



Corporate Development

2.1 Company Profile

2.2 Corporate Governance

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2.1 Company Profile

BizLink Holding Inc. was founded on June 1, 2000 in the Cayman Islands. Headquartered in Silicon Valley, California, BizLink is a leading provider of connectivity solutions worldwide. BizLink owns operating bases and 34 production sites across 19 countries. Our major subsidiaries, which include BizLink (Kunshan) Co., Ltd.; OptiWorks (Kunshan) Co., Ltd.; BizLink Technology (Changzhou) Ltd.; BizLink Special Cables (Changzhou) Co., Ltd.; BizLink Electronics (Xiamen) Co., Ltd.; Tong Ying Electronics (Shenzhen) Co., Ltd.; Xiang Yao Electronics (Shenzhen) Co., Ltd.; BizConn International Corp.; BizLink Technology (Xiamen) Ltd.; Nanhai Jo Yeh Electronic Co., Ltd.; Speedy Industrial Supplies Pte Ltd (Singapore); BizLink Technology (S.E.A.) Sdn. Bhd.; SIS Speedy Industrial Supplies Sdn. Bhd. (Malaysia); BizLink Technology (Slovakia) s.r.o.; BizLink Industry Slovakia Spol. s.r.o.; BizLink Industry Slovakia Spol. s.r.o.; BizLink Industry Slovakia Spol. s.r.o.; BizLink Technology (SRB) d.o.o. (Serbia); BizLink Technology Inc. (U.S.A.); BizLink Robotic Solutions USA, Inc.; BizLink Robotic Solutions USA, Inc.; BizLink Tech, Inc.; Productos Excel de México, S. de R.L. DE C.V. (Mexico); BizLink elocab Ltd.; BizLink Robotic Solutions France S.A.S.; BizLink Robotic Solutions France S.A.S.; BizLink Robotic Solutions France S.A.S.; BizLink Special Cables Germany GmbH; BizLink elocab GmbH; BizLink Robotic Solutions Germany GmbH; BizLink Robotic Solutions Germany GmbH; BizLink Silitherm s.r.l., BizLink Industry Czech s.r.o., and BizLink (BVI) Corp., and ADEL Enterprises Corporation of the British Virgin Islands.

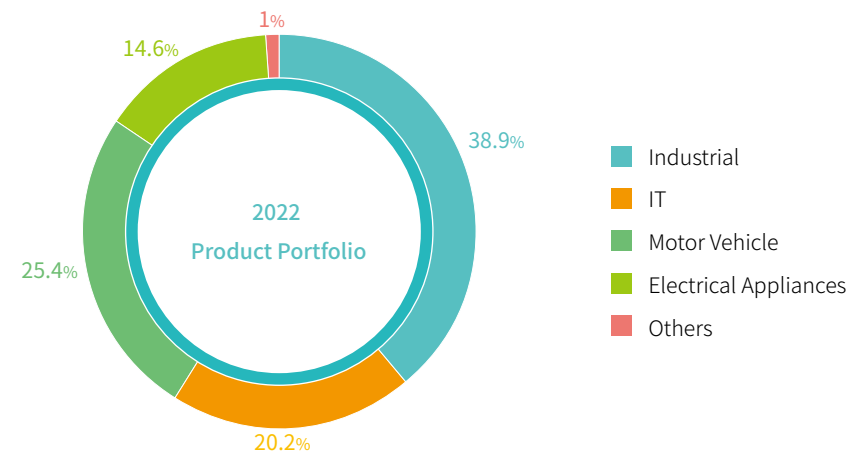
BizLink’s primary business is to provide solutions for connection-related applications, including research and development (R&D) and new product introduction (NPI) for high-tech connection products, such as wires and connectors for information technology, computer peripherals, data centers, electrical appliances, automobile, medical equipment, optical communication equipment, solar equipment, industrial equipment, and semiconductor equipment as well as assembly and production of system machines. Kindly refer to the production value table for the most recent two years in Chapter 5 of our 2023 annual report for more details on the sales volume of our major products.



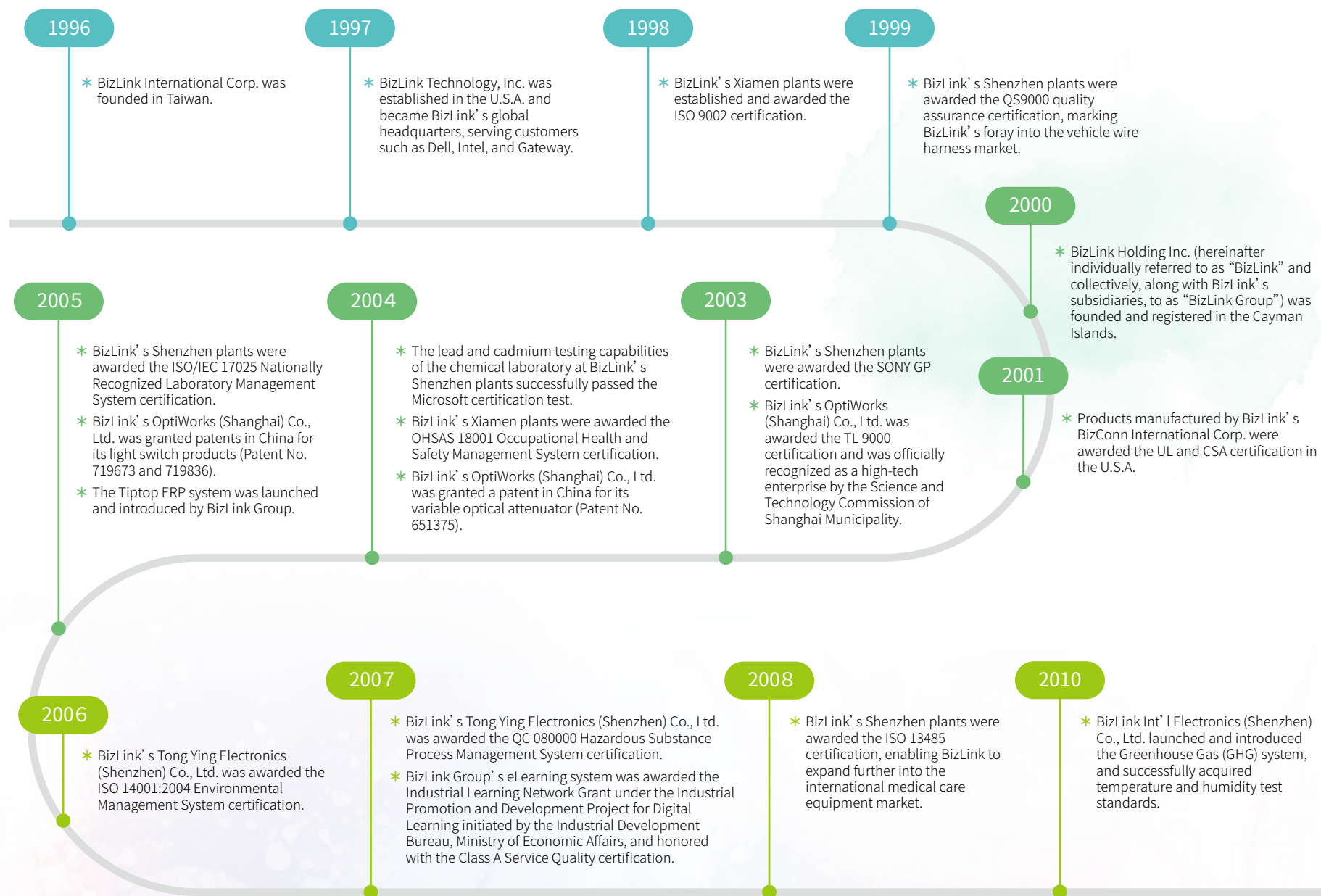
BizLink Holding Inc.

