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Responding to Sustainability Issues

- Sustainable Development Strategy

Major Stakeholders

- Government / Competent Authorities

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1.1 Sustainability Vision and Strategies

GRI 2-13, 2-22, 2-23, 2-24, 3-3

SDG 3, 4, 5, 8, 13, 17

With the sustainability vision of "Leading Smart Living, Creating Sustainable Value", D-Link is moving toward the vision that is linked to the United Nations Sustainable Development Goals (SDGs), based on 4 core spirits and 7 sustainability management competencies, and shaping sustainable value with corporate identity.

- 1.1.1 Management Approaches for Sustainable Development Strategy
- 1.1.2 Short / Medium / Long-term Goals for Sustainable Development Strategy
- 1.1.3 Achievement Status of Sustainable Development Goals for 2025



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● Connotation of D-Link’s Sustainability Vision

Diversity	Pursue social inclusion with diverse and equitable policies and programs
Leverage	Utilize industry functions and corporate values to pursue maximum impact
Integrity	Establish a management mechanism with honesty and integrity to reduce operational risks and pursue sustainable development
Net-zero	Optimize the efficiency of energy and resource use, and reduce the impact on the environment and ecology with a sustainable operation model
Knowledge	Strengthen industry functions through innovation and R&D capabilities to meet human development needs and share results with society

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1.1.1 Management Approaches for Sustainable Development Strategy

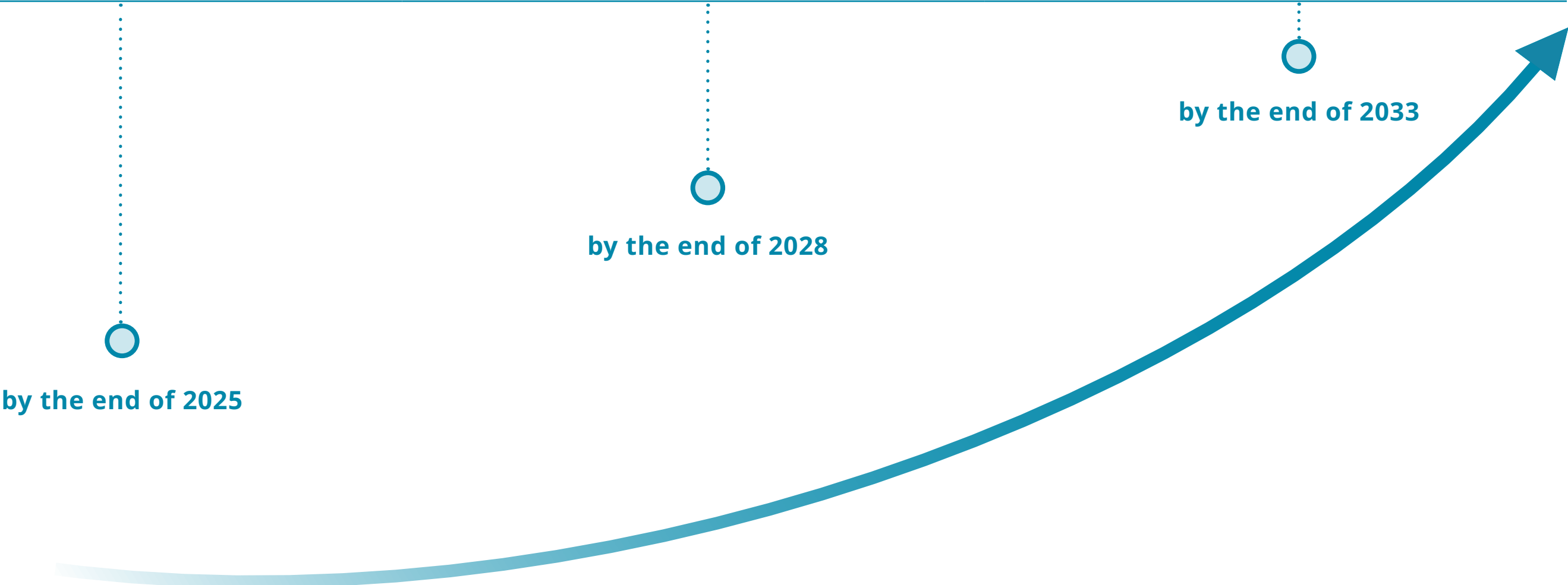
Material Topics	Significance for D-Link	Impacts on Value Chain*			Response Policies and Measures	Management Actions
		Suppliers/Business Partners	D-Link/Subsidiaries	Customers/Clients		
Sustainable Development Strategy	Corporate sustainability is rooted in the sustainable development of the environment and society. The stable environment and society are the essential foundation for the sustainable development of the enterprise. While pursuing operational profit, D-Link also values the balance of ESG aspects to mitigate related risks and challenges, while grasping possible opportunities and advantages.	●	●	●	A dedicated unit has been established to formulate the Company's sustainable development strategies, implement the promotion of sustainable development policies, and track and manage the results thereof.	D-Link has an ESG and Nominating Committee to assist the Board of Directors in promoting sustainable development practices to realize the vision of sustainable management; it also has an ESG Office under the Committee, holding meetings flexibly according to business needs to review and discuss the Company's core operating capabilities with the heads and responsible colleagues of each center, jointly formulate ESG development strategies, and optimize them.

※ ●Direct impact; ○Indirect impact

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1.1.2 Short / Medium / Long-term Goals for Sustainable Development Strategy

Material Topics	Short-term	Medium-term	Long-term
Sustainable Development Strategy	• Through international ESG assessments and comparisons, we grasp global sustainable development trends and continuously review the suitability of our sustainable development strategies and goals. • Incorporate ESG-related indicators into the KPI of units or employees. • We proactively provide sustainable development and ESG-related news and resources to stakeholders to exert brand influence and strengthen sustainable development momentum. • The Company actively responds to government policies, plans diversified cooperation across diverse themes including culture, environment, and society to build a sustainable ecosystem of cross-disciplinary common wellness and expand the influence of corporate sustainability.	• Implement the sustainable development strategies through the sustainable development program and combining the seven sustainable management capabilities, so as to create culture internally and image externally. • Link the sustainable development performance with each employee’s KPI.	• Link the functions and industrial characteristics of the networking equipment industry, leading smart living, creating sustainable value together. • Gradually achieve the goal of Net-zero emissions by 2050.



