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CH5 People and Society

Responding to Sustainability Issues

- Human Rights and DEI
- Talent Selection, Recruitment and Retention

Major Stakeholders

- Employees
- Suppliers / Business Partners
- Investors / Shareholders
- Government / Competent Authorities

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5.1 Sustainability Strategies and Goals -Social Aspect

GRI 2-13, 2-14, 3-3

5.1.1 Management Approaches for Material Topics
5.1.2 Short / Medium / Long-term Goals
5.1.3 Achievement Status of Management Goals for 2025
5.1.4 Responsible Unit
5.1.5 Management Mechanism
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5.1.1 Management Approach for Material Topics

Material Issues	Significance for D-Link	Impacts on Value Chain*			Response Policies and Measures	Management Actions
		Suppliers/ Business Partners	D-Link/ Subsidiaries	Customers/ Clients		
Talent Selection, Recruitment and Retention	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.	○	●	○	D-Link has built an all-round learning education and training system based on the Company's strategy, vision and values. At the same time, it recruits potential talents through various campus cooperation programs, and uses a market-competitive salary policy and benefit system to provide outstanding talents, so that talents continue to grow together with the Company.	D-Link helps recruit talents, develop employee capabilities, and discover senior management through diversified talent recruitment channels, employee training plans, succession plans, education and training, as well as remuneration and performance appraisal, among other measures, while facilitating the development of employees' professional skills.
Human Rights and DEI	As a global 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.	●	●	○	• The "Human Rights Policy and Management Plan" is formulated to support and implement the initiatives of major international human rights conventions. • Striving to promote diverse, fair, and inclusive (DEI) policies and plans to protect equal interests of labor human rights for each employee. • The human rights-related education and training are organized, and included in the orientation as a required course for new employees.	• The human rights due diligence is conducted periodically to identify internal and external human rights-related risks, and formulate mitigation measures. • We have established diverse and smooth complaint channels. All relevant cases are investigated, responded to, and tracked according to the established procedures, to protect the rights and interests of the complainant and implement the Company's commitment to human rights protection.

※ ●Direct impact; ○Indirect impact

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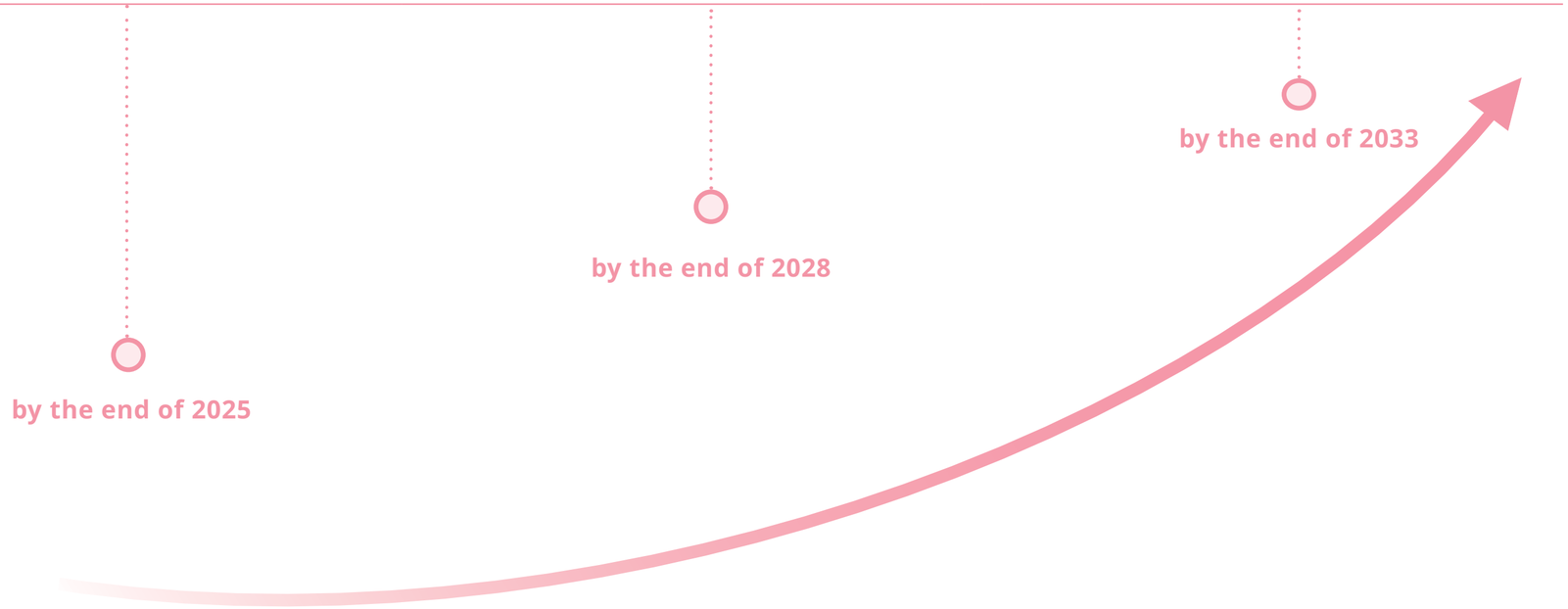
5.1.2 Short / Medium / Long-term Goals

Material Topics	Short-term	Medium-term	Long-term
Talent Selection, Recruitment and Retention	• Formulate management trainee plans for key positions.	• Optimize the salary competitiveness.	• We have established an attractive and inclusive career development environment, strengthened talent competitiveness and organizational resilience, to become a long-term trusted and recognized employment brand for employees.
Human Rights and DEI	• We continuously participate in the DEI initiatives, such as the Talent in Taiwan, to exert the influence of the enterprise. • The diversified cultural awareness activities are promoted, such as the "Date with Supervisors" that arranges events specific to foreign colleagues, and festival thematic activities of various countries, to help employees understand and respect cultural differences.	• Based on the results of human rights due diligence, corresponding mitigation and compensation measures are formulated, and the follow-up management is implemented to reduce potential human rights risks.	• Keep Promoting sustainable human rights risk assessment. • A workplace culture of diversity and inclusion is created, to promote equal participation and respect for differences, allowing employees to grow together in a safe, respectful and inclusive environment, thereby fulfilling the human rights commitment and social responsibility of D-Link



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5.1.3 Achievement Status of Management Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Talent Selection, Recruitment and Retention	• Trainee program for key positions is formulated	• Prepared and implemented methods for issuing employee-restricted shares. The restriction for the second year was removed on September 25, 2025, those who meet the vesting conditions are entitled to 30% of their granted shares. • The “retention incentive” plan is implemented for outstanding and key talent by providing additional cash rewards as incentive measures. • The total annual training hours reached 10,532.4 hours, with an average training hours of 27.7 hours per person, up 48.9% annually. • The average salary adjustment for the entire company was 2.95%, and the number of employees with salary adjustments was 92.55%, with some of them having salary adjustments exceeding 14.3%. • In accordance with the "Securities and Exchange Act," the Company's Articles of Incorporation explicitly stipulate that no less than 0.5% of the current year's profits shall be allocated as remuneration for non-managerial employees. • The Company continues to respond to the "2025 4th TALENT in Taiwan Sustainability Action Alliance Annual Initiative DEI 3.0," and passed five indicators, namely, diversity and inclusion, rewards and incentives, physical and mental health, cultivation and growth, and communication and experience.	
Human Rights and DEI	• The human rights and gender equality related education are constantly promoted to strengthen the human rights awareness and respect awareness of all employees. • The human rights due diligence is implemented constantly, and the implementation of mitigation and remedial measures are regularly tracked • Periodically conduct employee experience surveys to strengthen employee communication and engagement mechanisms.	• Included "Human Rights Promotion" and "Gender Equality and Prevention of Sexual Harassment in the Workplace" in the compulsory courses for new entrants. • In response to sustainability trends, we promoted DEI (Diversity, Equity, and Inclusion) and communication skills training. In 2025, a total of 415 training participants and 946.8 training hours were recorded, enhancing psychological safety and promoting cross-departmental collaboration. • Completed the “D-Link human rights due diligence report 2023” in the second quarter of 2023. We will regularly review the implementation status of various mitigation and remedial measures, and plan to conduct human rights due diligence every 3 years as a principle. The next operation time is scheduled to be in early 2026. • Launched an employee experience survey, with a completion rate of 75.3% and an effective completion rate of 69.3%. • Material human rights related risks: 0 • Employee complaint cases: 1 case, which was dismissed after investigation • Violations of human rights resulting in punishment: 0 • Supplier’s violations of human rights resulting in punishment: 0	

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5.1.4 Responsible Unit

- Corporate Finance & Administrative Occupational Safety Center
- Supply Chain Management Center
- ESG Office

5.1.5 Management Mechanism

1. Management Measures for Recruitment and Appointment
2. Performance Assessment Management Measures
3. Regulations Governing Promotion
4. Salary Management Measures
5. Regulations for Attendance Management
6. Regulations for Remote Working Management
7. Regulations Governing Domestic Business Travel
8. Regulations for Employee's Overseas Business Trips
9. Employee Training Management Procedure
10. Management Measures for Resignation and Suspension of Pay
11. Regulations for Employee's Retirement
12. Human Rights Policy and Management Plan
13. Sustainable Procurement Policy
14. D-Link Supplier Code of Conduct
15. Procedures for Prevention and Control of Sexual Harassment in Workplace, Filing Complaints, and Disciplinary Actions

5.1.6 Communication Channel

Type	Channel
Hotline	(886) -2-6600-0123 Ext. 1850
Dedicated Mailbox	No. 289, Xinhu 3rd Rd., Neihu Dist., Taipei City 114/ D-Link850 (Employee complaint mailbox)
Dedicated E-mail	dlink850@dlinkcorp.com



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5.2 Human Rights Protection

GRI 407-1, 408-1, 409-1 SDG 5, 8, 10, 16

D-Link adheres to relevant regulations, implements workplace diversity, does not discriminate against employees based on any conditions, and is committed to creating a dignified, safe, equal, and harassment-free work environment.

5.2.1 Human Rights Policy
5.2.2 Human Rights Risk Assessment and Related Measures
5.2.3 Supplier Human Rights Regulations



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5.2.1 Human Rights Policy GRI 2-23

D-Link is committed to safeguarding the basic human rights of employees, formulating human rights policies and management plans, and creating an environment that fully protects human rights. D-Link endorses and supports international human rights conventions such as the United Nations Universal Declaration of Human Rights, the UN Global Compact, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work Covenant. D-Link requires that its business partners to eliminate any actions that violate or infringe upon human rights in their operations, ensuring that both internal and external members of the Company are treated with fairness and dignity. D-Link also respects diversity and opposes discrimination, complies with regulations on working hours, wages and benefits, prevents forced labor and human trafficking, prohibits the illegal employment of underage labors, respects freedom of association, pays attention to health and safety in the working environment, information security, and gives back to the society through its core competencies. In addition, D-Link also announced its commitment to labor rights on its official website and implemented measures to mitigate human rights risks. To prevent the illegal employment of underage labors and forced labor, the Company strictly abides by the employment process, interviews applicants to ensure their willingness to work, and verifies identity documents to prevent the risk of illegal employment. Labor rights are promoted through labor-management conferences, and the Company strictly prohibits forced labor and forced overtime.

D-Link's Human Rights Policy and Management Solutions

D-Link also respects the freedom of choice and exercise of occupations, and provides equal work opportunities, regardless of nationality, race, religion, gender, sexual orientation, marriage, age, etc. foreign and domestic employees enjoy equal employment opportunities. Foreign employees come from Türkiye, India, Indonesia, South Korea, Malaysia, Italy, Thailand, Panama, and other places, and they are guaranteed the same labor rights and interests as domestic employees. In addition, no underage labor is illegally employed in any of the global subsidiaries, and the declaration of human rights is strictly observed.

5.2.2 Human Rights Risk Assessment and Related Measures

D-Link enhances employees' human rights competency and awareness through education and training. In 2025, held one human rights education course with a total of 374 participants, the total training man-hours were 187 hours. In addition, the human rights promotion course is mandatory for new employees. In 2025, 38 people participated, and the total training hours were 19 hours.



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To practice the policy of respecting human rights in an institutionalized and systematic way, and embody D-Link's commitment in organizational activities to control and prevent related risks, D-Link launched a human rights due diligence project in 2022 to conduct risk assessments for headquarters employees and suppliers, completed the human rights risk matrix, and formulated mitigation and remediation measures for high- and medium-risk items. The D-Link human rights due diligence report 2023 has been completed in the second quarter of 2023. The Company will regularly review the implementation status of various mitigation and remedial measures in the future, and plans to conduct human rights due diligence once every 3 years. The next implementation is scheduled for early 2026. For related information, please refer to the D-Link official website "Human Rights Protection".

Major issues related to human rights identified by the Company for employees include working hour management, privacy, remuneration, freedom of assembly and association, workplace safety and health, freedom of speech and complaint channels, and illegal violations in the workplace.

Major issues related to human rights identified by the Company for ODM suppliers include working hour management, remuneration, and workplace safety and health.

2025

Material human rights related risks: 0

Violations of human rights resulting in punishment: 0

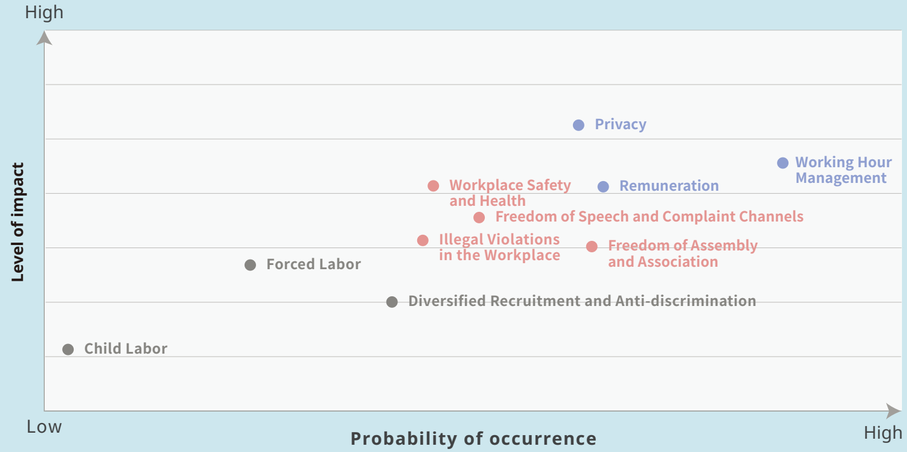
5.2.3 Supplier Human Rights Regulations

Based on the social and ethical principles of promoting the spirit of humanity and practicing human dignity. D-Link clearly defines the corporate social responsibilities of suppliers in the procurement contract, and also incorporates human rights norms such as the prohibition of child labor, and regulates supply. Suppliers must strictly abide by the relevant local Labor Standards Acts, labor safety and other relevant labor regulations, and all suppliers must complete the contract. In case of any breach of the contract, the supplier will not only bear legal liability, but also be classified as an unqualified supplier and D-Link reserves the right to immediately rescind or terminate the contract.