Headquarters	U.S.A.
Global consolidated revenue in 2023	NT\$51.05 billion
Earnings per share in 2023	NT\$14.37
Total number of employees in 2023	Approximately 14,478 people
Stock code	3665

• Product Portfolio



2.1.1 Milestones



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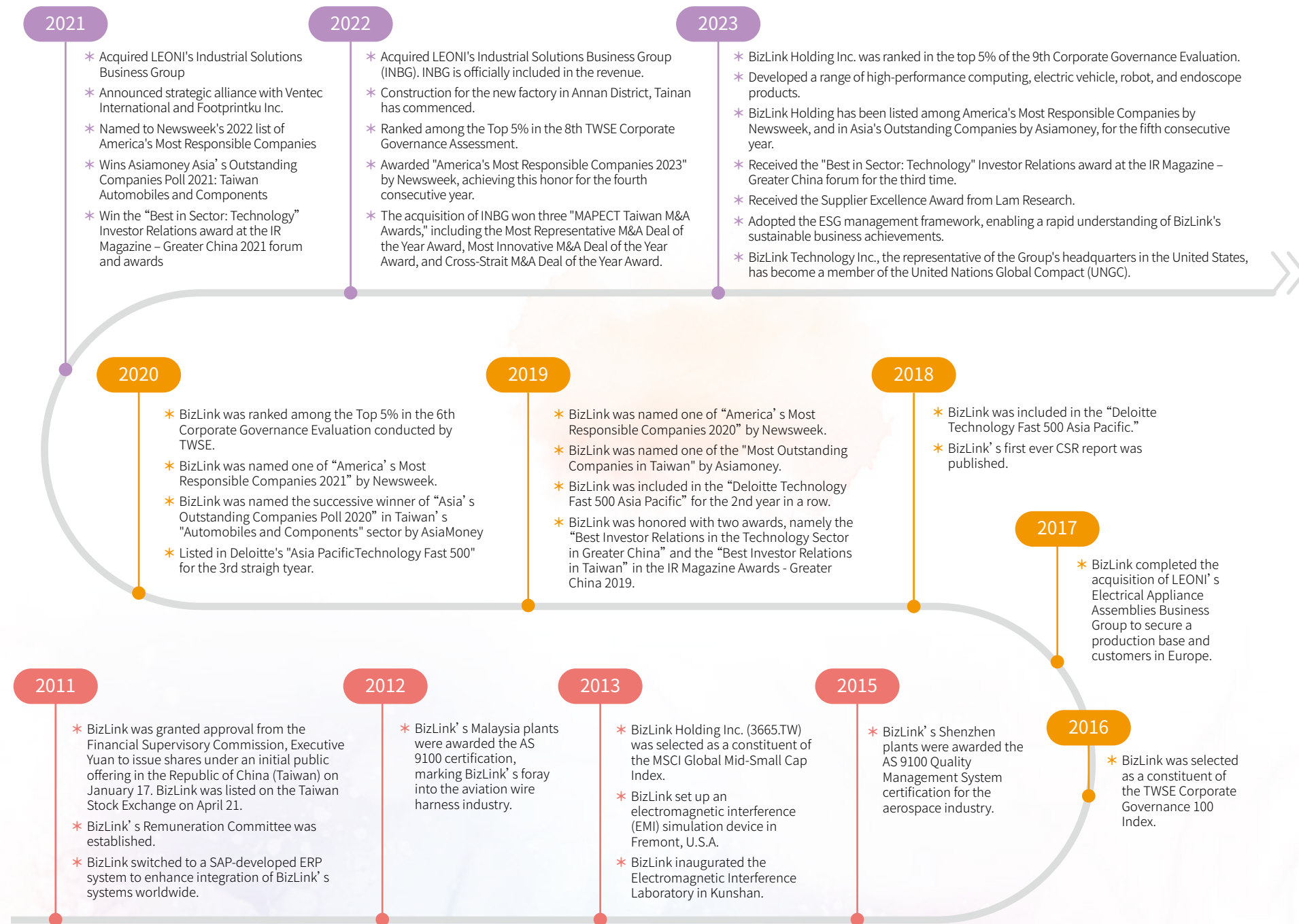
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2.1.2 BizLink's Major Locations Worldwide

On January 20, 2022, BizLink acquired 100% equity of LEONI IN from German-based LEONI AG with approximately 451 million Euros. INBG's 3,000 employees, 15 production sites, and financials was consolidated into BizLink's from January 21, 2022.

Information disclosed in this report only includes the location information of the new member, INBG. For more detailed information, please visit the official website of the Group's global network:

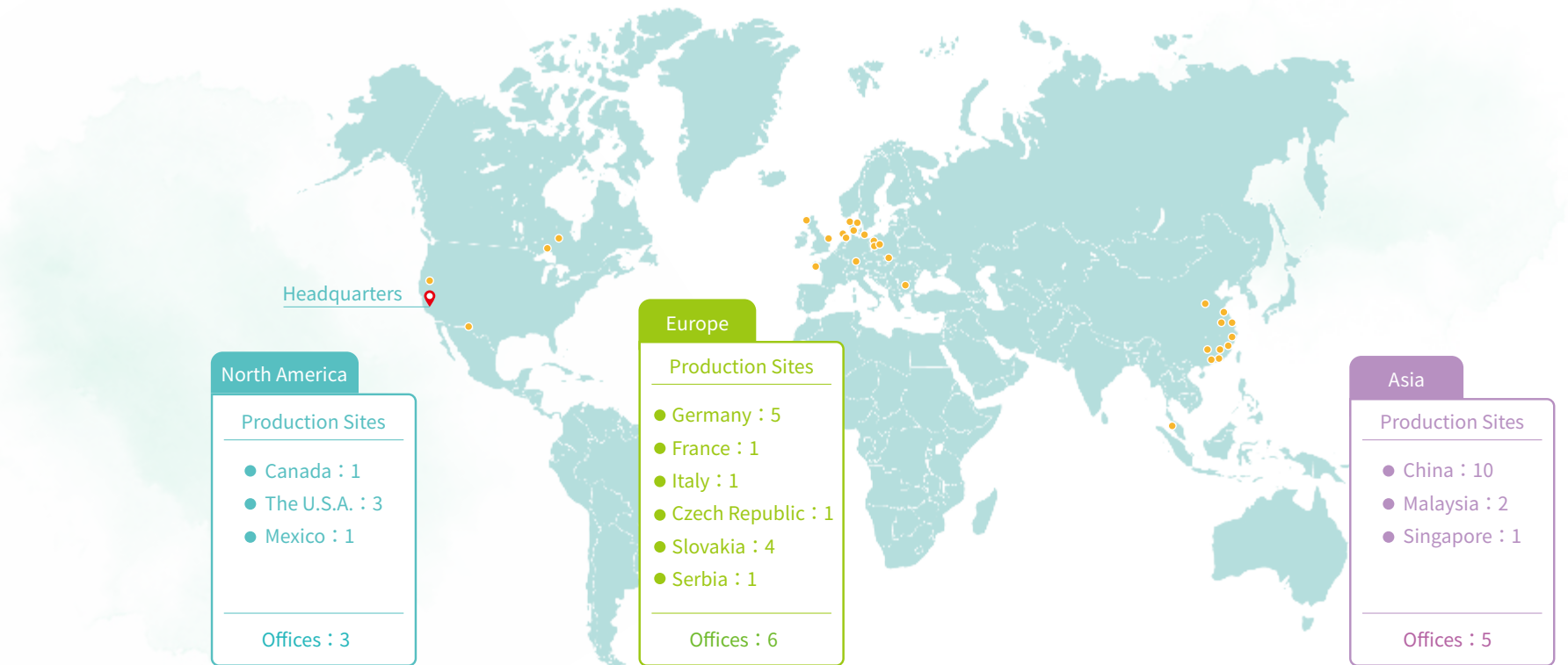


34 production sites across North America

- the U.S.A., Canada, Mexico;
- Europe: Germany, France, Italy, Spain, Czech Republic, Slovakia, and Serbia;
- Asin: China, Malaysia, Singapore to serve our customers worldwide.