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1.1.3 Achievement Status of Sustainable Development Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Sustainable Development Strategy	• It keeps abreast of the global sustainable development trends through international ESG evaluation/scoring and reviews the appropriateness of sustainable development strategies and goals on a rolling basis. • The ESG-related indicators are included in the KPIs of units or employees. • The new information or resources related to sustainable development/ESG are actively provided to stakeholders to exert brand influence and strengthen sustainable development momentum. • Actively respond to government policies by planning diverse collaborations on cultural, environmental, and social themes, building a cross-domain sustainable ecosystem of shared prosperity, and expanding the Company’s sustainability influence.	• D-Link was ranked among the top 5% of the global network communication equipment industry in the S&P Global CSA⁹ and was selected for inclusion in the 2026 Sustainability Yearbook¹⁰. The Company also regularly reviews the implementation of various sustainability indicators. For issues that still have room for improvement, the Company refines its ESG sustainable development strategy goals through quarterly tracking and annual reviews. • Supervisors at all levels are instructed to accommodate the promotion of ESG operations, to incorporate corresponding indicators into the annual work targets of the unit or employees, and set appropriate weights. • Based on the external ESG survey questionnaires received, D-Link regularly compiles key information to provide and assist employees in understanding the development trends of sustainability issues. This serves as the basis for timely responses to customer ESG due diligence, demonstrating D-Link’s sustainability resilience and brand competitiveness. • In order to enhance the sustainability, resilience, and ESG knowledge of the entire industry chain, starting from 2024, the Company has regularly published the e-newsletter to share the Company’s sustainable vision, governance structure, and implementation status with suppliers, and has detailed the principles, spirit, and specific implementation measures of the promotion measures, seeking to drive the value chain to jointly cultivate sustainable development and regard it as the most valuable corporate investment.	✓

⁹ Corporate Sustainability Assessment
¹⁰ The S&P Global Sustainability Yearbook

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1.2 Sustainable Management Structure

GRI: Self-defined topics

D-Link adopts sustainable development as its business policy and sets up the ESG and Nominating Committee as the highest management unit for ESG related matters. Through the collaboration of the ESG Office and each department, the Company collectively examines and discusses its core operational capabilities and sets directions for development and improvement. With a top-to-down governance structure supported by cross-departmental integration, D-Link proves its strong commitment to corporate sustainability development.

1.2.1 ESG and Nominating Committee

1.2.2 ESG Office



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1.2.1 ESG and Nominating Committee

D-Link established the ESG Committee in 2021, which was renamed the ESG and Nominating Committee in 2025. The Committee assists the Board of Directors in concretely promoting sustainable development practices to realize the vision of sustainable management. For regulations regarding the Committee, please refer to the "ESG Committee Charter¹¹."

Responsibilities of ESG and Nominating Committee

- Evaluate the professional knowledge, skills, experience, and gender diversity required of directors, nominate candidates for the Company’s Board of Directors, review their qualifications, and assess the independence of independent directors.
- Establish the organizational structure of the Board of Directors and its committees, and supervise and guide the performance evaluation results of the Board, committees, and directors.
- Plan and implement training programs for directors.
- Formulate the Company’s Corporate Governance Best Practice Principles.
- Develop, promote, and strengthen the Company’s sustainability policies, annual plans, and strategies.
- Review, track, and revise the implementation and effectiveness of sustainability practices, and report to the Board of Directors at least once a year.
- Supervise sustainability information disclosure and review the sustainability report.
- Supervise the execution of the Company’s sustainability code of practice or other sustainability-related matters as resolved by the Board of Directors.
- Handle other matters as assigned by resolution of the Board of Directors.

Operation of ESG and Nominating Committee

The ESG and Nominating Committee is composed of all independent directors and the chairman, with 4 members. 3 meeting was held in 2025 and the attendance rate of members was 100%. For the professional qualifications and experience of members of the ESG Committee, and the 2025 meeting reports, discussions, and resolutions, please refer to the “ESG Committee” section on the official website.

¹¹ By resolution of the Board of Directors on August 13, 2025, the scope of duties of the "Corporate Sustainability Committee" was expanded and renamed the "ESG and Nominating Committee."

1.2.2 ESG Office

To effectively implement the resolutions of the Sustainability Development and Nomination Committee, D-Link established the ESG Office under the Committee. Its members possess sustainability management expertise and relevant professional certifications. Supported by a functional ESG Task Force, meetings are convened flexibly according to business needs, where department heads and responsible colleagues from each center collectively review and deliberate on the Company’s core operational capabilities.

● Responsibilities of ESG Office and the ESG Task Force

ESG Office	ESG Office & ESG Task Force	Responsible Departments
• Analysis of domestic and foreign sustainability-related trends and regulations, and provision of integration advice • Organize and integrate ESG-related initiatives. • Responsible for convening task force meetings flexibly according to business needs.	• Address ESG-related material topics and concerns raised by stakeholders. • Developing ESG Project Plans. • Track and manage the progress of ESG strategic goals.	• Deliberate on detailed approaches and execute them. • Regularly report on implementation progress.

The Company’s ESG strategic goals are jointly formulated by the ESG Office and the Task Force, and approved by the Board of Directors. The ESG Office tracks the planning and implementation progress of responsible personnel on a quarterly basis, and reports annually to the Sustainability and Nomination Committee as well as the Board of Directors to ensure review and continuous optimization. To ensure that the strategic goals align with global sustainability progress and stakeholder expectations, a comprehensive review and update is conducted every two years; the latest update was completed at the end of 2025, and is scheduled for implementation in early 2026. By deeply integrating sustainability into the Company’s management strategies and daily operations, the Company aims to achieve long-term value creation. For further details, please refer to the official website under the section titled "[ESG Vision and Performance](#)."

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D-Link’s ESG Short / Medium / Long-term Strategic Goals (2025-2033)

Aspect	Duration ¹²	Strategic Goal
Environmental	Short-term	• Continue to implement energy saving projects. • Obtain ISO 46001 Water Efficiency Management System Certification
	Medium-term	• Gradual upgrade of air conditioners. • Complete the carbon inventory and verification of consolidated subsidiaries. • Assessment of the introduction of ISO 14067 product carbon footprint standard. • Promote active reduction of carbon emissions to the supply chain.
	Long-term	• Installation of solar photovoltaic equipment. • 2030 green power procurement target of 17.5%. • Pass ISO 50001 energy management system certification.
Social	Short-term	• Formulate a plan for the reserve cadre personnel for key positions.
	Medium-term	• Optimize remuneration competitiveness.
	Long-term	• Continue to promote sustainable human rights risk assessment.
Governance	Short-term	• Maintenance of Taiwan Intellectual Property Management System. • Build sustainability and resilience of the supply chain.
	Medium-term	• Continuously Enhancing the Sustaining Power of Corporate Governance. • Implement remuneration transparency for senior managers.
	Long-term	• Evaluate and introduce external verification of ethical corporate management/anti-bribery related management systems. • Include ESG performance as a criterion for supplier selection. • Evaluate and implement the ISO 20400 sustainable procurement guidelines.
Sustainable Products	Short-term	• Promote and optimize sustainable product development and design planning. • Shaping D-Link’s sustainable product features.
	Medium-term	• Sustainable performance is enhanced in product design. • Discuss a product recycling plan. • Strive for international awards for sustainable products.
	Long-term	• Continue to strengthen the influence of D-Link sustainable products.