2025

Supplier’s violations of human rights resulting in punishment: 0

Human Rights Due Diligence Survey Employee Matrix



Human Rights Due Diligence Survey ODM Matrix



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5.3 Employment and Employee Participation

SDG 5, 8, 10

D-Link is people-oriented, respects every employee and every ethnic group, respects and tolerates each other, and grows together to achieve the goal of sustainable development. The scope of the following information and analysis includes D-Link headquarters and Taiwan branch.

5.3.1 Labor Overview
5.3.2 Listening Strategy



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5.3.1 Labor Overview

GRI 2-7, 2-8, 401-1, 405-1 SASB TC-HW-330a.1

Workforce Structure

Responding to the Company's operating strategy, the organization has been refined and the optimal manpower allocation has been maintained. The total global employees have decreased from 1,460 at the end of 2024 to 1,286 at the end of 2025, adjusted by approximately 11.9%; meanwhile, the total employees in Taiwan have decreased from 460 at the end of 2024 to 380 at the end of 2025, adjusted by approximately 17.4%.

● **Workforce Composition in the Past 3 Years (DHQ & DTW)**

		2023		2024		2025	
		Number of Employees	Percentage (%)	Number of Employees	Percentage (%)	Number of Employees	Percentage (%)
Gender	Female	239	46.1%	215	46.7%	173	45.5%
	Male	279	53.9%	245	53.3%	207	54.5%
	Others	0	0%	0	0%	0	0%
Age	Less 30 Years Old	71	13.7%	54	11.7%	23	6.1%
	30 - 50	377	72.8%	302	65.7%	275	72.4%
	Over 50 Years Old	70	13.5%	104	22.6%	82	21.6%
Employee Type	Full Time	507	97.9%	455	98.9%	376	98.9%
	Part-time	11	2.1%	5	1.1%	4	1.1%
Labor Contract	General Employment	505	97.5%	455	98.9%	373	98.2%
	Regular Employment[95]	13	2.5%	5	1.1%	7	1.8%
Education	PhD	1	0.2%	0	0%	0	0%
	Master	152	29.3%	135	29.3%	109	28.7%
	University	292	56.4%	257	55.9%	218	57.4%
	College	57	11.0%	57	12.4%	45	11.8%
	High School and Below	16	3.1%	11	2.4%	8	2.1%
Position	The Senior Management Positions[96]	8	1.5%	8	1.7%	9	2.4%
	Mid-level Management Positions[97]	23	4.4%	22	4.8%	22	5.8%
	Junior Management Positions[98]	76	14.7%	76	16.5%	60	15.8%
	Technician[99]	239	46.1%	183	39.8%	145	38.2%
	Other Employees[100]	172	33.2%	171	37.2%	144	37.9%
Total		518	-	460	-	380	-

Note: The Company did not hire employees without guaranteed hours in 2025.

[95] Interns are employees with fixed-term contracts.
[96] The senior management positions: refers to officers of centers and above (including center heads and general managers of branches in Taiwan).
[97] Mid-level management position: refers to division-level officer.

● **2025 Overseas Employee Composition by Region, Gender, and Employment Type**

		Americas	Europe	Asia and Others
Gender	Female	27	131	100
	Male	18	235	395
	Other	0	0	0
Employment Type	Full-time	45	359	494
	Part-time	0	7	1
Employment Contract	Permanent Employment	31	357	475
	Temporary Employment	14	9	20
Total		45	366	495

● **Gender and Age Composition by Job Level**

			The Senior Management Positions	Mid-level Management Positions	Junior Management Positions	Technician	Other Employees	Total
Gender	Female	Number of Employees	3	5	21	42	102	173
		Percentage (%)	33.3%	22.7%	35.0%	29.0%	70.8%	45.5%
	Male	Number of Employees	6	17	39	103	42	207
		Percentage (%)	66.7%	77.3%	65.0%	71.0%	29.2%	54.5%
Age	Less 30 Years Old	Number of Employees	0	0	0	13	10	23
		Percentage (%)	0%	0%	0%	9.0%	6.9%	6.1%
	30 - 50	Number of Employees	4	14	41	111	105	275
		Percentage (%)	44.4%	63.6%	68.3%	76.5%	73.0%	72.3%
	Over 50 Years Old	Number of Employees	5	8	19	21	29	82
		Percentage (%)	55.6%	36.4%	31.7%	14.5%	20.1%	21.6%
Total			9	22	60	145	144	380

[98] Junior management positions: refers to those at the departmental level or below (including departmental officers).
[99] Technician: non-supervisors of Product R&D, R&D, IT, and technology-related departments.
[100] Other employees: other non-supervisors of sales, logistics, customer service, marketing, administration, and finance.

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New Employees and Resignation Status

In 2025, 40 new employees were hired, and in terms of gender ratio distribution, the percentage of male new employees was 5% higher than that of female new employees; in terms of age composition, new hires aged 30-50 accounted for the highest proportion. Then 123 employees resigned, and in terms of gender ratio distribution, among whom voluntary resignations totaled 53 cases, with the percentage of female employees being 24.6% higher than that of male employees. in terms of age composition, resigned employees aged 30-50 accounted for the highest proportion in 2025.

The turnover rate in 2025 increased by 7.4%, mainly due to the Company's optimization of organizational structure and inventory of key functions in response to digital transformation and market changes. Through lean staffing and resource restructuring, the Company is committed to enhancing operational efficiency and organizational resilience, responding to business growth needs with a more flexible structure. Notably, the voluntary turnover rate in 2025 was 14.0%, an increase of 1.6% compared to last year, indicating that talent retention remains within a controllable range and aligns with the Company's long-term human capital development goals.

If the Company executes a massive lay-off, the Company shall furnish a lay-off plan 60 days in advance in accordance with the "The Act of the Protection of Employees during Mass Redundancy" and notify the competent authority and related units or personnel. If the labor contract is terminated in accordance with Article 11 of the "Labor Standards Act," the Company shall provide a 0–30-day prior notice period to the affected employees according to their years of service.

● Table of New and Resigned Employees in the Past 3 Years

			New Employee		Resigned Employee		Voluntary Resigning Employee[101]	
			Number of Employees	Percentage (%)	Number of Employees	Percentage (%)	Number of Employees	Percentage (%)
2023	Gender	Female	49	52.7%	41	46.6%	33	52.4%
		Male	44	47.3%	47	53.4%	30	47.6%
	Age	Less 30 Years Old	40	43.0%	24	27.3%	9	14.3%
		30-50	50	53.8%	52	59.1%	50	79.4%
		Over 50 Years Old	3	3.2%	12	13.6%	4	6.3%
	Total[102]		93	18.0%	88	17.0%	63	12.2%
2024	Gender	Female	28	50.9%	53	46.1%	28	49.1%
		Male	27	49.1%	62	53.9%	29	50.9%
	Age	Less 30 Years Old	18	32.7%	19	16.5%	13	22.8%
		30-50	30	54.6%	83	72.2%	42	73.7%
		Over 50 Years Old	7	12.7%	13	11.3%	2	3.5%
	Total		55	12.0%	115	25.0%	57	12.4%
2025	Gender	Female	19	47.5%	64	52.0%	33	62.3%
		Male	21	52.5%	59	48.0%	20	37.7%
	Age	Less 30 Years Old	9	22.5%	31	25.2%	17	32.1%
		30-50	30	75.0%	69	56.1%	30	56.6%
		Over 50 Years Old	1	2.5%	23	18.7%	6	11.3%
	Total		40	10.5%	123	32.4%	53	14.0%

[101] The voluntary turnover rate does not include: involuntary resignation, expiration of fixed-term contract, death, dismissal, retirement, transfer to an affiliate, expatriate, leave without pay... etc.
[102] Percentage is calculated based on total employees

● New Hires and Resigned Employees by Job Level

			Senior Management	Mid-level Management	Junior Management	Technical Staff	Other Employees	Total
New Hires	Female	Headcount	0	0	0	3	16	19
		Percentage	0%	0%	0%	27.3%	57.1%	47.5%
	Male	Headcount	0	0	1	8	12	21
		Percentage	0%	0%	100%	72.7%	42.9%	52.5%
	Total[103]		0	0	1	11	28	40
Resigned Employees	Female	Headcount	0	1	1	28	34	64
		Percentage	0%	100%	25.0%	39.4%	72.3%	52.0%
	Male	Headcount	0	0	3	43	13	59
		Percentage	0%	0%	75.0%	60.6%	27.7%	48.0%
	Total		0	1	4	71	47	123
Voluntary Resignations[104]	Female	Headcount	0	1	1	13	18	33
		Percentage	0%	100%	50.0%	50.0%	75.0%	62.3%
	Male	Headcount	0	0	1	13	6	20
		Percentage	0%	0%	50.0%	50.0%	25.0%	37.7%
	Total		0	1	2	26	24	53

Statistics of Non-Employee Workers

Within the scope of the report, there are a total of 14 non-employee workers, who were responsible for cleaning, catering, security and other work. The headcount and composition remained the same as in 2024.

● Statistics of Non-Employee Workers

	Work Type						Gender Total	
	Cleaning		Catering		Security			
Gender	Headcount	Percentage (%)	Headcount	Percentage (%)	Headcount	Percentage (%)	Headcount	Percentage (%)
Female	3	21.4%	2	14.3%	1	7.1%	6	42.9%
Male	2	14.3%	2	14.3%	4	28.6%	8	57.1%
Total	5	35.7%	4	28.6%	5	35.7%	14	100%

[103] Percentage is calculated based on total employees
[104] The voluntary turnover rate does not include: involuntary resignation, expiration of fixed-term contract, death, dismissal, retirement, transfer to an affiliate, expatriate, leave without pay... etc.

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5.3.2 Listening Strategy

GRI 2-16, 2-25, 406-1

Complaint Mechanism and Communication Channels

D-Link respects every employee's right to freedom of association and the right to form a union according to law. To establish a friendly and smooth communication channel to protect the rights and interests of employees, the Company has set up a labor-management meeting, an employee welfare committee, an employee suggestion box, and an employee complaint channel (general complaints and workplace sexual harassment complaints). To provide multiple channels for employees to express their ideas and suggestions, the Company continues to organize “Date with Supervisors” campaigns, enabling the Company to better understand employee opinions and reach consensus through discussion. The Company treats the complaint cases substantiated via investigation as material cases and reports to the Board of Directors in accordance with the procedures. There were no material complaint cases or incidents of discrimination in 2025, so it was not necessary to report to the Board of Directors.

● **Communication Outcomes in 2025**

Communication Results in 2025		
Formal Communication and Complaint Channels	Labor-management meeting	Conducted quarterly, with a total of 4 sessions. Labor and management are equally represented, with a total of 10 representatives, including 5 female representatives, and 5 male representatives. The labor representatives are elected by the Company's employees.
	Employee hotline/ Dedicated mailbox/ Dedicated email	There was one complaint case in 2025, which was dismissed after investigation.
	Employee welfare committee	A total of 8 meetings were held. Chairperson and vice chairperson, with a total of 17 members, including 9 female representatives.
Communication Channels	Employee opinion box	In 2025, through the labor-management meeting, the labor representative's feedback box received a total of 10 employee feedback responses and completed responses at the labor-management meeting, with a response rate of 100%.
	Date with Supervisors	In 2025, a total of two "Date with Supervisors" events were held, with a cumulative participation of 22 attendees. One of the events was specially designed around a multicultural theme for foreign employees. Through the exchange of lifestyle and workplace perspectives, it enhanced cross-cultural understanding and organizational inclusion, concretely implementing the spirit of ESG talent development and diversity and inclusion (D&I).

Dan Hsieh, D-Linker

First-time onboarding experience! I attended the Company's "Date with Supervisors" for the first time, and I didn't expect it to be so much fun! I heard many foreign colleagues share their stories of coming to Taiwan from overseas, while also receiving valuable career experience shared by the supervisors. This one-hour cross-cultural exchange was incredibly rewarding for me as a newcomer, and it was truly meaningful!





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Employee Opinion Survey

Employees are the vital capital for corporate sustainable development. Through the employee experience survey, the Company understands employees' feelings, enhances communication with stakeholders, and formulates improvement plans based on the survey results.

In December 2025, the Human Resources Department conducted the annual employee experience survey. The "2025 Employee Experience Survey" was executed via the third-party platform "104 Employee Experience Survey." The survey period ran from December 30, 2025, to January 13, 2026, targeting 368 employees, which accounted for 374 active employees in Taiwan during the period, representing a coverage rate of 98.40%. The actual completion rate reached 75.3% (up 1.5% from last year), the effective completion rate was 69.3% (up 2% from last year), and the overall satisfaction score was 4.51 out of 6, a 0.22% increase from last year's 4.50.

The survey was conducted anonymously and used a six-point scale (with a maximum score of 6) to avoid central tendency bias. The survey encompassed nine dimensions: "Leadership," "Culture," "Collaboration," "Sustainability," "Workforce Execution," "Employee Engagement," "Development," "Advocacy," and "Compensation." Among these, "Employee Engagement" covers "Value Alignment," "Commitment," and "Retention Intention."

● The survey results for 2025 are as follows:

Main Dimension		Telecommunications and Communications Industry	2025 Scores (6-Point Scale)	2024 Scores (6-Point Scale)	Change
Leadership		PR 61	4.79	4.82	-0.62%
Compensation		PR 56	4.00	3.77	6.10%
Collaboration		PR 57	4.73	4.77	-0.84%
Workforce Execution		PR 57	4.62	4.61	0.22%
Advocacy		PR 49	4.14	4.19	-1.19%
Development		PR 61	4.26	4.14	2.90%
Sustainability		PR 46	4.64	4.78	-2.93%
Culture		PR 64	4.77	-	-
Employee Engagement	Value Alignment	PR 45	4.14	4.29	-3.50%
	Commitment	PR 56	4.60	4.60	0.00%
	Retention Intention	PR 63	4.39	4.20	4.52%
Overall Employee Experience		PR 56	4.51	4.50	0.22%

*There is no dimensional data for the "Culture" dimension in the 2024 survey.

