D-Link

2025 Sustainability Report



One Connection
Infinite Possibilities

D-Link

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About the Report

GRI 2-2, 2-3, 2-5, 2-14

D-Link maintains a good and smooth communication channel with stakeholders, and has been regularly issuing sustainability reports and disclosing relevant information on the Company's website since 2013. This report, D-Link's "2025 Sustainability Report" (hereinafter referred to as "the Report") aims to present D-Link's efforts and achievements in implementing sustainable development to stakeholders.

Please note that this report serves as a corporate sustainability disclosure rather than commercial communication. Operational environmental data reflects the scope of Taipei HQ unless otherwise specified.

Report Writing Basis

The Report is prepared in accordance with the Global Reporting Initiative (GRI[1]) Standards, and complies with the "Operating Measures for the Preparation and Reporting of Sustainability Reports by Listed Companies" and the Standards—Hardware of the Sustainability Accounting Standards Board (SASB [2]), while referring to the Task Force on Climate-related Financial Disclosures (TCFD[3]) framework, and the Integrated Reporting Framework (IR[4]). It also spontaneously responded to the 17 Sustainable Development Goals (SDGs[5]) of the United Nations and the United Nations Global Compact (UNGC[6]). Please refer to the appendix for details (P.175).

Report Period

The Report is the 13th sustainability report of D-Link, which reveals the performance information of D-Link's responses to material topics and actions for the year 2025 (January 1 to December 31, 2025).

Disclosure Scope

The financial data in this report cover the business performance of the parent company and 45 subsidiaries[7]; The scope of disclosure of non-financial performance mainly covers the D-Link Headquarters and all operating sites of the Taiwan branch, and only some of the information scopes cover overseas subsidiaries, such as the number of employees and their distribution. If calculated based on consolidated operating revenue, it accounts for 25.4%.

Data Description

The source of the financial performance data in the Report is the operating performance of the parent company and subsidiaries disclosed in the Company's 2025 Annual Report, consolidated revenue figures encompass the total operating revenue of the entire D-Link Group. Environmental disclosures, except for greenhouse gas inventory which follows the consolidated report boundary, are primarily based on information within the Taipei Headquarters boundary, while social disclosures extend to the Taipei Headquarters (including the Tainan warehouse) and various branch locations in Taiwan (such as the Taichung office, and Kaohsiung office). The financial data in the report was publicly disclosed after being certified by CPAs, and the relevant carbon emission information has been verified by a third-party impartial unit. Other statistical data disclosed in the report are all the results of the Company's statistics and survey and are presented using the commonly used numerical description method.

Restatement of Information

Please refer to the appendix for details regarding the restatement of information in this year's report.

Report Management and Review

The data or information disclosed in the Report are provided by various competent and responsible departments to the ESG Office for compilation, then managed and reviewed in the following methods.

- **Internal control and audit:** The data or information disclosed in the Report are provided by the respective responsible departments to the ESG Office for compilation, reviewed and confirmed by the responsible departments, and then reviewed by the Corporate Auditor's Office before being submitted to the Chairman, ESG Committee (Sustainability Development and Nomination Committee), and Board of Directors for review and approval in sequence.
- **External Verification:**

Type	Items	Verification Unit
Finance Data	2023 to 2025	KPMG Taiwan
Quality Management Data	ISO 9001:2015	SGS
Occupational Safety and Health Data	ISO 45001:2018	BSI
Environment Data	ISO 14001:2015 ISO 14064-1:2018 ISO46001:2019	SGS TUV SUD BSI
Information Security	ISO/IEC 27001:2022 BS 10012:2017 IEC 62443-4-1:2018	TUV AUSTRIA TUV AUSTRIA TUV NORD
Intellectual Property Management	TIPS (Grade A) Certification	The Institute for Information Industry entrusted by the Industrial Development Administration of the Ministry of Economic Affairs
Sustainability Data	AA1000AS v3 Type 2 Moderate Level, GRI Standards, SASB Standards, TCFD Framework	TUV NORD

Issuance Information

Chinese and English versions of the Sustainability Report are issued every year, and the annual reports are all published on the D-Link official website in the "Sustainability Report Download" section.

Current published version	Published in Aug 2026
Disclosure period	January 1, 2025, to December 31, 2025
Next published version	To be published in Jul 2027
Previous published version	June 2025
First published version	June 2014

Contact Information

If you have any questions about the Report or have any suggestions for D-Link, please contact the Company through the following channels.

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[1] Global Reporting Initiative
[2] Sustainability Accounting Standards Board
[3] Task Force on Climate-related Financial Disclosures
[4] Integrated Reporting Framework
[5] Sustainable Development Goals
[6] United Nations Global Compact
[7] Please refer to P.198 of the Company's "2025 Annual Report"

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Message from the Chairman

GRI 2-22

In this era where information is measured in milliseconds and changes surge like tides, “sustainability” has become a global keyword at the crest of the wave. Yet, when we step away from complex data and evaluation indicators, what is the true meaning of sustainability for a corporation, or even for each individual?

I believe the deepest value of sustainability lies in the “choices” we make at every critical moment.

To ensure that future generations can enjoy an environment and resources even better than today, and to make happiness no longer a luxury, we must make decisions now that are more sustainable and visionary. Against the backdrop of global turbulence, intensifying climate change, and rapid technological evolution, artificial intelligence is accelerating cross-domain applications, while geopolitical uncertainty and trade policy restructuring continue to reshape global supply chains. Choices are never easy, but D-Link chooses to steadfastly implement sustainability principles and examine every decision with a long-term perspective, because we firmly believe: the choices we make today will shape the infinite possibilities of tomorrow.



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Environment: Responding to the Responsibility of Low-Carbon Transition through Green Design

While pursuing innovation and performance in networking technology, D-Link chooses to embed environmental responsibility into the core of product and operational thinking. We are not satisfied with merely complying with regulations; instead, we continuously internalize sustainability into product design, material selection, and packaging planning, comprehensively promoting the practice of “D-Link Green.”

Since launching our first green product using post-consumer recycled (PCR) materials in 2023, we have continued to push the boundaries of technology and design. In 2025, we introduced the flagship Wi-Fi 7 product M95, honored with both the Red Dot Design Award and the Taiwan Excellence Award, proving that sustainable design can coexist with cutting-edge technology and product aesthetics. At the same time, we expanded the Green Pack program, optimizing packaging volume, fully adopting 100% recyclable materials and plant-based ink, thereby reducing environmental burdens from the very origin of the product life cycle.

On the operational side, we steadily promote energy conservation and carbon reduction through energy management and green power procurement, with the long-term goal of achieving net-zero emissions by 2050, demonstrating the company’s enduring responsibility to the environment.

Society: Deepening the Depth and Warmth of Connection through Core Competence

As a global leader in networking, D-Link understands that “connection” is not only a technical capability but also a corporate responsibility to society. In today’s world, where digital divides and cybersecurity risks are increasingly concerning, we choose not only to connect devices, but also to connect social resilience and trust.

We continue to deepen the spirit of “more local, more welfare to the public,” aligning our core competence with social needs. Beyond extending the “D-Link Donation” program, which mobilizes employees to participate in themed material collection, we also focus on digital education by promoting “Networking & Cybersecurity Academy” and “Public Internet Checkups,” helping disadvantaged groups and children enhance basic digital literacy, making technology a force for understanding and safety. Internally, in 2025 we launched the “Employer Additional Pension Contribution Program,” providing retirement benefits superior to legal requirements, thereby demonstrating our commitment to employees’ long-term career and life security through tangible institutional design.

These long-term and continuous efforts earned us recognition with the inaugural “ESG for Culture Impact Award – Long-term Partnership Award.” For D-Link, corporate influence is not about scale, but about the ability to continuously build trust and make technology a positive force that connects people.



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Governance: Supporting Long-Term Operations with Institutional Resilience

In a rapidly changing business environment and highly uncertain international landscape, D-Link adopts “choice and focus” as its management strategy, strengthening operational resilience through integrity in governance.

We collaborate with high-quality supply chain partners and leverage the integrated resources of the Taiwan Steel Group to create synergy, channeling resources precisely into key areas that generate long-term sustainable value. This commitment to transparency and professionalism has placed the company in the top 5% of corporate governance evaluations for two consecutive years, while also earning dual recognition at the TCSA Taiwan Corporate Sustainability Awards with the “Outstanding Comprehensive Performance in Sustainability” and the “Gold Award for Sustainability Report.”

To further align with international standards, in 2025 we launched the IFRS Sustainability Disclosure Standards (S1/S2) alignment project and continued to refine methodologies for greenhouse gas Scope 3, laying a solid path for corporate green transition based on scientific data. At the same time, through the newly established “Sustainable Procurement Policy,” we work hand in hand with suppliers to drive low-carbon transformation across the value chain. Sound governance is not only a responsibility to shareholders, but also a cornerstone of our journey toward becoming a comprehensive leader in networking solutions.

Vision: Connecting Today, Unlocking Infinite Possibilities for the Future

Sustainability is not an endpoint, but a long-term choice made at every critical moment.

D-Link embraces the brand vision of “One Connection • Infinite Possibilities,” deepening the integration of technological innovation and sustainable management. Together with stakeholders, we move forward steadily to co-create a future that is more resilient and full of possibilities for generations to come.



Chairman
Victor Kuo



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Overview

GRI 2-1, 2-6, 2-7

D-Link was established in 1987 and its own “D-Link” brand products are sold around the world. It has been listed on Taiwan Stock Exchange in October 1994 with the stock code 2332. The Company's paid-in capital is NT$6 billion, and the consolidated revenue in 2025 was NT$13.4 billion. Please refer to the Company’s 2025 Annual Report for detailed financial information.

● **Number of employees worldwide and consolidated financial information**

	2023	2024	2025[8]
Number of Operating Locations	90	90	94
Total Number of Employees	1,593	1,460	1,286
Headquarters (Including the Number of Employees in Taiwan Branch)	518	460	380
America	73	60	45
Europe	457	431	366
Asia and Others	545	509	495
Capital Amount	6,028	6,024	6,022
Total Assets	16,621	16,491	15,824
Net Sales	15,941	14,395	13,367
America	1,223	858	1,008
Europe	4,257	3,304	2,685
Asia and Others	10,461	10,233	9,674

Note:
1. All amounts in this table are denoted in New Taiwan Dollars (NTD) in millions.
2. The regional classification of financial data is based on the financial reports in the annual reports of each respective year.

[8] Cameo, a consolidated subsidiary of the Company, has published its latest sustainability report independently. For further information, please refer to Cameo’s most recently released report.

Founded in Taiwan, D-Link is a leading brand in the global network communication field and is highly recognized worldwide for its key market position. Insisting the brand commitment of “MIT quality, creative innovation, solution oriented, one-stop service, and sustainable design,” D-Link endeavors to creating the best user experience for the global Netcom market and all users. Since its establishment 40 years ago, the Company has built a strong reputation in the international market and has collaborated with global quality customers to create a new digital Silk Road and plan for a smart future.

After joining the Taiwan Steel Group in 2020, D-Link has established itself as a leader in global smart network communication equipment and comprehensive network communication solutions. We have integrated three core advantages—intelligence, MIT, and sustainability—for the continual innovation of our products and services. We also implement our corporate sustainability commitment. Our excellent performance has won international recognition, and we have achieved outstanding results in evaluations of corporate governance and sustainability, as well as in international design awards.

As a leading global brand in network communication, D-Link not only sells network communication equipment but also strengthens market competitiveness and enhances brand value through the provision of overall network architecture solutions and cloud-based management services. As the global market demand for high-speed and smooth networks continues to rise, D-Link continues to keep up with the trends and provides a smooth and unimpeded connection experience for individuals, families, enterprises, and industries.

D-Link’s main products include switches, wireless network equipment, broadband devices, digital home products, cloud-based application solutions, among other things. They are essential to SMEs and household markets in the world. The service targets cover general consumers, corporate users, and telecommunications service providers. Since its establishment, D-Link has been promoting globalization, internationalization, and localization, focusing on the research and development, design, development, and marketing of network communication equipment and related services, aiming to provide outstanding network solutions to global consumers and various types of enterprises.

Looking to the future, D-Link will focus more on resource integration to exert synergies, solidify its leading position in global smart network communication equipment and all-round network communication solutions, and strive to achieve the wonderful vision of “One Connection • Infinite Possibilities.” Meanwhile, the Company is committed to promoting digital transformation, providing more innovative solutions for various industries and users, to be applied in fields like medical, transportation, finance, home security, and culture and arts, to promote the unlimited value of digital connections, and we expect to constantly create greater values for the global network communication market.

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D-Link Business Architecture

Market Positioning	Global Leader to Provide Intelligent Network Equipment, Solution & Management Platform		
Brand Promises	MIT Quality, Creative Innovation, Solution Oriented, One-Stop Service, Sustainable Design		
Brand Slogan	One Connection · Infinite Possibilities		
Target Business	**Consumer**	**Commercial**	**Industry**
Product Vision	**Shaping D-Link Smart Lifestyle**	**Building Wireless Network Infrastructure**	**Driving Ubiquitous IIoT Connectivity**
Product Connectivity	• Router, mesh router, extender, adapter • Matter-certified IoT gateway and device, IP camera • 4G/5G Routers, Mobile Hotspot & USB adapter • Peripheral	• Switch from Core to Edge • Enterprise Wi-Fi AP • SOHO & Business VPN Router • Fiber Connection & Converter	• Industry Switch/ Wi-Fi AP/ Client • Industry VPN Router/ IIoT GW • 4G/5G M2M/ IIoT/ Transit GW • Industry Wireless IIoT & Client
Product HMI	• Water sensor, window sensor, motion sensor • Smart plug • IP camera	• Kiosk, Digital Signage, Touch Screen • IP-Cam, HMI	• Kiosk, Digital Signage, Touch Screen • IP-Cam, HMI
Platform	AQUILAPRO AI	nuclias	D-ECS cloud
Solutions	• Connected Home; Smart Home • Rural Broadband & Fixed Wireless • On the Go: Internet everywhere • Work at Home: Lifestyle workforce	• Nuclias On the Go: for Business Trip • Nuclias SOHO: for Small & Home Office • Nuclias Connect: Medium to Large • Nuclias Hyper: Multisite & Hyper Scale	• Topology: Linear/ Ring/ Star/ Fiber extend • M2M: WAN Extension & Remote Access • IIoT: RTU & Site Networking • In-Vehicle: Networking & Telematics
Application & Service	Service Subscription: Cloud Recording & APP Integration	Service Subscription: Device Setup, Topology View, Status Monitor	Service Subscription: 4G/5G Connection setup & Status Monitor

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D-Link Global Distribution Map

D-Link has established 94 sales/ operational sites across 45 countries worldwide, with its global headquarters located in Neihu District, Taipei. Supported by a dedicated team of approximately 1,286 employees, the Company delivers networking equipment and services to individuals, households, businesses of all sizes, and various industries. D-Link continues to lead the way in developing comprehensive network infrastructure solutions and AI-powered cloud management services through strong teamwork and collaboration.

45 / Countries **94** / Locations **1,286** / Employees



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D-Link's Product & Service

Product Vision

D-Link offers a comprehensive portfolio of networking products and solutions, embodying the concept of "One Connection • Infinite Possibilities." The Company's diverse range of products and services covers three main segments: consumer, commercial, and industrial. D-Link provides optimized and intelligent end-to-end networking solutions tailored to meet the needs of different environments and users.



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Main Products

In 2025, the Company's operating revenue covers product lines including switch products, wireless networks and IoT products, mobile and broadband network products, as well as other categories. The Company discloses the revenue share of each product line on a quarterly basis. Please refer to the quarterly financial briefing for details.

Consumer Product Line

Home Wi-Fi
- Router / Mesh Router / SOHO Router / Travel Router
- Extender • USB Adapter/ PCIe Adapter

IoT Smart Home
- IoT Gateway
- IP Camera • Smart Plug

4G/5G
- ODU and IDU / Indoor CPE
- Wi-Fi Mobile Hotspot / USB Adapter

Peripheral
- USB-C Hub / Docking Station
- SSD Enclosure
- Power Bank • GaN Charger

Broadband
- xDSL Routers
- xDSL IAD
- GPON SFU
- XGSPON SFU



Commercial Product Line

Switches
- L3 & L3 Lite Managed Switch
- Micro Data Center
- Stackable Smart (L2+) Switch
- Standard & Easy Smart Switch
- Unmanaged Switch
- PoE Switch

Peripheral
- Active Fiber
- Directed Attached Cable

Enterprise & Smart AP

Business VPN Router

Management
- Nuclias Network Controller
- D-View



Industrial Product Line

4G/5G
- 4G / 5G (PoE) Modem
- 4G / 5G Router
- 4G / 5G IIoT GW
- 4G / 5G Transit GW

IIoT
- IIoT Router/ GW
- IIoT Switch
- IIoT AP / Client

Enterprise & Smart AP

Management
- D-ECS



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Important Notes in 2025

Month

05

reddot

- Ranked in the top 5% in the “11th Corporate Governance Evaluation” with a total score of 106.04 points, continuing to remain among the top 5% of listed companies.
- Honored with the “Red Dot Design Award” for the AQUILA PRO AI M95 BE9500 Wi-Fi 7 Tri-Band Mesh Router.

06

- No. 1 in Taiwan! The AQUILA PRO AI M95 BE9500 Wi-Fi 7 Tri-Band Mesh Router obtained EU EN 18031 cybersecurity certification.

09

- Won the “2025 Network Infrastructure Innovation Award.”

10

- Won the “2025 Cloud-Managed Network Innovator of the Year Award.”

11

TAISE 台灣企業永續獎 永續綜合績效 績優 2025

- Awarded the “Outstanding Comprehensive Performance in Sustainability” and continued to receive the “Gold Award for Sustainability Report” at TCSA.
- Achieved strong results in the S&P Global Sustainability Assessment, ranking in the top 5% of the global communication equipment industry, and was once again selected for inclusion in the 2026 Sustainability Yearbook.
- Honored with the “34th Taiwan Excellence Award” for the AQUILA PRO AI M95 BE9500 Wi-Fi 7 Tri-Band Mesh Router.
- Won the “Consumer Product of the Year” at the IoT Breakthrough Award 2025 for AQUILA PRO AI MS30 Kit.

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- Awarded the “2025 Best Business Network Solution” for the DBR Series.
- Honored with the “2025 Smart Connectivity Solution Provider of the Year Award.”
- Recognized as the “2025 SME Network Supplier of the Year.”
- Won the “2025 ICT Integration Award.”



Photo of D-Link receiving recognition at the 2025 TAISE Award

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2025 Sustainability Performance

In addition to actively developing its own business, D-Link is also committed to strengthening governance, contributing to the friendly environment, and benefiting society in 2025, and has achieved remarkable achievements in all aspects of ESG.



Corporate Governance Evaluation Ranking among all TWSE/TPEx listed companies for two consecutive years

Top 5%



Awards won by products/services

Total 10 awards



S&P Global CSA[9] Included in the 2026 Sustainability Yearbook (Global Network Communication Equipment)

Top 5%

Taiwan Intellectual Property Management System (TIPS)

Grade A

On-site audit completion rate for key suppliers' sustainability management

100%

Local procurement Annual growth rate of local procurement ratio

▲15.11%

Employer Additional Pension Contribution Program Coverage rate for grassroots employees

10%

Purchased electricity Compared to the base year (2021)

▼14.68%

Green energy procurement program Transferred green electricity (kWh)

127,999

Annual salary adjustment of employees

92.55%

Public welfare activities Annual growth rate of investment

▲12.9%

Social engagement projects Number of beneficiaries

12,913

[9] Corporate Sustainability Assessment

Awards and Honors

Recognized with 3 sustainability-related awards



TCSA Corporate Comprehensive Performance

Outstanding Performance Award



Taiwan Cultural Sustainability Award (ESG for Culture)

Long-term Partner Award



TCSA Corporate Sustainability Report Award

Gold Award

Honored with 10 awards for excellence in products and services

Product Category Awards

Red Dot Award 2025

Winner of Red Dot Design Award (AQUILA PRO AI M95)

IoT Breakthrough Award 2025

Consumer Product of the Year (MS30 Kit)

Taiwan Excellence Award 2026

(AQUILA PRO AI series)

Service Category Awards (Regional)

- 2025 Best Business Network Solution – DBR Series
- 2025 Smart Connectivity Solution Provider of the Year
- 2025 SME Network Supplier of the Year
- 2025 Cloud-Managed Network Innovator of the Year
- 2025 Network Infrastructure Innovation Award
- 2025 Best Distributor Network Supplier Award
- 2025 ICT System Integration Excellence Award

Note: For the introduction of the annual award-winning products, please refer to Chapter 3.4 "Research, Development & Innovation" (P.86)

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CH1 Sustainable Operations

Responding to Sustainability Issues

· Sustainable Development Strategy

Major Stakeholders

· Government / Competent Authorities

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1.1 Sustainability Vision and Strategies

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

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

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

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



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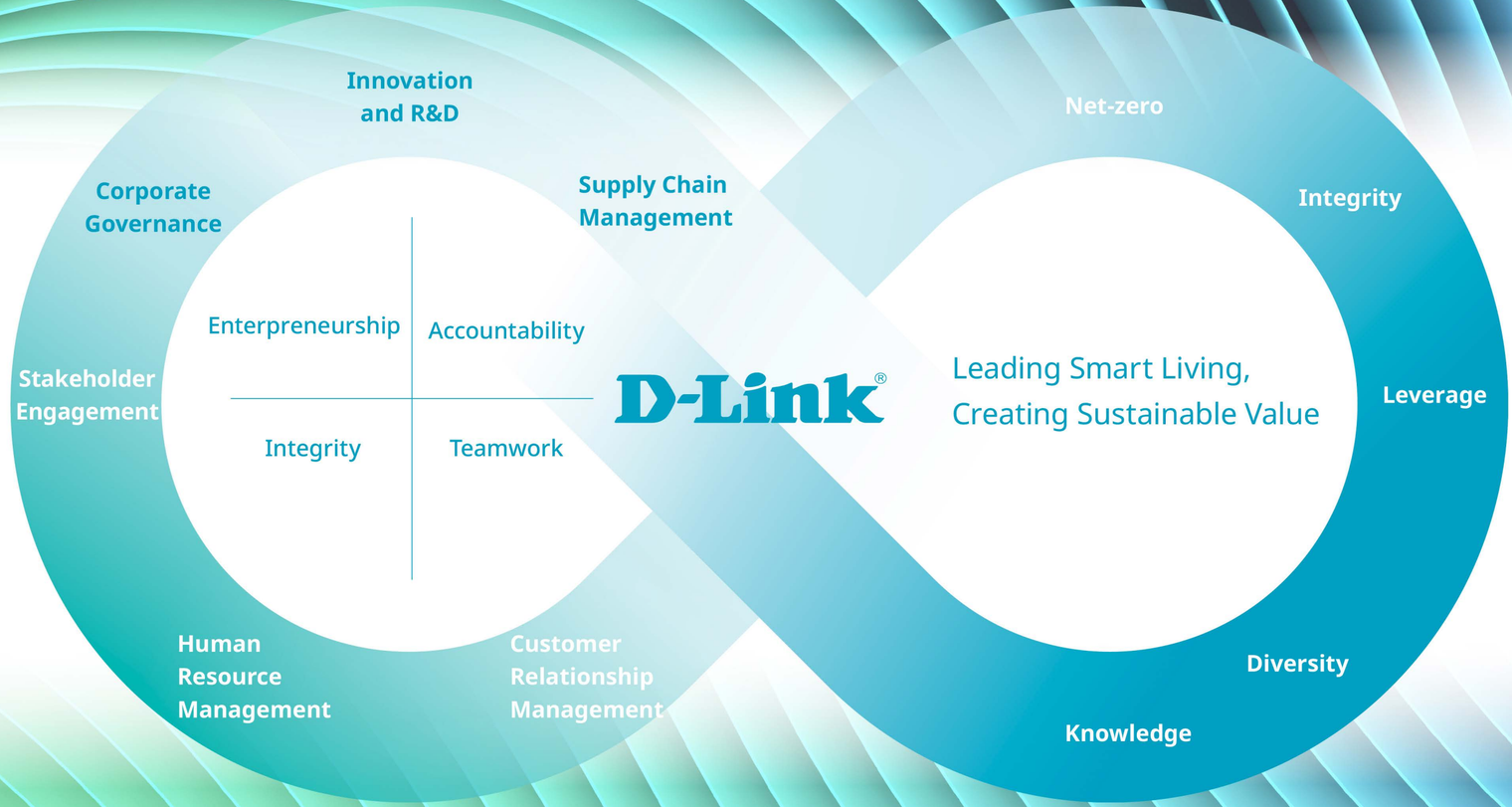

● Connotation of D-Link's Sustainability Vision

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

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1.1.1 Management Approaches for Sustainable Development Strategy

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

※ ●Direct impact; ○Indirect impact

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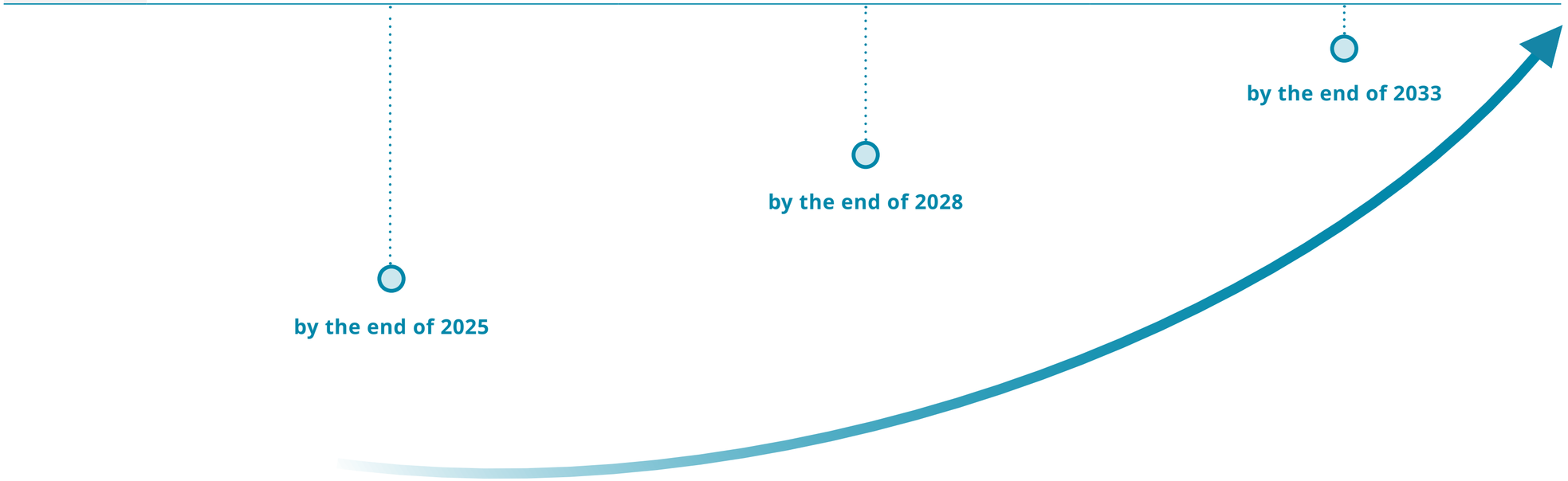
1.1.2 Short / Medium / Long-term Goals for Sustainable Development Strategy

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



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1.1.3 Achievement Status of Sustainable Development Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Sustainable Development Strategy	• It keeps abreast of the global sustainable development trends through international ESG evaluation/scoring and reviews the appropriateness of sustainable development strategies and goals on a rolling basis. • The ESG-related indicators are included in the KPIs of units or employees. • The new information or resources related to sustainable development/ESG are actively provided to stakeholders to exert brand influence and strengthen sustainable development momentum. • Actively respond to government policies by planning diverse collaborations on cultural, environmental, and social themes, building a cross-domain sustainable ecosystem of shared prosperity, and expanding the Company's sustainability influence.	• D-Link was ranked among the top 5% of the global network communication equipment industry in the S&P Global CSA[9] and was selected for inclusion in the 2026 Sustainability Yearbook[10]. The Company also regularly reviews the implementation of various sustainability indicators. For issues that still have room for improvement, the Company refines its ESG sustainable development strategy goals through quarterly tracking and annual reviews. • Supervisors at all levels are instructed to accommodate the promotion of ESG operations, to incorporate corresponding indicators into the annual work targets of the unit or employees, and set appropriate weights. • Based on the external ESG survey questionnaires received, D-Link regularly compiles key information to provide and assist employees in understanding the development trends of sustainability issues. This serves as the basis for timely responses to customer ESG due diligence, demonstrating D-Link's sustainability resilience and brand competitiveness. • In order to enhance the sustainability, resilience, and ESG knowledge of the entire industry chain, starting from 2024, the Company has regularly published the e-newsletter to share the Company's sustainable vision, governance structure, and implementation status with suppliers, and has detailed the principles, spirit, and specific implementation measures of the promotion measures, seeking to drive the value chain to jointly cultivate sustainable development and regard it as the most valuable corporate investment.	✓

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

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1.2 Sustainable Management Structure

GRI: Self-defined topics

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

1.2.1 ESG and Nominating Committee
1.2.2 ESG Office

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1.2.1 ESG and Nominating Committee

D-Link established the ESG Committee in 2021, which was renamed the ESG and Nominating Committee in 2025. The Committee assists the Board of Directors in concretely promoting sustainable development practices to realize the vision of sustainable management. For regulations regarding the Committee, please refer to the "ESG Committee Charter[11]."

Responsibilities of ESG and Nominating Committee

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

Operation of ESG and Nominating Committee

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

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

1.2.2 ESG Office

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

● **Responsibilities of ESG Office and the ESG Task Force**

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

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

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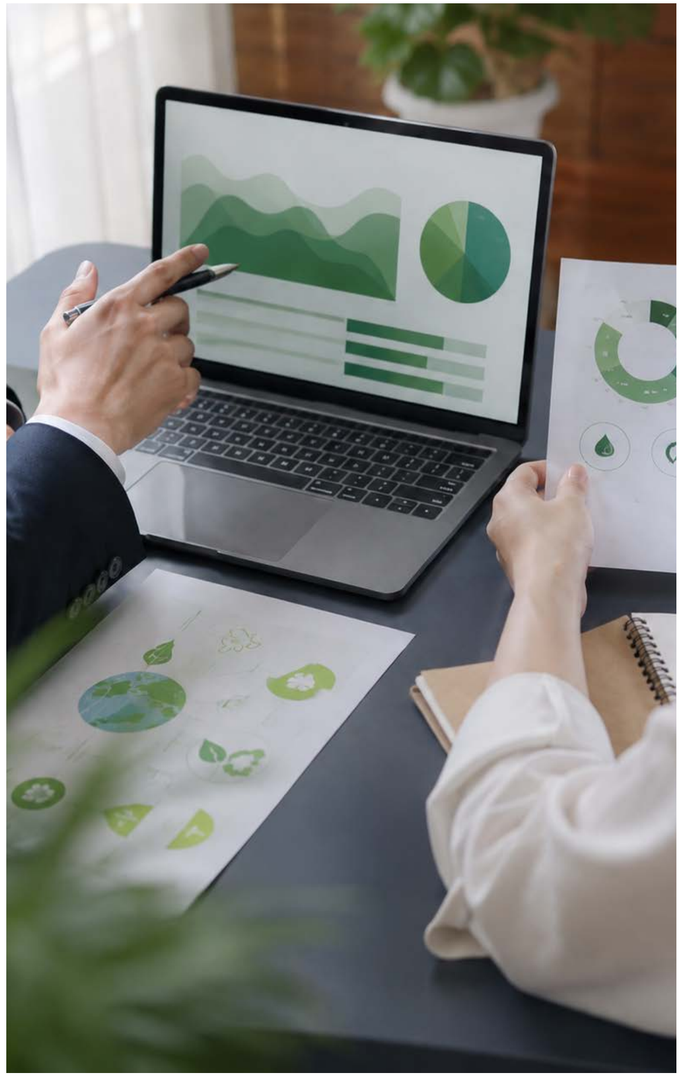
● D-Link's ESG Short / Medium / Long-term Strategic Goals (2025-2033)

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



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

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1.3 D-Link's Sustainable Value

GRI: Self-defined topics

SDG 3, 4, 8, 9, 12, 13, 14, 15, 17

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



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Capital Input and Output in 2025 (Currency: NTD)

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

Sustainability Management Competence

- Corporate Governance
- Innovation and R&D
- Supply Chain Management
- Customer Relationship Management
- Environment Management
- Human Resources Management
- Stakeholder Engagement

Brand Positioning

Global leading provider of networking solutions and intelligent networking devices

Core Spirit

Entrepreneurship	Accountability
Integrity	Teamwork

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1.4 Materiality Analysis and Stakeholder Engagement

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

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

1.4.1 Materiality Analysis
1.4.2 Stakeholder
1.4.3 Initiatives and Organizations



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1.4.1 Materiality Analysis

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

Evaluation Procedure

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

● **Materiality Assessment Measures**

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

[13] AA1000 Stakeholder Engagement Standard (AA1000 SES)
[14] The material topic questionnaire is conducted once every two years, with the most recent survey carried out at the end of 2024. This year's materiality analysis was based on the "synthetic intensity of positive and negative impacts" as the ranking criterion (instead of the previous average calculation of positive and negative impacts), to avoid negative risks being offset by positive benefits. Therefore, the changes in the ranking of material topics in 2025 reflect methodological adjustments, rather than annual variations in stakeholder opinions or substantive issue impacts, and should not be compared with previous years as a trend.

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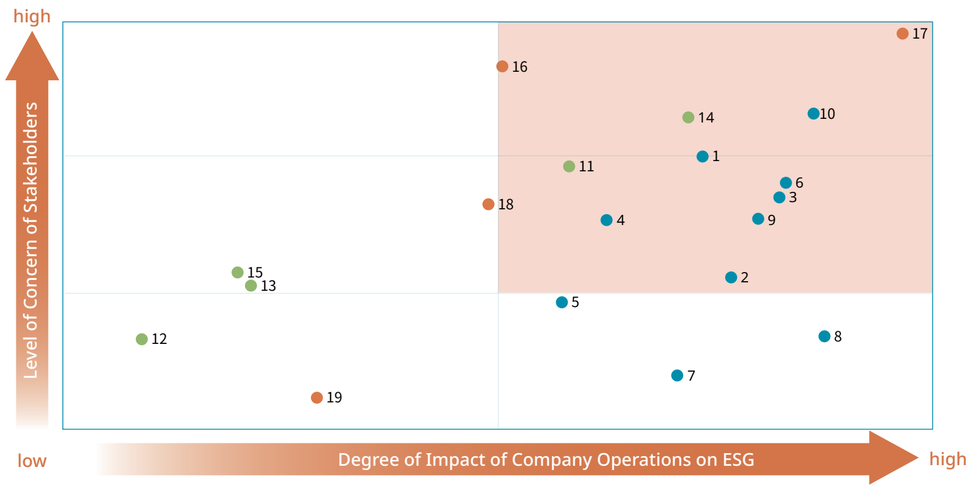
Identification Results

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

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

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

D-Link Materiality Matrix





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List for 2025 Material Topics

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

[15] The method for identifying positive/negative impacts: The impact assessment questionnaires were distributed to the ESG Task Force members and senior executives (including the Chairman and CEO, totaling 25 persons), and the positive and negative impacts of 19 sustainability issues were calculated with the 5-point scale on the degree and scope, for their signals of positive and negative impacts.
[16] Each management guideline for material topics is individually described in the relevant chapter. Reference may also be made to the appendix titled "Management Approach for Material Topics".

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Changes in the Ranking of Material Topics

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

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

Reasons for Adding or Deleting Material Topics

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

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1.4.2 Stakeholder

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

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



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

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

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1.4.3 Initiatives and Organizations

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

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



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1.5 SDGs Practice

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



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Sustainable Development Goals	Management Approaches	Performance in 2025
	• Create a healthy and safe working environment and plan fair, reasonable, and competitive systems, benefits, and incentives. • Promote and care for the well-being of external stakeholders through social engagement projects.	• Proactively advocate for the implementation of 4 significant initiatives for occupational health and safety. • We are dedicated to establishing a conducive and secure working environment for our employees, conducting regular monitoring of the workplace environment, and testing the quality of water. • The Health Promotion Club organizes both dynamic and static health promotion seminars periodically. In 2025, a total of 8 lectures were conducted, with 305 participants attending. • There are 10 sports clubs to promote the employees' attention to their health and sports. • We continue to sponsor the professional baseball team, TSG Hawks and the professional basketball team, Tainan TSG GhostHawks. We encourage all employees to participate in sports and enhance team cohesion. Therefore, we were certified as an "Sports Enterprise" by the Ministry of Education in 2023 and launched a three-year healthy workplace action.
	• Construct a comprehensive learning education and training system to enhance the competitiveness of sustainable management. • Formulate personal development plans to assist supervisors and colleagues to continuously enhance their career development. • Expand web-based education through social engagement projects.	• Offer comprehensive development programs and actively enhance the leadership and management capabilities of officers across all levels. • The annual total of education and training hours amounts to 10,532.4 hours, with a total training cost of approximately NT$421,000. • Collaborated with Lunghwa University of Science and Technology from 2024 to 2025 to recruit 1 intern for key position training, fulfilling the goal of assisting youth employment. • By integrating with core functions, 8 sessions of "Internet and information security education" and "Charitable Network Checkup" were conducted for disadvantaged groups and small social welfare organizations, benefiting approximately 149 individuals in total.
	• Build a gender-affirmative work environment.	• The Board of Directors includes one female director. • Female managerial officers account for 40%. • All employees received the promotion and training on gender equality and prevention of sexual harassment in the workplace. The Company also provides relevant professional courses for the management and the personnel handling related complaints (including the Board of Directors). The completion rate of all employees is 100%. • Gender equality and workplace sexual harassment prevention courses are mandatory for all new employees. Training completion: 92.68%.
	• Follow the ISO 14001 environmental management system, set an annual environmental management plan every year, and commit to and implement five major environmental policies. • Inventory the various energy consumption and energy intensity in the Company's operation every year, as well as the effectiveness of promoting relevant energy-saving measures.	• Purchased electricity decreased by 14.68% compared to the baseline year[17]. • The green energy procurement plan was initiated, securing 128 certificates to convert 127,999 kWh to green power. • The ESG strategic goals include the replacement of old equipment, green power procurement, solar photovoltaic construction, and the introduction of relevant management standards to establish diverse carbon reduction pathways for D-Link.
	• Continue to expand production capacity, create product and service features, and build diversified product capabilities. • Create a healthy and safe working environment and plan fair, reasonable, and competitive systems, benefits, and incentives to attract and retain key talents.	• Offer more integrated services and vertical solutions through strategic partnerships with third parties, providing customers with diverse product applications, expanding service scale, and fostering a win-win situation. • 0.5% of the Company's annual profits is allocated to employee remuneration; the average salary increase was 2.95%, with 92.55% of employees receiving raises. • Completed the "D-Link Human Rights Due Diligence Report 2023" and plan to conduct human rights due diligence every 3 years moving forward. • Organize the "Date with Supervisors" event to enhance interaction and communication between different position levels, improve mutual understanding and consensus, and build organizational momentum. Organized 2 sessions with a total of 22 employees participating in 2025.

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

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Sustainable Development Goals	Management Approaches	Performance in 2025
	• Identify relevant risks through due diligence and manage them appropriately. • Protect employee rights through human rights protection policies. • Provide a suitable complaint channel.	• Building a diversified and inclusive working environment through various DEI[18] programs. • Recruit middle-aged and elderly individuals to promote the secure employment of mature-age workers. A total of 7 were employed in 2025. • Employed professional massage therapists with disabilities to provide stress relief massage services on site, and all proceeds thereof were donated to social welfare institutions. • Promotional videos on human rights, workplace equality, and workplace sexual harassment prevention are displayed in public spaces to raise employee awareness and foster a discrimination-free workplace environment. The total viewing time of these videos amounted to 222.2 hours.
	• Establish ESG strategic goals and continuously optimize them, integrating sustainable development into the Company's business strategy to ensure the promotion and implementation of corporate sustainability-related initiatives. • Set up management representatives, establish quality policies, set management objectives by quality policies, and review them regularly for effective management and continuous improvement. • Protect customers' rights and increase trust by establishing standard operating procedures, conducting regular surveys on customer satisfaction, and reviewing various service management indicators.	• Established the "D-Link Corporation Sustainable Procurement Policy" to implement relevant management policies for upstream and downstream partners, promoting sustainability and shared prosperity throughout the entire value chain. • We have signed procurement contracts containing human rights clauses with 35 qualified suppliers, achieving a 100% signing rate. • The "D-Link Green Pack" emphasizes 4 key aspects: environmentally friendly materials, plastic-free packaging, optimized volume, and efficient design, committed to creating low-carbon products. • In response to and promotion of the circular economy concept, PCR plastics are incorporated into product casings and packaging plastic bags, resulting in green products comprising 40.5% of the total. • The Company selects eco-friendly agricultural products from socially innovative enterprises for the traditional festival gift boxes to support eco-friendly agriculture and reduce food waste. In addition to increasing farmers' income, the action also assists in promoting sustainable agriculture and environmental protection.
	• Count the carbon emissions in the company's operation every year, check the carbon reduction performance year by year, and give employees environmental education regularly. • Stipulate related policies according to the ISO 14064 Greenhouse Gas Inventory system. • Establish eco-friendly commitments.	• Committed to achieving Net Zero emissions by 2050, we have adopted the TCFD framework to regularly disclose climate-related impacts and response actions every year. We plan to continually review mid-term goals and progressively define D-Link's path towards carbon reduction. • Expanded the GHG inventory boundary to all consolidated subsidiaries[19], and increased the share of green power wheeling to 5.56% of total purchased electricity. • In the "D-Link Corporation Supplier Code of Conduct," suppliers are mandated to adhere to the Company's "Biodiversity and Zero-deforestation Commitments," aiming to prevent any form of harm and actively reduce their environmental impact. • Various environmental education activities are organized, such as beach clean-ups, guided ecological tours, eco-friendly dining experiences, and crafts workshops, to foster and instill environmental awareness throughout the organization.
	• Establish supplier management guidelines, code of conduct, and regularly evaluate the impact of suppliers on society and the environment. • Continue to Increase local procurement percentage. • Collaborate with diverse partners to benefit people and society through various social engagement projects.	• Under the "D-Link Corporation Sustainable Procurement Policy," the "D-Link Corporation Supplier Code of Conduct" has been established. It mandates all suppliers to sign a compliance statement and adhere to relevant management guidelines for upstream and downstream partners, aiming to promote sustainability and shared prosperity throughout the entire value chain. • The sustainability management audit rate for major suppliers has achieved 100%. • Initiated projects such as D-Link Everlasting Donations, D-Link Caring Passport, and partnerships for local art and cultural exhibitions and performances to enhance our social impact. In 2025, we collaborated with 45 charity partners, investing nearly NT$10 million—more than double the amount from the previous year—to execute 39 social engagement projects and activities, benefiting 12,913 individuals.