19 Office Locations

- 5 R&D centers: 3 in China, 1 in the U.S.A., and 1 in Taiwan
- 6 laboratories: 1 with OEM certification and 1 with ISO/IEC 17025



• Overview of production sites

Location	Certification awarded
Shenzhen, China 1	ISO 9001, IATF 16949, ISO 14001, ISO 45001, IECQ QC080000
Shenzhen, China 2	ISO 9001, ISO 14001, IATF 16949, ISO 45001, ISO 13485, SONY GP, S-JET, TÜV Rheinland
Shenzhen, China 3	ISO 9001, ISO 14001, IATF 16949, ISO 13485, ISO 17025, IECQ, QC080000, ISO 45001
Kunshan, China 1	ISO 9001, IATF 16949, ISO 14001, ISO 13485, IECQ, QC080000, ISO 45001
Kunshan, China 2	ISO 9001/TL9000, ISO 14001
Changzhou, China	ISO 9001 (Taihu plant), ISO 9001 (Qinling plant), ISO 14001 (Taihu plant), ISO 14001 (Qinling plant), ISO/TS 22163
Xiamen, China 1	ISO 9001, ISO 14001, ISO 45001, UL, CSA
Xiamen, China 2	ISO 9001, Sales GTC, Purchase GTC
Foshan, China	ISO 14001, IATF16949 UL
Tainan	ISO 9001
Malaysia 1	ISO 9001, ISO 14001, EN 9100, ISO 13485, Nadcap, UL, CSA, IATF 16949
Malaysia 2	ISO 9001
Singapore	ISO 9001, UL, Traceability Program E127190, ZPFW2, E127190, ZPFW8
California, U.S.A.	ISO 9001
Texas, U.S.A.	ISO 9001, UL & CSA

Location	Certification awarded
Mexico	IATF 16949, UL & CSA
Ontario, Canada	ISO 9001
Friesoythe, Germany	ISO 9001, ISO 14001, ISO 9100, ISO 50001
Georgensgmünd, Germany	ISO 9001, ISO 13485
Hannover, Germany	ISO 9001
Roth, Germany	ISO 9001, ISO 14001
Schmalkalden, Germany	ISO 9001
Gellainville, France	ISO 9001, ISO 13485
Stříbro, Czech Republic	ISO 9001
Monticelli d' Ongina PC, Italy	ISO 9001, ISO 14001
Slovakia	ISO 9001, ISO 14001
Serbia	ISO 9001, ISO 14001, ISO 45001



2.1.3 Operating Performance and Outlook

- Condensed income statement

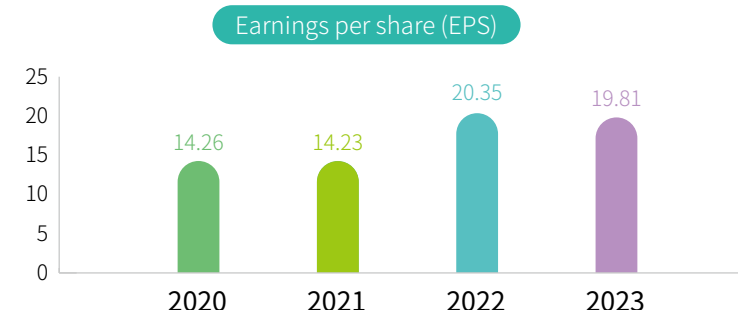
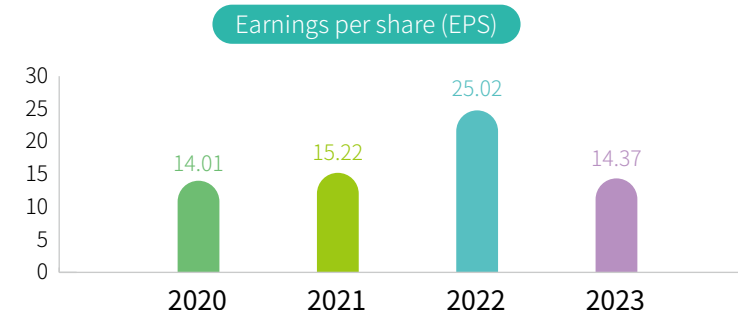
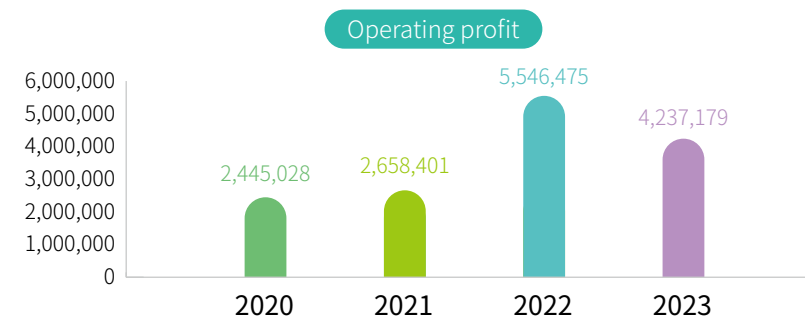
Unit: NT\$ thousands (except for earnings (loss) per share, which is expressed in NT\$)

No.	2020	2021	2022	2023
Operating revenue	22,537,767	28,564,375	52,757,171	51,051,791
Operating cost	16,827,443	21,934,903	39,969,688	38,464,979
Gross margin	5,710,324	6,629,472	13,787,483	12,586,812
Operating profit	2,445,028	2,658,401	5,546,475	4,237,179
Profit before tax	2,255,242	2,641,395	5,292,663	3,442,420
Net income after tax attributable to owners of the parent company	1,828,336	2,036,138	3,838,380	2,310,777
Employee compensation and benefits	4,521,690	5,738,251	11,156,973	11,953,226
Total dividends	1,174,657	1,082,724	1,385,649	1,580,108
Payments to government - income tax	434,946	619,423	1,461,681	1,131,643
Earnings per share	14.01	15.22	24.77	14.37

Note: The financial information provided in this table is taken from BizLink's 2023 consolidated financial statements that have been reviewed and audited by certified public accounts (CPAs). Kindly refer to BizLink's annual report or the Market Observation Post System (MOPS) for more details.

Product R&D at BizLink focuses on high-end applications in various major markets that we serve. BizLink will continue to develop high-speed cable modules for cloud storage in response to future market needs for cloud storage. In the automotive field, BizLink continues its efforts to develop electric vehicle supply equipment (EVSE), power supply accessories, and high-current connection modules for energy store devices. Additionally, BizLink also attaches great importance to advanced applications, such as wire harnesses for

unmanned vehicles and long-distance transmission wire harnesses for virtual or augmented reality. More efforts will also be channeled to developing more applications of Category 2 cables for medical equipment. As far as industrial equipment is concerned, BizLink develops cables for customized semiconductor equipment and green energy equipment, as well as wire harnesses for engineering vehicles.



2.1.4 Membership in Industry Organizations and Associations

BizLink actively engages in industry association activities, thus forming a close communication mechanism with industry members via regular or irregular meetings.

Name of industry organization or association	Description
Taiwan Electronic Connection Association (TECA)	Executive Director
Strategic Alliance for Automobile Industry in TECA	General member
International Signal Standard Relative Associations	
» USB-IF Compliance Workshop	
» PCI-SIG	
» VESA	General member
» HDMI Licensing Administrator, Inc.	
» T10 Technical Committee	

2.2 Corporate Governance

Having been attaching great importance to operational transparency and corporate governance, BizLink has established an effective corporate governance framework and formulated guidelines on relevant implementation and practices in accordance with the Company Act, the Securities and Exchange Act, and other related laws and regulations in the Republic of China (Taiwan), with the aim of constantly improving management performance and safeguarding the interests of investors and other stakeholders.

With a long-term commitment to various principles in corporate governance, such as establishing an effective corporate governance framework, safeguarding shareholders' interests, strengthening the competencies of the Board of Directors, respecting stakeholders' rights, and enhancing information transparency, BizLink has gradually initiated and promoted various systems and regulations, as well as constantly improves the quality and effectiveness of corporate governance to truly realize the spirit of corporate governance, thereby pursuing the maximization of shareholder wealth and realizing corporate sustainability.