¹² Short-term: By the end of 2027; Medium-term: By the end of 2030; Long-term: By the end of 2035.

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1.3 D-Link's Sustainable Value

GRI: Self-defined topics SDG 3, 4, 8, 9, 12, 13, 14, 15, 17

To respond to the high concern and expectation of global customers and capital markets on ESG issues, and join hands with stakeholders towards sustainability, D-Link is committed to promoting and integrating sustainable development strategies and operational core and integrating with the United Nations Sustainable Development Goals (SDGs). D-Link works with suppliers, employees, customers, communities and other stakeholders to jointly launch a number of governance, environmental and social action programs, and gradually realize the vision of sustainable development. Since 2022, the Company refers to the integrated reporting framework published by the International Integrated Reporting Committee and examined the input and output of six major capitals, including financial capital, manufactured capital, intellectual capital, human capital, natural capital, and social and relationship capital in the Company. It also launched an operating value chain, as an important reference indicator for corporate sustainable management, and helped stakeholders to understand and review the performance of D-Link in promoting sustainable development.





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Capital Input and Output in 2025 (Currency: NTD)

Six Major Capital Investments for The Year		Business Model		Six Capital Outputs of the Year	Sustainability Impact
Financial Capital	Optimize operating profitability by making the best use of shareholders' capital and bank funds and managing financial resources effectively. Capital: NT\$6 billion	Driving Upward Stable Operation Impact Downward		Loss before tax: NT\$190 million	Stable returns for investors/ shareholders
Manufacturing Capital	Manage suppliers to confirm that they provide products and services that meet customers' needs under conditions that meet society's expectations. Amount of cooperation with major suppliers: NT\$3.83 billion	UpstreamOperationDownstream SuppliersBusiness PartnersInvestors/ShareholdersColleaguesSubsidiariesCustomersClients Sustainable Supply ChainRisk ManagementOptimization of Operation ManagementProfessional Talent CultivationInnovation and R&DGreen ProductsLocal CareGlobalizationOperation		- Operating revenue: NT\$13.4 billion - Percentage of suppliers subjected to ESG implementation on-site audit/total: 100%/9 - Percentage of major suppliers that were screened with environmental/socioeconomic criteria: 100%	Drive the value of industry supply chain
Intellectual Capital	Invest in forward-looking, innovative products and services to continue creating product differentiation and market segmentation, strengthen our intellectual capital, and enhance the resilience of our operations. - R&D devotion cost: approximately NT\$590 million - R&D manpower training hours/attendance: 174 hours/99 attendance			- Number of product and design patents obtained: 11 - Total number of valid patents worldwide: 99 - Consumer cloud solutions subscriptions of NT\$108.10 million - Enterprise cloud solutions subscriptions of NT\$113.70 million with a growth rate of 19.3% - Received 10 prestigious awards recognizing outstanding products and services.	Assist customers/ clients to achieve success in product and service applications
Human Capital	Provide professional knowledge and skills to our employees, offer diversified benefits, and build cohesiveness so that they can grow with the company. - Contribution to welfare: approximately NT\$4.59 million - Training and Education Expenses: approximately NT\$421,000	Sustainability Management Competence Corporate GovernanceInnovation and R&DSupply Chain ManagementCustomer Relationship ManagementEnvironment ManagementHuman Resources ManagementStakeholder Engagement		- Provided 46 benefits for colleagues - Total employee training hours: 10,532.4; average training hours per person were 27.7 hours, with 48.9% increase per year - Turnover rate of 32.4%, and voluntary resignation rate was 14.0%	Create employment opportunities and employee well-being
Natural Capital	Reduce natural energy and resource consumption, effective control, and pursuit of optimal use efficiency. - Green Pack Program: NT\$100,000 - Procurement of green electricity and energy-saving equipment: NT\$918,000	Brand Positioning Global leading provider of networking solutions and intelligent networking devices		- Annual reduction in electricity consumption compared to the baseline year: 14.68% - Green electricity transfer accounted for 5.56% of total purchased electricity - Total waste volume decreased by 22.47% compared to the baseline year	Preserve natural capital through environmental management
Social Capital	Combine the functions of the networking equipment industry and invest resources and caring momentum to strengthen local links and help the disadvantaged, giving back to the community and gaining trust. - Amount of investment in social participation activities: NT\$11.072 million - Amount of investment in customer service management: NT\$340 million	Core Spirit EntrepreneurshipIntegrityAccountabilityTeamwork		- Number of social engagement projects: 39 - Number of social participation activities beneficiaries: 12,913 - Recognized with 3 Sustainability-related awards - Received 4,697 positive reports from domestic and international media - Customer satisfaction score: Average score of 90	Create social welfare and nurture talent for industry

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1.4 Materiality Analysis and Stakeholder Engagement

SDG 3, 4, 5, 8, 9, 12, 13, 17

D-Link continues to collaborate with stakeholders through various communication channels to inspire and shape diverse social values. For issues of concern to external society and stakeholders, it has also formulated relevant procedures to identify material topics with high risks or substantial impacts on the economy, environment, society, and human rights in the company's operations. These issues are actively addressed through sustainability reports and other platforms.

- 1.4.1 Materiality Analysis
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- 1.4.3 Initiatives and Organizations



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1.4.1 Materiality Analysis

GRI 2-12, 2-14, 2-29, 3-1, 3-2

Evaluation Procedure

D-Link continues to monitor domestic and international sustainable development trends, collecting sustainability issues of concern to stakeholders, and identifying key stakeholders in accordance with the AA1000 Stakeholder Engagement Standard (AA1000 SES)¹³. The company also identifies material topics in accordance with the 2021 version of the GRI Universal Standard, carefully assessing the significance of each sustainability issue's impact on economic, environmental, social, and human rights aspects. This serves as the foundation for disclosing information in the annual sustainability report and forms the basis for planning the sustainable development strategy.

