025 calorific values for automotive gasoline, diesel, liquefied petroleum gas (LPG), and natural gas.

The Scope 2 greenhouse gas emissions results for ADLINK's subsidiaries in 2025 are shown in the table below. In Germany, the Company uses renewable energy; therefore, the electricity emission factor is 0 kg CO₂e/kWh.

Greenhouse Gas Emissions Results of ADLINK's Subsidiaries

Region	Scope 2 Energy indirect greenhouse gas emissions (metric tons of CO ₂ e)		Total	
	Market based	Location based	Market based	Location based
German ATG	48.204	56.882	48.204	56.882
U.S. AATI	28.709	28.709	28.709	28.709
Japan ADJ	12.529	12.529	12.529	12.529
South Korea ADK	4.777	4.777	4.777	4.777
Singapore ADS	10.952	10.952	10.952	10.952
India ADI	8.456	8.456	8.456	8.456

Note 1: The electricity emission factors for ATG in Germany are based on the 2024 energy disclosure report from the supplier Stadtwerke Deggendorf. The factors include the corporate average emission factor (0.487 kg CO₂e/kWh), residual mix (0.364 kg CO₂e/kWh), and renewable electricity products, where greenhouse gas emissions are calculated using an emission factor of 0 kg CO₂e/kWh.

Note 2: The electricity emission factor for Ampro in the United States is sourced from the California Energy Commission.

Note 3: The electricity emission factor for the ADJ office in Japan is sourced from Chubu Electric Power Co., Inc.

Note 4: The electricity emission factor for the ADK office in South Korea is sourced from the Korea Energy Economics Institute (KEEI).

Note 5: The electricity emission factor for the ADS office in Singapore is sourced from the Energy Market Authority (EMA).

Note 6: The electricity emission factor for the ADI office in India is sourced from the Central Electricity Authority (CEA).

GHG Inventory Disclosure History

2013	2018	2019	2020	2022	2023	2025	2027	2029
2013-2017 Supply chain survey for carbon inventory disclosures.	2018 Carbon inventory disclosure. CDP: Climate Change.	2019 Carbon inventory and water disclosures. CDP: Climate Change (Scope 1 & 2).	2020-2021 Carbon inventory and water disclosures. CDP: Climate Change (Scope 1 to 3).	2022 - Introduced ISO 14064-1-based GHG inventory. - CDP: Carbon inventory and water disclosures.	2023 Completed ISO 14064-1 GHG third-party verification for ADLINK (HQ + Huaya Plant).	2025 ADLINK completed third-party verification of GHG emission under ISO 14064-1 (for HQ + Huaya Plant, and the China region).	2027 ADLINK completed ISO 14064-1 GHG inventory (for HQ + group subsidiaries).	2029 ADLINK completed ISO 14064-1 GHG third-party verification (for HQ + group subsidiaries).

4.2 Energy Conservation and Carbon Reduction

To fulfill its commitment to sustainable development, ADLINK has initiated activities in areas such as energy and water resource management, product design, and resource reuse, with the aim of reducing its overall environmental impact. Through the participation and commitment of all employees, the Company seeks to achieve its goals of environmental protection and sustainable corporate development.

Energy Management

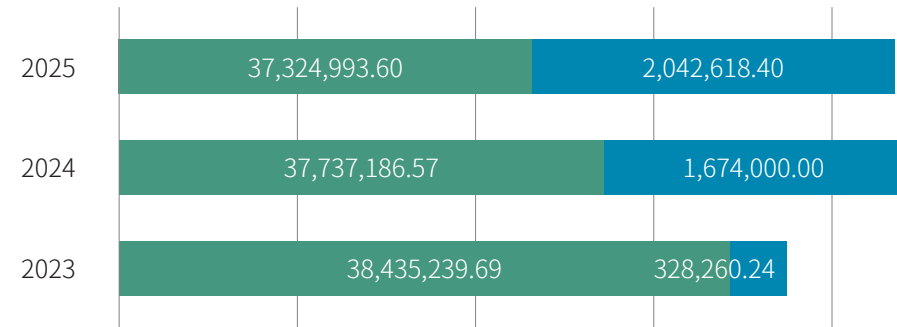
Electricity is ADLINK's primary energy source. In addition to affecting operating costs and the stability of power supply, energy use may also indirectly result in greenhouse gas emissions, thereby contributing to climate change, air pollution, and impacts on human health. To reduce the environmental impacts of its operations, the Company continues to implement energy management programs, including routine energy management, energy monitoring systems, identification of significant energy-consuming equipment, energy efficiency improvement measures, and the use of renewable energy, to achieve its energy conservation, carbon reduction, and low-carbon transition objectives.

Through the implementation of specific initiatives, the Company aims to reduce the risks associated with energy cost fluctuations and enhance operational resilience, decrease reliance on purchased electricity and reduce greenhouse gas emissions, and create a safer, healthier, and more sustainable working environment. In addition, the Company manages potential impacts arising from the construction, operation, maintenance, and replacement of energy-related facilities—including construction disturbances, waste generation, noise, glare, and ecological impacts—through appropriate management measures to minimize adverse effects on the surrounding environment and biodiversity.

The Company formally obtained ISO 50001 Energy Management System certification in 2025 ([certificate](#) valid through November 13, 2028). Through its energy management policy, standardized management processes, and the establishment of an Energy Baseline (EnB), the Company continues to improve its energy performance. In 2025, the Company continued to implement energy-saving initiatives and track improvement results, with energy performance showing continued improvement compared with the previous year.

Total Energy Consumption in the Past 3 Years

(Unit: Megajoules; 1 kWh = 3.6 MJ)



■ Non-renewable energy consumption (MJ) ■ Renewable energy consumption (MJ)

Note: The Group Headquarters relocated to Huaya, Taoyuan in 2022. In 2023, production line capacity was expanded in support of the Company's automotive and AIoT product strategies, increasing the operating area from 6,407 ping to 12,931 ping, approximately doubling in size. In addition, the Company introduced automated production lines and related equipment in 2023, resulting in a significant increase in total non-renewable energy consumption during the year.



Energy Consumption within the Organization in the Past 3 Years

(Unit: Megajoules; 1 kWh = 3.6 MJ)

Energy Type		2023	2024	2025
Non-renewable Energy	Externally purchased electricity	37,034,026.83	36,290,156.61	35,832,718.80
	Diesel	33,395.50	10,093.37	12,942.40
	Natural gas	1,367,817.36	1,436,936.59	1,479,332.40
Renewable Energy	Solar photovoltaic	328,260.24	1,674,000.00	2,042,618.40
Total Energy Consumption		38,763,499.93	39,411,186.57	39,367,612.00
Renewable energy percentage		0.85%	4.25%	5.19%
Revenue (TWD thousand)		7,847,211	6,666,370	8,150,845
Energy intensity (MJ/TWD thousand)		4.94	5.91	4.83
Year-on-year change in energy intensity		12.27%	19.64%	-18.27%

Note 1: Energy conversion factors are referenced from the Ministry of Economic Affairs' announced standards for energy consumption units and the calorific values of energy products.

Note 2: The energy data in this table covers the Huaya Plant, while revenue data is based on the individual financial statements.

Note 3: Solar photovoltaic data refers to self-generated and self-consumed renewable energy usage.

Note 4: In addition to self-consumption, part of the solar photovoltaic energy generated by the Company was sold externally in 2024 and 2025. Related information on sold energy is provided in [Appendix Table 2](#).

Note 5: The conversion factor for natural gas is 9,000 kcal/m³, and for diesel is 8,400 kcal/L; 1 kcal = 4.1868 kJ.

Note 6: Renewable energy percentage = renewable energy consumption ÷ total energy consumption × 100%.

Note 7: A description of the main consumption activities for each energy type is provided in [Appendix Table 1](#).

Note 8: Purchased electricity data is primarily based on Taiwan Power Company electricity bills and power purchase contracts, and is regularly reconciled by internal management units to ensure consistency, traceability, and accuracy of the disclosed information.

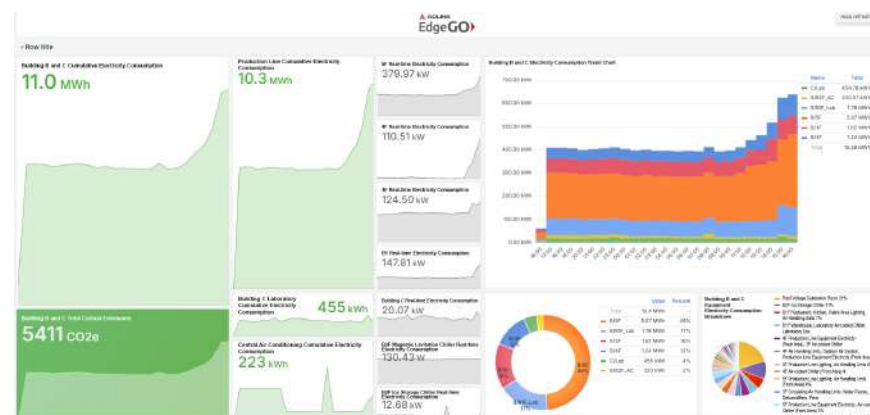
Energy Management Policy and Action Plans

Operational Energy Management

The Company continues to implement basic energy-saving measures, including assigning dedicated personnel to turn off unused power during lunch breaks and after work, maintaining indoor air-conditioning temperatures at or above 25°C, supported by energy-saving fans, and adopting LED lighting across all facilities. In equipment procurement, priority is given to energy-efficient products to implement energy-saving strategies at the source.

Smart building implementation

Starting in 2024, leveraging its proprietary technological capabilities, ADLINK has implemented a comprehensive power and energy monitoring system at Building B of its Taoyuan headquarters by integrating the EMU-200 series products with the EdgeGO® platform. Through data-driven management, the Company can accurately monitor real-time energy consumption across each floor and conduct in-depth analysis to identify high energy-consuming areas, enabling the development of precise energy-saving strategies.



Use of Renewable Energy

Solar photovoltaic (PV) power plant (self-generation and self-consumption): To actively reduce carbon emissions and meet long-term electricity supply demand, the Company began implementing solar PV power plant installations in 2022. Through self-generation and self-consumption, the system is designed to achieve carbon reduction benefits. The solar PV system has a capacity of 536.35 kWp and is expected to generate more than 500,000 kWh of electricity annually, reducing carbon dioxide emissions by more than 250 metric tons. The relevant data are shown in the table below:

Solar power generation	2023	2024	2025
Electricity generation (kWh)	91,183	465,000	567,394
Reduction scope	Scope 2	Scope 2	Scope 2
Annual reduction in energy consumption (MJ)	328,259	1,674,000	2,042,618.40
Annual reduction in carbon emissions (tCO ₂ e)	45.04	220.41	268.94

Note 1: In 2024, solar irradiance was 7% lower than in 2023, resulting in a reduction in electricity generation.

Note 2: The solar power system was completed and began recording data in the fourth quarter of 2023.

Note 3: The total amount of surplus electricity sold to the grid is disclosed in Appendix Table 2.

Note 4: The electricity emission factor used was 0.494 kg CO₂e/kWh for 2023. For 2024 and 2025, the 2024 electricity emission factor of 0.474 kg CO₂e/kWh is applied.



▲ Solar Photovoltaic Power Plant Installed on Headquarters Rooftop

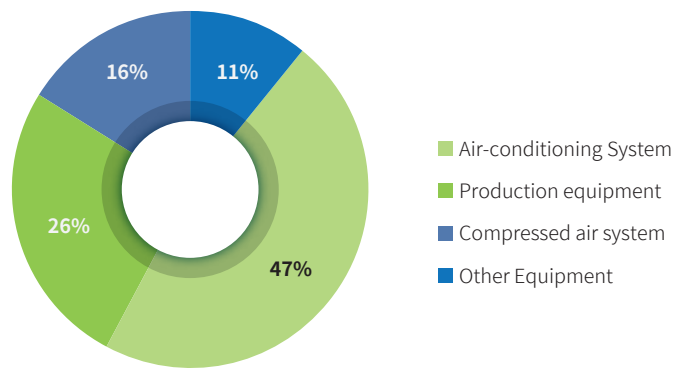
Green electricity procurement: In alignment with the carbon reduction roadmap and net-zero transition goals, the Company began planning its green electricity procurement strategy at the end of 2025 and officially commenced renewable energy procurement and electricity transfer operations in March 2026. The Company will increase the proportion of renewable energy use in phases, continuously promote low-carbon operations and energy transition, and demonstrate its commitment to sustainable development and climate action.



Management of Significant Energy-Consuming Equipment

In 2025, the Company implemented the ISO 50001 Energy Management System and, based on the energy review results, 15 items of Significant Energy Use (SEU) equipment were identified. At the Huaya Plant, the top three electricity-consuming systems are the air-conditioning system (47%), production equipment (26%), and compressed air system (16%). To optimize electricity efficiency, the Company has implemented specific improvement measures targeting these top three energy-consuming systems.

Share of Significant Energy Use (SEU) equipment



2025 Action Plan for Significant Energy-Consuming Equipment

Action Plan	Key Improvement Areas
Improvement of compressor room ventilation	Enhance energy efficiency by reducing the room temperature by 1–3°C through improved cooling, thereby increasing energy-saving performance.
Compressor pressure reduction and leak repair	Reduce compressor operating load by lowering output pressure and repairing pipeline air leaks, thereby achieving energy-saving effects.
Chiller replacement	Replace existing chillers with high-efficiency magnetic bearing centrifugal chillers. By using variable frequency control, the system can precisely match load demand. Compared with conventional chillers, this significantly improves power stability and delivers superior energy-saving performance.

Benefits of Energy Saving and Carbon Reduction Actions in the Past Two Years

Year	Energy-saving action	Number of projects	Investment cost (TWD thousand)	Electricity savings (kWh)	Energy savings (MJ)	Carbon reduction (metric tons of CO ₂ e)
2024	1	Chiller replacement ^(Note 1)	8,600	199,384	717,782	98.50
		Compressor room ventilation improvement [†] ^(note 2)	16.56	32,000	115,200	15.81
2025	3	Compressor pressure reduction and leak repair ^(Note 3)	0	96,000	345,600	47.42
		Chiller replacement ^(Note 4)	0	296,380	1,066,968	146.41
Total	4	–	8,616.56	623,764	2,245,550	308.14

Note 1: The chiller replacement uses 2023 as the baseline year, compared against electricity consumption data from the third and fourth quarters.

Note 2: Based on the total electricity consumption of 9,958,800 kWh in 2025, with an estimated consumption of approximately 1,600,000 kWh, a 2% energy saving is equivalent to approximately 32,000 kWh per year.

Note 3: The compressor was optimized through in-house adjustments and pipeline maintenance conducted by plant engineers, with no additional outsourced costs incurred. Based on smart meter data comparison, this project achieves daily electricity savings of approximately 320 kWh. Assuming 300 operating days per year, the annual electricity saving is 96,000 kWh.

Note 4: The year 2023 is used as the baseline year for the chiller replacement, as it represents a full operational year prior to replacement and is therefore more representative. In 2024, the system was in the implementation and cost recognition phase; thus, 2023 is used as the baseline for evaluating energy-saving performance.

Water Resources Management

ADLINK references the Aqueduct Water Risk Atlas and the water risk assessment tools developed by the World Resources Institute (WRI), and the Water Risk Filter tool developed by the World Wide Fund for Nature (WWF) to assess water-related risks. The assessment indicates that the Company's operating locations are situated in areas of low to medium water stress and are not classified as high water stress regions. Nevertheless, the Company continues to closely monitor climate-related risks such as droughts, water restrictions, and extreme rainfall, and strengthens water resource management resilience through rainwater harvesting, water recycling, and other reuse measures.

In response to international sustainability initiatives, ADLINK actively manages water-related risks and implements relevant measures to achieve annual water reduction targets and minimize environmental impacts from its operations. As the Company has no water consumption in its production process, its water resource policy focuses on water conservation, recycling, and reuse, and the Company is committed to continuously improving water use efficiency in accordance with the following water resource management strategies:

Water Resource Management

Operational water consumption is sourced from the tap water supply. A limited amount of groundwater is used only for fire protection and irrigation purposes.

Water Recycling and Reuse

A rainwater harvesting system has been established to collect rainwater for irrigation and fire emergency backup use, maximizing water resource efficiency.

Water Conservation Measures

The Company implements smart irrigation monitoring and daily routine inspections and has fully replaced water fixtures with sensor-based and water-saving certified devices.

Wastewater Discharge

Only domestic wastewater is generated and is fully discharged into the Huaya Technology Park wastewater system for proper treatment. Monthly water quality testing is conducted in coordination with the park authority, and relevant information is disclosed.

In 2022, due to the relocation of the Company, the operational area increased from 6,407 ping to 12,931 ping, and additional common facilities such as a swimming pool were introduced, resulting in an overall increase in water consumption. To strengthen water management, the Company set 2022 as the baseline year for water consumption based on water utility bills, with total water withdrawal of 45.49 million liters, and established a water reduction target of a 1% annual decrease from the baseline year, equivalent to maintaining total water withdrawal no more than 45.03 million liters.

Water Intake in the Past 3 Years

(Unit: million liters)

Water Source	2023	2024	2025
Third-party Water (Tap Water)	34.27	39.88	35.35
Groundwater	1.52	3.10	2.20
Rainwater Harvesting (Surface Water)	0.015	0.048	0.3118
Total Water Drawn	35.81	43.03	37.86
Year-on-year Change Compared with Baseline Year (%)	-21.28	-5.41	-16.77

Note 1: All water drawn is freshwater, defined as water with total dissolved solids (TDS) of less than or equal to 1,000 mg/L.

Note 2: In 2025, the Company installed electronic meters for rainwater harvesting, and rainwater collection is disclosed under surface water. For years when metering systems were not fully established, data is disclosed based on available actual records.

Note 3: Based on the assessment of the Company's operating sites, there was no water drawn from water-stressed areas during the reporting period; therefore, this disclosure is not applicable.

Note 4: The Company has no process water usage, and water drawn is primarily for domestic use and general facilities. It is assessed that there is no material water consumption; therefore, water consumption during the reporting period is zero.

Note 5: Total water drawn in the current reporting period includes rainwater harvesting and differs from data disclosed in previous reporting periods.

Recycling and Reuse: Rainwater Harvesting System

To improve water resource efficiency, the Company has established and operates a rainwater collection and reuse system at its facilities. Rainwater is collected, treated, and stored for use in irrigation, cleaning, and non-process applications, reducing tap water consumption. The system is operated in accordance with standard operating procedures for rainwater harvesting, and the volume of reclaimed water is regularly monitored and incorporated into water resource management indicators for tracking. This ensures stable system operation and continuous improvement in water use efficiency, achieving water conservation and environmental sustainability objectives.

Rainwater Harvested in the Past 3 Years

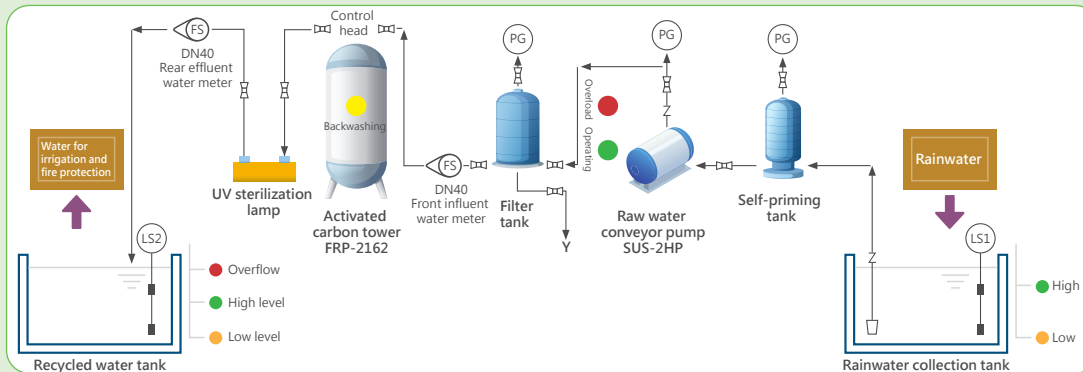
(Unit: tons)

Year	2023	2024	2025
Rainwater Harvested	15	48	311.8

Note: Water data for 2023 were collected from September 1 to December 31.

Note 2: From 2023 to 2024, due to the failure of the mechanical electricity meter and lack of maintenance, accurate data could not be collected. In 2025, the meter was replaced with an electronic meter to ensure data collection quality going forward.

Rainwater Harvesting System

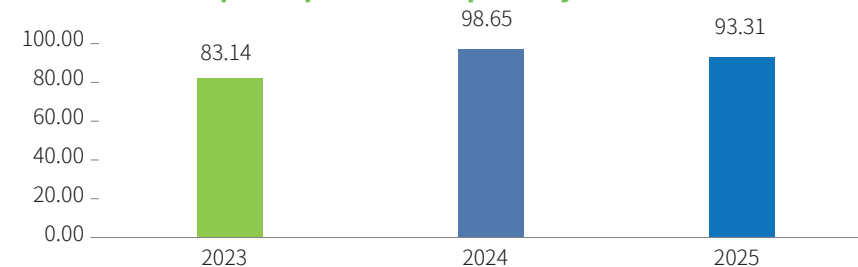


Water-saving measures

ADLINK continuously monitored water consumption trends from 2023 to 2025 and has found that fluctuations in water usage are highly correlated with outdoor air temperature. When the monthly average temperature exceeds 21.5 °C, employee water consumption increases significantly. Based on historical climate data, six months met this condition in 2023, rising to seven months in 2024, which directly led to total water withdrawal increasing from 35.81 million liters to 43.03 million liters that year. In 2025, total water withdrawal decreased to 37.86 million liters, indicating that water consumption has stabilized.

Average Water Consumption per Person per Day in the Past 3 Years

(unit: liters)



Note: Calculation method: (Total metered water usage ÷ Annual average number of employees ÷ 365 days) × 1,000.

Water conservation concepts have long been promoted, and ADLINK has implemented water conservation measures to reduce the use of water resources.

Common Water-saving Measures

- Smart monitoring: The landscaping system is equipped with rain sensors that automatically suspend irrigation when rainfall is detected.
- Low-consumption design: All office buildings use self-cleaning glass, reducing cleaning frequency to once per year.
- Basic check-ups: Daily check-ups are performed to ensure the faucets and water hoses of each floor are properly closed.

Replacement of Water Equipment

- Switching to automatic faucets.
- At the Huaya plant, 31 water-saving urinals and 55 water-saving toilets have been installed, saving 54.12% of water consumption compared to traditional toilets.

Difference in Water Usage of Traditional and Water-saving Toilets and Urinals

	Traditional Toilet	Traditional Urinal	Gold-level Water-Saving Toilet	Water Saving Urinal
Amount of Water per Flush (liters)	12	5	4.8	3
Amount of Water Used per Person per Day (liters)	60	25	24	15
Amount of Water Used per Person Every Year (liters)	21,900	9,125	8,760	5,475
Amount of Water Saved per Person Every Year (liters)			16,790	
Water Conservation Ratio			54.12%	

Wastewater management

ADLINK is located within the Huaya Technology Park. Since no process water is being used in its production operations, no process wastewater is discharged. Wastewater generated at the site mainly consists of daily domestic sewage from employee activities. All wastewater is managed in accordance with the park's regulations and

is fully discharged into the Huaya Technology Park wastewater system, where it is centrally collected and treated by the park's wastewater treatment facilities.

ADLINK continues to comply with the park's wastewater management mechanisms and works with the park authority to monitor water quality data. The park's wastewater treatment plant conducts regular effluent testing to ensure compliance with national and local environmental regulations. The Company also periodically reviews internal processes and management measures to ensure wastewater discharge practices comply with park requirements and legal standards, thereby reduces water pollution risks and safeguards environmental safety. Through these management mechanisms, the Company effectively mitigates water pollution risks and supports the park's overall water resource management and sustainable development.

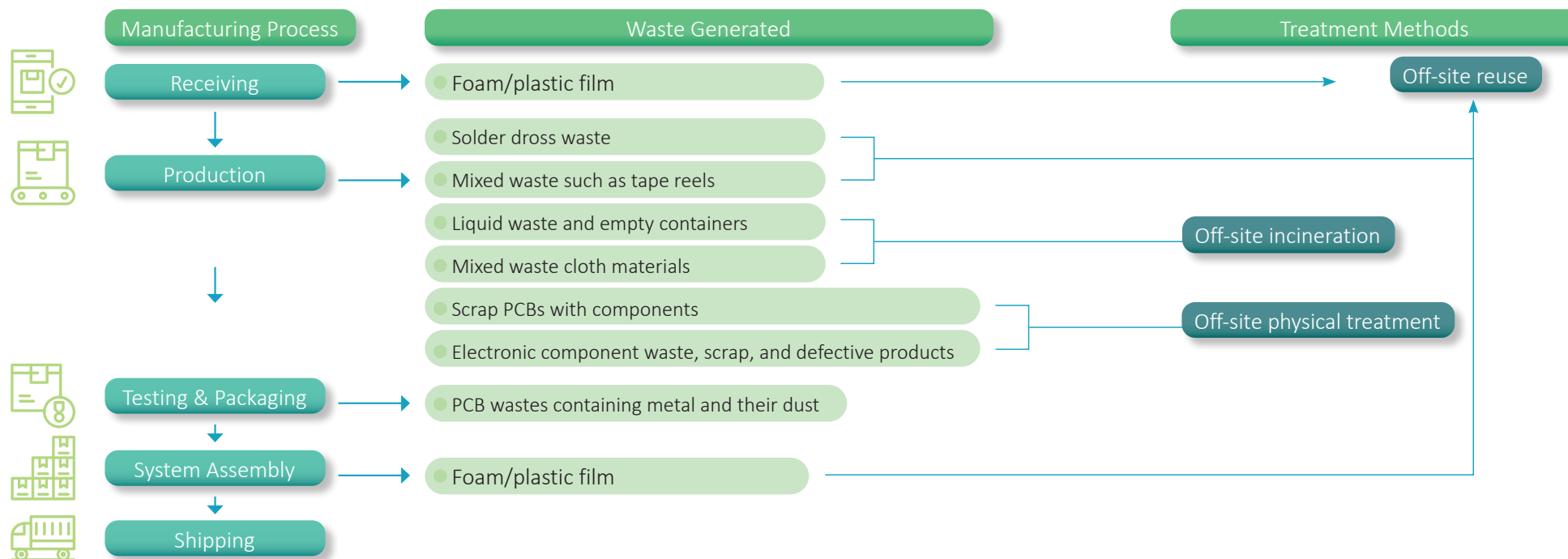
序	分類名稱	標題名稱	發佈日期
1	環保資訊佈告欄	華亞科技園每日污水排放量記錄表.xls	2026.02.05
2	環保資訊佈告欄	每月污水處理費及分攤明細表.xls	2026.02.05
3	環保資訊佈告欄	納管證明.xls	2012.10.08

Note: [Environmental information bulletin board of the Huaya Technology Park.](#)

4.3 Waste Management

Waste management involves the centralized collection and sorting of recyclable waste in accordance with the Company policy on "Conserve energy and natural resources, promote resource recycling and regeneration." Waste is removed by contracted, qualified companies and converted into reusable resources to reduce environmental impact. The industrial waste is transported by Ministry of Environment-approved contractors to legal waste treatment plants, which are also declared through the Ministry of Environment's online reporting system for tracking. Waste includes electronic component offcuts, PCB waste containing metals, PCB with attached components, waste liquids with a flash point below 60°C, and waste fibers or other cotton-based mixtures. In 2025, the Company added a new waste plastic mixture (R-0201) recycling stream, ensuring proper sorting and reuse of mixed plastic waste.