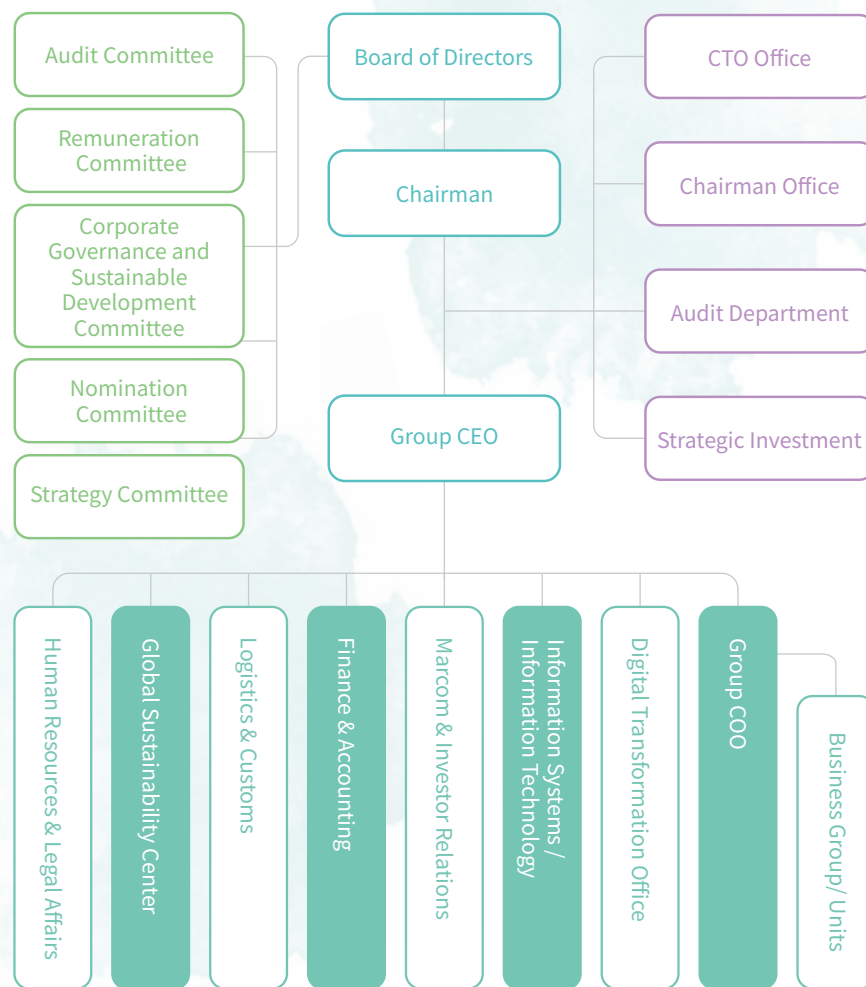
We firmly believe that a good board governance system is the cornerstone of outstanding corporate governance. In order to reinforce an effective and sound governance system in the Board of Directors, BizLink has appointed the most experienced and reputable talents in the industry as independent directors to the Board of Directors since going public in 2011, with a view to assisting BizLink in observing ethical and legal compliance while pursuing growth. Thereafter, a resolution was passed in the annual general shareholders' meeting to establish the Audit Committee, which consists of independent directors, under the Board of Directors. The operations of the Board of Directors and the Audit Committee are governed by the "Rules of Procedure for Board Meetings," the "Audit Committee Charter," and other relevant laws and regulations. In view of the fact that the remuneration system for directors and managers serves as an integral part of corporate governance and risk management, BizLink's Board of Directors passed a resolution to form the Remuneration Committee and established the "Remuneration Committee Charter" in 2011, thereby taking a major step towards realizing the spirit of corporate governance. In 2016, BizLink was selected as a constituent of the TWSE Corporate Governance 100 Index.



2.2.1 Board of Directors

According to the Articles of Incorporation, BizLink shall appoint no less than 5 people and no more than 21 people as directors (including independent directors) for a term of 3 years. The election of directors shall be carried out based on the candidate nomination system, where directors shall be elected from the list of director candidates in the shareholders’ meeting. Directors may be reelected to serve for consecutive terms.

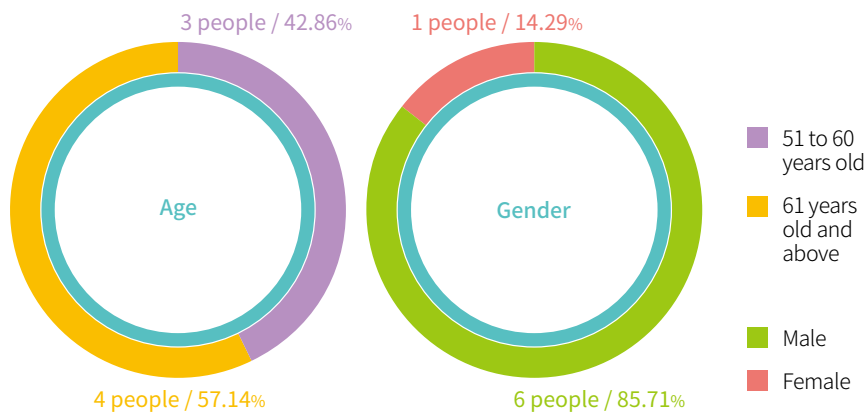
- Structure of the Board of Directors



BizLink’s Board of Directors consists of 7 members, all of whom are seasoned and reputable talents in the industry. Owing to all-round considerations, 3 of them are independent directors, whose independence complies with the “Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.” The Board of Directors is composed of the Chairman, 4 general directors and 3 independent directors who come from diverse professional backgrounds or fields. Hence, they are able to fulfill their responsibilities effectively, including creating a good board governance system; supervising, appointing, and guiding the management of BizLink; and strengthening the functions of management. Moreover, the Board of Directors is also in charge of BizLink’s overall operating conditions in the economic, social, and environmental aspects, and is committed to maximizing stakeholders’ interests.

Members of the Board at BizLink		Gender
Chairman	Roger, Hwa-Tse Liang	Male
Director	Felix, Chien-Hua Teng	Male
Director	Annie, Inru Kuo	Female
Director	Younger, Yan-Chao Wang	Male
Independent Director	Jr-Wen Huang	Male
Independent Director	Chia-Jun Cherng	Male
Independent Director	Chien-Cheng Lin	Male

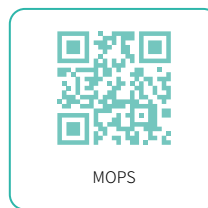
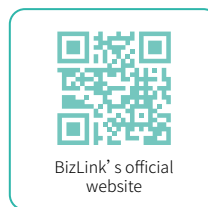
• Diversity in the Board of Directors



In 2023, a total of 6 BoD meetings were held. The background information and education level of the 7 directors and their positions in other companies, as well as the operation of the Board of Directors and various functional committees are disclosed in BizLink’s annual report, which can be obtained from the MOPS and BizLink’s official website (<https://www.bizlinktech.com>).

To motivate senior executives, outstanding key professionals, and all employees to value performance, sustainable development goals have been integrated with the Company’s business objectives to achieve dual effectiveness. Following discussions by the Strategy Committee and the Remuneration Committee, the following plan for linking rewards with sustainable performance has been developed:

In light of increasing emphasis on issues such as corporate governance and corporate sustainability and related international trends, BizLink encourages our directors to engage in continuing studies and report their study progress to BizLink. BizLink’s disclosure of directors’ training and continuing study records is available on the MOPS (<http://mops.twse.com.tw/>).