Based on the results of this survey, the Company will continue to drive improvements in 2026 across the following areas:

1. Continuous optimization of the Company's salary and benefits system:

   In addition to the annual salary adjustment plan, retention incentives, and new restricted employee shares, the Company assesses the feasibility of other remuneration systems based on the Company's ability to afford. In addition, the Company will continuously improve and enhance employee benefits through diverse communication channels to understand the needs of employees.

2. Continuous promotion of internal communications to enhance team value alignment:

   In addition to ensuring operational information transparency through annual reports and ESG reports, the Company establishes connections through the group's quarterly magazine to deepen organizational cohesion, and encourages employees to participate in labor-management meetings to maintain open communication channels.

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5.4 Diversity and Inclusion

SDG 5, 8, 10

5.4.1 Diversified Employment
5.4.2 Gender Friendliness

D-Link adheres to policies and programs of diversity, equity, and inclusion (DEI) to encompass representatives and participants from different groups, including employees of different ages, ethnicities, abilities, physical and mental disabilities, genders, religions, cultures, and sexual orientations, and ensures that they enjoy the same labor rights and interests.

For detailed information, please refer to the D-Link official website "Diversity".



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Building a Diversified and Inclusive Working Environment through Various DEI Programs

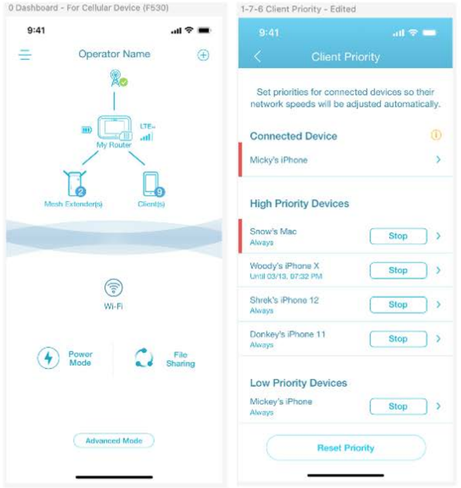
- Promote Pay Equity
- Mix up the Team
- Develop a Training Program
- Facilitate Feedback
- Acknowledge Holidays of All Cultures
- Assess Company Policies

D-Link products are also pursuing DEI

In order to fulfill corporate social responsibility and to practice the spirit of diversity and inclusion, the Company's product-related interfaces introduce accessibility design principles in the design stage with reference to EAA regulations, committing to creating a friendly digital experience for all users. The core focus of the design includes: defining distinct blinking behaviors for communication lights on products according to different messages; providing large font sizes on the user interface and enhancing the color contrast of crucial information to improve readability; employing a clean and orderly information structure, and optimizing the navigation workflow to enhance operational smoothness, thereby creating an environment where everyone (including people with disabilities and the elderly) can enjoy equal access to products and services.

Inclusive User Interface Design

Original



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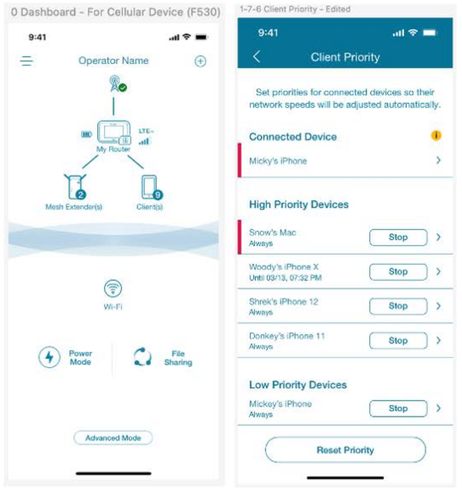

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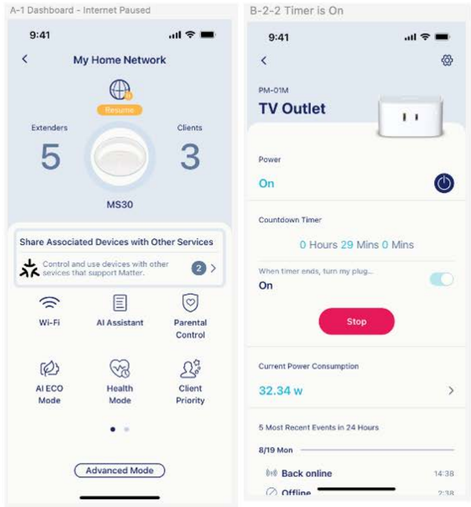

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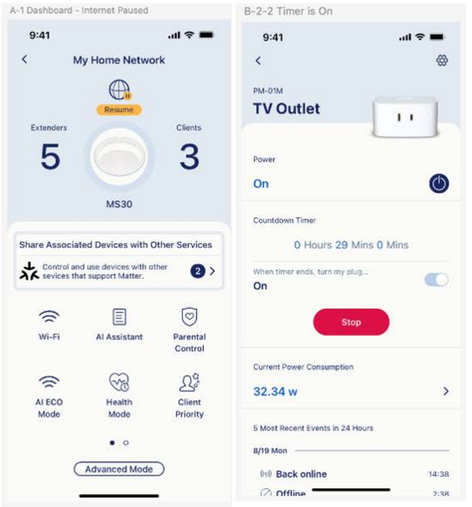

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5.4.1 Diversified Employment

SASB TC-HW-330a.1

Employees with Physical and Mental Disabilities

D-Link creates opportunities to assign appropriate talents to each position efficiently, without any differences due to special physical and mental conditions. In 2025, a total of 3 individuals with physical and mental disabilities were hired (including 2 individuals with severe/extremely severe disabilities), including 1 person at the manager level.

- **Employment Status of Persons with Disabilities**

	Number of People	Employment Rate (%)	Number of Employees in Supervisory Positions	Proportion of Supervisory Positions (%)
Male	3	0.79%	1	1.10%
Female	0	-	0	-

Empower the Female

D-Link ensures gender equality in recruitment and promotion, with no bias based on gender. The percentage of female employees in the Company stands at 45.5%, which is higher than the 36.19% average in the industrial sector (according to the 2024 Gender Statistics Analysis by the National Statistics of the R.O.C.). Furthermore, female managerial officers[105] account for 40% of the total. Moving forward, the Company will continue to increase the proportion of female supervisors to align with the female employee ratio, aiming to achieve substantive gender equality.

- **The Ratio of Female Employees and Supervisors in the Past 3 Years**

	2023	2024	2025
Percentage of Female Employees	46.1%	46.7%	45.5%
Percentage of Female Supervisors	37.4%	35.8%	31.9%

[105] According to the scope of managers defined by the Securities and Futures Commission of the Ministry of Finance: (1) President and equivalents; (2) Vice Presidents and equivalents; (3) Assistant Vice Presidents and equivalents; (4) Head of Finance; (5) Head of Accounting; and (6) Other individuals authorized to manage corporate affairs and sign on behalf of the company. D-Link's managers include a total of 5 individuals: Chief Strategy Officer, Chief Executive Officer, Executive Vice President, Vice President, Head of Finance concurrently serving as Head of Accounting, and Corporate Governance Officer.

Multiple Nationalities

D-Link adheres to the principles of local employment, diversity respect, and equal opportunities. At the end of 2025, the headquarters and Taiwan subsidiaries hired a total of 8 foreign employees, accounting for 2.1% of the total workforce. They hold various positions, including Deputy Director, Chief Engineer, Senior Engineer, Advanced Engineer, Senior Administrator, and Engineer. They are from Türkiye, India, Indonesia, South Korea, Malaysia, Panama, Italy and Thailand. Foreign employees have equal employment opportunities as domestic employees, fulfilling the Company's commitment to diversity and equity.



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5.4.2 Gender Friendliness

GRI 401-3, 405-2

Equal Pay

D-Link also attaches great importance to gender equality and plans a fair promotion and salary system for both genders. Staff remuneration is determined based on their education and work experience, professional knowledge and skill, seniority, personal performance, etc., and respect for equal pay for equal work between men and women, adhering to the principle of equality, regardless of gender.

- **Basic Salary Ratio for Male and Female Employees in the Past 3 years**

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
The Senior Management Positions	1	0.89	1	1.20	1	1.17
Mid-level Management Positions	1	1.18	1	1.12	1	1.16
Junior Management Positions	1	1.10	1	1.09	1	0.99
Technician	1	1.11	1	1.13	1	1.14
Other Employees	1	0.99	1	1.11	1	1.11

Note:
1. The basic salaries of all employees are higher than the statutory basic salary.
2. Please refer to Chapter 5.3.1 "Workforce Composition in the Past 3 Years" for job definitions (P.137).

- **Overall Remuneration Ratio for Male and Female Employees in the Past 3 years**

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
The Senior Management Positions	1	0.95	1	1.21	1	1.18
Mid-level Management Positions	1	1.21	1	1.16	1	1.20
Junior Management Positions	1	1.09	1	1.10	1	1.00
Technician	1	1.13	1	1.14	1	1.20
Other Employees	1	1.01	1	1.09	1	1.11

Note:
1. In addition to the basic salary, the overall remuneration statistics range also includes overtime pay, duty allowance, compensation for unused leave, incentives, employee dividends, etc.
2. The ratio of basic salary plus remuneration is calculated in accordance with the salary disclosure standards of TWSE/TPEx listed companies.
3. Please refer to Chapter 5.3.1 "Workforce Composition in the Past 3 Years for job definitions (P.137).

Parental Leave

According to the "Gender Equality in Employment Act", D-Link's employees may apply for parental leave without pay before their children reach the age of 3. In 2025, a total of 3 people applied for parental leave without pay, including 1 males and 2 females. 1 applied for an extension, and 2 were still within the original leave period.

- **The Number of Employees on Parental Leave and Returning to Work in 2025**

Items	Female	Male	Total
Number of people who are eligible to apply for parental leave	5	11	16
Number of people who applied for parental leave	2	0	2
Number of people who should be reinstated from parental leave (A)	4	2	6
Number of people who should be and have been reinstated from parental leave (B)	3	0	3
Return rate after parental leave (% = B/A)	75.0%	0%	50%
Number of people who have been reinstated from parental leave in 2024 (C)	1	1	2
Number of people who have been reinstated from parental leave in 2024 and completed their first year of service in 2025 (D)	0	0	0
Retention rate after parental leave (% = D/C)	0%	0%	0%

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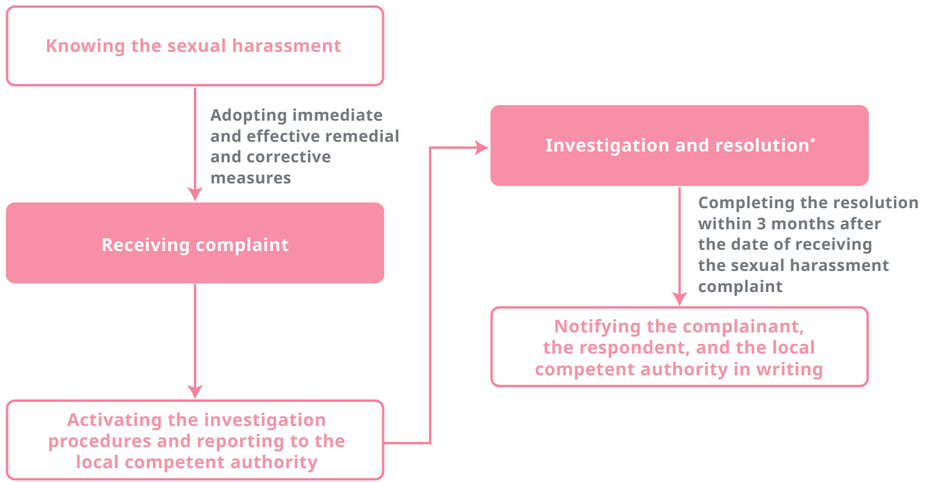
Respect for the boundary

D-Link actively prevents sexual harassment in the workplace by establishing the “Procedures for Prevention and Control of Sexual Harassment in Workplace, Filing Complaints, and Disciplinary Actions;” through promotions and education, the Company seeks to enhance the ability of employees to prevent and identify sexual harassment, including the promotional videos on gender equality, human rights, workplace equality, and sexual harassment prevention in public spaces to enhance employee awareness. The Company also conducted the "Gender Equality and Sexual Harassment Prevention" course, achieving a 100% training completion rate among all active employees.

In the event of sexual harassment, employees can file a complaint according to the “Procedures for Prevention and Control of Sexual Harassment in the Workplace, Filing Complaints, and Disciplinary Actions.” The case will be handled in accordance with the procedures set out in the Procedures to ensure fairness and confidentiality. In 2025, the Company did not receive any complaints about sexual harassment.

- **Handling process of “Procedures for Prevention and Control of Sexual Harassment in Workplace, Filing Complaints, and Disciplinary Actions”**



Note: The complaint handling unit shall have a majority of the members present before the meeting starts, and a resolution requires the consent of a majority of the present members. Where the members in favor and members against are of the same number, the chair makes the final decision (please add the superscript in the upper part of the figure and the description note at the lower part of the figure)

2025
Employee sexual harassment complaint cases: 0



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5.5 Talent Cultivation and Development

SDG 4, 8, 17

D-Link builds a comprehensive education and training system based on the Company's strategy, vision and values, and recruits talents with potential through various campus cooperation programs to make outstanding talents and the Company grow together with competitive compensation and benefits.