Recyclable Industrial Waste Management Process



Overview of Environmental Protection Investment Expenditures for the Past 3 Years

(Unit: TWD)

Item	2023	2024	2025
Waste Disposal	200,000	190,000	350,000

Waste and Recycling Management

Category	Types of Waste	Content	Handling Method	Final Handling Method
Recyclable	General Waste	Paper	Recycling by dedicated persons	Recycle and reuse
		Photocopy paper/magazines/cartons/cardboardboxes		
		Aluminum foil		
		Plastic bottles		
		Beverage bottles	Contracted qualified cleaning companies	
		Aluminum and tin cans		
		Other recyclables	Contracted livestock farms/fertilizer plant	Pig Farming/Composting
		Food waste	Employee cafeteria food waste	

Category	Types of Waste	Content	Handling Method	Final Handling Method
Recyclable	Business Waste	General industrial waste	Contracted qualified cleaning companies	Reuse
		Solder dross		Physical treatment
		Waste electronic components, scraps, and defective products		Physical treatment
		Scrapped PCBs containing metals and their dust		Physical treatment
		Scrapped PCBs with parts and components		Incineration treatment
		Waste fibers or other mixed materials such as cotton and cloth		Incineration treatment
		Waste liquid		Reuse
Non-recyclable	Domestic and industrial waste	Mixed plastic waste	Contracted qualified cleaning companies	Incineration treatment

Status of Waste Handling in the Past 3 Years

Year				2023		2024		2025		
Category	Major Types of Waste	Treatment Site ^(Note 1)	Treatment Method ^(Note 2)	Quantity Generated (T)	Percentage (%)	Quantity Generated (T)	Percentage (%)	Quantity Generated (T)	Percentage (%)	
Non-recyclable waste	Domestic and industrial waste ^(Note 7)	Off-site	Incineration	159.560	-	132.455		155.255	-	
Recyclable waste	General waste	Recyclable materials ^(Note 3)	Off-site	Recycling and reuse	-	-	-	57.520	-	
		Food waste	Off-site	Reuse	21.65	-	23.05	19.85	-	
	Industrial waste ^(Note 5)	Waste solder dross (R-1305)	Off-site	Reuse	0.416	7.20	0.240	5.34	0.430	4.11
		Mixed plastic waste (R-0201) ^(Note 4)	Off-site	Reuse	0	0	0	0	2.880	27.52
		Electronic component scrap (E-0217)	Off-site	Recycling and reuse	0.022	0.38	0.016	0.36	0.055	0.53
		Metal-containing printed circuit board waste (E-0221)	Off-site		4.256	73.6	2.807	62.43	3.363	32.13
		Waste printed circuit boards with components attached (E-0222)	Off-site		0.044	0.76	0.103	2.29	0.149	1.42
		Waste liquid with flash point < 60° C (C-0301) ^(Note 4)	Off-site	Incinerate	0.560	9.69	0.670	14.90	2.420	23.12
		Empty containers of waste liquid with flash point < 60° C (C-0301) ^(Note 4)	Off-site		0.200	3.46	0.120	2.67	0.030	0.29
		Waste fibers or other mixed materials such as cotton and cloth (D-0899)	Off-site		0.280	4.85	0.540	12.01	1.140	10.89
Total recyclable industrial waste generation					5.778	4.496	10.467			
Recycling and reuse rate ^(Note 6)					82.00%	70.42%	65.70%			
Total non-recyclable and recyclable waste generation					-	-	243.092			

Note 1: Treatment site: On-site (in-house treatment) and off-site (outsourced treatment).

Note 2: Treatment methods include reuse (reuse for the same original purpose), recycling and reuse (processed into new materials through reprocessing), incineration, landfill, and others.

Note 3: Recyclable materials used to include waste generated by tenants, not separated from ADLINK's recyclable material; the separation was made since 2025.

Note 4: In 2025, mixed plastic waste (R-0201) was newly reported for disposal, and C-0301 was separated into waste liquid and empty containers.

Note 5: ADLINK site's Category E waste is classified as the storage stage rather than the treatment stage. In addition, C-0301 is an alcoholic waste with an ethanol concentration below 24%, which is classified as general industrial waste.

Note 6: The recycling and reuse rate = Total reuse weight / Total recyclable industrial waste generation* 100%, covering R-1305, R-0201, Category E, Category C, and D-0899; the total weight is mainly under general industrial waste cleared by off-site treatment, and the recycling and reuse rate is presented to two decimal places.

Note 7: Non-recyclable waste is excluded from the percentage breakdown as it includes waste generated by tenants (e.g., convenience stores and restaurants).

Note 8: The waste management data presented in this table only covers the Taoyuan Headquarters and the Huaya Plant.

Waste Resource Circularity and Recycling

In recent years, due to production line expansion, ADLINK's total waste generation has gradually increased. The Company continues to promote resource circulation and reuse measures, while effectively maintaining a recycling and reuse rate of over 65%. Through the expansion of recycling and reuse initiatives, total recycled general industrial waste reached 10.47 metric tons in 2025, with a recycling and reuse rate of 65.70%.

The Company will continue to evaluate and implement improvement measures to further enhance waste reduction and circularity performance. In addition, starting in 2025, the Company has promoted the recycling and reuse of mixed plastic waste. After sorting, the waste is processed into Solid Recovered Fuel (SRF), which is then supplied to other industries (e.g., paper mills, cement plants, cogeneration facilities, and renewable energy plants) as boiler fuel, thereby enabling cross-industry circular utilization.

Air Pollution Management

For air pollution management, ADLINK is an industrial PC manufacturer, and based on process assessments, the Company's manufacturing activities do not involve the use or emission of ozone-depleting substances (ODS). The Company has also been evaluated as not being subject to the permitting requirements for stationary pollution sources under applicable regulations. To minimize environmental impacts from its operations, the Company is committed to complying with all applicable air pollution prevention regulations and continuously promotes pollution prevention and emission reduction through process management. Through process reviews and environmental aspect identification, potential emission sources are identified and managed. Exhaust equipment in operating areas is regularly inspected and maintained in accordance with regulations, while ventilation and filtration measures are implemented to reduce the risk of pollutant dispersion and ensure a safe working environment, and more low-emission process improvements.

The Company operates an environmental management system in accordance with ISO 14001 to ensure effective implementation of relevant measures. Internal audits and continuous improvement mechanisms are in place to further strengthen the system's environmental performance.

Waste Management Targets



4.4 Green Circular Economy

In 2023, ADLINK launched the “Net Zero Green Living” initiative across five dimensions. In 2024, the Company extended “Green Dining” and “Green Consumption” to incorporate circular economy principles. Through our Food Waste Sustainability Program, part of our kitchen waste, which was previously sent to livestock farms, is now redirected into a food-waste composting stream to create a low-carbon, circular economy model for green dining. Starting in 2025, the Company will also provide organic fertilizer to local community stakeholders, thereby facilitating the principles of resource reuse and circular economy.

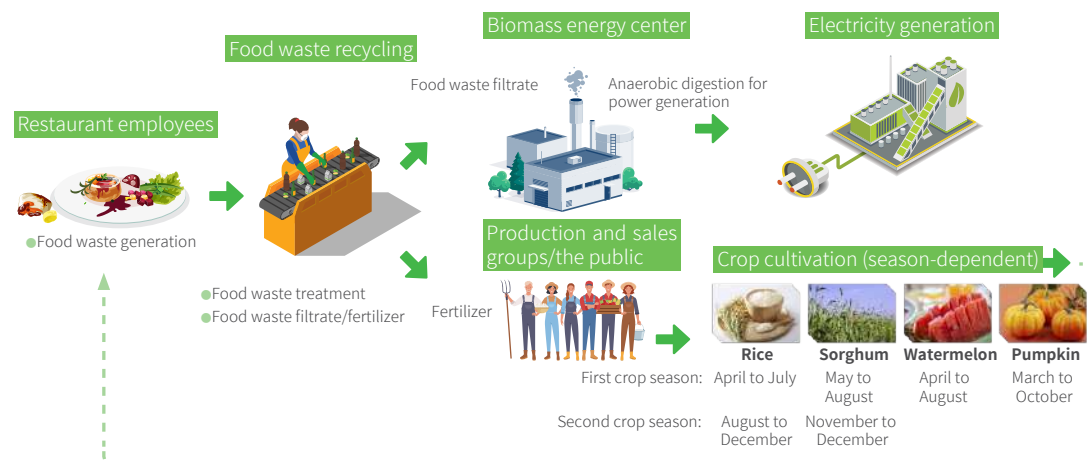
On the green consumption front, the Company not only allocates budget to purchase eco-friendly products but also prioritizes paper materials certified by the Forest Stewardship Council (FSC) as the Company’s primary packaging procurement items, ensuring sustainable forest management and reducing the carbon footprint across our product life cycles. By embracing a circular economy model, we aim to minimize the environmental impact of our supply chain. A truly sustainable enterprise must not only reduce carbon emissions and environmental impacts but also actively implement circular economy strategies to strengthen long-term competitiveness.

Currently, ADLINK primarily promotes “green lifestyle” initiatives internally and has not issued or invested in sustainability-linked bonds or similar instruments to support related eco-projects.

Food Waste Sustainability Program

ADLINK has partnered with Taiwan’s leading “Turning Food Waste into Gold” environmental services provider. A portion of the food waste generated in the Company’s employee cafeterias undergoes processes including reception, sorting, shredding, dewatering, premixing, thermal digestion, and final discharge, allowing it to be processed into wastewater and compost products, which are then supplied to biomass energy centers and agricultural production teams, respectively, for power generation or crop cultivation, thereby establishing a sustainable, carbon-reducing circular model for food waste.

Process Flow: Converting Food Waste into Compost



Food Waste-to-Fertilizer Data Statistics in the Past 3 Years

Year	2023	2024	2025
Pig Farm Recycle Volume (metric tons)	21.65	15.00	11.45
Composting Facility Recycle Volume (metric tons)	-	8.05	8.40
Annual Food Waste Generation (metric tons)	21.65	23.05	19.85
GHG Emissions from Recovered Volume (kgCO ₂ e/metric ton)	9,742.50	6,830.50	5,236.50
Traditional Landfill GHG Emissions (kgCO ₂ e/metric ton) ^(Note 1)	16,237.50	17,287.50	14,887.50
Carbon Reduction Benefit (%) ^(Note 2)	40.00%	60.49%	64.83%

Note 1: Traditional Landfill GHG Emissions refers to the estimated GHG emissions if the food waste were disposed of by landfill.

Note 2: Carbon Reduction Benefit (%) = [(Traditional Landfill GHG Emissions – Recycled Volume GHG Emissions) / Traditional Landfill GHG Emissions] × 100%

Note 3: GHG Emissions by Food Waste Treatment Method: Traditional Landfill: 750 kgCO₂e per metric ton; Pig Farm Livestock: 450 kgCO₂e per metric ton; Composting Facility: 10 kgCO₂e per metric ton.

Note 4: The 2024 food waste generation data in the previous report was revised, and the corresponding carbon emissions and emission reduction benefits have been adjusted accordingly.

Continuous Supply of Sustainable Fertilizer to Local Communities

ADLINK continues to promote local resource circulation. Starting in 2025, the Company regularly supplies sustainable fertilizer for use in landscaping within the Hwa Ya Technology Park, where its facilities are located, thereby expanding the scope of sustainable resource reuse. At the same time, the Company supports nearby schools in promoting food and agricultural education by assisting Da Pu Elementary School and Chang Gung Elementary School in developing campus gardens. This allows students to gain hands-on experience in farming activities, learning the full process from sowing, fertilizing, and harvesting to serving food. Through the fertilization process, students can also understand that food waste can be recycled into fertilizer, while proper food waste sorting plays an important part in food and agricultural education.

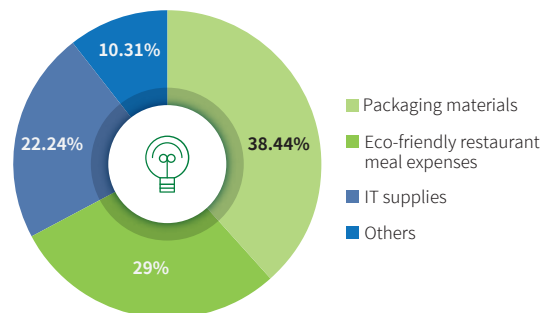


▲ Sustainable fertilizer is supplied to Hwa Ya Technology Park and local elementary schools.

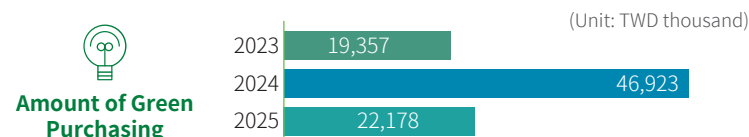
Recognized Again as an Outstanding Unit for Green Procurement

Since 2022, ADLINK has been recognized for four consecutive years by the Taoyuan Environmental Protection Bureau as an Outstanding Unit for Green Procurement. The Company fulfills its corporate social responsibility and environmental protection commitments through these actions. All purchased or leased products that carry eco-labels recognized by the Ministry of the Environment are included in green procurement. In 2025, packaging materials accounted for 38.44% of green procurement items, among which carton packaging products are FSC-certified green products. The FSC label represents certification through an internationally recognized forest certification system, ensuring that these products come from responsibly managed forests or sustainable sources. The Company supports responsible forest management, reduces deforestation, and promotes environmental friendliness. ADLINK will continue to uphold environmental protection principles and contribute to environmental sustainability.

2025 Green Procurement Item Share



Total Amount of Green Purchasing in the Past 3 Years

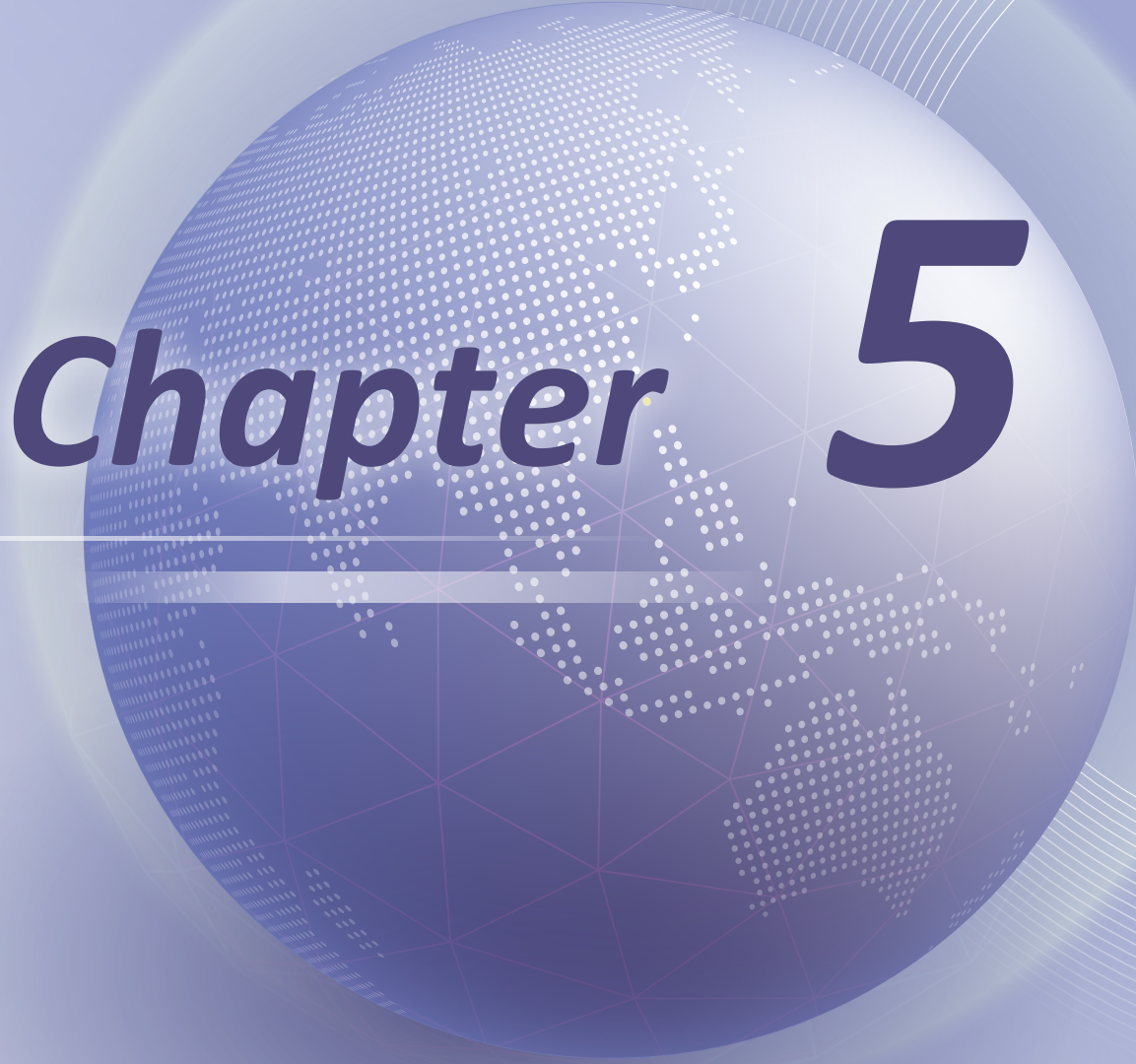


Note: Green procurement refers to the purchase of products with environmental labels, which are certified by the Ministry of Health and Welfare, or energy-saving, water-saving, and green building material labels. Reference website: [Green Lifestyle Information Platform](https://www.greenlifestyle.gov.tw/)



▲ Awarded as the Outstanding Unit for Green Procurement





Chapter 5



Employee Care and Workplace Satisfaction

- 5.1 Excellent Workplace
- 5.2 Work-Life Balance—
Employee Welfare Committee
- 5.3 Talent Cultivation and
Career Development
- 5.4 Safe and Healthy
Workplace

Implement RBA to Enhance Labor and Human Rights Policies

ADLINK has long been committed to safeguarding employees' human rights and complying with relevant labor laws and regulations. To create a friendly workplace environment, ADLINK has established a human rights management system, with reference to international standards such as the International Labour Organization (ILO) conventions and the Responsible Business Alliance Code of Conduct, which is published on the [ADLINK official website](#). This framework ensures compliance with requirements related to the prohibitions of forced labor, protections for young workers, humane treatment, and the prevention of unlawful discrimination and harassment, as well as the maintenance of employee health and safety. The Company has also established various communication channels and employee grievance mechanisms to protect employees' rights and interests. In addition, ADLINK provides a comprehensive compensation system, offers employee benefits that exceed legal requirements, and delivers a wide range of training and development opportunities to safeguard employees' rights and interests while fulfilling its social responsibilities.

Supervision Mechanisms and Execution

Through its human rights management mechanism, ADLINK implements labor and human rights policies and regularly reviews their implementation. The Company strives to fully protect labor rights and fulfill its social responsibilities.

Risk Assessment



ADLINK was certified by the Responsible Business Alliance (RBA) in 2022, ensuring that its human rights-related policies meet or exceed the RBA Code of Conduct. Going forward, ADLINK will conduct annual assessments to identify the highest risks related to labor, health and safety, environmental, ethics, management systems, and supplier management, using the Self-Assessment Questionnaire (SAQ) framework developed by the Responsible Business Alliance.

Management



Based on the risk assessment results, ADLINK will conduct comprehensive discussions on high-risk issues and examine whether relevant rules and measures adequately protect employees' rights and interests.

Reduction



- Through regular annual training program, ADLINK ensures that all employees have a clear understanding of relevant regulations and their rights.
- Through communication and outreach, the Company gains insight into issues at the operational level, enters discussions, and makes decisions based on the resulting action plans.

Supervision



- Audit system: Based on the auditing standards of the Responsible Business Alliance (RBA) Code of Conduct, ADLINK's systems and workplace environment are comprehensively inspected through on-site audits, document reviews, and employee interviews.
- Complaint channels: ADLINK has established multiple internal and external grievance channels for real-time oversight. Through regular meetings, such as labor-management meetings (including meetings for migrant workers), welfare committee meetings, the Company safeguards employees' rights to organize and engage in collective bargaining and promotes harmonious labor-management communication.

5.1 Excellent Workplace

Management of Material Topic “Employee Diversity and Inclusiveness” in 2025

Material Topic	Employee Diversity and Inclusiveness		
Impact Assessment	Positive/ Potential	Build a diverse and inclusive workplace culture. Through diversity and inclusion initiatives, attract top talent, enhance corporate image, improve productivity, and create greater value through diversity.	
	Negative/ Potential	Potential cultural differences and frictions among employees may require additional time and resources to address.	
	Negative/Actual	In 2025, one workplace interaction complaint was received. After investigation and evaluation based on the established grievance handling mechanism, the case was determined to have primarily resulted from differences in communication styles and perceptions and did not constitute unlawful workplace harassment or harm. To continuously improve workplace interaction quality, the Company has implemented measures such as communication skills training, supervisor training on the prevention of unlawful workplace harassment, and access to psychological counseling resources to strengthen preventive mechanisms and promote positive workplace interactions.	
Corresponding GRI Indicators	GRI 405-1 Diversity of governance bodies and employees		
Corresponding SDGs	 3 GOOD HEALTH AND WELL-BEING  5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES		
Policy or Commitments	ADLINK’s vision is to build a corporate culture grounded in diversity and inclusion. The Company aims to attract and retain employees from different cultures, ethnicities, age groups, and abilities, thereby forming a diverse team based on mutual respect and understanding. Through diverse hiring practices, ADLINK incorporates candidates’ diverse backgrounds throughout the recruitment and evaluation processes and actively seeks individuals with different experiences. The Company also seeks candidates from underrepresented groups as part of its commitment to diversity. In addition, by fostering an open, inclusive, and respectful work environment, ADLINK encourages employees to share their experiences and perspectives, and provides equal opportunities and benefits to ensure that every individual can realize their full potential.		
Effectiveness Tracking Mechanism	ADLINK reviews the achievement of the diversity composition ratio goal through internal audits and external client audits conducted on an irregular basis every year.		
2025 Annual Actions and Measures	1.03%	46.23%	25.35%
	of employees have disabilities.	of permanent (indefinite contract) employees are female.	of management positions are held by women,
	100%	Flexible working hours system and corporate childcare agreements with childcare institutions; comprehensive family care support.	
	of pregnant employees receiving medical consultations.		

Employee Diversity

ADLINK is committed to creating an equal, inclusive, diverse, and friendly work environment. With an open and inclusive culture, the Company encourages employees to respect differences, learn together, and strengthen team cohesion.

ADLINK aims to provide equal opportunities for talent recruitment and development, eliminate unlawful discrimination, and recognize and respect diverse groups. The Company does not consider differences based on gender, race, nationality, religion, age, disability, political affiliation, marital status, or trade union membership in employment-related decisions, including hiring, compensation, and promotion. At the same time, ADLINK respects employees' career development and has established a friendly and healthy workplace. For example, the Company implements sexual harassment prevention measures and grievance channels, as well as comprehensive family care programs, such as children's education scholarships and specialized childcare services, to help employees achieve a healthy work-life balance. To further strengthen diversity and inclusion practices, the Company has also established relevant management indicators and continuously monitors their implementation. These include increasing the ratio of women in management positions, maintaining the proportion of female permanent employees, promoting multicultural exchange activities, and implementing employee care measures (such as women's health initiatives). Through the management of specific indicators and regular reviews, the Company ensures the continued improvement of participation and representation of diverse groups within the organization.

In response to differences in labor regulations and cultural contexts across regions, this chapter provides an overview of human resources at ADLINK's operational sites in Taiwan only. The Company continues to optimize its workforce structure, with a slight adjustment in the total employee numbers. Through performance management and resource allocation, organizational operational efficiency has been effectively improved. In 2025, the proportion of female permanent employees (open-ended contracts) was 46.23%, and women accounted for 25.35% of management positions. The overall company-wide gender ratio was 1.18:1 (male: female), and employees aged 31 to 50 constituted the core workforce.

ADLINK actively cooperates with government policies on the employment of persons with disabilities. The Company respects every person's right to work and aims to help individuals overcome physical limitations and realize their self-worth. For employees who require support, ADLINK works with its supervisors, human resource staff, on-site

physicians, and occupational health nurses to provide job matching and placement services tailored to individual needs, and to redesign job responsibilities based on the assessment results. When necessary, the Company also assists employees in applying for assistive devices. In 2025, the Company's number of employees with disabilities exceeded statutory requirements, thereby providing additional employment opportunities for persons with disabilities.

Foreign employees account for 14.99% of the Company's total workforce, including individuals in managerial positions. Employees of Filipino nationality represent the largest group among foreign employees, with approximately 147 employees. To provide Filipino employees with peace of mind while working and living in Taiwan, ADLINK provides the following comprehensive support measures:

- | | |
|--|--|
| ① No Recruitment Fee Policy; | ⑤ Airport Transfer Services (Arrival and Departure); |
| ② Dedicated Prayer Facilities; | ⑥ Meal Allowances and Subsidies; |
| ③ Dormitory Management Support; | ⑦ On-Site Medical and Psychological Consultation Services; |
| ④ Dedicated Support Personnel for Foreign Employees; | ⑧ Commuter Shuttle Services. |

New Hire Composition (Past Three Years)

(Unit: Number of People)

Employee Categories		2023 年		2024 年		2025 年	
		Male	Female	Male	Female	Male	Female
By Contract	Permanent employees (indefinite contract)	606	484	561	464	528	454
	Contracted employees (fixed-term contract)	39	18	27	14	25	14
By Working Hours	Full-time employees (full-time)	620	497	575	474	541	465
	Part-time employees (part-time)	3	1	3	0	3	0
	Non-guaranteed hours employees (temporary workers)	22	4	10	4	9	3

Note 1: Full-time employees: Employees who work 40 hours a week according to the definition in Taiwan's Labor Standards Act.

Note 2: Part-time employees: Employees who work less than 40 hours a week.

Note 3: Non-guaranteed hours employees: Employees who do not have minimum or fixed working hours, such as temporary workers and on-call employees.

Note 4: Employee headcount is based on the figure as of December 31, 2025.

Note 5: The scope of this table primarily covers employees at the headquarters. Information on the global workforce structure is disclosed separately in the appendix.