In July 2022, BizLink conducted its triennial external professional independent evaluation of the board of directors. The evaluation results include four recommendations for enhancing corporate governance:

- Establish a separate communication mechanism between internal auditors and the audit committee
- Adjust the appointment and performance evaluation procedures for audit supervisors
- Establish a "new director lecture system"
- Have the audit committee receive whistleblower reports directly

The board of directors and functional committees conducted an internal assessment for 2023 through a questionnaire. The performance evaluation results are as follows:

- Board of Directors Overall: 5
- Individual Board Members: 4.84

Functional Committees:

- Audit Committee: 5
- Remuneration Committee: 5
- Corporate Governance and Sustainable Development Committee: 5
- Nomination Committee : 5
- Strategy Committee : 5

Rating scale:

1: Very poor/strongly disagree

5: Excellent/strongly agree
Opinions of some board members: BizLink’s board of directors is functioning well. All members of the board are fulfilling their responsibilities and actively participating. The results of the internal and external board performance evaluations conducted in 2023 were submitted to the board of directors for review and approval by the end of the first quarter of 2024.

2.2.2 Audit Committee

The purpose of BizLink’s Audit Committee is to supervise and establish a risk control system, whose scope includes fair presentation of BizLink’s financial statements; the appointment and dismissal, independence, and performance of CPAs; the effective implementation of BizLink’s internal control system; BizLink’s compliance with relevant laws and regulations; and management and control of existing or potential risks to BizLink. Additionally, the Chief Auditor, the Accounting Manager, and CPAs are required to present reports related to internal audits, financial conditions and updated information on the relevant laws and regulations to the Audit Committee every quarter. The Audit Committee may, upon passing a resolution, appoint attorneys, CPAs or other professionals to conduct audits or provide consultation within their professional capacity. The Audit Committee can establish direct contact with internal auditors, CPAs, and the management at BizLink. The Audit Committee convenes at least one meeting every quarter. In 2023, a total of 4 meetings on 3/30, 5/11, 8/25, and 11/10 were held by the Audit Committee. Kindly refer to BizLink’s annual reports and the MOPS for more details regarding the attendance of the committee members in these meetings.

2.2.2 Remuneration Committee

BizLink’s Remuneration Committee is responsible for formulating and regularly reviewing the remuneration policy for directors and managers and linking this policy to BizLink’s business performance and targets, in order to attract and retain high-quality talents and improve BizLink’s competitiveness. Remuneration for directors at BizLink is distributed in accordance with BizLink’s Articles of Incorporation, and any amendments thereto have to be approved by the shareholders’ meeting. As a way to measure the performance of the highest governing body at BizLink, director remuneration is determined based on the functions and powers, attendance, and performance evaluation of individual directors. Remuneration for senior managers, which consists of fixed items (e.g., base salary, annual bonus, and benefits) and variable items (e.g., bonuses, dividends (cash or shares), and employee stock options), is primarily determined by variable items. Fixed items aim to maintain BizLink’s competitiveness in the industry, while variable items take into consideration the performance of our company and individual managers; in other words, the better the performance of our company and the individual manager, the higher the ratio of variable

items to fixed items. Performance evaluation standards are determined based on the achievement of comprehensive goals related to annual financial status (sales revenue and profit), market and customers, organization and employee growth, etc. Evaluation items, targets, and weighting ratios are set at the beginning of each year based on developments in internal and external business environments. Remuneration for managers is reviewed and assessed by the Remuneration Committee, which will then make recommendations to the Board of Directors for approval before such remuneration is distributed.

BizLink’s Remuneration Committee convenes at least two meetings a year and consists of 3 committee members, who has elected Independent Director Jr-Wen Huang as its convener and chairperson. The Remuneration Committee shall invite the Chairman to attend its meetings, but the Chairman is required to recuse himself from any agenda items that involve personal interests. Furthermore, directors, managers from relevant departments, internal auditors, CPAs, legal advisors or other personnel at BizLink shall also be invited to attend its meetings and provide the necessary information. In 2023, a total of 3 meetings on 3/30, 4/26 and 11/10 were held by the Remuneration Committee. Kindly refer to BizLink’s annual reports and the MOPS for more details regarding the attendance of the committee members in these meetings.

2.2.4 Corporate Governance and Sustainability Development Committee, Nomination Committee, Strategy Committee

2.2.4.1 Corporate Governance and Sustainability Development Committee

With a view to establishing a good functional committee governance system, strengthening the functions of management, and being committed to the implementation of CSR and corporate sustainability, BizLink’s Board of Directors passed a resolution to establish the Corporate Governance and Sustainability Development Committee in 2018, with BizLink Group CEO Felix Teng serving as the convener, 2 Independent Directors as the committee members, and the Global Sustainability Center as the executive organizer.

Since committee members are selected from the board of directors, their remuneration policies operate in accordance with the remuneration policies of the board of directors. According to Article 34.1 of BizLink’s Articles of Incorporation, the remuneration for directors in the given year shall not exceed

3% of the annual profit. The remuneration is determined based on factors such as the company's operational results, the level of involvement in company operations, the occurrence of ethical risks or other events negatively impacting the company's image or reputation, improper internal management, misconduct, achievement of goals, profitability, operational efficiency, and contribution. Based on this comprehensive assessment, a reasonable remuneration is provided. Please refer to the annual report of the given year for the remuneration details of committee directors in that year.

In 2023, a total of 3 meetings on 3/30, 5/11, and 11/10 were held by the Corporate Governance and Sustainability Development Committee to track the implementation of corporate sustainability.

Title	Name	Training Date		Organizer	Session	Training Hours
		From	To			
Convenor (Director)	Felix, Chien- Hua Teng	2023/02/22	2023/02/22	Taiwan Institute of Directors	3M: A Century of Innovation Driven by Technology	3
		2023/03/30	2023/03/30	Taiwan Corporate Governance Association	2023 How Should a Board of Directors Establish its ESG and Sustainability Governance Strategies?	3
		2023/03/30	2023/03/30	Taiwan Corporate Governance Association	2023 How Should a Board of Directors Establish its ESG and Sustainability Governance Strategies?	3
Member (Independent Director)	Jr-Wen Huang	2023/07/04	2023/07/04	Global Views Monthly	2023 Cathay Sustainable Finance and Climate Change Summit	6
		2023/08/03	2023/08/03	Securities & Futures Institute	Advanced Seminar for Directors, Supervisors (Including Independent Directors), and Company Secretary [Doing Good Business Through Kindness, Authenticity, Beauty, Social Welfare, Doing the Right Thing, and Doing It Well (ESG/SROI)]	3
		2023/10/13	2023/10/13	Securities & Futures Institute	2023 Prevention of Insider Trading	3
		2023/03/30	2023/03/30	Taiwan Corporate Governance Association	2023 How Should a Board of Directors Establish its ESG and Sustainability Governance Strategies?	3
Member (Independent Director)	Chia-Jun Cherng	2023/08/03	2023/08/03	Securities & Futures Institute	Advanced Seminar for Directors, Supervisors (Including Independent Directors), and Company Secretary [Doing Good Business Through Kindness, Authenticity, Beauty, Social Welfare, Doing the Right Thing, and Doing It Well (ESG/SROI)]	3
		2023/09/07	2023/09/07	Taiwan Corporate Governance Association	Corporate Governance and Securities Regulations	3
		2023/09/22	2023/09/22	Taiwan Corporate Governance Association	Worldwide Key Trends in ESG for Winning The Future and Related Practical Cases	3
		2023/09/22	2023/09/22	Taiwan Corporate Governance Association	Key to Enhancing Board Effectiveness	3
		2023/11/06	2023/11/06	Deloitte & Touche	Strategies For Individuals and Businesses to Weather The CFC Storm	3

2.2.4.2 Nomination Committee:

To enhance the functionality of the Board of Directors and strengthen the management mechanism, the Nomination Committee was established on March 30, 2023. The committee consists of 5 members: Chairman Hwa-Tse Liang, Director Chien-Hua Teng, Independent Director Jr-Wen Huang, Independent Director Chia-Jun Cherng, and Independent Director Chien-Cheng Lin. Members possess leadership decision-making abilities, operational judgment abilities, management abilities, crisis management abilities, as well as many years of rich and diverse international market knowledge, industry knowledge, work experience, and learning experience. With such, and under the authorization of the Board of Directors, the committee aims to fulfill its duties in good faith, and with utmost care and diligence.