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

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CH2 Corporate Governance

Responding to Sustainability Issues

- Business Performance
- Risk Management
- Ethical Management

Major Stakeholders

- Customers/Clients
- Suppliers/Business Partners
- Employees
- Investors/Shareholders
- Media
- Government/Regulatory Authorities

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2.1 Sustainability Strategies and Goals - Governance Aspect

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2.1.1 Management Approaches for Material Topics
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2.1.1 Management Approaches for Material Topics

Material Topics	Significance for D-Link	Impacts on Value Chain*			Response Policies and Measures	Management Actions
		Suppliers/ Business Partners	D-Link/ Subsidiary	Customers/ Clients		
Business Performance	Pursuing business and financial performance and achieving profitability is the foundation of the Company's sound operation. The economic value generated from the Company's activities will directly impact shareholders' rights, investment scale, growth rate, and social contributions.	○	●	–	• Continue to collaborate with group ODMs, appropriately introduce supply chains from other regions to reduce costs, create product and service features, and build diversified product sources. • Reduce the total inventory through the risk mitigation measures, and in the future, the Company will formulate separate action plans for inventory with longer inventory ages.	• Regularly hold business review meetings, track business performance, fully grasp the operating status and monitor the progress. • The Board of Directors Meetings are held every quarter to ensure the forward-looking and feasibility of business strategies.
Risk Management	Risk management is not only the cornerstone of corporate sustainability, but also the core resilience driving steady growth. In response to emerging risks such as environmental, social, and geopolitical factors, D-Link is committed to establishing a proactive identification mechanism. By deploying response strategies early, we not only effectively mitigate impacts, but also demonstrate exceptional operational stability amidst changing environments, thereby reinforcing brand reputation and investor trust.	○	●	○	Establish an independent and comprehensive risk identification and management mechanism, integrating the management process of sustainability-related risks and opportunities into the company's overall management framework. This expands the management's decision-making perspective, enhances risk management quality, and ensures the sustainable and sound operation of the enterprise.	• Highest Leadership and Oversight: Established a "Risk Management Task Force" chaired by the General Manager to coordinate the company-wide risk control policy. • Routine Management: Held quarterly Risk Management Task Force meetings to plan, execute, and dynamically monitor Key Risk Indicators (KRIs). • Governance-Level Reporting: Fulfilled the oversight responsibilities of the Board of Directors by reporting risk management execution and optimization outcomes to the Audit Committee and the Board of Directors at least once a year, ensuring the governance level remains apprised of key risk dynamics.
Ethical Management	A good ethical management is the foundation of sustainable business operation. Relevant risk events may affect operational stability and corporate reputation and may result in financial losses.	○	●	○	A culture of ethical management and legal compliance is built to ensure the long-term interests of all stakeholders.	· We have established the "Code of Conduct," "Ethical Corporate Management Best-Practice Principles," and "Implementation Measures for the Whistleblowing System" among other internal regulations and systems, to uphold and continue to promote a high-standard business ethics culture.

※ ●Direct impact; ○Indirect impact

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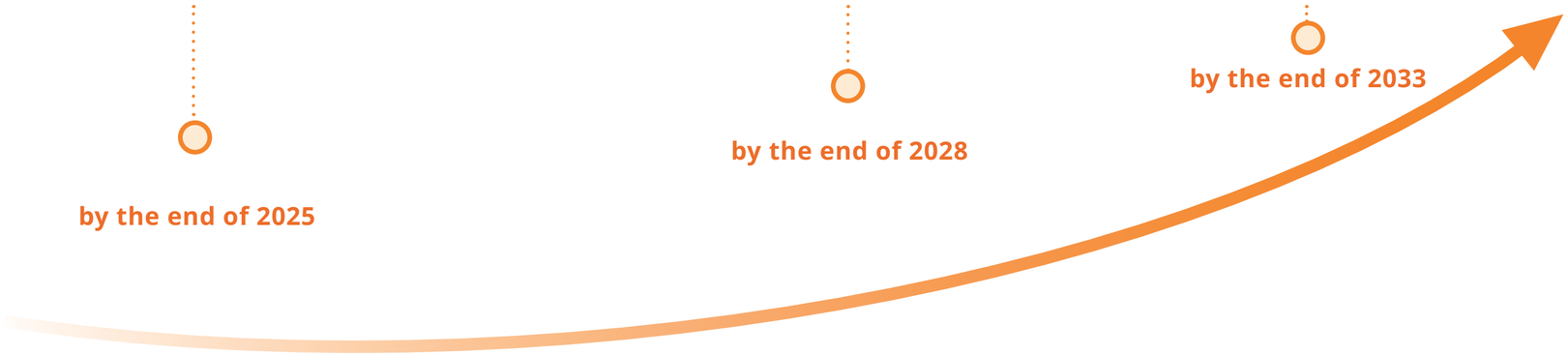
2.1.2 Short / Medium / Long-term Goals

Material Topics	Short-term	Medium-term	Long-term
Business Performance	• Continue to cooperate with high-quality ODMs within the conglomerate group and flexibly leverage the advantages of Mainland China's supply chain to diversify production and procurement layouts in response to geopolitical and macroeconomic changes, to establish a controllable supply chain system with close relationships to reduce manufacturing and procurement costs, ensure supply stability, and enhance product competitiveness and operational flexibility. • Systematically reshape D-Link's brand image and enhance brand value from three aspects: specifications and prices, functional performance, and corporate identity, while continually optimizing brand positioning and communication strategies to boost market recognition and added value based on our long-term brand foundation and market trust. • Deepen solution-oriented product layout: In addition to continued investment in industrial M2M solutions and 4G/5G connectivity solutions, while further integrating peripheral products to develop integrated AI solutions, strengthening product line completeness and application depth to expand the target market and meet market demand for total solutions.	Achieve by the end of 2033: • Promote AI and cloud-oriented product and service upgrades: Continuously achieve management and provisioning minification of networking products with AI and cloud computing as the main pillar, improving usage efficiency and user experience to help customers reduce deployment and operational costs. • Continuously utilize the synergy of resources such as R&D, manufacturing, and supply chain within the Group to accelerate collaborative development and create the one-stop product and solution services covering design, manufacturing, and support for customers. • Deepen carrier partnerships and expand localized market footprint: Continuously strengthen partnerships with Tier 2 and Tier 3 carriers to win long-term contracts with localized services and flexible solution designs, steadily expanding operational scale and growth momentum across regional markets.	
Risk Management	• Link risks with strategies, and identify, analyze, and measure D-Link's potential risk events regarding sustainability-related risks and opportunities. • Formulate and regularly review risk management policies and procedures to ensure the effectiveness of risk response measures; hold risk management training sessions for the Chairman, CEO, and responsible risk managers to keep abreast of the latest regulations and emerging risk trends. • Hold quarterly risk management meetings to track changes in Key Risk Indicators (KRIs) and improvement progress; report operational status to the Board of Directors at least once a year to fulfill the Board's oversight responsibilities.	• Implement specific improvement plans for identified material risks through dynamic risk matrix analysis, effectively reducing residual risks to an acceptable level; enhance detection capabilities for potential risk events to ensure emergency response procedures are initiated immediately upon occurrence, minimizing operational losses.	• A comprehensive and well-rounded risk management framework embeds risk management throughout D-Link's strategy, operations, and management, shaping D-Link's risk management culture to steadily advance toward sustainable operations.
Ethical Management	•No ethical management violations, and the status is maintained constantly.	• The comprehensive education and training of the “Ethical Corporate Management Best-Practice Principles” is provided for all employees. The overall training completion rate is above 95% and continues to improve.	• Internalize the concept of integrity management into the DNA of all employees and the company, so that the “Ethical Corporate Management Best-Practice Principles” has been highly recognized by the stakeholders and become the highest standard. The introduction of the ISO 37001 certification for ethical management/anti-bribery-related management systems is assessed.



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2.1.3 Achievement Status of Management Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Business Performance	• Optimize supply chain layout and cost structure: Continue to cooperate with high-quality ODMs within the conglomerate group and flexibly leverage the advantages of Mainland China's supply chain to diversify production and procurement layouts in response to geopolitical and macroeconomic changes, establishing a controllable supply chain system with close relationships to reduce manufacturing and procurement costs, ensure supply stability, manage risks, and further enhance product competitiveness and operational flexibility. • Systematically reshape brand value and market positioning: Constantly reshape D-Link's brand image and enhance brand value from three aspects: specifications and price strategies, functional performance differentiation, and corporate identity and brand communication. Relying on our long-term brand foundation and market trust, we continually optimize brand positioning and communication strategies to extend brand value, boosting market recognition and overall added value. • Deepen solution-oriented product layout: Invest in the development of M2M solutions for industrial use and 4G/5G solutions to expand the target market, while further integrating peripheral products to develop integrated AI solutions, strengthening product line completeness and application depth to meet market demand for total solutions.	• In 2025, the global consolidated revenue was NT$13.4 billion, with a gross margin of 25%, a decline of 1% from the previous year. • For the M2M industry application, devices that support multi-network connections were launched, adapting to the D-ECS cloud management, and widely used in transportation and urban facilities. • The industrial spec switch series provide multi-level options for management, and are suitable for a wide range of applications by integrating with 4G/5G devices.	✓
Risk Management	• Link risks with strategy: Identify, analyze, and evaluate potential risk events at D-Link by integrating sustainability-related risks and opportunities into corporate strategy. • Formulate and regularly review risk management policies and procedures to ensure the effectiveness of risk response measures. • Conduct risk management training sessions for the Chairman, CEO, and responsible risk managers to keep abreast of the latest regulations and emerging risk trends. • Hold quarterly risk management meetings to track changes in Key Risk Indicators (KRIs) and improvement progress; report operational status to the Board of Directors at least once a year to fulfill the Board's oversight responsibilities.	• Meetings were held on March 17, June 30, September 22, and October 27, 2025, to plan, execute, and oversee quarterly risk management operations. • Reported the execution status of the 2025 Risk Management Action Plans to the Board of Directors on November 12, 2025, managing risk items through Key Risk Indicators (KRIs); and reported the results of the 2026 Corporate Key Risk Assessment to the Board of Directors on March 10, 2026.	✓
Ethical Management	• Established a complete whistleblowing system for any cases violating ethical management.	• Present the fully established whistleblowing system in detail on the relevant pages of the Company's website. • Whistleblower reports: 0 cases • Insider trading and similar matters: 0 • Employee corruption and illegal behavior: 0 • Internal complaints: 0 • Penalties for violating regulations related to information and labeling of products/services: 0 • Penalties for violating regulations related to the health and safety of products/services: 0 • Penalties for violating regulations related to marketing and publicity activities: 0 • Penalties for violating regulations related to environmental protection: 0 • Penalties for violating regulations related to social aspects, such as human and labor rights: 0 • Penalties for violating regulations related to economic aspects, such as fair trading, anti-competition practices, and significant cyber security: 0	✓

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2.1.4 Responsible Unit

- Corporate Auditor's Office
- Supply Chain Management Center
- Corporate Finance & Administrative Occupational Safety Center

2.1.5 Management Mechanism

1. Ethical Corporate Management Best Practice Principles
2. Implementation Measures for the Whistleblowing System
3. Group Tax Policy and Management Regulation
4. Related Party Transaction Regulations

2.1.6 Communication Channel

Relevant Appeal	• https://company.dlink.com/en/contact-us/ • Online message: https://www.dlink.com/en/contact-d-link
Investor Relations	• Dedicated Line: 886-2-6600-0123 Ext. 6438 • Dedicated E-mail: ir@dlinkcorp.com
Anti-Corruption Reporting	• Whistleblowing E-mail: SRC@dlinkcorp.com • Whistleblowing Box: No. 289, Xinhu 3rd Rd., Neihu Dist., Taipei City 114 (To Audit Committee)
Suppliers	• Dedicated E-mail: supplychain@dlinkcorp.com



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2.2 Sustainable Governance

D-Link believes that strengthening corporate governance is the cornerstone of pursuing sustainable growth for an enterprise. Operating with transparency and integrity at its core spirit, D-Link prioritizes stakeholders and aims to achieve profitability for shareholders while being accountable to all stakeholders through robust corporate governance practices. To maintain the Company's long-term competitive advantage, it fosters harmony and mutual benefit with the environment and society.

2.2.1 Organization Structure
2.2.2 Board of Directors
2.2.3 Functional committees
2.2.4 Performance Evaluation and Remuneration for the Governance Body
2.2.5 High-level Compensation Linked to Sustainable Business Performance
2.2.6 Corporate Governance Performance

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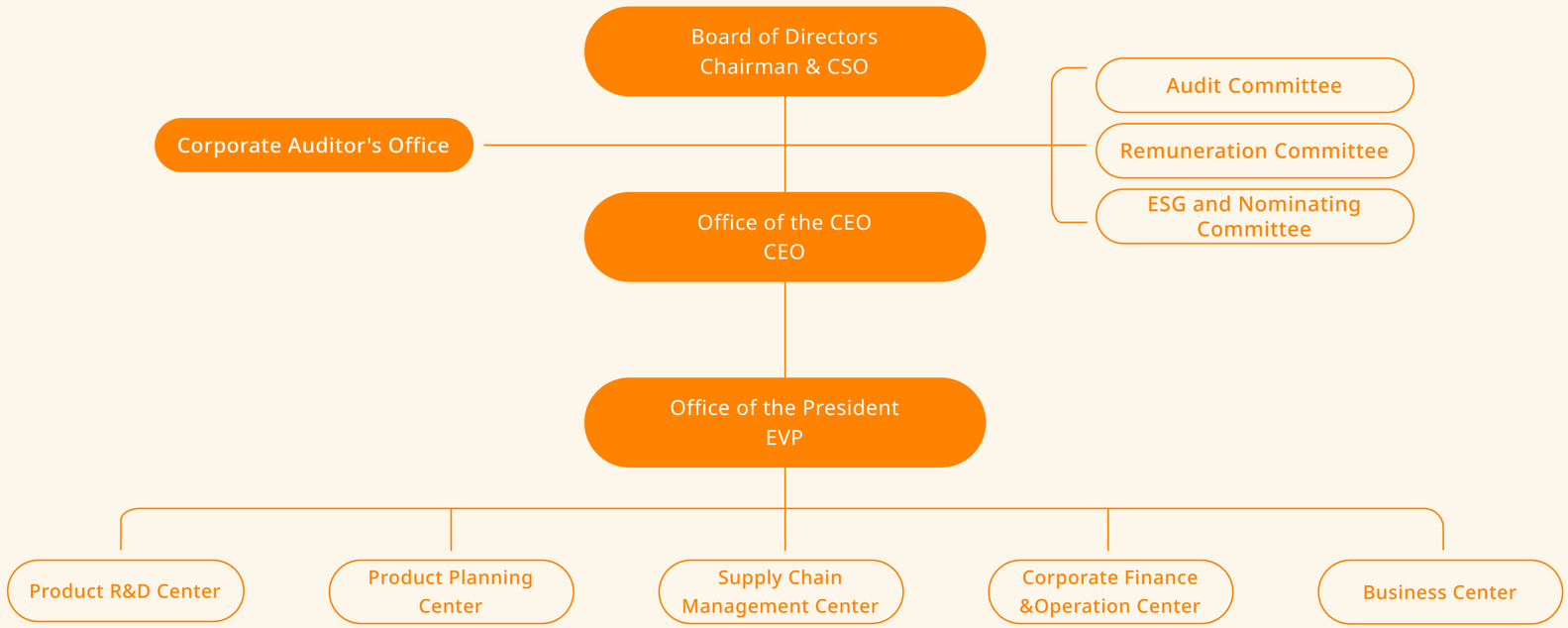
2.2.1 Organization Structure

In order to maintain its leading brand position in the networking equipment industry, D-Link has set up 5 centers to comprehensively manage the Company's operations, and an ESG Office, which is responsible for affairs related to the Company's sustainable development. At the same time, through close communication between organizations, D-Link has built cross-cultural and cross-regional consensus with global operating bases.

- D-Link Organization Structure



Version took effect on December 31, 2025

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2.2.2 Board of Directors

GRI 2-9, 2-10, 2-11, 2-16, 405-1

The Board of Directors is the highest governance body of the Company and has the responsibility of selecting and nominating senior managers. Its operation shall follow the "Regulations Governing Procedure for Board of Directors Meetings". In addition, to effectively fulfill the functions of the Board of Directors, three functional committees have been established under the Board according to their authority and responsibilities (see section 2.2.3), thereby enhancing the effectiveness of operational governance.

Operation of Board of Directors

The Board of Directors shall convene at least one meeting for each quarter to review the Company's operational performance, and discuss important ESG strategic issues and key events[20], including economic, environmental, and social impacts, risks, and opportunities. The responsible units for subsequent handling are determined at the meetings, and the handling situation is tracked and reported in the next meeting.

- **Agenda Working Unit of the Board of Directors:** When providing various proposals and report materials to members of the Board of Directors, the agenda working unit shall review in advance whether the submitted content is related to stakeholders and should be appropriately avoided, and prior reminders should be provided to relevant personnel.
- **Corporate Governance Officer:** Established through the approval of the Board of Directors, and responsible for arranging the schedule and agenda of board meetings, planning for director training, providing information during or outside board meetings, and regularly and irregularly reporting information to directors. The corporate governance supervisor is able to appropriately assume their responsibilities regarding the operation of Board of Directors and issues related to corporate governance.

Board of Directors meetings in 2025



1.7 months
Once every 1.7 months on average

7 meeting
7 meetings were convened in 2025

95.24%
Average attendance rate of all directors: 95.24%

100%
100% of the independent directors were present

[20] Complaint or whistleblowing case substantiated for violations
[21] For independent directors' professional qualifications and experience, please refer to P.11 of the Company's 2025 Annual Report.

Composition of the Board of Directors

According to Article 17 of the Articles of Incorporation, D-Link has stipulated that the Board of Directors shall be composed of 7 to 9 directors, who shall serve for 3 years per term. The directors shall be nominated and elected, and the Shareholders' Meeting shall appoint competent persons as directors. (Please refer to P.16 of the Company's 2025 Annual Report). The 13th Board of Directors consists of 9 directors (including 3 independent directors), with Mr. Victor Kuo as the Chairman, and the term of office is from May 31, 2023 to May 30, 2026. The Board of Directors shall be convened once every quarter. In 2025, 7 Board of Directors meetings were held, and the average attendance rate of directors was 95.24%.

In addition, in accordance with Article 20 of the " Corporate Governance Best Practice Principles ", the diversity policy of board members is stipulated. D-Link currently has 9 directors, among whom 11.1% are directors with employee status, and 33.3% are independent directors[21], achieving the specific management objective of not more than 1/3 of the board seats for directors concurrently serving as managers of the Company. All directors of the Company have rich experience in operation management and leadership decision-making, as well as industry expertise, and have professional backgrounds and expertise in accounting, financial analysis, and law, and can give professional advice to the Company from different perspectives.

Since the beginning of 2022, Mr. Victor Kuo, the Chairman, has concurrently served as the Chief Strategy Officer. The consideration for this arrangement is that the Board of Directors exercises rights and interests on behalf of shareholders in accordance with the law, oversees the formulation of the Company's strategy, and is composed of internal and external directors; the Chief Strategy Officer is responsible for the strategic layout of strategic planning products, technologies, or investments, which are closely related to the Company's medium to long-term development direction. Therefore, the Chairman's concurrently holding the position of Chief Strategy Officer will be convenient to share important information as an internal director, effectively communicate with the Board of Directors, and accept supervision. There are no conflicts of interest.

Governance Structure

D-Link values the diversity of the Board of Directors, so it has set a specific goal for board diversity: after the director's terms expired in 2023, the Board was re-elected and already includes one female Director.

- **The Composition of the Board of Directors**

2025		Age/Gender of Board Members				Percentage
		Under 30 years old	30 - 50	Over 50 years old	Subtotal	
Gender	Female	0	0	1	1	11.1%
	Male	0	2	6	8	88.9%
Subtotal		0	2	7	9	100%
Percentage		0%	22.2%	77.8%	100%	

Note: For the list of the members of the 13th Board of Directors, please refer to P.16 of the Company's 2025 Annual Report.

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2.2.3 Functional Committees

GRI 2-9, 2-20

To improve and strengthen the organizational operation mechanism, functional committees such as the Audit Committee, the Remuneration Committee and the ESG and Nominating Committee were formally established under the Board of Directors to jointly take responsibility for making decisions on issues related to economic, environmental and social impacts. Significant proposals submitted to the Board of Directors will be reviewed and audited in advance, and the quality of its resolutions has also been strengthened.



Committees	Convener	Committee member	Content	Meeting
Audit Committee	Richard Chen, Independent Director	Richard Lee, Independent Director Chun-Hsiung Chu, Independent Director	Composed of all independent directors, and is responsible for assisting the Board of Directors in supervising the Company's implementation of accounting, financial reporting processes, audit quality and integrity, and operating mechanisms related to risk management, so as to improve the effectiveness of corporate governance, and communicating with CPA and auditors on major issues related to the Company's financial and business conditions, so as to ensure the compliance of the Company's operations with relevant government laws and practices.	7 meetings were convened in 2025 with 100% attendance.
Remuneration Committee	Richard Lee, Independent Director	Richard Chen, Independent Director Chun-Hsiung Chu, Independent Director	Composed of all independent directors. Responsible for stipulating and regularly reviewing the remuneration policies, systems, standards and structures, and performance of directors and managers.	6 meetings were convened in 2025 with 100% attendance.
ESG and Nominating Committee	Chun-Hsiung Chu, Independent Director	Richard Lee, Independent Director Richard Chen, Independent Director Victor Kuo, Chairman	Composed of 3 independent directors and the Chairman. It is responsible for evaluating director candidates, supervising and directing the performance evaluation results of the Board of Directors and functional committees, and assisting the Board of Directors to continue promoting corporate social responsibilities and improve corporate governance, in order to implement sustainable management.	3 meetings were convened in 2025 with 100% attendance.

Note: For the list of functional committees and other details, please refer to the D-Link official website “Audit Committee,” “Remuneration Committee,” “ESG and Nominating Committee.”

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2.2.4 Performance Evaluation and Remuneration for the Governance Body

GRI 2-17, 2-18, 2-19, 2-20

Directors' Remuneration System

The Company offers remuneration to directors and independent directors in accordance with the "Management Measures for Remuneration of Directors and Members of Functional Committees". Remuneration by definition includes compensation, remuneration, and business execution expense. The content of such is as follows:

Compensation	Independent directors also hold positions in functional committees such as Audit Committee, Remuneration Committee, and ESG and Nominating Committee, bear more responsibilities and risks, and invest more time than directors in general. As a result, the compensation varies depending on the role of the directors.
Director Remuneration	The Company's articles of incorporation stipulated that directors' remuneration shall not exceed 1% of the profit in the given year, and shall be evaluated based on factors such as the role, position, attendance at the board meetings, and other contributions. Such remuneration shall be given using the point method, and shall not be given to independent directors.
Business Execution Expense	This refers to the attendance fee for directors (including independent directors) to attend a board meeting or shareholders' meeting in person.

The Remuneration Committee and the Board of Directors shall review the performance evaluation and rationality of remuneration, and also review the remuneration at times based on the operation of the Company and relevant laws and regulations. No retirement benefit is provided to directors, and there is no mechanism for claiming back remuneration[22]. However, the Company may devise a remuneration deferral mechanism, depending on the situation, after being reviewed by the Remuneration Committee and resolved by the Board of Directors in response to future risks.

Performance Evaluation for Board of Directors

To implement corporate governance and enhance the functions of the Board of Directors, D-Link revised the " Rules for Performance Evaluation of Board of Directors " on August 13, 2025, stipulating that the Board of Directors should conduct internal performance evaluations at least once a year for the Board of Directors, its members, and functional committees, and external evaluations should be conducted at least once every 3 years by an independent external institution or a team of external experts and scholars. The results should be disclosed on the Company's website and the Annual Report.

I. External Performance Evaluation for Board of Directors

In June 2025, DALEE Finance Consulting Co., Ltd.[23] was appointed to conduct an external evaluation for the performance of the Board of Directors. The consulting firm issued an evaluation report on August 15, 2025, and the overall evaluation results were submitted to the Board of Directors meeting for review and improvement on November 12, 2025. It is expected to conduct an external evaluation of the Board of Directors' performance again in 2028.

[22] There is neither a relevant mechanism for senior management.
[23] An independent professional firm providing services for evaluating Taiwan's professional corporate governance system and the performance evaluation of the Board of Directors.

II. Internal Performance Evaluation for Board of Directors

The performance evaluation method for the Board of Directors is internal self-evaluation of the Board of Directors and self-evaluation of board members. The evaluation process is conducted through internal questionnaires. The 2025 performance evaluation for the Board of Directors is reported on the Board of Directors meeting on March 10, 2026, and improvement measures are proposed, and the results are used as reference for Directors' remuneration and renewal. On a 5-point scale, the overall average score of the performance assessment of the Board of Directors is 4.89 points, and the overall average score of the performance evaluation of individual board members is 4.86 points, showing that the board is functioning well. In addition to regulatory requirements, D-Link proactively conducted the performance assessments of the Audit Committee, the Remuneration Committee and the ESG and Nominating Committee have been conducted, and the evaluation results all reached above 4.75 points, indicating that the functions and operational efficiency of the Company's functional committees are good.

Performance Evaluation Metrics			
	Board of Directors	• Level of participation in the Company's operations. • Improvement of the quality of the Board of Directors' decision making. • Composition and structure of the Board of Directors.	• Selection and continuing education of the directors. • Internal controls. • Concern on sustainable management (ESG).
	Individual Board Members	• Familiarity with the Company's goals and missions and focus on sustainable management (ESG). • Understanding of the role and responsibilities of directors. • Level of participation in the Company's operations.	• Management of internal relations and communication. • Professionalism and continuing education of directors. • Internal controls.
	Functional Committee	• Level of participation in the Company's operations. • Understanding the responsibilities of functional committees. • Improvement of quality of functional committee's decision making.	• Composition and selection (election) of members of functional committees. • Internal controls (Audit Committee only).

Note: For more information, please refer to the "Board Performance Evaluation" section on our official website.

Continuing Education for Directors

In order to enhance the competences of board members, in accordance with D-Link's "Corporate Governance Best Practice Principles," diverse external courses are arranged every year to help to enhance their professional capabilities. In 2025, D-Link Directors had 66 hours of continuing education, including engaging corporate governance and information security experts to the Company on April 15, 2025 to hold the continuing education sessions of "Group Governance and Performance Management Practice: A Financial Perspective" and "Future-Thinking Oriented Strategic Planning" to help directors understand the Company's corporate governance regulations and information security risks that cannot be avoided in business operations, and the countermeasures thereof. For detailed training information, please refer to the Company's "2025 Annual Report" P.48.

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2.2.5 High-level Compensation Linked to Sustainable Business Performance

GRI 2-19

D-Link's remuneration for managers, including the President and vice presidents, is determined according to the Company's "Performance Evaluation Guidelines", and by referring to the salary level of the position in the industry, the scope of responsibilities for the position, the performance achievement status of the manager, and the contribution to the Company's operational goals.

Composition of managerial officers' remunerations

Fixed salary	The basic salary is determined based on the market competition and the Company's financial position.
Variable bonus	It is linked to the performance of the Company or the center to which the officer belongs. The better the performance is, the higher the proportion of the bonus in the remuneration.
Long-term remuneration	Through the share-based incentive design, the long-term incentives of the managerial officers are linked to personal performance, the Company's operating performance, and the value of shareholders by issuing new restricted employee shares over a period of three years.

The performance targets and the reasonableness of the remunerations of managerial officers, including the President and Vice Presidents, are reviewed and evaluated by the Remuneration Committee and approved by the Board of Directors before distribution.

The Company shall review the compensation system for directors and managers in a timely manner based on the operating status and relevant laws and regulations to retain outstanding decision-making and management personnel, and effectively guide the Company's long-term operating performance, avoid risks caused by managers' excessive pursuit of short-term benefits, and strive for a balance between the Company's sustainable operation and risk control.

Composition of Managerial Performance Targets	· Business Performance Indicators
	· Strategic Indicators
	· Sustainability and Internal Control Indicators

Since 2022, the Company has included ESG sustainability indicators into the performance evaluation of senior managerial officers, such as the Chief Strategy Officer (CSO, concurrently served by the Chairman) and the CEO (concurrently served by the President), with the results linked to short-term remuneration, long-term incentives (such as new restricted employee shares), and annual salary adjustments. Since 2023, ESG indicators have gradually been expanded to supervisors at all levels, and finally to all employees, to deepen the sustainable development in corporate operations.

Chief Strategy Officer's Performance Objectives in 2025

Indicator Item	Weight Percentage	Indicator Description
Business Performance Indicators	**40%**	• Annual operating targets approved by the Board of Directors, such as global operating revenue and EPS, among other things.
Strategic Indicators	**30%**	• The brand value is enhanced and the corporate image is promoted; the basis is the important domestic and international awards won by the products or brands, or ranking improvement. • Development or promotion of new series of products, new business, new investment, or new organizational structure of subsidiaries.
Sustainability and Internal Control Indicators	**30%**	• Improvement of corporate governance evaluation and international ESG evaluation indicators. • Attentions are paid to climate change and voluntarily inventory GHG emissions. • Implementation of formulating and executing the sustainable talent succession plan.

Chief Executive Officer's Performance Objectives in 2025

Indicator Item	Weight Percentage	Indicator Description
Business Performance Indicators	**70%**	• Annual operating targets approved by the Board of Directors, such as global operating revenue and EPS, among other things.
Strategic Indicators	**5%**	• The brand value is enhanced and the corporate image is promoted; the basis is the important domestic and international awards won by the products or brands, or ranking improvement.
Sustainability and Internal Control Indicators	**25%**	• Improvement of corporate governance evaluation and international ESG evaluation indicators. • Implementation of systematic corporate risk management • Attentions are paid to climate change and voluntarily inventory GHG emissions. • Implementation of formulating and executing the sustainable talent succession plan.

Senior Executives ESG Performance Indicators in 2025

Indicator Item	Weight Percentage	Indicator Description
Environmental Indicators	**5%**	• Green Products
Social Indicators	**5%~10%**	• Customer Management • Talent Development • External Stakeholder Engagement
Governance Indicators	**5%~20%**	• Refinement of information security governance • Improvement of ESG evaluation or corporate governance performance • Mastering key technologies and product trends • Group investment structure and global tax fund management

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2.2.6 Corporate Governance Performance

D-Link is committed to continuously improving its corporate governance mechanisms to ensure the sound development. In the latest 12th Corporate Governance Evaluation, D-Link achieved a score of 106.13 points (published in April 2026), maintaining its position in the top 5% among mid-cap listed companies.

Furthermore, D-Link actively engages in domestic and international ESG-related assessments and ratings, such as the Corporate Governance Evaluation, TIP Taiwan Sustainability Index, EcoVadis, and S&P Global. These assessments provide in-depth analysis of the criteria and indicators, serving as a reference to enhance sustainability strategic goals. In the latest results, D-Link achieved 106.13 points in the Corporate Governance Evaluation, an AAA rating in the TIP Taiwan Sustainability Index, and a Bronze Medal from EcoVadis. Additionally, D-Link ranked in the top 5% percentile in the S&P Global CSA, with its "Tax Strategy" criterion and core indicators related to "Climate Governance and TCFD Disclosure" achieving full marks for two consecutive years, showcasing the Company's commitment to sustainable practices.

Domestic and International Evaluation Results



Top 5% among mid-cap listed companies.



Awarded the highest AAA rating, highlighting sustainability operational results and governance capabilities



Newly awarded Bronze rating, strengthening global brand competitiveness



Continuously selected for the Sustainability Yearbook, demonstrating international-level sustainability governance standards

Note: The performance figures in this report are based on FY2025 in principle; certain ratings (e.g., April 2026 Corporate Governance Evaluation: 106.13 points, March 2026 EcoVadis Bronze Medal) reflect the latest published results prior to publication.

2.3 Transparency in Information Disclosure

GRI 2-15, 2-23

D-Link treats all shareholders fairly and keeps them informed of important company information in a timely manner or in advance by enhancing transparency and ESG information disclosure. The Company strives to protect shareholders' rights and interests through internal control systems, prevention of insider trading, and other mechanisms.

2.3.1 Safeguarding Shareholders' Equity
2.3.2 Internal Control System
2.3.3 Preventing Insider Trading



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2.3.1 Safeguarding Shareholders' Equity

The primary principle of improving the corporate governance mechanism is to protect the rights and interests of shareholders and treat all shareholders fairly. In addition to maintaining close contact with major shareholders, D-Link still spares no effort in safeguarding the rights and interests of other shareholders. Please refer to the Company's 2025 Annual Report for the list of Top 10 shareholders (P.102).

Improving Transparency

D-Link continues to improve all information disclosure links so that external shareholders can access important information about the Company in time or in advance, safeguarding shareholders' rights and interests.

- **Setting up an independent (IR) Investor Relations website**: Enhance the user experience and convenience of investors.
- **Improving English information disclosure:** The material information is announced simultaneously in Chinese and English on the MOPS and IR website, and through the MOPS and IR website, the Chinese and English versions of financial reports, quarterly reports, and annual reports are announced, and the Chinese and English versions of the sustainability reports are published on the official website, allowing stakeholders to obtain information in real time.
- **Improving the disclosure quality of non-financial information:** The Company regularly publishes the sustainability report to disclose non-financial information every year, and ensures the quality of disclosure through third-party verification and ISO audits. The Company also provides more immediate information on the Company's official website.
- **Regularly holding Investor Conference:** The Company was invited to attend two investor conferences in 2025.
- **Convening shareholders' meeting:** The Company held a general shareholders' meeting on May 27, 2025.

Enhancing ESG Information Disclosure

GRI	TCFD	SASB STANDARDS
Adopt the latest version of GRI standards to prepare the sustainability reports.	Disclose the financial impact of climate-related risks and opportunities.	Disclosed the financial significance and usefulness information of investment decisions.

All of the above have been disclosed after verified by a fair third party

2.3.2 Internal Control System

D-Link formulates the internal control system in accordance with the "Regulations Governing Establishment of Internal Control Systems by Public Companies", which has been approved by the chairman of the Board of Directors and passed on the Board of Directors meeting. Each management unit shall, according to the results of its operational risk identification, regularly conduct self-assessment on the internal control system, implement the self-supervision mechanism, and promptly review and revise it to ensure the continuous effectiveness of the internal control system. According to its business characteristics and operation process requirements, the Company has formulated the internal control system and relevant operation methods, including important operational cycles such as sales and payment cycles, procurement and payment cycles, and management standards such as internal audit procedures, internal audit implementation rules, and internal control system self-assessment procedures.

In compliance with the legal requirements, the Company has incorporated the management of sustainability information into its internal control system and included sustainability information management as an audit item in the 2025 annual audit plan.

2.3.3 Preventing Insider Trading

To establish a sound internal mechanism for handling and disclosing major information, avoid improper disclosure of information, ensure the consistency and accuracy of information published to the outside and strengthen the prevention of insider trading, D-Link has revised the " Procedures for Materiality Management and Prevention of Insider Trade " and established an evaluation procedure for publishing major information in accordance with the requirements of the competent authority on November 13, 2024. It also developed and published the evaluation procedures for publishing material information, the preservation of submission and approval records and the disposal of lost.

- **Shareholding transfer notification:** Apply once a month.
- **Internal personnel changes:** Apply within 2 days.
- **Stock affairs specialists email directors and insiders quarterly to remind them not to trade D-Link stocks before the announcement of the financial statement.**

2025 Insider trading and other matters: 0

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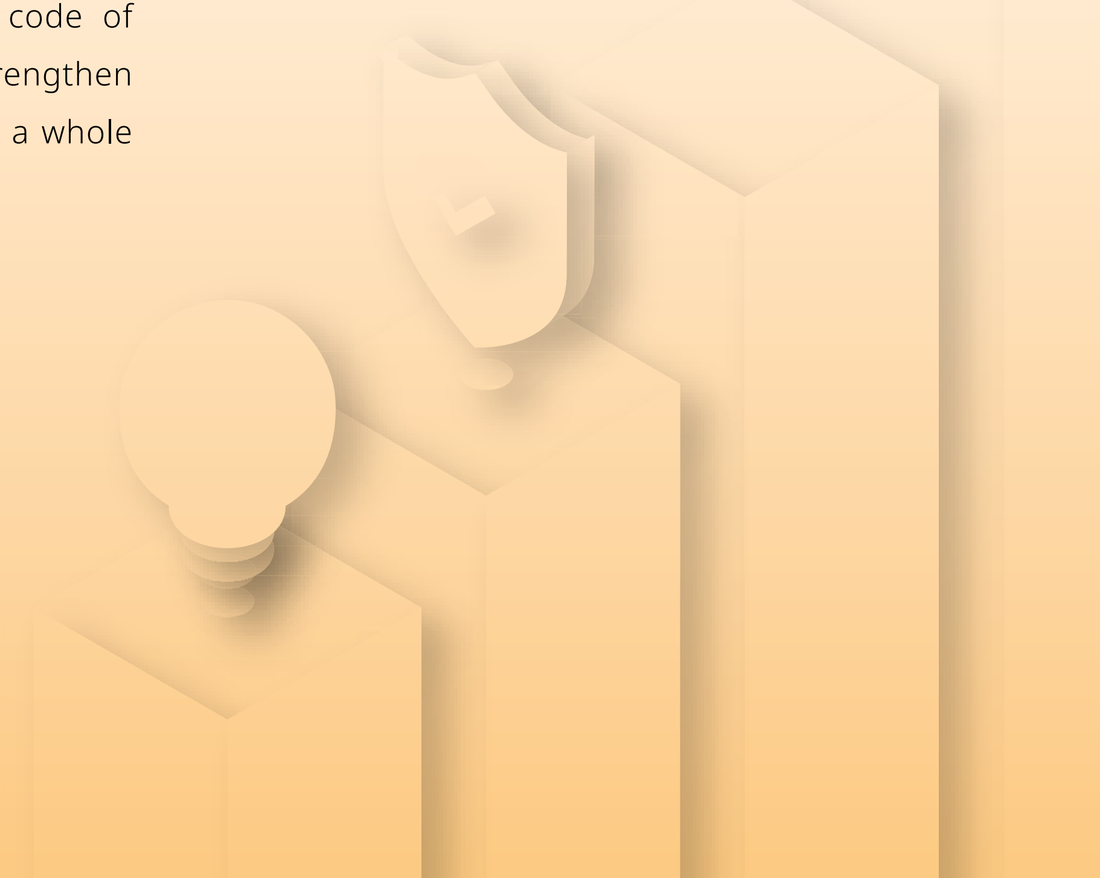
2.4 Ethical Management

Integrity is one of D-Link's core spirits. Every aspect of the Company's daily operations adheres to internal and external laws and regulations, and all employees are requested to uphold business ethics and responsibilities. After being on board, new employees must complete training courses related to the principle of integrity and code of conduct and also undergo training from time to time to strengthen their professional ethics in anticipation that the Company as a whole may jointly demonstrate the corporate spirit of integrity.

2.4.1 Ethical Management and Anti-corruption
2.4.2 Internal Audit
2.4.3 Whistleblowing System
2.4.4 Compliance with Laws and Regulations



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2.4.1 Ethical Management and Anti-Corruption

GRI 2-12, 2-23, 205-1, 205-2, 205-3

In order to ensure the implementation of ethical management and compliance with laws and regulations, D-Link regularly promotes the core value of ethical management, and has established internal rules and regulations such as the "Code of Conduct", “Ethical Corporate Management Best Practice Principles" and "Implementation Measures for the Whistleblowing System", and "Notes for Political Contributions". These clearly demonstrate D-Link’s commitment to an ethical management policy. The Company requires that all activities of the Company and its subsidiaries comply with relevant laws and regulations and adhere to high standards of professional ethics. D-Link is committed to avoiding unfair competitive practices, opposing any form of bribery, and establishing appropriate management systems. Training courses such as intellectual property rights management and trade secret infringement prevention were conducted to enhance employees' awareness of integrity on business operations, and thereby strengthen corporate governance. D-Link reports to the Board of Directors its execution of ethical management once a year. The latest annual report was presented to the Board of Directors on November 12, 2025.

The training related to D-Link’s ethical management is divided into the following 3 categories, and a total of over 290 training hours were implemented in 2025:

- **New Employee Orientation**
  In the orientation, it promotes that each new employee must comply with the Company's principles of ethics and ethical code of conduct; the orientation is held every two months to ensure that every new employee understands that they must comply with the Company's “Ethical Corporate Management Best Practice Principles,” “Ethical Code of Conduct” and related ethical management policies. Each of the 40 new employees in 2025 completed 0.5 hours of ethical education training, totaling 20 training hours.
- **External Training**
  In 2025, 25 internal employees applied for external education and training on accounting systems and internal control systems, totaling 86.5 training hours.
- **Internal Training**
  In October 2025, the Company conducted the “Ethical Corporate Management” promotional session to raise the employees’ awareness. The course included the promotion of concepts such as ethical management, money laundering prevention, anti-corruption and insider trading prevention. 375 people participated in the course, with 187.5 training man-hours. The course attendance rate was 99.5%, and the average test score reached 99.5 points (the full score was 100 points).
  In addition, in 2025, the Company used videos to promote ethical management, anti-corruption, prevention of insider trading and other issues to employees in the public area of the headquarters. 36 videos with different themes were screened, and the videos were played for more than 14,000 times and more than 560 hours.
  All courses have been made online internally and become a part of the D-Link training system since 2022. Through orientations and external/internal education, trainings and campaigns, D-Link’s policies and directions for the ethical management can be conveyed to the employees. D-Link continues to promote a high-standard business ethics culture and adhere to all relevant laws and regulations.

[24] Corruption Perceptions Index, CPI

Anti-corruption risk assessment

D-Link continues to strengthen its anti-corruption risk management system and gradually include overseas locations in the systematic management to implement ethical management. For overseas subsidiaries, the Company assesses whether they have introduced anti-corruption policies and guidelines, the communication of the relevant contents and management commitment by the supervisors, and identifies potential risks based on the location of the operating site and the local integrity index[24]. The results of the 2025 corruption risk assessment show that all operating locations are in mid to low-risk areas.

● **Operational Site Analysis for Corruption Risk Assessment**

Corruption Related Risk Assessment	
Overseas subsidiaries with substantive sales activities	21
Those having signed the Group’s anti-corruption management system	21
Percentage	100%

Note: The subsidiaries not signing, if due to the reduced operation scale, and terminated or to-be terminated businesses, have been included to these subject to the Group’s continuous attention and management

In addition, the Company has communicated and distributed anti-corruption policies and norms through the directors’ statement, employee education and training, and supplier procurement contracts. Upon the assessment, there was no significant risk of corruption in 2025.