Workforce Changes Over the Past Three Years

Worker Type	2023	2024	2025
Employees	1,147	1,066	1,021
Non-employees	30	34	28
Total	1,177	1,100	1,049

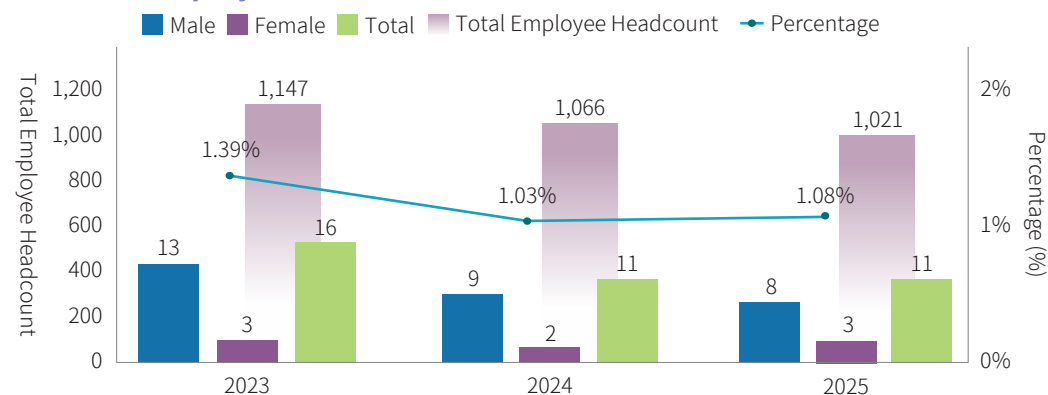
Note 1: The number of employees is based on actual headcount.

Note 2: Employee headcount is based on the data as of December 31, 2025.

Note 3: Interns directly hired by the Company are included in the employee headcount.

Note 4: Non-employees refer to workers who are not directly employed by the Company, but whose work is under the Company's control. The current "non-employee" category includes only agency-dispatched workers and personnel engaged through external vendor contracts, primarily the staff performing facility cleaning, cafeteria services, security, and recreation center duties. This category does not include apprentices, remote workers, independent contractors, subcontractors, volunteers, or other similar roles.

Employees with Disabilities Over the Past Three Years



Note: Employee headcount is based on the figure as of December 31, 2025.

Employee Nationality Distribution in 2025

Country	Number of Employees	Percentage of Employees (%)	Number of Managers (Manager Level and Above)	Percentage of Managers (Manager Level and Above) (%)
Belgium	1	0.10%	1	0.86%
China	1	0.10%	0	0%
India	1	0.10%	0	0%
Netherlands	1	0.10%	1	0.86%
Philippines	147	14.40%	0	0%
Poland	1	0.10%	0	0%
Taiwan	868	85.01%	114	98.28%
Thailand	1	0.10%	0	0%
Total	1,021	100.00%	116	100.00%

Note: Employee headcount is based on the figure as of December 31, 2025.

Employee Distribution by Position Type in 2025

Position Type / Diversity Category		Gender		Age			Other	
		Male	Female	Age 30 and under	Aged 31–50	Age 51 and above	Foreign Employees	People with Disabilities
Technical Track (652 in total)	Number of people	384	268	65	513	74	150	5
	Proportion	58.90%	41.10%	9.97%	78.68%	11.35%	23.01%	0.77%
Sales Track (18 in total)	Number of people	11	7	0	14	4	0	0
	Proportion	61.11%	38.89%	0%	77.78%	22.22%	0%	0%
Staff Track (209 in total)	Number of people	52	157	38	152	19	2	4
	Proportion	24.88%	75.12%	18.18%	72.73%	9.09%	0.96%	1.91%
Management Track (142 in total)	Number of people	106	36	0	99	43	1	2
	Proportion	74.65%	25.35%	0%	69.72%	30.28%	0.70%	1.41%
Total Number of People in Each Diversity Category		553	468	103	778	140	153	11
Percentage of Total Employees		54.16%	45.84%	10.09%	76.20%	13.71%	14.99%	1.08%

Note 1: The proportions are calculated by dividing the number of people in each diversity category (gender/age/other) by the total number of people in each position type.

Note 2: Employee headcount is based on the figure as of December 31, 2025.

New Hires and Turnover

To ensure the organization's long-term competitiveness, the Company continues to optimize its workforce structure. Through performance management and adjustments to resource allocation, team operational efficiency is enhanced. At the same time, through targeted talent selection, the Company ensures that both new hires and current employees develop together, improving professional capabilities and further strengthening the overall organizational competitiveness. In an increasingly competitive talent market, the Company not only attracts professional talent through diversified recruitment channels but also establishes an employee referral program, providing corresponding referral bonuses based on job levels to encourage employees to recommend quality candidates to join ADLINK. Through each employee's understanding of the Company's culture and job requirements, this approach helps improve recruitment fit and retention rates, while also enhancing employee engagement and strengthening organizational cohesion.

Over the past three years, the Company's turnover rate has shown slight fluctuations, decreasing in 2024 compared to 2023 and rising slightly in 2025, while remaining within a stable range overall. In addition, the turnover rate among female employees aged 31 to 50 increased in 2025, primarily due to the completion of certain foreign employees reaching the end of their contracts and returning to their home countries. This is considered a non-structural factor and has had a limited impact on overall workforce stability.

Going forward, the Company will continue to implement human resource optimization strategies, supporting business development through more precise resource allocation. The aim is to foster a development-oriented working environment, promote sustainable corporate growth, and create greater opportunities for employee development, thereby achieving long-term shared growth for both the Company and its employees.

Number and Proportion of New Hires Over the Past Three Years

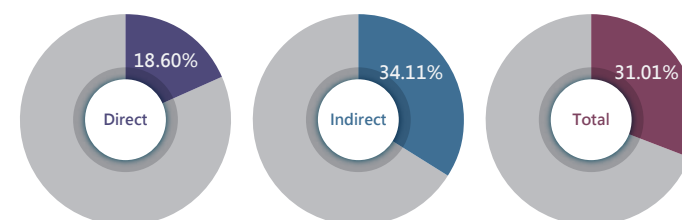
Year		2023		2024		2025	
Gender		Male	Female	Male	Female	Male	Female
Age 30 and under	Number of Employees	57	40	20	21	23	34
	Proportion	107.55%	54.79%	37.74%	36.21%	54.76%	64.15%
Aged 31-50	Number of Employees	65	50	17	31	25	44
	Proportion	12.55%	13.16%	3.51%	7.97%	5.69%	12.09%
Age 51 and above	Number of Employees	2	2	1	1	1	0
	Proportion	2.86%	4.76%	1.27%	2.33%	1.11%	0%
Total	Number of Employees	124	92	38	53	49	80
	Proportion	19.34%	18.62%	6.16%	10.82%	8.58%	16.91%

Note 1: Proportion calculation formula: Number of new hires in the specific group during the year / Total number of employees in the specific group for the Company.

Note 2: The number of employees in the specific group = (the headcount of the group at the beginning of the year + the headcount of the group at the end of the year)/2.

Note 3: To strengthen global human resources data governance, the Company has gradually established an integrated global HR data process. Starting from the 2026 report, data on global new hires will be disclosed.

Employee Referral Rate in 2025



Note: Employee referral rate = Number of employee-referred new hires / Total number of new hires.

Employee Referral Bonus (by internal job level)

General Employees			Supervisory Level	Manager Level and Above		
W1-5	G6-7	G8	R9-10	P11-13	B14-16	B17-18
2,000	4,000	6,000	15,000	30,000	60,000	120,000

Employee Turnover Over the Past Three Years

Year			2023		2024		2025	
Gender			Male	Female	Male	Female	Male	Female
Item			Total Number of Departing Employees	Total Number of Departing Employees	Total Number of Departing Employees	Total Number of Departing Employees	Total Number of Departing Employees	Total Number of Departing Employees
Position Level	Managers (Manager Level and Above)	Number of Employees	13	3	8	3	12	6
		Proportion (Voluntary Turnover)	13%	11.54%	5.05%	11.54%	12.37%	18.18%
	Non-managerial Employees	Number of Employees	98	71	86	74	75	81
		Proportion (Voluntary Turnover)	17.38%	14.07%	15.64%	15.09%	14.98%	17.74%
Age	Age 30 and under	Number of Employees	21	15	35	26	23	16
		Proportion (Voluntary Turnover)	39.62%	20.55%	66.04%	44.83%	54.76%	30.19%
	Aged 31–50	Number of Employees	76	56	49	46	57	65
		Proportion (Voluntary Turnover)	14.29%	13.42%	9.69%	11.31%	12.07%	17.31%
	Age 51 and above	Number of Employees	14	3	10	5	7	6
		Proportion (Voluntary Turnover)	17.14%	7.14%	5.06%	6.98%	7.78%	8.93%
Total Voluntary Resignations of the Year			176		159		167	
Total Resignations of the Year			185		171		174	
Total Employee Headcount of the Year			1,136		1,107		1,044	
Voluntary Turnover Rate of the Year			15.49%		14.36%		16.00%	
Overall Turnover Rate of the Year			16.29%		15.45%		16.67%	

Note 1: Voluntary turnover rate = Total number of voluntary resignations in the specific group / Total number of employees in that group.

Note 2: The number of employees in the specific group = (the headcount of the group at the beginning of the year + the headcount of the group at the end of the year)/2.

Note 3: Overall turnover rate = Total number of departures / Total number of employees in the Company.

Note 4: Voluntary turnover rate = Number of voluntary resignations / Total number of employees in the Company.

Note 5: To enhance data consistency and disclosure accuracy, the turnover calculation methodology has been revised for the current reporting period, and certain historical data have been restated accordingly. This adjustment revises the method for calculating the headcount of each employee group and introduces separate classifications and calculations for voluntary and total turnover, while standardizing the calculation basis across all reporting years.

Note 6: To strengthen global human resources data governance, the Company has gradually established an integrated global HR data process. Starting from the 2026 report, data on global employee turnover will be disclosed.

Win-Win Labor-Management Communication – Labor-Management Meetings

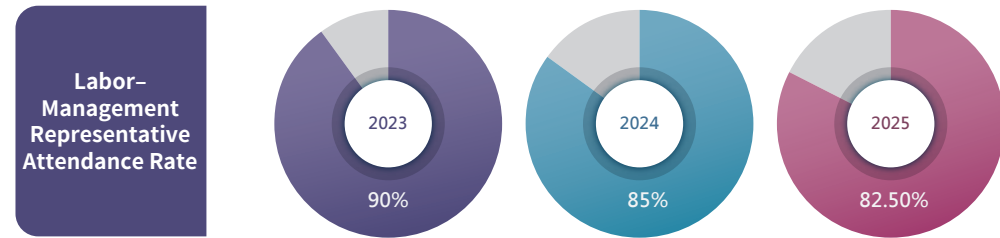
Labor-management meetings play a crucial role in the Company's internal collective bargaining process, strengthening dialogue and cooperation between employees and management. Many employee benefits are proposed and driven by labor representatives. ADLINK holds labor-management meetings on a quarterly basis in accordance with applicable laws and has established relevant management procedures. At the same time, the Company supports labor representatives in engaging with management on issues related to labor conditions, safety, health, and other relevant matters, and ensures the rationality and fairness of the meeting process to safeguard employees' rights and interests.

ADLINK's labor-management meeting consists of five labor representatives and five management representatives. Labor representatives are nominated and elected by the entire workforce, serve four-year terms, and may be re-elected. In 2024, with the inauguration of the eighth term of labor representatives, the Company conducted a dedicated training session for the representatives to introduce management procedures, issue submission methods, and the meeting process.

From 2023 to 2025, the Company held a total of 12 labor-management meetings, during which 161 issues were discussed and resolved, achieving a 100% issue closure rate. To enhance transparency, meeting outcomes are published on the internal platform for employee access and review.

Additionally, since 2021, the Company has held an annual forum for foreign employees to gather feedback, conduct discussions, and establish improvement measures to foster a higher-quality working environment. Starting in 2024, these forums have been held on a quarterly basis and now include the participation of department managers, enabling more timely responses to the needs of foreign employees, safeguarding their rights and interests, and promoting more efficient communication and mutual trust in the ongoing effort to create a friendly workplace.

Labor-Management Attendance Rate in the Past Three Years

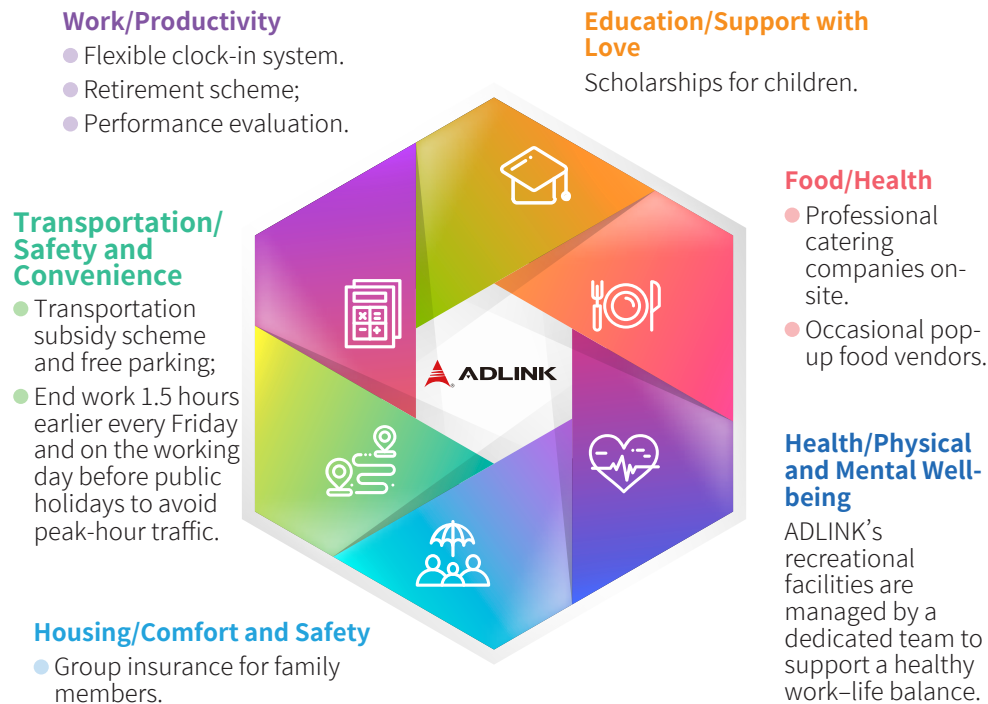


Employee Feedback Statistics from Labor-Management Meetings and Forums for the Past 3 Years

Communication Channel	2023		2024		2025	
	Number of Comments	Number of Processed Cases	Number of Comments	Number of Processed Cases	Number of Comments	Number of Processed Cases
Labor Management Meeting	52	52	55	55	54	54
Major Improvements in the Past 3 Years	- Revised the Employee Handbook to ensure company policies remain up to date and reflect changes in employee benefits, such as updated attendance and leave regulations, thereby making the handbook more comprehensive. - Strengthened oversight of the meal service vendor's quality adjusted the Company's cost-sharing arrangements, and conducted satisfaction surveys to improve cafeteria offerings, enabling employees to enjoy healthier and more appealing meals.					
	- Based on employee feedback, improve the office environment by enhancing lighting conditions and maintaining a clean and comfortable workspace. - In response to regulatory changes, such as increases in the tax-exempt threshold for meal allowances, meetings between management and employees were held to discuss potential impacts and appropriate procedures for employees to request adjustments. - Following multiple discussion sessions between employees and the Labor-Management meeting, the Welfare Committee's Children's Education Scholarship application criteria have been adjusted to better align with current educational needs and ensure the intended purpose of the scholarship is fulfilled.					
Foreign Workers Symposium	6	6	16	16	13	13
Major Improvements in the Past 3 Years	- Established a compliance management mechanism for foreign employee participation in company travel, ensuring equal participation while maintaining regulatory compliance and protecting labor rights and interests. - Improved dormitory conditions, including the maintenance and upgrades of physical facilities.					

Comprehensive Employee Care Program: Caring for Employees, Families, and the Company

ADLINK is composed of employees, systems, and the working environment, with “people” as its core element. Only through strong cooperation and interaction between employees and the organization can a stable and sustainable working environment be established, enabling various systems to deliver their intended effectiveness. To foster a positive workplace environment, ADLINK has implemented an employee care program across six key dimensions, aiming to promote shared well-being among employees, families, and the Company. The Six-Dimension Care Program currently applies to company employees only and does not cover non-employee workers.



Create a comprehensive care system for employees, their families, and the Company.

Housing/Comfort and Safety

Maternal Health Protection and Parenting Support

ADLINK is committed to fostering a family-friendly workplace and has established a four-pillar support system covering risk assessment, health guidance, workplace environment optimization, and childcare support. Through the professional involvement of occupational medicine physician and occupational health nurses, the Company ensures that employees receive tailored health support during pregnancy, postpartum, and breastfeeding stages, thereby enabling a better balance between work and family life.

External Recognition

With its comprehensive and systematic maternal health protection mechanisms, ADLINK was awarded two honors by the Taoyuan City Government in 2025—the “Model Enterprise of the Maternal Health Protection Alliance” and the “Taoyuan Family-Friendly Childcare Enterprise Award (Bronze Award).” These accolades demonstrate ADLINK's long-term commitment to fostering a family-friendly workplace and its dedication to creating a healthier, more supportive, and inclusive work environment that strengthens employees' sense of belonging.

Precise Risk Management

A cross-functional team composed of occupational medicine physician, safety managers, and occupational health nurses conducts hazard identification and risk classification of the working environment for pregnant employees. In 2025, a 100% rate of assessment interviews for pregnant employees was achieved, and suitable work arrangements were implemented based on physicians' recommendations, ensuring the absolute safety of both maternal and fetal health.

Personalized Care

The “Pregnancy Care Package” is continuously updated to provide a diverse range of high-quality childcare supplies for employees to select according to their individual needs, delivering targeted support and enhancing employees' sense of well-being and belonging during pregnancy.

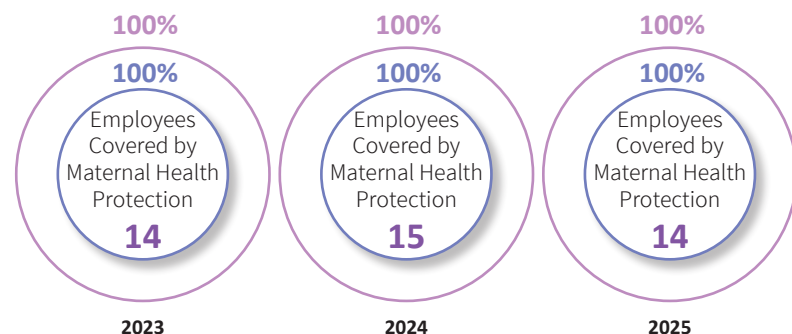
Family-Friendly Facilities and Community Resource Integration

The Company provides well-equipped lactation rooms to create a private and comfortable space for breastfeeding. In addition, we have established exclusive partnerships with nearby high-quality childcare centers and well-known pharmacy chains to offer employee discounts. Through these corporate initiatives, the Company helps reduce the financial burden of childcare and builds a comprehensive support network for peace of mind in childcare.

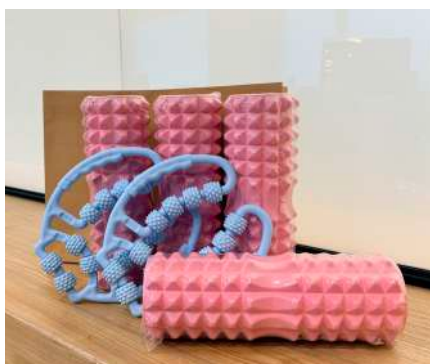
Maternal Health Protection Coverage and Effectiveness in the Past Three Years

○ Prenatal Checkup Rate

○ Completion Rate of Health Guidance and Promotion Measures



In 2025, ADLINK was awarded the “Model Enterprise of the Maternal Health Protection Alliance” and the “Taoyuan Family-Friendly Childcare Enterprise Award (Bronze Award)” by the Taoyuan City Government, in recognition of its outstanding efforts in promoting a family-friendly workplace.



The “Pregnancy Care Package” offers a diverse selection of customizable child-care supplies. Pregnant employees can choose products based on their individual needs while benefiting from personalized, thoughtful workplace support.

Unpaid Parental Leave Statistics for the Past Three Years

Item	2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of Employees Eligible for Unpaid Parental Leave	79	36	115	73	36	109	49	24	73
Number of Employees Applying for Unpaid Parental Leave	3	6	9	2	4	6	2	5	7
Number of Employees Expected to Return from Unpaid Parental Leave within the year (A)	0	4	4	2	6	8	4	5	9
Number of Employees Actually Returning from Unpaid Parental Leave within the year(B)	0	4	4	2	4	6	2	3	5
Employees Retained 12 Months After Returning from Unpaid Parental Leave (C)	0	3	3	0	3	3	1	2	3
Reinstatement Rate (B/A)	0%	100%	100%	100%	66.67%	75%	50%	60%	50.56%
12-Month Retention Rate After Return from Unpaid Parental Leave (C/B)	0%	100%	100%	0%	75%	75%	50%	50%	50%

Note: The decrease in the reinstatement rate in 2025 was due to employees who were on unpaid parental leave during the year and chose not to return to work after their leave for personal life reasons.

Group Insurance—Families

In addition to the statutory insurance coverage required for each employee, the Company also provides group insurance, including life insurance, critical illness insurance, accidental medical insurance, personal accident insurance, and cancer insurance. Since 2019, the Company has also offered a dependent self-paid insurance program, allowing employees' family members to receive the same level of coverage at premium rates more favorable than those generally available in the market. Through this extended benefit, the Company effectively strengthens the risk protection capacity of employees and their families and fulfills its commitment to supporting employees so they can focus on their work without concerns.

Dependent Group Insurance Coverage and Claims for the Past Three Years

Category	2023	2024	2025
Total Insured Persons	408	446	447
Total Claiming Persons	12	35	40
Total Claim Amount (TWD)	124,054	391,625	528,088

Transportation/Safety and Convenience

Given that most employees reside in the Greater Taipei area, the Company provides four major transportation subsidies to ensure safe and reliable commuting. Through multiple labor-management meetings and employee surveys, the Company collects employee feedback and plans routes that meet the needs of the majority. The Company continuously gathers feedback from employees to assess and adjust schedules and pick-up locations, aiming to provide more convenient commuting options.

In addition, shuttle bus services are provided to transport employees to and from the A7 National Taiwan Sport University and A8 Chang Gung Memorial Hospital stations on the Airport MRT. Shuttle buses also serve the outdoor parking lot at the end of the workday to transport employees. To enhance employee well-being, ADLINK allows employees to leave work 1.5 hours earlier every Friday and on the working day before

national holidays to avoid peak traffic hours. Commuter buses and shuttle services are also adjusted accordingly, enabling employees to leave work early and commute home with greater convenience and peace of mind.

Four Options for Transportation

Transportation Support Category	Support Details
Car Parking	115 indoor parking spaces 193 indoor mechanical parking spaces 149 outdoor parking spaces
Motorcycle Parking	236 parking spaces 100 temporary parking spaces
Commuter Bus Services	13 commuter bus routes are provided. There is also a commuter bus APP to track the location of buses in real time.
Airport MRT Fare Subsidy	50% subsidy for 120-day transit passes and a TWD 1,200 monthly transportation pass subsidy for employees in Northern Taiwan (including Taipei, New Taipei, Taoyuan, and Keelung). - Provision of shuttle bus services, including 22 trips between A7 National Taiwan Sport University Station and the headquarters, and 18 trips between A8 Chang Gung Memorial Hospital Station and the headquarters.

Installation of EV Charging Stations

In response to the global trend of energy conservation and carbon reduction, the Company has installed new electric vehicle (EV) charging stations to provide convenient charging facilities for employees using electric vehicles. This initiative not only supports the adoption of electric vehicles but also reduces reliance on fossil fuels, thereby lowering the Company's carbon footprint.



Work/Productivity

Flexible Working Hours

ADLINK has implemented a flexible working hours system to help employees avoid peak commuting times. Employees may adjust their working hours according to their individual preferences, which not only ensures safer commuting but also reduces travel time. This arrangement provides a more flexible working model and represents an important step toward improving work-life balance.

Retirement Plan and Implementation Status

To provide employees with financial stability after retirement, the Company has established retirement measures in accordance with applicable laws. Based on 2% of total salaries and wages, the Company regularly allocates retirement reserves and deposits them into the dedicated account at the Central Trust of China to safeguard employees' rights and interests. Since July 1, 2005, the Company has adopted the new government retirement scheme. Under this system, 6% of employees' total monthly wages are contributed to individual pension accounts. For employees who are willing to make additional voluntary contributions to their retirement pension, the contribution amount is deducted from their monthly salary based on the selected contribution rate and deposited into their individual retirement pension accounts under the Bureau of Labor Insurance. The amounts contributed by ADLINK to pension accounts, as well as the relevant reporting period, are as follows:

Number of Retirees and Labor Pension Contributions in the Past Three Years

	2023	2024	2025
Number of Retired Employees	0	0	2
Pension Contributions (TWD thousand)	64,654	73,569	64,023

Education/Support with Love

Scholarships for Children

The Company demonstrates care for employees and their families through a range of supportive benefits. The Welfare Committee allocates an annual budget to encourage employees' children to apply for ADLINK scholarships. In response to employees' children growing older and increasing academic demands, the application criteria were adjusted in 2025 to better reflect current educational conditions and to more effectively recognize outstanding academic performance. Outstanding students receive scholarships of NTD 1,000 for elementary school, NTD 1,500 for middle school, and NTD 3,000 for high school. Employees may apply once per semester each year. In 2025, there were a total of 604 applications.

Children's Education Scholarships (Elementary / Middle / High School)

	2023	2024	2025
Number of People	661	657	604
Amount (TWD)	746,000	748,000	731,500

Food/Health

To provide employees with a dining environment that combines aesthetics and quality cuisine, ADLINK has carefully designed its staff cafeteria. In addition to offering a variety of meal options and a noodle station, the light meal bar regularly invites popular brands, well-known online stores, and local vendors to operate pop-up stalls, enriching employees' dining experience with fresh and diverse flavors. In 2025, more than 39 brand pop-up vendors participated. In addition, a pop-up vendor recommendation mechanism was introduced, inviting ADLINK employees to recommend high-quality vendors and assist in coordinating follow-up arrangements, thereby enhancing interaction and engagement between the Company and its employees.



For group catering, the Company selects professional caterers with HACCP certification to provide meal planning services. The responsible unit has established and continuously improved cafeteria management procedures and regularly conducts inspections against relevant standards to ensure a variety of meal options while maintaining food safety. Periodic employee satisfaction surveys are conducted to understand employees' needs and feedback regarding the food, enabling ongoing improvements in food quality. The cafeteria has been awarded the Eco-Friendly Restaurant label and is designed, constructed, and operated in line with principles of environmental sustainability and energy efficiency, creating a low-carbon and environmentally friendly dining environment.



Management of the Cafeteria Environment

Clearly stipulate the Cafeteria Management Rules and Environmental Sanitation Standards, regularly follow up on the physical examination reports of on-site catering staff, and conduct sanitation training sessions.



Food Safety Review Mechanism

Daily sample retention is performed, along with regular third-party sampling audits and water quality testing to ensure food hygiene and safety.



Equipment Repair and Maintenance

The kitchen is equipped to supply RO-purified water for food and beverage use and electrostatic fume removal equipment. Regular repair and maintenance, as well as activated carbon filter replacement, are implemented to maintain environmental hygiene.



Diverse Meal Options

In addition to the cafeteria dishes, vegetarian meals, and regional Taiwanese food, an independent noodle counter has been specially set up to provide various types of noodles and dumplings to increase the diversity of choices.



▲ The cafeteria has been awarded the Eco-Friendly Restaurant label.