Term of office: May 11, 2023, to July 4, 2024. The meeting held on November 10, 2023, had the following agenda: (1) Addition to the "Procedures for Election of Directors", and (2) Addition to the "Succession Plan for Board Members and Selection and Succession Planning Methods for Senior Managers", and was attended by 100% of committee members.

2.2.4.3 Strategy Committee:

To improve the functionality of the Board of Directors and enhance decision-making efficiency, the Strategy Committee was established on March 30, 2023. The Strategy Committee consists of 6 members: Chairman Hwa-Tse Liang, Director Inru Kuo, Director Chien-Hua Teng, Independent Director Jr-Wen Huang, Independent Director Chia-Jun Cherng, and Independent Director Chien-Cheng Lin. BizLink leverages the leadership decision-making abilities, operational judgment abilities, management abilities, crisis management abilities, as well as the many years of rich and diverse international market knowledge, industry knowledge, work experience, and learning experience of the committee members to formulate major growth strategies ensuring steady and continuous growth.

Main responsibilities of the Strategy Committee: 1. Develop BizLink's growth strategy, including short, medium, and long-term development objectives and strategies. 2. Evaluate major investment and merger plans. 3. Address risk management issues. 4. Handle other significant strategic matters that may impact the future development of the Company.

Term of office: May 11, 2023, to July 4, 2024. In 2023, the committee held a total of 3 meetings on June 27, August 25, and November 10. Meeting agendas included: (1) Report on the Group Strategy Meeting held in Penang in March 2023. (2) Future meeting methods of the Strategy Committee. (3) Report on the Company's plan to adjust the organizational structure. (4) Follow-up report after the Group Strategy Meeting. (5) Addition to the "Regulations for the Management of the Strategy Committee"; all committee meetings for the year had a 100% attendance rate.



2.2.5 Principles for Avoiding and Managing Conflict of Interests

BizLink has established provisions for recusal due to conflict of interests in the “Rules of Procedure for Board Meetings” and the “Audit Committee Charter.” If a director or the legal person he/she represents has a personal interest in an agenda item during a meeting, he/she shall explain the important content of the director’s interest in the agenda item during the current Board of Directors’ meeting. Should it undermine BizLink’s interests, the director shall not participate in discussion and voting for the agenda item, and shall recuse him/herself during discussion and voting. Additionally, the director shall not exercise voting rights on behalf of another director. The name of the director involved, the important content of the director’s explanation, and the status of recusal shall be recorded in the meeting minutes.

BizLink has established the Ethical Corporate Management Best Practice Principles, the Procedures for Ethical Management and Guidelines for Conduct, and the Rules for Handling Material Information and Insider Trading, which clearly stipulate the provisions for recusal due to conflict of interests, thereby serving as the basis for managing conflict of interests.

BizLink adheres to the “Procedures for Ethical Management and Guidelines for Conduct.” We have appointed a spokesperson and set up a mailbox for complaints. Dedicated personnel are responsible for addressing inquiries and receiving suggestions from stakeholders. In addition, our European offices comply with the local whistleblower system by using the GAN Integrity Inc. reporting system (EU) as a communication channel for stakeholders. This ensures that each message is logged with a timestamp, no message is missed, and it can be traced. The system automatically sends reports to the appropriate units, and the receiving units will respond within a specified timeframe.

2.2.6 Legal Compliance at BizLink

Apart from establishing various internal operation rules and regulations in compliance with laws and regulations related to public companies, BizLink also keeps abreast of developments in amendments to the relevant laws and regulations made by the competent authorities at all times and makes adjustments to our own rules and regulations. Moreover, all the subsidiaries under BizLink Group are required to follow these regulations in this spirit. In 2023, BizLink did not experience any significant regulatory violations. However, due to a delay in reporting relevant information following the online legal seminar and economic forum held on March 30-31, 2023, we incurred a fine of NT\$10,000. In the future, managers of each handling unit will be assigned the responsibility to ensure that all operations are reported on time. Furthermore, in order to uphold BizLink’s core values and maintain a high level of professional ethics, employees are required to strictly adhere to the Company’s code of conduct in their daily work and business activities. This is crucial in safeguarding our reputation and earning the respect and trust of customers, suppliers, and the general public; therefore, ethical guidelines have been established for employees and supervisors at all levels.

We currently have production and operation bases in Asia, Europe, and North America. For that reason, the management team has always closely monitored domestic and foreign policies and regulations that may affect the Company’s finances and operations, such as anti-competitive behavior, anti-trust, and monopoly laws. To create a fair competitive environment, article 10 of the “Sustainable Development Best Practice Principles” also stipulates that operational activities should comply with regulations, avoid engaging in unfair competition, fulfill tax obligations, establish appropriate management systems to prevent bribery and corruption, and ensure that corporate donations comply with internal operating procedures. BizLink has also established relevant risk management procedures and provides continuous education and training to enhance employees’ legal knowledge.

2.2.7 Anti-Corruption and Integrity Principles

“Integrity and honesty” have always been BizLink’s core values and the cornerstone of business management as ethics-based management provides a work environment and atmosphere that enables employees to perform their duties in compliance with ethical standards. BizLink requires all our employees to establish a clear understanding of ethics and comply with the Employee Code of Conduct. We respect and abide by the confidentiality agreements signed with our customers and do not accept gifts or unreasonable services. Furthermore, we expect our stakeholders, including customers, suppliers, business partners, and other parties, to understand and support our Code of Conduct. In an effort to improve corporate governance, BizLink has established the Corporate Governance Practice Principles and Corporate Governance Best-Practice Principles in 2014 and the Procedures for Ethical Management and Guidelines for Conduct in 2018, so as to create a systematic grievance channel for our employees and external partners. In 2019, BizLink’s Board of Directors approved the “BizLink Code of Conduct,” which was formulated in accordance with numerous international human rights conventions, with the aim of enhancing the behavioral literacy, ethics and professional capabilities of all our employees. This also shows that our employees uphold trust and integrity in order to realize corporate sustainability with all our stakeholders.

As regards the operation of the Board of Directors, a director or the legal person he/she represents, who has a personal interest in an agenda item during a meeting that may undermine BizLink’s

interests, may express his/her opinions and answer inquiries but is not allowed to participate in discussion and voting. The director is required to recuse him/herself during discussion and voting and may not exercise voting rights on behalf of another director.

In order to ensure that our employees fully understand the relevant rules and regulations, all new employees must undergo ethics and integrity-related training after reporting for duty. In case of unethical and improper conduct, all employees are obliged to report them to us via the proper channels. BizLink also ensures that employees are protected from unfair retaliation or treatment when reporting a grievance or participating in the investigation process. As of October 2023, there have been a total of 1,989 participants in Taiwan and China with a total of 1,279 training hours in Integrity management training sessions. With a view to ensuring sound anti-corruption management, BizLink carries out evaluation and self-review on the design and execution effectiveness of internal control measures including the accounting system every year, where reviews are conducted through audits. Capital, procurement, supply chain management, and administrative units are also listed as units with potential risks, so they need to undergo internal audits or conduct job rotations regularly. Matters concerning ethical corporate management and the implementation of anti-corruption measures are reported to the Board of Directors on November 10th, 2023.

Prior to engaging in business dealings with external parties, such as distributors, suppliers, customers or other parties, BizLink assesses their legality, ethics-related policies, and records of any unethical conduct. When engaging in business dealings with a counterparty, BizLink explains our ethical corporate management policies and related rules and regulations to the counterparty. Additionally, BizLink unequivocally refuses to directly or indirectly provide, promise, request for or accept any improper benefits in any form or name. In the event that the counterparty is found to engage in any unethical conduct, BizLink will immediately terminate any dealings with the counterparty and blacklist the counterparty. At the same time, compliance with anti-corruption policy has also been incorporated into the provisions of commercial contracts, including clear and reasonable payment terms, handling of unethical conduct, and violation of contract provisions that prohibit commissions, rebate or other benefits.