2025
Incidents of employee corruption: 0
Internal grievances: 0

● **Statistics Related to Communication and Training about Anti-corruption Policies and Procedures**

Year	Trainee	Number of People/ Branches	Communication / Awareness Conducted		Training Conducted	
			Number of People/ Branches	Percentage	Number of People/ Branches	Percentage
2023	Governance organization	9	9	100%	9	100%
	Employees	518	518	100%	517	99%
	Suppliers	34	34	100%	34	100%
2024	Governance organization	9	9	100%	9	100%
	Employees	460	460	100%	453	98%
	Suppliers	38	38	100%	38	100%
2025	Governance organization	9	9	100%	9	100%
	Employees	380	380	100%	375	98%
	Suppliers	35	35	100%	35	100%

Note: “Governance organization” means Board of Directors

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2.4.2 Internal Audit

In order to strengthen the operations and management of the Company, D-Link has established an independent audit office under the Board of Directors. The appointment of the audit supervisor must be approved by the Board of Directors and one dedicated audit personnel has been additionally established. The audit office is responsible for establishing risk management strategies and various risk management systems, as well as formulating the annual audit plan. The office shall propose improvement suggestions according to the audit results and track subsequent improvement results. It shall report the audit results to the Board of Directors every quarter and report to the Chairman and Audit Committee when necessary.

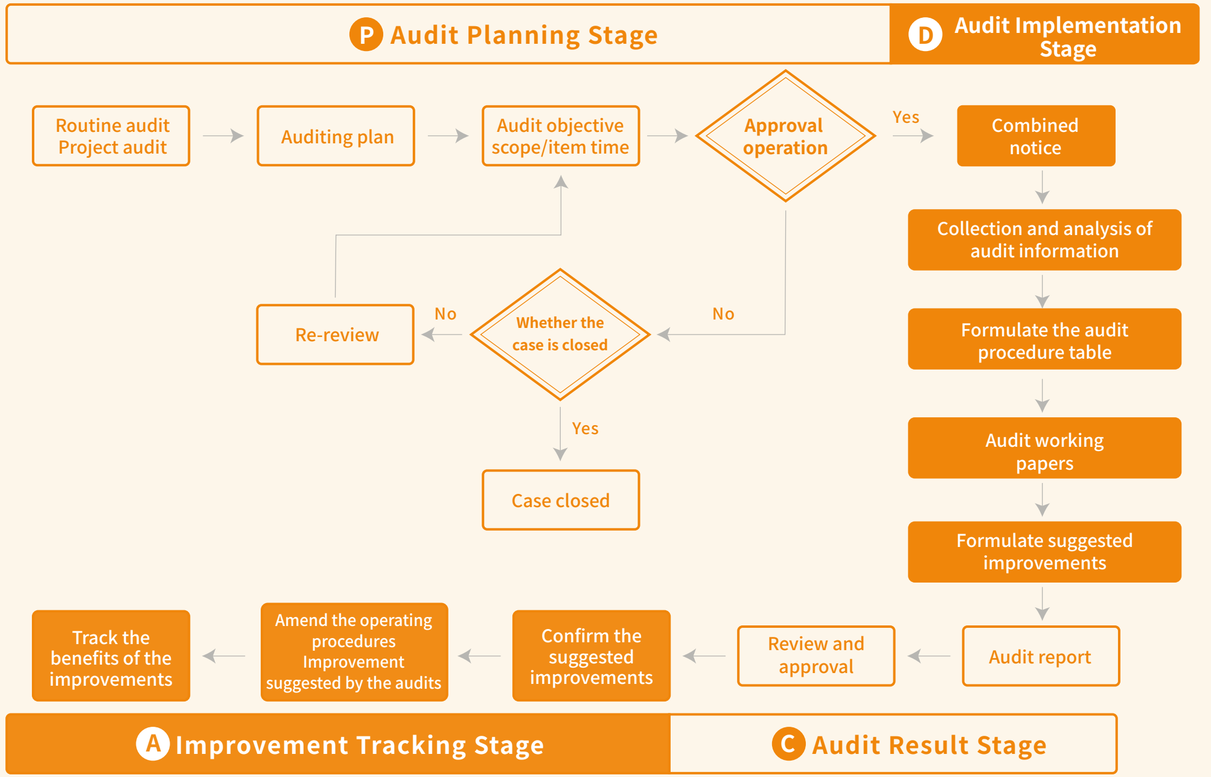
D-Link stipulates and implements internal controls for internal audit and reviews operating procedures through the “Internal Audit Implementation Guidelines”. The scope of review covers all the company's units, operations, and subsidiaries. The audit office combines the guidelines with the identified risks to formulate the annual audit plan. After the plan is reported to and approved by the Board of Directors, the compliance of various systems is regularly audited. Project audits or reviews are conducted when necessary to help the Board of Directors and management to check and review the effectiveness of internal controls and provide a channel for management to understand existing or potential internal control deficiencies. The internal audit shall present a written audit report and follow up report after the audit plan is executed. The reports shall be regularly delivered to the Audit Committee and shall act as the basis of the internal control statements submitted by the Board of Directors and Chairman.

In 2025, in addition to implementing the annual audit plan as scheduled, to comply with regulatory requirements, the audit items included sustainable information management operations and intellectual property management operations, will be incorporated into the internal control system and annual audit plan, and the Audit Office continued to assist in supervising the management of information security risks.

Appointment and Dismissal of Internal Audit Personnel

The appointment, dismissal, evaluation, and remuneration of D-Link's internal audit personnel are based on the “Recruitment and Appointment Management Rules”, “Remuneration Management Rules”, “Performance Evaluation Guidelines”, and “Employee Resignation and Leave without Pay Management Rules”. The evaluation is conducted twice a year and shall be submitted to the Chairman for approval according to the approval procedure. The appointment of the internal audit supervisor shall be submitted to the Board of Directors for approval. The relevant regulations have been published on the internal website.

D-Link Organizational Audit Procedure



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2.4.3 Whistleblowing System

GRI 2-16, 2-26

D-Link established a whistleblowing mechanism in accordance with its Implementation Measures for the Whistleblowing System, and accepts and investigates reporting cases in accordance with standard operating procedures, in order to improve corporate governance and sustainable business operations. D-Link implements a confidentiality policy for whistleblowing, keeps the identity of the whistleblowers and the content of their reports confidential, and commits to protecting whistleblowers from any undue consequences resulting from their reports. The Company treats the reported cases substantiated via investigation as material cases and reports to the Board of Directors in accordance with the procedures. There were no material reported cases in 2025, so it was not necessary to report to the Board of Directors.

Scope of the Reporting Cases

Anyone who discovers behaviors that violate D-Link's financial systems and affect the accuracy of financial reports, violate laws and regulations, breach D-Link's policies, systems, and ethical standards, misappropriate company property or assets, receive improper benefits externally, engage in fraudulent activities by the Company's management or employees, or engage in any other behaviors that harm the interests of the Company, may file a report according to D-Link's "Implementation Measures for the Whistleblowing System".

Reporting Methods and Channels

- Reporting methods: Written or via email.
- Reporting channels: the Audit Committee.
  - Address: No. 289, Xinhu 3rd Rd., Neihu Dist., Taipei City 114
  - Email: SRC@dlinkcorp.com

Handling of the Reporting Cases

In accordance with the "Implementation Measures for the Whistleblowing System", D-Link designates the Audit Committee as the recipient of whistleblowing reports, and the Corporate Auditor's Office as the investigating unit responsible for handling the registration and recording of cases, as well as investigating and addressing whistleblowing reports in accordance with relevant procedures. The Company issues written reports on the investigation results along with handling recommendations and carries out standard operating procedures in accordance with the subsequent handling mechanism.

Protections for Whistleblower's Identity and Report Content

D-Link's personnel handling the reporting cases shall provide a written statement ensuring the confidentiality of the identity of the whistleblower and the content of the report. They are prohibited from disclosing any information that could identify the individuals involved, including but not limited to the names, ages, addresses, documents, drawings, messages, appearances, identity details, or any other items sufficient to recognize the whistleblower and the subject of the report. Exceptions apply only if the whistleblower consents to or voluntarily discloses his or her identity, or if disclosure is required by law. In cases where the whistleblower faces threats, intimidation or other adverse actions, the Company will assist them in reporting the matter to law enforcement authorities.

Protection of Whistleblower's Rights

No adverse personnel measures shall be imposed as an attempted retaliation against internal personnel for whistleblowing, cooperating with a whistleblowing investigation, or refusing to participate in the reported case. Should any such personnel measures occur, affected personnel may seek relief in accordance with the relevant provisions of its "Implementation Measures for the Whistleblowing System".

Reward for the Whistleblower

If a reporting case is verified to be true, internal whistleblowers will be appropriately rewarded based on their contribution to corporate governance, in accordance with the relevant provisions of the Company's guidelines for reward and punishment implementation.



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2.4.4 Compliance with Law and Regulations

GRI 2-27, 416-1, 416-2, 417-1, 417-2, 417-3, 418-1

D-Link enhances employees' awareness of compliance through meetings (both online and in-person), new employee orientation, electronic bulletin boards, complaint mailboxes, and relevant regulatory notices. In terms of laws and regulations, the Company ensures compliance with human rights conventions and local government regulations in labor policies; in terms of labor-management relationships, regular labor-management meetings are held to communicate and reach consensus on issues related to the implementation of human rights policies, labor environment conditions and policies, remuneration and benefits, etc., ensuring transparency and smooth communication between labor and management.

With operating and sales locations worldwide, the Company consistently adheres to various countries' telecommunications regulations, competition laws, anti-bribery laws, economic sanctions laws, and personal data protection regulations. It conducts regular tracking, identification, and implementation of all regulations and adjusts operational policies accordingly. Training on regulatory compliance is provided to unit supervisors and employees. In 2025, D-Link conducted regulatory compliance training courses, with a total of 1,436 participants, totaling 2,668.8 training hours.



● **2025 Compliance Education and Training Statistics**

	Number of Participants	Training Hours
Personal Data Protection Act	350	1,038.0
Occupational Safety and Health Act	291	873.0
Sexual Harassment Prevention Act	369	490.8
Securities and Exchange Act	13	60.5
Money Laundering Control Act & Whistleblower Protection Act	413	206.5
Total	1,436	2,668.8

In addition, D-Link's products and services also comply with regulations related to information and labeling, health and safety. Its marketing and promotional activities comply with regulations related to marketing communications. The Company also complies with environmental protection regulations and regulations related to social and economic fields.

● **Regulatory Compliance Status in the Past 3 Years**

	Material Non-compliance Incidents[25]		
	2023	2024	2025
Product / service information and labeling	None	None	None
Product / service health and safety	None	None	None
Marketing and publicity activities	None	None	None
Environmental protection	None	None	None
Social aspects, such as human rights and labor	None	None	None
Economic aspects, such as fair trading, anti-competitive practices, major cybersecurity[26], etc.	1	1	None

[25] Definition of Material Non-Compliance Incidents: Regarding material non-compliance incidents of ESG laws and regulations, the Company refers to the following items specified in Article 4 of the "Procedures for Verification and Disclosure of Material Information of Listed Companies" by the Taiwan Stock Exchange Corporation (TWSE):
(1) Cases ordered by relevant authorities to suspend work, suspend business, close down, or have pollution-related permits revoked or canceled.
(2) Cases where the cumulative administrative fine for a single incident reaches NT$1,000,000 or above.

[26] Definition of Material Cybersecurity Incidents: Refers to cybersecurity incidents where the Company's core information systems, official website, or key information assets (such as confidential documents or data) suffer from intrusion, damage, tampering, deletion, encryption, theft, or Distributed Denial of Service (DDoS) attacks, resulting in actual unauthorized access, control, or data leakage, or causing system functional anomalies, service disruptions, or significant impacts on company operations. This excludes unsuccessful attack attempts, routine scanning activities, or events that do not cause a material impact on systems, data, or operations.

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2.5 Financial Performance and Tax Governance

Solid financial performance and rigorous tax governance are important aspects of ESG practices. D-Link enhances its core competitiveness continuously, increases revenue actively, strengthens management, and monitors market changes consistently to adapt to potential impacts from environmental changes.

2.5.1 Financial Performance
2.5.2 Tax Governance



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2.5.1 Financial Performance

GRI 201-1, 201-4

Looking back on 2025, the global political, economic, and technological environments experienced high volatility. Geopolitical conflicts continued to escalate, with the Russo-Ukrainian War ongoing, and the tariff policy adjustments under the new U.S. administration further disrupted global supply chains and market confidence, filling the overall economic environment and end-user demand with uncertainties. On the other hand, the rapid growth in demand for AI data center construction drove structural adjustments in the key electronic component and memory markets. The rising prices of related materials also presented challenges to the cost structure and supply stability of general home and commercial networking products.

Facing an operating environment intertwined with multiple external variables, the Company continued to respond to market changes with prudent and pragmatic strategies, maintaining operational resilience and core competitiveness through supply chain management and operational adjustments. Regarding performance across regional markets, the Pan-Asia Pacific region maintained a certain level of overall operations, supported by years of deep brand cultivation and customer base. The European market, in response to changes in the operating environment, underwent organizational and operational structure adjustments, with the results expected to manifest gradually in 2026. The Americas market continuously and actively sought product mix optimization and market breakthrough opportunities under the premise of maintaining profitability.

Looking ahead, the Company will continue to strengthen its operational core and regional strategic adjustments, prudently respond to global economic and industrial cycle changes, and adhere to sound management as the core to create long-term and sustainable value for shareholders.

Reviewing the financial performance for 2025, the global consolidated revenue was NTD 13.4 billion, a decline of 7% compared to 2024; the gross margin was 25%, a decrease of 1% compared to 26% in 2024. The operating loss in 2025 was NTD 338 million, the net loss attributable to the parent company was NTD 540 million, and the loss per share after tax was NTD 0.9.

In 2025, D-Link headquarters and its global subsidiaries received a total of approximately NTD 520,000 in government subsidies[27], including corporate employee childcare subsidies, occupational safety incentives, and employment-related subsidies.

● **Distribution of economic value in 2025**

		Amount
Direct economic value generated	Operating revenue	13,367
	Financial and other income	330
Economic value distributed	Operating costs	10,079
	Operating and other expenses	1,204
	Community investments (donations, etc.)	10
	Salaries and benefits of employees	2,527
	Interest paid	26
	Cash dividends paid	173
	Income tax paid (Taiwan)	14
	Income tax paid (Asia)	150
	Income tax paid (Europe)	41
Residual economic value		-

Note:
1. The currency for this table is NT$ million
2. Residual economic value = direct economic value generated - economic value distributed; due to losses this year, there is no residual value.
3. Operating and other expenses exclude employee salaries and benefits, interest expenses, and community investments, as these three items are disclosed separately.
4. Community investments include voluntary donations and support to society.

● **Financial Performance in the Past 3 Years**

Items	2023	2024	2025
Operating Revenue	15,941	14,395	13,367
Gross Profit	3,844	3,704	3,288
Operating Expenses	3,718	3,904	3,626
Operating Profit (Loss)	126	(200)	(338)
Non-operating Income and Expenditure	735	562	147
Net Profit Before Tax	861	362	(191)
Net Profit after Tax	698	132	(406)
Net Profit of Parent Company	568	35	(540)
Gross Profit (GP%)	24.1%	25.7%	24.6%
Operating Expenses (OPEX%)	23.3%	27.1%	27.1%
Operating Profit (OPM%)	0.8%	(1.4%)	(2.5%)
Net Profit after Tax (NI%)	4.4%	0.9%	(3.0%)

Note:
1. The currency for this table is NT$ million
2. Please refer to the financial statements of the Company's annual reports over the years

[27] 2025 subsidized locations include headquarters and subsidiaries across the Americas and Asia.

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2.5.2 Tax Governance

D-Link upholds the goals of tax compliance and comprehensive tax risk management by formulating the "Group Tax Policy and Management Regulation" to implement sustainable corporate development and fulfill social responsibilities.

The D-Link Group's tax governance policy considers the Board of Directors the highest decision-making body for the Company's effective tax risk management mechanism. In order to put tax management into practice and establish an internal tax management mechanism, tax experts were commissioned to provide tax education and training, as well as tax consulting services to maintain the accuracy of tax compliance.

D-Link has operating bases all over the world, and each operating base follows the tax laws and regulations of the country where it locates. Since unfavorable factors of regulatory changes will have an adverse impact on business performance, the Company regularly analyzes tax changes of the locations where its operating base are located, continuously evaluates local tax law regulations and recent supervision focuses of local tax authorities, to identify the tax risks arising from operations. The Corporate Finance, Administration & Occupational Safety Center Accounting Department regularly reports on the Group's tax risk environment, risk assessment and responding measures to executives. Starting from 2023, the tax risk management has been included in enterprise risk management and the tax management status is reported to the Board of Directors every year.

Compliance with Global Transfer Pricing

In response to the international requirements of the three-tiered transfer pricing documentation framework, D-Link Group prepares the master file report and complies with regulatory filings to enhance the transparency of the group's tax information and ensure adherence to global transfer pricing regulations.

D-Link Group’s companies registered in the Cayman Islands and the British Virgin Islands act as holding companies, which are for the purpose of holding shares. If there is any surplus distribution of the reinvestment company held by the holding company, the holding company will ultimately remit such surplus to the parent company, D-Link Corporation, and pay corresponding income tax in Taiwan.

Tax Governance and Transfer Pricing Policy



Tax Performance in the Past 3 Years (NT$ Million)

	2023	2024	2025
Net Profit Before Tax	861	362	(191)
Income Tax Expense	163	230	215
Add (Less): Temporary Differences	44	(19)	(50)
Adjusted Income Tax Expense	207	211	165
Effective Tax Rate[28]	19%	64%	(113%)
Adjusted Effective Tax Rate[29]	24%	58%	(86%)
Income Tax Paid	248	207	205
Effective Tax Rate of Income Tax Paid[30]	29%	57%	(107%)

[28] Effective tax rate = Income tax expense/net profit before tax.
[29] Adjusted effective tax rate = adjusted income tax expense/net profit before tax.
[30] Effective tax rate of income tax paid = Income tax paid/net profit before tax.

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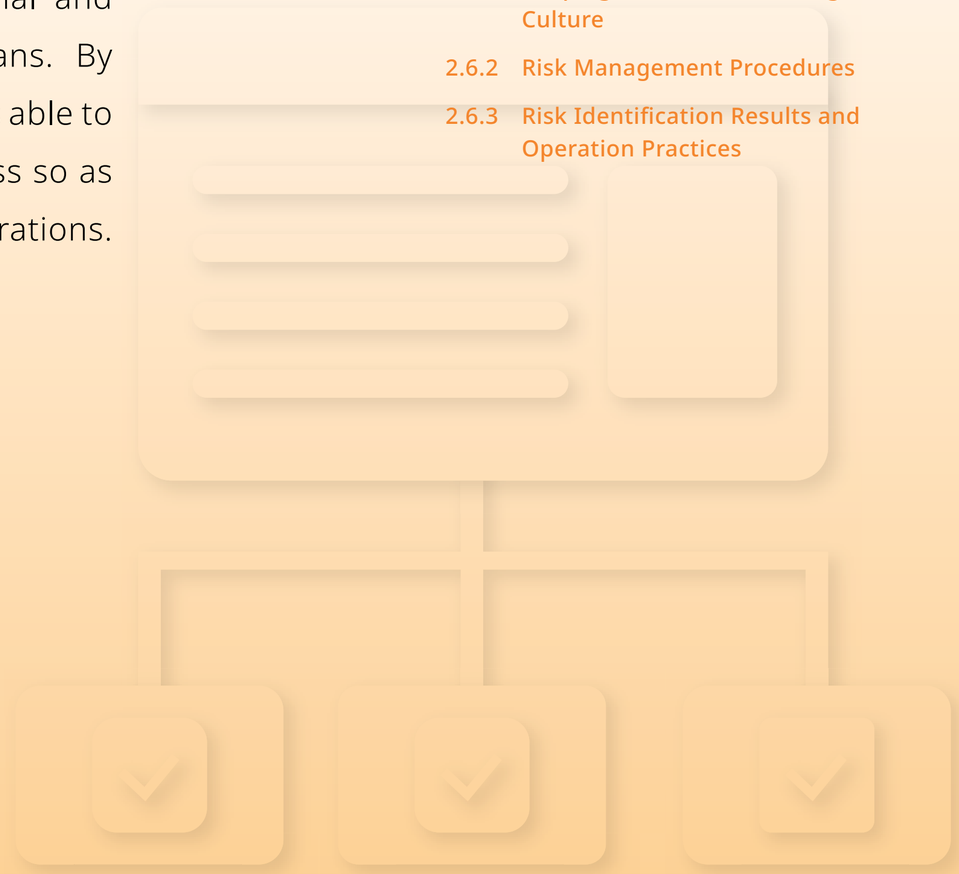
2.6 Risk Management

SDG 8

D-Link identifies operation-related risks through a professional and rigorous process, and formulates strategies and action plans. By establishing a risk management mechanism, each department is able to respond in a timely manner through a risk management process so as to reduce or avoid impacts and ensure sustainable business operations.

2.6.1 Shaping D-Link's Risk Management Culture
2.6.2 Risk Management Procedures
2.6.3 Risk Identification Results and Operation Practices



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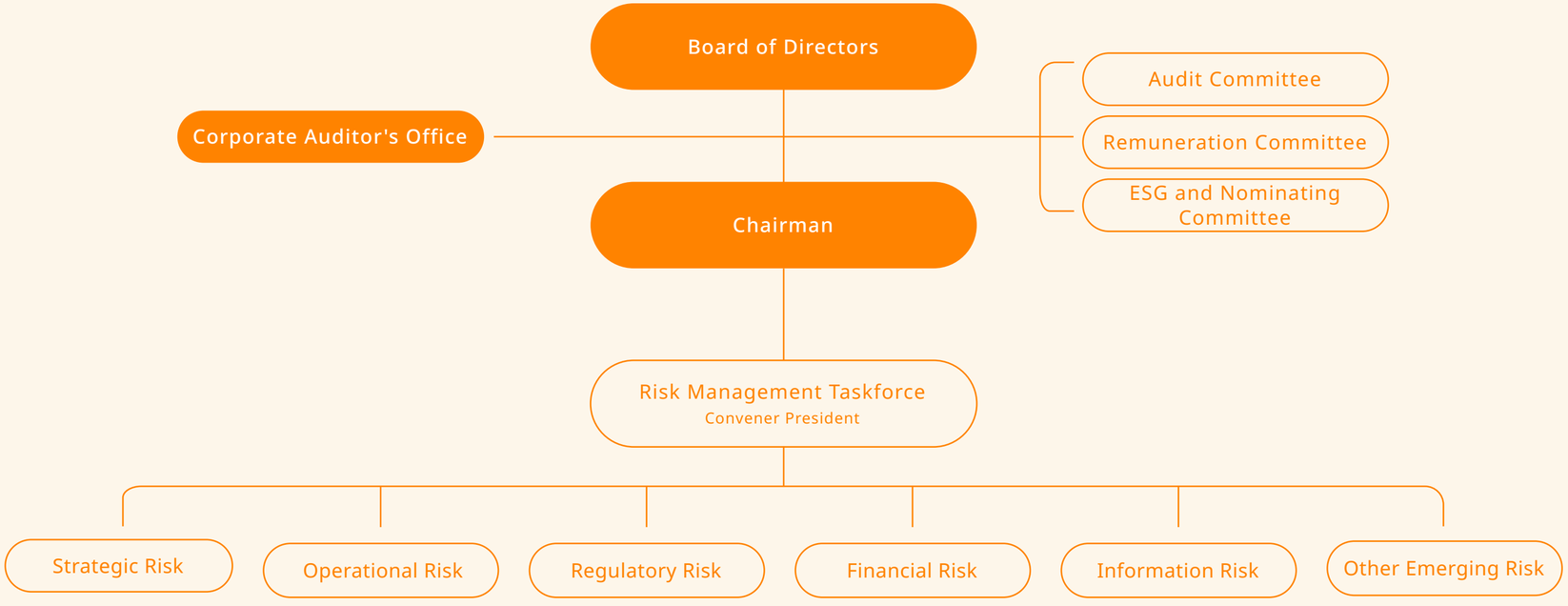
2.6.1 Shaping D-Link's Risk Management Culture

GRI 2-12

D-Link adopts the existing administrative structure and internal control mechanism to manage risks associated with business operations. According to the risk management policies and procedures, the Board of Directors is the highest governance body of risk management, and the Audit Committee is responsible for supervising the implementation of the group's risk management policies. The President serves as the convener of the Risk Management Task Force, and jointly plans, executes and supervises the risk-related management affairs with senior executives of the operating units to establish a good protection mechanism in the daily maintenance. The Company develops risk measurement indicators for key risk categories to review risk management mechanisms regularly, and strategies, control objectives, internal control systems, and procedures are established to prevent and manage various risk-related company operations effectively.

Risk Management Structure



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2.6.2 Risk Management Procedures



Risk Identification

Each operating unit identifies risks in its short, medium, and long-term objectives and business management according to the Company's strategic objectives and risk management policies and procedures approved by the Board of Directors.



Risk Analysis

The top management unit analyzes the occurrence probability and impact degree of the identified risk events by considering the integrity of the existing relevant control measures, past experience, and peer cases to calculate key risks.



Risk Assessment

Each operating unit plans and implements subsequent risk response plans according to the risk level based on the risk analysis results and the risk appetite approved by the Audit Committee.



Risk Response

Action plans are developed for risk response to ensure that relevant personnel fully understand and implement the action plans, and the implementation of the action plans will be monitored continuously.



Supervision and Review Mechanism

Risk management is integrated with key organizational processes to effectively supervise and enhance the implementation efficiency of risk management.



Report and Disclosure

Relevant policies and procedures are disclosed on the Company's website or the Market Observation Post System (MOPS).

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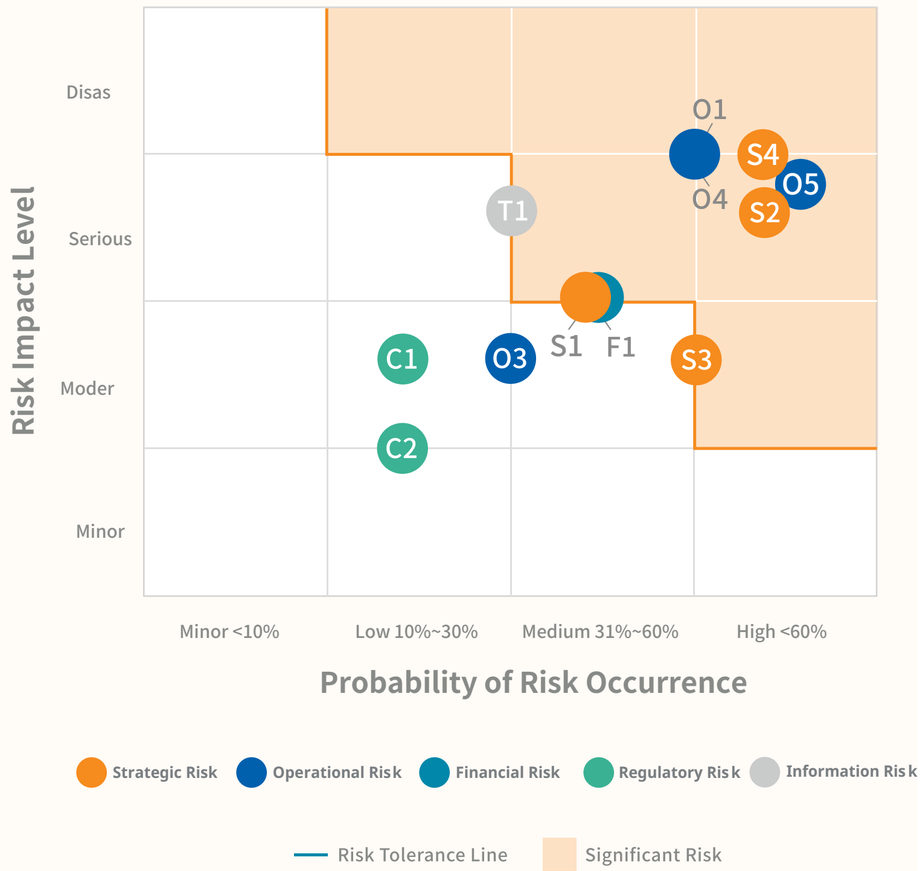
2.6.3 Risk Identification Results and Operation Practices

- In order to comply with the requirements of the “Corporate Governance 3.0 - Sustainable Development Blueprint” and the “Risk Management Best Practice Principles for TWSE/TPEx Listed Companies” issued by the Financial Supervisory Commission, and to align with the Company's current practical risk management mechanisms, the Company amended the “Risk Management Policy and Procedures”, which was approved by the Board of Directors on May 10, 2023, and subsequently implemented.
- In accordance with the “Risk Management Policy and Procedures,” the Company convenes quarterly risk management meetings. In 2025, meetings were held on March 17, June 30, September 22, and October 27 to plan, execute, and supervise quarterly risk management operations, ensuring that all risks are effectively controlled.
- As a part of the annual review of the risk management system, the Board of Directors and the Audit Committee conducted reviews of key risks and control measures on February 26, 2025 and November 12, 2025.
- Regarding the identification of key risks, the Person in Charge (PIC) first listed potential risk indicators for the Company, totaling 15 risk indicators in 2025. Subsequently, the Chairman and CEO scored these 15 indicators based on "likelihood of occurrence" and "degree of impact." The assessment resulted in 7 risk indicators (excluding 2 emerging risks) scoring above the risk tolerance line, which were designated as key risks.
- For the key risks identified in early 2025, the Company reported the implementation status of the 2025 risk management action plans to the Board of Directors on November 12, 2025. Key Risk Indicators (KRIs) were utilized to control risk items and mitigate the degree of risk impact. Furthermore, the newly identified key risks for 2026 are scheduled to be reported to the Board of Directors on March 10, 2026.

Identified Key Risks in Early 2025

Risk Categories	Risk Details
Strategic Risk	S2 Failure to innovate or meet customer demands S4 The time to launch/development progress of new product inconsistent to market demand
Operational Risk	O1 Customer management O2 Product quality O4 Product Applications O5 Subsidiary Organizational Functions and Operating Model O6 Costs affect the price competitiveness
Emerging Risk	N1 Climate Change N2 Tax Governance

Risk Matrix of 2025



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Important/ Emerging Risks and Countermeasures

Risk Items	Countermeasures	Material Topics Corresponded
The time to launch/ development progress of new product inconsistent to market demand	Synchronize product development rhythm with market demand through cross-departmental collaboration and forward-looking market management.	**Innovation and R&D**
Subsidiary Organizational Functions and Operating Model	Strengthen the management oversight of subsidiaries, promote organizational efficiency improvement plans for each subsidiary, and track execution progress.	**Business Performance**
Failure to innovate or meet customer demands	Propose sales targets for marketable products through precise product management and transparent decision-making mechanisms, implementing the group's sales strategy to increase market penetration. Regularly update product catalogs and solutions to ensure product information responds to market and customer needs in real time, combined with the group's overall sales strategy to enhance market penetration.	**Innovation and R&D**
Customer management	Enhance customer insight capabilities, optimize delivery schedules, and improve customer satisfaction. Regularly review the cooperation status and shipment performance of major customers, optimize management mechanisms, ensure delivery progress, and enhance customer satisfaction.	**Customer Relationship Management**
Product Applications	Establish efficient market feedback and product improvement mechanisms to enhance the competitiveness of the product portfolio.	**Innovation and R&D**
Costs affect the price competitiveness	Leverage the global supply chain to strengthen the price competitiveness of the Company's products in the market.	**Business Performance**
Product quality	Implement total quality management (TQM) to enhance process stability and reduce defect rates, ensuring products meet high-quality standards.	**Product Quality**
Tax Governance	Construct a robust global tax governance architecture and regularly report the Group's tax risk profile and management status to the governance body, ensuring compliance with international regulations and mitigating tax risks.	**Ethical Management**
Climate Change	Accelerate the implementation of net-zero strategies and sustainable governance to enhance the enterprise's capability to respond to climate risks.	**Climate Change Mitigation and Adaptation Actions**

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2.7 Intellectual Property Management

Innovation has been the cornerstone of D-Link's operation and management since its establishment. To properly protect the research and development outcomes and enhance D-Link's competitiveness in the global market, D-Link has formulated an intellectual property management plan aligned with operational goals. This plan serves as guidelines for decision-making and execution in managing intellectual property and related matters. In 2022, D-Link adopted the Taiwan Intellectual Property Management System (TIPS) and obtained A-level certification. The Company successfully renewed its A-level certification in 2025. The certification is valid until December 31, 2027.

2.7.1 Intellectual Property Management Plan
2.7.2 Status of Intellectual Property Management Implementation

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2.7.1 Intellectual Property Management Plan

Patents

In order to actively protect its own research and development results and integrate resources from various units, D-Link has formulated and implemented specific rules for patent applications. These applications are handled by a dedicated unit within the Company and submitted to domestic and foreign patent authorities for review, thereby strengthening the patent portfolio and protecting company interests. Due to the Company's emphasis on the quality and capability of patent applications, incentives are provided to inventors to encourage innovation. Additionally, patent management is implemented to effectively record, integrate, maintain, and utilize patent assets, thereby enhancing D-Link's competitiveness.

Trademark

D-Link is a brand deeply rooted in numerous countries and directly engages with consumers. To establish customer recognition of its brand image and consolidate market advantages, D-Link has been actively registering its trademarks globally to market and promote its products, sparing no effort in protecting and enhancing product value. A dedicated unit handles the visual identity design of trademarks and defines application categories and target countries according to its overall strategy. As markets and products constantly change, D-Link consistently reviews its corresponding registration portfolio and regularly conducts trademark monitoring. D-Link files objections against third-party trademark applications that are similar to its own or involve any acts of unfair competition to maintain the uniqueness and identity of its trademarks, ensuring that the economic benefits derived from its trademarks are fully realized.

Trade Secrets

In order to prevent misappropriation or improper disclosure of trade secrets, D-Link has formulated regulations and systems including, but not limited to, those related to information security, personal data protection, and confidential document management, which may serve to observe conduct, objects, workplace areas, confidentiality levels, and relevant education and training to employees. Internal auditing mechanisms are in place for regular reviews, complemented by periodic inventories of key documents and technologies to protect core technical capabilities. Furthermore, through continuous cybersecurity monitoring and audits, D-Link ensures the effectiveness of company-wide information security protection measures and control schemes.

Copyright

The terms of employment contracts between D-Link and employees explicitly state that D-Link is the rightful owner of all copyrights resulting from the employee's work within the scope of employment; This ensures that the Company holds the copyright to any work produced by the employees in the course of their duties. In cases of collaboration with suppliers or clients on development projects, the ownership of the copyright of development work shall be fully defined and agreed upon in contracts in advance.

● **Trade Secrets Protection Measures**

Employees	· Upon arrival, employees are required to sign employment contracts containing confidentiality clauses. · Employees must sign a confidentiality agreement upon resignation.
Vendors	· Before actual cooperation takes place, a confidentiality agreement must be signed.
Access Control	· Access control is implemented at the main entrance. Visitors must obtain visitor passes prior to entry.
System Control	· All systems or public slots involving the storage of trade secrets or confidential information have permission-based access control measures in place

Internally, D-Link conducts periodic inventories of important documents and technologies to protect key technologies, and ensures the effectiveness of company-wide information security protection measures and specific control plans through cybersecurity audits and continuous monitoring.



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2.7.2 Status of Intellectual Property Management Implementation

GRI 2-12

D-Link attaches great importance to intellectual property management. In addition to establishing a professional legal and intellectual property team to support the R&D team, it has also monitored related domestic and foreign trends and regulatory requirements for a long time and regularly reported intellectual property-related matters to the Board of Directors every year. The 2025 report was completed in the board meeting on November 12. D-Link also continues to launch various training programs to enhance the knowledge and understanding of the personnel on the fundamental and advanced knowledge of intellectual property rights.

Intellectual Property Management of D-Link in Recent Years

2019
Improvement on Patent Application and Rewards Implementation Rules

2020
Comprehensive review and consolidation of trademark portfolio

2021
Expansion of the scope of ISO/IEC 27001 ISMS certification

2022
Implemented the Taiwan Intellectual Property Management Standard (TIPS) and obtained Level A certification.

2023
Successfully passed the TIPS Level A certification again, valid until December 31, 2025.

2025
Successfully passed the TIPS Level A certification again, valid until December 31, 2027.

Patents and trademarks management

Patents	• A total of 771 patent applications have been filed worldwide, with 601 patents granted, with a passage rate of about 77.9% • 11 patents were approved in 2025
Trademark	• The Company's primary brand, "D-Link", has been registered as a trademark and maintained in over 116 countries/regions worldwide. In 2025, a total of 3 applications for expanding trademark specification items were filed.

Education and Training Related to Intellectual Property in 2025

409 participants
Basic training completed

544.1 training hours
Accumulated relevant training hours

1 participant
Number of participants in relevant external training courses

12 training hours
Total training hours of relevant external training courses

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CH3 Value Creation

Responding to Sustainability Issues

- Information Security
- Supply Chain Management
- Customer Relationship Management

Major Stakeholders

- Customers / Clients
- Suppliers / Business Partners
- Employees
- Investors / Shareholders
- Media
- Government / Competent

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3.1 Sustainability Strategies and Goals - Value Aspect

GRI 2-13, 2-24, 3-3

3.1.1 Management Approaches for Material Topics
3.1.2 Short / Medium / Long-term Goals
3.1.3 Achievement Status of Management Goals for 2025
3.1.4 Responsible Unit
3.1.5 Management Mechanism
3.1.6 Communication Channel

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3.1.1 Management Approaches for Material Topics

Material Topics	Significance for D-Link	Impacts on Value Chain*			Response Policies and Measures	Management Actions
		Suppliers/ Business Partners	D-Link/ Subsidiaries	Customers/ Clients		
Information Security	Continue to improve the Company's information security management system and strengthen its protection capabilities to comply with domestic and international information security-related regulations and to implement them in daily operations. We are dedicated to mitigating information security risks, maintaining customer trust, preserving the Company's reputation, and sustaining market competitiveness.	–	●	●	Formulate the "Information Security Management Policy" and establish the "Information Security Management Committee", in order to understand information and communication security according to international standards.	The CEO serves as the convener of the "Information Security Management Committee" to supervise the Company's information security policy. Each information security-related unit (information, product, personal information, privacy, etc.) must assign an information security representative to participate in information security meetings held twice a year to continuously optimize and regularly perform audits on information security management.
Supply Chain Management	Implement due diligence responsibilities and exert market influence to strengthen the sustainability value of the overall industry chain and continuously refine the value chain management strategies of upstream/downstream partners to mitigate the risk of various negative impacts on suppliers, including the ongoing operational management of suppliers, which will directly impact the company's operations and commitments to customers. Through stage-by-stage control, the Company provides customers with high-quality products and services, establishing itself as a leading brand in the networking industry. Product quality and stability are closely linked to customer losses and corporate reputation, directly impacting market share and competitiveness.	●	●	●	• Established the "D-Link Sustainable Procurement Policy" and the "Supplier Code of Conduct" as the highest principles for ESG management of suppliers. • Regularly evaluate the impact of suppliers on society and the environment. • Continue to increase the percentage of local purchases. • Appoint a management representative, establish a quality policy, set management objectives in line with the quality policy, and conduct regular reviews to effectively manage and continuously improve.	• Through the "Self-Evaluation Form of ESG Implementation," we regularly investigate the ESG conduct of suppliers and encourage suppliers to regularly disclose relevant performance, thereby driving the sustainable development of the overall value chain. • Implement supplier risk-graded assessments, regularly formulate different audit strategies based on risk levels, and conduct regular audits to eliminate operational risks; on-site audits are conducted on major suppliers every year, including ESG audit indicators developed by referring to the Responsible Business Alliance Code of Conduct. • In accordance with the quality policy, annual quality objectives are set, including customer satisfaction surveys, supplier management assessments, and product manufacturing quality evaluations. These annual quality objectives are implemented based on resolutions from the management review meetings. • The President serves as the management representative of the ISO management system, reviewing the direction of the quality policy and making rolling adjustments during the annual management review meetings.
Customer Relationship Management	Providing high-quality products and services is the company's commitment to customers; customer trust and satisfaction are the driving forces for the company's continuous growth. If customer concerns or needs cannot be resolved in a timely manner, it may affect brand credibility and market share.	–	●	●	By establishing standard operating procedures, conducting regular customer satisfaction surveys, and reviewing various service management indicators, the Company safeguards customer rights and enhances trust.	The "1-3-7 Service Quality Assurance Agreement" has been implemented, with monthly customer satisfaction surveys and reviews of service management indicators. In addition, a dedicated unit for handling customer complaints has been set up to properly manage customer relationships.