Employee cafeteria satisfaction survey

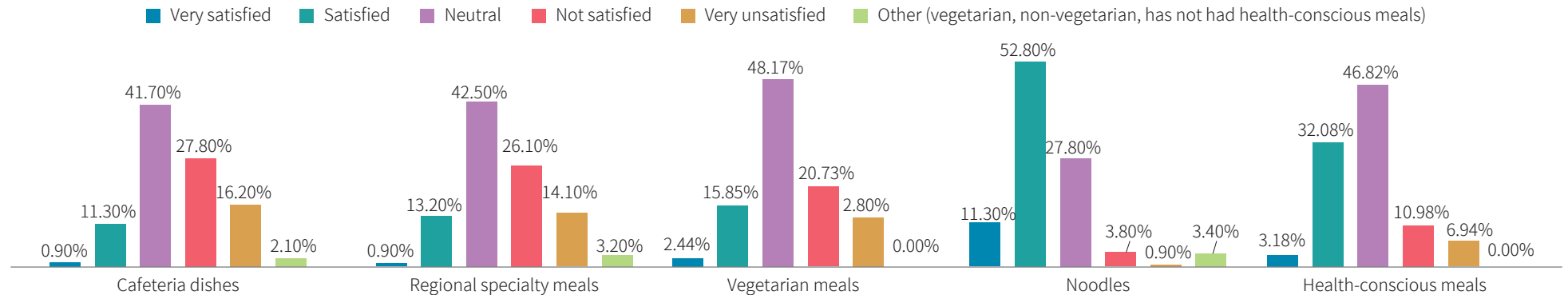
The Company places strong emphasis on employee communication and feedback. In addition to regularly convening quarterly labor-management meetings, it also maintains a standing employee suggestion mailbox as an important channel for collecting employee feedback and concerns. Among these, the quality of employee catering has long been a key issue of concern and feedback. The Company has therefore adopted cafeteria quality as the focus of this satisfaction survey, to gain a more comprehensive understanding of employees' needs and suggestions regarding meal content, quality, and service. The results serve as a basis for subsequent improvement and refinement.

At the end of 2024, the Company conducted an employee cafeteria satisfaction survey at its Taoyuan headquarters, covering approximately 84% of actual diners. The survey results and related improvement measures were announced in March 2025, with the aim of continuously enhancing overall food quality and employee satisfaction.

Employee Cafeteria Satisfaction Survey Results

Survey Scope	Satisfaction with meal offerings and willingness to increase employee co-payment for meals		
Number of respondents / actual responses	1,021 / 468	Survey frequency	Once per year
Coverage rate	84%(based on an average daily dining population of 554 employees)	Overall satisfaction	Neutral
Survey results	Overall, employee cafeteria satisfaction was rated as “Okay.” The Company will request the catering vendor to place greater emphasis on employee feedback and improve meal quality. In addition, the head chef will be replaced to adjust the menu variety and flavor. Many respondents also indicated a willingness to increase the employee co-payment in order to improve food quality; any related adjustments will be discussed and resolved in the 2025 first-quarter labor-management meeting.		
Improvement measures	● Cafeteria dishes: Increase variety of main dishes, side dishes, and vegetables; continue improving seasoning balance. ● Regional specialty meals: Increase menu variety and ensure consistency between displayed menu items and actual food served. ● Vegetarian meals: Increase ingredient variety and reduce reliance on processed vegetarian products and tofu-based substitutes. ● Noodles: Expand meal options and increase the proportion of dumpling-based items. ● Health-conscious meals: Increase variety and address limited portion availability.		

Note: The results of this survey were announced in March 2025. Given the relatively short interval since the previous survey, the next survey is scheduled for 2026, with results to be published within the same year.



Health/Mental and Physical

An Excellent Healthy Workplace Through Collective Care

ADLINK regards employee health as a cornerstone of corporate sustainability. With “collective care” as its core principle, the Company has established a health protection framework built on prevention, promotion, and support. Leveraging systematic digital management and comprehensive physical and mental wellness programs, in 2025, ADLINK was honored by the Health Promotion Administration of the Ministry of Health and Welfare with the “Outstanding Healthy Workplace – Group Health Protection Award,” a national-level recognition that highlights its outstanding practice in health management.



◀ The “Outstanding Healthy Workplace – Group Health Protection Award” from the Health Promotion Administration, Ministry of Health and Welfare.

Five Major Health Management Protection Systems

ADLINK has embedded regulatory compliance into its organizational management system. By integrating health data analytics, medical professional intervention, and employee feedback mechanisms, the Company has established a structured health management framework to address the needs of different employee groups and evolving workplace risks. In 2025, the Company continued to strengthen its health governance structure, which is specifically implemented through the following five major protection systems:

Protection Program	Key Actions in 2025	Key performance indicators
Health protection for middle-aged and senior employees	The occupational medicine physician conducted one-on-one work ability assessments and provided tailored health guidance based on identified risks.	96 employees completed occupational medicine physician fitness assessments: ● 97.91% remained in their original job. ● 2.09% received suitable work arrangement and enhanced follow-up.
Maternal health protection	Workplace hazard identification was conducted, with physician consultations and suitable work arrangement recommendations implemented. Pregnant employees received individualized care throughout the entire pregnancy and the postpartum period, with more than six follow-up sessions.	100% completion rate for fitness assessments 100% coverage for pregnant employees' maternal health support.
Prevention of Wrongful Harm in the Workplace	Musculoskeletal questionnaires were used to screen high-risk employees, followed by on-site occupational medicine physician guidance.	Musculoskeletal screening identified 8 high-risk employees (with a score ≥ 3), all of whom received 100% occupational medicine physician follow-up and ergonomic guidance.
Prevention of excessive workload	Health surveys and medical examination data were used to identify employees at high risk of cardiovascular and cerebrovascular conditions, followed by targeted physician consultations and follow-up.	49 high-risk employees received medical and nursing intervention and care, with a 100% consultation completion rate.
Prevention of workplace Violence and violations	Instead of using a purely formal approach, a "gamified prevention" strategy was adopted by distributing quarterly four-panel comic-style infographics for awareness promotion and establishing a zero-tolerance complaint mechanism.	Health and prevention information reached 100% of employees through digital and physical communication channels.

Health Strategy Dimensions and Annual Outcomes

Building on a robust protection framework, ADLINK has further advanced the five key strategic dimensions. Through diverse initiatives and digital empowerment, the Company transforms health awareness into an integral part of its corporate culture.

Health Strategy Dimensions	Actions and key highlights:	2025 Outcomes
 Digital Empowerment and Precision Management	- The health management system was comprehensively upgraded to integrate historical health examination trend analysis and precise information delivery to guide employees from passive health screening to proactive self-management. A big data management mechanism was launched based on annual employee health examinations. - A digital fitness app was introduced and linked with the "Snake-In-Motion, Move Into the New Spring" Lunar New Year campaign and the "Fat-Loss Season" muscle-building and fat-reduction program, breaking traditional time and space limitations, empowering employees to initiate exercise anytime and anywhere, and building a flexible and self-directed healthy lifestyle ecosystem.	- Digital health monitoring: 100%; - Health examination participation rate: 96.85%; - Growth in proactive appointment consultations: 147.62%; - Usage rate of the upgraded health management system: 39.05% (ongoing optimization); - Digital fitness app users: 350 employees.

Health Strategy Dimensions	Actions and key highlights:	2025 Outcomes
 Collective Care and Disease Prevention	- The occupational medicine physician provides regular on-site consultations and medical assessments, supported by cross-functional collaboration to address employee health needs. - Tailored programs designed according to job type: - For production line employees: the “3-2-1 Steady Blood Pressure Challenge” program - For office employees: blood pressure self-monitoring stations and smoking cessation initiatives to strengthen frontline risk control and reduce downstream medical burden related to cerebrovascular and cardiovascular risks. - Cancer screening programs and vaccinations for influenza, shingles, and HPV were also conducted.	430 on-site occupational health service visits, covering 595 health-related service items; - High Cerebrovascular and Cardiovascular Risk Consultation Case Number: Decreased by 57.47% 2,561 blood pressure monitoring records, with an average arterial pressure reduction of 6.33%; 283 employees received vaccinations.
 Diversity, Equity, and Inclusion (DEI), and Targeted Care	- Dedicated programs were provided for maternal employees, migrant workers, and middle-aged and senior employees: - Migrant worker-specific events (breast cancer prevention talks and foot pressure assessments); - Women’s health lectures across all life stages; - Eye yoga sessions; - Hearing health programs. - Pregnant employees were offered a diversified “Pregnancy Care Package.” - Night-shift workers received structured support through a system of identification, assessment, and assistance.	- Migrant worker participation rate: 70% (69 employees). - Maternal health protection consultation rate: 100%. - Night-shift worker care coverage: 100%. - Received two honors from the Taoyuan City Government: the “Model Enterprise of the Maternal Health Protection Alliance” and the “Taoyuan Family-Friendly Childcare Enterprise Award (Bronze Award).”
 Holistic Wellness and Active Workplace	- The Company organized the “Snake-In-Motion” New Year fitness campaign and the annual “Fat-Loss Season” muscle-building challenge and fat reduction, along with cross-team Physical Fitness Challenge Day activities and diverse wellness lectures. Activities combined sports and gamification to increase engagement. - For the first time, “waist circumference” was included as a core health competition metric, targeting metabolic syndrome risk and encouraging healthier body composition awareness.	47 events held; 5,241 total participations; - Average satisfaction score: 95.72 / 100; “Snake-In-Motion” total steps: 10,134,721 “Fat-Loss Season” results: - Body fat: average reduction of 0.93%; - Muscle mass: average increase of 0.10 kg; - Waist circumference: average reduction of 4.97 cm.
 Mental Well-being and Support	- A comprehensive stress-relief system was established, including on-site psychological counseling services. New initiatives such as “new employee care” and “Respite Space for New Parents” were introduced to provide targeted emotional support. - A massage station was also set up to help relieve workplace stress.	108 psychological counseling sessions completed. - Employee satisfaction with massage services: 96.88 / 100.



▲ Organized a migrant worker-exclusive breast cancer prevention lecture and foot pressure screening activity, implementing workplace health equity and core DEI values.



▲ Combining highly interactive and gamified challenge activities to stimulate employees’ health potential, creating a vibrant workplace full of energy and cohesion.



▲ Through eye yoga and shoulder-and-neck relaxation workshops, employees are guided to relieve eye strain and muscle tension amid busy work schedules. These programs integrate health promotion into daily routines and help build a comprehensive stress-relief support system.



Salary Standards

ADLINK offers competitive compensation. Compensation is determined based on employees' positions, professional skills, educational background, and years of career experience. The Company also considers market benchmarks within comparable industries to make necessary adjustments. As the Company's core operations are technology-driven, a higher proportion of roles are within technical functions, which are traditionally male-dominated. As a result, overall compensation statistics may reflect gender differences. However, such differences are not attributable to gender itself but are influenced by factors such as job category, professional skills, and years of experience. Accordingly, the Company, guided by principles of fairness and equity, ensures that employees in the same position with comparable qualifications receive equitable compensation.

According to statistics, the ratio of salary adjustments for male and female employees in 2025 was 1:1.05. The ratio of the highest-paid individual's total annual compensation to the median compensation of all employees (excluding the highest-paid individual) was 11.32:1. This ratio is primarily influenced by changes in the Company's workforce structure. In 2025, the proportion of new hires increased, and their compensation generally fell within the entry-level range of the job grading structure. This shift in workforce composition led to adjustments in the overall salary distribution, thereby affecting the median compensation level.

Total Remuneration and Its Change Ratio in the Past Three Years

Item	2023	2024	2025
Highest-to-Median Compensation Ratio of the Year	11.46 : 1	10.95 : 1	11.32 : 1
Year-on-Year Change in Highest-to-Median Compensation Ratio	245.14 : 1	0 : 1	3.3 : 1

Gender Pay Ratio by Employee Category in the Past Three Years

Year	2023				2024				2025			
Employee Category	Annual Remuneration		Monthly Basic Salary		Annual Remuneration		Monthly Basic Salary		Annual Remuneration		Monthly Basic Salary	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Technical Track	1	0.57	1	0.56	1	0.56	1	0.54	1	0.60	1	0.55
Sales Track	1	0.81	1	0.79	1	0.90	1	0.89	1	0.75	1	0.78
Management Track	1	0.70	1	0.75	1	0.73	1	0.77	1	0.74	1	0.78
Staff Track	1	0.91	1	0.81	1	0.82	1	0.84	1	0.80	1	0.81

Note 1: Annual remuneration includes monthly basic salary, year-end bonus, employee profit sharing, performance bonuses, target bonuses, special duty bonuses, and overtime fee.

Note 2: Monthly basic salary includes base salary, meal allowance, job allowance, and shift allowance.

Note 3: The gender pay ratio within technical functions is influenced by factors such as job category, professional skills, and years of experience.

Note 4: The data above is based on statistics for full-time employees, and hourly employees are excluded.

Salary Levels of Entry-Level Employees at Key Operating Locations in the Past Three Years

Category	Average Standard Salary of Entry-Level Employees (TWD)		Average Standard Salary of Entry-Level Employees / Local Minimum Wage	
Year	Male	Female	Male	Female
2023	33,659	31,333	1.27	1.19
2024	36,058	33,887	1.31	1.23
2025	35,955	32,929	1.26	1.15

Note 1: Entry-level employees refer to direct personnel.

Note 2: Standard salary includes base salary, meal allowance, job allowance, and shift allowance.

Note 3: The local minimum wage for 2023 to 2025 is TWD 26,400, TWD 27,470, and TWD 28,590, respectively.

Note 4: The key operating location refers to the Taoyuan headquarters.

The average and median salaries of all full-time non-managerial employees are disclosed on the [Market Observation Post System \(MOPS\)](#). The website is updated each July with information from the previous year.

5.2 Work-Life Balance—Employee Welfare Committee

【Supporting iSports Enterprise Certification Through a Variety of Sports Clubs】



iSports Enterprise

Since the Sports Administration of the Ministry of Education launched the iSports Enterprise Certification in 2016, only 20 companies have received the certification four consecutive times (with certification valid for three years since 2023), and ADLINK is one of them. The Company encourages employees to participate in sports and join various sports clubs, and continues to sponsor a range of sports and health promotion activities. In addition, ADLINK's fitness center offers regular fitness classes to encourage employees to "build your own healthy lifestyle" and develop exercise habits, while it provides flexible options in class types and schedules to maximize health and well-being. Beyond swimming lessons, the Company also offers water aerobics and rowing courses to provide employees with diverse aquatic sports experiences. ADLINK also organizes sports months, weight management programs, and team competitions on an irregular basis to encourage cross-department employee interaction, promote health, and strengthen employee engagement. The Company also aims to foster a balanced state of physical and mental well-being.

In 2025, ADLINK had 19 employee clubs, and the sports clubs included the aerobics club, hatha yoga club, Pilates club, dance club, badminton club, swimming club, diving club, outdoor activities club, archery club, basketball club, volleyball club, and strength training club. Employee participation in sports clubs accounted for 37.71%, with a total of 385 club members and an average weekly attendance of 123 participants. The Company's Aerobics studios of various sizes are available for employee use, and professional coaches are available to provide guidance on the proper use of fitness equipment. The Company's sports culture is actively supported by senior management, with participation from executives at all levels, including the Chairman and employees, who actively participate in various sports clubs and activities. During weekday after-work hours and on Saturdays, the leisure center facilities are also open to employees' family members, allowing employees and their families to attend classes together. This reflects ADLINK's commitment to encouraging physical well-being and promoting a balanced lifestyle for employees and their families.



EWC Events

The Company allocates the maximum allowable proportion of welfare funds to establish the Employee Welfare Committee. In addition to planning various employee welfare activities and services, the EWC holds a total of 16 regular communication meetings each year to gather employee feedback and organize a range of targeted activities, such as holiday gift distributions, year-end lucky draw events, knowledge-sharing seminars, team competitions, and more. The EWC also promotes environmental awareness through planning group travel activities. The number of events and participant figures for 2025 are listed below:

Events	Number of Events	Number of Participants
Lectures	4	452
Domestic Travel	8	280
Overseas Travel	23	205
Team rowing competition	2	109
Children's summer camp	3	104
Holiday events ^(Note)	5	3,551

Note: Holiday events include Spring Festival, Mid-Autumn Festival, Dragon Boat Festival, and Christmas.



Benefits and Subsidies

ADLINK employees are entitled to receive a full range of subsidies. The number of applications for benefits is listed in the table below:

Number of Applicants for Benefits	2023	2024	2025
Birthday cash gift	1,105	1,083	1,019
Maternity cash gift	34	19	12
Wedding cash gift	28	23	15
Sickness and Injury Condolence Payment	20	20	25
Bereavement Condolence Payment	66	44	35
Scholarships for children	661	657	604
Emergency assistance fund	0	3	0

Team Competition – “Fat Reduction Season: Physical Fitness Challenge Day”

To promote employees’ physical and mental well-being, enhance organizational cohesion, and implement the concept of a healthy workplace, the ADLINK Employee Welfare Committee organizes the “Fat Reduction Season: Physical Fitness Challenge Day.” All employees are invited to participate in teams. Through a series of physical challenges, nutrition knowledge tasks, and cooperative activities, the event encourages employees to develop regular exercise habits and a healthier lifestyle.

The “Fat Reduction Season: Physical Fitness Challenge Day” is open to all employees and is conducted in multiple sessions. Each team consists of three participants. The activity is designed with safety, inclusiveness, and engagement in mind, ensuring that employees of varying fitness levels can participate. It creates an inclusive, diverse, and supportive environment for sports participation.

Features of the “Fat Reduction Season: Physical Fitness Challenge Day”

Features	Content
Diverse Physical Fitness Challenge Design	The activities cover flexibility (splits relay), muscle strength (squat jumps, sit-ups, Russian twists), cardio-endurance (jump rope), and balance and coordination challenges, promoting overall physical fitness development.
Teamwork and Collaboration	Through three-person relay and cooperative tasks, the event strengthens communication, coordination, and mutual trust, while enhancing cross-departmental interaction.
Health Awareness Enhancement	By incorporating nutrition education activities, employees are encouraged to develop healthy diet habits through interactive and engaging activities, fostering a holistic approach to health management that integrates exercise and nutrition.



Children’s Summer Camp – 「ADLINK KIDS」

To implement the concept of corporate sustainability and deepen care for employees and their families, the ADLINK EWC organized the “ADLINK KIDS Summer Camp” during the summer vacation. The program was conducted in three sessions and invited employees’ children aged 4 to 12 to participate. Centered on the Minecraft theme, the summer camp adopted an interdisciplinary learning design that integrated language learning, creativity, financial literacy, and physical activities, creating an educational yet engaging summer camp experience.

The “ADLINK KIDS Summer Camp” focuses on supporting employees’ families, helping employees balance work and childcare responsibilities during the summer period, while enhancing their sense of belonging and identification with the Company. The program promotes a family-friendly workplace and work-life balance. Its curriculum emphasizes diverse development and equal learning opportunities. Through cross-age and cross-cultural interaction, the camp not only supports children’s holistic development but also strengthens the positive connection between families and the Company.

ADLINK KIDS Summer Camp Program Features

Program Features	Content
English Immersion Environment	Activities are fully in English and led by foreign instructors, enabling children of different age groups to develop language intuition, confidence, and communication skills through natural interaction.
Experiential Financial Literacy Education	Through task-based activities, children earn their own in-program currency and engage in simulated spending, saving, and decision-making processes, helping them develop basic financial awareness and a sense of responsibility.
American-Style Sports Program	A variety of sports activities are arranged to promote physical development, teamwork, and sportsmanship, supporting both physical and mental well-being.



5.3 Talent Cultivation and Career Development

Management of Material Topic "Talent Development and Cultivation" in 2025

Material Topic	Talent Development and Cultivation		
Impact Assessment	Positive/ Actual	Through its training system and global workforce deployment, the Company enables and accelerates employee development and skills enhancement, fosters a culture of continuous learning, and creates a diverse learning environment. It supports employee' holistic growth and cultivates global talent.	
	Positive/ Potential	Short-term benefits may not be immediately visible; however, by fostering a learning-oriented culture, the Company develops employees' continuous learning capabilities, accumulates organizational knowledge capital, and enhances overall competitiveness.	
	Negative / Actual	The implementation of a learning-oriented culture and diverse learning strategies has increased the Company's operating costs.	
Corresponding GRI Indicators	GRI 404-1 Average hours of training per year per employee GRI 404-2 Programs for upgrading employee skills and transition assistance programs GRI 404-3 Percentage of employees receiving regular performance and career development reviews		
Corresponding SDGs	 		
Policy or Commitments	● From its inception, the Company has defined the capabilities and qualities required of both the organization and its talent through four core values: “Integrity & Dedication,” “Excellence & Professionalism,” “Respectful Competition,” and “Joy in Work.” We’ve also established a corporate culture centered on “Learning, Passion, and Communication,” while designing a resilient and agile organizational structure to develop talent. We value every employee and place strong emphasis on integrity and social responsibility toward our customers and partners. ADLINK’s talent strategy aims to create a win-win outcome for employees, their families, the Company, and society. ● To implement ADLINK’s talent strategy, the Company has established internal systems and concrete policies while maintaining a degree of flexibility to enable continuous organizational refinement and improvement. This approach aligns talent management with the Company’s strategic vision and operational policies, including talent attraction, motivation, and retention, thereby transforming employee engagement into long-term commitment.		
Effectiveness Tracking Mechanism	● Ensure that the execution rate of annual departmental training plans reaches at least 90% each quarter. ● Confirm the list of acting section chiefs every quarter and provide online management-related courses.		
2025 Annual Actions and Measures	18.16 hours	30.18 hours	>90%
	of average training hours per male employee.	of average annual training hours per female employee.	of the departmental annual training plan execution.
	5.47%	98.26%	97.70%
	of the elite intern employment ratio.	of male employee performance review participation rate.	of female employee performance review participation rate.
			87.50%
			of internal promotion rate for managerial positions at the section chief level and above.

ADLINK is committed to enhancing employees' knowledge and skills by establishing a comprehensive training system that supports employees' continuous development, aligning with the Company's strategic objectives. The Company offers diverse learning channels and training resources, including both in-person and online courses, with a strong emphasis on on-the-job training. This includes onboarding programs for new hires, ongoing in-service training, and opportunities for self-directed learning, ensuring that employees at all levels have appropriate development opportunities to learn and grow through their work. In addition, experienced colleagues in each department serve as "buddies" for new employees, helping them adapt to the work environment and strengthening peer-to-peer learning.

We also design our talent management and development framework around "Grade Expectations," which define the competencies required for different job categories—namely managerial, professional, and sales roles—and outline the behavioral standards for each level. Based on these expectations, we develop a range of training programs, including new-hire orientation, general knowledge courses, management programs, professional skills training, production-line specialist courses, and specialized occupational training. The training content is comprehensive, ensuring that employees receive systematic learning and development opportunities. In addition, the Company encourages employees to participate in external training programs and fully covers the associated costs to support the strengthening of professional capabilities and career development. For each job category, a structured competency development framework has been established:

- **Professional Employees:** New employee training, annual general courses, departmental professional training, and digital learning platforms are provided to build foundational professional and general knowledge. Annual performance evaluations and Grade Expectations are used to review and enhance individual competencies.
- **Management Employees:** First-line supervisors utilize digital learning resources on the Company's internal management systems to better understand operational processes and strengthen risk management capabilities. Mid-level managers develop cross-departmental coordination skills and cultivate succession talent.

ADLINK Training



New Hires

Structured course to introduce new employees to the Company and help them adapt to their work

- Company overview;
- New employee seminar;
- New employee guidance plan.



General Knowledge

Education, training, and learning activities at each level implemented in accordance with regulatory requirements as well as the corresponding quality requirements in R&D and manufacturing.

- Occupational Health and Safety training;
- Failure mode and effect analysis;
- Information Security Policy;
- Workplace violence and sexual harassment prevention.



Management Personnel

Management competency enhancement training conducted by internal and external instructors

- Human resources management knowledge and process;
- Performance evaluation operations;
- Negative feedback techniques;
- Legal and policy training related to labor-management issues.



Technical Skills

Technical skills development aligned with departmental objectives; skills training and certification are conducted per job requirements.

- Inventory and Cost Management;
- Project Management Process Groups;
- Patent Application Procedures.



Specialist Personnel

Education and training for specialists as determined through hazard identification.

- Explosion-proof product training;
- Chemical operations training;
- Forklift operator training, etc.

In response to the Company's strategic goals and annual development priorities, and in alignment with its operational objectives and strategies, ADLINK continuously enhances employees' knowledge and skills through a structured training and development framework. At the beginning of each year, training needs are collected from each department, and implementation results are reviewed at year-end. Over the past three years, the annual training execution rate has consistently exceeded 90%. Through this ongoing internal learning mechanism, ADLINK aims to cultivate high-quality talent, reinforce its corporate culture and values, and build a strong foundation for sustainable development.

Also, when employees indicate their intention to resign or retire, individual consultations are arranged to better understand the reasons for their departure and discuss their future plans. Depending on individual circumstances, appropriate resources and support are provided promptly to help employees transition smoothly into the next stage of their professional or personal journey.

Average Training Hours per Employee per Year in the Past Three Years

Year	2023		2024		2025					
Item	Average Hours		Average Hours		Hours		Number of People		Average Hours	
Role	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Technical Track	13.24	18.27	20.93	35.54	7,369.00	10,069.50	384	268	19.19	37.57
Sales Track	5.89	6.43	11.41	16.86	77.50	94.50	11	7	7.05	13.50
Staff Track	11.51	13.15	21.39	20.21	1,129.00	3,132.50	52	157	21.71	19.95
Management Track	10.50	14.61	19.60	22.67	1,467.50	825.50	106	36	13.84	22.93

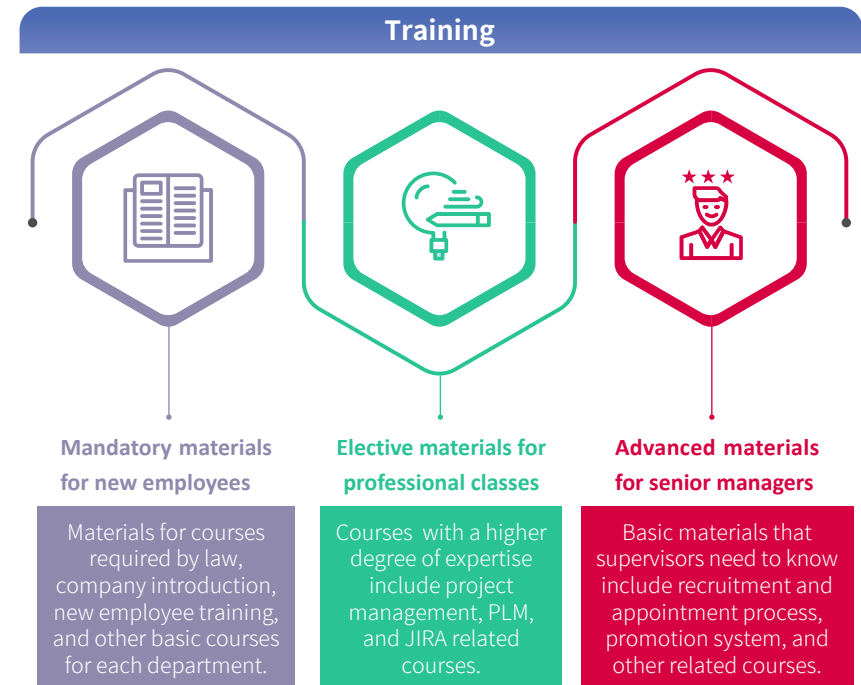
Note: Information is based on the total internal and external training hours from 2023 to 2025.