In addition, BizLink has communicated our anti-corruption policy to our suppliers through the Supply Chain Management system (SCM) and included the content of ethical management in supplier contracts, with the status of implementation among our suppliers being reviewed each year.

With the abovementioned promotion measures and management mechanisms in place, no corruption or unethical conduct was reported at BizLink in 2023.

2.2.8 Public Policy

BizLink constantly keeps abreast of developments in domestic and international corporate public policies at all times, and thus reviews and improves our corporate governance system, so as to enhance the effectiveness of corporate governance. Moreover, we maintain a neutral political stance and an objective, low key attitude toward public policies. At the same time, we do not participate in any political activities, nor are we part of any political party. We also do not engage in lobbying or political donations. Our employees are free to express their political inclinations, and we also encourage them to fulfill their civic duties by supporting and voting for their ideal candidates for public office. BizLink adheres to the Ethical Corporate Management Best Practice Principles and the Procedures for Ethical Management and Guidelines for Conduct, ensuring that all sponsorships comply with local laws and regulations. Any relevant decisions made must be documented in writing, and disguised bribery is prohibited. In 2023, there were no incidents that impacted the organization because of public policies.

2.2.9 Protection of Customer Privacy

“Strictly observing customer confidentiality and upholding the principle of integrity” are BizLink’s commitments to customer privacy. We have established the “Ethical Corporate Management Best Practice Principles” and the “Employee Code of Conduct” to develop and inculcate ethical values and culture among our employees. On the other hand, BizLink has also formulated policies and strict internal control mechanisms to safeguard information and data provided by customers. Apart from managing and controlling software or hardware containing technical data and sensitive information about customers’ intellectual properties, we have also signed confidentiality agreements with our customers and suppliers in order to protect the security of our customers’ confidential information. Meanwhile, “protection of customer privacy” is also included in new employee training when employees report for duty, so as to ensure that each employee can do a good job in maintaining confidentiality when dealing with customers. With specific mechanisms in place, no violations of customer privacy nor customer information leaks were reported by BizLink in 2023. Hence, no incidents of undermining customer rights took place at BizLink throughout the year.

2.3 Risk Management

In the face of internationalization in our scale of operation and the increasingly complex impact and challenges arising from changes in the global economic environment, BizLink has identified risks that may potentially affect corporate sustainability in our day-to-day operations, and formulated related management strategies and contingency measures to minimize the risk of operation interruption. With the intention of continuously striving to achieve the goal of creating value in economic, environmental, and social sustainability for various stakeholders such as customers, shareholders, employees, and communities, BizLink identifies and determines risks of concern to business management based on a comprehensive organizational structure in risk management and different levels of implementation in the process of achieving the aforesaid goal, and then minimizes potential risks or turns them into operational opportunities through risk transfer, reduction, and avoidance.

2.3.1 Organizational Structure in Risk Management

In compliance with our existing management organizational system and internal control cycle, BizLink has established the “Rules Governing Risk Management Policies and Procedures” in 2020 to assist the Board of Directors in promoting corporate governance and corporate sustainability. This move aims to strengthen the corporate governance system, environmental protection, and the fulfillment of social responsibility. BizLink holds regular discussions about corporate governance and sustainability issues and the implementation of related matters, where implementation plans and results are reported to the Board of Directors at least once a year. Amended "Risk Management Policy and Implementation Procedures" and reported on the status of risk management The Corporate Governance and Sustainability Development Committee, responsible for risk management, held its regular meeting convened by the committee chairman. A regular meeting was held by the chairman of the committee on November 10, 2023. The proposal was the implementation of risk management in 2023. The proposal report on the relevant content of the meeting was submitted to the board of directors on November 10, 2023 (refer to the official website of the minutes of the board of directors meeting - the company's 2023 annual risk management implementation report). The company plans employee training courses on risk management-related topics to inform the company of important risks and prevention and related response measures. As of October 2023, the number of participants was 1,895, and the total training hours were 1,270 hours.

2.3.2 Business Risk Management

BizLink regularly holds strategic development meetings each year to discuss our operational strategies for long-term development in the future. In order to protect shareholders' interests, BizLink focuses on our performance in the businesses we engage in based on the principles of soundness and pragmatic business philosophy; therefore, we do not engage in any high-risk or high-leverage investing activities. BizLink has established the "Procedures for Loaning of Funds" and the "Procedures for Providing Endorsements/Guarantees" for compliance within our company, but continues to actively assess the risks and benefits of incorporating new technologies and enhance our competitiveness in our core businesses. On the other hand, we increase our production capacity and manufacturing capabilities by maximizing the use of existing equipment while staying committed to transforming ourselves into an all-round solution provider and offering high-value-added services that are more convenient and adaptable in hopes of increasing our gross profit margin.

BizLink identifies risks that can severely impact its operations in accordance with the Risk Management Measures. For example, issues of information and communication technology (ICT) and information security are rampant, with endless incidents of hackers invading databases to demand ransoms, and include business information in daily company operations, or information related to employees, customers, suppliers, and shareholders. In addition to the "Regulations Governing Establishment of Internal Control Systems" set by Taiwan's Financial Supervisory Commission, which clearly requires the establishment of dedicated information security units and personnel based on revenue level, BizLink also places great emphasis on information security risks, strengthening information security management and protection measures, and planning for recovery after information security incidents occur. To improve management, a Chief Information Security Officer position has been established, held concurrently by the Group's President, leading senior information executives and departments to implement the following measures to prevent ICT and information security risks (ICT and information security are terms consistent with the Company's internal regulations, hereinafter collectively referred to as information security).

(1) Information Security System:

BizLink has fully implemented an information security system. In addition to implementing the Security Operation Center (SOC) by the end of 2023, a Chief Information Security Officer (CISO) has been appointed, who also serves as the President of the Group. The CISO is responsible for leading the security risk management team, ensuring the operation of the information security management system, identifying internal and external issues related to the information security management system, as well as the requirements and expectations of stakeholders regarding information security. In 2023, BizLink has continued to work on information security protection, incident response, and post-incident recovery to prevent security incidents and minimize losses.

- A. Targets and Scope of Information Security.
 - (A) Targets: Include employees, customers, suppliers, shareholders, as well as software and hardware equipment related to operations.
 - (B) Scope: To ensure the information and communication security of the Company, relevant regulations and systems have been established, applying technical and data security standards. They have also been integrated into the management system to protect the privacy, as well as maintain the information and communication security of employees, suppliers, and customers during business interaction
- B. Information Security Risk Framework

The President of BizLink has formed an interdepartmental team for information security, spearheaded by the Information and Administration Departments, with multiple units working together to strengthen our information security measures.

 - (A) The team is responsible for formulating policies for information security management and conducting regular reviews and revisions.
 - (B) The team holds regular meetings to review implementation status, and provides annual progress reports to the Board for review.

(2) Information Security Policy Objectives

- A. Ensure the continuous operation of BizLink's business and the stable availability of the information services we provide.
- B. Maintain the confidentiality, integrity, and availability of information assets under our management, and safeguard the privacy of personnel data.
- C. Establish a sustainable information business operation plan and execute information business activities in compliance with relevant laws and regulations.

(3) Information Security Control Measures

- A. Establish a regular inventory of information assets, conduct risk management based on information security risk assessment, and implement various control measures.
- B. BizLink regularly holds information security promotion activities, including annual information security education and training sessions. New employees are required to sign information confidentiality agreements and participate in information security education and training.
- C. All company employees, outsourced contractors and their partners are required to sign a confidentiality declaration. This is to ensure that those who use BizLink's information to provide information services, or perform related information operations, have the responsibility and obligation to protect the information assets obtained or used, preventing unauthorized access, unauthorized modification, damage or improper disclosure.
- D. Important information systems or equipment shall be equipped with suitable backup or monitoring mechanisms and undergo regular testing to ensure availability.
- E. Antivirus software should be installed on personal computers, regularly updating virus definitions. Unauthorized software usage is prohibited.
- F. Employees should properly safeguard their account credentials and permissions, and ensure they are changed regularly.
- G. Establish standard protocols for quick reaction and reporting of information security incidents to mitigate damage and prevent escalation.
- H. All staff must adhere to legal standards and information security policies, while supervisors should ensure compliance and reinforce awareness of information security and regulations.
- I. Considering the uncertainty of information security risks, a cybersecurity insurance policy with a maximum coverage of US\$2 million was purchased, effective from May 5, 2023, to May 5, 2024.