● Materiality Assessment Measures

Category	Step	Key Performance	Measure
Continuously identifying and evaluating impacts	Step 1. Understanding the organization’s context ▼	6 types of major stakeholders	Identifying stakeholders: According to the five dimensions of the AA1000 SES Stakeholder Engagement Standard—responsibility, influence, tension, diversity, and dependency—at the end of 2024, questionnaires ¹⁴ were distributed to department heads and key contacts. Six categories of key stakeholders were identified, including customers/clients, investors/shareholders, employees, suppliers, government/competent authorities, and media.
		19 main issues of concern	Collecting topics of concern: After compiling a total of 95 sustainability issues by referring to various sustainability standards (GRI, SASB), frameworks (TCFD), assessments (S&P, FTSE, CDP), industry norms and standards, benchmark disclosures, and organizational operational goals, the ESG Task Force further evaluated each issue based on its “relevance to the company/industry,” “degree of impact on the economy, environment, and society,” and “level of influence on corporate development.” Through this process, the list was screened and refined down to 19 main issues of concern.
	Step 2. Identifying actual and potential impacts ▼	308 questionnaires	Investigating the level of concern of stakeholders: Through a physical and online survey of stakeholders closely connected with D-Link, with certain degree of impact regarding the level of concern on 19 main issues of concern, while engaging them on key issues related to human rights protection. 308 questionnaires were retrieved in total with effective feedback.
		4 aspects of analysis	Analyzing operational impacts: The ESG Task Force and the senior executives at the center level and above, including those who have a full grasp of the Company's operations and highest authority to make decisions, such as the Chairman and CEO, conducted an impact analysis of the 19 major issues of concern, by assessing each issue fromw four major aspects, including the severity of negative impacts (including irrecoverability), the scale and scope of positive impacts, and the likelihood of positive and negative impacts, to fully analyze the degree of impact.
	Step 3. Assessing the significance of impacts ▼	11 material topics	Confirming material topics: By combining the results of stakeholder questionnaires and operational impact analysis, and taking into account global sustainability trends, D-Link’s ESG strategic goals, and the outcomes of human rights issue engagement, the significance of 19 issues of concern was ranked. Based on the matrix analysis results, 11 issues located in the upper-right quadrant (X > 4.4, Y > 3.8), representing both “high operational impact” and “high stakeholder concern,” were prioritized as the material topics to be reported in this year's sustainability report.
	Determine material topics for reporting	3 phases of review	Confirm the order of material topics: D-Link regards the identified material topics as material risks or opportunities requiring focused management, and the Company formulated corresponding management guidelines one by one, including response policies, measures, management actions, short/medium/long-term goals, assessments, and current trends. In addition, the relevant contents will be reported to the Chairman and CEO at the regular meetings of the ESG Task Force, and submitted for approval by the ESG and Nominating Committee and Board of Directors in sequence.
		GRI topics	Confirm the corresponding disclosure items: The management guidelines and performance of each material topic have been disclosed in this report in accordance with the reporting requirements of the GRI Standards. Among the 11 major topics, 8 correspond to GRI topic standards, and the other 3 are customized topics.

¹³ AA1000 Stakeholder Engagement Standard (AA1000 SES)

¹⁴ The material topic questionnaire is conducted once every two years, with the most recent survey carried out at the end of 2024. This year’s materiality analysis was based on the “synthetic intensity of positive and negative impacts” as the ranking criterion (instead of the previous average calculation of positive and negative impacts), to avoid negative risks being offset by positive benefits. Therefore, the changes in the ranking of material topics in 2025 reflect methodological adjustments, rather than annual variations in stakeholder opinions or substantive issue impacts, and should not be compared with previous years as a trend.

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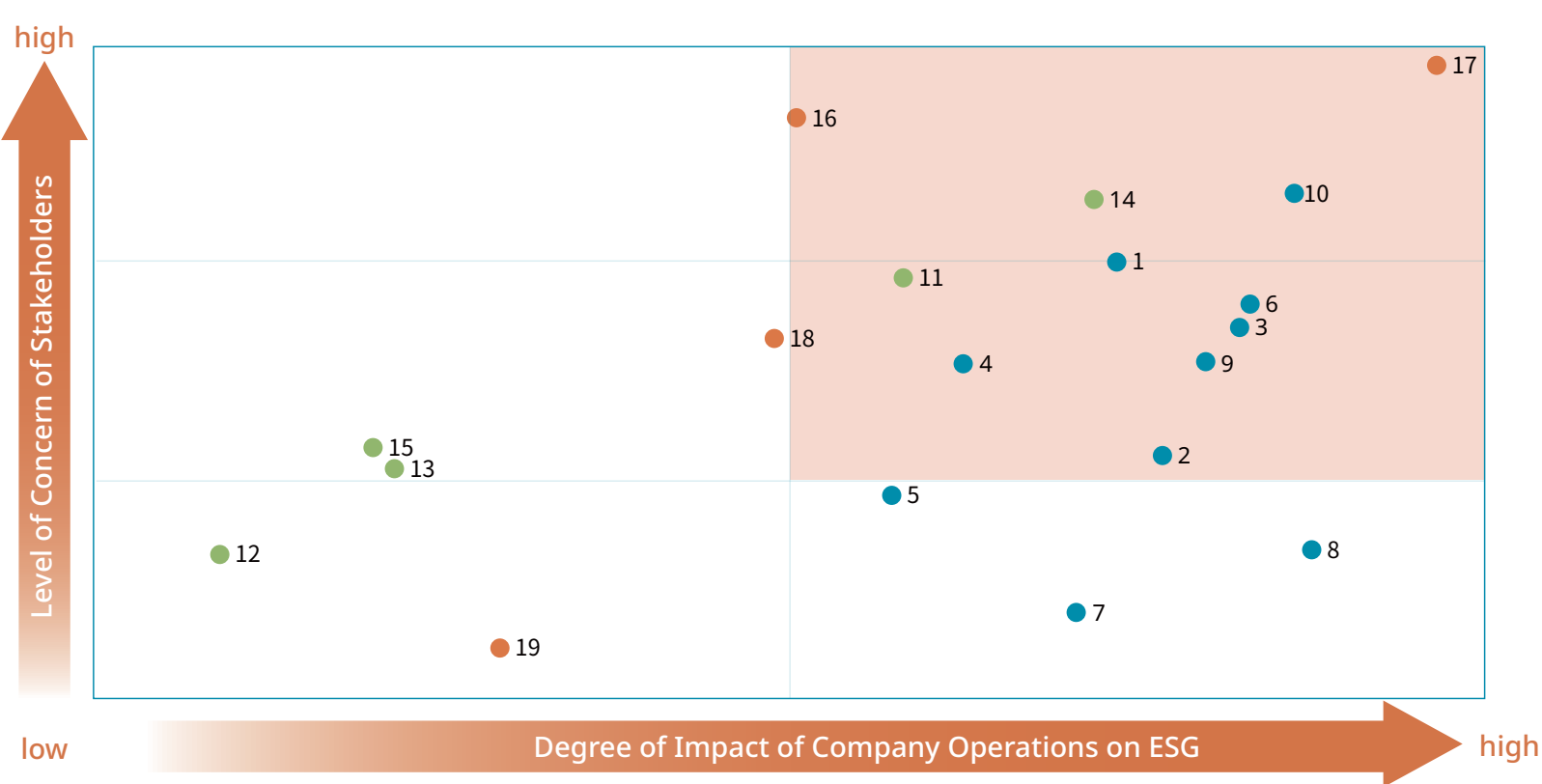
Identification Results