★ 2025 Training Outcomes

- Training programs focused on product knowledge series courses, technical exchange seminars, expert lectures, and health and wellness sessions.
- The total training hours for employees reached 24,165 hours, with an average of more than 20 hours per employee.
- In response to the AI trend, relevant courses were also introduced.

Digital Learning Promotion

ADLINK continues to uphold a clear and agile development direction by advancing its digital learning transformation through the establishment of a new digital learning platform, ADLINK Ki-pedia. The Company has integrated training materials from various departments to help employees quickly access the knowledge they need. The learning resources are categorized into three main types to meet different learning needs: mandatory materials for new employees, elective professional course materials, and advanced materials for senior managers. In addition, the "ADLINK Learning Table Checklist," provided by supervisors, guides new employees step by step to help them quickly adapt to their roles.



To further optimize the platform and ensure timely updates of learning materials, we conduct annual reviews of training content across all departments. By collecting employee feedback, new materials are continuously added to the platform, thereby achieving the goal of diversified training and development.

Digital Learning Highlight Project

2025 ADLINK AI-LINK Empowerment Program Project Background and Sustainability Vision

In response to the rapid evolution of global artificial intelligence (AI) technology and industry revolution, ADLINK firmly believes that “talent” is the most critical asset for driving corporate sustainability and digital transition. To proactively address the AI trend and ensure both the Company and its employees maintain a competitive advantage in a fast-changing market, the “AI-LINK Empowerment Program” was officially launched in 2025. The program adopts a phased implementation approach, with 2025 positioned as the “AI Foundational Awareness Year.” The focus is on promoting mindset updates across all employees and establishing a correct understanding and shared awareness of AI applications, thereby achieving the widespread internalization of AI knowledge within the Company.

Item	Content
Core Objectives of the Program	● Cultivate employees with the mindset and skills required for the future AI era. ● Build an AI-enabled environment and foster a bottom-up corporate DNA that embraces continuous learning, innovation, and transformation. ● Reduce repetitive tasks. ● Leverage technology to optimize processes, thereby unlocking employee potential and enabling focus on more creative and high-value-added work.
2025 Implementation Strategy	AI Foundational Awareness Year
2025 Key Actions and Implementation Results	● Objective: Through the in-person training program, ensure AI empowerment reaches all employees without gaps. ● Five Core Courses: ◆ ADLINK AI Development Strategy; ◆ AI Agent and Intelligent Assistants; ◆ What is AI; ◆ AI Usage Guidelines. ◆ Fundamentals of Large Language Models (LLMs); ● Target Participants: Sales, R&D, manufacturing, and corporate support functions. ● Results: 8 sessions conducted, with a total of 465 employees participating. ● Objective: To extend the impact of in-person training and establish an internal knowledge-sharing mechanism. Curated “AI application trends” and visually engaging AI digest materials are regularly distributed, enabling continuous, day-to-day learning. ● Target Audience: All headquarters employees (approximately 860 email recipients per release). ● Results: A total of six AI knowledge briefs were issued.

Program Outlook and Commitment: From Mindset Transformation to Practical Implementation

Following the successful establishment of mindset transformation and foundational AI awareness among all employees in 2025, ADLINK is expected to enter the “AI Application and Results Showcase” phase in 2026. With a shared understanding of AI and a positive consensus for transition now in place, the Company will further encourage each department to translate accumulated knowledge into concrete actions, including:

- Encouraging employees to proactively identify pain points in their daily work and integrating AI tools into business operations and workflows, thereby achieving the goals of reducing repetitive tasks and enhancing high-value-added work.
- Hosting internal results-sharing sessions to showcase and recognize innovative applications across departments, enabling the diffusion of best practices and continuously strengthening ADLINK's AI-driven culture, digital resilience, and sustainable competitiveness.



Talent Development and Sustainable Growth

ADLINK is committed to talent development and deems the cultivation of future talent through its internship program as an important component of sustainable human capital development. By providing students with hands-on experience and career development resources, the program helps participants adapt to the workplace, deepen their understanding of the Company's culture, and thus supports both organizational sustainability and broader social development.

ADLINK also places great emphasis on talent development through practical experience and on-the-job learning. Employees continuously build professional expertise and management capabilities through departmental collaboration, knowledge transfer from supervisors and colleagues, and participation in a wide range of company projects. These practical learning opportunities support employees' long-term career development while strengthening organizational capabilities. Looking ahead, ADLINK will create more opportunities for cross-functional collaboration and participation in diverse projects to further develop employees' practical skills, support career growth, and promote the long-term development of both talent and the organization.

★ 2025 Talent Development Highlights

- Elite intern employment rate: 5.47%
- Internal promotion rate for managerial positions at the section chief level and above: 87.50%.

Clear and Comprehensive Performance Evaluation and Promotion Pathways

ADLINK conducts annual performance evaluations to assess employees' work performance over the previous year and to establish expectations and goals for the coming year. In addition to employee self-assessments and supervisor evaluations, feedback from cross-functional collaborators and key stakeholders is incorporated to provide a comprehensive view of each employee's performance throughout the year. Through performance discussions and review meetings, employees receive feedback on their contributions and areas for improvement, while their career development aspirations and training needs are also evaluated. This process helps align individual performance with departmental objectives, while enhancing employees' sense of belonging and overall job performance.

Performance evaluation results serve as an important basis for employee development, promotion decisions, and compensation adjustments. The evaluation process is conducted fairly and consistently, without discrimination based on race, gender, religion, age, marital status, or political affiliation. A summary of employees included in the 2025 performance evaluation, categorized by job category and gender, is presented below:

2025 Performance Evaluation Coverage Rate

Role	Performance Evaluation							
	Female				Male			
	Number of Employees Subject to Evaluation (a)	Number of Employees Evaluated	Evaluation Completion Rate (%)	Number of Employees Not Evaluated (b)	Number of Employees Subject to Evaluation (a)	Number of Employees Evaluated	Evaluation Completion Rate (%)	Number of Employees Not Evaluated (b)
Technical Track	114	108	94.74%	154	360	352	97.78%	24
Sales Track	7	7	100.00%	0	11	11	100.00%	0
Staff Track	147	146	99.32%	10	44	43	97.73%	8
Management Track	36	36	100.00%	0	102	102	100.00%	4
Total	304	297	97.70%	164	517	508	98.26%	36

Note 1: Evaluation completion rate = Number of employees evaluated / Number of employees subject to evaluation × 100%.

Note 2: The number of employees subject to evaluation excludes senior management team members, contract employees, blue-collar migrant workers, and employees who resigned during the evaluation period, totaling 200 employees.

Note 3: Employees not evaluated within the group subject to evaluation include those with less than three months of tenure, which is a total of 16 employees, who will be evaluated the following year.

Note 4: The total number of employees (a + b) is 1,021.

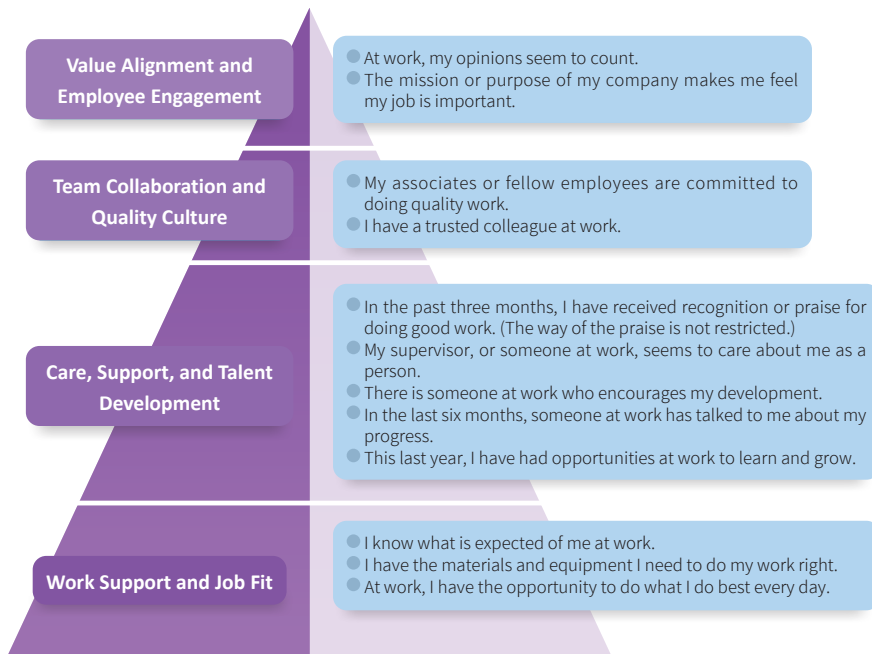
ADLINK also uses annual performance evaluations to assess employees' performance and, through performance discussions and review meetings, further understand employees' career development needs as well as areas for improvement in their capabilities.

Through annual promotion processes, we provide internal employees with opportunities for career advancement based on strong performance, while also supporting the retention of key talent essential to the Company's sustainable development.

2025 Employee Engagement Survey

To strengthen communication with employees, ADLINK conducts an annual employee engagement survey based on the Gallup Q12 framework. Through this annual survey, we aim to gain insights into the level of employees' engagement and their connection with their work and the organization, thereby fostering a positive and sustainable workplace environment.

Employee Engagement Survey Questions



This survey indicates an overall employee engagement score of 3.82, reflecting a stable workplace climate. The results were analyzed by job type, employee attributes, and gender. Among these dimensions, managerial employees reported the highest engagement level, indicating a stronger alignment with the Company's mission among core management teams. By employee type, indirect employees scored slightly higher than direct employees. In terms of gender, there was no significant difference between male and female employees.

In 2025, the scope of ADLINK's Employee Engagement Survey was expanded to include all global locations, allowing the Company to collect employee feedback across regions and gain insights to support the continuous enhancement of employee experience. Moving forward, ADLINK will further strengthen survey communications to improve response rates and share survey findings with regional management teams for analysis and improvement initiatives. These efforts demonstrate the Company's commitment to listening to employees and cultivating a sustainable and engaging workplace.

2025 Employee Engagement Survey Results

Survey Participants	1,473			
Number of Responses	489			
Response Rate	33.20%			
Survey Results	Classification Indicators	Average Score	Subgroups	Overall Employee Average Score
	Job Type	3.97	Managerial Employees	3.82
		3.79	Non-managerial Employees	
	Employee Attributes	3.84	Indirect Employees	
		3.76	Direct Employees	
	Gender Distribution	3.87	Female	
		3.84	Male	
		3.27	Other	

Note 1: 1 is the lowest score, and 5 is the highest score.

Note 2: In 2025, the employee engagement survey was expanded to a global scope. Communication efforts will be further optimized to improve the response rate.

5.4 Safe and Healthy Workplace

All developed countries adopt similar principles in defining safe and healthy workplaces. Workers are entitled to a safe working environment, while employers are responsible for providing and maintaining occupational safety and health conditions. Employees also have the right to raise any concerns regarding workplace safety. ADLINK adheres to these principles and works together with all employees to create a safe, welcoming, and healthy workplace, which is also part of its mission and commitment. The manufacturing industry, to which ADLINK belongs, is classified under the Occupational Safety and Health Act as a high-risk industry, but the Company is committed to maintaining a safe and healthy workplace. ADLINK has obtained the ISO 45001 Occupational Health and Safety Management System certificate through third-party verification. The management system covers both employees and non-employees. In addition to regularly reviewing the applicability of the "Environmental Safety and Health Policy" and announcing it on the ADLINK website, the policy is also integrated into the daily operations of employees and non-employees. The system is promoted through promotion, training, and inspection from time to time, so that all workers can work with peace of mind and safety.

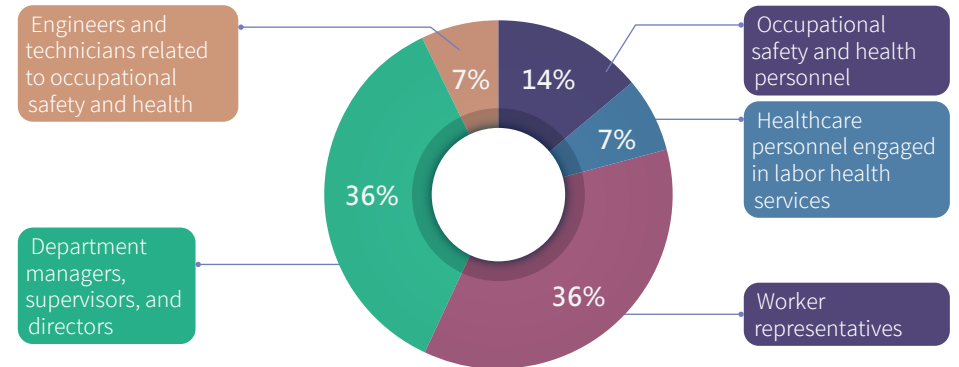
Dedicated Unit to Promote Occupational Health and Safety Activities

ADLINK has established an Occupational Safety and Health Department responsible for promoting system operations and coordinating with both internal and external stakeholders, ensuring the effective implementation of the relevant provisions of the Environmental, Health and Safety (EHS) management system and compliance with local laws and customer requirements. The Company has also formed its Occupational Safety and Health Committee to facilitate effective two-way communication with stakeholders. The Occupational Safety and Health Committee participates in defining EHS policies, reviewing workplace environmental monitoring results, investigating occupational incidents, and overseeing corrective and preventive actions, while also providing proposals to further strengthen ADLINK's EHS management framework. Employee participation and feedback are also incorporated to identify continuous improvement opportunities, and through this integrated approach, ADLINK reinforces the importance of environment, health, and occupational safety protection, maintaining a continued focus on sustainability. In non-production areas, the Company also follows standards that exceed regulatory requirements and actively

implements EHS initiatives in accordance with the management system.

The Company has established its Occupational Safety and Health Committee in accordance with regulatory requirements. The Committee consists of OHS personnel, relevant department managers, and labor representatives. Labor representatives account for 36% of the Committee, exceeding the legally required one-third threshold. The Occupational Safety and Health Committee meets on a quarterly basis.

Occupational Safety and Health Committee Composition by Category



Enforcing Safety and Health Management Practices

To effectively promote occupational safety and health operations, the Company has established an ISO 45001 Occupational Health and Safety (OHS) Management System in compliance with government regulations and internal operational standards. A dedicated unit conducts regular inspections and audits covering process safety, equipment operation, chemical handling, and workplace environmental monitoring. In addition, the in-house medical team provides monthly on-site services and offers recommendations for improving employee work practices. Periodic safety spot checks are also conducted on contractors' operations to ensure comprehensive implementation of safety and health management practices. Employees also receive additional training to fully understand the Company's Environment, Health, and Safety (EHS) policies, ensuring the safety of all personnel and facilities.



▲ ISO 45001:2018 Certification

Regulatory Identification

- On a quarterly basis, newly issued or revised environmental, health, and safety (EHS) regulations are identified and tracked to monitor improvement status, ensuring ongoing compliance with regulatory requirements.

Occupational Accident Prevention

- Comprehensive incident investigation management procedure in place, occupational accidents are reported in accordance with legal requirements, with the goal of achieving zero occupational incidents.
- Occupational accident statistics are disclosed on the EHS Information webpage for awareness and communication.

Hazard Identification and Risk Assessment

Hazards related to all safety and health management activities, products, and service operational processes are regularly identified and assessed, with risk levels classified accordingly.

Communication and Participation

- The Environmental, Health, and Safety (EHS) Management Committee
- Facilitates internal and external communication, providing consultation channels, designated contact points, and reporting procedures

Education, Training, and Awareness

- Safety and health training is provided to both new and current employees.
- Specialized training or first aid courses are conducted based on job requirements.
- Fire safety drills and health seminars are organized with expert speakers to address employee safety and wellness concerns.
- EHS and healthcare information shared through dedicated webpages.

Workplace Environmental Monitoring

- Workplace exposure assessments are conducted semi-annually. Chemical exposure factors include isopropanol, methyl ethyl ketone, methanol, and carbon dioxide; physical factors include noise and illumination.
- Monitoring results are published on the EHS Information webpage for transparency, available to all staff.

Chemical Management

- Chemical management procedures are established to comply with hazard communication standards, while training is provided to prevent incidents.
- Safety Data Sheets (SDS) for on-site chemicals are managed via QR codes, allowing the staff to access hazard and safety information immediately.

Protective Measures

- Specific hazardous operations (e.g., X-ray operations) are strictly controlled. For general operations, control measures, or management plans are established based on risk assessment results.

Change Management

For newly purchased major equipment or high-risk equipment, change management procedures are implemented, including hazard identification and risk assessment to ensure personnel safety.

Emergency Preparation and Drills

- Multi-scenario evacuation drills are conducted (including day/night and earthquake simulations).
- Emergency response drills for fire and chemical leakage.
- Emergency rescue and first aid training.

Health Protection

- Regular employee health examinations are conducted.
- Employees engaged in special hazardous work (e.g., ionizing radiation exposure) receive additional specialized health check-ups.
- Sick bay, nursing rooms, and wellness stations are provided, along with regular on-site physician services and psychological counseling support.

Fire Safety Management

- Fire safety management systems are implemented in accordance with regulations, including the appointment of fire safety managers. Regular fire equipment maintenance and declarations are performed.
- Fire protection plans are reviewed periodically, and plant-wide fire drills are conducted every six months across all shifts to enhance employee awareness.

Equipment and Machinery Inspection

- An annual occupational safety and health management plan has been established, with regular inspections, operational checks, and on-site patrols conducted for all production and public equipment.
- Through regular inspections, prevent occupational accidents and safeguard employees' operational safety.

Contractor Management

- Contractors are required to apply for site entry, and personnel entering and exiting the facility are subject to access control.
- Hazard communication briefings or coordination meetings are conducted for contractors to ensure they understand on-site regulations.
- Before, during, and after construction or contracted work, contractors are required to comply with the contractor management procedures to ensure adherence to all safety and health requirements and jointly prevent accidents and incidents.

Internal and External Audits

- Internally, environmental, safety, and health inspections are conducted monthly, while certified management systems are audited annually. Externally, customer audits are performed as required, third-party system certifications are conducted annually, and inspections by competent authorities are carried out as required. For any nonconformities identified, effective corrective actions are implemented in accordance with the relevant procedures.

Inspections by Competent Authorities

Competent authorities may conduct inspections through official correspondence or on-site visits on an as-needed basis to verify the effectiveness of environmental, health, and safety (EHS) implementation and ensure continued compliance with applicable laws and regulations.

Emergency Response and Rescue

Fire Prevention and Emergency Response Results

The Company has established an Emergency Preparation and Handling Procedure, identified each of the potential disaster scenarios, and conducted drills for those with a higher likelihood of occurrence (e.g., fire and earthquakes). The Emergency Response Organization is led by a Chief Commander, under whom the Command Team, Notification Team, Safety Protection Team, Evacuation Guidance Team, First-Aid Team, and Fire Suppression Team are organized. This structure aims to strengthen employees' capabilities in both prevention and emergency response.

Infectious Disease Prevention and Control Management Mechanism

ADLINK has established a Communicable Disease Emergency Response Plan and regularly reviews it to address the post-pandemic era and the risks of various seasonal infectious diseases. Infectious disease prevention and control are incorporated into routine management through a three-stage mechanism of monitoring, early warning, and response, thereby strengthening workplace infection prevention. Communicable disease emergency response drills are conducted regularly to simulate reporting procedures, contact tracing and isolation measures, environmental disinfection, and training under different scenarios, to ensure that emergency response team members are fully familiar with and capable of executing the standard operating procedures (SOPs).



▲ The image shows a drill in 2025, simulating the identification of an active pulmonary tuberculosis case at the factory. After activating the emergency reporting procedure, the Company cooperated with government epidemiological investigation measures, including air-conditioning airflow routing adjustments and holding an information briefing session.



▲ Fire prevention and emergency response drills

First-aid and AED Training Results

The Automated External Defibrillator (AED) is a device that automatically detects a patient's irregular cardiac rhythm and delivers an electric shock to restore normal heart function. To reduce response time in emergencies, ADLINK installed three AEDs at the plant and invited certified instructors to provide employees with training in AED operation and CPR techniques, strengthening preparedness for emergency situations. To ensure timely assistance in the event of accidents on any floor, the Company also arranges regular first aid training for personnel, to enable timely mutual first aid assistance across different areas and shifts, thus creating a safe and healthy working environment.



▲ First-aid and AED training.

To ensure that employees receive immediate assistance in the event of occupational injuries or sudden illness, ADLINK continues to establish more basic first-aid resources and strengthen training for relevant personnel.

Training Programs	Content
First-Aid Kit Precision Management	- First-aid kits are deployed on each floor of the facility, with a “designated custodian system” in place. - Each first-aid kit is assigned to a responsible person for maintenance and regular inspection to ensure that emergency supplies are always available and that no expired items are present.
First-Aid Kit Custodian Training	The Occupational Health Nurses conduct an annual “First-Aid Kit Custodian Basic Wound Care Training and Annual Meeting” for first-aid kit custodians. The training covers basic wound care knowledge and the proper use of first-aid supplies. Through continuous training, the Company enhances on-site employees’ awareness of self-help and mutual aid, as well as their emergency response capabilities.



▲ Professional occupational health nurses conduct annual training for designated first-aid kit custodians on each floor, ensuring that the workplace’s first line of emergency response is supported by strong first-aid capabilities and sufficient medical resources.

Results of Training on Labeling and Hazard Communication of Hazardous Chemicals

Education and training are provided to enhance employees’ understanding of chemical hazards, equipping chemical operators with comprehensive knowledge of chemical properties, hazard labels, safe operating procedures, and spill response measures. By ensuring the proper handling and use of chemicals, the Company helps prevent fires, explosions, poisoning, and other incidents resulting from improper operations. In the event of a chemical spill, employees are trained to respond promptly and effectively to contain the incident, minimize potential loss of life and property, and safeguard the health and safety of workers, the workplace, and the surrounding environment.



▲ Hazardous Chemical Spill Drill

Summary Table of Environmental Protection and Occupational Health Expenses for the Past 3 Years

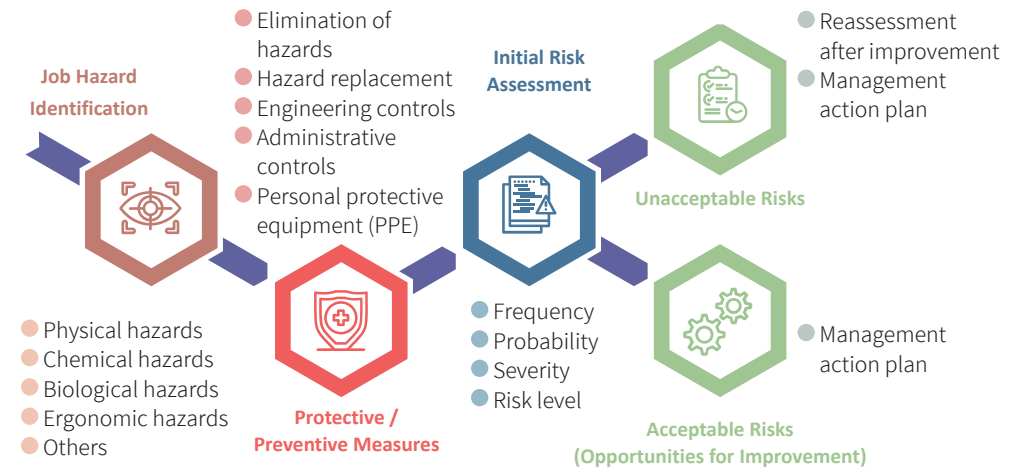
(Unit: TWD)

Item	2023	2024	2025
Workplace Environment Testing	137,100	125,900	136,860
Water Quality Testing	32,100	27,800	27,800
Occupational Physician Services	432,000	432,000	432,000
On-site Psychologist Services	216,000	216,000	216,000
Health Examinations	857,270 (Mobile and specialized health exams.)	504,900 (Advanced health examinations and geriatric health examinations.)	1,009,200 (Mobile and specialized health exams.)
Health Promotion Activities	222,420	250,000	250,000
Automated External Defibrillator (AED)	71,640	71,640	71,640
ISO 45001 Management System Certification Fee	86,978 (System verification.)	143,000 (System verification.)	77,000 (System verification.)
Total	2,055,508	1,771,240	2,220,500

Hazard Identification and Risk Assessment Management

The occupational safety unit works with trained representatives from each department on a regular basis to conduct hazard identification and risk assessment activities. A risk-based classification approach is used to identify unacceptable risks and improvement opportunities, which serve as the basis for hazard elimination, substitution, engineering controls, administrative controls, and personal protective equipment measures. In addition, initial risk assessments and reassessments are conducted periodically through change management processes and incident investigations. Assessment results are disclosed to all employees to ensure that protective measures remain up to date and effective. It is also clearly stipulated that in the event of an immediate danger in the workplace, on-site supervisors and employees shall prioritize personal safety and implement stop-work and evacuation measures. Employees are not required to return to their original workstations until the hazard has been eliminated. The Company is committed to ensuring that no employee will face any adverse action for exercising their right to refuse unsafe work conditions.

Hazard Identification and Risk Assessment Management Process



2025 Results of Hazard Identification and Risk Assessment

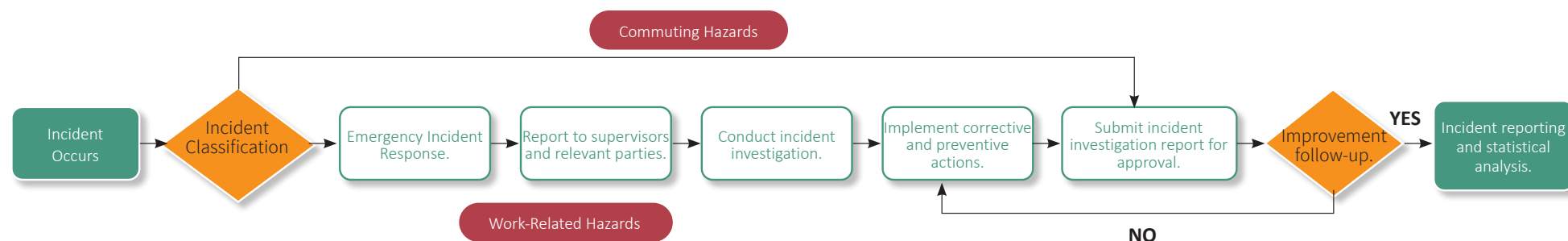
Category	Number	Indicator	Measures
Risk	0	-	-
Opportunity	2	Increase the rate of early pregnancy reporting among employees to 80%.	- Ensure that pregnancy-related protective measures are initiated within 12 weeks. Planned actions include establishing multiple reporting channels and strengthening communication, promotion, and education. - Pregnant employees will receive a “Pregnancy Care Package” as an incentive for participation, and all pregnancy cases will be included in formal tracking and care management.
		Infectious Disease Prevention	Workplace epidemic resilience is strengthened by enhancing awareness of infectious disease prevention through communications, quizzes, and incentive activities such as lucky draws.