※ ●Direct impact; ○Indirect impact

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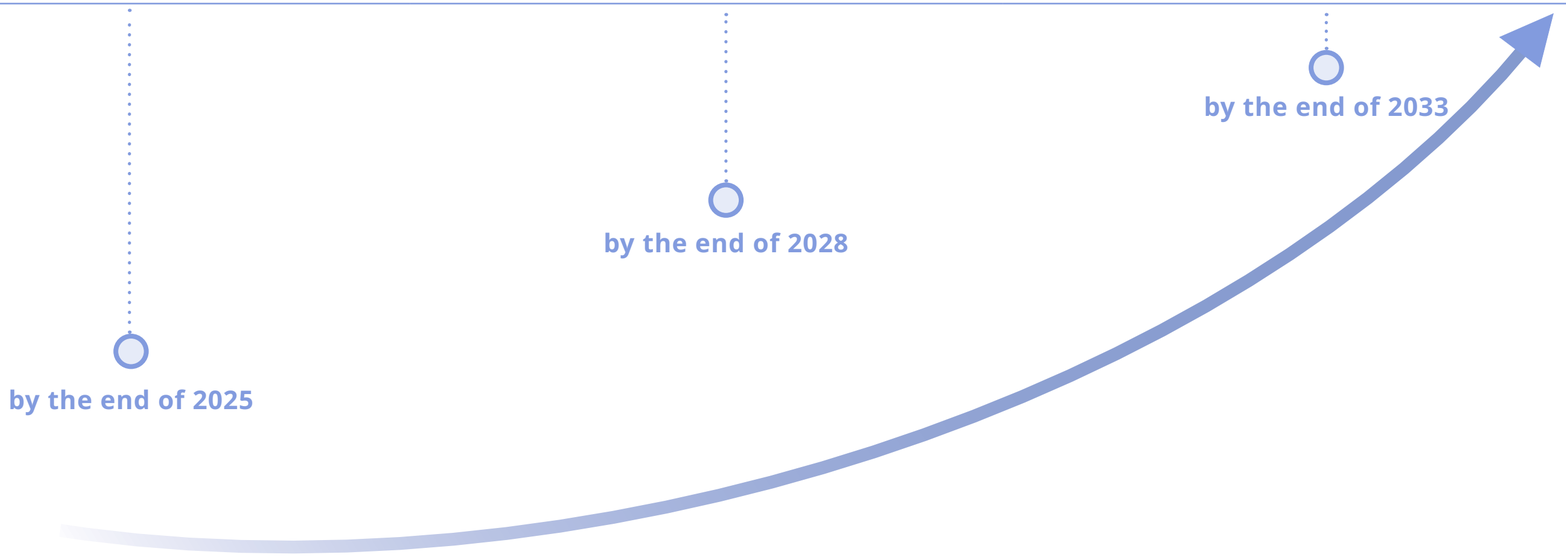
3.1.2 Short / Medium / Long-term Goals

Material Topics	Short-term	Medium-term	Long-term
Information Security	• Upgrade the wireless network equipment in office space, strengthen management, and improve availability. • Introduce HSM[31] key management system to all new products. • Introduce the cloud-based solution to the source code scanning system, and integrate third-party package security monitoring and SBOM[32] functions. • Certify all products sold to Europe in response to the CE RED Information Security Regulation EN 18031.	• Establish effective anti-hacking and anti-weak measures on external services or websites, regularly entrust third-party external experts to conduct vulnerability scanning and penetration testing, and continuously optimize the system. • Strengthen the automated analysis function of the product security management platform: periodical information security reports, automated risk and authorization type analysis of SBOM, and correlation of detection reports and product versions.	• Gradually build a joint defense system for group information security. • Purchase cyber insurance coverage based on business needs. • Adjust internal safety regulations and product specifications immediately to comply with the latest information security regulations of each country. • Establish the D-Link product security testing team, to cultivate the professional skills and professional certifications over the long term, and actively participate in international information security organization activities and resource sharing.
Supply Chain Management	• Build sustainability and resilience of the supply chain. • Maintain the integrity of quality management procedures. • Ensure that the annual shipment inspection pass rate of major suppliers exceeds 90%.	• Through environmental and social supplier questionnaires, with a 100% response rate. • Conduct sustainable procurement-related education and training for procurement personnel. • Ensure that 100% of major suppliers comply with the ISO 14001 Environmental Management System and have obtained external certification.	• Suppliers' ESG performance is included in the vendor selection criteria. • The annual shipment inspection pass rate of major suppliers exceeds 95%.
Customer Relationship Management	Customer satisfaction continues to remain above 85 points.	• Customer satisfaction continues to improve to above 90 points.	• Customer satisfaction is maintained at a high level of above 90 points annually.



[31] Hardware Security Module (HSM)
[32] Software Bill of Materials (SBOM)

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3.1.3 Achievement Status of Management Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Information Security	• Upgraded office wireless network equipment to strengthen management and improve availability. • All new products introduced with HSM product key management system. • Source code scanning system migrated to cloud solution, integrating third-party security monitoring and SBOM functions. • All products sold in Europe certified under CE RED EN 18031 information security regulations.	• Completed the ISO/IEC 27001:2022 information security management system upgrade and transition to external audit operations • 2 Information Security Management Committee meetings were held, and the implementation results were reported to the Board of Directors. • The HSM key management system has been fully introduced. • SBOM has been completed integrated into the product information security management platform. • All wireless products sold in Europe have passed CE RED EN18031 certification. • Material information security incidents[33]: 0 • Material information security complaint[34]: 0	✓
Supply Chain Management	• Build the supply chain resilience. • Maintain the integrity of quality management procedures.	• Starting from 2024, we share our sustainability vision, governance structure, and specific promotion measures with suppliers through the ESG newsletter, hoping to drive the value chain to engage in sustainable development. • The self-assessment forms of ESG implementation are distributed annually to keep track of the sustainability of suppliers. In 2025, the survey of 35 existing suppliers was completed. • Audits were conducted for major suppliers (9 in total). The audit completion rate was 100% • Improvement rate of deficiencies in coaching suppliers: 84.62% • Number of quality management regulatory violation incidents: 0. • Annual shipment inspection pass rate of major suppliers: 95.8%. • 30 suppliers have obtained ISO 14001 Environmental Management System certification, accounting for 85.7%. • Number of suppliers listed as unqualified suppliers for violating social responsibility standards: 0 • Reports on bribery of suppliers: 0	✓
Customer Relationship Management (new)	Provide real-time local support, collect customer needs and feedback through surveys, and regularly review and improve deficiencies to maintain customer satisfaction above 85 points.	• Implement customer service procedures and regularly review various service indicators. • Maintain an average customer satisfaction score of 98 in Taiwan and 90 globally throughout the year.	✓

[33] Refers to the Company's core information systems, official website, or important information assets (such as confidential documents or data) that have been invaded, destroyed, altered, deleted, encrypted, stolen, or subjected to distributed denial of service (DDoS) attacks, resulting in unauthorized access, control, or data leakage, or causing system malfunction, interruption, or significant impact on Company operations. This does not include attempted attacks, general scanning activities, or incidents without substantial impact on systems, data, or operations.

[34] Complaints from third-party impartial inspection units or competent authorities resulting in judicial action due to the Company's violation of customer personal data protection or loss of customer information. If an individual's complaint is accepted as a case, it will also be included in the statistics.

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3.1.4 Responsible Unit

- Product Center
- Supply Chain Management Center
- Product Planning Center
- Corporate Finance & Administrative Occupational Safety Center

3.1.5 Management Mechanism

1. Corporate identification specifications
2. D-Link Quality policy
   - Quality first
   - Continuous improvement
   - Customer satisfaction
3. ISO 9001 Quality Management System
4. Product Labeling Regulations in Various Countries
5. ISO/IEC 27001:2022 Information Security Management System
6. BS 10012:2017 Personal Information Management System
7. TRUSTe Privacy Certification
8. Introduced the industrial product security standard: IEC 62443 Industrial Automation and Control System Security
9. ETSI EN 303 645 Cyber Security for Consumer Internet of Things: Baseline Requirements
10. D-Link Sustainable Procurement Policy
11. Supplier Code of Conduct

3.1.6 Communication Channel

Type	Channel
Customer Service	• Toll-free line: 0800-002-615 • https://www.dlink.com/en/hq-support • Online message: https://www.dlink.com/en/contact-d-link
Suppliers-related Channel	• Special E-mail: supplychain@dlinkcorp.com
Sustainability-related Channel	• Special line: 02-6600-0123 Ext. 6832 • Special E-mail: csr@dlinkcorp.com
Anti-Corruption Reporting	• Special E-mail: SRC@dlinkcorp.com • Special Mail Box: No. 289, Xinhu 3rd Rd., Neihu Dist., Taipei City 114 (To Audit Committee)



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3.2 Product Quality and Safety

GRI 417-1, 417-2, 417-3 SDG 12

3.2.1 Quality Management
3.2.2 Product Security
3.2.3 Customer Services

D-Link abides by the business purpose and is based on satisfying customer requirements and maintaining the effectiveness of the quality management system. The President serves as the management representative of the ISO management system. The quality policy direction is reviewed in the annual management review meeting, and the quality policy is followed every year. Formulate customer satisfaction surveys, supplier management surveys, and product manufacturing quality assessment quality goals, and submit annual quality goals to the management review meeting to implement the resolutions for effective management and continuous improvement.

D-Link's products are marked with relevant product information in accordance with local regulations, and the Company's trademark, product model, part number, UPC, quantity, serial number, safety certification mark, origin mark, hardware version, MAC, power supply information, and number of boxes are clearly marked on the product packaging. The Company also specify video signal output, lithium battery warnings, Important Labels, etc., according to product type and export requirements. In 2025, D-Link had 100% compliance.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

2025 Number of products violating regulations on labels: 0

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3.2.1 Quality Management

GRI 416-1, 416-2

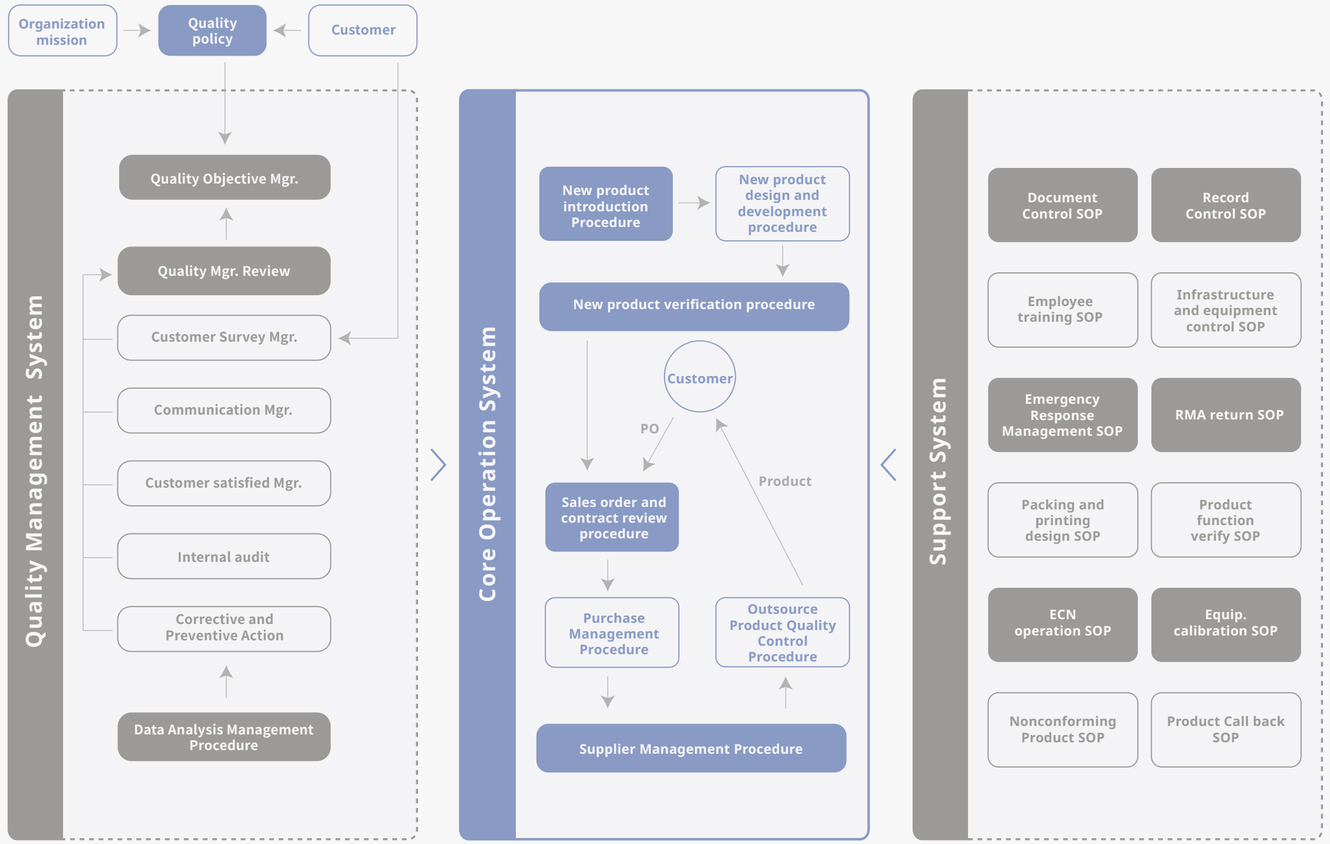
D-Link products comply with the quality-related laws and regulations of various countries. During the development and design stage, suppliers are required to comply with corresponding regulations, and the development verification stage is to verify one by one and obtain a compliance verification report. By controlling from the source, we strictly ensure that products comply with regulatory requirements and quality standards. In addition, the Company has, pursuant to ISO 9001 quality management system specifications, established various policy indicators, internal regular audits, management review reviews, and resolutions, which are completed and certified by external units.

- **D-Link Quality Policy**

Quality First | Continuous Improvement | Customer Satisfaction

2025 Violation of laws and regulations related to quality management: 0

D-Link's Quality Management System Procedures



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3.2.2 Product Security

SASB TC-HW-230a.1

All D-Link products are required to pass information security related tests to ensure that there are no known risks before production. In order to maintain the level of product security, an internal audit is conducted once a year, an audit and review by an independent third-party information security verification unit is conducted every 2 years, and an information security audit is carried out on the cooperative manufacturers on a regular basis to strictly control the product security.

The Development of D-Link Product Security in Recent Years

2017

Became the first networking equipment company in Taiwan to pass the BSIMM verification, and the product development process conforms to the BSIMM V7 specification.

2018

Introduced the latest industrial product security specification standard-IEC 62443 Industrial Automation and Control System Security.

2020

- Obtained the IEC 62443 Industrial Automation and Control System Safety Part 4-1 product safety development system certification verified by German TUV Nord.
- Passed the external review operation for ISO/IEC 27001:2013 Information Security Management System.

2023

Obtained the first ETSI EN 303 645 Cyber Security Certificate in Taiwan.

2024

Certified with ISO/IEC 27001:2022 Information Security Management System

IEC 62443

The IEC 62443 standard is an information security standard for industrial automation control launched by the International Standards Association (ISA) and the International Committee of Electrotechnical Organizations (IECEE). It has complete information security specifications from policies, organizations, processes, systems to components. In addition to developing products in accordance with security specifications, each production stage has strict requirements and tests; after product sales, it is also necessary to release updated software as soon as possible in response to subsequent information security risks to maintain product security levels until the product stops supporting the announcement. The entire product life cycle from product design, development, testing to introduction must follow the guidelines set by the IEC 62443 standard, and ensure the quality and level of product security with the highest security specifications, so that customer privacy is guaranteed.

ETSI EN 303 645 Cyber Security for Consumer Internet of Things: Baseline Requirements

Released by European Telecommunications Standards Institute, it aims to address significant and widespread network security vulnerabilities, establish a security baseline for consumer products connected to the network, safeguard user privacy, and prevent primary attacks on basic design flaws. Manufacturers must comply with the standards in the design and production of their products to ensure that all connected devices are safe and secure before being launched in the European Union, so as to protect consumer privacy and personal information, preventing risks such as hacker extortion.


Nemko
PRODUCT CERTIFICATE
Cyber Security
CERTIFICATE NUMBER: PRJ00369964
PRODUCT: Router-AP
MANUFACTURER: D-Link Corporation
No. 289, Xinhu 3rd Rd.
Neihu District,
Taipei City 11494
Taiwan R.O.C.
TRADE MARK: D-Link
MODEL: M30
RATING: 12Vdc / 1A
STANDARD: ETSI EN 303 645 V2.1.1:2020
CHECK NUMBER: PRJ00369964
DATE OF ISSUE: 2023-05-31
Certification Manager
Cyber Assurance Services



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In order to identify the risks of product security and manage them effectively, D-Link adopts the following measures:

Use the Automated Detection Tools	In addition to cooperating with external security companies to review all products, automated testing tools are regularly used to cooperate with manual testing to improve efficiency, expand the scope and scale of testing, and effectively grasp the information security status of products.
Introduce the Automatic Comparison System	Automatically compare the product software package data with the latest external security incidents, and automatically notify and follow up if there is a match.
Integrate Relevant Documents to Facilitate Tracking	Integrate the historical data and information security events of all product security testing reports to speed up inquiry and effectively track.
Regularly Generate Reports for Rolling Optimization	Regularly generate information security vulnerability statistics reports for each product line, you can check the current status of product security, adjust resource arrangements at any time, and help query information security functions during product planning, and can also focus on strengthening product-related functions.
Strengthen the Expertise of Personnel	Through regular training, D-Link will strengthen internal product testing and the professional capabilities of developers in information security, assist in obtaining relevant licenses and qualifications, and make the Company more competitive in the future when it comes to system procurement and other related businesses.

Digital signature

D-Link has fully implemented the digital signature mechanism to strengthen the information security protection of product firmware and software, ensure product integrity, and ensure source verification without concern. Since 2024, we have further introduced the highest-spec HSM[35] and signature management system, which has been fully applied to all products in 2025. The system adopts equipment compliant with the Federal Information Processing Standards FIPS 140-3 Level 3 to securely store product keys to ensure no storage of product keys at endpoints, which greatly improves product information security confidentiality.

UK PSTI

The UK “Product Security and Telecommunication Infrastructure Act” (UK PSTI[36]), taking effect at the end of April 2024, requires all companies involved in the supply chain of consumer IoT products to comply with the minimum safety requirements established according to the UK Code of Practice for Consumer IoT Security and ETSI EN 303 645 standards. Since 2020, D-Link has complied with the strict IEC 62443-4-1 product safety development process specifications to conduct product R&D, and only the products that passed relevant verification tests may be delivered. Therefore, the safety requirements of the Act have been met in advance.

CE RED

Moreover, in response to the upcoming implementation of CE RED Information Security Regulations in 2025, D-Link has been actively initiating projects since 2022 to adjust safety specifications for product development to meet the requirements of relevant regulations. In May 2023, the M30 AX3000 Wi-Fi 6 dual-frequency wireless router under the D-Link AQUILA PRO AI series successfully obtained the first EN 303 645 certificate in Taiwan. Following the announcement regarding the latest designation of EN 18031 by the EU in January 2025, D-Link immediately cooperated with the certification laboratory to comprehensively plan to convert existing EN 303 645 certified products to EN 18031, continuously strengthening product network security and ensuring compliance with the latest regulatory standards.

In 2025, a total of 86 product information security incidents were reported, of which 72 were related to products that had already reached EOL. Among the remaining 14, only 2 incidents involved current products, 2 incidents involved software platforms, and 10 incidents were related to locally introduced agency products by subsidiaries, not developed by D-Link. In general, the overall information security quality of products has improved significantly since the full adoption of the IEC 62443 safety development process. This shows that the relevant measures have gradually yielded results.

[35] Hardware Security Module
[36] Product Security and Telecommunications Infrastructure Act

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3.2.3 Customer Services

Diverse Customer Service System

High-quality after-sales service is D-Link's commitment to customers. D-Link has a total of 13 call centers around the world, providing consumers with a variety of real-time technical support channels. In addition, the self-built customer service system integrates consumer cases of different regions, so that the headquarters and customer service centers can regularly review customers' opinions and suggestions on products and services, thereby improving user experience, continuously improving customer service quality, and increasing customer loyalty to the brand.

D-Link Instant Technical Support Channel



1-3-7 Service Level Agreement

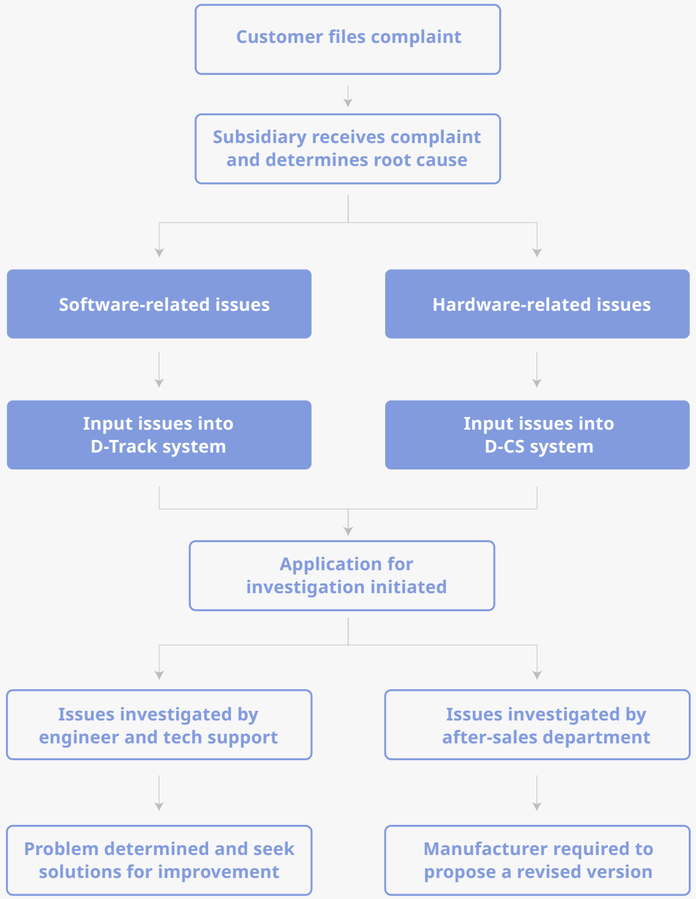
D-Link headquarters provides solutions to each subsidiary, operating base and customer service center through the "1-3-7 Service Level Agreement, SLA" and requires the general case processing to be concluded within seven days, to ensure that problems encountered by consumers can be solved promptly and effectively.

Service Level Agreement



Furthermore, D-Link has developed stricter process flows for VIP projects/customers: the Field Technical Support Engineer cooperates with the Sales Center to conduct new function evaluation or problem solving directly with the manufacturer to meet the timeliness requirements of the project.

The Customer Complaint Handling Procedures and Responsible Units



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- **To improve service quality, the headquarters conducts a monthly review of various service management indicators for the call centers.**

Service Management Indicators	Goals	Annual Performance
First call resolution	80% of incidents are closed after the first phone call.	More than 95% of the incidents in each subsidiary were resolved after the first phone call.
Average handling time	Answer customer questions within 15 minutes.	Subsidiaries answered customer questions within 10 minutes on average.
Customer satisfaction survey	The average score is above 85 points.	The average score was 90.

Customer Satisfaction Survey

D-Link conducts customer satisfaction surveys annually in accordance with the ISO 9000 Customer Satisfaction Management Procedure. With a target of 80 points, in recent years, the customer satisfaction survey scores have been above 80 points, reaching the target. In addition, to further improve customer and consumer loyalty to the brand, D-Link has continued to increase diverse social media software communication channels and monitored comments on products in forums and e-commerce platforms. Subsequently, customers are provided with product-related education and training courses, to continuously improve toward medium and long-term goals.

- **Customer Satisfaction Scores in the Past 3 Years**





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3.3 Information Security Management

SASB TC-HW-230a.1 SDG 8, 9, 12

Information security is one of the major issues of global concern, and it is a top priority for the Networking equipment industry. D-Link established the "Information Security Management Committee" and passed the "Information Security Management Policy" to ensure the confidentiality, integrity, availability, and legality of information assets.

3.3.1 Information Security Management Structure
3.3.2 Information Security Management Strategy
3.3.3 Information Security Risk Management and Continuing Improvement
3.3.4 Information Security Management Measures and Resource Allocation
3.3.5 Information Security Incidents

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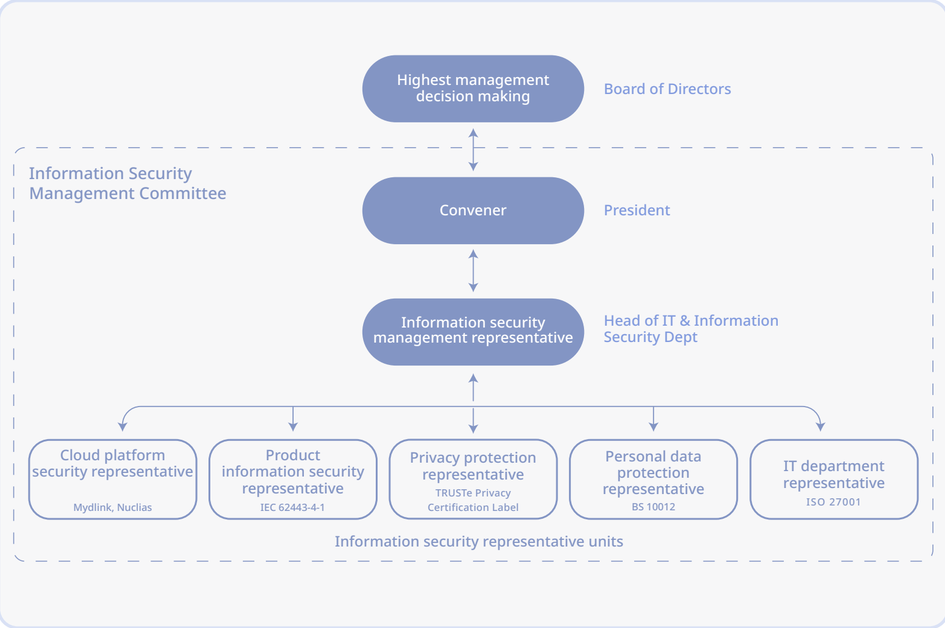
3.3.1 Information Security Management Structure

GRI 2-12

In order to fully manage information and communication security, D-Link has established the "Information Security Management Committee". The CEO shall act as the convener to regularly convene information security meetings and supervise the information security policies of the entire company. The Committee references the ISO 27001:2022 information security management system and the Regulations Governing Establishment of Internal Control Systems by Public Companies, the Information Technology and Security Department serves as the dedicated information security unit. The Information Technology and Security Department supervisor shall act as the information security management representative to coordinate the formulation, execution, risk management, and compliance audit of information security and protection-related policies. Each information security related unit (product, personal data, privacy, etc.) shall appoint an information security representative to regularly participate in information security meetings. They shall discuss information security policies and other material issues related to information security, as well as supervise the execution of the Company's information security operations and the effectiveness of the information security risk management mechanisms. Two Information Security Management Committee meetings were held in 2025, and relevant implementation results were reported to the Board of Directors.

D-Link's Information Security Organization



3.3.2 Information Security Management Strategy



Information Security for Systems

Passed the ISO/IEC 27001:2022 Information Security Management System certification, and through the import of international standards, the response and handling capabilities for information security incidents were strengthened, so as to protect the security of the Company and customers' information assets.



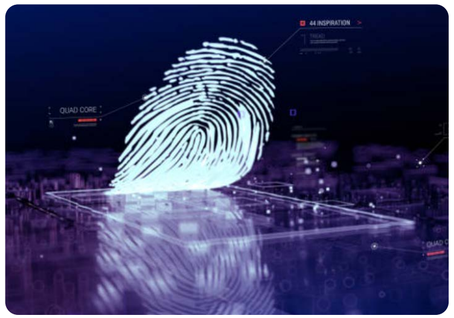
Information Security for Products

Passed the certification of IEC 62443-4-1: 2018 Product Safety Development System, and the product lifecycle from design, development, testing to import strictly follows safety regulations.



Personal Data Protection

Passed the certification of BS 10012:2017 Personal Information Management System to confirm that all relevant procedures and applicable documents comply with the EU General Data Protection Regulations (GDPR) requirements.



Privacy Protection

SSince 2014, D-Link's external service website and domain have been audited and certified by TrustArc Inc., a data privacy management authority, and have received the "TRUSTe Privacy Certification Stamp".

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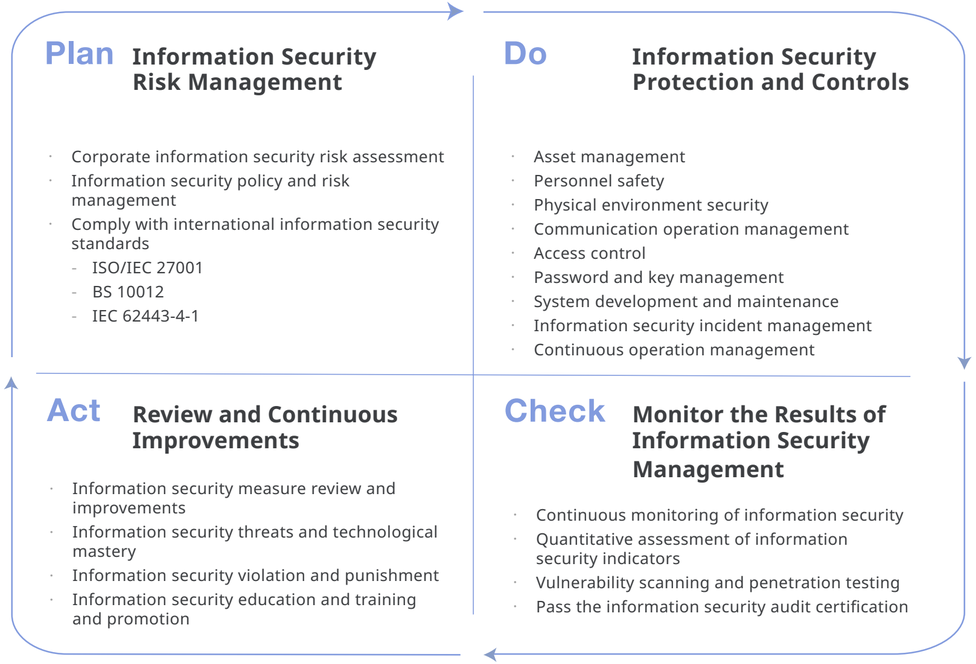
3.3.3 Information Security Risk Management and Continuing Improvement

D-Link has been cultivating network equipment and services markets for a long time. The Company places great importance on information security and the scope of its focus includes employees, organizations, supplier and operation related information, and software and hardware. D-Link complies with the ISO/IEC 27001:2022 Information Security Management System standards to formulate the information security policy. The Company has strengthened information security management to ensure that important information assets are protected from intentional or accidental internal and external threats, in order to maintain the confidentiality, integrity, and availability of data. Through the information asset and risk management procedures, D-Link has established and maintained the Company's important information assets using the "Plan - Do - Check - Act" model. D-Link ensures the continued operation of its business, reduce operational risks, enhance service quality, and ensure the consistent and effective implementation of all information security-related policies, procedures, and operating guidelines during daily operations.

● **The PDCA Framework for D-Link's Information Security**



3.3.4 Information Security Management Measures and Resource Allocation

In response to the increasingly severe cyberattacks and risks, the Company prepares a budget every year to adopt multi-layer defense structures (such as firewalls, IDS/IPS[37], and endpoint protection systems), and the dedicated information security unit continues to promote information security management and monitoring protection operations.

● **Information security protection and control**

Network Security	Introduce advanced technologies to conduct computer scans and software updates, strengthen software firewalls and computer controls, and prevent the spread of computer viruses.
Device Security	• Improve endpoint anti-virus and virus scanning mechanisms to prevent ransomware and malicious programs from entering the Company. • Strengthen malicious software and trojan horse attachment detection for the email system.
Web Application Security	• Stipulate security checks, evaluation standards, and improvement goals for the development process of applications. • Continue to strengthen security control mechanisms for applications and repair potential vulnerabilities.
Access Control	Stipulate the user password management mechanism, network security service mechanism, and methods of internal network segmentation and external connection to manage remote work and protect network and information security.
Password Key Management	In order to ensure the system operations of the Company and confidentiality of accounts, necessary passwords and keys are managed, in order to minimize the risk of leaks and appropriately protect D-Link's sensitive information.
Continuous Operation Management	D-Link shall establish operation continuity plans for important systems and implement annual drills to ensure continued operations.
Server Virtualization	Continuously importing server virtualization construction to achieve environmental protection, energy conservation, and maintenance cost reduction by reducing the number of physical servers.
Information Security Incident Management	In order to reduce the damage caused by information security incidents, information security incident reporting and handling procedures are established.

[37] Intrusion Detection System / Intrusion Prevention System

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Measures to Mitigate Information Security Risks and Implementation Status In 2025

Information Security Risk Management and Monitoring	Commission a third-party impartial inspection unit to regularly conduct information security evaluations on the Company. In 2025, successfully passed the following 3 verifications: • ISO/IEC 27001:2022 Information Security Management System. • IEC 62443-4-1:2018 Secure Product Development Lifecycle Requirements. • BS 10012:2017 Personal Information Management System.
External Threat Detection and Protection	• Commission a third-party impartial inspection unit to regularly conduct vulnerability scanning and regularly collect external threat information. The information is used to perform risk assessments to strengthen external information security threat protection. In 2025, some of the mainframe equipment were identified to have high risk vulnerabilities, and corrective actions have been taken to ensure system security. • D-Link has joined the Taiwan Computer Emergency Response Team/Coordination Center (TWCERT/CC) to regularly collect external threat information and conduct risk assessments according to the information content. Information security personnel are responsible for confirming and tracking the handling results of the information to strengthen external information security threat protection.
Hold Regular/ Special Information Security Meetings	• Information security management review meeting, 2 times in total. • Conduct endpoint protection analysis meetings with vendors every quarter, 4 meetings in total. • Important system upgrades and updates, 6 meetings in total. • A total of 16 sessions were conducted for information security-related product introductions and Proofs of Concept (POC)[38]. • Meetings responding to the 2025 information security incidents and internal information security education and training meetings, 20 meetings in total.
Training and Drills	• 1 dedicated member of the dedicated information security unit and 6 information security network management personnel must undergo more than 21 hours of professional information security training every year. • Regularly organize continued operation drills and improve employee information security awareness every year. • Conduct the social engineering drills to increase employees' alertness and sensitivity to email social engineering attacks. - 4 relevant drills were carried out in 2025; for employees and their supervisors who leaked information during the drills, they are required to participate in follow-up information security education training. - 599 participants on average, with a pass rate of 92%. - For employees who failed the drill and their supervisors, compulsory education and training must be undertaken.
Education and Advocacy	• Education and advocacy for all employees: - To implement 1 hour of information related education and training for all company employees every quarter. Every year, 2 hours of information security education and 2 hours of other information education and training shall be planned. • Information security advocacy: Conducted relevant promotional campaigns for all employees on the internal website every quarter.

[38] It is used to prove whether a security product or solution can achieve the expected effect in the actual environment

3.3.5 Information Security Incidents

GRI 418-1

In October 2025, the Company passed the ISO/IEC 27001:2022 information security certification and the BS 10012:2017 personal data protection internal/external audits and verification. There were no major deficiencies, nor any violations of information security or personal data protection that resulted in customer or employee information leakage or fines, and no major information security incidents occurred.

2025

Material information security incidents[39]: 0

Material information security complaint[40]: 0

[39] Definition of material information security incidents: Including the Company's core information system, official website or confidential documents and files, have been invaded, destroyed, compromised, deleted, encrypted, stolen, and under distributed denial of service attacks (DDoS), resulting in the inability to operate or provide services normally, or the leakage of personal information, etc.

[40] Definition of important information security complaint cases: Complaints from third-party impartial inspection units or competent authorities resulting in judicial action due to the Company's violation of customer personal data protection or loss of customer information. If an individual's complaint is accepted as a case, it will also be included in the statistics.



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3.4 Research, Development & Innovation

SDG 9, 12

D-Link continues to create differentiation and market segmentation through the Company's industry-leading cloud service platform and the continuous introduction of forward-looking innovative products.

3.4.1 Innovation Strategies and Practices
3.4.2 Innovation-related Education and Training
3.4.3 Products

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3.4.1 Innovation Strategies and Practices

Software

In 2024, D-Link adopted a hybrid cloud strategy, which not only increased the flexibility and cost efficiency, but also integrated artificial intelligence and machine learning technology into cloud computing deeply; a new generation of monitoring mechanisms was also introduced and the resource allocation and operational efficiency were significantly optimized. In addition to achieving the automation of resource management, it also ensures optimal configuration and further enhances the security of cloud-based data. In addition, the serverless architecture was introduced, which not only simplifies the development and deployment process of applications, but also enables faster and more flexible implementation of innovative applications. In addition, the edge computing architecture was also integrated to move data processing to a location closer to the source of the data, which not only solves the problem of delay, but also significantly improves the user experience.

In 2025, D-Link fully committed to the development and integration plan of the "Nuclias Unity converged cloud" next-generation cloud network management platform, dedicated to deeply combining professional network management with generative artificial intelligence technology to address the hybrid working models and increasingly complex cross-site network challenges faced by modern enterprises. During the development period, the Company actively introduced forward-looking technologies such as Large Language Models (LLM) and Retrieval-Augmented Generation (RAG) to develop professional network management functions featuring "AI-automated one-stop network planning" and "AI chat assistant," aiming to significantly reduce the operational threshold and time cost for corporate IT personnel.

In terms of system architecture and governance, "Nuclias Unity converged cloud" fully introduced the internationally recognized FCAPS (Fault, Configuration, Accounting, Performance, and Security) network management model, and constructed a three-tier flexible management architecture that supports single sites to large multinational corporations. This innovative research and development not only provides "proactive capacity and power monitoring" through AI intelligent analysis to accurately grasp PoE power supply and equipment resource utilization, preventing overload early and reducing idle energy consumption to concretely implement green operations and carbon reduction goals (environmental sustainability); but also utilizes a rigorous "Role-Based Access Control (RBAC)" centralized security strategy to reduce human configuration risks, significantly strengthening corporate information governance and information security compliance (corporate governance).

As end-to-end visualization, large-batch automated configuration, and cloud security architecture approach completion, "Nuclias Unity converged cloud" is expected to be officially launched in the first quarter of 2026. At that time, through a single intuitive integrated interface, it will assist enterprises in breaking the silos of decentralized operation tools, fully empowering digital transformation with enterprise-grade reliability that eliminates high traditional licensing fees, and enhancing corporate operational efficiency and resilience for sustainable development.

Evolution of Operations/Maintenance Models: Comprehensive Upgrade from DevOps to LLMOps (large language model operations/maintenance)

In order to ensure the cloud software functions and platform service quality, and the smooth promotion of next-generation network management technology, the D-Link development team has adopted the DevOps model to eliminate the gaps between development, operations, and quality assurance. In recent years, based on the original DevOps model, and in alignment with the blueprint of "Nuclias Unity converged cloud", the continuous optimization for the following:

2022
Further introduction of the DevSecOps model to incorporate “safety” into the software development process.

2023
In response to the vigorous development of AI technology, AIOps smart maintenance technology was introduced, and ML algorithms were used to automatically scan and identify program code vulnerabilities. Further strengthening the security of software development iterations.

2024
GreenOps and FinOps were successfully integrated to achieve the dual goals of “environmental protection x cost optimization.”

2025
In response to the development of "Nuclias Unity converged cloud," LLMOps (Large Language Model Operations) was fully introduced. Generative AI technologies such as LLM and RAG were seamlessly integrated into the development process to strictly control AI inference quality and data privacy, ensuring that network management services, such as the "AI Chat Assistant" to be launched the following year, possess high stability and cybersecurity compliance.

DevOps and subsequent evolution modules

“DevOps” is the abbreviation combination of “Development” and “Operation” in English. It can be regarded as the intersection of software development, technical maintenance and quality assurance.

- "Sec" in “DevSecOps” stands for Security in English. This model is derived from the DevOps model. As the name suggests, it aims to build a more effective, reliable and secure operating procedure and environment.
- “AIOps (artificial intelligence operation/maintenance)” analyzes IT operation and maintenance data through AI and machine learning to improve the efficiency of failure prediction, dysfunction detection, and operation/maintenance.
- GreenOps (green operation/maintenance)” reduces carbon emissions by optimizing IT resources and energy consumption to achieve environmental protection and sustainable development.
- “FinOps (finance operation/maintenance)” enhances cloud cost-effectiveness and promotes cross-departmental collaboration through financial monitoring and resource optimization.
- “LLMOps (large language model operation/maintenance)” focuses on the lifecycle management of large language models (LLM) and generative AI, covering model optimization, deployment, accuracy monitoring, and the establishment of cybersecurity guardrails to ensure the reliability and compliance of AI applications.

During the process of introducing generative AI, LLMOps plays a key role in expanding synergies. When developing the AI network management features for the "Nuclias Unity converged cloud," LLMOps is used to precisely control the computing resources for model inference and optimize the operational efficiency of RAG (Retrieval-Augmented Generation). This not only avoids massive AI energy consumption to support the carbon reduction goals of GreenOps, but also effectively controls cloud computing expenditures, deepening the cost optimization results of FinOps. Meanwhile, model guardrails established in the spirit of DevSecOps strictly check the privacy and security of corporate network management data, further improving the reliability of information governance.

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Hardware

In order to ensure product quality, D-Link not only actively monitors the status of key chips, but also strictly controls each research and development stage. For example, before mass production of new products, it uses the user experience accumulated in its own laboratory to conduct performance verification, to ensure the quality and stability after mass production. After the product is mass-produced, a dedicated department will handle users' questions and collect relevant information as a basis for subsequent product optimization, to meet the needs of the market and customers immediately.

D-Link focuses on product function intelligence, product performance MIT, and product manufacturing sustainability, develop easy-to-install AQUILA PRO AI products with smart notification and management functions. We have created a comprehensive smart family service network and collaborated with internationally renowned chip manufacturers to develop Wi-Fi 7 multi-frequency link mesh networks, through multi-band concurrency and intelligent link scheduling technologies, significantly improving overall network throughput, connection stability, and coverage performance, demonstrating the high-performance connection advantages of the AQUILA PRO AI series under the multi-frequency link Mesh architecture.

Wi-Fi 7 Multiple Frequency Link Mesh Network

Multi-Link Operation (MLO) is one of the core technologies of Wi-Fi 7, allowing Wi-Fi devices to simultaneously use multiple frequency bands for data transmission, similar to the concept of expanding the number of lanes to increase traffic flow, to greatly improve network traffic processing capabilities. By integrating MLO and mesh network, it not only accelerates transmission speed, but also optimizes network quality and traffic dispatch to ensure smarter network management.

With the popularity of Wi-Fi 7 routers and mesh systems, MLO Mesh will become a key technology for future high-efficiency wireless networks to bring a smoother connection experience for users.

For switch products, D-Link proposed Backhaul Network Solution, which includes a series of switch products from the core layer, aggregation layer to access layer, and cooperates with internationally renowned chip manufacturers such as Broadcom, Marvell, and Realtek to develop functions at all levels Application switch products to meet the needs of various network application architectures.

3.4.2 Innovation-related Education and Training

In order to enhance R&D capacity, D-Link organized four physical education and training sessions for R&D units and related personnel in 2025, including Amazon ECS Immersion Day, HA Proxy Cloud and On-Premises Management Practices, Kiro AI Assistant: Beginner's Guide to the Developer's Smart Companion, and Quarterly Business Review. A total of 99 people participated in the program and received 174 training man-hours in the year.



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3.4.3 Products

D-Link actively participates in world-class design competitions. In 2025, the company received recognition with 10 international awards. For the list of award-winning products, please refer to the "Awards and Honors" section of this report. (P.15).

Products

Feature Summary



M95 / R95 BE9500 Wi-Fi 7 Tri-Band Wi-Fi Router

Featuring advanced tri-band Wi-Fi 7 technology, it operates at full speed to deliver velocities up to 9500 Mbps, supporting a smooth and stable video streaming and online gaming experience. Multi-Link Operation (MLO) increases throughput and reduces latency. Equipped with four 2.5G Ethernet ports, it breaks through previous 1G speed bottlenecks. Proprietary Wi-Fi optimization, spherical antennas, and beamforming technology provide larger capacity, more reliable connections, and less interference. By leveraging D-Link Wi-Fi MESH technology in conjunction with multiple routers, a whole-home MESH Wi-Fi network can be easily established, effectively avoiding network latency and packet loss during movement.