5.5.1 Talent Recruitment Pipeline and Campus Cooperation Plan
5.5.2 Diversity Learning
5.5.3 Talent Cultivation Plan
5.5.4 Education and Training
5.5.5 Compensation and Performance Appraisal



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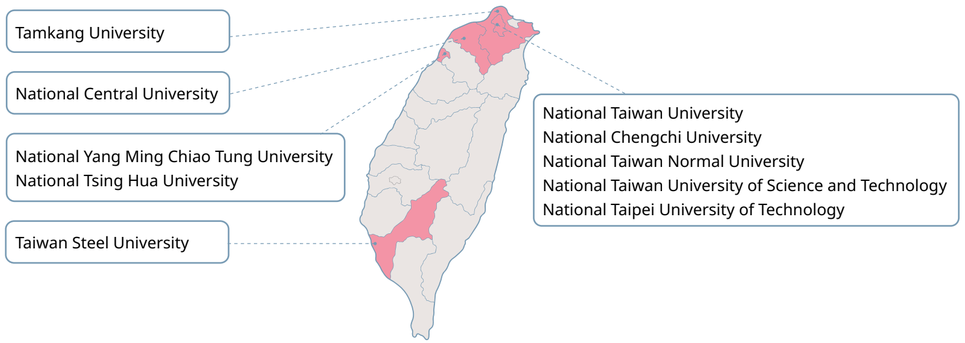
5.5.1 Talent Recruitment Pipeline and Campus Cooperation Plan

To attract outstanding talents, D-Link adopts multiple strategies for recruitment. In addition to the largest human resources matchmaking website in Taiwan, the Company also encourages existing employees to recommend talents to join it, and welcomes professionals whose philosophies are consistent with the Company's to move forward with it; at the same time, it continues to cooperate with various colleges and universities to cultivate young students through industry-university cooperation. To attract outstanding talents, D-Link provides competitive compensation and benefits in the market, and is committed to growing together with the employees.

In 2025, D-Link further integrated into campuses, and actively participated in campus talent recruitment activities, while expanding and strengthening the recruitment channels for information technology talents, aiming to cultivate and attract more outstanding talents to join.

Collaborating with Schools for Campus Recruitment Events



5.5.2 Diversity Learning

Based on its organizational strategy, vision and values, D-Link provides opportunities for off-the-job training, on-the-job training, and self-development, according to the needs of different groups, such as new employees, general employees, junior officers, middle-level officers and senior officers through comprehensive training plans. Strengthen the organizational human capital and build a learning system that is consistent with D-Link culture, and help to enhance the Company's sustainable operating competitiveness.

D-Link provides comprehensive new employee training courses to new recruits, focusing on helping them quickly to become familiar with the Company's systems, products and related benefits, so as to deepen their sense of loyalty and identification with the Company. The Company now includes “Human Rights Promotion,” “Intellectual Property and Personal Information Act Promotion,” “Ethical Management Promotion” and “Gender Equality and Workplace Sexual Harassment Prevention Promotion” as required courses for new employees. Meanwhile, by combining the corporate sustainability goals, health promotion and legal compliance, D-Link adopts diverse methods to implement common training and promotional courses, and encourages the employees to integrate such into their daily work through carousel videos. In addition, the Company provides health promotion-related lectures to facilitate employees to achieve a better work-life balance.

D-Link encourages employees to share work experience through internal courses to share working experience, and provides corresponding internal training courses or arranges to participate in professional training from external organizations based on the needs of each department. Furthermore, senior employees have the opportunity to serve as coaches or counselors to help new employees, interns and students for part-time working quickly integrate into the work and life of D-Link.

Training System

			Senior Management	Mid-Level Management	Entry-Level Management	Non-Supervisory Employees	New Employees
Off-Job Training	New Employees Training	Onboarding Training					●
		New Employees Training*					●
	Basic Training	Core Competency and General Studies Programs	●	●	●	●	
		Information Security, Personal Information Protection	●	●	●	●	
		Human Rights Advocacy, Intellectual Property Rights, Trade Secret	●	●	●	●	
		Internal Control and Audit, Ethical Corporate Management, Against Corruption	●	●	●	●	
		Money Laundering Control, Prevention of Insider Trading	●	●	●	●	
	Professional Training	Departmental Professionl Knowledge and Skills Training	●	●	●	●	
		Project-Based Learning and Certification subsidy	●	●	●	●	
	Management Training	Management Training	●	●	●		
		Manangement Development Programs		●	●	●	
On-Job Training	On-Job Training	Job Substitution		●	●	●	●
		Job Guidance		●	●	●	●
		Job Enlargement		●	●	●	●
		Job Enrichment		●	●	●	●
		Project Participation		●	●	●	●
		Coaching and Mentoring		●	●	●	●
		Internship Training		●	●	●	●
		Internal Knowledge Sharing		●	●	●	●
Self Development	Self Development	Self Development and Improvement	●	●	●	●	●
		Seminar Participation	●	●	●	●	●
		Book Club Participation	●	●	●	●	●

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5.5.3 Talent Cultivation Plan

In order to promote individual development at different levels, D-Link provides comprehensive training programs to ensure that the Company has high-quality talents while strengthening the leadership and management capabilities of officers at all levels. These programs include high potential talent development, leadership development for officers, professional competency development and succession planning. By formulating personal development plans, we help managers and employees continuously stimulate the motivation for career development under a diverse and comprehensive education and training system.

Development of High Potential Talents

- Conduct a high-potential talent inventory for all company supervisors.
- Develop planned development plans for high-potential talents, including personal development plans and development work assignments.



Development of Supervisor Leadership

- Regularly discuss the development plans for the organization and senior executive with the CEO and the President.
- Design workshops for different organizational development and needs to guide supervisors to think and discuss.
- Supervisor leadership training courses.



Cultivation of Professional Competency

- Provide personal efficacy courses and learning resources for non-supervisors to enhance work efficiency.
- Provide professional and technical training.



Succession Plan

- Make an inventory of key positions within the Company.
- Arrange 1-3 successors for key positions.
- Arrangements for successors of key positions:
  - Project execution to increase their experience.
  - Job rotation to cultivate diverse perspectives and capacities, quickly identify problems, stimulate stress resistance, and implement resource allocation and train the decision-making.



Target Performance Management

- The concept of target performance management has been introduced since 1992. The Company's vision and strategic goals are integrated with individual employee work objectives through systematic target and performance management settings.
- In combination with the organization's operational performance and performance management system, the performance appraisal results are truly reflected in the annual promotion and reward system, allowing employees to grow with the Company.



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● **Key Talent Development Programs in 2025**

I. General Training

	High-Potential Talent Development Program	New Employee Orientation Program	Cybersecurity Awareness Program
Objective	In order to strengthen the future management and leadership of the organization, the Company has developed a structured course design and practical-oriented learning to cultivate talent with strategic thinking, team leadership and cross-departmental collaboration capabilities. The Company further improves the decision-making judgment, performance management, and promotion abilities of high-potential talent to strengthen their comprehensive leadership, leading the team to achieve the goals and lay a solid foundation for the sustainable development of the enterprise.	Through systematic new employee training, we help new employees quickly immerse themselves in the corporate culture, familiarize themselves with the Company's rules and procedures, and improve the overall organizational performance and employee retention rate.	Through continuous training and practical drills, the Company strengthens employees' ability to identify phishing emails, thereby thoroughly implementing its risk management policies.
Target Audience	Management or senior professional staff	Employees onboard in the current year	All employees
Training Hours	309.1 man-hours	390.2 man-hours	2173.8 man-hours
Development Focus	In 2025, the training program focused on dual-track competency development in "Business Acumen" and "Empowering Leadership," aiming to transform high-potential talent from "functional managers" into "well-rounded business leaders" equipped with financial decision-making mindsets and team-coaching capabilities to address future dynamic market challenges.	In addition to introducing corporate culture and products, the orientation training outlines relevant rules, regulations, and operational workflows. The course includes important issues such as "ethical management," "human rights protection," "prevention of sexual harassment in the workplace," "education and training on intellectual property, and promotion of the Company's IP management policies," "information security awareness," "regulations of personal information protection," and "workplace health and safety." The overall course design combines diverse, interactive, and fun learning formats. New employees get to know each other through group activities and strengthen the spirit of teamwork while gaining a deep understanding of the corporate culture from diverse professional perspectives.	The Company regularly organizes information security education and training courses, complemented by occasional "social engineering phishing email defense drills," to enhance employees' vigilance against email-based social engineering attacks.

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II. Professional Training

Program 1	ESG Sustainability Training
Program Description	The Company launched the "ESG Sustainability Training Program," adopting a dual-track approach of "General Awareness" and "Professional Deep-skilling." This program aims to enhance compliance and human rights awareness among all employees, while cultivating sustainability management professionals with a global perspective, thereby strengthening the Company's resilience in response to climate change and social responsibility. • **ESG Basic Governance and Compliance:** To implement ethical management and risk awareness across all staff, the curriculum covers "Human Rights Policy Promotion," "Ethical Corporate Management," "Intellectual Property Rights Management," and related internal regulations. A total of 1,120 attendees participated, with total training hours reaching 867.9 hours, ensuring compliance awareness is thoroughly integrated into daily operations. • **Diversity, Equity, and Inclusion (DEI) and Friendly Workplace:** In response to international DEI standards, the Company focused on promoting courses such as "DEI Diversity and Inclusion: Shaping an Inclusive Culture," "Gender Equality and Sexual Harassment Prevention," "Workplace Bullying and Friendly Communication," and "Key Skills for Communication and Expression," striving to cultivate a work environment with high psychological safety. A total of 866 attendees participated, with total training hours reaching 1,560.6 hours. • **ESG Elite Seed Talent Cultivation:** Core members of the sustainability development team were selected to participate in advanced courses from external professional institutions, including "Certified International Sustainability Disclosure Administrator," "Corporate Sustainability Elite Training," and "Sustainability Report Preparation and Analysis." The initiative focused on training 4 attendees, investing 71 hours in deep professional training (averaging 17.8 hours per person), and encouraging participants to obtain relevant professional certifications.

Program 2	AI Professional Literacy Cultivation Program
Program Description	In response to the wave of generative AI technology, the Company officially launched the "AI Professional Literacy Cultivation Program" in 2025. This initiative aims to bridge the digital divide regarding new technologies among employees, while utilizing AI tools to optimize operational workflows and enhance workplace productivity. • **Practical AI Tool Application Workshops:** To rapidly upgrade digital literacy across the workforce, the "Unleashing Productivity with Five Major AI Tools" practical workshop was held at the end of 2025. The curriculum focused on the foundational operation and practical application of AI tools (e.g., copywriting optimization, presentation creation, data collection and analysis, and automated task processing). A total of 238 attendees participated, with total training hours reaching 238 hours. Through hands-on demonstrations, the program effectively enhanced employees' acceptance of AI collaboration and their foundational operational capabilities. • **AI Industrial Seed Talent Cultivation:** For critical departments, high-potential colleagues were selected to participate in external advanced seminars and intensive training courses, including "AWS Generative AI Solutions," "The Complete Guide to ChatGPT and Midjourney," and a three-day "Industrial AI Talent Seed Class." The initiative focused on training 3 attendees, investing 35 hours in advanced training (averaging approximately 11.6 hours per seed talent), thereby deepening the Company's internal mastery of AI tool applications and generative technologies.



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5.5.4 Education and Training

GRI 404-1

The learning and development system in D-Link is based on the Company's strategy, vision and values, and is constructed through a comprehensive education and training plan with new employees, professional training, management training and self-development as the pillars.

● **Overview of Training Programs Held in 2025**

Total Training Session	188 sessions	The significant increase in overall investment in education and training reflects D-Link's commitment to talent development.
Total Participants	6,610 participants	
Total Training Hours	10,532.4 Person-hours (▲ 23.1%)	
Total Training Expenses	NT$421,000	
Average Cost per Person	NT$1,108	

New Employee Training	Sessions: 46 Participants: 235 Training Hours: 371.2 Person-hours
Corporate Sustainability Courses	Sessions: 6 Participants: 1,986 (an average of approximately 330 participants per session) Training Hours: 2,428.5 Person-hours

● **Total Hours of Employee Education and Training in 2025**

	Female		Male		Total	
	Training Hours	Training Hours per Employee	Training Hours	Training Hours per Employee	Training Hours	Training Hours per Employee
Senior Management Positions	101.2	33.7	165.8	27.6	267.0	29.7
Mid-level Management Positions	237.5	47.5	518.8	30.5	756.3	34.4
Junior Management Positions	692.8	33.0	1,217.8	31.2	1,910.6	31.8
Technician	1,051.4	25.0	2,822	27.4	3,873.4	26.7
Other Employees	2,788.3	27.3	936.8	22.3	3,725.1	25.9
Total Training Hours	4,871.2	28.2	5,661.2	27.3	10,532.4	27.7

Note:
1. Units: Hours
2. Please refer to Chapter 5.3.1 "Workforce Composition in the Past 3 Years" for job definitions and the number of employees by job category and gender (P.137).

To deepen the employees' understanding and participation in sustainability issues, D-Link has set up the "ESG Column" on its internal platform, to regularly publish posts daily as the continuous sharing of sustainability knowledge and cases connecting to the global trends and close to the practice in life. The contents cover climate change, green living, circular economy, social innovation, inclusion, and diversity, among other issues, to help employees understand the implications and impact of ESG from diverse perspectives. In 2025, more than 200 posts were published in the ESG column, including topics such as circular economy, resource reuse, support for local agricultural products, promotion of sustainable diets, and support for disadvantaged groups. In addition, the column also regularly shares the latest progress and results of D-Link's promotions of social projects, so that the employees can understand the positive impacts of the actions they participated in. In 2025, there was a total of 15,135 clicks to learn new knowledge about sustainability.

Additionally, a video promotion related to corporate sustainability is played in the public space of the headquarters building. The video topics cover "Human Rights," "Ethical Management," "Prevention of Money Laundering/Prevention of Insider Trading," "Personal Data Protection," and "Intellectual Property Rights Protection" and "Gender Equality/Prevention of Sexual Harassment" and other different themes. The topics are updated regularly every month, with 24,588 views and 1082.6 hours in 2025.

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5.5.5 Compensation and Performance Appraisal

GRI 404-3

D-Link conducts performance appraisals every year. The appraisal objects include all full-time employees who have passed the probation period. Performance is assessed based on employee work objectives (including organizational goals) and core functions, and is divided into non-management and management positions. Employees set annual performance goals at the beginning of each year, aligning the Company's vision and strategic objectives with individual performance goals. To advance corporate sustainability and implement corporate risk management, supervisors at all levels are required to incorporate annual risk management items and ESG-related indicators into department or individual annual work objectives with appropriate weights in accordance with ESG development or assessment requirements. Through three stages—initial goal-setting, mid-year review, and annual appraisal—the system achieves top-down and bottom-up communication and organizational feedback, assisting the organization in human resource development and utilization while integrating business operations performance with the performance management system. The results of the performance appraisals are used as the reference basis for evaluation of employee promotion/salary increases, training and development plans, job transfers, bonus payments, performance improvement and succession plans. for the employees underperforming, the unit head will initiate a performance improvement plan and draft it together with the employees, to conduct a three-month performance improvement operation, and review and record the improvement regularly every month.