Incident Statistics Records and Near-Miss Self-Reporting System

ADLINK provides a safe and comfortable working environment for employees, with the Environment, Health and Safety (EHS) Office responsible for the statistical tracking and analysis of all occupational safety incidents. All types of incidents—including serious occupational accidents, disabling injuries, minor injuries, and near-miss events—are systematically recorded in the annual incident statistics. Incident investigations are conducted to implement corrective actions and employee training to prevent recurrence. Investigation results and improvement effectiveness are regularly reviewed in quarterly committee meetings together with senior management to ensure effective risk management. All incidents occurring in 2025 have been fully reviewed and addressed with corrective and preventive actions.

In addition, the Company has strengthened its preventive management approach by launching a “Near Miss” self-reporting system on its internal platform to encourage comprehensive reporting coverage. The Company also safeguards employees’ right to refuse unsafe work conditions: in the event of imminent danger in the workplace, employees may stop work and withdraw from the situation and will not be subject to any adverse action as a result.

Incident Reporting and Investigation Process



After an incident occurs, the responsible unit submits an incident investigation report and relevant application forms, including the cause of the incident and proposed improvement measures. The Environment, Health and Safety (EHS) Office provides oversight and conducts occupational injury determination, while occupational health nurses perform follow-up monitoring of injuries. The case is then submitted to the competent authority for record filing and review. In 2025, there were no cases of occupational disease or fatalities resulting from occupational injuries at the Company. The recorded occupational injury rate was 0.95, with a total of 2 occupational injury cases, representing a decrease compared to the previous year. The incidents were primarily walking-related accidents. In response, the Company reviewed workplace conditions, including pedestrian walkway markings, floor leveling improvements, and safety awareness communications, to ensure safety while walking. The Company officially joined the Zero Accident Work Hours Recording Program in August 2012 and submits monthly records of accident-free working hours. It has received multiple Zero Accident Work Hours Certifications issued by the competent authority-commissioned Industrial Safety and Health Association (ISHA) of The R.O.C. All employees will continue to work together toward the goal of zero accidents and the maintenance of a safer working environment.

Occupational Injury Statistics of Workers Over the Past Three Years

Year	2023		2024		2025	
Types of workers	Employees	Non-employees	Employees	Non-employees	Employees	Non-employees
Total work hours	2,196,029	71,031	2,127,367	69,575	2,101,586	68,621
Number of fatalities	0	0	0	0	0	0
Fatality rate	0	0	0	0	0	0
Number of serious occupational injuries	0	0	0	0	0	0
Serious occupational injury rate	0	0	0	0	0	0
Number of recordable occupational injuries	2	0	3	1	2	0
Total Recordable Injury Frequency Rate	0.91	0	1.41	14.37	0.95	0
Injury type	Pinch injury, slip and fall	-	Pinch injury, struck-by injury, burn injury	Slip and fall	Puncture injury, slip and fall	0
Company vehicle and shuttle transport-related injury cases	0	0	0	0	0	0

Note 1: Occupational injuries refer to accidental injuries occurring while workers are performing their duties or within the workplace. The statistical scope excludes commuting accidents occurring during travel to and from work. Note 2: Total work hours are calculated based on the total working hours of all workers during the year. Employees' planned working hours and overtime hours, minus the leave hours, are included in the calculation. Non-employees (contractors and temporary workers), depending on the type of services, are calculated based on actual working hours or daily working hours $\times$ (number of workers entering the site per month $\times$ number of working days per month).

Note 3: Serious occupational injury refers to injuries resulting from occupational accidents that lead to disability or inability to recover to the pre-injury health condition within six months (excluding fatalities).

Note 4: Fatality rate = Number of fatalities due to occupational injuries $\times$ 1,000,000 $\div$ Total work hours.

Note 5: Serious occupational injury rate = Number of serious occupational injuries $\times$ 1,000,000 $\div$ Total work hours.

Note 6: Total Recordable Injury Frequency Rate (TRIFR) = Number of recordable occupational injuries (including serious occupational injuries, fatalities, and other recordable occupational injuries) $\times$ 1,000,000 $\div$ Total work hours.

Note 7: Ratios for Notes 4-6 are calculated to two decimal places without rounding.

Note 8: Non-employees include cleaning, security, catering, and leisure center staff, as well as IT and outsourced personnel. The total working hours of IT contractors will be included starting in 2025.

Note 9: In 2024, there was one non-employee recordable occupational injury, which involved a cleaning worker falling due to improper work procedures.

Safety and Health Management Plan

To further embed occupational safety and health management into all operational activities, the Company develops initiatives in response to system policies, business strategies, and regulatory requirements. In addition, “hazard identification” is regarded as a core foundation for goal setting, ensuring accurate alignment with various potential risks. ADLINK formulates its annual occupational safety and health management plan on a rolling basis, based on employee health data and workplace risk assessment results. In 2025, the Company goes beyond regulatory compliance by embedding data-driven decision-making and targeted employee care into its core actions. Two key targeted management programs were implemented: “Hypertension Prevention” and “Night Shift Work Protection.”

Program to Encourage Blood Pressure Measurement Participation and Hypertension Prevention Awareness

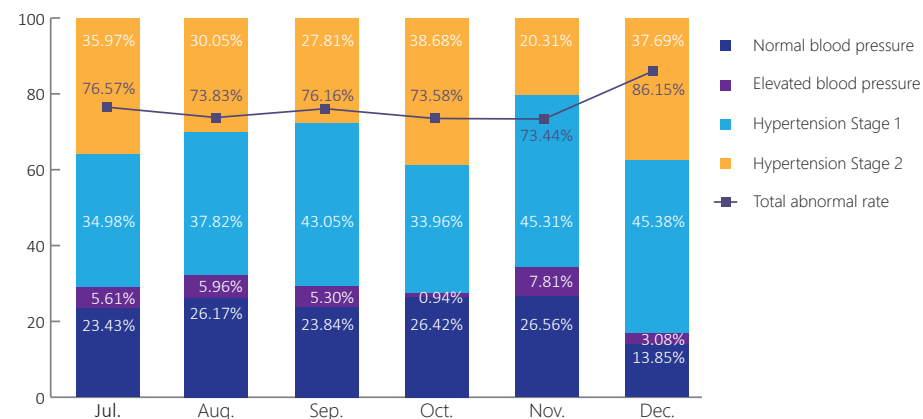
To enhance employees’ awareness of blood pressure monitoring and address inconvenience in measurement, ADLINK has implemented the “Blood Pressure Monitoring Promotion and Hypertension Prevention Program.” As part of the initiative, the Company has expanded access beyond the health service room by installing self-service blood pressure monitoring stations in pantry areas and break rooms across all factory floors, providing employees with convenient access to health measurements at any time. In addition, a gamified “3-2-1: Steady Blood Pressure Challenge” was designed for production-line employees. Through departmental participation mechanisms and health improvement incentives, employees are encouraged to develop the habit of regular blood pressure monitoring, while the occupational health team provides individualized health education and, where necessary, medical referrals for employees with abnormal readings. Results from 2025 indicate that the program helped enhance awareness of personal health monitoring, supported early identification of potential hypertension risks, and contributed to the prevention and management of cardiovascular diseases.

2025 Implementation Results

- A total of 2,561 blood pressure measurements were recorded. The mean arterial pressure (MAP) among participating employees decreased by 6.33%



▲ By integrating departmental competitions and ranking mechanisms, and adopting a gamified challenge format with positive peer influence, the program helped increase employees’ voluntary blood pressure measurements and sustained participation over time.



▲ Identify seasonal trends of abnormal blood pressure during autumn and winter, and provide seasonal health protection recommendations to significantly reduce the risk of cardiovascular events caused by climatic factors.

Winter Alert Mechanism

In Q4 2026, ADLINK will strengthen blood pressure monitoring for employees identified as part of the cardiovascular risk group.

Case-Based Tiered Management

Employees have developed regular blood pressure monitoring habits; thus, the program will shift toward a tiered case management approach in 2026. Employees exhibiting recurring abnormal readings shall be subject to follow-up tracking and targeted health management interventions.

Night Shift Worker Health Care Program

Considering that night shift work may more significantly impact circadian rhythm and sleep quality, ADLINK implemented the “Sleep Health Support Program for Night Shift Workers” in 2025. This program uses the Pittsburgh Sleep Quality Index (PSQI) to assess sleep quality among night shift employees and identify potential sleep-related risks. Participating employees were provided with a “Sleep and Relaxation Kit” along with health education on sleep health and circadian rhythm regulation. For high-risk cases with a PSQI score of 11 or above, further assessment is conducted by integrating health examination data and the Brief Symptom Rating Scale (BSRS-5). The occupational medicine physician is then scheduled to provide consultations and individualized health guidance. This program aims to enhance awareness of sleep health among night shift workers and demonstrates the Company’s commitment to Diversity, Equity, and Inclusion (DEI) by providing appropriate health care resources for different employee groups.

★ 2025 Implementation Results

- Questionnaire response rate reached 100%.
- A total of 44 night shift employees received the follow-up measures (including 41 migrant workers).
- Medium- and high-risk cases received occupational health intervention and follow-up care.



▲ The occupational health nurses produced English health education videos and combined them with the “Sleep and Relaxation Kit” to precisely support night shift migrant workers in improving their sleep environment, thereby promoting equity in workplace health.

Health Monitoring and Return-to-Work Management

Health Examinations

ADLINK regards health examinations as the primary entry point of preventive medicine. In 2025, the Company conducted its biennial general health examinations for all employees. In addition to providing examination items beyond regulatory requirements, the Company also offered paid health examination leave and collaborated with medical institutions to provide diversified health examination options, thereby increasing employee participation. In 2025, the overall health examination participation rate reached 96.85%, demonstrating employees’ strong commitment to personal health management.

Health examination results are automatically categorized through a digital health platform. The occupational health nurses implement corresponding measures based on the classification results. Employees with abnormal indicators of Level 2 or above receive health education guidance and follow-up management. High-risk groups are further included as priority participants in annual health promotion programs, achieving an integrated “screening–intervention–improvement” health management approach.



▲ In collaboration with professional medical teams, the Company designs comprehensive, convenient, and professional mobile health examination programs, providing employees with a hassle-free environment for physiological monitoring.

Statistics of Employee Health Examination Participation in the Past 3 Years

(Unit: Number of People)

Item / Year	2023	2024	2025
General Health Examination	941	-	892
Contracted Health Examination Plan	52	55	26
Number of People	993	55	918

Note 1: The frequency of general health examinations is once every two years. The contracted health examination plan provides appointments for examinations for employees and their families every year.

Standards for Health Risk Stratification and Corresponding Management Measures

(Unit: Number of People)

Year	Level 1 Health Managers	Level 2 Health Managers	Level 3 Health Managers	Fourth-level Health Managers
	No measures required currently.	Health education materials or doctor consultations.	Arrange doctor consultations and complete follow-up within six months.	Arrange doctor consultations and complete follow-up within three months.
2023	97	329	468	99
2024	15	11	22	7
2025	58	328	412	120

Special Health Examinations for Hazardous Operations

For employees engaged in hazardous operations, ADLINK arranges annual specialized health examinations and strictly implements a tiered management approach. Examination results are jointly reviewed by occupational health nurses and the occupational medicine physician. When necessary, the occupational medicine physician conducts on-site assessments for work-related illnesses. For newly hired employees or those reassigned to different work duties, the Company also conducts pre-employment physical examinations and work suitability assessments by the occupational medicine physician to ensure that employees work in an appropriate and safe working environment.

Three-Year Health Management Classification for Special Hazard Health Examinations

(Unit: Number of Employees)

Year	Total Number of Employees Examined	First-level Health Managers	Second-level Health Managers	Third-level Health Managers	Fourth-level Health Managers
		No abnormalities identified	Abnormal findings not related to work.	Abnormal findings with unclear relation to work; further evaluation by an occupational medicine physician is required.	Abnormal findings related to work
2023	37	29	8	0	0
2024	41	25	16	0	0
2025	36	5	31	0	0

Note 1: The health management classification in this table is conducted in accordance with Article 19 of the Regulations for Labor Health Protection. Initial classification is performed by the contracted medical institution, and corresponding follow-up measures are implemented by the Company's occupational health team.

Note 2: For newly hired employees or those reassigned to different work duties, special pre-employment health examinations for hazardous work are conducted in accordance with regulations. These examinations establish baseline health data, and the occupational medicine physician conducts work suitability assessments to determine suitability for specific tasks. Therefore, such cases are excluded from the above periodic health examination classification statistics.

Return-to-Work Mechanism

To ensure employees can safely and smoothly return to work following illness or injury, ADLINK has established a standardized injury management and return-to-work assessment mechanism. Through early intervention and risk identification by the occupational health team, potential barriers during the return-to-work process are addressed, reducing the risk of re-injury. In addition, employees receive health support and professional guidance during the early stage of reintegration into work. In 2025, a total of 73 injury and illness cases were followed up to ensure that employees received appropriate support during recovery and the initial return-to-work period.

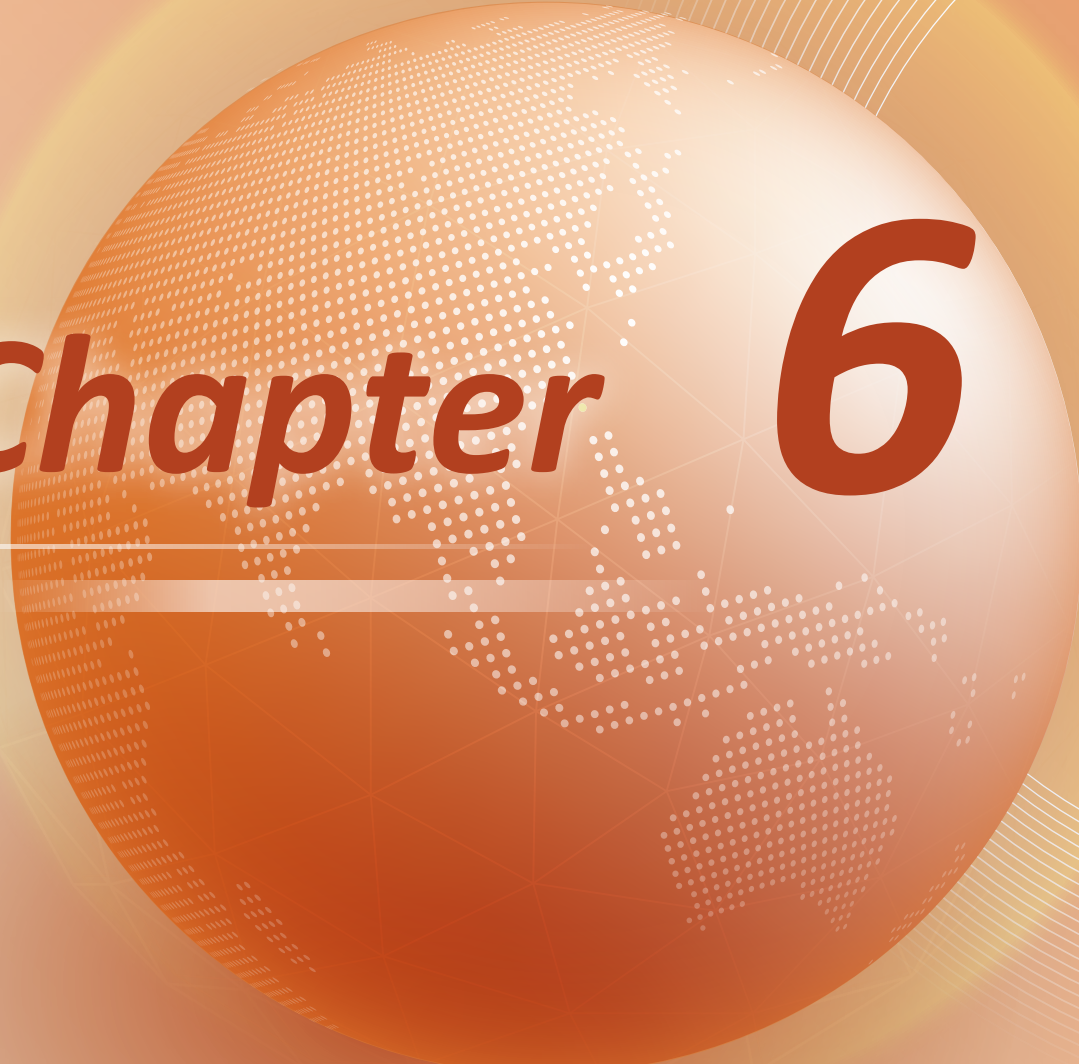
Three-Year Return-to-Work Assessment Statistics

Item / Year	2023	2024	2025
Number of injuries and illnesses	58	67	73
Number of return-to-work assessments	16	10	9
Closed cases	40	62	70
Ongoing follow-ups	18	5	3

Note 1: Injury and illness cases include commuting accidents, occupational injuries, and non-work-related injuries or illnesses.

Note 2: Return-to-work assessments are for cases with a medical certificate recommending rest for more than seven days, or cases identified by the occupational health team as requiring evaluation by the occupational medicine physician for work suitability assessment and suitable work arrangement.

Note 3: Cases assessed by the occupational health team that demonstrate good recovery and successful return to their original duties are classified as closed cases. Cases requiring continued monitoring and work guidance are classified as ongoing follow-up cases.



Chapter 6



Social Engagement

- 6.1 Science Education
- 6.2 Caring for the Disadvantaged
- 6.3 Arts and Culture
- 6.4 Scholarships

About Foundation ADLINK

ADLINK Technology Inc. was established in 1995. The company was listed on the OTC in 2002 and on the TWSE in 2004. In December of the same year, the company established the Foundation ADLINK based on the philosophy of "giving back to society."

The Foundation ADLINK promotes science and technology education, supports arts and culture, cares for the disadvantaged, and aims to create a harmonious, progressive society under the ADLINK vision of "Love makes the World go round." We aim to promote the true meaning of love and empower society through the power of love. 【Please visit the official website of [Foundation ADLINK](#) for more details.】

Four Main Themes of Foundation ADLINK's Service



Public Welfare Investments of the Foundation ADLINK Over the Past Three Years

(Unit: TWD thousand)

Main theme	Item	Corresponding SDGs	2023	2024	2025
Science Education	Youth Development Program		357	350	-
	Co-Creation Summer Camp		674	728	-
	micro: bit STEM Education Program ^(Note 1)		123	19	-
	Cultural Corridor ^(Note 2)		-	-	610
Caring for the Disadvantaged	"Mixed Disabled Arts Group" life education program		630	530	803
	"Boyo Social Welfare Foundation" comprehensive tutoring		1,000	1,000	888
	"Gaorong Social Care Association" tutoring for the disadvantaged		600	600	600
Arts and Culture	Cultural Corridor		138	287	-
	"Art Unlimited" International Cultural Exchange		2,558	2,904	1,148
	Summer Co-Creation Camp ^(Note 3)		-	-	1,745
	Youth Exploration Camp		-	323	850
	Youth Empowerment Program ^(Note 4)		-	-	727
	Youth Arts Showcase ^(Note 5)		-	-	497
Scholarships	ADLINK Education Scholarship		310	300	370
	Zhong-xian Scholarship		400	400	400
	Arts Scholarship		300	300	325
Annual amount of public welfare investment			7,109	7,741	8,963

Note 1: The micro:bit Science Education Program was suspended in 2025.

Note 2: Cultural Corridor – activities in 2025 fall into Science Education.

Note 3: Summer Co-Creation Camp – activities in 2025 fall into Arts and Culture.

Note 4: Youth Empowerment Program – activities in 2025 fall into Arts and Culture.

Note 5: Youth Arts Showcase is a new initiative launched in 2025.

6.1 Science Education Cultural Corridor

Foundation ADLINK has established an exhibition space in the corridor of the employee cafeteria at ADLINK's headquarters. As ADLINK marks its 30th anniversary in 2025, the exhibition integrates historical retrospectives with interactive technologies, reflecting the educational principles of "shared prosperity between the Company and employees" and the "integration of technology and culture."

Exhibition Content in 2025

Theme	Overview	Number of Visitors
ADLINK 30th Anniversary: From Day One, Moving Forward with the Times	A curated selection of key photographs from ADLINK's journey of 3 decades, guiding employees back to important milestones and reflecting on the Company's growth.	Each quarterly exhibition attracted approximately 1,000 visitors.
ADLINK at 30: From Innovation to Impact	Through the integration of art and technology, photographs of ADLINK employees from around the world have been assembled to form the 30th anniversary commemorative logo, symbolizing the Company's core value of putting employees at the heart of its organization.	
The Symphony of ADLINK—Love in Motion	Through the innovative use of the Artive app, an interactive technology display wall was created to showcase and play messages of goodwill from key partners around the world to ADLINK, reflecting diverse partnerships and shared growth and prosperity.	



(First Quarter)



(Second Quarter)



(Third Quarter)

6.2 Caring for the Disadvantaged Life Education

The "Mixed Disabled Arts Group" is a performance art group for persons with disabilities supported by the Foundation ADLINK since its establishment. Its members include individuals with visual, physical, speech, and hearing impairments, amputations, and rare diseases. Over the years, the group has been dedicated to life education programs in schools, embodying the spirit of "never giving up and cherishing life." The group leader, Ming Liu, along with other members, has received numerous honors, including the Golden Bell Award for Radio Broadcasting, Ten Outstanding Young Persons Award, and Disability Model Golden Eagle Award. Each member demonstrates outstanding talent, proving that physical challenges do not limit the possibilities of life.

The Foundation ADLINK has supported the "Mixed Disabled Arts Group" for many years in promoting life education programs in schools. Through performances combined with interviews and personal stories of members overcoming challenges with resilience and courage, students are encouraged to appreciate, respect, and embrace differences. At the same time, the program aims to create new career opportunities for persons with disabilities.

Message from the Group Leader

In 2025, a special performance was held at Wenshan Junior High School for teachers. Group leader Ming Liu stated, "I believe performing for teachers is even more important than performing for students, because only teachers, who have love and patience, can nurture and cultivate future generations."

Life Education Implementation Results in 2025

Education Level	Schools	Number of Sessions	Estimated reach
Elementary Schools	Yingge Elementary School, Dalong Elementary School, Sanyu Elementary School, Xindian Elementary School, Kangning Elementary School	5	Approximately 6,930 teachers and students
Junior High Schools	Banqiao Junior High School, Wulai Junior High School	3	
Others	Taiwan Police College, Teacher Training Workshops	2	



After-school Tutoring for the Disadvantaged

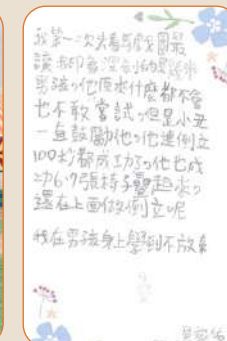
Boyo Social Welfare Benefits Foundation Comprehensive Tutoring

★ From 2013 to 2025, the Foundation ADLINK continued its funding for the organization.

Established in 2002, the Boyo Foundation adheres to the philosophy of "never letting disadvantaged children fall into eternal poverty". Through the two major service methods of social work and education, it cultivates community teachers, develops learning materials, lays a solid foundation, and allocates social resources to maintain children's health, expand their horizons, and foster ongoing cross-sector collaboration to achieve the vision of "bringing knowledge home."

In 2025, the Foundation invited children from the Chiayi and Yunlin centers of the Boyo Social Welfare Foundation to Tainan to attend "One to One Hundred: A Brave Journey," a production by FOCASA, Taiwan's first professional contemporary circus company. 79 tickets were sponsored for this performance. Through the protagonist Jimmy Boy's perseverance, the program aimed to encourage children with a spirit of resilience and persistence.

A student from the Yunlin center, Wu, shared: "Jimmy Boy didn't know how to do anything in the beginning and was afraid to try, but the clown was always there to encourage and accompany him. Gradually, he began to try harder and take on new challenges, and eventually even achieved something as difficult as holding a handstand for 100 seconds. From this story, I learned that as long as we don't give up and believe in ourselves, even the most difficult things are possible. The power of others' encouragement may be greater than we imagine."



Taoyuan Gaorong Social Care Association Tutoring for the Disadvantaged

★ From 2015 to 2024, the Foundation ADLINK has continued its funding for the organization.

Gaorong Social Care Association is located at the intersection of Zhongli, Pingzhen, and Yangmei districts in Taoyuan, an area where most residents are blue-collar workers, new immigrants, or from disadvantaged backgrounds. In November 2015 and February 2016, the Association established after-school tutoring classes at Guoling Junior High School and Zhongping Elementary School. These classes have been operating continuously since their establishment. With long-term support from the Foundation ADLINK since 2015, the Association has been able to provide a suitable learning environment for children from disadvantaged families. Through these tutoring programs, the children receive both academic support and care, enabling them to learn and grow in a nurturing environment.

In 2025, Gaorong Social Care Association continued to operate after-school tutoring programs for junior high and elementary school students and also offered extracurricular interest classes such as ukulele and table tennis to support the holistic development of children. The Association further provided generous sponsorship to Dong An Junior High School in Taoyuan City and was awarded a certificate of appreciation by the Taoyuan City Government.



6.3 Arts and Culture

“Art Unlimited” International Art and Cultural Exchange

★ Overview of Art Unlimited

Vision

To provide outstanding young performers with enriched stage experience, while enabling European audiences to engage with oriental performing arts, thereby realizing a vision of “culture without borders, East-West artistic integration without boundaries, and limitless potential for young traditional opera talents.”

Core Philosophy

1. Using traditional opera and folk performing arts as a medium to promote cross-cultural exchange and educational outreach.
2. Cultivating young artistic talent and fostering East-West artistic integration to build an inclusive, boundary-free cultural platform.

Beneficiaries

Students of the National Taiwan College of Performing Arts

“Art Unlimited” Event History

Note: For detailed background and origins of this program, please refer to the [Foundation ADLINK official website](#) for more information.

- 2016
 - The Foundation led students from the College of Performing Arts in their first overseas cultural exchange program (ADLINK Arts Initiative).
 - In collaboration with the Taipei Chinese School in the Rhine region, the group performed for the first time at a local secondary school in Germany.
- 2018
 - The visit of officials from the City of Diepholz, Germany, to Taiwan planted the initial “Art Unlimited” initiative.
 - Invitation from Agenda 21, a civic organization in Diepholz, Germany
 - Collaboration with the German non-profit association “Kulturvernetzung” to co-organize programs.
- 2023
 - First large-scale ticketed performance held at a German theater.
 - It received a strong audience response and local media coverage.
 - Large-scale ticketed performances were held in Germany and the Netherlands once each.
- 2024
 - Attracting approximately 3,000 audiences in total.
 - The mayor of Grevenbroich personally welcomed the performing students.
 - Participation and sponsorship from technology companies and public sector organizations in both Taiwan and globally.
- 2025
 - Expansion beyond theaters into schools, performing jointly with students from two German secondary schools, to present the outcome of the workshop.
 - Invited performances at the graduation ceremony of the Taipei Chinese School in the Rhine region and at the Grevenbroich City Cultural Festival and Market.

Foundation ADLINK is dedicated to promoting arts and culture and fostering cultural exchange. The Foundation has long supported students from the National Taiwan College of Performing Arts and has been organizing the “Art Unlimited” program since 2023, continuously advancing the preservation and transmission of cultural heritage. In 2025, “Art Unlimited” moved beyond the theater and into schools, conducting a 3-day and 5-day traditional opera workshops at Erasmus-Gymnasium Grevenbroich in Grevenbroich and Gymnasium Thomaeum in Kempen, Germany, respectively. On the final day, students from the National Taiwan College of Performing Arts led German students in a joint performance, co-creating an inspiring and joyful stage presentation.