Considering the maturity and stability of the industry where the Company operates, with the continuous tracking and disclosure of the short-/medium-/long-term goal progress of material topics for effective management, D-Link has set the frequency of re-analysis and identification of key stakeholders and material topics as once every two years. The latest identification operation was completed at the end of 2024, and in 2025 the same questionnaire data was applied, with a modified calculation basis to more rigorously reflect the scale of positive and negative impacts. The next operation is scheduled for 2026. During the interval between identification operations, D-Link continues to collect sustainable development trends and assesses the impact of each issue on a rolling basis to make necessary adjustments in a timely manner.

No.	Governance Issues of Concern	No.	Environmental Issues of Concern	No.	Social Issues of Concern
1	Sustainable Development Strategy	11	Climate Change Response Actions	16	Human Rights and DEI
2	Risk Management	12	Water Resource Management	17	Talent Selection, Recruitment and Retention
3	Business Performance	13	Waste Management	18	Workplace Health and Safety
4	Ethical Management	14	Green Products	19	Social Engagement
5	Tax Governance	15	Sustainable Ecological Development		
6	Information Security				
7	Innovation and R&D				
8	Product Quality				
9	Customer Relationship Management				
10	Supply Chain Management				

Note:
1. Topics marked in bold represent the material issues identified for this year.
2. Compared to 2024, a new material topic introduced this year is “Customer Relationship Management.” In contrast, the topic of “Product Quality” has been removed.
3. The texts marked in green represent environmental issues (E); those marked in orange denote social issues (S); and those marked in blue indicate corporate governance issues (G).

D-Link Materiality Matrix





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List for 2025 Material Topics

No.	Material Topics	Significance for D-Link	Negative Impact ¹⁵ Degree	Positive Impact Degree	Corresponding Chapter ¹⁶
1	Talent Selection, Recruitment and Retention (S)	D-Link, being a knowledge-intensive technology company, places significant importance on human resources, which play a pivotal role in enhancing the competitiveness of its products and services. Furthermore, with its global expansion and substantial organizational scale, the Company also assumes a crucial responsibility in nurturing key talents.			5.3 Employment and Employee Participation 5.5 Talent Selection, Recruitment and Retention 5.7 Benefits and Retirement System
2	Supply Chain Management (G)	Implement due diligence responsibilities and exert market influence to strengthen the sustainability value of the overall industry chain and continuously refine the value chain management strategies of upstream/downstream partners to mitigate the risk of various negative impacts on suppliers, including the ongoing operational management of suppliers, which will directly impact the company's operations and commitments to customers.			3.5 Supply Chain Management
3	Information Security (G)	Continue to improve the Company's information security management system and strengthen its protection capabilities to comply with domestic and international information security-related regulations and to implement them in daily operations. We are dedicated to mitigating information security risks, maintaining customer trust, preserving the Company's reputation, and sustaining market competitiveness.			3.2.2 Product Security 3.3 Information Security Management
4	Business Performance (G)	Pursuing business and financial performance and achieving profitability is the foundation of the Company's sound operation. The economic value generated from the Company's activities will directly impact shareholders' rights, investment scale, growth rate, and social contributions.			2.5.1 Financial Performance
5	Green Products (E)	In response to the rising awareness of green consumption, D-Link leverages industry capabilities to develop products that are highly efficient, energy-saving, disaster-preventive, and packaging-reduced, enabling customers to support environmental protection with each purchase and use. By launching environmentally friendly products that align with current trends, D-Link maintains its competitiveness in the international market.			4.4 Green Products
6	Sustainable Development Strategy (G)	Corporate sustainability is rooted in the sustainable development of the environment and society. The stable environment and society are the essential foundation for the sustainable development of the enterprise. While pursuing operational profit, D-Link also values the balance of ESG aspects to mitigate related risks and challenges, while grasping possible opportunities and advantages.			1.1 Sustainability Vision and Strategies 1.2 Sustainable Management Structure 1.3 D-Link's Sustainable Value
7	Customer Relationship Management (G)	Providing high-quality products and services is the company's commitment to customers; customer trust and satisfaction are the driving forces for the company's continuous growth. If customer concerns or needs cannot be resolved in a timely manner, it may affect brand credibility and market share.			3.2.3 Customer Services
8	Risk Management (G)	The completeness and robustness of risk management are key to whether a company can achieve sustainable operations. In facing various emerging risks, the company strives to identify them early and formulate appropriate and feasible response strategies, which can significantly mitigate their impact while demonstrating corporate resilience and operational stability. This, in turn, helps strengthen business relationships and enhance market trust.			2.6 Risk Management
9	Human Rights and DEI (S)	As a multinational enterprise, D-Link values a diverse and inclusive culture and is committed to providing a safe and equal workplace respecting the differences of individuals. We also promote a discrimination-free policy to ensure that all employees are entitled to fair treatment and career development opportunities. At the same time, the Company also strengthens the human rights management mechanism of the supply chain; through continuous monitoring and improvement, the potential human rights risks are reduced, corporate social responsibility is fulfilled, and the sustainable development of the entire industrial chain is promoted.			5.4 Diversity, Equity and Inclusion (DEI)
10	Climate Change Response Actions (E)	Climate change and carbon management are among the most urgent and significant environmental issues of our time. Global transnational organizations and governments are intensifying regulations to address these challenges. As an international brand, D-Link recognizes the necessity of leveraging our market resources and influence to actively promote the low-carbon transition of the value chain.			4.3 Climate Governance and Actions 4.4.1 Energy Management
11	Ethical Management (G)	Sound integrity management is the foundation of sustainable business operations. Relevant risk events may not only affect operational stability and corporate reputation but may also result in financial losses.			2.2 Sustainable Governance 2.3 Transparency in Information Disclosure 2.4 Ethical Management

¹⁵ The method for identifying positive/negative impacts: The impact assessment questionnaires were distributed to the ESG Task Force members and senior executives (including the Chairman and CEO, totaling 25 persons), and the positive and negative impacts of 19 sustainability issues were calculated with the 5-point scale on the degree and scope, for their signals of positive and negative impacts.