M36 / R36 BE3600 Wi-Fi 7 Dual-Band Wi-Fi Router

Featuring advanced dual-band Wi-Fi 7 technology, it operates at full speed to deliver velocities up to 3600 Mbps, supporting a smooth and stable video streaming and online gaming experience. Multi-Link Operation (MLO) increases throughput and reduces latency. Equipped with four 2.5G Ethernet ports, it breaks through previous 1G speed bottlenecks. Proprietary Wi-Fi optimization, spherical antennas, and beamforming technology provide larger capacity, more reliable connections, and less interference. By leveraging D-Link Wi-Fi MESH technology in conjunction with multiple routers, a whole-home MESH Wi-Fi network can be easily established, effectively avoiding network latency and packet loss during movement.



AQUILA PRO AI App

Easy network management with AQUILA PRO AI application. The AI helper monitors the network performance and provides optimization suggestions automatically. The Wi-Fi network for visitors can be easily set up for sharing with friends and family members, and by activating the parental control function, safer internet use is guaranteed for children. A timer can be set up to shut down Wi-Fi at nighttime when sleeping, to enjoy a peaceful night.

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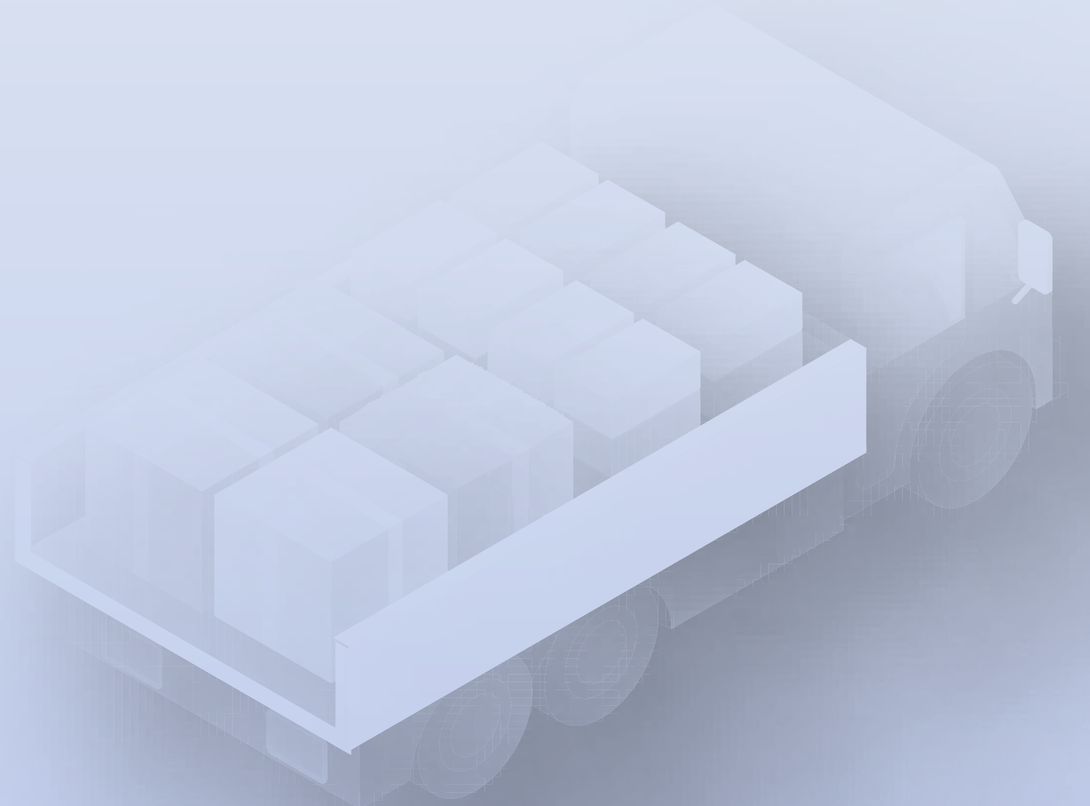
3.5 Supply Chain Management

GRI 308-1, 308-2, 414-1, 414-2 | SASB TC-HW-430a.1, TC-HW-430a.2, TC-HW-440a.1, TC-HW-000.B | SDG 9, 12, 17

Suppliers are the driving force behind D-Link's competitive edge. By implementing due diligence, D-Link leverages its market influence to enhance the sustainable value of the overall industry chain and improve the value chain management strategies of its upstream and downstream partners. Through long-term and stable collaboration, D-Link reduces operational risks and costs, provides reliable and high-quality products and services to customers, and achieves sustainable supply chain management.

3.5.1 Overview of the Value Chain
3.5.2 Sustainable Procurement Policy and Measures
3.5.3 Supplier Classification Management System
3.5.4 Supplier Audit Status



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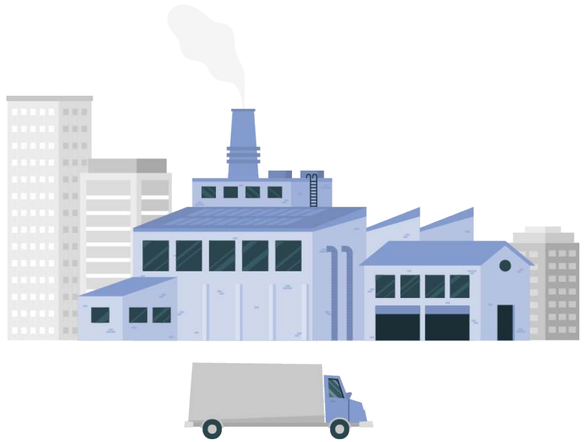
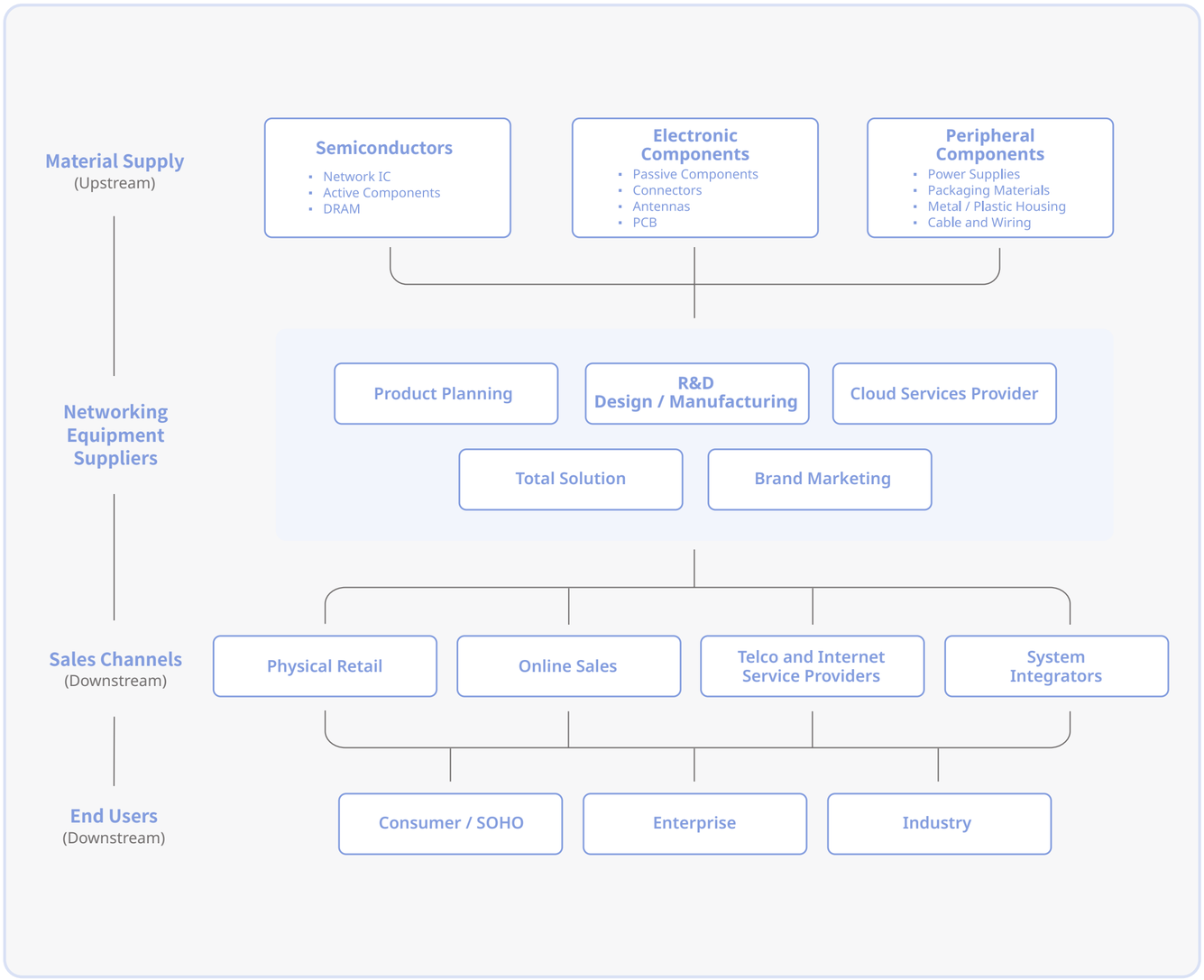
3.5.1 Overview of the Value Chain

GRI 2-6, 204-1

D-Link's suppliers can be roughly divided into two categories: "General Administration" and "Product Procurement." The former refers to the operations of maintaining the buildings, office needs, with various types and relatively smaller purchase amount. Therefore, this chapter primarily focuses on product procurement, while data for green procurement only includes figures from general administration category.



● D-Link's Industry Value Chain



Note: In 2025, D-Link's industry value chain showed no significant differences compared to 2024.

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Overview of Main Suppliers

D-Link is a brand company, its business scope does not include manufacturing, and its products are all commissioned to suppliers. Currently, there are 9 main OEM suppliers[41] for D-Link products.

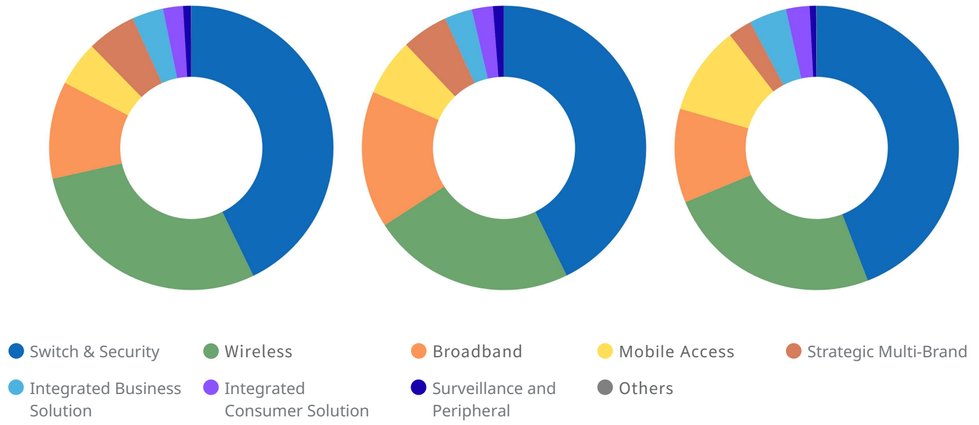
D-Link does not have a production department. Calculated based on the four main suppliers who accounted for over 50% of D-Link's total procurement in 2025 and the number of products produced, the total manufacturing area is approximately 669,000 square feet, and the distribution is as follows:

● The Proportion of Production for Various Product Categories in the Past 3 Years

Product Category	2023	2024	2025
Switch & Security	42.81%	42.74%	44.15%
Wireless	28.71%	23.12%	24.61%
Broadband	11.06%	15.57%	10.68%
Mobile Access	5.09%	6.49%	10.12%
Strategic Multi-Brand	5.57%	5.29%	2.69%
Integrated Business Solution	3.57%	3.15%	4.27%
Integrated Consumer Solution	2.27%	2.40%	2.68%
Surveillance and Peripheral	0.89%	1.22%	0.73%
Others	0.04%	0.03%	0.07%

● Area of Manufacturing Regions (square feet)

Supplier	Area of Manufacturing Regions
Supplier A	190,356
Supplier B	69,801
Supplier C	327,516
Supplier D	82,163
Total	669,836



[41] The total purchase amount accounted for more than 85%.

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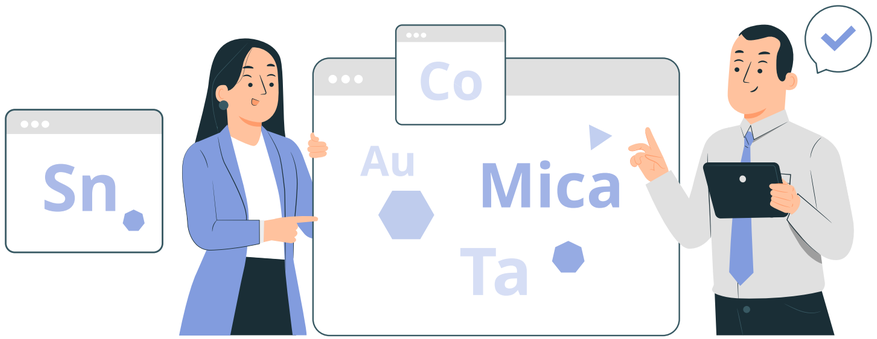
Local Procurement

The key material used in D-Link products is active components, particularly integrated circuits (ICs). To mitigate the risk of supply instability, the Company actively develops multiple sources of supply, regularly reviews sourcing distribution, and intentionally maintains a certain proportion of local suppliers to ensure effective control and flexible responses. Based on this strategy, D-Link has been increasing the proportion of locally sourced components made in Taiwan. In 2025, the proportion of local procurement increased by 15.11% year-on-year. Moving forward, the Company remains committed to achieving continuous growth as its goal.

Green Procurement

In 2025, D-Link responded to the government's green procurement policy to integrate the internal demand and implement procurement process management. It gradually introduced products and services with environmental protection labels, selecting various products and services with environmental protection labels. From LED lighting replacement in daily life, procurement of eco-friendly cartridges, to group insurance covering employee health, all of these implement the concept of environmental and social friendliness and continue to fulfill the responsibility, procurement commitment, and green living vision in the tiniest details. The total amount of green procurement[43] in 2025 is NT$1.584 million.



● Local Procurement Status of Various Products in the Past 3 Years

Types of Procurement	Proportion of Local Procurement Amount[42]			
	2023	2024	2025	Growth / Decline
Switch & Security	56.67%	51.92%	71.77%	19.85%
Wireless	33.52%	41.42%	72.53%	31.11%
Broadband	0.00%	0.00%	0.00%	0.00%
Strategic Multi-Brand	26.17%	17.75%	27.44%	9.70%
Mobile Access	19.19%	36.79%	24.89%	-11.90%
Integrated Business Solution	98.43%	100.00%	100.00%	0.00%
Surveillance & Peripheral	0.00%	0.00%	0.00%	0.00%
Others	1.15%	47.67%	5.81%	-41.86%
Consumer	0.00%	0.00%	0.36%	0.36%
Annual Procurement	44.05%	40.17%	55.29%	15.11%

[42] The proportion of local procurement by product category or annual procurement.
[43] Compliant with Green Procurement Standards by the Ministry of Environment

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3.5.2 Sustainable Procurement Policy and Measures

GRI 2-23, 407-1, 408-1, 409-1

To realize its vision of “Leading Smart Living, Creating Sustainable Value,” D-Link has established the “D-Link Corporation Sustainable Procurement Policy”[44] with reference to the ISO 20400 Sustainable Procurement - Guidance. We hope our suppliers will work together with us on this commitment to sustainable management through a positive business model for continuous operation and development.

- Guided by the principle of fulfilling corporate social responsibility, D-Link conducts due diligence on its collaborating suppliers and assesses the impact of our procurement activity on the environment, society, and human rights.
- We respect, consider, and respond to the procurement interests of stakeholders, and we seek more sustainable procurement solutions based on procurement needs, ensuring that these activities align with our company's sustainability principles and strategies.
- We strictly prohibit any behavior that is a violation of ethics in the procurement of goods and services by developing procurement procedures that are based on transparency, fairness, and integrity.
- We comply with international human rights policies, a code of conduct, laws and regulations, and require our suppliers to do the same.
- We provide appropriate competitive opportunities to encourage supplier innovation and sustainability, and we disclose them publicly.
- In response to the sustainable development trends, we will continue to promote and improve our procurement procedures and will engage our suppliers to join in.

Supplier Code of Conduct

D-Link is fully committed to ensuring a safe working environment where workers are treated with dignity and equality, and where business operations are environmentally responsible and conducted ethically across our supply chain. We have defined the “D-Link Corporation Supplier Code of Conduct” according to the “D-Link Corporation Sustainable Procurement Policy” which requires suppliers to comply with the Code and the laws and regulations of the countries and regions in which they operate. D-Link encourages its suppliers to further require their own suppliers, contractors, and service providers to acknowledge and adopt the Code.

The Code is based on the “Responsible Business Alliance (RBA) Code of Conduct” and also references the “UN Guiding Principles on Business and Human Rights,”[45] “ILO Declaration on Fundamental Principles and Rights at Work,”[46] and the “UN Universal Declaration of Human Rights.”[47] There are 5 sections to the Code: labor, health and safety, environment, ethical guidelines, and management system.

Integrity Commitment

Apart from the supplier’s products and labor tangibly affecting the Company’s products, services, and operations, the supplier’s sustainable actions will also indirectly impact the Company’s intangible reputation and brand value, or become potential risks. Therefore, in terms of ethical management, D-Link required all suppliers to sign the “integrity commitment letter” in 2023. The suppliers and employees are required not to engage in any bribery, provide undue advantages, or seek to benefit D-Link employees or their associates directly or indirectly in order to achieve transactional goals or to execute contracts. If any supplier is found to engage in unlawful behavior, the contract may be immediately terminated.



[44] Established in December 2023 and reported to the ESG Committee in February 2024
[45] UN Guiding Principles on Business and Human Rights
[46] ILO Declaration on Fundamental Principles and Rights at Work
[47] UN Universal Declaration of Human Rights

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Declaration of Conflict-free Mineral

D-Link pays attention to the conflict mineral issues and requires suppliers to sign the “Conflict Minerals Due Diligence Statement” to prevent the procurement of minerals from conflict mining areas. It also requires all suppliers to sign the “No Conflict Minerals Statement” to ensure that the metals in the supply chain, such as gold (Au), tantalum (Ta), tungsten (W), tin (Sn), cobalt (Co), and mica, were not procured from mines in conflict areas operated by non-government armies or illegal groups, or not procured through illegal smuggling.

D-Link requires suppliers to commit to the following:

- Do not purchase conflict minerals from conflict areas.
- Refuse to use conflict minerals from conflict areas and sign the commitment to no conflict minerals.
- Manage the supplier’s upstream and downstream suppliers and comply with the requirement of no conflict minerals.
- Suppliers are required to commit to becoming long-term partners of D-Link and disclose their partner smelting plants and mines in detail, in order to comply with the RBA Code of Conduct and fulfill the company's social responsibilities together. If the information provided is found to be untrue after verification, the supplier shall assume all legal responsibilities and compensation within the attributable scope.

To ensure that suppliers continue to comply with the commitment and management requirements of D-Link for conflict-free minerals, the Company not only requires suppliers to sign the “Declaration of Minerals Conflict-Free” every year, but also regularly conducts surveys on the implementation of conflict mineral due diligence. The survey of all existing suppliers was completed in 2024. Moreover, starting from 2024, D-Link has further required suppliers to update and provide the CMRT[48] reports commonly recognized in the industry to strengthen the traceability of mineral sources and supply chain transparency, ensuring that all raw material sources do not involve armed conflicts, human rights violations, or illegal mining activities, as the joint promotion of the sustainable commitment to the responsible supply chain.

Supplier ESG implementation survey

To grasp the actual implementation of suppliers in terms of sustainable development issues, D-Link regularly distributes the ESG self-assessment questionnaire every year to conduct surveys on the three major aspects, namely environmental management, social responsibility, and corporate governance. The issues contents cover carbon reduction measures, laborers’ human rights, supply chain management, ethical management, and sustainable information disclosure. By the end of 2025, the distribution of questionnaires and surveys to a total of 35 existing suppliers was completed. Of these, 35 replied, with a response rate of 100%. The survey results will serve as the basis for risk identification and subsequent counseling and planning for the suppliers to continuously strengthen the maturity of supply chain sustainability management.

D-Link ESG Newsletter

In order to enhance the sustainability resilience and ESG knowledge of the entire industry chain, starting from 2024, the Company has regularly published the e-newsletter to share D-Link’s sustainable vision, governance structure, and implementation status with suppliers, Furthermore, to actively address climate governance, starting in 2026, D-Link and its key subsidiary and supplier, Cameo, will jointly establish a "Cross-Company Climate Governance Task Force" to regularly engage in in-depth discussions on climate issues and formulate actionable plans, aiming to drive the value chain to jointly cultivate sustainable development and regard it as the most valuable corporate investment. Please refer to the “D-Link ESG Newsletter” section on the Company’s official website.



[48] Conflict Minerals Reporting Template: A standardized reporting tool developed by the Responsible Minerals Initiative (RMI)

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3.5.3 Supplier Classification Management System

D-Link offers a diverse line of products. In 2025, 35 suppliers have been registered in the Company's qualified suppliers list. The number of suppliers and the scale of cooperation often increase or decrease due to business growth and decline. In addition to conducting sustainable development issue surveys for new suppliers, D-Link also conducts a risk assessment and classification. Different audit strategies are regularly formulated for the different levels of risk to eliminate systematic risk.

	2023	2024	2025
Number of New Supplier	0	5	2
Number of Suppliers Evaluated* through On-site Audits	0	3	2
Number of Suppliers Passed On-site Audit Evaluation	0	3	2
New Supplier Audit Rate	-	60%	100%

Note: In addition to basic audit criteria, it also includes indicators related to ESG aspects

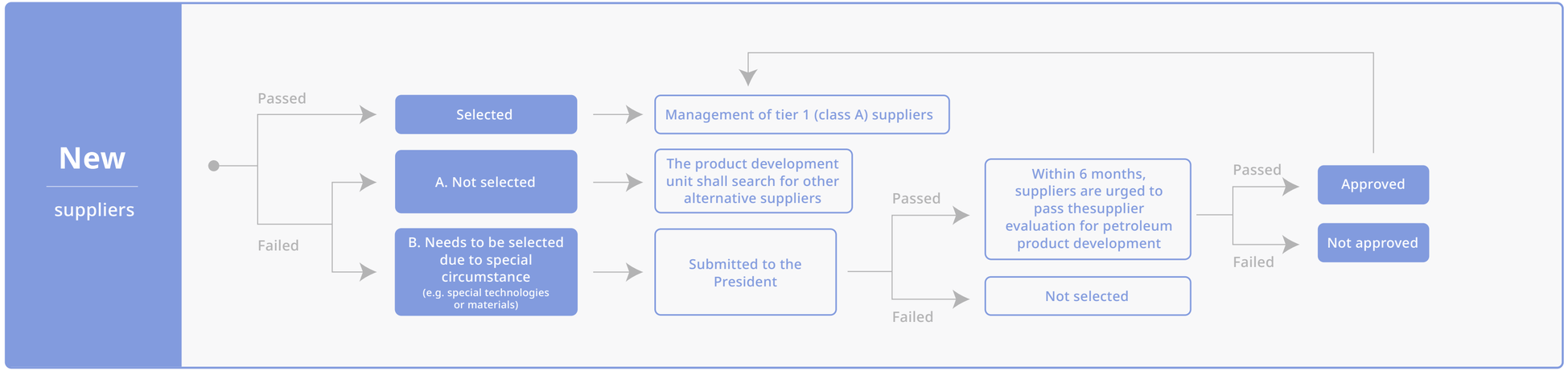
New Suppliers

D-Link has clear qualification requirements and review mechanisms for new suppliers in place. Through document review and on-site audit, the suppliers are verified that their quality and sustainable management systems have reached a certain level before being officially included in the Company's supply chain system, to ensure the stability and sustainability of the entire supply chain.

● **D-link's Qualification Requirements for New Suppliers**

Mandatory Compliance	• ISO 9001 Quality Management System (Certification required) • Environmental Management Material Specifications (Contract content established in accordance with various relevant international standards)
Encouraged Compliance	• ISO 14001 Environmental Management System (Certification required)
Required to Provide	• "Integrity Commitment Letter" • "Conflict-free Minerals Statement" • "D-Link Corporation Supplier Code of Conduct and Supplier Compliance Statement"
Pass On-site Audit	• Fundamental aspects: Procurement, quality, technology, hazardous substance management • ESG aspects: Environmental, occupational health and safety, labor practices, supply chain management, and social ethics, etc.

● **New Suppliers Management Process**



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Existing Suppliers

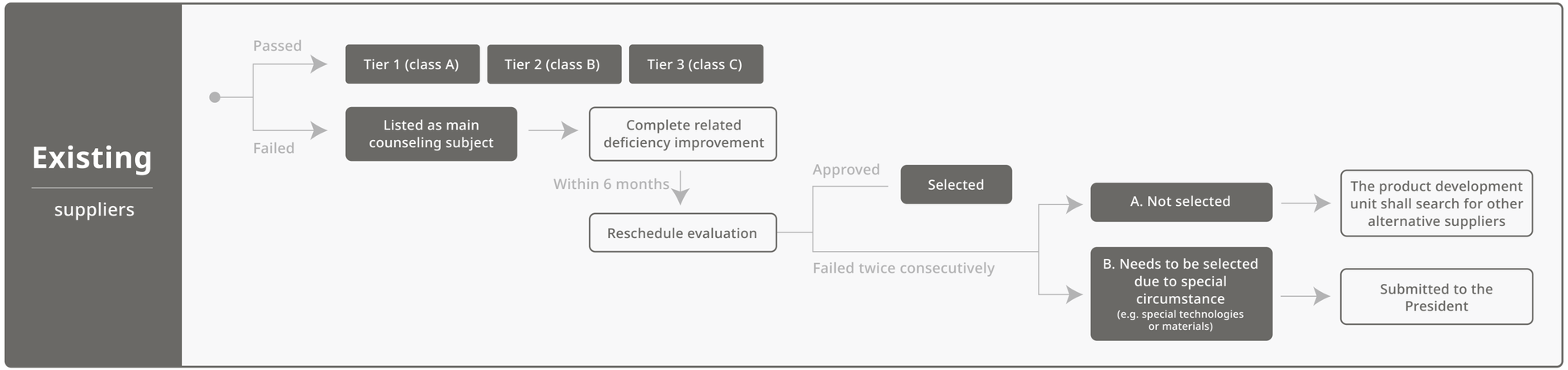
D-Link formulates an annual list of major suppliers according to specific criteria, implementing yearly quality management system, environmental health and safety, or labor integrity audits and driving improvements. Based on the evaluation results, D-Link identifies the risk levels of major suppliers, thereby formulating subsequent counseling plans.



D-Link's Classification Management System for Existing Suppliers

Classification of Suppliers	Criteria for Classification	Management Approaches
Class A	• The previous year's total shipment volume or annual procurement amount accounts for over 85%. • Significant (wholesale) abnormalities occur in shipment quality. • Newly added suppliers are all included.	Conducting on-site inspections annually.
Class B	For the previous fiscal year, if the total shipment volume or annual procurement amount accumulates to 90%, excluding Grade A suppliers, all others are classified as Grade B.	Monitoring the quality of each batch of shipped goods.
Class C	The total annual shipment volume or annual procurement amount is less than 1%.	Adopting supplier self-management; however, if a supplier violates regulations or ESG-related terms, they will not be selected.

Existing Suppliers Management Process



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3.5.4 Supplier Audit Status

GRI 407-1, 408-1, 409-1

D-Link takes the management scopes such as supplier quality, cost, delivery and services as the foundation. In recent years, it has extended the scope of supply chain management to ESG issues such as environmental protection and people. It expects suppliers to not only provide excellent products and services, but also monitor their social and environmental values and strive to implement energy saving, environmental protection, and environmental friendliness.

As the Company treats the suppliers as important partners for long-term cooperation, growth and development, D-Link complies with the principle of mutual benefit and common prosperity with suppliers, and refers to the requirements of the Code of Conduct by the Responsible Business Alliance (RBA), and addresses ESG related risks and impacts. The Company establishes the risk management and control projects based on the requirements for supplier selection and audit, and then formulates the improvement measures based on the evaluation results, to help suppliers improve continuously, reduce operational risks, and jointly promote the sustainable operations.

In order to build the capabilities of members in the sustainable supply chain, D-Link starts from four aspects: assessment, coaching, communication and collaboration, and corresponds to the supply chain management structure, to ensure that relevant important issues have practical and executable procedures for effective management and control. In addition, responding to the trend of sustainable development, D-Link actively encourages suppliers to develop materials and processes that mitigate environmental impact, or to save energy and reduce carbon emissions from the shared equipment used in the process. For relevant regulations on supplier human rights, please refer to Chapter 5.2.3 “Supplier Human Rights Regulations”.

● **Supply Chain Management Structure**

Evaluation	Qualification evaluation for new suppliers, major supplier selection, and management system risk evaluation (quality, environment, social ethics, etc.)
Counseling	Regular supplier evaluations, tracking of deficiency improvements, promotion of policies and projects
Communication	Regular/irregular quality meetings, quarterly operational meetings
Collaboration	Continue to promote projects, enhance sustainable operation competency of suppliers

● **Implementation Status of Supplier Sustainability Management Audits in the Past 3 Years**

	2023	2024	2025
Number of All Suppliers	34	38	35
Number of Major Suppliers[49]	7	7	9
Number of Major Suppliers Conducting Sustainability Management Audits	7	7	9
Proportion of Major Suppliers Conducting Sustainability Management Audits	100%	100%	100%

[49] Suppliers accounting for 85% or more of the total procurement amount in the previous year are considered major suppliers

2025

Proportion of suppliers screened by environmental/social standards: 100%

Number of high-risk suppliers: maintained at 0%

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D-Link requires suppliers to compile internal improvement opinions as soon as possible after receiving the on-site audit report and respond with specific, feasible improvement plans according to the actual conditions of their plants. If a serious quality abnormality occurs during shipping, the supplier must hold a meeting to confirm the cause of the problem and develop a solution, including how to dispose of finished products. Subsequently, the Company's dedicated personnel will review the supplier's audit improvement report and continue to track the improvement progress to ensure that the measures are implemented and the expected results are achieved.

In the key supplier evaluation in 2025, a total of 104 quality system deficiencies were found, mainly concentrated on negligence of the management system and process operation; For ESG aspects such as health and safety, environment, labor, supply chain, and social ethics, a supplier self-assessment method was adopted for the investigation, and no violations were found after reviewing the responses. However, through follow-up reviews of related deficiencies, certain improvement plans have not yet met the Company's qualifying standards and remain under continuous improvement during the reporting period, resulting in an annual deficiency improvement rate of 84.62%.

D-Link will continue to review and optimize the quality management process, environmental quality and personnel training mechanism with suppliers to improve product quality, reduce the occurrence of deficiency, while strengthening improvement effectiveness. Regarding the vendors performing poorly in terms of improvement, the purchase volume will be reduced gradually, to ensure that the supply chain operations meet the requirements of sustainable development.

● **Audit Nonconformities and Improvement Rates in the Past 3 Years[50]**

	2023	2024	2025
Sustainability Management	12	5	0
Quality Management	125	84	104
Defect Improvement Rate	81.02%	88.76%	84.62%

[50] For deficiency items that have not been closed in the current year, the root causes will be clarified and improvement countermeasures will be formulated. For those that cannot be closed before the end of the year due to schedule constraints, all remaining items will be fully resolved within the expected deadline.

2025

Improvement rate of deficiencies in coaching suppliers: 100%

Number of suppliers listed as unqualified suppliers for violating social responsibility standards: 0

Reports on bribery of suppliers: 0



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CH4 Environmental Sustainability

Responding to Material Issues

- Climate Change Response Actions
- Green Products

Major Stakeholders

- Customers / Clients
- Employees
- Suppliers / Business Partners / Contractors
- Shareholders / Investors

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4.1 Sustainability Strategies and Goals - Environmental Aspect

GRI 2-13, 2-24, 3-3

4.1.1 Management Approaches for Material Topics
4.1.2 Short / Medium / Long-term Goals
4.1.3 Achievement Status of Management Goals for 2025
4.1.4 Responsible Unit
4.1.5 Management Mechanism
4.1.6 Communication Channel

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4.1.1 Management Approaches for Material Topics

Material Topics	Significance for D-Link	Impacts on Value Chain*			Response Policies and Measures	Management Actions
		Suppliers/ Business Partners	D-Link	Customers/ Clients		
Green Products	In response to the rising awareness of green consumption, D-Link leverages industry capabilities to develop products that are highly efficient, energy-saving, disaster-preventive, and packaging-reduced, enabling Customers/Client to support environmental protection with each purchase and use. By launching environmentally friendly products that align with current trends, D-Link maintains its competitiveness in the international market.	●	●	○	Develop a project plan and increase the proportion of green products year by year, and reduce the impact on the environment by continuously developing green design and reducing resource consumption.	Launched the "D-Link Green" program to implement environmental protection concepts across various dimensions, including product design, functionality, materials, and packaging.
Climate Change Response Actions	Climate change and carbon management are among the most urgent and significant environmental issues of our time. Global transnational organizations and governments are intensifying regulations to address these challenges. As an international brand, D-Link recognizes the necessity of leveraging our market resources and influence to actively promote the low-carbon transition of the value chain.	●	●	○	Committing to the 2050 net-zero emissions goal, with a mid-term target set for 2030. We are formulating corresponding strategic goals, tracking performance indicators, and actively leveraging the influence of the D-Link brand in the industrial value chain to enhance the effectiveness of relevant actions.	Introduce the TCFD framework and track climate performance targets. In addition, the Company launched the IFRS Sustainability Disclosure Standards adoption project in Q4 2025, prioritizing the implementation of S2 "Climate-related Disclosures" requirements to ensure compliance with the regulatory advanced adoption roadmap and enhance governance resilience.

※ ●Direct impact; ○Indirect impact

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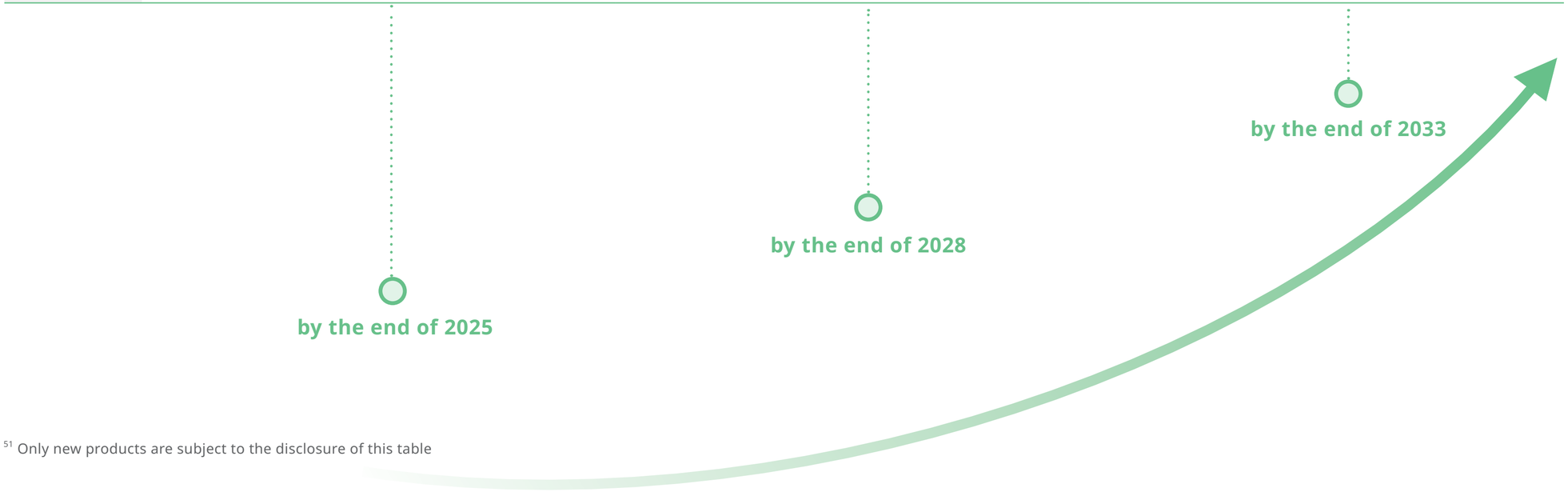
4.1.2 Short / Medium / Long-term Goals

Material Topics	Short-term	Medium-term	Long-term
Green Products[51]	• Plastic-free packaging for product packaging: remove product packaging bags or replace them with non-plastic packaging materials. • Continued introduction of recycled plastics into products with plastic casing • Introduction of recycled metal into products with metal cases • Introduction of eco-friendly uncoated wood-free paper for hard copy documents attached to the products.	• Enhance sustainable performance in product design. Discuss a product recycling plan. • Strive for international awards for sustainable products. • Assessment of the introduction of ISO 14067 product carbon footprint standard.	• Continue to strengthen the influence of D-Link sustainable products.
Climate Change Response Actions	• Continue to implement energy saving projects. • Obtain ISO 46001 Water Efficiency Management System certification.	• Complete the carbon inventory and verification of consolidated subsidiaries. • Set targets using 2021 as the baseline year to reduce electricity consumption by 4.5% and water consumption by 2.5% by 2026. • Drive active carbon reduction across the supply chain.	• Pass ISO 50001 energy management system certification. • Installation of solar photovoltaic equipment. • 2030 green power procurement target of 17.5%. • Set the goal to reduce power consumption by 30% by 2030 using 2021 as the baseline year. • Using 2025 as the new baseline year under the consolidated reporting scope, set a mid-term target to reduce Scope 1 and 2 emissions by 10% by 2030 compared to 2025, working toward the 2050 net-zero goal.



[51] Only new products are subject to the disclosure of this table

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4.1.3 Achievement Status of Management Goals for 2025

Material Topics	Goals in 2025	Management Performance	Achievement Status
Green Products	• Promote and optimize sustainable product development and design planning. • Shape D-Link's sustainable product features.	• Green products accounted for 40.5% of the total product revenue. • The buffer material for switches is changed from EPE[52] to paper tubes that is easy to be recycled, and the FSC-certified paper is introduced to product packaging boxes. • 30% PCR[53] plastic continues to be incorporated into the casing of the AQUILA PRO AI series products. • 50% PCR plastic is adopted for the packaging bag of router products. • Ink printing on brown boxes has been reduced. • D-Link ESG concepts are promoted quarterly on major social media platforms, establishing a sustainable product image by participating in international awards.	✓
Climate Change Response Actions	• Continue to implement energy saving projects.	• D-Link committed to the 2050 Net-zero emissions goal, actively planning and executing various carbon reduction projects including replacing energy-saving equipment, purchasing green power, and installing solar photovoltaics, with implementation progress tracked and reviewed quarterly. • The Company began using green power in July 2023. Cumulative green power supplied was 6,000 kWh in 2023, increasing to 80,500 kWh in 2024 (obtaining a total of 80 certificates), and further growing to 127,999 kWh in 2025 (obtaining a total of 128 certificates). • Cumulative electricity savings from energy efficiency projects over the past three years reached 3.2%.	✓

[52] Expandable Polyethylene
[53] Post-Consumer Recycled

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4.1.4 Responsible Unit

- Supply Chain Management Center
- Corporate Finance & Administrative Occupational Safety Center
- Product Center
- AI Innovation Center

4.1.5 Management Mechanism

Environmental Policy and Commitments

- Comply with applicable laws and other requirements.
- Continuously reduce environmental impacts.
- Promote green products.
- Conserving energy and cherishing resources.
- Preventing environmental pollution.

ISO 14001:2015 Environmental Management System

In response to the global environmental protection trends, D-Link continuously maintains ISO 14001:2015 Environmental Management System certification, with the primary mission of enhancing environmental protection awareness, building a green enterprise, and executing continuous environmental protection initiatives.

Greenhouse Gas Inventory and Management Policies

- We are dedicated to disclosing corporate carbon emissions to fully understand the carbon emissions within the Company.
- We work with our business partners to expand the scope of carbon reduction together.
- We provide more diverse low-carbon products and services for our consumers and users.
- We have increased information transparency and reduced emissions for the carbon footprints of our products.

Waste Management Policy

- Source reduction: save the use of natural resources and reduce waste generation.
- Material resource utilization: The waste is classified and recycled to reduce the environmental load.
- Diversified processing: Recycle resources through recycling, reuse, etc.

Aspects Covered by D-Link Green


Product design

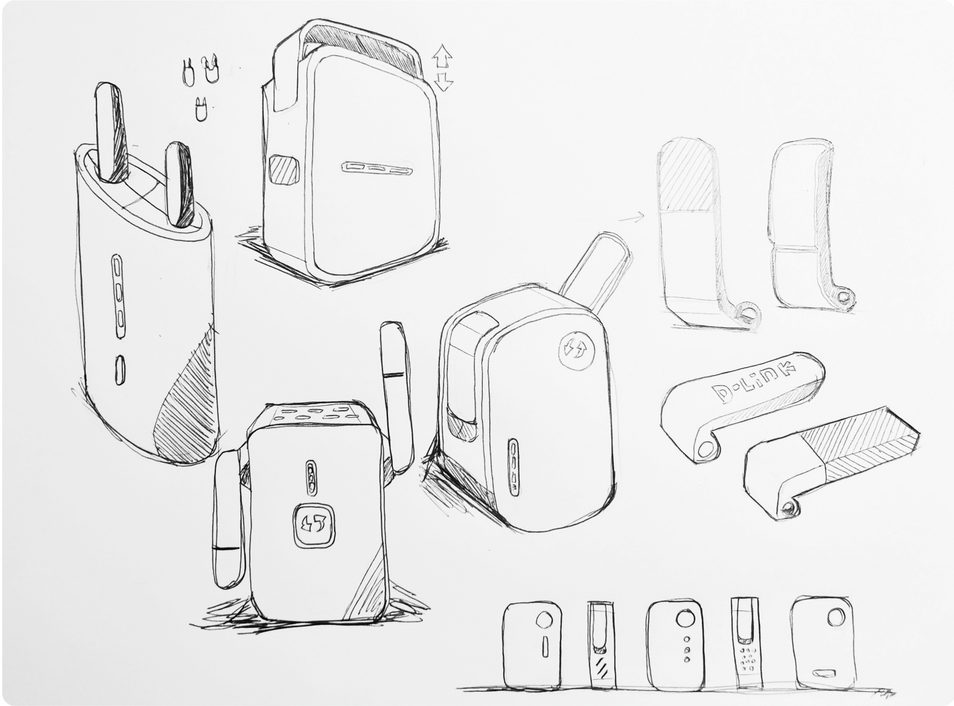

Product functions


Product materials


Product packaging

4.1.6 Communication Channel

Appeal Mechanism	• https://www.dlink.com/en/hq-support • Online message: https://www.dlink.com/en/contact-d-link



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4.2 Environmental Management Policy

In response to sustainable trends and to fulfill corporate social responsibility, D-Link has implemented the ISO 14001 Environmental Management System since 2006, committing to and implementing 5 major environmental policy declarations.