[§ 2025 Event Documentary](#)

2025 Art Unlimited Event Results

Event Category	Date	Location	Number of Audience
Campus Workshops & Performance Showcase	2025/6/16~6/19	Erasmus-Gymnasium, Grevenbroich	About 150 people
	2025/6/23~6/27	Gymnasium Thomaeum, Kempen	Twice, about 550 people in total
Graduation Ceremony Flash Performance	2025/6/21	Taipei Chinese School in the Rhine Region	About 300 people
Public Performance	2025/6/21	The Grevenbroich Cultural Festival Market	About 1,000 people

Performing Group: Students from the Departments of Peking Opera, Folk Arts, and Traditional Opera Music at the National Taiwan College of Performing Arts, with a total of 18 students ranging from senior high school to undergraduate levels.



Youth Arts Showcase

Art Unlimited – Pre-Departure Performance

The 2025 Art Unlimited Pre-Departure Performance represents a key tangible outcome of the collaboration between the Foundation ADLINK and the National Taiwan College of Performing Arts. The event embodies the core objectives of the Art Unlimited international cultural exchange program:

- 1 Promote traditional opera and folk performing arts by integrating the beauty of traditional culture with contemporary performance formats.
- 2 Showcase the vitality of traditional performing arts through the talents and creativity of young performers.

The pre-departure performance featured a joint presentation by students from the Departments of Peking Opera, Folk Arts, and Traditional Opera Music at the National Taiwan College of Performing Arts. Serving as a formal performance before their international exchange activities, the event provided an opportunity for students to strengthen their stage coordination and performance cohesion. The program spanned traditional opera, folk arts, and musical performance, offering audiences a rich and culturally engaging experience.

★ Art Unlimited – Pre-Departure Performance Information

Date: May 28, 2025

Venue: WUMEI Theater, Huashan 1914 Creative Park

Performing Groups: Departments of Peking Opera, Folk Arts, and Traditional Opera Music, National Taiwan College of Performing Arts



ADLINK 30th Anniversary Carnival – Traditional Opera Performance

To celebrate ADLINK's 30th anniversary and further strengthen the connection between corporate engagement and arts education, the Foundation ADLINK invited students and performers from the National Taiwan College of Performing Arts, including the Departments of Peking Opera and Folk Arts, as well as the affiliated Peking Opera and Acrobatic Troupes, to participate in the ADLINK 30th Anniversary Carnival performance. The program featured a street parade, acrobatic performances, and excerpts from the Peking Opera *The Legend of the White Snake*. Through professional and educationally inspiring performances, the corporate celebration integrated Taiwan's rich traditional performing arts, demonstrating a commitment to both cultural heritage and corporate social responsibility.

The Foundation has long been dedicated to the arts, culture, and education. This collaboration embodies its philosophy of bringing the arts into diverse settings. Many of the performers were either past participants in the "Art Unlimited" international exchange program or recipients of ADLINK Arts Scholarships. Through this collaboration with the College of Performing Arts, the Foundation continued to support young performing talent while enabling employees to engage with traditional opera and folk arts from Taiwan in a relaxed carnival atmosphere, fostering subtle cultural education and awareness.

★ ADLINK 30th Anniversary Carnival – Traditional Opera Performance Information

Date: November 14, 2025

Venue: ADLINK Huaya Headquarters

Performing Groups: Department of Peking Opera, Department of Folk Arts, National Taiwan College of Performing Arts; Fu Hsing Peking Opera Troupe, National Taiwan College of Performing Arts; Taiwan Acrobatic Troupe



Summer Co-Creation Camp

Since 2011, the Foundation ADLINK has organized an annual cross-strait children's summer camp at ADLINK's China subsidiary. The program was originally created to cultivate teamwork, positive thinking, and problem-solving skills among elementary school students from both sides of the strait through the companionship and guidance of youth volunteers.

Through diverse curriculum design, the camp provides children with opportunities to engage in science and technology education, arts and aesthetics, environmental protection, and local culture, broadening their horizons, inspiring creativity, and helping them discover their strengths. Through shared learning and living experiences, the ADLINK spirit is passed on.

As the Foundation enters its 21st year, the camp has expanded beyond its original base to become an educational journey that connects different regions in China and gradually links ADLINK sites worldwide. This is not only a geographical expansion, but also a deeper commitment to mentorship and cross-disciplinary co-creation.

“Panda Fun Journey: Chengdu Mystery Mission” – 2025 ADLINK Chengdu Summer Camp

The latest summer camp was different from the previous year's. Through visits to Chengdu's historical, cultural, and natural sites—including heritage landmarks such as Wuhou Shrine and Du Fu Thatched Cottage, water conservancy engineering at Dujiangyan, and natural landscapes such as Mount Siguniang and the Shenshuping Panda Base—the learning experience moved beyond the classroom framework and into real-world experiences and engagement. Through exploration, children developed curiosity and initiative, while also strengthening communication and inclusiveness through group interaction.

For the youth volunteers, the camp was equally a profound journey of personal growth. Through the daily “co-creation reflection meetings,” participants reviewed goals and encouraged one another. Some stepped out of their comfort zones by hosting

and leading activities; others learned empathy and active listening while mediating conflicts among children; and many rediscovered sincerity and simplicity through their interactions with the children. One volunteer shared: “This camp is not just a journey, but a life lesson. Seeing the children's bright smiles under the blue sky of Dujiangyan, their honesty and genuineness helped me rediscover a long-lost childlike innocence and taught me how to face the world with sincerity.”

Notably, this year's camp introduced a “parent-child participation” model for the first time, opening registration to ADLINK employees and their families. This initiative provided opportunities for employees and their children to jointly participate in international and cross-cultural activities. Through family involvement, employees gained a deeper understanding of the Foundation ADLINK's long-term social value initiatives, further strengthening organizational cohesion and a sense of belonging.

★ Volunteer Reflection

Yung-hsin Chen: “This was my first time experiencing the power of ‘companionship’ and ‘growth’ in a summer camp. The passage of time in Chengdu witnessed the children's transformation throughout the journey and the growth of the volunteers. May the memories of this summer camp accompany the children as they grow up safely and be a precious source of nourishment in their lives. And we, too, will quietly grow stronger within these shared memories.”

2025 Cross-Strait Children's Summer Camp Outcomes

Target Participants	- Children of ADLINK employees on both sides of the straits - National Taiwan College of Performing Arts students - Taiwan Police College students - International volunteers
Key Highlights	- First-ever “parent-child participation” model, opening registration to ADLINK employees and their families. - Extended beyond the classroom into real-world absorption and experiential learning.
Program Outcomes	- A total of 12 youth volunteers and 21 elementary school students from both sides of the strait participated in 2025. - As of 2025, the program has engaged a cumulative total of 280 elementary school students and over 130 youth volunteers.



Youth Exploration Camp — 2025 Western Sichuan Exploration Camp

The Foundation ADLINK upholds goodwill and a commitment to long-term impact. Through its “Exploration Camps,” the Foundation encourages ADLINK youth to move forward with courage, planting seeds of growth within them and inspiring future choices that may contribute to positive change in the world. From 2017 to 2019, the Foundation organized the Qinghai-Tibet Exploration Camp, followed by the UK Exploration Camp in 2022 and the Europe Arts Exploration Camp in 2024. In 2025, following the Chengdu summer camp, participants continued their journey with an exploration program in Western Sichuan.

When the vibrant energy of the summer camp came to an end, the youth volunteers set aside their roles as facilitators and embarked on another journey of self-exploration. In 2025, the “ADLINK Youth Exploration Camp” advanced into the rugged yet culturally rich Western Sichuan Plateau, where participants undertook an intensive physical and spiritual journey across sacred sites such as Daocheng Yading, Mount Siguniang, and Yuzixi.

This year’s Exploration Camp brought together international volunteers from diverse cultural backgrounds, including Taiwan, China, and Germany. During the ascent toward Milk Lake and Five-Color Lake at an altitude of 4,700 meters in Daocheng Yading, participants faced severe physical challenges. Strong winds, sudden temperature drops, and altitude sickness pushed their endurance to the limit, making every step a test of both willpower and physical strength. In the face of these shared challenges, the group gradually evolved from individual travelers into a collective community of life experience, where volunteers from different cultural backgrounds increasingly integrated and supported one another.

★ Volunteer Reflection

Ray Zheng: “Chuanxi reminded me that sometimes the most meaningful experiences are not about where you arrive, but about how you get there and who walks the path with you.”



Youth Empowerment Program – Arts and Cultural Participation Sponsorship

In 2025, the Foundation ADLINK provided special sponsorship for FOCASA, Taiwan’s first professional contemporary circus company, to stage its annual production “One to One Hundred: A Brave Journey” in Tainan. A total of 500 tickets were provided through sponsorship, enabling students and families from partner organizations to experience the theater performance. The program aims to inspire participants with the perseverance and resilience of the “Jimmy Boy” character, encouraging them to demonstrate greater strength and adaptability in both academic pursuits and daily life challenges.

Participants included:

- 1 National Taiwan College of Performing Arts – Department of Folk Arts:** Students from senior vocational to university levels participated in an off-campus learning experience. Notably, several members of the FOCASA troupe are themselves alumni of the Department of Folk Arts, making this visit not only an artistic learning opportunity but also a demonstration of professional pathways and mentorship from senior practitioners.
- 2 Boyo Social Welfare Foundation:** Children from the Chiayi and Yunlin centers were invited, helping to narrow the gap in access to arts and cultural resources between urban and rural areas.
- 3 National Cheng Kung University:** Encouraged students from a leading local university to engage with interdisciplinary circus arts.
- 4 Taiwan Police College:** Sponsored students residing in southern Taiwan and their family members to attend the performance together.



6.4 Scholarships

In order to encourage students who are dedicated to learning and developing their artistic and academic abilities, the Foundation ADLINK has successively established the ADLINK Education Scholarship, Zhongxian Scholarship, and Arts Scholarship since 2008. The scholarships are awarded to the children of ADLINK employees, as well as students of the Taiwan Police College and the National Taiwan College of Performing Arts. The application process begins every September, followed by a joint scholarship award ceremony held each December.

Scholarship Amounts and Number of Recipients Awarded in the Past 3 Years

(Unit: TWD thousand)

Item	2023 年		2024		2025	
	Amount	Number of Recipients	Amount	Number of Recipients	Amount	Number of Recipients
Education Scholarship	310	17	300	16	370	22
Arts Scholarship	300	27	300	26	325	25
Zhong-xian Scholarship	400	20	400	20	400	20
Total Amount/Total Number of Recipients	1,010	64	1,000	62	1,095	67

Note 1: The Education Scholarships have been continuously awarded from 2008 through 2025; the Arts Scholarships from 2014 through 2025; and the Zhong-xian Scholarships from 2016 through 2025.

Note 2: The "Total Amount" at the bottom of the table represents the sum of all awards disbursed for each scholarship, together with the corresponding number of recipients.



ADLINK Education Scholarship



Zhong-xian Scholarship



Arts Scholarship



Appendix



GRI Index

Taiwan Stock Exchange
Sustainability Disclosure
Indicators (Computer &
Peripheral Equipment Industry)

Sustainability Accounting
Standards Board (SASB) Index
(Hardware Industry)

Implementation of
Climate-Related Information

Global Workforce Profile

Energy Management

Third-Party Assurance
Statement

GHG Verification
Statement

GRI Index

General Disclosures

Statement of Use	ADLINK has reported in accordance with the GRI 2021 Standards for the period from January 1, 2025, to December 31, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI Standard	Disclosure	Corresponding Chapter	Page Number	Remarks
GRI 2-1	Organizational details	1.1 About ADLINK	22	
GRI 2-2	Entities included in the organization's sustainability reporting	0 About this Report	5	
GRI 2-3	Reporting period, frequency and contact point	0 About this Report	6	
GRI 2-4	Restatements of information	3.1 Creating a Sustainable Supply Chain – Supply Chain Management – Local Supply Trading Amount Share Rate in the Past 3 Years	57	
		4.2 Energy Conservation and Carbon Reduction – Water Resources Management – Water Withdrawal in the Past 3 Years	93	
		4.3 Waste Management – Status of Waste Handling in the Past 3 Years	97	
		4.4 Green Circular Economy – Food Waste-to-Fertilizer Data Statistics in the Past 3 Years	99	
		5.1 Excellent Workplace – Employee Turnover Over the Past Three Years	107	
		Appendix – Energy Management – Table 2	161	
GRI 2-5	External assurance	0 About this Report	6	
GRI 2-6	Activities, value chain and other business relationships	1.1 About ADLINK	22	
		3.1 Creating a Sustainable Supply Chain – Supply Chain Management	54	
GRI 2-7	Employees	5.1 Excellent Workplace – Employee diversity	104	
GRI 2-8	Workers who are not employees	5.1 Excellent Workplace – Employee diversity	104	
GRI 2-9	Governance structure and composition	2.2 Governance Structure – Board of Directors	35	
		2.2 Governance Structure – Functional Committees	37	
GRI 2-10	Nomination and selection of the highest governance body	2.2 Governance Structure – Board of Directors	35	
GRI 2-11	Chair of the highest governance body	2.2 Governance Structure – Board of Directors	35	

GRI Standard	Disclosure	Corresponding Chapter	Page Number	Remarks
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	0 Sustainable Development Strategy – ESG Sustainability Committee	12	
		0 Stakeholder Communication – Topics of Stakeholder Concern and Communication Channels	14	
GRI 2-13	Delegation of responsibility for managing impacts	0 Sustainable Development Strategy – ESG Sustainability Committee	12	
		2.3 Corporate Risk Management	40	
GRI 2-14	Role of the highest governance body in sustainability reporting	0 About this Report	5	
GRI 2-15	Conflicts of interest	2.2 Governance Structure – Board of Directors	37	
GRI 2-16	Communication of critical concerns	2.2 Governance Structure – Board of Directors	36	
GRI 2-17	Collective knowledge of the highest governance body	2.2 Governance Structure – Continuous Enhancement of Governance	38	
GRI 2-18	Evaluation of the performance of the highest governance body	2.2 Governance Structure – Continuous Enhancement of Governance	38	
GRI 2-19	Remuneration policies	2.2 Governance Structure – Continuous Enhancement of Governance	39	
GRI 2-20	Process to determine remuneration	2.2 Governance Structure – Continuous Enhancement of Governance	39	
GRI 2-21	Annual total compensation ratio	5.1 Excellent Workplace – Salary Standards	117	
GRI 2-22	Statement on sustainable development strategy	0 Message from the Management	3	
		0 Sustainable Development Strategy – Sustainable Development Vision Blueprint	7	
GRI 2-23	Policy commitments	2.1 Policy Commitments – Code of Ethics and Business Engagement	32	
GRI 2-24	Embedding policy commitments	0 Sustainable Development Strategy – Sustainable Development Vision Blueprint	7	
		2.1 Policy Commitments – Code of Ethics and Business Engagement	32	
		3.1 Creating a Sustainable Supply Chain	54	
GRI 2-25	Processes to remediate negative impacts	0 Stakeholder Communication – Complaints and Suggestions	16	
GRI 2-26	Mechanisms for seeking advice and raising concerns	0 Stakeholder Communication – Complaints and Suggestions	16	
		3.1 Creating a Sustainable Supply Chain – Supply Chain Management	54	
GRI 2-27	Compliance with laws and regulations	2.4 Regulatory Compliance – Training and Implementation	44	
GRI 2-28	Membership associations	1.3 Certifications and Industry Alliances	28	
GRI 2-29	Approach to stakeholder engagement	0 Stakeholder Communication – Topics of Stakeholder Concern and Communication Channels	14	
GRI 2-30	Collective bargaining agreements	5.1 Excellent Workplace – Win-Win Labor-Management Communication – Labor-Management Meetings	108	No labor union

Disclosures on Material Topic

GRI Standard	Disclosure	Corresponding Chapter	Page Number	Remarks
GRI 3: Material Topic 2021				
GRI 3-1	Process to determine material topics	0 Stakeholder Communication – Material Topic	18	
GRI 3-2	List of material topics	0 Stakeholder Communication – Material Topic	20	
1. Customer Relations Management				
GRI 3-3	Management of material topics	3.3 Customer Service	72	
Self-defined topics	-	-	-	
2. Business Performance				
GRI 3-3	Management of material topics	1.2 Business Performance and Expectations	24	
GRI 201-1	Direct economic value generated and distributed	1.2 Business Performance and Expectations	25	
3. Information Security Management				
GRI 3-3	Management of material topics	2.5 Information Security Management	46	
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.5 Information Security Management	46	
4. Innovative Technologies and Patents				
GRI 3-3	Management of material topics	3.2 Innovative Technologies and Patents	60	
GRI 416-1	Assessment of the health and safety impacts of product and service categories	3.2 Innovative Technologies and Patents – Product Safety	65	
5. Supply Chain Management				
GRI 3-3	Management of material topics	3.1 Creating a Sustainable Supply Chain	52	
GRI 204-1	Proportion of spending on local suppliers	3.1 Creating a Sustainable Supply Chain – Supply Chain Management	57	
GRI 308-1	New suppliers that were screened using environmental criteria	3.1 Creating a Sustainable Supply Chain – Supply Chain Management	57	
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	3.1 Creating a Sustainable Supply Chain – Supply Chain Management	57	
GRI 414-1	New suppliers that were screened using social criteria	3.1 Creating a Sustainable Supply Chain – Supply Chain Management	57	
GRI 414-2	Negative social impacts in the supply chain and actions taken	3.1 Creating a Sustainable Supply Chain – Supply Chain Management	57	

GRI Standard	Disclosure	Corresponding Chapter	Page Number	Remarks
6. Green Products				
GRI 3-3	Management of material topics	3.1 Creating a Sustainable Supply Chain	53	
GRI 416-1	Assessment of the health and safety impacts of product and service categories	3.1 Creating a Sustainable Supply Chain	58	
		3.2 Innovative Technologies and Patents – Product Safety	65	
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	3.1 Creating a Sustainable Supply Chain – Green Products	59	
7. Employee Diversity and Inclusiveness				
GRI 3-3	Management of material topics	5.1 Excellent Workplace – Employee Diversity	103	
GRI 405-1	Diversity of governance bodies and employees	2.2 Governance Structure – Board of Directors	35	
		5.1 Excellent Workplace – Employee Diversity	104	
8. Talent Development and Cultivation				
GRI 3-3	Management of material topics	5.3 Talent Cultivation and Career Development	121	
GRI 404-1	Average hours of training per year per employee	5.3 Talent Cultivation and Career Development	123	
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	5.3 Talent Cultivation and Career Development	123	
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	5.3 Talent Cultivation and Career Development	126	
9. GHG Inventory				
GRI 3-3	Management of material topics	4.1 Climate Change Response Measures – GHG Inventory	84	
GRI 305-1	Direct (Scope 1) GHG emissions	4.1 Climate Change Response Measures – GHG Inventory	86	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	4.1 Climate Change Response Measures – GHG Inventory	86	
GRI 305-3	Other indirect (Scope 3) GHG emissions	4.1 Climate Change Response Measures – GHG Inventory	86	
GRI 305-4	GHG emissions intensity	4.1 Climate Change Response Measures – GHG Inventory	86	
GRI 305-5	Reduction of GHG emissions	4.1 Climate Change Response Measures – GHG Inventory	84	
		4.2 Energy Conservation and Carbon Reduction – Energy Management	89	

Non-Material Topics

GRI Standard	GRI Standard	Corresponding Chapter	Page Number	Remarks
GRI 103: Energy 2025				
GRI 103-1	Energy policies and commitments	4.2 Energy Conservation and Carbon Reduction – Energy Management	89	
GRI 103-2	Energy consumption and self-generation within the organization	4.2 Energy Conservation and Carbon Reduction – Energy Management	90	
GRI 103-4	Energy Intensity	4.2 Energy Conservation and Carbon Reduction – Energy Management	90	
GRI 103-5	Reduction in energy consumption	4.2 Energy Conservation and Carbon Reduction – Energy Management	90	
GRI 201: Economic Performance 2016				
GRI 201-3	Defined benefit plan obligations and other retirement plans	5.1 Excellent Workplace –Comprehensive Employee Care Program: Caring for Employees, Families, and the Company	112	
GRI 202: Market Presence 2016				
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	5.1 Excellent Workplace – Salary Standards	117	
GRI 203: Indirect Economic Impacts 2016				
GRI 203-1	Infrastructure investments and services supported	6 Social Engagement	137	
GRI 205: Anti-corruption 2016				
GRI 205-3	Confirmed incidents of corruption and actions taken	2.4 Regulatory Compliance	45	
GRI 206: Anti-competitive Behavior 2016				
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2.4 Regulatory Compliance	45	
GRI 303: Water and Effluents 2018				
GRI 303-3	Water withdrawal	4.2 Energy Conservation and Carbon Reduction – Water Resources Management	93	
GRI 306: Waste 2020				
GRI 306-3	Waste generated	4.3 Waste Management	95	
GRI 306-4	Waste diverted from disposal	4.3 Waste Management	96	
GRI 306-5	Waste directed to disposal	4.3 Waste Management	96	

GRI Standard	GRI Standard	Corresponding Chapter	Page Number	Remarks
GRI 401: Employment 2016				
GRI 401-1	New employee hires and employee turnover	5.1 Excellent Workplace – Employee Diversity	106	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.1 Excellent workplace -Comprehensive Employee Care Program: Caring for Employees, Families, and the Company	109	
GRI 401-3	Parental leave	5.1 Excellent workplace - Comprehensive Employee Care Program: Caring for Employees, Families, and the Company	109	
GRI 403: Occupational Health and Safety 2018				
GRI 403-1	Occupational health and safety management system	5.4 Safe and Healthy Workplace - Safety and Health Management Program	128	
GRI 403-2	Hazard identification, risk assessment, and incident investigation	5.4 Safe and Healthy Workplace	131	
GRI 403-3	Occupational health services	5.4 Safe and Healthy Workplace – Health Monitoring and Return-to-Work Management	135	
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	5.4 Safe and Healthy Workplace	128	
GRI 403-5	Worker training on occupational health and safety	5.4 Safe and Healthy Workplace	130	
GRI 403-6	Promotion of worker health	5.1 Excellent workplace - Comprehensive Employee Care Program: Caring for Employees, Families, and the Company	115	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.4 Safe and Healthy Workplace	128	
GRI 403-9	Work-related injuries	5.4 Safe and Healthy Workplace	133	
GRI 405: Diversity and Equal Opportunity 2016				
GRI 405-2	Ratio of basic salary and remuneration of women to men	5.1 Excellent Workplace – Salary Standards	117	

Taiwan Stock Exchange Sustainability Disclosure Indicators (Computer & Peripheral Equipment Industry)

No.	Indicator	Indicator Type	Annual Disclosure				Corresponding Chapter	Page Number
1	Total energy consumption, percentage of purchased electricity, and utilization rate(renewable energy)	Quantitative	Total Energy Consumption		39,367.61 (GJ)		4.2 Energy Conservation and Carbon Reduction	89
			Percentage of Purchased Electricity		91.02%			
			Percentage of Utilization Rate of Renewable Energy		5.19%			
2	Total water withdrawn, total water consumption	Quantitative	Total Water Withdrawn		37.86 thousand m³		4.2 Energy Conservation and Carbon Reduction	93
			Total Water Consumption		-			
3	Total hazardous waste generated and percentage recycled	Quantitative	No hazardous waste generated in 2025				4.3 Waste Management	97
4	Types of, number of employees in and rate of occupational accidents (%)	Quantitative	Types of Workers	Injury Type	Number of People	Total Recordable Injury Frequency Rate (%)	5.4 Safe and Healthy Workplace	133
			Employee	puncture injury, slip and fall	2	0.95		
			Non-employee	—	0	0		
5	Product Lifecycle Management Disclosure: including weights of scraps and electronic waste and percentage recycled	Quantitative	All industrial waste is legally handled by third-party contractors. After recycling, 3.310 tonnes are prepared for reuse and 3.567 tonnes are reprocessed, yielding a circular reuse rate of 65.70%. No end-of-life products are returned to the production process.				4.3 Waste Management	97
6	Description of the management of risks associated with the use of critical materials	Qualitative description	To minimize the risk of shortages of critical materials, the company has expanded its database of interchangeable materials, created a list of preferred vendors, and established risk levels based on the difficulty of sourcing different materials to ensure stable supply and quality.				3.1 Creating a Sustainable Supply Chain	55
7	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	No legal proceedings associated with anticompetitive behavior regulations occurred in 2025, resulting in a monetary losses of TWD 0.				2.4 Regulatory Compliance	45

No.	Indicator	Indicator Type	Annual Disclosure		Corresponding Chapter	Page Number
8	Production by product category	Quantitative	Unit	Quantity (pcs/units)	1.2 Business Performance and Expectations	26
			IoT Solution and Technology Business Unit	134,248		
			Computer-on-Modules Business Unit	299,307		
			Edge Computing Platforms Business Unit	43,724		
			Edge Visualization Business Unit	131,643		
			DMS Rugged Computing Business Unit	105,116		
			Network, Communications and Automotive Business Unit	3,166		
			Other	51,812		

Sustainability Accounting Standards Board (SASB) Index (Hardware Industry)

Disclosure Topic / Indicator No.	Indicator/Activity Indicator	Type	Annual Disclosure	Corresponding Chapter	Page Number
Product Security TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Discussion and analysis	To ensure product data security, we employ a multilayered risk assessment process combined with threat modeling and risk analysis (STRIDE, DREAD) to identify potential vulnerabilities. For critical risks, we implement AES-256 encryption, MFA authentication, digital signature verification, and privacy-by-design measures. We have also established a security incident response framework, a threat intelligence sharing network, and a regular security update strategy, alongside ongoing security awareness training and secure SDLC practices.	-	-
Employee Diversity & Inclusion TC-HW-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (d) all other employees	Quantitative	See Section 5.1 “Excellent Workplace – Employee Diversity” for details.	5.1 Excellent Workplace Appendix Global Workforce Profile	104 159
Product Lifecycle Management TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Quantitative	In accordance with the IEC 62474 material control principles, 100% of product revenue is derived from products containing only IEC 62474-compliant substances	-	-
Product Lifecycle Management TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Quantitative	Still under development; implementation and statistical tracking are planned for the future.	-	-
Product Lifecycle Management TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	Quantitative	Still under development; implementation and statistical tracking are planned for the future.	-	-