¹⁶ Each management guideline for material topics is individually described in the relevant chapter. Reference may also be made to the appendix titled "Management Approach for Material Topics".

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Changes in the Ranking of Material Topics

Material Topics	Ranking		
	2024	2025	Change
Talent Selection, Recruitment and Retention (S)	1	1	—
Supply Chain Management (G)	4	2	▲
Information Security (G)	7	3	▲
Business Performance (G)	10	4	▲
Green Products (E)	5	5	—
Sustainable Development Strategy (G)	2	6	▼
Customer Relationship Management (G)	-	7	New
Risk Management (G)	-	8	New
Human Rights and DEI (S)	9	9	—
Climate Change Response Actions (E)	8	10	▼
Ethical Management (G)	3	11	▼
Product Quality (G)	6	-	General Disclosures

Note: The changes in ranking in this table reflect the results of methodological revisions and should not be used for trend comparisons

Reasons for Adding or Deleting Material Topics

Material Topics		Reason for Addition/Adjustment
New	Customer Relationship Management (G)	D-Link has become a key global leader in the Netcom industry through its fast and consistently high-quality customer service. Cur-rently, we have 94 operating locations in 45 countries, and are com-mitted to connecting to the market and customers closely. Although this issue is considered a sustainable issue with steady development, in this year’s revised materiality analysis methodology (changed from average calculation of positive/negative impacts to synthetic intensity), its significance increased and fell into the matrix priority area, therefore it has been updated as a material topic for this year.
New	Risk Management (G)	D-Link regards risk management as the key strategy to ensure the continuous growth of the organization, and has established a sound structure to flexibly respond to various challenges. Although risk management plays an important role in daily operations, in this year’s revised methodology, its impact intensity on operations was more rigorously reflected, causing its ranking to rise and fall into the upper-right quadrant of the matrix, and thus it has been included as a material topic to be prioritized in this year’s report.
General Disclosures	Product Quality (G)	Based on the materiality matrix analysis, there is a significant differ-ence between the degree of operational impact and stakeholder concern for this issue. Considering the priority of resource alloca-tion, it has not been included as a material topic this year. However, to meet the requirements of key indicators in international sustaina-bility ratings such as Sustainalytics, the Company continues to dis-close relevant implementation details and performance in the report to ensure transparency.

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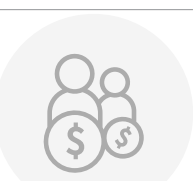
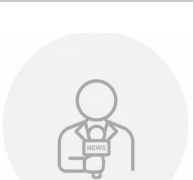
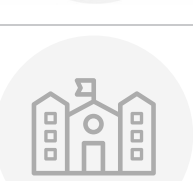
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1.4.2 Stakeholder

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D-Link values the voices of internal and external stakeholders understands their concerned issues through diverse communication channels, takes these issues as important references for management policies and plan execution, and responds to stakeholders in the Report. The ESG Office reports the communication results to the ESG and Nominating Committee every year regularly; the annual communication results have been reported to the ESG and Nominating Committee and the Board of Directors on March 10th, 2026.

Major Stakeholders	Significance for D-Link
Customers/ Clients	 Customer trust in D-Link's products and services is key to evaluating whether the Com-pany genuinely grasps technological trends, as well as the driving force behind quality and technological enhancements, and sustainable development.
Employees	 Employees are invaluable assets for corporate sustainable development. D-Link respects, cares for, and looks after its employees, attracts outstanding talents, and encourages them to unleash their potential to create future development together with the Company.
Suppliers/ Business Partners	 Suppliers are the driving force behind D-Link's competitiveness. Long-term and stable cooperation reduces operational risks and costs, enabling the Company to continuously provide customers with responsible and high-quality products and services to achieve sustainable supply chain management.
Investors/ Shareholders	 Investors provide essential financial resources for D-Link. Sustainable operations are achieved through capital investments and corporate governance oversight.
Media	 The media serves as an important bridge between D-Link and the public, assisting in conveying corporate values, promoting products, disclosing key information, and en-hancing public understanding and support for the Company's sustainability initiatives.
Government/ Competent Authorities	 Government authorities are key drivers for D-Link's operations and sustainability poli-cies. Through regulatory compliance, policy responses, and active alignment with na-tional sustainability goals, we jointly promote industrial transition and mutual prosperity.