4.2.1 Environmental Policy and Commitments
4.2.2 ISO 14001 Environmental Management System



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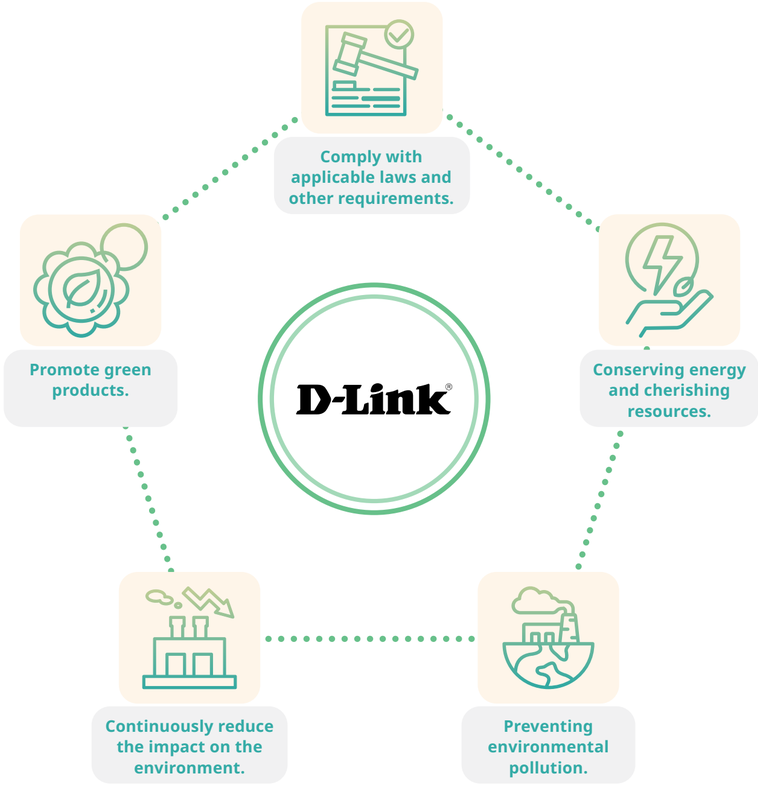
4.2.1 Environmental Policy and Commitments

GRI 305-6, 305-7

D-Link's environmental policy statement regards compliance with environmental protection regulations as the most basic requirement. Daily operations are committed to minimizing the impact on the local ecological environment and ensuring no significant adverse impact or impact on biodiversity.

In addition, in the spirit of sustainable operation, D-Link continues to improve the development and design of green concept products, follows the international standard ISO 14064-1 to disclose greenhouse gas emissions, and sets goals to reduce carbon emissions. We also actively plan and implement energy saving, water saving and waste reduction projects[54], and regularly provide employees with environmental education resources to encourage every employee to participate and implement environmental action.

● D-Link Environmental Policy Statement



4.2.2 ISO 14001 Environmental Management System

D-Link has passed the environmental management system ISO 14001:2015 verification and complies with its requirements. It regularly assesses environmental management risks, and then sets improvement goals and improvement measures based on the assessment results. It also conducts internal and external audits every year. The specific suggestions for deficiencies and omissions in system implementation are provided to ensure improvements. In 2024, the triennial recertification audit was completed, and the results of the 2025 annual internal and external audits showed no major deficiencies; there have been no material environmental violations or related administrative penalties in the past 3 years.



[54] The Company's operation scope does not include production and manufacturing, so there is no gas emission of ozone depleting substances, nitrogen oxides, or sulfur oxides, etc.

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4.3 Climate Governance and Actions

Climate change poses an urgent challenge for all nations. Since 2021, D-Link has implemented the TCFD framework to assess climate-related risks and opportunities, analyze the financial implications of climate change, and develop governance and management strategies. We are committed to achieving Net-zero emissions and have developed diverse programs to mitigate climate change, preserve natural capital. Going forward, we will continue to follow the TCFD framework and regularly disclose the Company's climate-related information, and foster a sustainable future globally.

4.3.1 Response to Task Force on Climate-Related Financial Disclosure (Referring to IFRS S2 and TCFD Frameworks)
4.3.2 From Inventory to Net Zero
4.3.3 Biodiversity Commitment

4.3.1 Response to Task Force on Climate-Related Financial Disclosure (Referring to IFRS S2 and TCFD Frameworks)

GRI 2-12, 201-2

Governance

Board of Directors

As the highest supervisory unit for climate change response management, it is responsible for reviewing relevant risk and opportunity management reports, response strategies, measures, and target implementation progress and results, ensuring the effectiveness of related management actions.

ESG and Nomination Committee

It is the decision-making and management unit for climate change response plans and target implementation progress.

ESG Office[55]

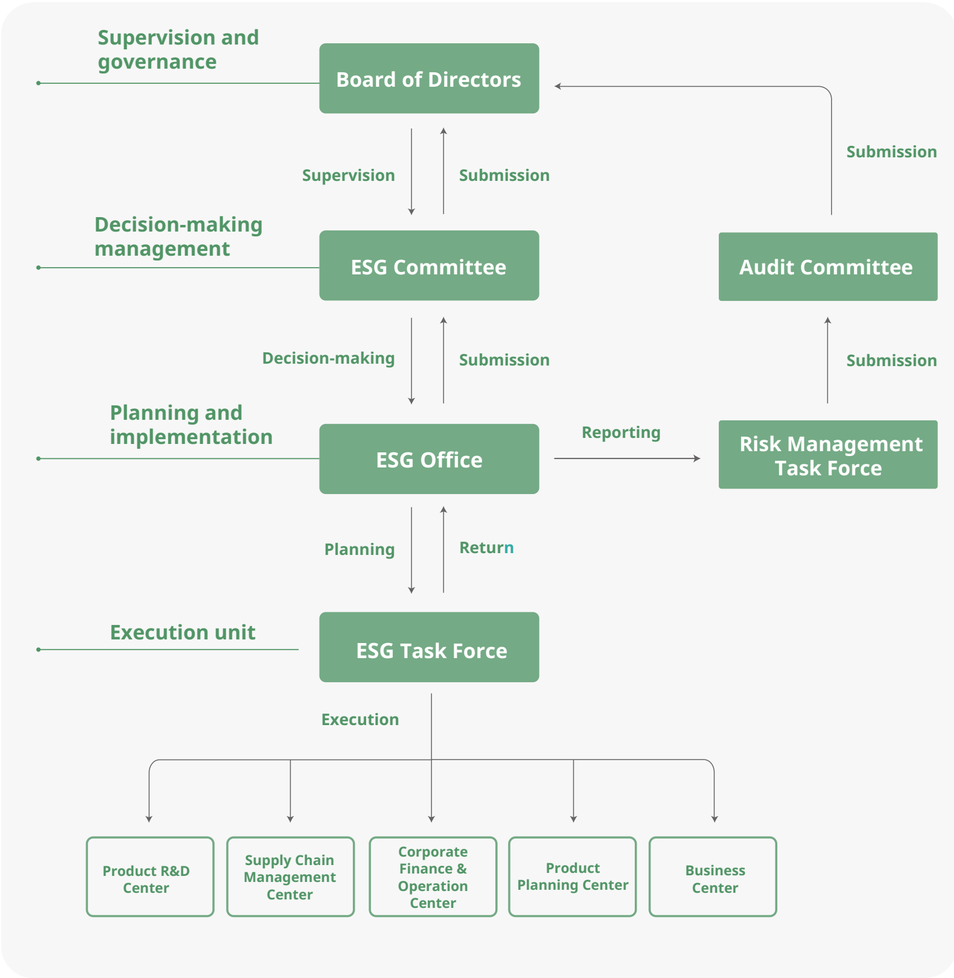
It falls under the ESG and Nomination Committee and is responsible for further planning and promoting climate change response plans based on the climate risks and opportunities jointly assessed and identified with the ESG Task Force.

The ESG Task Force[56]

Responsible for the related execution operations.

The ESG Office holds monthly ESG Task Force meetings to monitor the implementation status of the climate change response plans. It reports the implementation results, target progress, and follow-up plans to the ESG and Nomination Committee and the Board of Directors on an annual basis, ensuring that the Board adequately supervises D-Link's climate management actions and mitigates risk impact. Additionally, the ESG Office reports identified material climate risks to the Risk Management Task Force for evaluation of their incorporation into the Company's overall risk management system.

D-Link Climate Governance Structure



[55] It is D-Link's internal dedicated ESG unit, responsible for formulating the Company's sustainable development strategy and promoting ESG-related projects.

[56] The ESG Task Force is composed of heads of responsible departments and is responsible for executing ESG-related projects approved by the Board of Directors and the ESG and Nomination Committee.

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Strategies

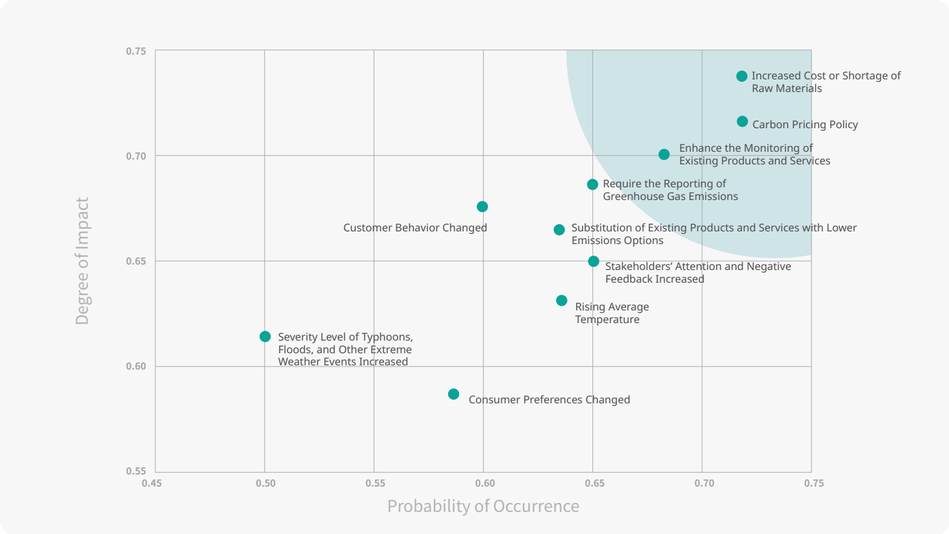
D-Link uses scenario analysis to examine the impact and estimated timing of future climate risks and opportunities on the Company's operations, products and services, value chain, and R&D investments. This method allows the company to estimate the financial impact, explore business opportunities, and discuss countermeasures and response actions.

In terms of scenario setting, for transition risks, the Company evaluates the scenario of net zero by 2050 (SSP1-1.9), and for physical risks, it is estimated based on the high emission scenario (RCP 8.5) assuming business as usual (BAU). For the estimated time of occurrence, the Company defines short-term as within 3 years, medium-term as 4 to 10 years, and long-term as more than 10 years.

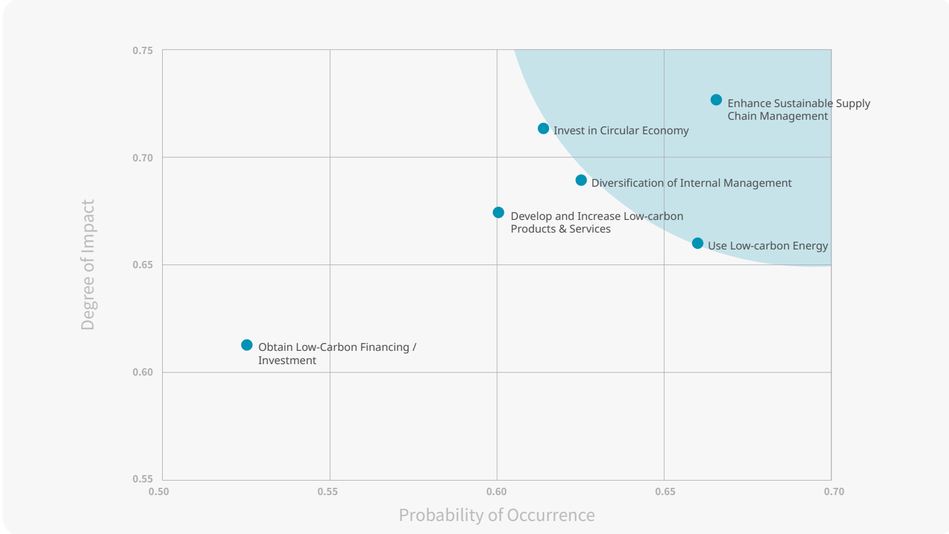
In addition, to develop climate change response strategies and action plans that align with policies and market developments, D-Link conducts regular ESG Task Force meetings based on operational needs to collect climate-related issues and trends and continuously assesses their potential impacts.

Additionally, D-Link conducts comprehensive identification operations, including assessment, evaluation, and sorting of various climate change risks and opportunities every 3 years. The most recent identification was carried out at the end of 2024, and the top three significant risks identified are: “rising costs or shortage of raw materials,” “chargeable carbon policy,” and “enhanced regulation of products and services.” The “chargeable carbon policy” is the additional significant risk in the year, and fully reflects our mastery and positioning of domestic and foreign carbon tax/tariff policies; in addition, the significant climate-related opportunities include “enhanced management of sustainable supply chain,” “investing in the circular economy,” and “adopting low-carbon energies.” Except that “investing in the circular economy” is the significant opportunity continued from earlier, others are the new significant opportunities identified this year, and they highly conform to the ESG strategic goals set by the Company. Over the next 3 years, the resource investments in these significant risks and opportunities will be prioritized, with tracking management; we also commit to publicly disclose related information regularly and continue communications with stakeholders.

Climate-related Risk Matrix



Climate-related Opportunity Matrix



Included in this reporting cycle's Risk topics

Included in this reporting cycle's Opportunity topics

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Climate-related Risks and Response Actions

Type of Risk	Climate-Related Risks	Estimated Occurrence Time	Risk Description	Response Actions and Possible Financial Impact
Policy and Legal	Require the Reporting of Greenhouse Gas Emissions	Short-term	The Financial Supervisory Commission released the "Sustainable Development Roadmap for TWSE/TPEx Listed Companies" in early 2022, mandating listed companies to annually inventory and verify carbon emissions data for their parent companies and consolidated entities based on their capital size, obtaining third-party assurance. D-Link has conducted annual inventory and verification of carbon emissions for its parent company since 2016 and has conducted data collection from overseas subsidiaries to comply with regulatory requirements.	D-Link has a specified timetable requiring disclosure of carbon emissions for consolidated entities by 2026 and completion of third-party assurance by 2028. Consequently, the company has initiated the inventory process, incurring an annual expense of approximately NT$1.5 million to execute related operations.
	Carbon Pricing Policy[57]	Medium-term	Currently, Taiwan has not implemented a comprehensive total carbon emissions control system but instead has a policy to levy carbon fees. The initial regulatory targets apply only to large carbon emitters categorized under Scope 1 and Scope 2 emissions. D-Link is not currently included in this group. However, it is important to consider the potential for cost pass-through by upstream suppliers subject to these regulations. There is also a risk of increased operating costs in the future due to the gradual expansion of these regulations to include more suppliers.	Due to the nature of its operations and product sales, D-Link's carbon emissions primarily fall under Scope 3, exempting it from immediate regulation. However, the company must monitor upstream suppliers subject to regulation and their carbon management practices to prevent potential cost pass-through. Therefore, D-Link's response strategy focuses heavily on supplier management. It has developed a comprehensive management framework to actively assess suppliers' carbon management profiles and their sensitivity to carbon pricing policies. In addition, to respond to international sustainability rating trends and implement the financialization of risk management, the Company launched an Internal Carbon Pricing (ICP) assessment plan in 2025. By simulating the internalization of carbon costs, this initiative establishes decision-making reference benchmarks for low-carbon projects, facilitating the gradual integration into future operational and procurement transition strategies[58].
	Enhance the Monitoring of Existing Products and Services[59]	Medium-term	As awareness of climate change grows, governments are increasingly focusing not only on corporate carbon emissions but also on emissions associated with products and services, particularly in regions with total emission caps such as the European Union. To mitigate the risk of carbon leakage, the Carbon Border Adjustment Mechanism (CBAM) has been established as a preventive measure. Under this mechanism, pricing is based on the carbon emissions per unit of imported products and their import volumes. According to regulations, if the carbon emission data of the product is not faithfully declared, or the declaration data do not meet the requirements, or the improvement is not made before the deadline, a fine of EUR 10 to 50 per metric ton will be imposed. Although D-Link products are currently not subject to the levy under the system, it is essential to continuously monitor relevant policy trends and make early preparations to respond. In addition, the EU officially effected the “Ecodesign for Sustainable Products Regulation”[60] in July 2024 to replace the previous ErP Directive[61], emphasizing that enterprises must introduce the product life cycle assessments, including source design, durability, repairability, and recyclability requirements, to reduce environmental impacts. The enforcement of the regulations will bring more challenges to enterprises.	Although D-Link products are currently not within the scope of CBAM, the potential future trend suggests that all products may eventually fall under CBAM. Recognizing that the EU CBAM has spurred countries to develop carbon tariff systems, prioritizing product carbon emission information will aid in collecting and extracting relevant declaration data. Additionally, given the rising market demand for low-carbon products, D-Link has decided to introduce the carbon footprint standard ISO 14067. This proactive step aims to facilitate future responses and align with market expectations. The introduction of the ISO 14067 standard and third-party verification expenses for a desktop switch product, for example, are estimated to cost approximately NT$0.5 million. Actual expenses may vary depending on the type and scale of products involved in the implementation. In the face of increasingly strict regulations, D-Link will continue to monitor the progress of regulations and implementation rules, to strive to create lower-carbon and more sustainable products to meet regulatory standards and market expectations.

[57] Material climate-related risks.
[58] For details on the Internal Carbon Pricing plan, please refer to the official website: Corporate Sustainability -> Energy and Resource Management.
[59] Material climate-related risks.
[60] Regulation (EU) 2024/1781 (ESPR)
[61] Energy-related Products Directive (2009/125/EC)

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Type of Risk	Climate-Related Risks	Estimated Occurrence Time	Risk Description	Response Actions and Possible Financial Impact
Low-Carbon Technology	Substitution of Existing Products and Services with Lower Emissions Options	Short-term	Regarding the low-carbon transition direction of network products itself, in addition to improving their energy efficiency and optimizing their volume, another common approach is to use recycled materials. However, when materials are recycled and remanufactured, their material properties will change or be limited to a certain degree, such as color selection, color difference, brittleness and hardness, among other things, will be affected. In addition, the factor of industry relocation also affects the supply flexibility of the PCR[62] plastic supply chain.	Even though the use of recycled plastics poses many challenges to product production and quality, in order to promote the development of a circular economy, D-Link actively communicates with suppliers, including testing, adjustment and verification of formulas and injection conditions, and ensuring the related preparations for the smooth supply. According to the current market price, the cost of recycled materials is 10~15% higher than that of virgin materials. However, D-Link will continue to uphold the principles of product life cycle assessment[63], and introduces PCR plastics into new consumer products in the future to actively reduce the carbon footprint of products.
Market Trend	Customer Behavior Change	Medium-term	Due to the increasing awareness of global climate change and the impact of national policies, customers are relatively concerned about the low-carbon transformation progress of their suppliers, including energy management tracking, regular disclosure of annual carbon emissions data, and carbon reduction goals and strategies. Although for the current stage, the direct impact on orders is still quite limited, there is still a very small number of customers who require that the carbon reduction path planning must comply with the Company's carbon reduction commitments. We cannot rule out the possibility that it will become a condition for vendor selection in the short term; failure to respond in a timely manner may affect business development.	Currently, D-Link has regularly checked the carbon emissions of the head office and branches in Taiwan every year, and has been verified by a third party. In addition, in accordance with the requirements of the “Sustainable Development Roadmap of TWSE/TPEx Listed Companies” and the “Sustainable Development Action Plan of TWSE/TPEx Listed Companies,” By the end of 2025, the Company has initiated the carbon inventory of its overseas subsidiaries. Once the data is obtained, the carbon reduction targets and corresponding implementation measures within this scope will be re-evaluated. Meanwhile, we are also promoting the plan to introduce carbon footprint to grasp the hotspots of product emission and further develop specific and feasible high-efficiency emission reduction measures.
	Increased Cost or Shortage of Raw Materials[64]	Medium-term	Due to the demand for low-carbon transition of products, the use of recycled materials or materials with specific environmental labeling means an increase in invested costs, which may lead to a decreased price competitiveness.	The cost of PCR plastics is 10-15% higher than that of virgin plastics, which will lead to an increase in product costs. However, because the products to be introduced to appeal the special antenna designs and sustainable development concepts, D-Link AQUILA PRO AI Series Products will continue to do so in the future. In addition, the principle of using recycled materials as much as possible also includes product packaging and documentation. For packaging plastics that cannot be completely reduced in the short term, PCR plastics are also used. The cost is about 50% higher than that of virgin plastics. However, due to its low unit price, the impact on the total cost is quite limited.
Reputation	Stakeholders’ Attention and Negative Feedback Increased	Short-term	Although D-Link's operations do not directly involve manufacturing, heightened awareness has increased external scrutiny. Supplier due diligence and supply chain ESG management are closely monitored by corporate customers, external evaluation agencies, and other stakeholders. These factors can directly or indirectly influence brand competitiveness.	D-Link's ESG and Nomination Committee has established the ESG Office, tasked with responding to external ESG-related inquiries and participating in various ESG assessments. Among its responsibilities, the office assists each department in formulating goals, strategies, and implementation plans by analyzing information and trends, actively meeting stakeholder expectations.
	Consumer Preferences Changed	Medium-term	The corporate customers' concerns about D-Link's carbon management are not limited to the organizational level, but also include the products themselves. Therefore, the disclosure requirements of carbon footprint data, product energy efficiency, usage of recycled materials, are all concerns that the market is increasingly paying attention to. It is necessary to plan and implement as early as possible to maintain the competitiveness of D-Link products.	In view of the EU CBAM driving countries to actively develop carbon tariff systems, product carbon emission data may become a basic requirement for future exports. In addition to actively planning the adoption of the carbon footprint standard (ISO 14067), D-Link also emphasizes local production from a product life cycle assessment perspective, aiming to reduce carbon emissions and costs associated with raw material transportation.

[62] Post-Consumer Recycled (PCR)
[63] Life Cycle Assessment (LCA)
[64] Material climate-related risks.

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Type of Risk	Climate-Related Risks	Estimated Occurrence Time	Risk Description	Response Actions and Possible Financial Impact
Physical Risks (Acute)	Severity Level of Typhoons, Floods, and Other Extreme Weather Events Increased	Long-term	According to current climate conditions and model estimates, as the warming trend intensifies, the difference between the dry and wet seasons in Taiwan will become increasingly obvious in the future. That is, the rainfall intensity in the wet season (May to October) will gradually increase, but the days without rainfall in the dry season (November to April) will prolong. Thus, the risk of floods/droughts significantly increases. Failure to adapt such smoothly will directly lead to losses in the Company's operations or supply disruptions.	**For the Company itself:** In addition to its Neihu headquarters, D-Link's operating bases in Taiwan also include offices in Taichung, and Kaohsiung. According to the "Database of TCCIP," in the RCP 8.5 mid-century scenario (comparing the maximum 24-hour cumulative rainfall movement rate), the rainfall trends in Taichung do not change significantly comparing to the base period (1979-2008), but there will be a slight increase in Taipei, and the average increase rate in Kaohsiung is about 15%; and based on the "3D Disaster Potential Map of NCDR," the flooding potential is confirmed that only the Kaohsiung base will be at risk of flooding. In regard to weather events in 2025, no damage was caused to the Company's operating sites., we will carefully evaluate the necessity of office relocation in the future, and adopt a complete remote working regulation to flexibly respond to the risk of extreme rainfall. **Responses to value chain risks:** · For the upstream, D-Link has developed a complete and flexible procurement strategy. Each product has candidate suppliers located in multiple regions for deployment, effectively reducing delivery delays and operational losses caused by regional climate. · For the downstream, since climate disasters are natural disasters, contracts with customers have corresponding clauses and notes, and the goods have appropriate insurance to transfer risks, sufficient to cope with delayed delivery caused by weather factors. · In addition, regarding the water shortage issue and water consumption policy arising from the increasing concentration of days without rainfall in recent years, since the production and manufacturing of D-Link products is not a high water consumption process, the first-tier suppliers have not yet provided feedback on any cost passage due to the water consumption policy. We will continue to track the scope of impact of relevant policies through supplier questionnaires in the future.
Physical Risks (Chronic)	Rising Average Temperature	Long-term	If the trend of climate warming cannot be effectively slowed down, persistent high temperatures in summer will lead to a surge in demand for air conditioners, and the cost of electricity and corresponding carbon emissions will also rise. Under policies such as the active transition of the energy structure in various countries and the implementation of carbon pricing control measures, related costs may be indirectly passed on to upstream products, raising product costs and directly affecting profits.	**For the Company itself:** In addition to immediately starting to formulate and implement a complete carbon reduction path for the value chain, to reduce the possibility of this risk occurring, risks that were foreseeable in previous periods or have been affected in the short term should also be considered, including the risk of increasing electricity for air conditioning due to high temperatures in summer year by year; therefore, prioritizing the replacement of high-efficiency air conditioner main units to achieve the benefits of energy saving and emission reduction is also one of the measures that can be implemented at this stage. At present, the power consumption of air conditioners in the D-Link building is about 30%, or as much as 30.4% in the past 3 years if considering the increased of electricity tariff. In the future, as the country is at the verge of active energy structure transformation, it is believed that the replacement of the air conditioner units is an appropriate first priority upon the assessment, so it is expected to complete the replacement of the air-conditioning main units by 2028, with an estimated expenditure of approximately NT$15 million. **For the supply chain:** Taking into account the trend of rising electricity tariff by local governments due to energy transition, supply and demand regulation, and carbon pricing policies, the risk of cost passing through resulting from adaptation to climate warming year by year is also a priority item for enterprises to consider. To this end, D-Link will assess the risk exposure of each supplier via the annual supplier questionnaire, and plans to include it as one of the future supplier selection criteria.

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Climate-Related Opportunities and Response Measures

Type	Climate-related Opportunities	Estimated Occurrence Time	Scenario Analysis and Financial Impact Assessment	Responding Actions and Possible Financial Impact
Resource Efficiency	Invest in Circular Economy[65]	Medium-term	In addition to urging companies to focus on carbon emission management, extreme climate issues also require companies to pay more attention to the life cycle of the products and services they provide because of the trend of disclosure requirements in Scope 3, which will directly affect Scope 3 statistics. Therefore, at this stage, we are actively moving towards optimizing material usage, increasing the proportion of recycled materials, and exploring the expansion of multiple recycling channels to increase the end recycling rate. From a long-term perspective and the economies of scale related to future development, it is helpful for reducing the costs of procuring raw materials and establish a corporate image, among other positive benefits.	The Company will continue to implement the “D-Link Green” plan and strive to reduce the negative impact that products may have on the environment at each stage of the life cycle from the four aspects, namely product design, functionality, materials, and packaging, in order to implement the corporate social responsibility. After D-Link announced the M30 AX3000 Wi-Fi 6 Dual-Frequency Wireless Routers, the first product remade from PCR plastic in June 2023 (with plastic unit price increasing by approximately 3%), it gained immediate attention and expectations in the European market. The five new products of the series launched subsequently are also made from PCR plastic. In the future.
	Diversification of Internal Management	Short-term/ Medium-term	In order to achieve effective carbon management and the Net-zero emissions goal, D-Link conducts progress reports and reviews on ESG strategic goals every quarter, and regularly revise its short, medium and long-term strategic goal planning every 2 years; in terms of environmental goals, through the basic carbon inventory and third-party verification (including organization and product aspects), implementation of various energy-saving and carbon-reduction measures, procurement and construction of green power, introduction of corresponding management systems (such as ISO 50001), and promotion of supply chains, have significantly improved the resource utilization efficiency, thereby reducing related expenditure and costs in the future.	With subsequent short- and medium-term energy-saving and carbon-reducing measures, such as updating air-conditioning main units, it is roughly estimated that an initial investment of NT$15.40 million will be needed to replace high-performance equipment. In the future, approximately 22.5% of power consumption will be saved each year (based on the current electricity tariff, approximately NT$2.2 million may be saved per year).
Energy Source	Use Low-carbon Energy[66]	Medium-term	Driven by factors such as government policies and market attentions, energy transition has become an inevitable trend. Although D-Link is not a large consumer of electricity and is not subject to the government's renewable energy obligations, it still actively purchases green power, and plans to expand its use of green power year by year. The increasing proportion of purchases of green power year by year, and the construction of solar photovoltaic equipment will help to achieve carbon reduction and the Net-zero emissions goal, while mitigating the impact of fossil fuel price fluctuations by reducing demand and dependence on fossil fuels.	D-Link has included renewable electricity procurement as one of its strategic goals for ongoing implementation. In 2025, renewable electricity accounted for 5.56% of the Company’s annual electricity consumption (4.75% of the baseline year consumption), with a target to increase this proportion to 17.5% by 2030. For an upcoming solar photovoltaic construction project[67], the total budgeted expenditure is approximately NT$13.7 million. If the self-generated solar power is sold via wholesale, the estimated annual revenue from electricity sales would be around NT$1.22 million. At that time, the Company will reassess the benefits of wholesale versus self-consumption and adopt the more favorable approach.

[65] Main climate-related opportunities
[66] Main climate-related opportunities
[67] Planned to be completed by the end of 2033

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Type	Climate-related Opportunities	Estimated Occurrence Time	Scenario Analysis and Financial Impact Assessment	Responding Actions and Possible Financial Impact
Products and Services	Develop and Increase Low-carbon Products & Services	Short-term	Responding to the international carbon reduction trend, companies continue to invest in and expand the low-carbon product or service market, while confirming the market response. This action will enable the pioneer companies to more accurately grasp the pulse of the low-carbon market, create business opportunities, position for the market share, and indirectly increase the revenue and corporate image, to drive a positive cycle.	In order to more actively invest in the low-carbon market, D-Link launched the green packaging project, "D-Link Green Pack," in early 2022, which focuses on four major aspects: environmental friendly materials, plastic-free packaging, volume optimization, and digitized product documents, as the pillars of design; for example: • The non-network administration switches adopts clay coated board[68] with high percentage of recycled pulp, which can reduce costs by approximately 2–3%. • The plastic packaging bags are removed from Dongle series products • Switch products adopts 50% PCR plastic bags for packaging, increasing costs by approximately 50%. • 30% PCR recycled materials are introduced to the plastic casings of the AQUILA PRO AI series product R36, and the costs are 10–15% higher than the virgin materials. • Brown boxes and cartons of DGS-1210-10TS, DGS-1210-10XS/ME, DMS-1250-10S, DGS-1210-28, DGS-1210-52, DMS-1016, and DMS-1024 adopt FSC[69] certified paper materials
Capital Markets	Obtain Low-carbon Financing/ Investment	Medium-term	Governments around the world are actively directing funds to ESG and low-carbon products, such as bonds of sustainable development special funds or sustainability-linked bonds. In particular, the latter has no restrictions on the use of funds, only the sustainable development indicators are required to be set, and the goals to be linked to the design of bond principal and interest payment conditions and other mechanisms for acquisition, which can effectively reduce capital costs, improve sustainable performance, increase exposure, and attract the attention of more investment institutions.	Currently, D-Link has sufficient funds of its own and has no urgent and continuing financing needs. However, it will maintain its focus on green financing or low-carbon financing, maintain close contact with financial institutions that actively promote sustainable and low-carbon financing, improve the quality of its own ESG disclosure information, and maintain its qualifications in line with the green financing review standards. In order to quickly obtain the support of banks and evaluation agencies when operations require, we can undertake borrowings or issue bonds linked to sustainable development, so as to minimize the Company's capital costs while demonstrating the Company's long-term commitment to climate change and environmental sustainability.
Operation Resilience	Enhance Sustainable Supply Chain Management[70]	Short-term	D-Link is a brand company, and its actual operations do not include manufacturing, the supply chain management has become a very critical part of product quality control operations. In recent years, due to sustainability policies and trends, all the society is expecting enterprises to exert benefits such as the large companies leading the small companies and driving the value chain. Therefore, they have deepened the communication and resource exchange with suppliers, and understood suppliers from a more complete perspective, to grasp operational risks from all aspects for appropriate allocation and dispatch.	D-Link has always placed great importance on the verification of its quality management system. In recent years, in response to the growing focus on sustainability, the Company has also developed its own set of ESG audit standards, referencing the Validated Assessment Program (VAP) under the Responsible Business Alliance (RBA[71]) Code of Conduct[72], to conduct on-site audits of major suppliers. The estimated annual cost for this initiative is approximately NT$300,000, depending on the number of audits conducted. In order to further improve D-Link's ESG management practices for the supply chain, the Company has formulated the "Sustainable Procurement Policy," built the "Supplier Code of Conduct," and established the "Supplier ESG Self-Assessment Questionnaire", linked to the aforementioned on-site audit operations, to step-by-step build a contextual sustainable supply chain management system.

[68] Contains more than 85% recycled pulp
[69] Forest Stewardship Council
[70] Main climate-related opportunities
[71] Responsible Business Alliance
[72] Validated Assessment Program (VAP)

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Risk Management

D-Link manages climate-related risks and opportunities through 4 key processes: collecting relevant issues and trends via monthly ESG Task Force meetings, regularly assessing the impact and materiality of each risk and opportunity, formulating corresponding strategies and indicators, and applying PDCA principles for annual tracking and review. This structured approach aims to achieve overall control and ensure timely responses. For the material climate risks identified, the ESG Office not only reports them upwards but also submits them to the Risk Management Task Force for evaluation regarding their potential inclusion in the Company's overall risk management system.

Metrics and Targets

In order to achieve the 2050 Net-zero emissions goal, D-Link not only sets corresponding short/medium/long-term goals for energy saving, carbon reduction, water saving and waste reduction, but also actively launches various project plans, promotes relevant measures, and implements management and effectiveness evaluation accordingly, and at the same time, the performance results are confirmed through the external verification to achieve the goal of environmental sustainability.

- **Climate-related Risk / Opportunity Identification Process**

Collect Issues
List climate-related risks / opportunities
Through the platform of monthly ESG Task Force meetings, we consistently gather external development trends and internal climate-related issues.

Identify Impacts
Assess the materiality of risks / opportunities
Assess the materiality of relevant issues based on their likelihood of occurrence and the actual financial impact on D-Link. Screen and prioritize risks that require immediate management attention or opportunities for proactive expansion.

Formulate Strategies
Develop strategies for material risks / opportunities
Formulate feasible response strategies and specific measures for various material risks and opportunities. Set corresponding indicators and goals to facilitate subsequent monitoring and operations.

Monitoring and Management
Monitor material risks / opportunities in compliance with PDCA principles
Adopt the PDCA principles to continuously monitor and manage material climate-related risks and opportunities. Conduct regular reviews and improvements to ensure the relevance of strategies and the effectiveness of implementation measures.

- **The Relevant Implementation Performance and Short / Medium / Long-term Goals Responding to Climate Change**

Type	Achievements in 2025	Short-term Goals (2025)	Medium-term Goals (2028)	Long-term Goals (2033)
Net zero emissions/GHG Management	• Expand the inventory boundary to include all subsidiaries in the consolidated financial statements, and disclose in the sustainability report and annual report.	• Conduct Scope 1 and Scope 2 GHG inventories for subsidiaries, and fulfill regulatory requirements for annual report disclosures.	• Expand GHG boundary to consolidated subsidiaries in 2025 to reset baseline, targeting 10% emission reduction by 2030. • Continuously reduce carbon emissions to achieving net zero emission by 2050.	
Energy Management	• Completed the replacement of 923 LED lights, saving approximately 16,644 kWh of power throughout the year, accounting for 0.6% of the base year. • In 2025, a total of 127,999 kWh of renewable electricity was supplied, with an annual increase of 1.52 times, accounting for approximately 4.75% of the electricity consumption in the base year.	• The renewable electricity procurement target is 192,000 kWh, representing 7.5% of the baseline year's electricity consumption. • Implement ISO 50001 Energy Management System.	• Gradually replace/update air-conditioning main units. • Achieve energy savings of 4.5% of baseline year electricity consumption in 2026.	• 2030 energy saving target: 30% of baseline year electricity consumption. • 2030 renewable electricity procurement target: 17.5% of baseline year electricity consumption. • Install solar photovoltaic equipment.
Water Management	• Adjusted the startup time of the air conditioning units to reduce the cooling water usage.	• Reduce water consumption by 2.5% by 2026.		-
Waste Management	• The monthly paper consumption in the headquarters decreased from 15,888 sheets to 14,194 sheets, representing a year-on-year reduction of 10.7%. • The total volume of waste decreased by 22.47% compared to the baseline year.	• Reduce the waste by 2.5% by 2026.		-

Note:
1. The baseline year is 2021.
2. The Company has planned to expand its greenhouse gas inventory boundary to include all subsidiaries within the scope of the consolidated financial statements. The relevant inventory results are disclosed in Section 4.3.2, with 2025 serving as the baseline year for greenhouse gas emissions.

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4.3.2 From Inventory to Net Zero

GRI 2-23, 305-1, 305-2, 305-3, 305-4

Responding to the global common goal of net zero emissions by 2050, D-Link is gradually moving towards Net zero based on greenhouse gas emissions inventories, utilizing hotspot analysis and evaluations of improvement plans as the basis for organizational emission reduction planning. Reviewing 2021 to 2024, the Company designated its Taiwan headquarters as the core emission reduction location and implemented multiple energy-saving projects using 2021 as the initial baseline year, accumulating substantial carbon reduction results.

To implement more comprehensive climate governance and align with the latest international disclosure standards, D-Link officially expanded its inventory boundary in 2025 to include subsidiaries within the scope of consolidated financial statements (including 36 overseas locations). During this transition period, the 2025 consolidated group emissions data is calculated by summing the "third-party assured value of the Taiwan parent company" and the "self-inventoried value of overseas subsidiaries." In light of the significant change in inventory scope, D-Link reset its baseline year in accordance with international standards, designating 2025 as the new baseline year for group carbon reduction.

Under the new group-wide baseline, D-Link has set milestone targets as follows: reduce total Scope 1 and Scope 2 (Categories 1+2) emissions by 10% by 2030 compared to the new baseline year (2025), while maintaining our long-term commitment to achieve net-zero emissions by 2050. D-Link has passed the ISO 14064-1:2018 Greenhouse Gas Inventory certification and formulated the following policies according to the system requirements:

- We are dedicated to disclosing corporate carbon emissions to fully understand the carbon emissions within the Company.
- We work with our business partners to expand the scope of carbon reduction together.
- We provide more diverse low-carbon products and services for our consumers and users.
- We increase information transparency and reduced emissions for the carbon footprints of our products.

In 2024, the Company launched the greenhouse gas inventory guidance project for subsidiaries, and completed the global location mapping and data baseline establishment in 2025. To implement compliant disclosures, the Company plans to conduct formal inventories covering consolidated subsidiaries in 2026 and disclose the relevant information in the 2025 Annual Report (please refer to page 90).

D-Link Carbon Emission Status

● Greenhouse Gas Emissions in the Past 3 Years

	2023 (Parent Company)		2024 (Parent Company)		2025 (Parent Company)		2025 (Consolidated)	
	GHG Emissions	Proportion	GHG Emissions	Proportion	GHG Emissions	Proportion	GHG Emissions	Proportion
Category 1	119.90	0.03%	126.16	0.06%	107.49	0.12%	793.30	0.86%
Category 2	1,148.88	0.27%	1,021.51	0.45%	1108.56	1.28%	5,568.86	6.06%
Category 4	11,941.27	2.84%	10,458.43	4.64%	11,678.29	13.45%	11,678.29	12.70%
Category 5	407,652.17	96.86%	213,771.61	94.85%	73,919.53	85.15%	73,919.53	80.38%
Total Emissions	**420,862.22**	**100%**	**225,377.71**	**100%**	**86,813.87**	**100%**	**91,959.98**	**100%**
GHG Emissions Intensity: Category 1 & 2	0.0796	-	0.0797	-	0.0910	-	0.4759	-
GHG Emissions Intensity: Category 4 & 5	26.32	-	15.58	-	6.40	-	6.40	-
Total GHG Emissions Intensity	26.40	-	15.66	-	6.49	-	6.88	-

Note:
1. Emission unit: metric tons/CO_2e; intensity unit: metric tons CO_2e/revenue (NT$ million).
2. Category 1 and Category 2 are equivalent to Scope 1 and Scope 2 emissions, respectively. Category 4 and Category 5 fall under Scope 3. Specifically, Category 4.1 accounts for carbon emissions from purchased products, while Category 5.1 covers emissions during the use phase of products sold by the organization. After the assessment, Category 3 was identified as an insignificant source of emissions for the Company.
3. Category 2 electricity emission factors are based on MOEA Energy Administration annual data: 0.494 (2023), 0.474 (2024), and 0.474 kg CO_2e/kWh (2025). 2025 disclosures include Location-based (1,108.56 tCO_2e) and Market-based (1,047.89 tCO_2e), with Market-based reflecting renewable electricity purchases by the Taiwan parent company.
4. 2025 GHG data covers consolidated financial report subsidiaries. Taiwan parent company Scope 1 (107.49 tCO_2e) and Scope 2 (1,108.56 tCO_2e) data obtained third-party assurance (certificates on official website). Overseas subsidiary data was self-inventoried without external verification.
5. 2025 Category 5 emissions decreased significantly YoY, mainly due to optimized "Product Use Phase" energy assumptions (household devices: 80% standby / 20% full load) and country-specific electricity emission factors.
6. To align with FSC disclosure requirements, the inventory boundary expanded in 2025 to all consolidated subsidiaries (36 overseas sites), resetting 2025 as the baseline year. Due to scope expansion, metrics from 2025 onward serve as a new baseline and will not be directly compared with historical parent-only data.

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4.3.3 Biodiversity Commitment GRI 2-23

D-Link's global operating sites are neither located in nor adjacent to key biodiversity areas (KBAs) or protected areas. Nevertheless, we pay high attention to the potential impacts and risks our value chain may exert on biodiversity. Therefore, D-Link released its Statement of Biodiversity and Zero-Deforestation Commitment in 2023, communicated the importance of biodiversity to suppliers, and encouraged suppliers to conduct biodiversity risk assessments for their operating locations. And further regulated by the "D-Link Corporation Supplier Code of Conduct."