The 2025 annual performance appraisal process started at the end of January 2026. A total of 22 specific individuals were excluded from the appraisal, including: 6 new employees who had not yet passed the probation assessment, 4 expats appraised by overseas subsidiaries, 5 fixed-term contract employees, and 7 employees who resigned before the appraisal process started.

Among the eligible employees, except for 2 employees who entered the resignation process due to organizational optimization and adjustment and 1 senior executive who had a resignation plan and therefore did not complete the assessment, all other employees fully completed the annual performance appraisal, resulting in a completion rate of 99.2%. The Company ensures that the fairness of the performance management system and high-quality employee communication are maintained throughout the dynamic organizational adjustments.

Number and proportion of employees who received regular performance appraisals in 2025

	2025				
Senior Management Positions	Female	Male	Total	Eligible	Percentage
Senior Management Positions	2	6	8	9	88.9%
Mid-level Management Positions	5	17	22	22	100.0%
Junior Management Positions	21	37	58	58	100.0%
Technician	42	99	141	141	100.0%
Other Employees	94	32	126	128	98.4%
Total	164	191	355	358	99.2%

D-Link adheres to the principles of internal balance and external fairness in its overall planning, and formulates remuneration policy based on the concepts of market competitiveness and internal fairness. The overall salary positioning refers to the third-party salary survey report information, and is based on the overall economic and business movement, governmental and legal regulations, as well as the Company's overall profit performance, unit performance and individual performance, are considered to make adjustments and changes, and a diverse remuneration system such as performance bonuses and employee remuneration payment are also adopted. In accordance with the "Securities and Exchange Act," the Company's articles of incorporation also explicitly stipulate that no less than 0.5% of the annual profit shall be allocated as remuneration for non-managerial employees, to allow employees to participate in business results. The average salary increase for the entire Company in 2025 is 2.95%, with some employees receiving more than 14.3%.

Average and median salary of full-time non-managerial employees in the past three years

Job Category	2023	2024	2025
Average Salary	1,139,000	1,184,000	1,226,000
Median Salary	1,040,000	1,060,000	1,130,000

Note:
1. Definition of salary: including regular salary, overtime pay and non-regular salary, but excluding severance pay and pension
2. The Company's salary level has been much higher than the statutory base salary for the past three years (please refer to the official website of the Ministry of Labor for the statutory base salary for each year).
3. For details, please refer to the Market Observation Post System (MOPS).

2025 Annual Total Compensation Ratio

Item	Ratio
Ratio of the annual total compensation for the highest-paid individual to the median annual total compensation for all other employees (excluding the highest-paid individual)	8.57
Ratio of the percentage increase in annual total compensation for the highest-paid individual to the median percentage increase in annual total compensation for all other employees (excluding the highest-paid individual)	To be disclosed in the 2026 Sustainability Report

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5.6 Workplace Health and Safety

SDG 3

To create a safe work environment and protect the safety and health of employees and suppliers, D-Link is committed to establishing an effective occupational health and safety management system based on the occupational health and safety policy. The company will continue to implement and track improvements. Appropriate occupational safety and health regulations are implemented to ensure the health and safety of colleagues in controllable workplaces.

5.6.1 Occupational Safety and Health Management System
5.6.2 Labor Health and Safety Organization, Education and Training, and Work Environment Monitoring
5.6.3 Healthy Workplace

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5.6.1 Occupational Safety and Health Management System

To improve the health and safety of workers, D-Link, based on occupational safety and health regulations and in line with government regulatory requirements, introduced and passed the certification of OHSAS 18001: 2007 occupational safety and health management system in 2012, and in conjunction with the version updating, further introduced the certification of ISO 45001: 2018 occupational safety and health management system in January 2019. The most recent recertification audit was successfully completed in December 2024, with the certificate duly obtained, and the annual external audit review was further completed in December 2025. This not only ensures the continued effectiveness of D-Link's occupational health and safety management system but also demonstrates the Company's commitment to ongoing improvement.

D-Link adopts the PDCA process to continuously operate the occupational safety and health management system. According to the Control Procedure for Safety and Health Planning, D-Link conducts risk assessment and hazard identification for all departments within the Company once a year, and sets up a hazard identification team consisting of representatives of all departments. All department representatives have received education and training on hazard identification and risk assessment. After identification and assessment, improvement objectives were planned for unacceptable risks and improvement plans and measures were implemented; the Company also conducts an internal audit and an external audit respectively once a year.

Those assessed in the risk assessment and hazard identification table as high risk-level or above will be listed as priority improvement items, and will be taken as an important basis for formulating occupational safety and health objectives and plans. When deciding on control measures or considering changing existing control measures, consideration should be made in the order of elimination, substitution, engineering control, sign warning and/or administrative control, and personal protective equipment to reduce risks.

- **Occupational Health and Safety Management System (ISO 45001: 2018) Certification**



bsi.

Certificate of Registration

OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM - ISO 45001:2018

This is to certify that: D-Link Corporation
No. 289, Sinhu 3rd Rd,
Neihu District
Taipei City
114684
Taiwan

友訊科技股份有限公司
臺灣
台北市
內湖區
新湖3路289號
11494

Holds Certificate No: **OHS 644484**

and operates an Occupational Health and Safety Management System which complies with the requirements of ISO 45001:2018 for the following scope:

The design, development and marketing of wired and wireless network products, including hardware, software and services of local area network (LAN) and wide area network (WAN) products, broadband access products, home networking products, internet protocol (IP) telephony products, network content server / storage server, networked multimedia devices, network security devices, network cameras, universal serial bus (USB) devices and other network, communication related products.
[Previously certified to BS OHSAS 18001:2007 since 2013-01-31]

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2019-01-14
Latest Revision Date: 2024-12-10

Effective Date: 2025-01-31
Expiry Date: 2028-01-30

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...making excellence a habit.



Certificate No: **OHS 644484**

Location	Registered Activities
D-Link Corporation No. 289, Sinhu 3rd Rd, Neihu District Taipei City 114684 Taiwan 友訊科技股份有限公司 臺灣 台北市 內湖區 新湖3路289號 11494	The design, development and marketing of wired and wireless network products, including hardware, software and services of local area network (LAN) and wide area network (WAN) products, broadband access products, home networking products, internet protocol (IP) telephony products, network content server / storage server, networked multimedia devices, network security devices, network cameras, universal serial bus (USB) devices and other network, communication related products.

Original Registration Date: 2019-01-14
Latest Revision Date: 2024-12-10

Effective Date: 2025-01-31
Expiry Date: 2028-01-30

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Accident Notification and Investigation Process

D-Link has developed a "Management Procedures for Handling Occupational Safety and Health Incidents," and based on such, workers can immediately report to the supervisor in case of work-related accidents or false alarms. All workers have the right to stop the work or take relevant emergency measures to evacuate the workplace in case of any emergency situation that directly endangers personal safety (such as fire and earthquake) during the execution of relevant operations. The Company shall not dismiss, transfer, or refuse to pay wages during the suspension of operations, or impose any other unfavorable sanctions on workers due to their aforementioned behaviors.

In case of any accident with casualty, the emergency reporting hotline should be immediately called for medical treatment, the authorities should be notified in accordance with relevant occupational safety laws and regulations, and relevant occupational disaster notification and investigation analysis forms should be filled out. The notification process is shown in the following flow chart.

Occupational Disaster and Accident Reporting and Investigation Process (Including Commuting Disasters)

Reporting Process	Division of Powers and Responsibilitie
Occurrence of an accident	**The Person Involved** Notification by the person or persons involved.
↓	
Inform supervisor	**The Department Head** To preliminarily understand the current situation of the involved parties, control the scene as appropriate, and assist in reporting to relevant units, such as the Administrative and Labor Safety Department and the Human Resources Department.
↓	
Inform administrative labor safety department	**General Affairs & Industrial Safety Department** The occupational safety personnel conduct the accident investigations with the occupational disaster accident investigation report forms and other relevant information provided by the involved parties, as well as the follow-up processing, cause analysis and review and improvement. Labor health service personnel provide employee care, health education, on-site services, reinstatement assessment and other related measures based on the willingness and injuries/illness of the involved parties.
↓	
Inform Human Resources Department	**Human Resources Department** Assist in applying for official injury leave and applying for labor insurance, group insurance, etc. (medical benefits, injury and illness benefits, disability benefits or death benefits) and related matters.

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● Achievement of Occupational Safety and Health Goals Plan for 2025

Goals	Plan Name	Contents
Reducing Occupational accidents and incidents	Occupational disaster prevention	The Company commits to setting annual quantitative goals to continuously reduce the occupational accident rate, while regularly promoting accident cases and preventive measures.
Reducing occupational accidents and incidents - Contractor Safety Management	Occupational disaster prevention	The Company commits to establishing quantitative goals to ensure zero serious occupational disasters in contractor safety management, with continuous tracking and improvement.
Compliance with government safety and health regulations and other requirements	Emergency response and evacuation drills and improvements	The Company commits to setting annual quantitative goals, continuously conducting emergency response drills, and integrating improvement measures into the management process.
Continuous improvement of the occupational health and safety management system	Strengthening the OHS management system	The Company commits to establishing quantitative goals to continuously strengthen OHS management system procedures and documentation, ensuring the effective operation of the system.
Prioritizing and caring for employees' physical and mental health	Establish the concept of independent health for employees	The Company commits to setting annual quantitative goals to promote employee health and safety awareness activities, enhancing independent health consciousness.
Providing employees with a safe, hygienic, and comfortable workplace	Perfecting the healthy workplace	The Company commits to establishing quantitative goals to maintain and elevate healthy workplace standards, ensuring a safe, hygienic, and comfortable work environment.

D-Link has conducted an inventory and identified health and safety risks in the workplace according to the ISO 45001 Workplace Health and Safety Management System, to identify risks and mitigate the possibility of occurrence and severity thereof. Upon identification, in 2025, there were no high-risk items, and medium-risk hazards are “tripping down,” “the Four Core OHS Programs (ergonomics, maternal health protection, overwork prevention, and prevention of unlawful infringement),” and “non-commuting traffic accidents,” respectively. These risks primarily stem from potential hazards in commuting and daily work environments, ergonomic and psychosocial risks, as well as uncertainties in the external traffic environment. However, in accordance with the ISO 45001 management framework, the Company has established corresponding preventive and control measures, including regularly conducting traffic safety and occupational safety and health promotions, implementing workplace safety inspections, promoting health enhancement, perfecting mechanisms to prevent unlawful infringement, executing working hours and workload management systems, and continuously strengthening education and training.

In addition, the Company regularly or periodically conducts joint meetings (coordination organizations) and hazard notifications for contractors to ensure they possess sufficient safety and health knowledge and skills, thereby reducing the risk of serious occupational disasters. Simultaneously, the Company identifies and assesses the risks of contractors’ operations to ensure that the operations of the contractors meet the requirements of workplace health and safety. Upon assessment, the operations including external wall cleaning, external wall filling (silicone), sewage tank cleaning, and water tower cleaning are outsourced. As these operations have been standardized, and qualified equipment adopted, the risks are controlled, and no high-risk substances are involved, they are determined to be low-risk operations.

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● **Types of hazards from the hazard identification and risk assessment in 2025**

Name of Operation	Hazard Identification and Consequences					Existing Protective Measures	Risk Reduction Measures
	Operating Conditions			Hazard Type	Description of the Scenarios that May Cause Hazards		
Name of Operation	Object	Operation Region	Operation Qualifications				
Commuting	Employees	Traffic between home and company	None	02 Fall	During commute, slipping, tripping, or falling due to walking or taking public transportation, resulting in injuries.	Traffic safety promotion	1. Announce occupational accident statistics on the internal intranet quarterly. 2. Incorporate recent occupational accidents into education and training materials.
Office	Employees	5F East Wing Office	None	28 The Four Core OHS Programs (Ergonomics, Maternal Protection, Overwork, Unlawful Infringement)	Workplace pressure affecting employees' physical and mental health.	Implementation of the Prevention Plan for Unlawful Infringement during Duty	1. Organize seminars related to psychological health promotion in the workplace. 2. Establish an anonymous grievance mechanism. 3. Conduct education and training promotions for incumbent and new employees.
Office	Employees	5F East Wing Office	None	28 The Four Core OHS Programs (Ergonomics, Maternal Protection, Overwork, Unlawful Infringement)	Overtime and extended working hours affecting employees' physical and mental health.	Prevention Plan for Diseases Triggered by Abnormal Workloads	1. Establish an overtime management and early-warning mechanism, and execute employee health tracking and overwork risk assessments. 2. Organize health promotion lectures. 3. Conduct education and training promotions for incumbent and new employees.
Office	Employees	Outdoor Area	None	02 Fall	Pedestrians walking in outdoor areas on rainy days, slippery ground resulting in fall injuries.	Periodical or non-periodical safety and health promotions	1. Announce occupational accident statistics on the internal intranet quarterly. 2. Incorporate recent occupational accidents into education and training materials.
Business Trip	Employees	Routes to/from customers, suppliers, government agencies, and non-governmental agencies	None	02 Fall	During business trips, slipping, tripping, or falling due to walking or taking public transportation, resulting in injuries.	Traffic safety promotion	1. Announce occupational accident statistics on the internal intranet quarterly. 2. Incorporate recent occupational accidents into education and training materials.
Business Trip	Employees	Routes to/from customers, suppliers, government agencies, and non-governmental agencies	License	24 Non-commuting road traffic accidents	During business trips, driving or riding motorized vehicles and involving in traffic accidents with other vehicles, resulting in injuries.	Traffic safety promotion	1. Announce occupational accident statistics on the internal intranet quarterly. 2. Incorporate recent occupational accidents into education and training materials.
Commuting	Employees	Traffic between home and company	None	02 Fall	Tripping or spraining during commute due to careless walking.	Traffic safety promotion	1. Announce occupational accident statistics on the Company's official website quarterly. 2. Incorporate recent occupational accidents into education and training materials.

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5.6.2 Labor Health and Safety Organization, Education and Training, and Work Environment Monitoring

Employee Safety and Health Organization

At D-Link, the “Corporate Finance & Administrative Safety Center” is a level 1 management unit of labor safety and health organization. It is responsible for formulating, planning, promoting, and supervising matters related to health and safety management, and for directing the implementation by relevant departments. D-Link has established the “Occupational Health and Safety Committee”, which meets once every 3 months. It is responsible for providing suggestions related to the health and safety policies formulated by the Company and reviewing, coordinating, and suggesting health and safety-related matters. The committee consists of 9 members, and the Chief Financial Officer of the Corporate Finance & Administrative Safety Center acts as the Chairperson. The Deputy Director of Human Resources & Operation & Legal Affairs Division acts as the executive secretary. In addition, the supervisor and employees of the Administrative Labor Safety Department (4 members) and labor representative members (3 members) serve as the committee members to handle the matters related to Article 12 of the “Occupational Safety and Health Management Measures”.