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Major Stakeholders	Channels/Frequency of Communication	Communication Results in 2025
Customers/ Clients 【Issues of Concern】 - Information Security - Supply Chain Management - Ethical Management - Innovation and R&D - Product Quality - Customer Relationship Management	- International exhibitions: At least once a year - Product conferences: At least once a year - Customer satisfaction survey: After a customer service case is accepted, the investigation will be carried out immediately - Company website: Respond to customer questions in the visitor comment section immediately - Repair center and after-sales services: Aperiodically - Meetings related to specific issues: Aperiodically - Customer visits: Aperiodically	- International exhibitions: Participated in 1 event (Mobile World Congress, March 3–6, 2025). - Product seminars: Conducted a total of 13 sessions. - Customer satisfaction survey: Global average score: 90 points (up 5 points from 2024); Taiwan average: 98 points (up 1 point from 2024). - Company website visitor message section: Received and responded to 1,477 inquiries via. - Customer service hotline: Received and responded to 11,003 inquiries. - Interactive events: Held 2 sessions (Wi-Fi 7 Player Experience Session, momo live streaming). - Sports team theme days: Organized 3 sessions (TSG sports team theme day, fan engagement event, brand day).
Employees 【Issues of Concern】 - Talent Selection, Recruitment and Retention - Business Performance - Information Security - Product Quality - Workplace Health and Safety - Human Rights and DEI	- Labor Pension Supervisory Committee: Once a quarter - Labor-management conference: Once a quarter - Employee Welfare Committee: At least once a quarter - Employee satisfaction survey: Once a year - Education and training (outside-of-work training, in-work training, and self-development): Held according to the plans - Hotline and email: Handled at any time - Club activities: Aperiodically - Date with Supervisors: Aperiodically	- Labor Pension Supervisory Committee: Convened a total of 7 meetings during the year. - Labor-management meetings: Convened a total of 4 meetings during the year. - Employee Welfare Committee: Convened a total of 4 meetings - Employee experience survey: Completed the annual survey in December 2025. The completed response rate was 75.3%, and the effective response rate was 69.3%. - Education and training: - ESG awareness promotion: Broadcast corporate sustainability promotional videos in HQ public areas a total of 24,588 times. - Shared sustainability insights on electronic bulletin boards: 201 posts with 15,135 views. - Mandatory training for new employees: Courses on human rights, ethical management, intellectual property protection, personal data protection, and gender equality achieved a completion rate of 92.68%. - Training programs: Conducted 188 sessions with a total of 6,610 participants and 10,532.4 training hours. - Employee complaints and workplace sexual harassment complaints: 0 - Club activities: 16 static/dynamic clubs with a total of 688 participants, hosting 590 events throughout the year. “Date with Supervisors”: Held 2 sessions with a total of 22 participants.
Suppliers/Contractors/ Business Partners 【Issues of Concern】 - Workplace Health and Safety - Product Quality - Customer Relationship Management - Human Rights and DEI - Ethical Management - Talent Selection, Recruitment and Retention	- Delivery system: Daily - Manufacturer communication and review meetings: Weekly / Monthly - Abnormal quality tracking and review meetings: Once a week - On-site audit: Once a year - Survey: Once a year	- Delivery system: Monitored the order fulfillment system daily to promptly respond to any changes in supplier delivery schedules. - On-site audit: Conducted on-site audits for 9 key suppliers, achieving a 100% completion rate. - Manufacturer communication and review meetings: Held regular (weekly/monthly) production and sales meetings with different suppliers to communicate customer order requirements, review capacity and material status, and follow up on meeting decisions to ensure optimal delivery performance. - Abnormal quality tracking and review meetings: Tracked progress on quality improvement issues with key suppliers on a weekly basis. - Survey: Conducted regular annual surveys on ESG, conflict minerals, etc. for suppliers, completing collection by the end of December.



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Major Stakeholders	Channels/Frequency of Communication	Communication Results in 2025
Shareholders/Investors 【Issues of Concern】 • Business Performance • Ethical Management • Information Security • Customer Relationship Management • Talent Selection, Recruitment and Retention	• Shareholders’ Meeting: Once a year • Investor Conference: Once a year • Corporate governance evaluation: Once a year • “Investor Relations” of D-Link website: Disclosed at any time • Investor mailbox and hotline: Handled at any time • Announcement on the Market Observation Post System: As needed	• Shareholders’ Meeting: Held 1 session during the year. • Investor Conference: Held 2 sessions during the year. • Corporate governance evaluation: Results scheduled for release in late April 2026; please refer to Section 2.2.6 "Corporate Governance Performance" (P.51). • Investor mailbox and hotline: Received and responded to 30 inquiries during the year. • “Investor Relations” section on website: Updated in real time to provide investors with immediate access to the latest information. • Market Observation Post System: Published 52 major announcements in both Chinese and English.
Media 【Issues of Concern】 • Information Security • Risk Management • Business Performance • Ethical Management • Product Quality • Green Products	• Providing the latest information and product updates: weekly/ monthly/ quarterly • Media releases, press conferences, and advertisements: As needed • Incident communication and explanations: As needed	• “Products & Services” section on website: Updated in real time to ensure media access to the latest information. • “Corporate Sustainability” section on website: Updated in real time to provide media with real-time sustainability information. • “News Center” on website: Updated in real time for media access to timely news. • Immediate updates and explanations for urgent incidents: Totaling 0 releases.
Government / Regulatory Authorities 【Issues of Concern】 • Talent Selection, Recruitment and Retention • Sustainable Development Strategy • Supply Chain Management • Green Products • Product Quality • Information Security • Climate Change Response Actions • Business Performance	• Official correspondence and site visits: Occasional • Industry experience sharing: Occasional • Meetings (e.g., briefings, public hearings, forums, seminars, networking sessions): Occasional • Participation in external association events: Occasional	• Official correspondence and visits: From January to December 2025, received 234 official correspondences, all of which were internally processed and responded to. • ESG and Nominating Committee meetings: Held 3 sessions. • External events (industry sharing): Participated in 9 external events to share industry experiences and insights.

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1.4.3 Initiatives and Organizations

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By responding to various initiatives and participating in external organizations, D-Link communicates with domestic and foreign industries, officials, and academia, to fully grasp the trends of the networking equipment industry and international norms and trends. Although D-Link has not formally signed an external initiative, it is still actively responding to the core spirit of external initiatives such as TCFD and RBA with practical actions. The current memberships of D-Link in external organizations are as follows:

- Member of Broadband Forum
- Member of HDMI Licensing Administrator
- Member of Open Network Video Interface Forum (ONVIF)
- Member of Voluntary Control Council (VCCI)
- Member of Wi-Fi Alliance
- Member of Connectivity Standards Alliance (Originally ZigBee)



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1.5 SDGs Practice

The relevance between each of the 17 SDGs and D-Link was evaluated, and the possible impact of operations on SDGs as well as the contribution of D-Link to SDGs were examined from the aspect of value chain. 9 core corporate sustainable development goals were selected.