Biodiversity and Zero-deforestation Commitment

D-Link's global operations are primarily located in technology parks or general office buildings, none of which are operating near key biodiversity areas (KBA). Nonetheless, recognizing that biodiversity conservation helps promote climate change mitigation and adaptation, and has significant implications for agricultural development, food security, public health, and economic sustainability, D-Link makes this Statement of Biodiversity and Zero-Deforestation Commitment in reference to the spirit of the United Nations Convention on Biological Diversity (CBD), with the hope of fulfilling UN Sustainable Development Goals (SDGs) 6, 12, 13, 14, 15 and 17, to protect biodiversity, sustainable use of diversity, and achieve fair and equitable sharing of the benefits arising from the use of genetic resources.

D-Link's Commitment

1. Ensure that D-Link's operational activities comply with international, national, and local laws related to biodiversity and zero deforestation.
2. Avoid activities that negatively impact threatened and protected species.
3. Respect legally designated protected biodiversity areas.
4. Choose appropriate tools to assess the biodiversity-related risks of all D-Link operating sites.
5. Will not knowingly source directly from suppliers that contribute to biodiversity loss or illegal deforestation.
6. Encourage the Company's suppliers to assess the biodiversity-related risks of their operating sites.
7. Seek opportunities with partners to reduce biodiversity damage.
8. Support biodiversity convention activities or initiatives.

In 2025, D-Link continued to cultivate local environmental education. The ESG Office, in collaboration with the Baby Club and the Cultural & Art Club, organized a firefly ecological activity at Wenshan Farm. Firefly experts were invited to lead employees and their families on an on-site tour of Wenshan Farm. Through ecological guided tours, hands-on activities, firefly storytelling, and tea-picking experiences, participants learned about the ecology of the Wenshan area and the growth story of fireflies, gaining an understanding of the importance of biodiversity and urban inclusion. This activity not only deepened employees' empathy and care for the natural environment but also reflected the Company's sustainable commitment to local common wellness and natural capital protection.







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4.4 Energy and Resources Management

In response to the global environmental trend, D-Link has obtained ISO 14001:2015 environmental management system certification, and continues to implement environmental protection measures with the main task of raising environmental awareness and establishing a green enterprise.

4.4.1 Energy Management
4.4.2 Water Resource Management
4.4.3 Waste Management

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4.4.1 Energy Management

GRI 302-1, 302-3, 302-4, 305-5

The D-Link headquarters building mainly consumes externally purchased electricity. In accordance with the requirements of the ISO 14001 environmental management system, the Company prioritizes the reduction of electricity consumption in office buildings, and sets annual energy-saving targets. In 2025, through the energy-saving projects, the Company saved 0.60% of the electricity consumption of the base year (2021), and the cumulative electricity saved in the past three years has reached 2.69%. It is expected to replace the air conditioning host unit in the 5th-floor LAB of the head office building in 2026, and the estimated electricity saving rate is about 0.59%.

● **Performance of Energy Saving Projects in the Past 3 Years**

	2023	2024	2025
Main Energy Conservation Actions	Replaced 427 lighting units on the 3rd floor of the headquarters building with energy-efficient models.	Replaced 218 lighting units on the 2nd floor of the headquarters building with energy-efficient models.	Replaced 923 LED lighting units on the 1st floor and other public spaces of the headquarters building.
Estimated Power Savings (kWh)	46,975	19,494	8,085
Power Saving Ratio[73]	1.70%	0.70%	0.29%
Estimated Reduction in Energy Consumption (GJ)	169.11	70.18	29.11
Estimated Reduction in Carbon Emissions [74] (metric tons)	23.21	9.24	3.83

● **Recent Implementation Status and Planning of Green Energy Procurement Projects[75]**

	2023	2024	2025
Annual Green Power Procured / Planned Procurement (kWh)	6,000	80,500	127,999
Proportion of Annual Electricity Consumption	0.26%	3.60%	5.56%
Estimated Reduction in Carbon Emissions [75] (metric tons)	2.96	38.16	60.67



[73] Compared to the baseline year (2021), the baseline year electricity purchase was 2,769,711 kWh.

[74] Emission factors for electricity are based on the annual data published by the Energy Administration, Ministry of Economic Affairs. The factors used for 2022, 2023, and 2024 were 0.495, 0.494, and 0.474 kg CO_2e/kWh, respectively; 2025 adopts the 2024 factor of 0.474.

[75] The green energy procurement plan was launched in July 2023, planning the procurement target to reach 17.5% of the electricity consumption of the base year (2021) by 2030.

[76] All carbon emission factors for electricity are based on the data published by the Energy Administration, Ministry of Economic Affairs for the current year. The factors adopted from 2023 to 2024 are 0.494 and 0.474 kg CO_2e/kWh, respectively. However, the estimated value for 2025 is based on the emission factor of 2024.

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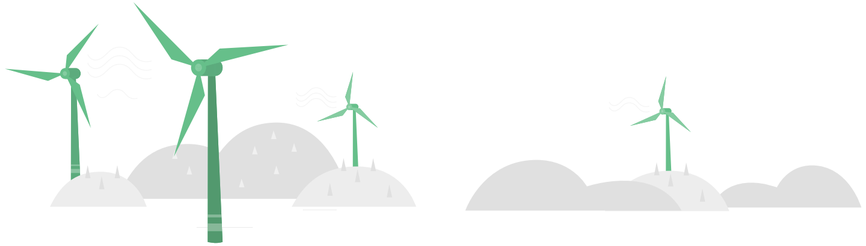
In addition to improving equipment energy consumption by replacing old devices with new ones, there were originally 350 mainframes each consuming 1,500W. After virtualization, system optimization, and reorganization in 2023, the operation was reduced to 300 mainframes, resulting in an annual energy saving of nearly 100,000 kWh. Furthermore, various channels have been used to promote the importance of energy conservation to employees. Compared to the baseline year, the cumulative energy savings over the past three years have reached 45.27%.

● **Electricity Usage in the Past 3 Years**

	2023	2024	2025
Total Purchased Power (kWh)	2,331,668	2,235,585	2,300,216
Non-renewable Energy (kWh)	2,325,668	2,155,085	2,172,217
Renewable Energy (kWh)[77]	6,000	80,500	127,999
Gasoline and Diesel Consumption (Billion Joules)	27.41	33.48	30.11
Total Energy Consumption Within the Organization (Billion Joules)	8,421.42	8,081.58	8,310.89
Annual Increase/Decrease Rate of Energy Consumption Within the Organization	-5.63%	-4.04%	2.84%
Increase/Decrease Rate Comparing to the Base Year	-16.74%	-20.10%	-17.84%
The Annual Average Number of People in Operating Bases in Taiwan[78]	505	458	400
Power Consumption Per Capita (GJ)	16.68	17.65	20.78
Annual Increase/Decrease Rate of Power Consumption Per Capita	-8.62%	5.81%	17.75%

[77] In 2025, 128 green power certificates were obtained, and the proportion of renewable energy use to total energy consumption increased from 3.59% (2024) to 5.54% (2025).
[78] This is the average number of employees per month, plus 14 non-employee workers.



4.4.2 Water Resource Management

D-Link headquarters building and Taiwan branch are located in the metropolitan area of Taipei City. The water source is tap water from the Feitsui Reservoir, which is mainly consumed for domestic water. The domestic wastewater generated after use is discharged into the sewers set up by the government.

To ensure the effective use of water resources, all faucets in the restrooms in the headquarters building are equipped with water-saving switches. Although D-Link is not a company consuming a lot of water, it still supervises itself to spare no effort in every aspect of water saving to contribute to environmental sustainability at its best. In 2025, water intake decreased by 0.17% compared to the base year 2021, mainly due to a decrease in the number of employees. In order to further strengthen water resource management, the Company has obtained ISO 46001 water efficiency management system certification in 2025 to improve water efficiency through the ISO system's PDCA management cycle. In 2026, system management programs will be established to install water meters for key building water facilities, conduct regular maintenance, and set a target to reduce annual water consumption by 0.5%.

● **Water Resources Usage in the Past 3 Years**

	2023	2024	2025
Total Water Withdrawal (Megaliters)	11.34	10.97	11.54
Total Water Discharge[79] (Megaliters)	10.21	9.87	10.39
Total Water Consumption[80] (Megaliters)	1.13	1.10	1.15
The Annual Increase / Decrease Rate of Total Water Withdrawal	3.18%	-3.26%	5.20%
Annual Average Number of Personnel at Taiwan Operational Sites[81]	505	458	400
Per Capita Water Withdrawal[82] (Ten Thousand Liters)	2.25	2.40	2.89
The Annual Increase / Decrease Rate of Per Capita Water Withdrawal	-	6.67%	20.4%

[79] The total water discharge is estimated based on 90% of the total water withdrawal; i.e., figures after deducting evaporation and dispersion losses.
[80] Total water consumption = total water withdrawal - total water discharge.
[81] This is the average number of employees per month, plus 14 non-employee workers.
[82] Per capita water withdrawal = total water withdrawal/ annual average number of personnel at Taiwan operational sites.

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4.4.3 Waste Management

D-Link has formulated a waste disposal management strategy and continues to comply with it to achieve the goals of sustainable resource use and waste reduction, aiming for effective circular use of resources. In the workplace, employees are regularly encouraged and reminded to reduce and sort waste. D-Link has also adopted eco-friendly hand wipes, toilet paper, and office paper to reduce deforestation. In 2025, the total volume of waste decreased by 22.47% compared to the base year(21.61 metric tons).

Waste management strategy:

Source reduction: Save the use of natural resources and reduce waste generation.

Material resource utilization: The waste is sorted and recycled to reduce the environmental burden.

Diversified processing: Recycle resources through recycling, reuse, etc.

D-Link is a brand company, and its actual scope of operation does not cover the production and manufacturing process, so there is no hazardous waste generated during the operational process. The types of waste generated from daily operations are as follows:

● **Waste Classification Management and Implementation**

Type	Definitions	Handling Method
General Industrial Waste	Non-hazardous waste generated by daily operations	Each unit shall classify and store waste in accordance with relevant laws and regulations ▶ The cleaning unit will then collect and transfer the waste to the industrial waste temporary storage area ▶ Qualified contractors will be entrusted to clear and transport the waste for recycling and reuse.
Resource Waste	Recyclable waste from non-production activities	Employees shall place recyclable waste in the recycling area according to the classification methods announced by the Environmental Protection Administration ▶ The cleaning unit will collect and transfer it to the temporary recycling storage area ▶ Qualified recycling contractors will then be notified for clearance and reuse.
Domestic Waste	Non-recyclable waste from non-production activities in offices and staff lounges	The cleaning unit will clean and collect the general waste ▶ It will be placed in a fixed temporary storage area ▶ Qualified environmental companies will be entrusted through signed contracts to clear, transport, and incinerate the waste to ensure proper disposal.

● **Waste Disposal Status in the Past 3 Years**

	2023		2024		2025	
	Weight	Percentage	Weight	Percentage	Weight	Percentage
Recyclable Waste (Recycling)	4.73	26.68%	5.76	31.25%	4.89	29.19%
General Waste (Incineration)	13.00	73.32%	12.67	68.75%	11.86	70.81%
Total	17.73	100%	18.43	100%	16.75	100%
Annual Increase / Decrease Rate	-7.94%	-	3.95%	-	-9.11%	-

Note:
1. Weight unit: Metric Tons
2. Kitchen waste treatment: After collected, the group meal provider will bring it back for integrated processing everyday.



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4.5 Green Products

GRI 301-2 SDG 12

D-Link has been focusing on environmental 3R (Recycle, Reuse and Reduce) and promoting "D-Link Green". Through measures such as prohibited/restricted substance management, development of energy-saving technology for products, the introduction of easy-to-disassemble and recycle design, and packaging reduction, D-Link strives to reduce the potential negative impact of products on the environment at all stages of the life cycle, and practices corporate social responsibility.

4.5.1 D-Link Green
4.5.2 D-Link Green Pack



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4.5.1 D-Link Green

Aspects Covered by D-Link Green

Product design | Product functions | Product materials | Product packaging

At the early stage of product development, D-Link not only considers the functions and user needs but also incorporates environmental impact into the core design concept, covering the use of raw materials, production and manufacturing, packaging and transportation, and the use process. Through the D-Link Green program, we refer to a product life cycle evaluation method to strengthen green product design and strictly control hazardous substances to reduce environmental impact and implement the concept of sustainable development.

- **Implementation of Eco-Friendly Manufacturing Processes to Enhance Resource Efficiency**



▲ Integrated enclosed documentation into a single sheet to reduce production line processing time.



▲ To eliminate product PE bags, the issue of document ink smudging during transportation was resolved by replacing coated paper with eco-friendly woodfree paper featuring high ink adhesion for documentation.

- **Proportion of Green Products in 2025**

In 2025, green products accounted for 40.5%[83] of the total product revenue. It is anticipated that by 2026, as all four aspects of "D-Link Green" are fully incorporated, the total proportion of green products in all aspects of "D-Link Green" can reach 80% of the total product revenue.

[83] In 2025, green products are only counted for those that meet the design (certified by ErP) and functionality (energy-saving) aspects of "D-Link Green".

D-Link Green: An Important Role at Each Stage of the Product Life Cycle

Raw Materials

- **Compliance with international standards:** The raw materials strictly comply with and adopt international standards and specifications, 100% compliance with the EU RoHS[84] regulations on restricted hazardous substances, POPs[85], and REACH[86], as well as the TSCA[87] and CP65[88] regulations in the US. The printing ink on packaging materials also complies with the French regulations on prohibited mineral oil.
- **Refusal of conflict minerals:** Ensure that the metals in the supply chain, such as gold (Au), tantalum (Ta), tungsten (W), tin (Sn), cobalt (Co), and mica, were not procured from mines in conflict areas operated by non-government armies or illegal groups, or not procured through illegal smuggling.
- **Selection of environmentally friendly materials:**
  - The product AQUILA PRO AI Series casing is made from post-consumer recycled (PCR[89]) material, as the active promotion of the circular economy development.
  - For the entire product line, priority is given to the recyclable and environmentally friendly materials for the packaging contents, with reduced printing ink, to reduce the impact on the environment during the disposal stage.
  - The Group's suppliers use FSC[90] certified paper materials for packaging brown boxes of switch products, to ensure that paper materials come from legal and sustainable forests, and reduce environmental damage.

Manufacturing

- **Reducing process waste:** Reduce waste and resource consumption by optimizing the manufacturing process and improving product yield.
  - The coating process for metal casing is changed from liquid paint to powder paint, which greatly reduces the emission of volatile organic compounds (VOCs[91]) in the process. In addition, the utilization rate of powder coating can reach 90% or more through recycling equipment, which not only reduces waste generation, but also effectively reduces environmental pollution.
  - The product model is made of lower-carbon 3D printing to replace traditional processing techniques including cutting, etching, and drilling, reducing the generation of scrappers.
  - The core principle of product design is to use shared molds to reduce carbon emissions during the product development process as much as possible.
  - Integrated product documentation, reducing multiple enclosed documents into a single document to accelerate the production process.
  - Introduced eco-friendly woodfree paper with superior ink absorption for enclosed documents to eliminate ink smudging, thereby removing product polybags.

Transportation

- **Optimizing material volume:** Tailor the packaging size according to the actual size of each product to meet the optimal transportation volume to improve transportation efficiency and reduce carbon emissions, such as reducing the color box packaging of DGS-105 from 220x170x62mm to 99x85x92mm, achieving a reduction rate of 67%.

Use

- **Optimizing product energy consumption:**
  - Dedicated to introducing the most advanced product design thinking and technologies and complying with EU energy-related product ecology design (ErP[92]) and other international energy regulations to minimize the energy consumption of products.
  - The external power supplies used in all series of products 100% comply with the level 6 energy efficiency standards of the US Department of Energy.

End of Life

- **Adopting designs facilitating easy disassembly:** Applied across the entire product series to facilitate recycling and improving material reuse rate.
- **In compliance with regulatory requirements:** Local regulations, i.e., EU WEEE[93], are followed when handling end-of-life products and electronic waste.
- **Establishing standardized processes:** Standardized operational procedures and records are established for the recycling and disposal of scrapped products. Starting in 2023, tracking the recycling of scrapped products in Taiwan has been prioritized. In 2025, we began to increase the product recovery rate through the marketing campaign of replacing old products with new ones. In the future, we will continue to develop relevant measures and strive to promote the circular economy. Held trade-in events for two consecutive years, cumulatively recovering 17 old items and driving additional sales of 11 new items to contribute to environmental protection.

[84] Restriction of Hazardous Substances Directive
[85] Persistent Organic Pollutants Regulation
[86] Registration, Evaluation, Authorisation and Restriction of Chemicals
[87] Toxic Substances Control Act
[88] Safe Drinking Water and Toxic Enforcement Act of 1986
[89] Post-Consumer Recycled
[90] Forest Stewardship Council
[91] Volatile Organic Compounds
[92] Energy-related Products Directive (2009/125/EC)
[93] Waste Electrical and Electronic Equipment Directive

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4.5.2 D-Link Green Pack

● **2025 "D-Link Green Pack" Achievements**

Environmentally Friendly Materials

- ⇨ The product packaging bags are made of 50% PCR plastic bags to replace the use of native plastic bags, introducing approximately 0.4 metric tons in 2025.
- ⇨ The product AQUILA PRO AI Series casing is made from post-consumer recycled (PCR[94]) material to actively promote circular economy development, using approximately 0.6 metric tons of recycled PCR material in 2025.
- ⇨ Introduce FSC-certified paper to packages of switches.
- ⇨ The non-network administration switches adopt clay coated board with high percentage of recycled pulp.
- ⇨ Vegetable ink is adopted for printing the colored box.
- ⇨ The printing of brown boxes reduces the use of ink by 20%.



▲ The reduced plastic packaging is introduced and recycled plastic bags are adopted.



▲ Ink reduction

Volume Optimization

- ⇨ The design of the outer packaging of all new products adopts the minimal-size design, so that they can reach the optimal number for pallet loading.



▲ Reduced packaging materials: designed with the minimal volume

Plastic-free Packaging

- ⇨ The buffer material of the switch product is changed from EPE* to paper tube that is easy to recycle.
- ⇨ The surface of the color box has been changed from plastic film glazing (polypropylene coating) to matt oil.
- ⇨ All packaging bags were removed from dongle products.

Packaging was made more efficient.

- ⇨ The packaging design is optimized to improve assembly efficiency.
- ⇨ No packaging box is adopted for product accessories.

[94] Expandable Polyethylene

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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
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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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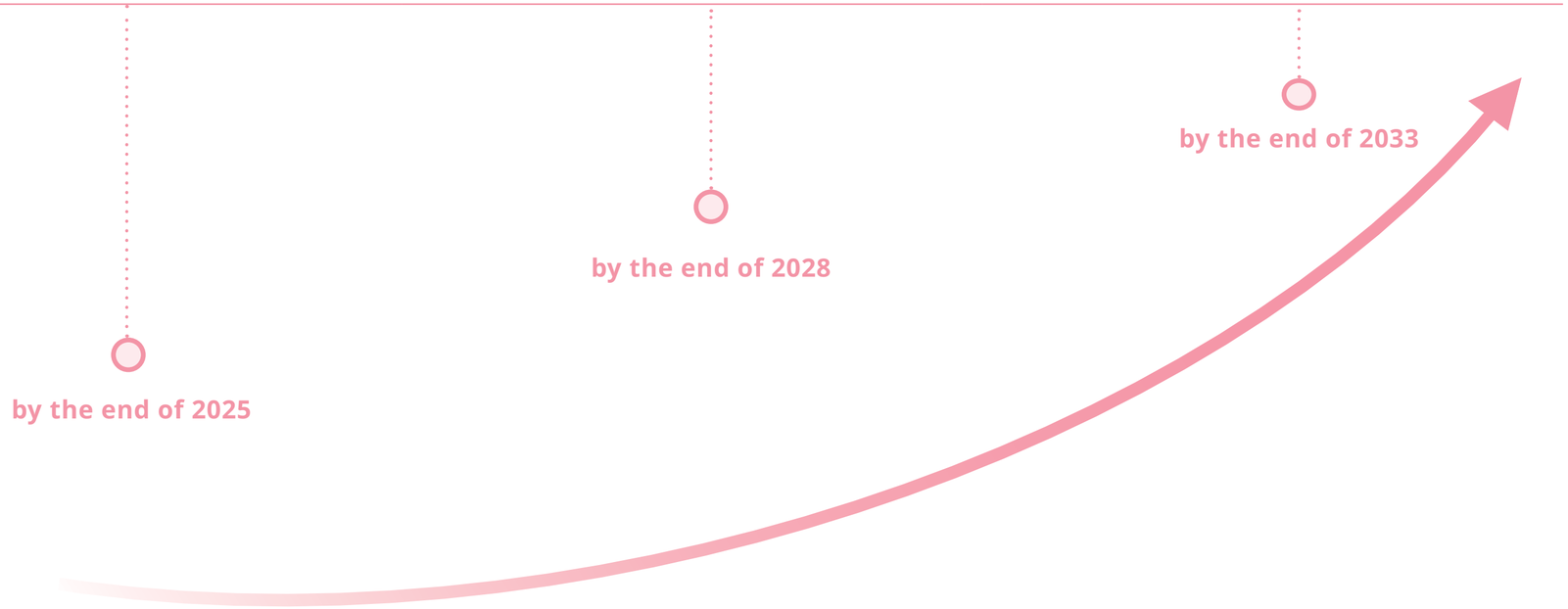
5.1.2 Short / Medium / Long-term Goals

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

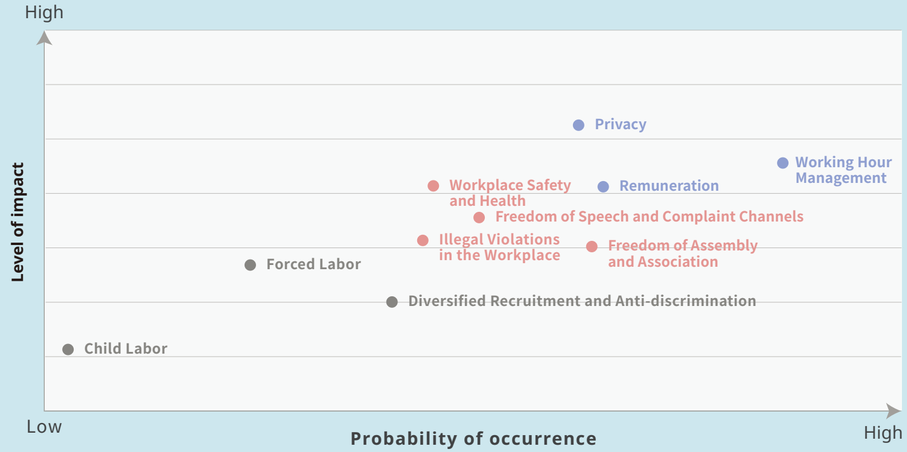
5.2.3 Supplier Human Rights Regulations

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

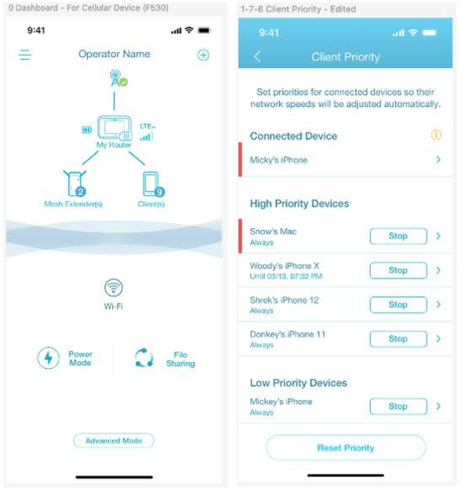
- Promote Pay Equity
- Mix up the Team
- Develop a Training Program
- Facilitate Feedback
- Acknowledge Holidays of All Cultures
- Assess Company Policies

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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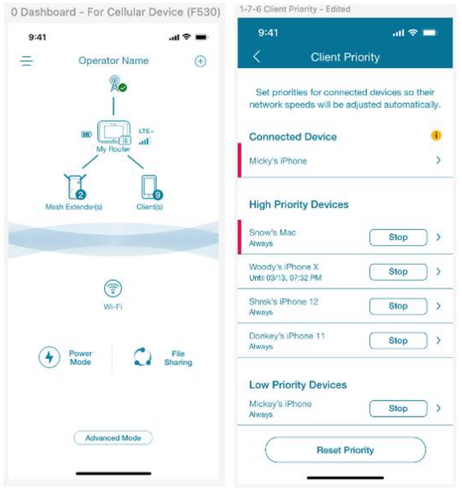

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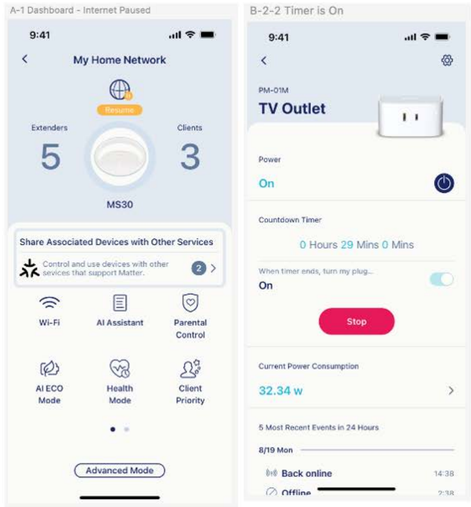

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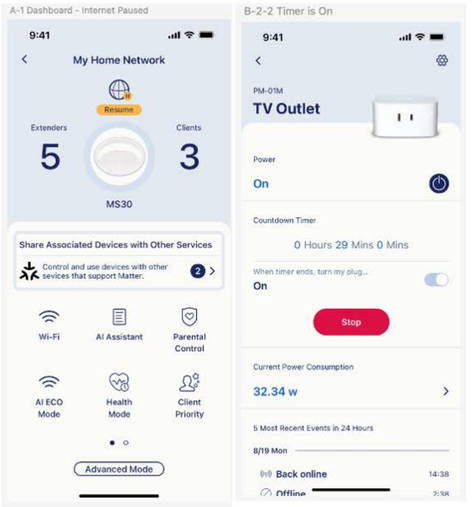

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5.4.1 Diversified Employment

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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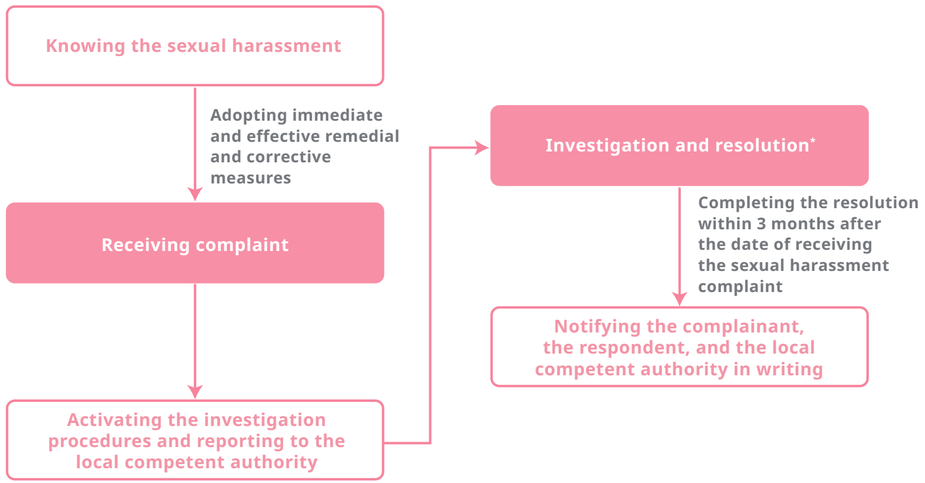
Respect for the boundary

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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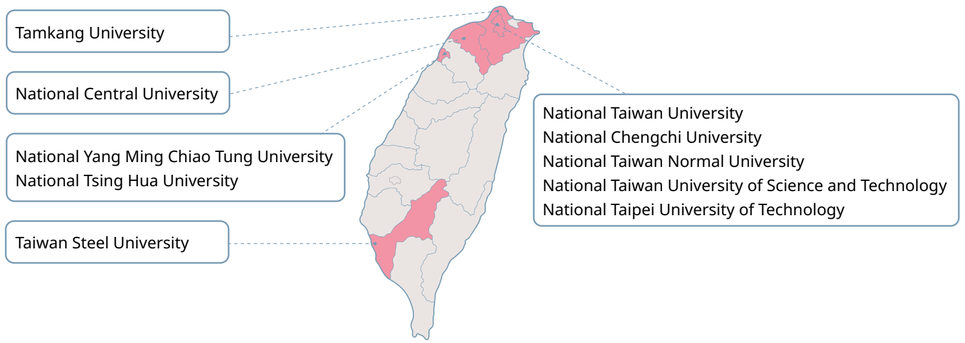
5.5.1 Talent Recruitment Pipeline and Campus Cooperation Plan

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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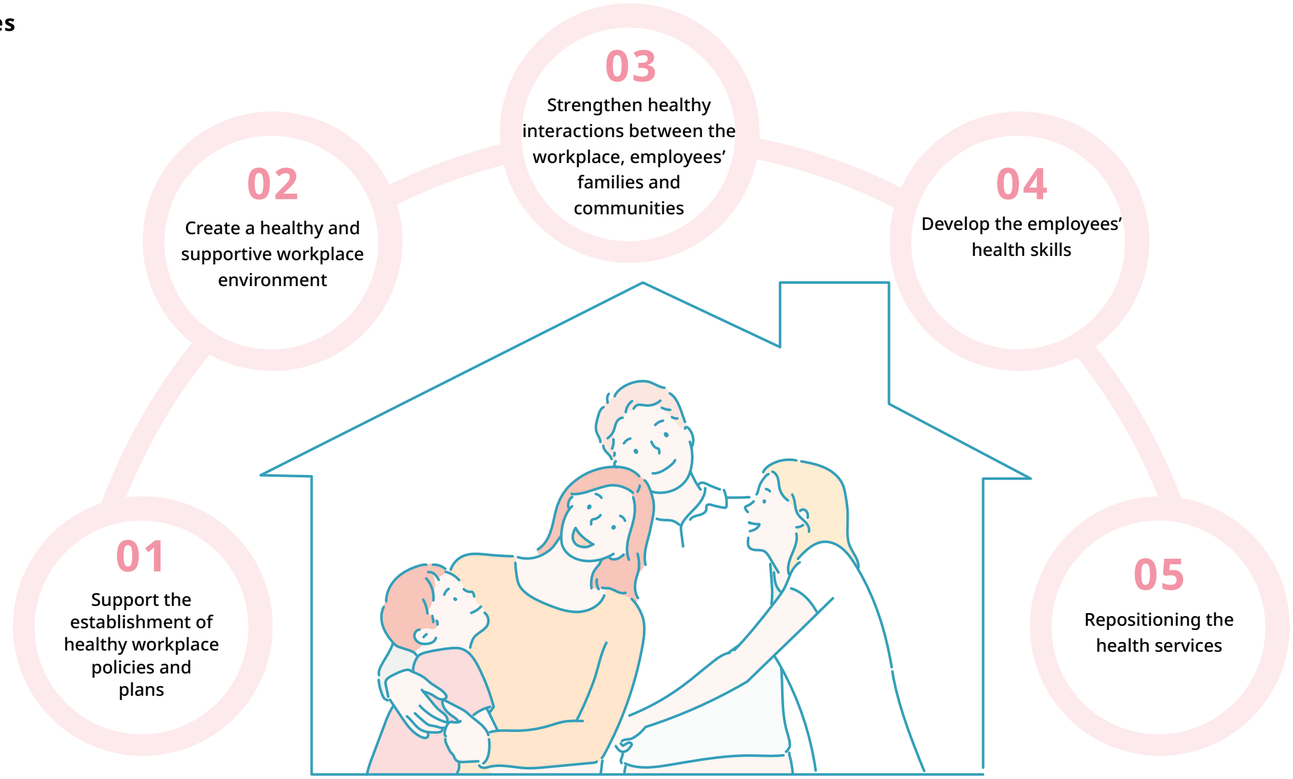
5.6.3 Healthy Workplace

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.

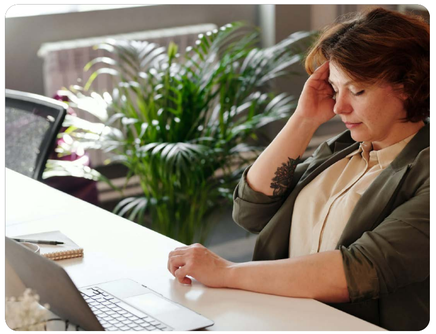
D-Link Maternity Protection Measures

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.



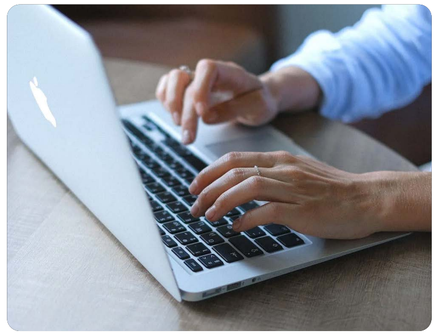
1-2 Prevention Plan for Illegal Infringement During the Performance of Duties

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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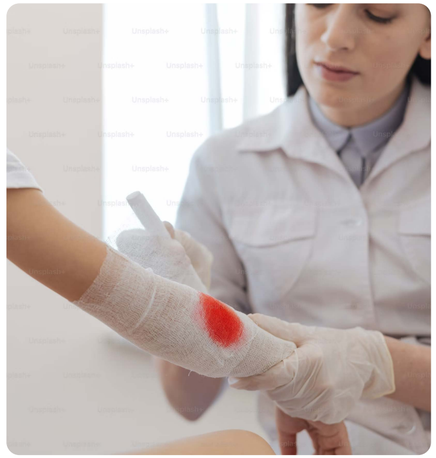
2. Special On-site Services Providing Medical Assistance



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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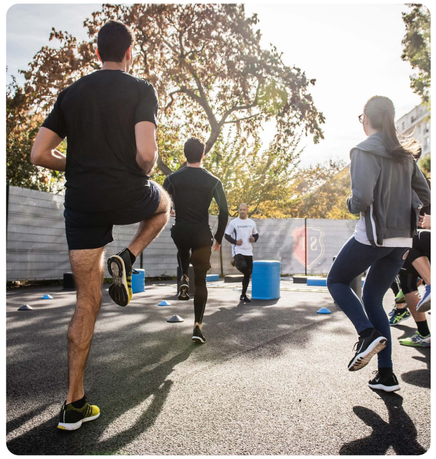
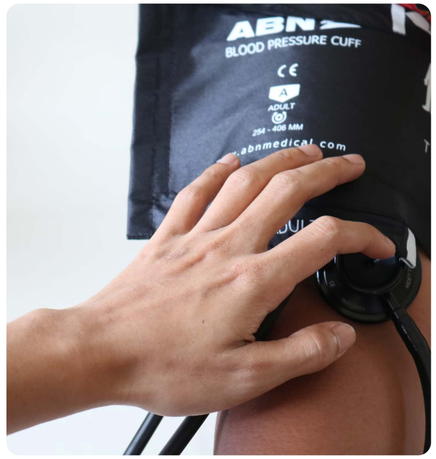
6. Establishment of a Health-Related Promotion Club



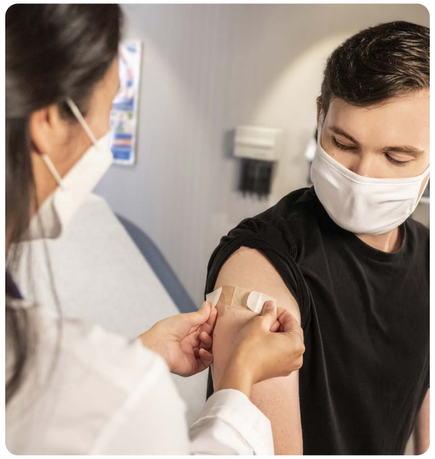
The Company has many health promoting clubs, such as a Health Promotion Club, Yoga Club, Aerobics Club, Fitness Club, among other clubs, and holds dynamic and static health promotion lectures from time to time. In 2025, the Health Promotion Club held 8 health promotion lectures, with 305 participants.

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.

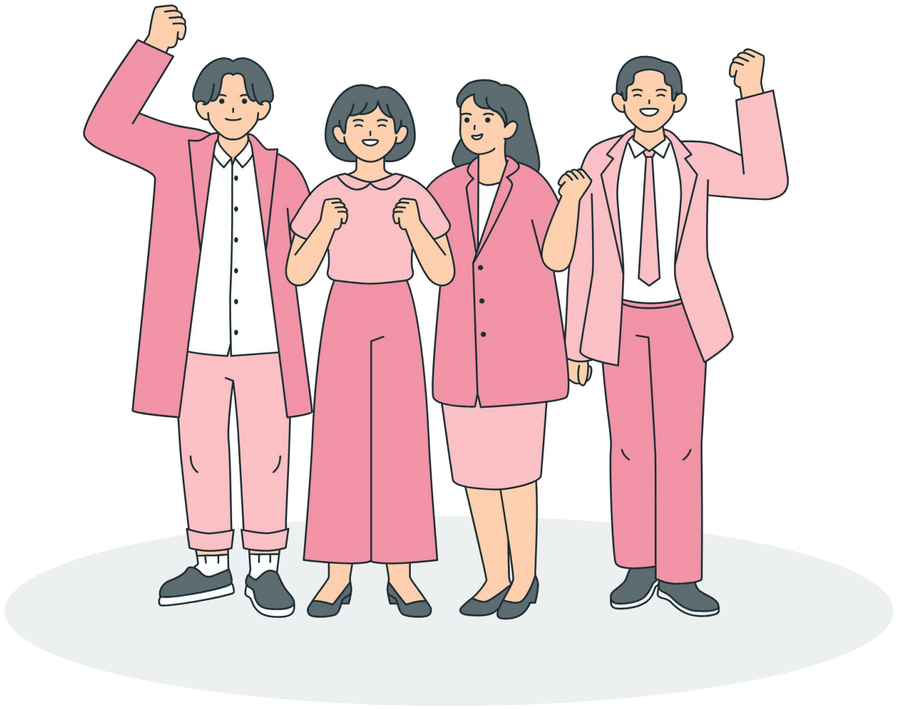
As of the end of 2025, D-Link has cooperated with 14 colleges, including National Tsing Hua University, National Taiwan University of Science and Technology, Taipei University of Technology, Taipei University, Taipei University of Education, Taiwan Ocean University, Yuan Ze University, Tamkang University, 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.