In addition, D-Link has established the “Occupational Health and Safety Management and Review Committee”. The committee consists of 9 members and the Chief Financial Officer serves as the Chairperson. The Deputy Director of Human Resources & Operation & Legal Affairs Division serves as the Deputy Chairperson and the supervisor and employees of the Administrative Labor Safety Department (4 members) and labor representative members (3 members) serve as the committee members. A management review meeting is held regularly at the end of each year to discuss and vote on various occupational safety issues. Extraordinary meetings are convened when necessary.

Safety and Health Education and Training

To enhance the health and safety awareness needed for employees in the workplace, D-Link conducts employee orientation and on-the-job education and training. In 2025, a total of 256 employees who have served in the Company for over 3 years and 40 new employees participated in and completed the training.

D-Link has appointed three occupational safety and health-related personnel in accordance with Article 3 of the Occupational Safety and Health Management Measures, and has regularly completed the back-training in accordance with Article 18 of the Occupational Safety and Health Education and Training Rules.

Regulations on the Return Training of Personnel Related to Occupational Safety and Health

Personnel Related to Occupational Safety and Health	Retraining Regulations[106]
Class A Business Supervisor	At least 6 hours every 2 years
Class A Occupational Safety Manager	At least 12 hours every 2 years
Class B Occupational Safety and Health Management Personnel	

[106] According to Article 18 of the Occupational Safety and Health Education and Training Rules.

Labor Work Environment Monitoring

D-Link is dedicated to creating a comfortable and safe work environment for employees. It regularly conducts carbon dioxide, illumination and noise monitoring in the operating environment every 6 months according to the laws and regulations. In terms of water quality, it changes the filter elements of water dispensers and tests the water quality every quarter and cleans the water tower and detects its water quality every 6 months. The detection results conform to the criteria. Furthermore, D-Link promotes and requires employees to use personal protection equipment during dangerous operations, in order to prevent employee exposure to hazards in the workplace. It also complies with the related regulations of the “Implementation Measures for Labor Operating Environment Monitoring”.

Contractor Security Management

D-Link has developed a "Contractor Control Procedure", which regulates that relevant contractors must be informed of "workplace hazards" and "Contractor Safety and Health Management Instructions", and sign the "Contractor Environmental Safety and Health Statement" before entering the site. In addition, the entry application must be completed before the engineering operation, and work can only be carried out after approval. In 2025, a total of 101 factory-entering contractors participated in joint meetings (coordination organizations) or site-entry hazard notification operations to ensure that contractors fully understand and comply with relevant occupational safety and health requirements, thereby reducing operational risks.

2025

No contractor-related work injuries and safety accidents

Emergency Response

D-Link has established a fire prevention manager according to fire regulations. Aside from preparing fire inspection reports every year, firefighting equipment maintenance is conducted regularly every quarter and fire drills are conducted every 6 months. In addition, the Company conducts the firefighting team training twice a year, and applies to the fire department to send fire fighters to the Company, and explains to firefighting team members, ensuring that they have sufficient and correct evacuation knowledge. In 2025, two building evacuation drills were completed, with a total of 336 employees participating.

Moreover, to enhance the overall response ability, the Company has established the “Emergency Response Management Procedures” to specify the response preparation and handling measures for emergency incidents such as fires, earthquakes, and pandemic prevention. Emergency response drills or training shall be regularly conducted. If the frequency is stipulated by the law, the drills or training shall be conducted accordingly and the rest shall be conducted once a year, in order to minimize the employee and company asset losses and social and environmental impacts caused by disasters.

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Occupational Safety and Health Management Results in the Past 3 Years

In 2025, there were 0 deaths and 0 disabling incidents among employees and contractors, so the disabling frequency rate (FR) and disabling severity rate (SR) were both 0, far below the industry average announced by the Occupational Safety and Health Administration (please refer to the "2024 Annual Report of Labor Inspection and Statistics").

ISO 45001 Occupational Safety and Health Management System Structure

		Number of People Included in the Management System		Total Number of People in the Organization		Proportion	
		Employees	Non-employees	Employees	Non-employees	Employees	Non-employees
2023	Unaudited	0	0	0	0	-	-
	Audited by Internal Audit Procedures	518	0	518	0	100%	-
	Audited or Certified by External Organizations	518	14	518	14	100%	100%
2024	Unaudited	0	0	0	0	-	-
	Audited by Internal Audit Procedures	460	0	460	0	100%	-
	Audited or Certified by External Organizations	460	14	460	14	100%	100%
2025	Unaudited	0	0	0	0	-	-
	Audited by Internal Audit Procedures	380	0	380	0	100%	100%
	Audited or Certified by External Organizations	380	14	380	14	100%	100%

Note:
1. Employee: full-time employee.
2. Non-employee: interns, suppliers, contractors, etc.

Occupational Injury Statistics of Employees and Non-employees in the Past 3 Years

		Total Work Hours Experienced	Cases of Occupational Hazards [107]			Occupational Hazards Rate		
			Number of Deaths	Number of Serious Occupational Injuries [108]	Number of Recordable Occupational Injuries [109]	Death Rate [110]	Percentage of Serious Occupational Injuries [111]	Percentage of Recordable Occupational Injuries [112]
2023	Employees	1,002,576	0	0	0	0	0	0
	Non-employees	25,812	0	0	0	0	0	0
2024	Employees	909,208	0	0	0	0	0	0
	Non-employees	23,636	0	0	0	0	0	0
2025	Employees	792,656	0	0	0	0	0	0
	Non-employees	25,632	0	0	0	0	0	0

[107] Occupational injury: injuries caused by workers performing their duties or occurring in the workplace, and "commuting disasters to and from work" are not included in the statistics.
[108] Serious occupational injury: disability or inability to recover to a healthy state before the injury within 6 months caused by occupational injuries (excluding death).
[109] Recordable occupational injuries include: death, unconsciousness, major injury or illness, job rotation required, medical treatment required (more than first aid level but may not be hospitalized).
[110] Death rate=number of deaths caused by occupational injuries × 1,000,000 ÷ total working hours experienced.
[111] Serious occupational injury rate=number of serious occupational injuries × 1,000,000 ÷ total working hours experienced
[112] Recordable occupational injury rate=recordable number of occupational injuries (including severe occupational injuries, deaths, and other recordable occupational injuries) × 1,000,000 ÷ total working hours experienced

Safety Management Performance of Employees and Non-Employee Workers in the Past Three Years

Performance Indicator	2023		2024		2025	
	Employees	Non-employees	Employees	Non-employees	Employees	Non-employees
Incidence Rate (IR) [113]	0	0	0	0	0	0
Total Recordable Injury Frequency Rate (TRIFR) [114]	0	0	0	0	0	0
Disabling Frequency Rate (FR) [115]	0	0	0	0	0	0
Lost-time injury frequency rate (LTIFR)	0	0	0	0	0	0
Lost Days	0	0	0	0	0	0
Disabling Severity Rate (SR) [116]	0	0	0	0	0	0

[103] Incidence Rate (IR) = Number of recordable occupational injury incidents x 200,000 ÷ Total working hours experienced.
[104] Total Recordable Injury Frequency Rate (TRIFR) = Number of recordable occupational injuries x 1,000,000 ÷ total working hours experienced.
[105] Disabling Frequency Rate (FR) = Number of disabling injuries (including death, permanent full disability, permanent partial disability, temporary full disability, etc.) x 1,000,000 ÷ Total working hours experienced; equivalent to the lost-time injury frequency rate (LTIFR).
[116] Disabling Severity Rate (SR) = Days loss from disabling injury x 1,000,000 ÷ total working hours experienced.



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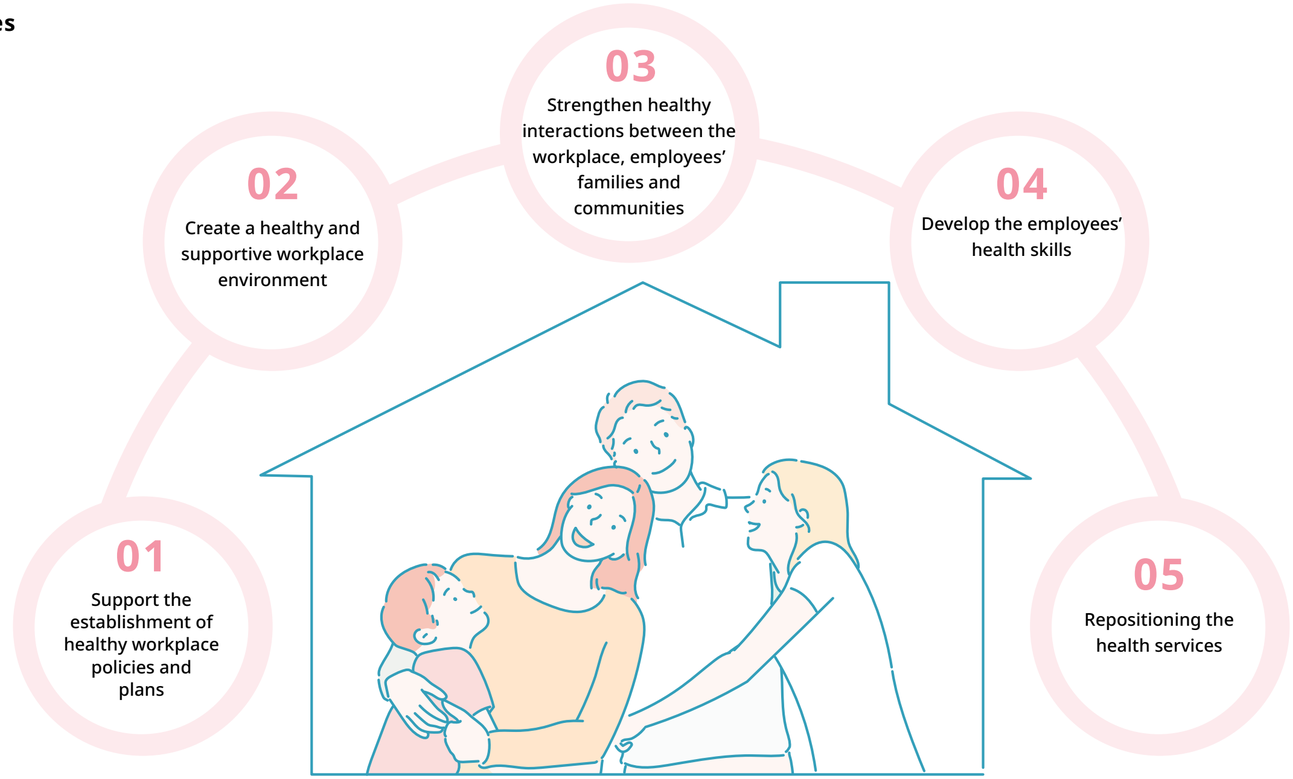
5.6.3 Healthy Workplace

To fully care for colleagues' physical and mental health, D-Link established the "Health Promotion Declaration" in 2023, committing to five fundamental principles, and through the following eight major initiatives, the Company aim to create the best healthy workplace:

5 fundamental principles



8 major initiatives

Implement the Four Major Plans for Labor Health Protection	Special On-Site Services Providing Medical Assistance	Set Up Full-Time Labor Health Service Personnel	The Superior Ratio of The Number of First Aid Personnel to the Total Number of Workers than the that Required by Laws and Regulations	Diversified Promotion Methods	Establishment of a Health-Related Promotion Club	Provide the Employees with Physical and Health Examinations Above and Beyond Regulatory Requirements	Diversified Club Activities

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1. Four Major Plans for Labor Health Protection



1-1 Maternal Health Protection Plan for the Workplace

In order to optimize workplace maternal health protection, D-Link continues to promote workplace maternal health protection plans to ensure the physical and mental health of female employees during childbearing age, pregnancy, postpartum, and breastfeeding period. In 2025, a total of zero cases were accepted for maternal health protection, and all of them were provided with appropriate protection and work adjustments in accordance with relevant regulations, to implement the principles of gender friendliness and workplace safety.

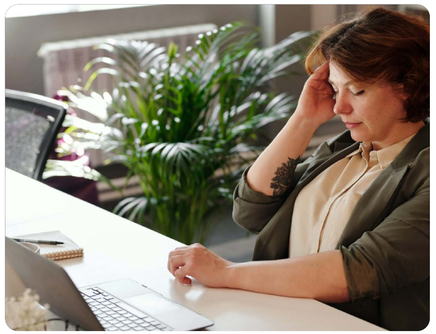
D-Link Maternity Protection Measures

1. Conduct hazard risk assessments of the working environment and workload.
2. Arrange physicians with occupational medicine expertise to provide on-site services.
3. Maintain and improve the comfort and safety of the breastfeeding room.
   - Set up the emergency rescue facilities to improve the safety of lactation rooms.
   - Add wheelchairs to improve the barrier-free breastfeeding environment.
   - Establish an incentive system for early detection and health education, and provide a mother-friendly supportive environment.
4. Care for the physical, mental, and spiritual changes of employees during pregnancy and 1 year after delivery, and conduct regular activities:
   - Hazard assessment and control.
   - Health education and guidance.
   - Risk classification management.
   - Work adaptability arrangements and other related measures.



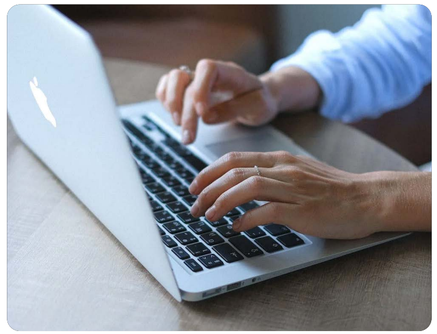
1-2 Prevention Plan for Illegal Infringement During the Performance of Duties

D-Link is "zero-tolerant" towards violence, harassment and other illegal violations, and the Human Resources Department has established multiple employee reporting channels to protect employees' right to file the complaint; procedures for handling illegal infringement events have been formulated and emergency response drills were conducted to reduce the incidence rate. In addition, when illegal violation occurs, full-time dedicated personnel in labor health services will conduct physical and mental health follow-up counseling and rights protection, and assist the employee in referring to professional assistance such as occupational medical doctors and medical units when necessary. In 2025, a total of 32 “Illegal Infringement Hazard Identification and Risk Assessment Forms” were collected. After analysis, no high-risk unit was found, indicating that the overall work environment risk management effectiveness was good.