(4) Promotion of information security in 2023

- A. Themes for the bi-weekly information security promotion for the year were as follows: Password change every 90 days; new chatroom layout; anti-piracy promotion; promotion against clicking on unfamiliar links; introduction to GIFs functionality; introduction to enhanced computer data protection measures; methods of locking cloud drive data; quick search for cloud drive data; update search system browser; calendar meeting time setting; paying attention to warning messages of possible virus invasion; regular computer software updates; use of Helpdesk standard procedures, etc.
- B. In 2023, a total of 82 information security education and training sessions and 5 social engineering drills were conducted. All BizLink employees participated, ensuring that the concept of information and communication security was instilled in every department and individual, as well as daily work and systems. A total of 4,542 instances of participation by managers and employees were recorded.
- C. According to Articles 8 and 9 of the "Regulations Governing the Establishment of Internal Control Systems by Public Companies", regulations should be formulated for the management of personal data protection and control operations related to computerized information systems. In addition, Article 13 also stipulates that information security inspections should be included as audit items in the annual audit plan each year.
 - (A) Integration of information security audit: Information security audit was included in the annual audit plan for July and November 2023.
 - (B) Information security audit content: Control operations for information security inspections, control operations for system recovery plan system, control operations for testing procedures.
 - (C) Information security audit results: No abnormalities.




In the future, according to the internal control system, information security inspections will be included in the annual audit plan.

- (5) As of the printing date of the most recent annual report, BizLink has not suffered any losses due to major information security incidents. With the continuous promotion and supervision of the information security compliance system, as well as the strengthening of employees' awareness of information security and legal concepts, no potential risk of major losses due to major information security incidents is expected to occur in the future.

2.3.3 Financial Risk Management

Exchange rate, interest rate, and fluctuations in product prices pose more challenges to BizLink because any slight miscalculation will not only eat away our profits, but also affect shareholders' interests. Therefore, BizLink has established the "Procedures for Trading Derivative Instruments", which clearly specifies the hedging instruments to be used and assessment and evaluation of these instruments. BizLink uses various financial instruments, including spot or forward contracts, swaps, and options, to minimize risks. The main currencies currently used by BizLink are the U.S. dollar and the Chinese Yuan. Since quotations for product exports and raw materials purchased overseas are denominated in the U.S. dollar, most of the foreign currencies can be written-off through regular transactions so as to achieve the effect of auto hedging. In the future, we will intensify the auto hedging effect by offsetting foreign currency obligations and debts, and also use derivative instruments to conduct hedging under appropriate risk regulations.

2.3.4 Risk Identification and Control Measures in 2023

Aspect	Risk identification	Control measure
 Economic	Finance Management, Legal affairs, Audit, Public relation and investor relations	<ul style="list-style-type: none"> Kindly refer to "Risk Assessment in Recent Years and as of the Date of Printing of this Annual Report" in Chapter 7 "Financial Status, Performance Review, and Risk Analysis" in our annual report for more details.
	Supply chain management	<ul style="list-style-type: none"> Ensure that products and supply chains do not contain conflict minerals Establish the Guidelines for New Supplier Selection Classification management according to supplier characteristics and risks
	Ethics, integrity, and anti-corruption	<ul style="list-style-type: none"> Establish the "Employee Code of Integrity," the "Ethical Corporate Management Best Practice Principles," and the "Procedures for Ethical Management and Guidelines for Conduct" Continue to conduct ethics regulations and anti-corruption awareness training for employees Establish grievance and whistleblowing channels that bypass company hierarchy The Group did not make any political donations, nor did it receive any financial assistance from the government.
 Environment	Climate change risks	<ul style="list-style-type: none"> Develop green manufacturing technologies Establish a green factory management system Implement energy-saving and carbon-reducing projects Conduct energy audit and source management Biodiversity initiative
	Increasingly stringent environmental laws and regulations	<ul style="list-style-type: none"> Establish management guidelines and directions for various operations in compliance with relevant regulatory requirements The Occupational Safety and Health Committee inspects compliance with environmental laws and regulations on a regular basis
 Society	Human capital risk management	<ul style="list-style-type: none"> Regularly conducts human resource audit and inspection Devise and implement employee training and development plans Design competitive remuneration and employee welfare measures Conduct comprehensive training and implement local talent development and training programs
	Safety and health risks	<ul style="list-style-type: none"> Regularly examine compliance with occupational safety regulations Conduct occupational safety and health training for employees Implement hazard and risk protection measures and operational control Maintain workplace safety and order of production Implement fire prevention measures, and enhance fire prevention awareness and firefighting training among employees Implement fire source control and safety self-inspection mechanisms Carry out regular electrical equipment inspections
	Product quality and safety management	<ul style="list-style-type: none"> Carry out product design according to international regulations and customer standards Strengthen our technical team

Measures were taken to address risks and opportunities for the community in 2023:

Taiwan actively contributes to the community by reducing environmental impact, and protecting the environment is one of the BizLink Group's important cultural values. Therefore, BizLink volunteers and their families participated in several beach and mountain cleaning events organized by the Company, reducing the risk of marine and forest waste damaging the natural ecosystem. This also increased the opportunity for employees' families (especially children) to learn about the ocean and get closer to the forests, further fostering environmental protection awareness and expanding the community influence of BizLink's locations. Below are the quantified details of the specific measures taken. While the amount of waste collected is not large, the cumulative positive impact is expected to continue growing.



Active environmentally friendly actions have won the 2023 Green Enterprise Label from the Organic Living Environment Education Promotion Association of the Republic of China.

Date	Locations of corporate volunteers	Activity	Locations	Number of participants and results
April 29	Tainan	Clean the beach	Tainan	Number of participants: 26 (employees: 18 + dependents: 8) Number of volunteer hours: 208 hours Participation results: 37.7 kilograms of waste picked up in total
May 6	New Taipei City	Clean the beach	New Taipei City	Number of participants: 43 (employees: 28 + dependents: 15) Volunteer hours: 344 hours Participation results: 76.5 kilograms of waste picked up in total
August 27	New Taipei City	Clean mountains	New Taipei City	Number of participants: 29 (employees: 21 + dependents: 8) Volunteer hours: 232 hours Participation results: 10.0 kilograms of waste picked up in total
November 4	New Taipei City	Clean the beach	New Taipei City	Number of participants: 27 (employees: 15 + dependents: 12) Volunteer hours: 224 hours Participation results: 38.0 kilograms of waste picked up in total



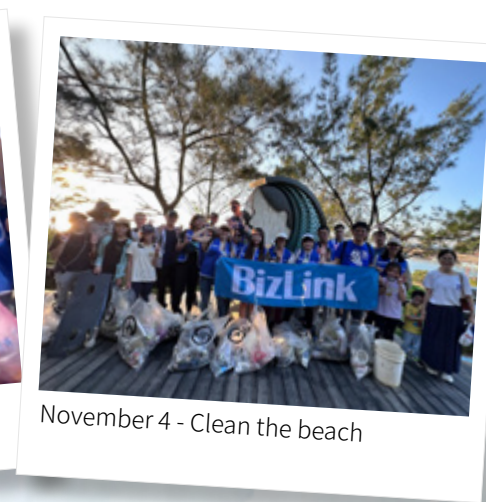
April 29 - Clean the beach



May 6 - Clean the beach



August 27 - Clean mountains



November 4 - Clean the beach