Disclosure Topic / Indicator No.	Indicator/Activity Indicator	Type	Annual Disclosure		Corresponding Chapter	Page Number																
Product Lifecycle Management TC-HW-410a.4	Weight of end-of-life products and e-waste recovered; percentage recycled	Quantitative	All industrial waste is legally handled by third-party contractors. After recycling, 3.310 tonnes are prepared for reuse and 3.567 tonnes are reprocessed, yielding a circular reuse rate of 65.70%. No end-of-life products are returned to the production process.		4.3 Waste Management	97																
Supply Chain Management TC-HW-430a.1	Percentage of Tier-1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Quantitative	(a) 36.62% (b) High-risk facilities: 0%		-																	
Supply Chain Management TC-HW-430a.2	Tier-1 suppliers’ (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	Quantitative	In 2025, all 30 key suppliers passed our audit evaluation and were classified as low risk; no corrective actions were required.		3.1 Creating a Sustainable Supply Chain	56																
Material Sourcing TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Discussion and analysis	To minimize the risk of shortages of critical materials, the company has expanded its database of interchangeable materials, created a list of preferred vendors, and established risk levels based on the difficulty of sourcing different materials to ensure stable supply and quality.		3.1 Creating a Sustainable Supply Chain	55																
TC-HW-000.A	Production unit number, by product category	Quantitative	<table><tr><th>Unit</th><th>Quantity (pcs/units)</th></tr><tr><td>IoT Solution and Technology Business Unit</td><td>134,248</td></tr><tr><td>Computer-on-Modules Business Unit</td><td>299,307</td></tr><tr><td>Edge Computing Platforms Business Unit</td><td>43,724</td></tr><tr><td>Edge Visualization Business Unit</td><td>131,643</td></tr><tr><td>DMS Rugged Computing Business Unit</td><td>105,116</td></tr><tr><td>Network, Communications and Automotive Business Unit</td><td>3,166</td></tr><tr><td>Other</td><td>51,812</td></tr></table>		Unit	Quantity (pcs/units)	IoT Solution and Technology Business Unit	134,248	Computer-on-Modules Business Unit	299,307	Edge Computing Platforms Business Unit	43,724	Edge Visualization Business Unit	131,643	DMS Rugged Computing Business Unit	105,116	Network, Communications and Automotive Business Unit	3,166	Other	51,812	1.2 Business Performance and Expectations	26
Unit	Quantity (pcs/units)																					
IoT Solution and Technology Business Unit	134,248																					
Computer-on-Modules Business Unit	299,307																					
Edge Computing Platforms Business Unit	43,724																					
Edge Visualization Business Unit	131,643																					
DMS Rugged Computing Business Unit	105,116																					
Network, Communications and Automotive Business Unit	3,166																					
Other	51,812																					
TC-HW-000.B	Area of manufacturing facilities	Quantitative	<table><tr><th>Facility</th><th>Area</th></tr><tr><td>Taiwan Taoyuan Huaya Plant</td><td>20,627 m2</td></tr><tr><td>China Shanghai Plant</td><td>19,086 m2</td></tr></table>		Facility	Area	Taiwan Taoyuan Huaya Plant	20,627 m2	China Shanghai Plant	19,086 m2	1.2 Business Performance and Expectations	26										
Facility	Area																					
Taiwan Taoyuan Huaya Plant	20,627 m2																					
China Shanghai Plant	19,086 m2																					
TC-HW-000.C	Percentage of production from owned facilities	Quantitative	99.94%		1.2 Business Performance and Expectations	26																

Implementation of Climate-Related Information

Disclosure items in Appendix 2 “Climate-Related Information of TWSE/TPEX-Listed Companies,” under Article 4-1 of the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE-Listed Companies

Item	Implementation			Corresponding Chapter	Page Number
Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	According to the letter from Taiwan Stock Exchange Corporation, the company has planned its greenhouse gas inventory and verification schedule and submitted it to the Board of Directors, with quarterly progress reports to be provided to the Board for oversight.			4.1 Climate Change Response Measures	80
Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long- term).	The risks and opportunities expected to arise from climate change, the timing of impacts, and the financial implications have been identified and described.			4.1 Climate Change Response Measures	81
Describe the financial impact of extreme weather events and transformative actions.	To address the risks associated with climate change, the Company has proposed adaptation and mitigation strategies and has started implementing relevant measures. These include adopting carbon platforms, obtaining ISO certifications, introducing renewable energy, and purchasing green electricity certificates. As a result, the company's financial expenditure has increased.			4.1 Climate Change Response Measures	82
Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	The “Climate-related Risk Identification and Assessment Process Flowchart” is in compliance with the framework and implementation methods outlined in section 2.3 “Corporate Risk Management.” It demonstrates the comprehensive control of climate risks.			4.1 Climate Change Response Measures	80
If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and major financial impacts used should be described.	The TCCIP's future forecast model was used to simulate changes in average temperature and precipitation caused by natural disasters at the Company's location.			4.1 Climate Change Response Measures	83
If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	No planning as of now.			-	-
If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	No planning as of now.			-	-
If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	Using 2023 as the baseline year, the company has set the following 2025 greenhouse gas reduction target:			4.1 Climate Change Response Measures	85
	Boundary	Coverage Rate	Scope 1 & 2 GHG Reduction Target vs. Achievement		
	Headquarters & Huaya Plant	100%	Target: 5%, Actual Reduction: 4.76%		
	Recognized Renewable Energy Credits for the Past Three Years:			4.2 Energy Conservation and Carbon Reduction	90
Year	2023	2024	2025		
Renewable Energy Certificates (T-RECs)	0	465	568		

Item	Implementation	Corresponding Chapter	Page Number																				
Greenhouse Gas Inventory, Verification Status, Reduction Targets, Strategies, and Action Plans.	1. GHG Inventory and Verification Status for the Past 3 Years 1.1. GHG Inventory Data GHG Emissions for the Past 3 Years (Unit: metric tons of CO ₂ e): <table><tr><td>Item</td><td>2023</td><td>2024</td><td>2025</td></tr><tr><td>Scope 1</td><td>679.823</td><td>690.778</td><td>769.722</td></tr><tr><td>Scope 2</td><td>5,081.892</td><td>4,778.204</td><td>4,717.975</td></tr><tr><td>Scope 3</td><td>1,064.776</td><td>1,037.140</td><td>1,167.470</td></tr><tr><td>GHG emissions intensity ^(Note) (metric tons of CO₂e/TWD thousand)</td><td>0.000734</td><td>0.000820</td><td>0.000673</td></tr></table> Note: Emission intensity is calculated based on Scope 1 and Scope 2 emissions.	Item	2023	2024	2025	Scope 1	679.823	690.778	769.722	Scope 2	5,081.892	4,778.204	4,717.975	Scope 3	1,064.776	1,037.140	1,167.470	GHG emissions intensity ^(Note) (metric tons of CO ₂ e/TWD thousand)	0.000734	0.000820	0.000673	4.1 Climate Change Response Measures	86
	Item	2023	2024	2025																			
	Scope 1	679.823	690.778	769.722																			
	Scope 2	5,081.892	4,778.204	4,717.975																			
	Scope 3	1,064.776	1,037.140	1,167.470																			
	GHG emissions intensity ^(Note) (metric tons of CO ₂ e/TWD thousand)	0.000734	0.000820	0.000673																			
	1.2. GHG Verification Information Greenhouse Gas Inventory and Verification Status in the Past 3 Years: <table><tr><td>Year</td><td>2023</td><td>2024</td><td>2025</td></tr><tr><td>Verification Scope</td><td>Headquarters & Huaya Plant</td><td>Headquarters & Huaya Plant</td><td>Headquarters & Huaya Plant</td></tr><tr><td>Verification Body</td><td>BSI Group Singapore Pte. Ltd., Taiwan Branch</td><td>BSI Group Singapore Pte. Ltd., Taiwan Branch</td><td>BSI Group Singapore Pte. Ltd., Taiwan Branch</td></tr><tr><td>Verification Standards</td><td>ISO14064-1:2018</td><td>ISO14064-1:2018</td><td>ISO14064-1:2018</td></tr><tr><td>Verification Opinion</td><td>Reasonable Assurance/ Agreement Procedures</td><td>Reasonable Assurance/ Agreement Procedures</td><td>Reasonable Assurance/ Limited Assurance</td></tr></table> Note: See the ISO 14064-1 GHG Verification Statement for full details of the verification opinion.	Year	2023	2024	2025	Verification Scope	Headquarters & Huaya Plant	Headquarters & Huaya Plant	Headquarters & Huaya Plant	Verification Body	BSI Group Singapore Pte. Ltd., Taiwan Branch	BSI Group Singapore Pte. Ltd., Taiwan Branch	BSI Group Singapore Pte. Ltd., Taiwan Branch	Verification Standards	ISO14064-1:2018	ISO14064-1:2018	ISO14064-1:2018	Verification Opinion	Reasonable Assurance/ Agreement Procedures	Reasonable Assurance/ Agreement Procedures	Reasonable Assurance/ Limited Assurance		
	Year	2023	2024	2025																			
	Verification Scope	Headquarters & Huaya Plant	Headquarters & Huaya Plant	Headquarters & Huaya Plant																			
	Verification Body	BSI Group Singapore Pte. Ltd., Taiwan Branch	BSI Group Singapore Pte. Ltd., Taiwan Branch	BSI Group Singapore Pte. Ltd., Taiwan Branch																			
	Verification Standards	ISO14064-1:2018	ISO14064-1:2018	ISO14064-1:2018																			
	Verification Opinion	Reasonable Assurance/ Agreement Procedures	Reasonable Assurance/ Agreement Procedures	Reasonable Assurance/ Limited Assurance																			
2. 2025 GHG Reduction Targets, Strategies, and Action Plans <table><tr><td>Item</td><td>Details</td></tr><tr><td>Baseline Year for Reduction</td><td>2023</td></tr><tr><td>Scope</td><td>Scope 1 and Scope 2</td></tr><tr><td>Reduction Targets</td><td> 5 % reduction vs. baseline - Green electricity ≥ 3% of total power consumption </td></tr><tr><td>Achievement</td><td> 4.76% reduction vs. baseline - Green electricity 5.70% of total power consumption </td></tr><tr><td>Strategy</td><td>Environmental Responsibility</td></tr><tr><td>Action Plans</td><td> - Install a solar PV power plant - Improve compressed air room ventilation - Repair compressed air system pressure optimization and leak - Replace chiller </td></tr></table>	Item	Details	Baseline Year for Reduction	2023	Scope	Scope 1 and Scope 2	Reduction Targets	5 % reduction vs. baseline - Green electricity ≥ 3% of total power consumption	Achievement	4.76% reduction vs. baseline - Green electricity 5.70% of total power consumption	Strategy	Environmental Responsibility	Action Plans	- Install a solar PV power plant - Improve compressed air room ventilation - Repair compressed air system pressure optimization and leak - Replace chiller	4.1 Climate Change Response Measures 4.2 Energy Conservation and Carbon Reduction	85 90							
Item	Details																						
Baseline Year for Reduction	2023																						
Scope	Scope 1 and Scope 2																						
Reduction Targets	5 % reduction vs. baseline - Green electricity ≥ 3% of total power consumption																						
Achievement	4.76% reduction vs. baseline - Green electricity 5.70% of total power consumption																						
Strategy	Environmental Responsibility																						
Action Plans	- Install a solar PV power plant - Improve compressed air room ventilation - Repair compressed air system pressure optimization and leak - Replace chiller																						

Global Workforce Profile

ADLINK Global Workforce in 2025

Region	Headquarters	China	EMEA		Americas	Asia-Pacific				Global Total
	HQ	China	ATG	Other Regions	AATI	ADK	ADJ	ADS	ADI	
Number of Employees	975	362	79	39	85	8	19	17	5	1,589

Item		Male Employees and Percentage		Female Employees and Percentage		Total Employees
HQ						
Employee Category	Total Employees	523	53.64%	452	46.36%	975
Job Level	Senior Management (Management Levels 14-19)	12	92.31%	1	7.69%	13
	Section/Department Managers (Management Levels 9–13)	89	74.17%	31	25.83%	120
	General Employees	422	50.12%	420	49.88%	842
Employee Age	30 years old or younger	21	30.88%	47	69.12%	68
	31–50 years old	420	54.33%	353	45.67%	773
	51 years old or older	82	61.19%	52	38.81%	134
Employment Status	Full-time Employees	523	53.64%	452	46.36%	975
	Agency/Dispatched Workers	0	0%	0	0%	0
	Part-time / Hourly Employees	0	0%	0	0%	0
Job Function	Technical	366	58.19%	263	41.81%	629
	Sales	11	61.11%	7	38.89%	18
	Corporate Support	45	23.44%	147	76.56%	192
	Management	101	74.26%	35	25.74%	136

China						
Employee Category	Total Employees	188	51.93%	174	48.07%	362
Job Level	Senior Management (Management Levels 14-19)	1	100%	0	0%	1
	Section/Department Managers (Management Levels 9–13)	35	77.78%	10	22.22%	45
	General Employees	152	48.10%	164	51.90%	316
Employee Age	30 years old or younger	29	63.04%	17	36.96%	46
	31–50 years old	150	49.02%	156	50.98%	306
	51 years old or older	9	90%	1	10%	10
Employment Status	Full-time Employees	174	51.63%	163	48.37%	337
	Agency/Dispatched Workers	14	56%	11	44%	25
	Part-time / Hourly Employees	0	0%	0	0%	0
Job Function	Technical	107	56.61%	82	43.39%	189
	Sales	19	76%	6	24%	25
	Corporate Support	21	25%	63	75%	84
	Management	41	64.06%	23	35.94%	64

Item		Male Employees and Percentage		Female Employees and Percentage		Total Employees
EMEA						
Employee Category	Total Employees	62	78.48%	17	21.52%	79
Job Level	Senior Management (Management Levels 14-19)	1	100%	0	0%	1
	Section/Department Managers (Management Levels 9–13)	8	34.78%	15	65.22%	23
	General Employees	53	96.36%	2	3.64%	55
Employee Age	30 years old or younger	4	57.14%	3	42.86%	7
	31–50 years old	33	82.50%	7	17.50%	40
	51 years old or older	25	78.13%	7	21.88%	32
Employment Status	Full-time Employees	60	81.08%	14	18.92%	74
	Agency/Dispatched Workers	0	0%	0	0%	0
	Part-time / Hourly Employees	2	40%	3	60%	5
Job Function	Technical	38	88.37%	5	11.63%	43
	Sales	10	52.63%	9	47.37%	19
	Corporate Support	4	100%	0	0%	4
	Management	10	76.92%	3	23.08%	13
Americas						
Employee Category	Total Employees	59	69.41%	26	30.59%	85
Job Level	Senior Management (Management Levels 14-19)	2	100%	0	0%	2
	Section/Department Managers (Management Levels 9–13)	12	60%	8	40%	20
	General Employees	45	71.43%	18	28.57%	63
Employee Age	30 years old or younger	6	85.71%	1	14.29%	7
	31–50 years old	22	62.86%	13	37.14%	35
	51 years old or older	31	72.09%	12	27.91%	43
Employment Status	Full-time Employees	59	69.41%	26	30.59%	85
	Agency/Dispatched Workers	0	0%	0	0%	0
	Part-time / Hourly Employees	0	0%	0	0%	0
Job Function	Technical	18	85.71%	3	14.29%	21
	Sales	16	100%	0	0%	16
	Corporate Support	10	43.48%	13	56.52%	23
	Management	15	60%	10	40%	25
Asia-Pacific						
Employee Category	Total Employees	33	67.35%	16	32.65%	49
Job Level	Senior Management (Management Levels 14-19)	0	0%	0	0%	0
	Section/Department Managers (Management Levels 9–13)	3	100%	0	0%	3
	General Employees	30	65.22%	16	34.78%	46
Employee Age	30 years old or younger	4	100%	0	0%	4
	31–50 years old	17	60.71%	11	39.29%	28
	51 years old or older	12	70.59%	5	29.41%	17

Item		Male Employees and Percentage		Female Employees and Percentage		Total Employees
Employment Status	Full-time Employees	33	67.35%	16	32.65%	49
	Agency/Dispatched Workers	0	0%	0	0%	0
	Part-time / Hourly Employees	0	0%	0	0%	0
Job Function	Technical	15	93.75%	1	6.25%	16
	Sales	14	51.85%	13	48.15%	27
	Corporate Support	1	33.33%	2	66.67%	3
	Management	3	100%	0	0%	3

Energy Management

Table 1: Major Energy Consumption Activities by Energy Type

Energy Type	Renewable / Non-renewable	Major Consumption Activity	Description
Purchased Electricity	Non-renewable Energy	Air Conditioning Systems	Used for the operation of chillers, air handling units (AHUs), ventilation fans, and related HVAC equipment. This is one of the major energy consumption categories within the facility.
		Production and Testing Equipment	Used for production line equipment, testing machines, validation equipment, and related manufacturing activities.
		Compressed Air Systems	Used for air compressors, drying equipment, and compressed air supply systems.
		Office and Common Facilities	Used for lighting, elevators, office equipment, low-voltage systems, and common area facilities.
		Research and Development Activities	Used for laboratories, R&D testing equipment, and product verification activities.
Diesel	Renewable Energy	Emergency Power Generation / Backup Equipment	Primarily used for emergency generator testing, maintenance, and backup power supply.
Natural Gas		Employee Cafeteria and Welfare Facilities	Primarily used for cafeteria cooking, hot water supply, and other employee welfare facility needs.
Photovoltaic (PV)		On-site Self-Generation and Self-Consumption	Generated by the facility's solar power system and used for on-site equipment and facilities to reduce demand for purchased electricity.
Others	As Applicable	Other Energy Activities	Any other energy consumption activities are disclosed under this category, as applicable.

Table 2: Total Energy Sold to the Grid

(Unit: MJ)

Energy Type	Renewable / Non-renewable	2023	2024	2025
Solar Photovoltaic (PV) ^(Note 1)	Renewable Energy	0	6,336	6,192

Note 1: The only energy sold to the grid by the Company is electricity generated from solar photovoltaic (PV) systems. No other forms of energy were sold. Surplus solar electricity sold to the grid totaled 1,760 kWh and 1,720 kWh in 2024 and 2025, respectively.

Note 2: Conversion factor: 1 kWh = 3.6 MJ.

Note 3: The total energy sold to the grid for 2024 disclosed in the previous Sustainability Report was overstated due to the duplication of electricity data. This has been corrected in the current year's report.

Third-Party Assurance Statement

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INDEPENDENT AUDITORS' LIMITED ASSURANCE REPORT

ADLINK Technology Inc.

We have undertaken a limited assurance engagement on the selected performance indicators in the Sustainability Report ("the Report") of ADLINK Technology Inc., ("the Company") for the year ended December 31, 2024.

Subject Matter Information and Applicable Criteria

See Appendix 1 for the Company's selected performance indicators ("the Subject Matter Information") and applicable criteria.

Responsibilities of Management

The management of the Company is responsible for the preparation of the Subject Matter Information in accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSI Listed Companies, Universal Standards and Topic Standards published by the Global Reporting Initiative (GRI), and SASB Standards published by the Sustainability Accounting Standards Board (SASB), and for such internal control as management determines is necessary to enable the preparation of the Subject Matter Information that are free from material misstatement resulted from fraud or error.

Auditors' Responsibilities

Our responsibility is to plan and conduct our limited assurance engagement in accordance with Standard on Assurance Engagement 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" issued by the Accounting Research and Development Foundation of the Republic of China to issue a limited assurance report on whether the Subject Matter Information (see Appendix 1) is free from material misstatement. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, therefore, a lower assurance level is obtained than a reasonable assurance.

We based on our professional judgment in the planning and conducting of our work to obtain evidence supporting the limited assurance. Because of the inherent limitations of any internal control, there is an unavoidable risk that even some material misstatements may remain undetected. The procedures we performed include, but not limited to:

- Inquiring of management and the personnel responsible for the Subject Matter Information to obtain an understanding of the policies, processes, internal control, and information system relevant to the Subject Matter Information to identify areas where a material misstatement of the Subject Matter Information is likely to arise.
- Selecting sample items from the Subject Matter Information and performing procedures such as inspection, re-calculation, observation, and analytical procedures to obtain evidence supporting limited assurance.

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Inherent Limitations

The Subject Matter Information involved non-financial information, which was subject to more inherent limitations than financial information. The information may involve significant judgment, assumptions and interpretations by the management, and the different stakeholders may have different interpretations of such information.

Independence and Quality Control

We have complied with the independence and other ethical requirements of the Norm of Professional Ethics for Certified Public Accountant in the Republic of China, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies Standard on Quality Management 1 "Quality Management for Public Accounting Firms" issued by the Accounting Research and Development Foundation of the Republic of China, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information is not prepared, in all material respects, in accordance with the applicable criteria.

Other Matters

We shall not be responsible for conducting any further assurance work for any change of the Subject Matter Information or the applicable criteria after the issuance date of this report.

The engagement partner on the limited assurance report is Chao-Huang, Shih.

Deloitte & Touche
Taipei, Taiwan
Republic of China

August 3, 2026

Notice to Readers

For the convenience of readers, the independent auditors' limited assurance report and the accompanying summary of subject matter information have been translated into English from the original Chinese version prepared and used in the Republic of China. If there is any conflict between the English version and the original Chinese version or any difference in the interpretation of the two versions, the Chinese-language independent auditors' limited assurance report and summary of subject matter information shall prevail.

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APPENDIX 1

SUMMARY OF SUBJECT MATTER INFORMATION

#	Subject Matter Information	Corresponding Section	Applicable Criteria	Industry-specific Disclosure of the Sustainability Materiality Statement in the Report Governing the Preparation and Filing of Sustainability Reports
1.	Types of Workers Labor Type Location Gender ratio, age and skill New employees	Appendix - Taiwan Stock Exchange Sustainability Disclosure Indicators (Company & Employee)	Types of workers in and out of recruitment accidents (%) Table 1-3, Sec. 4	
2.	No legal proceedings associated with anti-discrimination indicator regulations occurred in 2023, resulting in a monetary benefit of TWD0.	Appendix - Taiwan Stock Exchange Sustainability Disclosure Indicators (Company & Employee)	Table 1-3, Sec. 4	
3.	Category Major Types of Waste Quantity Generated (Tons) Non-recyclable waste Hazardous waste Recyclable waste Isolated waste	Appendix - Taiwan Stock Exchange Sustainability Disclosure Indicators (Company & Employee)	GRI 306-1, 306-2 Waste generated	

Note: In 2023, non-recyclable waste (GRI 306-1) was reported in kg, and C-001 was reported in ton based on sample amounts.
Note: ADLINK, the "Company", waste is classified as the average range index that the insurance stage. In addition, C-001 is an identifier with no related concentration factor (20%), which is classified as general industrial waste.
Note: The waste management data presented in this table only covers the Taiwan Headquarters and the Taipei Plant.

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#	Subject Matter Information	Corresponding Section	Applicable Criteria	Industry-specific Disclosure of the Sustainability Materiality Statement in the Report Governing the Preparation and Filing of Sustainability Reports
4.	Employee Category Average Remuneration Salary Long-term Incentive Short-Term Incentive Share-based Compensation Share-based Compensation	Appendix - Taiwan Stock Exchange Sustainability Disclosure Indicators (Company & Employee)	Table 1-3, Sec. 4	
5.	Employee Category Average Remuneration Salary Long-term Incentive Short-Term Incentive Share-based Compensation Share-based Compensation	Appendix - Taiwan Stock Exchange Sustainability Disclosure Indicators (Company & Employee)	Table 1-3, Sec. 4	

Note: Actual compensation includes monthly basic salary, cost-of-living allowance, performance bonus, incentive bonus, night shift allowance, and overtime fee.
Note: The compensation data is calculated based on the average range index that the insurance stage. In addition, C-001 is an identifier with no related concentration factor (20%), which is classified as general industrial waste.
Note: The data shown is based on statistics for full-time employees, and hourly employees are excluded.

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GHG Verification Statement



Verification Opinion

Verified as Satisfactory	
Reasonable Assurance: Based on the process and procedures conducted, the GHG statement contained in the ADLINK Technology, Inc. 2025Y GHG Report produced by ADLINK Technology, Inc., covering the direct GHG emissions and removals (Scope 1) and the indirect GHG emissions from imported energy (Scope 2):	- Is materially correct and is a fair representation of GHG data and information. - Has been prepared in accordance with ISO 14064-1:2018 and its principles.
Limited Assurance: Based on the process and procedures conducted, there is no evidence that the GHG statement contained in the ADLINK Technology, Inc. 2025Y GHG Report produced by ADLINK Technology, Inc., covering the other indirect GHG emissions (Scope 3):	- Is not materially correct and is not a fair representation of GHG data and information. - Has not been prepared in accordance with ISO 14064-1:2018 and its principles. - For certain categories, greenhouse gas emissions are estimated using secondary data, which may introduce inherent uncertainty in the resulting emissions figures.
Lead Verifier	Chapman Lin
Independent Reviewer	Bruce Chien
Signed on behalf of BSI	Managing Director Northeast Asia, APAC Assurance
Issue Date	2026-05-13

Certificate Number and date of issuance of opinion: CPV 837287 Dated 2026-05-13



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Verification Engagement

Organization	ADLINK Technology, Inc. 達華科技股份有限公司
Responsible party	ADLINK Technology, Inc. 達華科技股份有限公司
Verification Objectives	To express an opinion on whether the organizational GHG Statement which is historical in nature: - Is accurate, materially correct and is a fair representation of GHG data and information - Has been prepared in accordance with ISO 14064-1:2018, the criteria used by BSI to verify the GHG Organizational Statement.
Materiality Level	5%
Level of Assurance	- Reasonable for direct GHG emissions and indirect GHG emissions from imported energy - Limited for the other indirect GHG emissions
Verification evidence gathering procedures	- Evaluation of the monitoring and control systems through interviewing employees observation & inquiry. - Verification of the data through sampling recalculation, retracing, cross checking and reconciliation. - Activity data was verified through consumption logs, records, daily logs, utility bills, invoices, service records, etc. - Secondary data used in calculations were verified through visiting the respective sites and accessing those references.
The verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.	
Verification Standards	The verification was carried out in accordance with ISO 14064-3:2019, ISO 14065:2020 and ISO 17029:2019
Note: ADLINK Technology, Inc. is responsible for the preparation and fair presentation of the GHG statement and report in accordance with the agreed criteria. BSI is responsible for expressing an opinion on the GHG statement based on the verification.	

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Organizational GHG Statement

Organization	ADLINK Technology, Inc. 凌華科技股份有限公司 No. 66 & 68, Huaya 1st Rd. Guishan Dist. Taoyuan City 333411 Taiwan	
Organizations GHG Report containing GHG Statement	凌華科技股份有限公司 2025 年溫室氣體報告_v20260417 凌華科技股份有限公司 2025 年溫室氣體報告_v20260417	
Organizational Boundary	Operational Control	
Scope of activities	Electronic equipment design and manufacturing 電子設備設計與製造	
Reporting Boundary	Direct GHG emissions (Scope 1)	• Stationary combustion • Fugitive (anthropogenic systems)
	Direct GHG Removals (Scope 1)	Not significant
	Indirect GHG emissions from imported energy (Scope 2)	• Imported electricity
	Indirect GHG emissions from transportation (Scope 3)	Not significant
	Indirect GHG emissions from products used by organization (Scope 3)	• Purchased goods (Only Electricity and water included) • Category 4.3 The disposal of solid and liquid waste
	Indirect GHG emissions associated with the use of products from the organization (Scope 3)	Not significant
Criteria for developing the organizational GHG Inventory	Indirect GHG emissions from other sources (Scope 3)	Not significant
	Reporting Period	ISO 14064-1:2018 2025-01-01 to 2025-12-31

GHG Emission Summary:

Category	tonnes CO ₂ e
Direct emissions (Scope 1)	769.7224
Indirect emissions from imported energy (Scope 2) - Location Based	4,717.9747
Indirect GHG emissions from products used by organization (Scope 3)	1,167.4695
Total (location based)	6,655.167

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