1-3 Prevention Plan for Illness Caused by Abnormal Workloads

Operation type in D-Link belongs to regular day-shift operation, with no shift or night work. The Company regularly tracks high-risk employees, and integrates the results of physical examination of employees to assess overwork hazards, arrange dedicated personnel in labor health services for interviews and health guidance, adjust or shorten working hours and change work content, conduct health examinations, management and promotion, evaluate the effectiveness and make improvement of the above, or adopt other safety and health-related measures. In 2025, a total of four employees worked overtime for more than 45 hours per month. The risk assessment results showed that their workload did not reach a high risk level.



1-4 Prevention Plan for Ergonomic Hazards (Implemented once every 3 years)

Considering that most of the employees are engaged in computer operations, which may lead to ergonomic hazards such as shoulder pain or wrist tunnel syndrome, the Company continuously promotes the prevention program for ergonomic hazards and strengthens the employees’ awareness of personal healthcare through internal announcements and health seminars. In 2024, a total of 423 questionnaires were collected on the risk of musculoskeletal disorders. No employee was qualified as a confirmed disease, nor was a high-risk case identified. The Company also provides adjustable chairs and monitors, and the labor health service personnel assist employees in adjusting the placement of computers, chairs, and phones according to individual needs at their seats to reduce the risk of ergonomic hazards.

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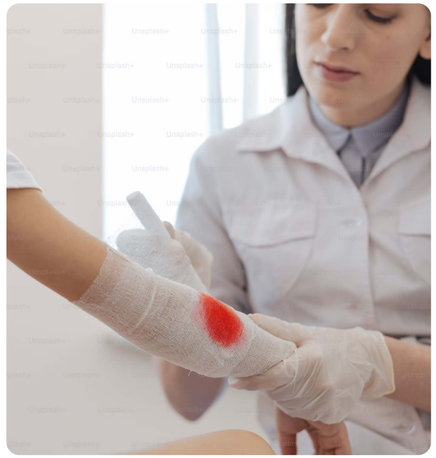
2. Special On-site Services Providing Medical Assistance



Hire physicians from the Occupational Medicine Department of the Chinese Association of Occupational Medicine as physicians for the special on-site service, to provide on-site services once every two months (six times/year), for health consultation and workplace visits; and hire other staff of labor health services when necessary, depending on the needs of BUs, to provide relevant on-site services and medical assistance.

3. Set Up Full-time Labor Health Service Personnel



The Company currently has one full-time labor health service staff to perform labor health services, plan health examinations and health promotion activities.



4. The superior ratio of the number of first aid personnel to the total number of workers than the that required by laws and regulations



To ensure that all personnels receive necessary emergency assistance within the golden rescue period of an emergency, D-Link has 2 Automated External Defibrillators (AEDs) equipped in the headquarters building. Cardiopulmonary resuscitation and AED operation teaching courses are included in employee education and training. At the same time, the ratio of emergency personnel to labor is higher than legal regulations, with a total of 16 emergency personnel to maintain the quality of emergency rescue. In addition, the Company also holds irregular additional "Simplified First Aid Skills Training", to deepen employees' impression of the first aid process and improve the quality of emergency rescue through repeated operations and exercises.

5. Diversified Promotion Methods



Promote work hour standards, knowledge on prevention of workplace fatigue-related diseases, and health management strategies to employees through videos, activities, lectures, articles, and posters.

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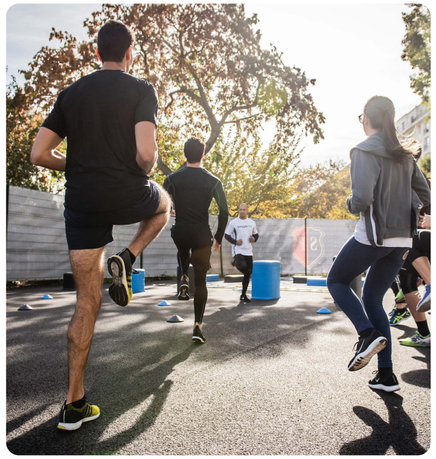
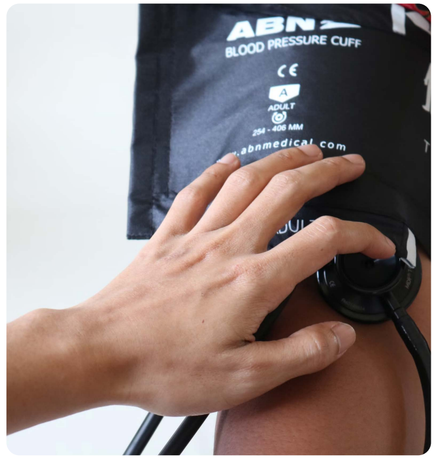
6. Establishment of a Health-Related Promotion Club



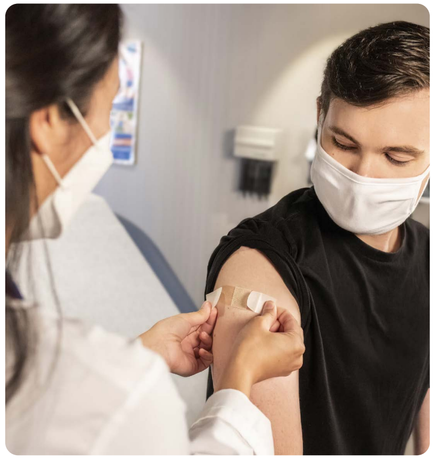
The Company has many health promoting clubs, such as a Health Promotion Club, Yoga Club, Aerobics Club, Fitness Club, among other clubs, and holds dynamic and static health promotion lectures from time to time. In 2025, the Health Promotion Club held 8 health promotion lectures, with 305 participants.

7. Provide the Employees with Physical and Health Examinations Above and Beyond Regulatory Requirements



7-1 Employee Physical and Health Examination

For employees who pass the probation, the Company subsidizes the physical examination fee. Employees who have been employed for one fully year are entitled to a free-of-charge health examination worth NT$6,000 once every 2 years.



7-2 Vaccine Protection

The Company provides annual self-funded and government-funded influenza vaccines, and other vaccines depending on the emerging infectious diseases and needs of the employees, along with rewards or subsidies, to encourage vaccination. The Company also allows employees' family and friends to participate in the vaccination program.

8. Diversified Club Activities



Cross-departmental communication is encouraged, a newly established club with 10 or more members, or an existing club with 15 or more members, is eligible to apply for club subsidies, so that employees can cultivate interests in their spare time and achieve work-life balance.









D-Link actively cooperates with health authorities to promote various health promotion activities and independently handles diversified health promotion activities. In 2020, it was awarded the "Health preliminary Badge" by the National Health Administration of the Ministry of Health and Welfare, and was awarded the "Health accreditation Badge" again in 2023, and "Good Breastfeeding Room Certification Mark-High Distinction Award", due to its continuous commitment to promoting health awareness among employees, their family members, and the community. In 2025, the Company passed the Workplace Health Self-Assessment Review. The Company hopes to drive the industry and community to jointly build the best healthy workplace in the future.

※Health Workplace Certification - Health Preliminary Stamp, Health Accreditation Stamp, and Good Breastfeeding Room Certification.

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5.7 Benefits and Retirement System

GRI 401-2 SDG 3

To create a better working environment, D-Link provides many additional benefits that are superior to those stipulated by laws and regulations. The Company also protects the quality of life for retired employees through a comprehensive retirement plan.

5.7.1 Employee Benefits
5.7.2 Retirement System



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5.7.1 Employee Benefits

D-Link provides many additional benefits that are superior to those stipulated by laws and regulations to create a better working environment and enhance workplace competitiveness. Through diversified and flexible welfare planning, the Company is also able to garner soft power while taking care of employees.

Physical and Mental Health

Work-Life Balance

1. New employees have a 3-day advanced annual leave from the date of entering the Company (Except for contract personnel)
2. Five days of sick leave with full pay per year (including menstruation leave/excluding hourly employees)
3. Three days of family care leave with full pay per year (excluding hourly employees)
4. Those with a miscarriage after two or more months of pregnancy but less than three months should be prevented from work and given one week of paid maternity leave
5. Exemption from Saturday make-up days
6. Various types of leave (including personal leave, sick leave, maternity leave, antenatal care leave, antenatal care accompanying leave and paternity leave, menstruation leave, family care leave, marriage leave, funeral leave, work injury leave, annual leave, etc.)
7. Remote work application
8. Flexible working hours

Health Care

1. Free health examination worth NT$6,000 once every 2 years
2. New employee health examination assistance
3. Regular occupational medical visits
4. Dedicated on-site nurse
5. Regular health promotion seminars

Maternal and Infant Care

1. Employee care during pregnancy and within 1 year after delivery
2. Friendly Childcare Measures - Partner Preschools

Insurance

1. Overseas Business Travel Accident Insurance/ Emergency Medical Insurance for Sudden Illness/ Travel Inconvenience Insurance
2. Group insurance (including fixed-term life insurance, accident insurance, hospitalization medical insurance, cancer medical insurance, major illness insurance, occupational disaster insurance, etc.)
3. Subsidy for hospitalization medical insurance and cancer medical insurance for dependents of employees
4. Labor insurance
5. National health insurance

Inclusive and Friendly Space

1. Professional massage for stress relief
2. Free gym, basketball court, table tennis table, dance classroom, and shower space
3. Breastfeeding room, and medical room
4. Prayer Room and Ablution Facilities
5. Accessible parking spaces for people with disabilities, Gender-friendly restrooms
6. Employee restaurant and employee lounge
7. Reading area for books, newspapers, and magazines

• Blue text: Government regulations • Black text: Special welfare of D-Link - applicable to all employees (including fixed-term contract personnel) • Pink text: Special welfare of D-Link - limited to regular employees

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Financial Health

Bonus / Cash Allowance

1. Performance incentives
2. Employees dividends (It is the employee remuneration)
3. Festival cash gift (Mid-Autumn Festival/Dragon Boat Festival/ Spring Festival)
4. Gift certificates, birthday cash gift and other gifts
5. Marriage and Childbirth Gift Money
6. Outstanding talent recommendation bonus (excluding specific supervisors and recruitment-related units)
7. Labor pensions



Diverse Subsidies

1. Funeral, Hospitalization, and Emergency Assistance Subsidies
2. Subsidy for external training
3. Subsidy for club funds (A total of 16 clubs, with NT$560,000 in subsidies, a cumulative total of 688 participants, and a total of 590 events held)
4. Subsidy for group meals in employee restaurants
5. Overtime meal allowance
6. Department dining subsidy
7. Employee travel subsidy
8. Coffee bar birthday gift cup



Discounts and Offers

1. Employee discounts for group-affiliated enterprises
2. Employee purchase (welfare goods) discount
3. Discounts offered by collaborative stores
4. Free vehicle parking spaces and discounted vehicle parking plans

ShihChi Hsu, D-Linker

The benefit of massage by the visually impaired provided by the Company helps me relax a little bit and loosen up my stiff neck and shoulders amidst my busy work. The appointments are often fully booked very quickly, and everyone absolutely loves this benefit.

- Blue text: Government regulations
- Black text: Special welfare of D-Link - applicable to all employees (including fixed-term contract personnel)
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5.7.2 Retirement System

GRI 201-3

In accordance with the "Labor Standards Act of the Republic of China", the D-Link welfare plan provides retirement reserves at a rate of 2% of the actual salary approved by the competent authority, which is deposited in a special account of the Bank of Taiwan. At the end of 2025, the defined benefits assets totaled NT$66,839 thousand. The defined contribution plan is based on the provisions of the labor pension regulations, and the contribution rate of 6% of the employee's monthly salary is allocated to the labor pension personal account of the Bureau of Labor Insurance. Foreign subsidiaries allocate pensions in accordance with relevant local laws and regulations. The company's recognized worldwide pension expenses (including overseas subsidiaries) in 2025 were NT$134,514 thousand.

● **D-Link Pension Allocation Plan and Preparation Status**

	Capital Value of the Retirement Plan	2025 Pension Preparation Status	Allocation as a Percentage of Salary	Degree of Participation in the Program
Benefits Plan	At the end of 2025, the Group had the defined benefits obligations totaled NT$59,703 thousand.	The Group's Bank of Taiwan labor pension reserve account balance amounted to NT$126,542 thousand, and pension benefits of NT$284 thousand was recognized in 2025. The amount of NT$66,839 thousand exceeding the defined benefit obligation has been transferred to the defined benefit assets.	In accordance with the provisions of the "Labor Standards Act of the Republic of China", the domestic entities of the Group must contribute 2% of the actual salary paid to the pension reserve fund based on the contribution rate reported to and approved by the competent authority, and deposit such in a dedicated account in the Bank of Taiwan. As the accumulated balance of the labor pension reserve fund of the domestic entities of the Group is sufficient to cover the future retirement of all employees under the old pension system, it has been reviewed and approved by the Labor Pension Reserve Fund Supervisory Committee, and an application has been approved by the Department of Labor, Taipei City Government to suspend the contribution to the labor pension reserve fund from January 2025 to December 2025. The overseas companies of the Group must contribute the pension funds in accordance with local laws and regulations.	Domestic companies of the Group must comply with the "Labor Standards Act of the Republic of China", while overseas companies must contribute to pensions in accordance with relevant local laws and regulations.
Contribution Plan	The Company's recognized worldwide pension expenses (including overseas subsidiaries) in 2025 were NT$134,514 thousand.		The defined contribution plan of the domestic companies of the Group is in accordance with the provisions of the "Labor Pension Act", and the contribution rate is 6% of the employee's monthly salary, which is contributed to the individual labor pension account of the Labor Insurance Bureau. Overseas subsidiaries contribute the pension funds in accordance with relevant local laws and regulations.	



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5.8 Social Engagement

SDG 1, 2, 3, 4, 6, 8, 9, 11, 12, 13, 14, 15

D-Link markets networking products to the world and is the most popular in the global consumer networking equipment market. In addition to providing excellent products and services, D-Link established the core spirit, "more local, more welfare to the public", through the Care Club, the Outing Club and the ESG Office. D-Link is actively integrating diverse resources including charitable donations, community investments, and brand influence to actively lead and respond to various social welfare initiatives. D-Link hopes to leverage the hands of technologists to weave a network connecting love, good deeds, and goals of shared social prosperity.