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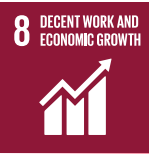
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Sustainable Development Goals	Management Approaches	Performance in 2025
	- Create a healthy and safe working environment and plan fair, reasonable, and competitive systems, benefits, and incentives. - Promote and care for the well-being of external stakeholders through social engagement projects.	- Proactively advocate for the implementation of 4 significant initiatives for occupational health and safety. - We are dedicated to establishing a conducive and secure working environment for our employees, conducting regular monitoring of the workplace environment, and testing the quality of water. - The Health Promotion Club organizes both dynamic and static health promotion seminars periodically. In 2025, a total of 8 lectures were conducted, with 305 participants attending. - There are 10 sports clubs to promote the employees’ attention to their health and sports. - We continue to sponsor the professional baseball team, TSG Hawks and the professional basketball team, Tainan TSG GhostHawks. We encourage all employees to participate in sports and enhance team cohesion. Therefore, we were certified as an “Sports Enterprise” by the Ministry of Education in 2023 and launched a three-year healthy workplace action.
	- Construct a comprehensive learning education and training system to enhance the competitiveness of sustainable management. - Formulate personal development plans to assist supervisors and colleagues to continuously enhance their career development. - Expand web-based education through social engagement projects.	- Offer comprehensive development programs and actively enhance the leadership and management capabilities of officers across all levels. - The annual total of education and training hours amounts to 10,532.4 hours, with a total training cost of approximately NT\$421,000. - Collaborated with Lunghwa University of Science and Technology from 2024 to 2025 to recruit 1 intern for key position training, fulfilling the goal of assisting youth employment. - By integrating with core functions, 8 sessions of "Internet and information security education" and "Charitable Network Checkup" were conducted for disadvantaged groups and small social welfare organizations, benefiting approximately 149 individuals in total.
	Build a gender-affirmative work environment.	- The Board of Directors includes one female director. - Female managerial officers account for 40%. - All employees received the promotion and training on gender equality and prevention of sexual harassment in the workplace. The Company also provides relevant professional courses for the management and the personnel handling related complaints (including the Board of Directors). The completion rate of all employees is 100%. - Gender equality and workplace sexual harassment prevention courses are mandatory for all new employees. Training completion: 92.68%.
	- Follow the ISO 14001 environmental management system, set an annual environmental management plan every year, and commit to and implement five major environmental policies. - Inventory the various energy consumption and energy intensity in the Company's operation every year, as well as the effectiveness of promoting relevant energy-saving measures.	- Purchased electricity decreased by 14.68% compared to the baseline year¹⁷. - The green energy procurement plan was initiated, securing 128 certificates to convert 127,999 kWh to green power. - The ESG strategic goals include the replacement of old equipment, green power procurement, solar photovoltaic construction, and the introduction of relevant management standards to establish diverse carbon reduction pathways for D-Link.
	- Continue to expand production capacity, create product and service features, and build diversified product capabilities. - Create a healthy and safe working environment and plan fair, reasonable, and competitive systems, benefits, and incentives to attract and retain key talents.	- Offer more integrated services and vertical solutions through strategic partnerships with third parties, providing customers with diverse product applications, expanding service scale, and fostering a win-win situation. 0.5% of the Company's annual profits is allocated to employee remuneration; the average salary increase was 2.95%, with 92.55% of employees receiving raises. - Completed the "D-Link Human Rights Due Diligence Report 2023" and plan to conduct human rights due diligence every 3 years moving forward. - Organize the "Date with Supervisors" event to enhance interaction and communication between different position levels, improve mutual understanding and consensus, and build organizational momentum. Organized 2 sessions with a total of 22 employees participating in 2025.

¹⁷ The original baseline year was 2021. In response to regulatory requirements to disclose consolidated greenhouse gas emissions starting in 2026, the baseline year has been adjusted to 2025.

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Sustainable Development Goals	Management Approaches	Performance in 2025
	• Identify relevant risks through due diligence and manage them appropriately. • Protect employee rights through human rights protection policies. • Provide a suitable complaint channel.	• Building a diversified and inclusive working environment through various DEI¹⁸ programs. • Recruit middle-aged and elderly individuals to promote the secure employment of mature-age workers. A total of 7 were employed in 2025. • Employed professional massage therapists with disabilities to provide stress relief massage services on site, and all proceeds thereof were donated to social welfare institutions. • Promotional videos on human rights, workplace equality, and workplace bullying prevention are displayed in public spaces to raise employee awareness and foster a discrimination-free workplace environment. The total viewing time of these videos amounted to 222.2 hours.
	• Establish ESG strategic goals and continuously optimize them, integrating sustainable development into the Company's business strategy to ensure the promotion and implementation of corporate sustainability-related initiatives. • Set up management representatives, establish quality policies, set management objectives by quality policies, and review them regularly for effective management and continuous improvement. • Protect customers' rights and increase trust by establishing standard operating procedures, conducting regular surveys on customer satisfaction, and reviewing various service management indicators.	• Established the "D-Link Corporation Sustainable Procurement Policy" to implement relevant management policies for upstream and downstream partners, promoting sustainability and shared prosperity throughout the entire value chain. • We have signed procurement contracts containing human rights clauses with 35 qualified suppliers, achieving a 100% signing rate. • The "D-Link Green Pack" emphasizes 4 key aspects: environmentally friendly materials, plastic-free packaging, optimized volume, and efficient design, committed to creating low-carbon products. • In response to and promotion of the circular economy concept, PCR plastics are incorporated into product casings and packaging plastic bags, resulting in green products comprising 40.5% of the total. • The Company selects eco-friendly agricultural products from socially innovative enterprises for the traditional festival gift boxes to support eco-friendly agriculture and reduce food waste. In addition to increasing farmers’ income, the action also assists in promoting sustainable agriculture and environmental protection.
	• Count the carbon emissions in the company's operation every year, check the carbon reduction performance year by year, and give employees environmental education regularly. • Stipulate related policies according to the ISO 14064 Greenhouse Gas Inventory system. • Establish eco-friendly commitments.	• Committed to achieving Net Zero emissions by 2050, we have adopted the TCFD framework to regularly disclose climate-related impacts and response actions every year. We plan to continually review mid-term goals and progressively define D-Link's path towards carbon reduction. • Expanded the GHG inventory boundary to all consolidated subsidiaries¹⁹, and increased the share of green power wheeling to 5.56% of total purchased electricity. • In the "D-Link Corporation Supplier Code of Conduct," suppliers are mandated to adhere to the Company's "Biodiversity and Zero-deforestation Commitments," aiming to prevent any form of harm and actively reduce their environmental impact. • Various environmental education activities are organized, such as beach clean-ups, guided ecological tours, eco-friendly dining experiences, and crafts workshops, to foster and instill environmental awareness throughout the organization.
	• Establish supplier management guidelines, code of conduct, and regularly evaluate the impact of suppliers on society and the environment. • Continue to Increase local procurement percentage. • Collaborate with diverse partners to benefit people and society through various social engagement projects.	• Under the "D-Link Corporation Sustainable Procurement Policy," the "D-Link Corporation Supplier Code of Conduct" has been established. It mandates all suppliers to sign a compliance statement and adhere to relevant management guidelines for upstream and downstream partners, aiming to promote sustainability and shared prosperity throughout the entire value chain. • The sustainability management audit rate for major suppliers has achieved 100%. • Initiated projects such as D-Link Everlasting Donations, D-Link Caring Passport, and partnerships for local art and cultural exhibitions and performances to enhance our social impact. In 2025, we collaborated with 45 charity partners, investing nearly NT\$10 million—more than double the amount from the previous year—to execute 39 social engagement projects and activities, benefiting 12,913 individuals.

¹⁸ Diversity, Equity, Inclusion
¹⁹ The original baseline year was 2021. In response to regulatory requirements to disclose consolidated greenhouse gas emissions starting in 2026, the baseline year has been adjusted to 2025.