5.8.1 Charity Participation
5.8.2 Industry Development Promotion



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5.8.1 Charity Participation

Starting from 2022, we have integrated the Company's internal public welfare resources, plan the social engagement projects that are highly relevant to functions and industries (such as organizing Internet and information security education activities for disadvantaged groups and social welfare institutions, Charitable Network Checkup, etc.), and design the public welfare activities better themed and regular (such as monthly “D-Link Everlasting Donation”, “D-Link Caring Passport” public welfare points collection, public welfare points exchange for art exhibition/performances tickets, etc.) to increase participant’s stickiness and expand the influence.

In 2025, D-Link prioritized the Greater Taipei area and collaborated with 45 charitable partners, investing more than NT$10 million in resources to implement 39 social engagement projects and activities. These initiatives benefited a total of 12,913 individuals, including social welfare organizations, children in remote areas, social enterprises, sports teams, people with physical and mental disabilities, and other underprivileged groups.

● **Charity Investment Forms for the Past 3 Years**

Forms of Investment	2023		2024		2025	
	Value of Resources Invested	Percentage	Value of Resources Invested	Percentage	Value of Resources Invested	Percentage
Charitable Donations	231,697	4.31%	246,407	2.51%	447,133	4.15%
Community Investment	2,352,412	43.72%	1,938,672	19.78%	94,219	0.76%
Commercial Initiatives	2,796,677	51.98%	7,617,102	77.71%	7,541,348	95.09%
Total	5,380,786	100%	9,802,181	100%	8,082,699	100%



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D-Link Everlasting Donations

What We Care: Social Welfare, Education, Environment, Arts and Culture

Through material collection and donation, we provide support from time to time to disadvantaged groups and solve problems such as resource inequality and environmental impacts caused by the misplacement and waste of available materials.

How

The Company holds a monthly “D-Link Everlasting Donations” campaign with rotating themes to collect new/used items. In addition to employee donations, internal resources such as used computers and massage allowances are reviewed and allocated. All items are matched via social welfare platforms and delivered to small-scale welfare organizations or disadvantaged groups.

Resources	
Value of invested resources	NT 447,133
Volunteers	119
Hours of service	103



Whom

- Eden Social Welfare Foundation
- Youshang Charity Association
- Taipei Neihu Technology Park Development Association
- Taipei Blood Center
- Yilan Langhai Association
- Work Development and Holistic Education Association of R.O.C.
- Chinese Peiai Holistic Care Association
- Miaoli County Social Welfare Promotion Association
- Jen Ji Shiang Social Service Institute Taipei City
- Step30 International Ministries
- SPBOOK Bookstore
- Taiwan Steel University of Science and Technology
- Kaohsiung Bafang Yixingtuan Care Association
- TSG Imperial Eagle Social Welfare Charity Foundation
- Tainan ihope Holistic Care Association
- Tainan Youming Visually Impaired Association
- Nuan Nuan Sunshine Association
- Miaoli County Shenghui Association
- Barrier-Free Players Care Association
- Chinese Cihai Charity Association
- Taiwan New Hope Community Care Association
- Taiwan Together Dream Public Welfare Association
- Gleaning Community Care Association
- Jen-Ching Foundation
- Fang Xin Wo Association
- New Taipei City Gonghao Charity Association
- Kaohsiung Parenting Education Care Association
- New Taipei City Adaptive Life Education Association for the Disabled
- Yunlin County Jiajiabao Care and Development Association
- Taoyuan Shenghui Association
- Nantou City Fangmei Community Development Association
- Hsinchu City Indigenous People with Disabilities Association
- Huwei Township Senior Citizens Association, Yunlin County
- Taiwan Wheat Education Development Association



	Community Benefit	Benefits to D-Link
Outputs	• Provide support to 35 social welfare institutions. • Organized 12 material collection events. • 11,137 items donated. (Including computers, shoes, clothing, bags, toys, etc.) • Donated NT$69,200 charged for massage by the visually impaired to social welfare organizations. • 12,151 people were benefited. • 178 bags of blood were collected to supplement the blood bank. • Donation of 6 dual-band wireless routers	• Enhance brand awareness • Improve external ESG assessment scores. • The Company actively has participated in blood donation events for 12 consecutive years, and received awards and demonstrate care for the community. • Won the TCSA “Comprehensive Sustainability Performance Award”. • The affiliates under the Group support such proactively to enhance consensus and loyalty.
Outcomes	• Supplementary blood was donated to the blood bank to relieve blood shortage. • The resource inequality of blood bags in various regions was mitigated. • Recycle usable materials to reduce the impact on the environment.	• All employees are encouraged to cherish their items, and understand how to practice sustainable actions in their daily routines. • Enhance the recognition of the participating employees to the Company’s social actions. • Shape the Company's unique culture and continue to demonstrate the Company's positive influence.
Impacts	• The recipient organizations and the groups they serve will give back to society in the future and generate a positive cycle.	• The employees actively participate in social welfare activities, promote sustainability practices within the Company, and drive sustainability awareness in their families and communities.

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Internet and Information Security Education / Charitable Network Checkup

What We Care: Digital gaps, Benefits for socially disadvantaged children and teenagers

With the functions of the networking equipment industry, we help improve the network knowledge and information security protection awareness of disadvantaged students and close the digital gap.

How

- Engineers are dispatched to social welfare institutions every quarter, to conduct charitable network checkup and donate network equipment to improve the quality of the network connectivity.
- Go deep into small-scale social welfare organizations and organize “Classroom of Internet and Information Security” for school children.

Whom

- Taiwan Feline Kidney Disease Association
- Sound Deaf Assistance Technology Association
- Jen-Ching Community Care Association
- Philomedium
- Fang Xin Wo Association
- Gleaning Community Care Association
- Together Dream Charity Association

Resources	
Value of invested resources	NT 41,348
Volunteers	20
Hours of service	30
Routers	6 donated



	Community Benefit	Benefits to D-Link
Outputs	• Conducted Charitable Network Checkups for 4 social welfare organizations. • Organized 4 "D-Link, The Link" sessions on networking and cybersecurity. • 149 people were benefited	• Expand brand visibility • Improve the brand favorability. • Improve external ESG assessment scores. • Won the TCSA “Comprehensive Sustainability Performance Award”.
Outcomes	• Enhance students’ understanding of internet operation principles and information security risks. • Improve the networking connectivity and efficiency of social welfare agencies.	• Enhance the recognition of the participating employees in the Company’s social actions. • Shape a more solid mutual trust and common prosperity culture among enterprises, society, and communities.
Impacts	• The children and teenagers can correctly use the Internet, with the concept of self-protection to reduce the possibility of infringement of their rights.	• Employees actively participate in social welfare activities and contribute to closing the digital gaps from the disadvantaged groups.

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Environmental Education

What We Care: Environmental Education, Health Promotion

Through program design, enable stakeholders to understand the local ecosystem, appreciate biodiversity and conservation, and actively engage in environmental protection to raise awareness.

How

- Organized an ecological guided tour at Wenshan Farm
- Held a beach cleanup activity at Heping Island GeoPark coast
- Carried out the “Lights Off for One Hour” campaign in response to Earth Day
- Promoted eco-friendly actions for “Earth Day”

Whom

- Wenshan Farm
- Heping Island GeoPark

Resources	
Value of invested resources	NT 64,086
Volunteers	23
Hours of service	33



	Community Benefit	Benefits to D-Link
Outputs	• Invited professional environmental educators to conduct 1 ecological guided tour education event. • For 4 consecutive years, employees and their families participated in beach clean-ups, collecting 18 bags (approx. 66 kg) of marine debris within 1.5 hours. • Total of 67 participants engaged in the program.	• Expand ESG aspects concerned and improve external ESG assessment scores. • Shape a high-quality brand image • Obtained the “Health Promotion Badge” certification from the Ministry of Health and Welfare. • Won the TCSA “Comprehensive Sustainability Performance Award”.
Outcomes	• Helping to restore the original appearance of the coast at Heping Island Park. • Enhance participating families' awareness of ecology and recycling, and encourage sharing with families and communities.	• Enhance employees’ awareness of environmental and ecological conservation, to stimulate their willingness to practice sustainable actions in their daily lives, while sharing the correct environmental protection concepts with their families and communities. • Enhance the recognition of employees toward the corporate commitment to environmental friendliness.
Impacts	• Children and teenagers can actively participate in environmental protection and resource recycling activities to effectively reduce littering and actively improve environmental quality.	• The employees actively participate in environmental protection events and voluntary activities to promote the importance of eco-friendly actions and ecological conservation within the Company.

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Procurement of Public Welfare Products

What We Care: Economic support for social welfare organizations

Through the procurement of public welfare products, we support the domestic social welfare organizations with practical actions and help the disadvantaged to become self-reliant.

How

- Weekly Flower Subscriptions from NPO: starting from 2017, we subscribe to bouquets every week from Xinhu Flower Shop.
- Pomelo Procurement for Public Welfare:
  - Supported the “Love Pomelo 2025” project of Seed in Land Social Enterprise, by inviting employees to support eco-friendly agricultural products, and all profits were used in dinners for school children in rural areas.
  - Ordered cherry tomatoes and dried fruits/vegetables from Mountain Tea Social Enterprise (Good Shepherd Academy) to support the tutoring fund for children, breakfast/dinner subsidies, senior meal programs, and family emergency relief funds.

Whom

- Xinhu Flower Shop
- Seed in Land Social Enterprise
- Hualien County Growth Holistic Care Association
- Good Shepherd Academy Social Enterprise

Resources	
Value of invested resources	NT 30,133



	Community Benefit	Benefits to D-Link
Outputs	• 54 charity bouquets were ordered. • 9 boxes of pomelos were ordered. • 56 participants engaged in the program • 580 people were benefited	• Create a high-quality corporate image. • Improve the brand favorability. • Improve employee satisfaction • Won the TCSA “Comprehensive Sustainability Performance Award”.
Outcomes	• Support social innovation organizations and their ideas. • Assist workers with mental or physical disabilities in building self-confidence and developing self-reliance capabilities. • Support the farmers of pomelos to continue planting quality agricultural products with friendly farming. • Provide meal subsidies to schoolchildren in rural villages.	• Enhance employees’ recognition of and commitment to the Company’s dedication to social care
Impacts	• Social innovation organizations may continue their operations with friendly concepts and contribute to society and the environment. Meanwhile, by providing children and teenagers with stable and healthy diets, their physical and mental health can be improved.	• The employees understand the meaning of public welfare procurement and work with the Company to support the good products produced by social innovation organizations so that the public can benefit together and bring about a positive cycle.

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Sponsorship to a Professional Sports Team

What We Care: Health Promotion, Diverse Development

Through a professional sports team, we promote high-quality sports activities and create a healthy society.

How

Annually sponsored the Tainan TSG GhostHawks Basketball Team and the TSG Hawks Baseball Team's regular season home games and playoffs. Through this partnership, the teams help promote the Company's premium brand image and provide employees with opportunities to attend games, fostering healthy and quality recreational activities.

Resources	
Value of invested resources	NT 7,500,000

Whom

- Tainan TSG GhostHawks Basketball Team
- TSG Hawks Baseball Team



	Community Benefit	Benefits to D-Link
Outputs	• Tainan TSG GhostHawks Basketball Team: Sponsored full-season home games, attracting 35,000 spectators to watch the games. • TSG Hawks Baseball Team: Sponsored full-season home games, attracting 49,000 spectators to watch the games.	• Enhance brand awareness • Improve the brand favorability. • Won the "Sports Enterprise" certification. from the Ministry of Education.
Outcomes	• Cultivate healthy and high-quality leisure and entertainment for local people, promote the sports culture, enhance the health awareness. • Become a promoter of young people's sports, seeking to nurture more basketball players.	• Demonstrating the Company's ambition and actions of supporting the professional sports team. • Encourage employees to engage in sports activities to promote health awareness and mental-physical balance.
Impacts	• Enhance the popularity of sports and build a healthy society.	• This helps to enhance the corporate brand image and increase the employees' recognition and cohesion with the Company. The employees feel proud of themselves due to the corporate social responsibility and support for sports, which in turn raises morale and they also maintain their physical and mental health through sports events.

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5.8.2 Industry Development Promotion

Industry-University Cooperation

The sustainable management of an enterprise depends on long-term talent learning and development. To achieve this goal, D-Link is committed to promoting and implementing industry-university cooperation plans. Since 2011, D-Link has established a two-way and mutually beneficial industrial-academic cooperation model with the neighboring Takming University of Science and Technology. In this model, the internal units teach product technology to students, and students assist in testing and providing feedback on product development. Meanwhile, the Company has established a regular corporate internship program to provide graduates with prioritized employment opportunities.

As of the end of 2025, D-Link has cooperated with 14 colleges, including National Tsing Hua University, National Taiwan University of Science and Technology, Taipei University of Technology, Taipei University, Taipei University of Education, Taiwan Ocean University, Yuan Ze University, Tamkang University, Aletheia University, National United University, Shih Chien University, Takming University of Science and Technology and Lunghwa University of Science and Technology and TSST (Taiwan Steel University of Science and Technology). The Company is committed to narrowing the gap between learning and application. Through industrial-academic internships or work-study programs with colleges, D-Link has hired 20 interns and 10 students working part-time to connect students with the industry in advance, and arrange coaches for providing timely guidance, strengthening the professional functions and workplace adaptability of trainees, to shorten the gap between learning and application, and thus the cultivation of talents is facilitated. In 2024, one intern has been successfully converted into a permanent employee, achieving the cultivation goal of "employment upon graduation."

To further support youth employment, the Company actively responded to the "College and University Pre-employment Training Program" of the Ministry of Labor. Between 2024 and 2025, the Company cooperated with Lunghwa University of Science and Technology to employ one intern for key position training, fulfilling the corporate social responsibility of assisting youth in career development.

Moreover, during 2022 to 2024, the “D-Link Group Scholarship” established in collaboration with D-Link and National Taiwan University of Science and Technology granted a total of NT$5.08 million to seven foreign students. Among them, two students completed their summer internships at D-Link in 2023.

Networking Information Platform

D-Link transmits the latest networking information through its official website, Facebook, Instagram, Youtube, LinkedIn, and other social media, as well as press releases and other media. Taking the Taiwan branch as an example, D-Link releases the “Internet New Horizon Quarterly" and operates its own media, to maintain smooth communication channels with the public through diverse channels.