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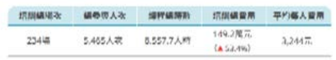
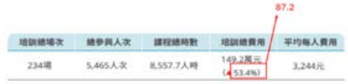
Data Recompilation and Correction GRI 2-4

● **Correction of D-Link's 2024 Sustainability Report**

Chapters of 2024 Report	Page	Original Content	Recompiled/Corrected Content
Chapter 0 2024 Sustainability Performance	13	Employee education and training Annual growth rate of the amount invested +53.4%	Employee education and training Annual growth rate of the amount invested +87.2%
Chapter 0 2024 Sustainability Performance	13	Taiwan Intellectual Property Management System	Taiwan Intellectual Property Management System
2.7 Intellectual Property Management	67	Taiwan Intellectual Property Management System	Taiwan Intellectual Property Management System
2.7.2 Status of Intellectual Property Management Implementation	69	Taiwan Intellectual Property Management System	Taiwan Intellectual Property Management System
2.7.2 Status of Intellectual Property Management Implementation	69	Patents and Trademarks Management 	Patents and Trademarks Management 
3.4 Research, Development & Innovation	88	logo 	logo 
5.1 Sustainability Strategies and Goals - Social Aspect	133	Responsible Unit 	Responsible Unit (Should include Supply Chain Management Center, highlighted with an orange background)
5.4.2 Gender Friendliness	146	Chart: The Number of Employees on Parental Leave and Returning to Work in 2024 	Chart: The Number of Employees on Parental Leave and Returning to Work in 2024 
5.5.4 Education and Training	152	Chart: Overview of Training Programs Held in 2024 	Chart: Overview of Training Programs Held in 2024 

Management Approach for Material Topics

●Direct impact; ○Indirect impact

Ranking	Material Issues	Impacts on Value Chain	Major Stakeholders	Short / Medium / Long-term Goals			Response Policies and Measures	Administrative Actions	Corresponding Chapter
				Short-term (by the end of 2025)	Medium-term (by the end of 2028)	Long-term (by the end of 2033)			
1	Talent Selection, Recruitment and Retention	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Employees Suppliers/ Contractors/ Business Partners Shareholders/ Investors Government/ Regulatory Authorities	• Formulate succession plans for key positions.	• Optimize the salary competitiveness.	• Establish an attractive and inclusive career development environment, strengthen talent competitiveness and organizational resilience, and become a long-term trusted and recognized employment brand for employees.	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.	5.3.1 Labor Overview 5.4.2 Gender Friendliness 5.5.4 Education and Training 5.5.5 Compensation and Performance Appraisal 5.7 Benefits and Retirement System
2	Supply Chain Management	● Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Customers/ Clients Government/ Regulatory Authorities	• Build sustainability and resilience of the supply chain. • Maintain the integrity of quality management procedures. • Annual outgoing quality assurance (OQA) passing rate of major suppliers exceeds 90%.	• Understand the extent of supplier ESG management though supplier survey. • Conduct sustainable procurement-related education and training for procurement personnel. • 100% of suppliers comply with ISO 14001 Environmental Management Systems and obtain third-party certification.	• Suppliers' ESG performance is included in the vendor selection criteria. • Annual outgoing quality assurance (OQA) passing rate of major suppliers exceeds 95%.	• Established the "D-Link Sustainable Procurement Policy" and the "Supplier Code of Conduct" as the highest principles for ESG management of suppliers. • Regularly evaluate the impact of suppliers on society and the environment. • Continue to increase the percentage of local purchases. • Appoint management representatives, establish quality policies, and formulate and periodically review management targets based on quality policies to achieve effective management and continual improvement.	• Through the "Self-Evaluation Form of ESG Implementation," we regularly investigate the ESG conduct of suppliers and encourage suppliers to regularly disclose relevant performance, thereby driving the sustainable development of the overall value chain. • Implement risk-graded assessment of suppliers, regularly schedule different audit strategies according to different levels, On-site audits are conducted on major suppliers every year, including ESG audit indicators developed by referring to the Responsible Business Alliance Code of Conduct. • Establish annual quality objectives in accordance with the quality policy—including customer satisfaction surveys, supplier management surveys, and manufacturing quality evaluations—and submit them to the Management Review Meeting for adoption and implementation. • The President serves as the management representative for ISO management systems to review quality policy directions during the annual Management Review Meeting and make rolling adjustments.	3.5 Supply Chain Management 3.5.1 Value Chain Overview

●Direct impact; ○Indirect impact

Ranking	Material Issues	Impacts on Value Chain	Major Stakeholders	Short / Medium / Long-term Goals			Response Policies and Measures	Administrative Actions	Corresponding Chapter
				Short-term (by the end of 2025)	Medium-term (by the end of 2028)	Long-term (by the end of 2033)			
3	Information Security	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ● Customers/ Clients	Customers/ Clients Employees Shareholders/ Investors Media Government/ Regulatory Authorities	• Upgrade the wireless network equipment in office space, strengthen management, and improve availability. • Introduce HSM 1key management system to all new products. • Introduce the cloud-based solution to the source code scanning system, and integrate third-party package security monitoring and SBOM2functions. • Certify all products sold to Europe in response to the CE RED Information Security Regulation EN 18031.	• Establish effective anti-hacking and anti-weak measures on external services or websites, regularly entrust third-party external experts to conduct penetration tests, and continuously optimize the system. • Strengthen the automated analysis function of the product security management platform: periodical information security reports, automated risk and authorization type analysis of SBOM, and correlation of detection reports and product versions.	• Gradually build a joint defense system for group information security. • Purchase insurance coverage based on business needs. • Adjust internal safety regulations and product specifications immediately to comply with the latest information security regulations of each country. • Establish the D-Link product security testing team, to cultivate the professional skills and professional certifications over the long term, and actively participate in international information security organization activities and resource sharing.	Formulate the "Information Security Management Policy" and establish the "Information Security Management Committee", in order to understand information and communication security according to international standards.	The President serves as the convener of the “Information Security Management Committee” to supervise the Company’s information security policy. Each information security-related unit (information, product, personal information, privacy, etc.) must assign an information security representative to participate in information security meetings held twice a year to continuously optimize and regularly perform audits on information security management.	2.4.4 Compliance with Law and Regulations 3.3.5 Information Security Incidents
4	Business Performance	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Employees Shareholders/ Investors Media Government/ Regulatory Authorities	• Optimize supply chain layout and cost structure: Continue collaborating with high-quality manufacturers within the Group and flexibly leverage the advantages of the supply chain in mainland China. Address geopolitical and macroeconomic shifts through diversified production and procurement layouts, effectively lowering manufacturing and procurement costs while balancing supply stability and risk control, thereby enhancing product competitiveness and operational agility. • Systematically reshape brand value and market positioning: Based on three dimensions—product specifications and pricing strategies, functional and performance differentiation, and corporate identity and brand communication—continuously optimize brand positioning and communication strategies leveraging long-accumulated brand equity and market trust, extending brand value to enhance market recognition and overall added value. • Deepen solution-oriented product portfolio: In addition to sustained investment in industrial M2M solutions and 4G/5G networking solutions, further integrate peripheral products to develop integrated AI solutions, enhancing product line completeness and application depth to fulfill market demand for comprehensive solutions.	Achieve by the end of 2033: • Drive AI- and cloud-driven product and service upgrades: Centered on AI and cloud computing, continuously simplify the deployment and management workflows of networking products, improving operational efficiency and user experience while helping clients reduce implementation and operational costs. • Maximize Group resource synergy to build one-stop service capabilities: Continuously integrate R&D, manufacturing, and supply chain resources across the Group, accelerating collaborative development of products and services to progressively establish one-stop product and solution capabilities spanning design, manufacturing, and service support. • Deepen partnerships with telecom carriers to expand localized market layouts: Continue strengthening partnerships with Tier 2 and Tier 3 telecom operators, securing long-term contracts through localized services and flexible solution designs to steadily expand operational scale and growth momentum across regional markets.		• Continue to expand production capacity, create product and service features, and build diversified product capabilities. • Reduce the total inventory through the risk mitigation measures, and in the future, the Company will formulate separate action plans for inventory with longer inventory ages	• Regularly hold business review meetings, track business performance, fully grasp the operating status and monitor the progress. • The Board of Directors Meetings are held every quarter to ensure the forward-looking and feasibility of business strategies.	2.5.1 Financial Performance

●Direct impact; ○Indirect impact

Ranking	Material Issues	Impacts on Value Chain	Major Stakeholders	Short / Medium / Long-term Goals			Response Policies and Measures	Administrative Actions	Corresponding Chapter
				Short-term (by the end of 2025)	Medium-term (by the end of 2028)	Long-term (by the end of 2033)			
5	Green Products	● Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Media Government/ Regulatory Authorities	• Plastic-free packaging for product packaging: remove product packaging bags or replace them with non-plastic packaging materials. • Continued introduction of recycled plastics into products with plastic casing • Introduction of recycled metal into products with metal cases • To improve sustainability, replace coated paper in the product documentation with uncoated, wood-free paper made from recycled pulp.	• Sustainable performance is enhanced in product design. • Discuss a product recycling plan. • Strive for international awards for sustainable products. • Assessment of the introduction of ISO 14067 product carbon footprint standard.	• Continue to strengthen the influence of D-Link sustainable products.	Develop a project plan and increase the proportion of green products year by year, and reduce the impact on the environment by continuously developing green design and reducing resource consumption.	Launched the "D-Link Green" program to realize the concept of environmental protection from product design, function, material and packaging.	4.5 Green Products Sustainability Accounting Standards Board (SASB) Index Article 4 of the Rules: Sustainability Disclosure Indicators - Communications and Internet Industry
6	Sustainable Development Strategy	● Suppliers/ Business Partners ● D-Link/ Subsidiaries ● Customers/ Clients	Government/ Regulatory Authorities	• Through international ESG assessments and comparisons, we grasp global sustainable development trends and continuously review the suitability of our sustainable development strategies and goals. • Incorporate ESG-related indicators into the KPI of units and employees. • Proactively provide sustainable development and ESG-related updates or resources to stakeholders to exert brand influence and strengthen sustainable development momentum. • Actively respond to government policies, plan diversified cooperation with cultural industries, construct a sustainable ecosystem of cross-domain shared benefits, and expand corporate sustainability influence.	• Implement the sustainable development strategies through the sustainable development program and combining the seven sustainable management capabilities, so as to create culture internally and image externally. • Link the sustainable development performance with each employee's KPI.	• Link the functions and industrial characteristics of the networking equipment industry, leading smart living, creating sustainable value together. • Gradually achieve the goal of Net-zero emissions by 2050.	A dedicated unit has been established to formulate the Company's sustainable development strategies, implement the promotion of sustainable development policies, and track and manage the results thereof.	D-Link has an ESG Committee to assist the Board of Directors in promoting sustainable development practices to realize the vision of sustainable management; it also has an ESG Office under the Committee, and through functional ESG Task Force, regular meetings are held every month to review and discuss the Company's core operating capabilities with the heads and responsible colleagues of each center, jointly formulate ESG development strategies, and optimize them on a rolling basis.	1.2 Sustainable Management Structure 1.3 D-Link's Sustainable Value

●Direct impact; ○Indirect impact

Ranking	Material Issues	Impacts on Value Chain	Major Stakeholders	Short / Medium / Long-term Goals			Response Policies and Measures	Administrative Actions	Corresponding Chapter
				Short-term (by the end of 2025)	Medium-term (by the end of 2028)	Long-term (by the end of 2033)			
7	Customer Relationship Management	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ● Customers/ Clients	Customers/ Clients Suppliers/ Contractors/ Business Partners Shareholders/ Investors	• Consistently achieve a customer satisfaction score of 85 or higher.	• • Continuously improve customer satisfaction rating to over 90 points.	• • Maintain a high level of customer satisfaction of over 90 points every year.	Develop standard operating procedures, perform regular surveys of customer satisfaction and reviews of various service management indicators to protect customer rights and increase trust.	Established the "1-3-7 Service Level Agreement (SLA)", conducted monthly surveys on customer satisfaction, reviewed various service management indicators, and set up a customer complaint handling authority to properly manage customer relations.	3.2.3 Customer Services
8	Risk Management	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Media	• Link risk to strategy by identifying, analyzing, and measuring potential risk events for D-Link. • Formulate and periodically review risk management policies and procedures to ensure the effectiveness of risk responses, and organize risk management training for the Chairman, CEO, and responsible officers to stay abreast of latest regulatory and emerging risk trends. • Convene quarterly risk management meetings to track key risk indicators (KRIs) and mitigation progress; report operations to the Board of Directors at least once a year to fulfill Board oversight responsibilities.	• Through dynamic risk matrix analysis, implement concrete improvement plans for identified significant risks to effectively reduce residual risks to an acceptable level, while enhancing detection capabilities for potential risk events to ensure response procedures are initiated immediately upon occurrence and minimize operational losses.	• Establish a comprehensive risk management framework, integrate risk management into D-Link's strategy, operations and management, and shape D-Link's risk management culture to steadily advance toward sustainable operations.	Build an independent and robust risk identification and management mechanism, integrating the management processes of sustainability-related risks and opportunities into the company's overall management framework. This expands the decision-making horizon of management, enhances risk management quality, and ensures the sound and sustainable operation of the enterprise.	• Highest leadership and oversight: Established the "Risk Management Taskforce" with the President serving as the convener, responsible for coordinating company-wide risk control directives. • Normalized management: Convene quarterly Risk Management Taskforce meetings to plan, execute, and dynamically supervise key risk indicators (KRIs). • Governance-level reporting: Fulfill Board oversight responsibilities by reporting risk management execution status and optimization outcomes to the Audit Committee and Board of Directors at least once a year, ensuring the governing body stays abreast of critical risk dynamics.	2.6 Risk Management

●Direct impact; ○Indirect impact

Ranking	Material Issues	Impacts on Value Chain	Major Stakeholders	Short / Medium / Long-term Goals			Response Policies and Measures	Administrative Actions	Corresponding Chapter
				Short-term (by the end of 2025)	Medium-term (by the end of 2028)	Long-term (by the end of 2033)			
9	Human Rights and DEI	● Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Employees Suppliers/ Contractors/ Business Partners	• Continuously participate in the DEI initiatives, such as the Talent in Taiwan, to exert the influence of the enterprise. • Promote the diversified cultural awareness activities, 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, formulate corresponding mitigation and remediation measures, and implement the follow-up management to reduce potential human rights risks.	• Keep Promoting sustainable human rights risk assessment. • Create a diverse and inclusive workplace culture, 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	• 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.	2.2.2 Board of Directors 3.5.2 Sustainable Procurement Policy and Measures 3.5.4 Supplier Audit Status 5.2 Human Rights Protection 5.3.1 Labor Overview 5.3.2 Listening Strategy 5.4.2 Gender Friendliness
10	Climate Change Response Actions	● Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Government/ Regulatory Authorities	• Continue to implement energy saving projects. • Obtained ISO 46001 Water Efficiency Management System certification.	• Complete the carbon inventory and verification of consolidated subsidiaries. • Set the goal to reduce power consumption by 4.5% and water consumption by 2.5% by 2026 using 2021 as the baseline year. • Promote active reduction of carbon emissions to the supply chain.	• Pass ISO 50001 energy management system certification. • Installation of solar photovoltaic equipment. • 2030 green power procurement target of 17.5%. • Set the goal to reduce power consumption by 30% by 2030 using 2021 as the baseline year. • Set the mid-term goal of reducing greenhouse gas emissions by 30% by 2030 with 2021 as the base year. And set the goal to gradually achieve net zero emission by 2050.	Committing to the 2050 net-zero emissions goal, with a mid-term target set for 2030. We are formulating corresponding strategic goals, tracking performance indicators, and actively leveraging the influence of the D-Link brand in the industrial value chain to enhance the effectiveness of relevant actions.	Adopt the TCFD framework and track climate performance targets. In addition, the Company launched the IFRS Sustainability Disclosure Standards implementation project in Q4 2025, prioritizing the requirements of IFRS S2 "Climate-related Disclosures" to ensure compliance with regulatory pioneer adoption guidelines and strengthen governance resilience.	4.2.1 Environmental Policy and Commitments 4.3.1 Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework 4.3.2 From Inventory to Net Zero 4.4.1 Energy Management
11	Ethical Management	○ Suppliers/ Business Partners ● D-Link/ Subsidiaries ○ Customers/ Clients	Customers/ Clients Suppliers/ Contractors/ Business Partners Shareholders/ Investors Media	• No ethical management violations, and continue to maintain so.	• The comprehensive education and training of the "Ethical Corporate Management Best Practice Principles" to be provided for all employees. The overall training completion rate to be above 95% and continue to further improve.	• Internalize ethical management into the philosophy of all employees and corporate DNA, ensuring the "Ethical Corporate Management Best Practice Principles" achieves high recognition among all stakeholders and serves as the paramount standard. • Evaluate the introduction and certification of ISO 37001 Anti-Bribery Management Systems.	A culture of ethical management and legal compliance is built to ensure the long-term interests of all stakeholders.	We have established the "Code of Conduct", "Ethical Corporate Management Best Practice Principles" and "Implementation Measures for the Whistleblowing System" among other internal regulations and systems, to uphold and continue to promote a high-standard business ethics culture.	2.4.1 Ethical Management and Anti-Corruption 2.4.4 Compliance with Law and Regulations

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GRI Standards Index

General Disclosure

GRI Code	Disclosures	Corresponding Chapters	Page
GRI 1: Foundation 2021 **D-Link has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.**			
GRI 2: General Disclosures 2021			
GRI 2-1	Organizational details	Overview	P.8
GRI 2-2	Entities included in the organization's sustainability reporting	About the Report	P.3
GRI 2-3	Reporting period, frequency and contact point	About the Report	P.3
GRI 2-4	Restatements of information	Data Recompilation and Correction	P.175
GRI 2-5	External assurance	About the Report	P.3
		Sustainability Report Assurance Statement	P.192
GRI 2-6	Activities, value chain and other business relationships	Overview	P.8
		3.5.1 Overview of the Value Chain	P.91
GRI 2-7	Employees	Overview	P.8
		5.3.1 Labor Overview	P.137
GRI 2-8	Workers who are not employees	5.3.1 Labor Overview	P.137
GRI 2-9	Governance structure and composition	2.2.2 Board of Directors	P.47
		2.2.3 Functional Committees	P.48
GRI 2-10	Nomination and selection of the highest governance body	2.2.2 Board of Directors	P.47
GRI 2-11	Chair of the highest governance body	2.2.2 Board of Directors	P.47
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	1.4.1 Materiality Analysis	P.28
		2.4.1 Ethical Management and Anti-corruption	P.55
		2.6.1 Shaping D-Link's Risk Management Culture	P.63
		2.7.2 Status of Intellectual Property Management Implementation	P.68
		3.3.1 Information Security Management Structure	P.83
		4.3.1 Response to Task Force on Climate-related Financial Disclosure (TCFD) Framework	P.109

GRI Code	Disclosures	Corresponding Chapters	Page
GRI 2-13	Delegation of responsibility for managing impacts	1.1 Sustainability Vision and Strategies	P.17
		2.1 Sustainability Strategies and Goals - Governance Aspect	P.40
		3.1 Sustainability Strategies and Goals - Value Aspect	P.71
		4.1 Sustainability Strategies and Goals - Environmental Aspect	P.101
		5.1 Sustainability Strategies and Goals - Social Aspect	P.128
GRI 2-14	Role of the highest governance body in sustainability reporting	About the Report	P.3
		1.4.1 Materiality Analysis	P.28
GRI 2-15	Conflicts of interest	2.3 Transparency in Information Disclosure	P.52
GRI 2-16	Communication of critical concerns	2.2.2 Board of Directors	P.47
		2.4.3 Whistleblowing System	P.57
		5.3.2 Listening Strategy	P.139
GRI 2-17	Collective knowledge of the highest governance body	2.2.4 Performance Evaluation and Remuneration for the Governance Body	P.49
GRI 2-18	Evaluation of the performance of the highest governance body	2.2.4 Performance Evaluation and Remuneration for the Governance Body	P.49
GRI 2-19	Remuneration policies	2.2.4 Performance Evaluation and Remuneration for the Governance Body	P.49
		2.2.5 High-level Compensation Linked to Sustainable Business Performance	P.50
GRI 2-20	Process to determine remuneration	2.2.3 Functional Committees	P.48
		2.2.4 Performance Evaluation and Remuneration for the Governance Body	P.49
GRI 2-21	Annual total compensation ratio	5.5.5 Compensation and Performance Appraisal	P.152
GRI 2-22	Statement of sustainable development strategy	Message from the Chairman	P.5
		1.1 Sustainability Vision and Strategies	P.17

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GRI 2-23	Government commitments	1.1 Sustainability Vision and Strategies	P.17
		2.3 Transparency in Information Disclosure	P.52
		2.4.1 Ethical Management and Anti-Corruption	P.55
		3.5.2 Sustainable Procurement Policy	P.94
		4.3.2 From Inventory to Net Zero	P.117
		4.3.3 Biodiversity Commitment	P.118
		5.2.1 Human Rights Policy	P.134
GRI 2-24	Embedding policy commitments	1.1 Sustainability Vision and Strategies	P.17
		2.1 Sustainability Strategies and Goals - Governance Aspect	P.40
		3.1 Sustainability Strategies and Goals - Value Aspect	P.71
		4.1 Sustainability Strategies and Goals - Environmental Aspect	P.101
		5.1 Sustainability Strategies and Goals - Social Aspect	P.128
GRI 2-25	Processes to remediate negative impacts	5.3.2 Listening Strategy	P.139
GRI 2-26	Mechanisms for seeking advice and raising concerns	2.4.3 Whistleblowing System	P.57
GRI 2-27	Compliance with laws and regulations	2.4.4 Compliance with Laws and Regulations	P.58
GRI 2-28	Membership associations	1.4.3 Initiatives and Organizations	P.35
GRI 2-29	Approach to stakeholder engagement	1.4.1 Materiality Analysis	P.28
		1.4.2 Stakeholder	P.32
GRI 2-30	Collective bargaining agreements	No relevant agreements were signed during the reporting year.	

Disclosures on Material Topics

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GRI 3: Material Topics 2021			
GRI 3-1	Process to determine material topics	1.4.1 Materiality Analysis	P.28
GRI 3-2	List of material topics	1.4.1 Materiality Analysis	P.28
Talent Selection, Recruitment and Retention			
GRI 3-3	Management of material topics	5.1 Sustainability Strategies and Goals - Social Aspect	P.128
GRI 201-3	Obligations of defined benefit plans and other retirement plans	5.7.2 Retirement System	P.166
GRI 401-1	New employee hires and employee turnover	5.3.1 Labor Overview	P.137
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	5.7 Benefits and Retirement System	P.163
GRI 401-3	Parental leave	5.4.2 Gender Friendliness	P.144
GRI 404-1	Average hours of training per year per employee	5.5.4 Education and Training	P.151
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	5.5.5 Compensation and Performance Appraisal	P.152
Supply Chain Management			
GRI 3-3	Management of material topics	3.1 Sustainability Strategies and Goals - Value Aspect	P.71
GRI 204-1	Proportion of spending on local suppliers	3.5.1 Overview of the Value Chain	P.91
GRI 308-1	New suppliers that were screened using environmental criteria	3.5 Supply Chain Management	P.90
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	3.5 Supply Chain Management	P.90
GRI 414-1	New suppliers that were screened using social criteria	3.5 Supply Chain Management	P.90
GRI 414-2	Negative social impacts in the supply chain and actions taken	3.5 Supply Chain Management	P.90
Information Security			
GRI 3-3	Management of material topics	3.1 Sustainability Strategies and Goals - Value Aspect	P.71
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.4.4 Compliance with Law and Regulations	P.58
		3.3.5 Information Security Incidents	P.85
Business Performance			
GRI 3-3	Management of material topics	2.1 Sustainability Strategies and Goals - Governance Aspect	P.40
GRI 201-1	Direct economic value generated and distributed	2.5.1 Financial Performance	P.60
GRI 201-4	Financial assistance received from government	2.5.1 Financial Performance	P.60

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GRI Code	Disclosures	Corresponding Chapters	Page
Green Products			
GRI 3-3	Management of material topics	4.1 Sustainability Strategies and Goals - Environmental Aspect	P.101
GRI 301-2	Recycled input materials used	4.5 Green Products	P.123
GRI 301-3	Reclaimed products and their packaging materials	SASB Standards Mapping Table	P.184
		Article 4 of the Operational Guidelines: Enhanced Disclosure Indicators – Telecommunications Network Industry	P.188
Sustainable Development Strategy			
GRI 3-3	Management of material topics	1.1 Sustainability Vision and Strategies	P.17
	Self-defined topics	1.2 Sustainable Management Structure	P.22
		1.3 D-Link's Sustainable Value	P.25
Customer Relationship Management			
GRI 3-3	Management of material topics	3.1 Sustainability Strategies and Goals - Value Aspect	P.71
	Self-defined topics	3.2.3 Customer Services	P.80
Risk Management			
GRI 3-3	Management of material topics	2.1 Sustainability Strategies and Goals - Governance Aspect	P.40
	Self-defined topics	2.6 Risk Management	P.62
Human Rights and DEI			
GRI 3-3	Management of material topics	5.1 Sustainability Strategies and Goals - Social Aspect	P.128
GRI 405-1	Diversity of governance bodies and employees	2.2.2 Board of Directors	P.47
		5.3.1 Labor Overview	P.137
GRI 405-2	Ratio of basic salary and remuneration of women to men	5.4.2 Gender Friendliness	P.144
GRI 406-1	Incidents of discrimination and corrective actions taken	5.3.2 Listening Strategy	P.139
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	5.2 Human Rights Protection	P.133
		3.5.2 Sustainable Procurement Policy	P.94
		3.5.4 Supplier Audit Status	P.98
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	5.2 Human Rights Protection	P.133
		3.5.2 Sustainable Procurement Policy	P.94
		3.5.4 Supplier Audit Status	P.98
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.2 Human Rights Protection	P.133
		3.5.2 Sustainable Procurement Policy	P.94
		3.5.4 Supplier Audit Status	P.98
Climate Change Response Actions			
GRI 3-3	Management of material topics	4.1 Sustainability Strategies and Goals - Environmental Aspect	P.101
GRI 201-2	Financial implications and other risks and opportunities due to climate change	4.3.1 Response to Task Force on Climate-related Financial Disclosure (TCFD) Framework	P.109
GRI 302-1	Energy consumption within the organization	4.4.1 Energy Management	P.120
GRI 302-3	Energy intensity	4.4.1 Energy Management	P.120
GRI 302-4	Reduction of energy consumption	4.4.1 Energy Management	P.120
GRI 305-1	Direct (Scope 1) GHG emissions	4.3.2 From Inventory to Net Zero	P.117
GRI 305-2	Energy indirect (Scope 2) GHG emissions	4.3.2 From Inventory to Net Zero	P.117
GRI 305-3	Other indirect (Scope 3) GHG emissions	4.3.2 From Inventory to Net Zero	P.117
GRI 305-4	GHG emissions intensity	4.3.2 From Inventory to Net Zero	P.117
GRI 305-5	Reduction of GHG emissions	4.4.1 Energy Management	P.120
GRI 305-6	Emissions of ozone-depleting substances (ODS)	4.2.1 Environmental Policy and Commitments	P.107
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	4.2.1 Environmental Policy and Commitments	P.107
Ethical Management			
GRI 3-3	Management of material topics	2.1 Sustainability Strategies and Goals - Governance Aspect	P.40
GRI 205-1	Operations assessed for risks related to corruption	2.4.1 Ethical Management and Anti-Corruption	P.55
GRI 205-2	Communication and training about anti-corruption policies and procedures	2.4.1 Ethical Management and Anti-Corruption	P.55
GRI 205-3	Confirmed incidents of corruption and actions taken	2.4.1 Ethical Management and Anti-Corruption	P.55
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2.4.4 Compliance with Law and Regulations	P.58

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Sustainability Accounting Standards Board (SASB) Index

GRI 301-3

Topic	Code	Category	Accounting Metric	Corresponding Chapters/Supplementary Explanations	Page
Product Security	TC-HW-230a.1	Qualitative	Description of approach to identifying and addressing data security risks in products	3.2.2 Product Security 3.3 Information Security Management	P.78 P.82
Employee Diversity & Inclusion	TC-HW-330a.1	Quantitative	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (d) all other employees	5.3.1 Labor Overview 5.4.1 Diversified Employment	P.137 P.143
Product Lifecycle Management	TC-HW-410a.1	Quantitative	Percentage of products by revenue that contain IEC 62474 declarable substances	As a brand, the raw materials of D-Link are generally managed by outsourced companies. However, D-Link requires outsourced companies to comply with EU regulations for products, such as RoHS, REACH, etc. Subsequently, the applicability of IEC 62474 to D-Link products is planned to be investigated in the future and make relevant disclosures.	—
	TC-HW-410a.2	Quantitative	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	N/A D-Link products are not required to obtain environmental protection labels.	—
	TC-HW-410a.3	Quantitative	Percentage of eligible products, by revenue, certified to an energy efficiency certification	The external power supply used by D-Link products 100% complies with the Level 6 energy efficiency standards of the U.S. Department of Energy, and the products exported to Europe also comply with the EU ErP energy specification. Furthermore, there is currently no plan for voluntary energy efficiency certification.	—
	TC-HW-410a.4	Quantitative	Weight of end-of-life products and e-waste recovered; percentage recycled	D-Link has standardized operating procedures and records for the recycling and disposal of scrapped products. The weight of scrap products handled by D-Link in 2025 was 0.23 tons, 100% of which was commissioned to qualified vendors for recycling and disposal. Moreover, based on the total annual sales weight, the recycling ratio was 0.26%.	—
Supply Chain Management	TC-HW-430a.1	Quantitative	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	3.5 Supply chain management	P.90
	TC-HW-430a.2	Quantitative	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	3.5 Supply Chain Management	P.90
Materials Sourcing	TC-HW-440a.1	Qualitative	Description of the management of risks associated with the use of critical materials	3.5 Supply Chain Management	P.90
Activity Metrics	TC-HW-000.A	Quantitative	Number of units produced by product category	Unable to be disclosed due to it involving sensitive information of the Company. Please refer to P.103 of the Company's 2024 Annual Report.	—
	TC-HW-000.B	Quantitative	Area of manufacturing facilities	3.5 Supply Chain Management	P.90
	TC-HW-000.C	Quantitative	Percentage of production from owned facilities	N/A D-Link is a brand company and does not have production lines.	—

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Task Force on Climate-related Financial Disclosures (TCFD) Index

Dimension	TCFD's Suggested Disclosures	Corresponding Chapters	Page
Governance	How does the Board of Directors monitor climate-related issues?	4.3 Climate Governance and Actions	P.108
	How does the management assess and manage climate-related issues?	4.3 Climate Governance and Actions	P.108
Strategies	The Company identified short-, medium-, and long-term climate change-related risks and opportunities.	4.3 Climate Governance and Actions	P.108
	Impact of climate-related issues on the Company's business model, strategy, and financial plan.	4.3 Climate Governance and Actions	P.108
	Scenario analysis (including 2℃ or more severe scenarios).	4.3 Climate Governance and Actions	P.108
Risk Management	Climate-related risk identification and assessment process.	4.3 Climate Governance and Actions	P.108
	The process of managing climate-related risks.	4.3 Climate Governance and Actions	P.108
	Explain how the above risk identification and management processes are integrated into the Company's overall risk management system.	4.3 Climate Governance and Actions	P.108
Metrics and Targets	Whether the evaluation indicators are consistent with the Company's strategy and risk management.	1.1 Sustainability Vision and Strategies	P.17
		4.3 Climate Governance and Actions	P.108
	Disclosure of greenhouse gas emissions and associated risks.	4.3.2 From Inventory to Net Zero	P.117
	Management objectives and related performance.	4.3.2 From Inventory to Net Zero	P.117

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SDGs Index

Sustainable Development Goals	Management Approaches	Corresponding Chapters	Page
	• Create a healthy and safe working environment and plan fair, reasonable, and competitive systems, benefits, and incentives. • Promote and care for the well-being of external stakeholders through social engagement projects.	5.6.2 Labor Health and Safety Organization, Education and Training, and Work Environment Monitoring 5.6.3 Healthy Workplace 5.8.1 Charity Participation	P.157 P.159 P.168
	• Construct a comprehensive learning education and training system to enhance the competitiveness of sustainable management. • Formulate personal development plans to assist supervisors and colleagues to continuously enhance their career development. • Expand web-based education through social engagement projects.	5.5.3 Talent Cultivation Plan 5.5.4 Education and Training 5.8.1 Charity Participation 5.8.2 Industry Development Promotion	P.148 P.151 P.168
	• Build a gender-affirmative work environment.	2.2.2 Board of Directors 5.4 Diversity and Inclusion	P.47 P.141
	• Inventory the various energy consumption and energy intensity in the Company's operation every year, as well as the effectiveness of promoting relevant energy-saving measures. • Follow the ISO 14001 environmental management system, set an annual environmental management plan every year, and commit to and implement five major environmental policies.	4.3.1 Response to Task Force on Climate-related Financial Disclosure (TCFD) Framework 4.4.1 Energy Management	P.109 P.120
	• Continue to expand production capacity, create product and service features, and build diversified product capabilities. • Create a healthy and safe working environment and plan fair, reasonable, competitive systems, benefits, and incentives to attract and retain key talents.	3.4.1 Innovation Strategies and Practices 5.2.2 Human Rights Risk Assessment and Related Measures 5.3.2 Listening Strategy 5.5.5 Compensation and Performance Appraisal	P.87 P.134 P.139 P.152

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Sustainable Development Goals	Management Approaches	Corresponding Chapters	Page
	• Identify relevant risks through due diligence and manage them appropriately. • Protect employee rights through human rights protection policies. • Provide a suitable complaint channel.	5.4 Diversity and Inclusion 5.4.1 Diversified Employment 5.4.2 Gender Friendliness	P.141 P.143 P.144
	• Set up management representatives, establish quality policies, set management objectives by quality policies, and review them regularly for effective management and continuous improvement. • Protect customers' rights and increase trust by establishing standard operating procedures, conducting regular surveys on customer satisfaction, and reviewing various service management indicators.	1.1 Sustainability Vision and Strategies 3.5.2 Sustainable Procurement Policy 4.3.3 Biodiversity Commitment 4.5.1 D-Link Green 4.5.2 D-Link Green Pack	P.17 P.94 P.118 P.124 P.126
	• Count the carbon emissions in the Company's operation every year, check the carbon reduction performance year by year, and give employees environmental education regularly. • Stipulate related policies according to the ISO 14064 Greenhouse Gas Inventory system. • Establish eco-friendly commitments.	4.3 Climate Governance and Actions 4.3.2 From Inventory to Net Zero 4.3.3 Biodiversity Commitment 5.8.1 Charity Participation	P.108 P.117 P.118 P.168
	• Establish supplier management guidelines, incorporate ESG-related impacts and risks, and regularly evaluate the impact of suppliers on society and the environment. • Increase local procurement percentage. • Collaborate with diverse partners to benefit people and society through various social engagement projects.	3.5.2 Sustainable Procurement Policy 3.5.4 Supplier Audit Status 5.8.1 Charity Participation	P.94 P.98 P.168

Article 4 of the Rules: Sustainability Disclosure Indicators - Communications and Internet Industry

GRI 301-3

No.	Indicator	Indicator Type	Annual Disclosure	Unit	Corresponding Chapters	Page
1	**Total energy consumption, percentage of purchased electricity, utilization rate (renewable energy)**	Quantitative	The total energy consumption of D-Link in 2025 was 8,310.89 GJ, with 99.64% of electricity sourced externally. The usage rate of renewable energy accounted for 5.54% of the purchased electricity.	Gigajoules (GJ) Percentage (%)	4.4.1 Energy Management	P.120
2	**Total water withdrawn, total water consumption**	Quantitative	In 2025, the total water intake of D-Link was 11.54 thousand cubic meters, while the total water consumption was 1.15 thousand cubic meters.	Thousand Cubic Meters (m^3)	4.4.2 Water Resource Management	P.121
3	**Total hazardous waste generated and percentage recycled**	Quantitative	D-Link is a brand company. It does not have any production line, or produce any hazardous waste; Therefore, the weight and proportion of hazardous waste are both 0.	Metric Tons (t) Percentage (%)	4.4.3 Waste Management	P.122
4	**Types of, number of employees in and rate of occupational accidents**	Quantitative	There were no occupational accidents in D-Link in 2025, so both the number and ratio of people were 0.	Percentage (%) Quantity	5.6.2 Labor Health and Safety Organization, Education and Training, and Work Environment Monitoring	P.157
5	**Product Lifecycle Management Disclosure: including weights of scraps and electronic waste and percentage recycled**	Quantitative	D-Link has standardized operating procedures and records for the recycling and disposal of scrapped products. The weight of scrap products handled by D-Link in 2025 was 0.23 tons, 100% of which was commissioned to qualified vendors for recycling and disposal. Moreover, based on the total annual sales weight, the recycling ratio was 0.26%.	Metric Tons (t) Percentage (%)	4.5 Green Products	P.123
6	**Description of the management of risks associated with the use of critical materials**	Qualitative Description	The key material of D-Link products is the active component, IC. To mitigate the risk of unstable supply of this material, the Company actively develops multiple sources of goods, timely reviews its distribution proportion, and deliberately maintains a certain level of supply proportion by local suppliers for effective management and control.	Not Applicable	3.5.1 Overview of the Value Chain	P.91
7	**Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations**	Quantitative	In 2025, D-Link did not have any legal proceedings or related financial losses related to the anti-competitive behavior regulations; NT$ 0.	Reporting Currency	2.4.4 Compliance with Law and Regulations	P.58
8	**Production by product category**	Quantitative	Unable to be disclosed due to it involving sensitive information of the Company. Please refer to P.122 of the Company's 2025 Annual Report.	—	—	—

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Article 4-1 of the Rules: Climate-related Information

No.	Item	Implementation Status	Page
1	Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Governance" paragraph.	P.109
2	Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Strategies" paragraph.	P.109
3	Describe the financial impact of extreme weather events and transformative actions.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Strategies" paragraph.	P.109
4	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Risk Management" paragraph.	P.109
5	If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Strategies" paragraph.	P.109
6	If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Metrics and Targets" paragraph.	P.109
7	If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	D-Link has not yet adopted internal carbon pricing as a planning tool.	-
8	If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	Please refer to section 4.3.1 "Response to Task Force on Climate-Related Financial Disclosure (TCFD) Framework" under the "Metrics and Targets" paragraph, as well as section 4.3.2 "From Inventory to Net Zero."	P.109 P.117
9	Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan.	Please refer to section 4.3.2 "From Inventory to Net Zero."	P.117

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Greenhouse Gas Inventory Information

Describe the emission volume (metric tons CO_2e), intensity (metric tons CO_2e /NT$ million), and data coverage of greenhouse gases in the most recent 2 fiscal years.

In fiscal year 2024, the Company emitted a total of 225,377.71 metric tons of CO_2e, with a revenue intensity of 15.66 metric tons CO_2e /NT$ million, including:

- scope 1: 126.16 metric tons CO_2e (revenue intensity of 0.0088 metric tons CO_2e /NT$ million)
- scope 2: 1,021.51 metric tons CO_2e (revenue intensity of 0.0710 metric tons CO_2e /NT$ million)
- scope 3: 224,230.04 metric tons CO_2e (revenue intensity of 15.5769 metric tons CO_2e /NT$ million)

In fiscal year 2025, the Company emitted a total of 91,959.98 metric tons of CO_2e, with a revenue intensity of 6.88 metric tons CO_2e /NT$ million, including:

- scope 1: 793.30 metric tons CO_2e (revenue intensity of 0.0593 metric tons CO_2e /NT$ million)
- scope 2: 5,568.86 metric tons CO_2e (revenue intensity of 0.4166 metric tons CO_2e /NT$ million)
- scope 3: 85,597.83 metric tons CO_2e (revenue intensity of 6.4032 metric tons CO_2e /NT$ million)

Note: Scope 3 emissions for 2025 decreased compared to the previous year, primarily due to the optimization of energy consumption scenario assumptions in the "use of sold products" stage and the adoption of country-specific electricity emission factors.

Greenhouse Gas Assurance Information

Describe the status of assurance for the most recent 2 fiscal years as of the printing date of the annual report, including the scope of assurance, assurance institutions, assurance standards, and assurance opinion.

Explanation of the Assurance Status for 2024:

- Scope of Assurance: D-Link Corporation/ No. 289, Xinhu 3rd Rd., Neihu District, Taipei City, Taiwan, R.O.C.
- Assurance Unit: AFNOR Asia Ltd.
- Principle of Assurance: ISO 14064-3:2019
- Verification Conclusion: Confirm that the organization submits a GHG statement in accordance with the requirements of the verification criteria agreed by both parties, and fairly presents the GHG data and related information, which is consistent with the verification scope, objectives, and criteria by both parties. Declares that the reasonable assurance level of the inventory data is Category 1 (Scope 1) and Category 2 (Scope 2).

Explanation of the Assurance Status for 2025:

- Scope of Assurance: D-Link Corporation/ No. 289, Xinhu 3rd Rd., Neihu District, Taipei City, Taiwan, R.O.C.
- Assurance Unit: TÜV SÜD Asia Ltd., Taiwan Branch
- Principle of Assurance: ISO 14064-3:2019
- Verification Conclusion: Confirm that the organization submits a GHG statement in accordance with the requirements of the verification criteria agreed upon by both parties, and fairly presents the GHG data and related information, which is consistent with the verification scope, objectives, and criteria by both parties. Declares that the inventory data for Category 1 (Scope 1) and Category 2 (Scope 2) have achieved a reasonable level of assurance. Data for the remaining global subsidiaries were included in the consolidated report through self-inventory and are not within the scope of this third-party assurance.

Greenhouse Gas Reduction Targets, Strategy, and Concrete Action Plan

Specify the greenhouse gas reduction base year and its data, the reduction targets, strategy and concrete action plan, and the status of achievement of the reduction targets.

GHG Reduction Base Year and Reduction Targets

To establish a globalized carbon management system, the Company completed the expansion of its greenhouse gas (GHG) inventory boundary in 2025, fully incorporating all subsidiaries included in the consolidated financial report into the management scope. Consequently, 2025 has been officially designated as the new base year for the Group's carbon reduction efforts. In 2025, Scope 1 and Scope 2 emissions were 793.30 tCO_2e and 5,568.86 tCO_2e, respectively. Based on this benchmark, the Company has set phased reduction targets: to reduce Scope 1 and Scope 2 emissions by 10% by 2030 compared to the 2025 base year, while firmly committing to achieving net-zero emissions by 2050.

GHG Reduction Strategies and Concrete Action Plans

The Company is progressively integrating carbon management principles into its operational strategy. Currently, management tools under evaluation include an internal carbon pricing study mechanism and an evaluation framework linking ESG performance with remuneration. In response to the development trends of international sustainability disclosure standards (such as IFRS S2), the Company continues to plan and research an internal carbon pricing system, aiming to use it as a reference tool for low-carbon transition and project development in the future.

In terms of concrete actions, the Company has implemented the ISO 14064-1 inventory mechanism across all global consolidated subsidiaries, ensuring data consistency and transparency through a refined management model. Physical reduction measures for Scope 1 and Scope 2 emissions include: replacing energy-intensive equipment at the Taipei headquarters and various operating sites, purchasing annual Renewable Energy Certificates (RECs / green power), upgrading air conditioning system efficiency, and planning to obtain ISO 50001 Energy Management System certification.

Through the active engagement of management and the accountable execution of all employees, the Company is committed to integrating various reduction targets into key performance indicators (KPIs). The Company will continue to practice low-carbon operations and actively advance toward its net-zero goals through transparent disclosures and rolling reviews.

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The UN Global Compact

Classification	Ten Principles	Corresponding Chapters	Page
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	5.2 Human Rights Protection	P.133
	Principle 2: Make sure that they are not complicit in human rights abuses	5.2 Human Rights Protection	P.133
Labor	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	1.4.2 Stakeholder 2.4.4 Compliance with Law and Regulations 5.2 Human Rights Protection 5.3 Employment and Employee Participation	P.32 P.58 P.133 P.136
	Principle 4: The elimination of all forms of forced and compulsory labor	3.5 Supply Chain Management 5.2 Human Rights Protection	P.90 P.133
	Principle 5: The effective abolition of child labor	3.5 Supply Chain Management 5.2 Human Rights Protection	P.90 P.133
	Principle 6: The elimination of discrimination in respect of employment and occupation	5.2 Human Rights Protection 5.3 Employment and Employee Participation 5.4 Diversity and Inclusion	P.133 P.136 P.141
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	1.1 Sustainability Vision and Strategies 4.3 Climate Governance and Actions	P.17 P.108
	Principle 8: Undertake initiatives to promote greater environmental responsibility	1.1 Sustainability Vision and Strategies 3.5 Supply Chain Management 4.3 Climate Governance and Actions 4.4 Energy and Resources Management	P.17 P.90 P.108 P.119
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	4.5 Green Products	P.123
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	2.4 Ethical Management 3.5 Supply Chain Management	P.54 P.90

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Assurance Statement of Sustainability Report (GRI 2-5)

TÜVNORD

Assurance Statement

D-Link Corporation Sustainability Report

TUV NORD Taiwan Co., Ltd. (hereinafter referred to as TUV NORD) was commissioned by D-Link Corporation (hereinafter referred to as D-Link) to perform the 2025 Sustainability Report Verification (hereinafter referred to as Sustainability Report) in accordance with the AA1000 Assurance Standard Version 3 and the GRI Sustainability Reporting Standards (GRI Standards) and related assurance standards.

The Scope of Statement and Assurance Standards

1) The scope of assurance is consistent with the scope of disclosure in D-Link 2025 Sustainability Report, which covers the period from 1 January 2025 to 31 December 2025.
2) The verification of compliance with the AA1000 Principles of Accountability for D-Link bases on the AA1000 Assurance Standard, Third Edition, Application Type II that includes verification of the reliability of the information/data disclosed in the report.
3) Sustainability Accounting Standards Board (SASB) Hardware industry sustainability accounting metrics.
4) Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, Sustainability Disclosure Indicators – Communications and Internet Industry.
5) TCFD Climate Related Financial Disclosure Recommendation.

Intended Users

The intended users of this statement are the stakeholders of D-Link.

Assurance Type and Level

In accordance with the requirements of the AA1000 Assurance Standard Version 3, Type 2, Moderate of Assurance Level.

Opinion Statement

D-Link complies with the GRI Standards and AA1000 accountability principles of inclusivity, materiality, responsiveness and impact. The sustainability report presents the commitment of top management, the needs and expectations of stakeholders. To achieve sustainability performance indicators by stakeholders' engagement.

We assure that D-Link complies with the SASB Hardware industry sustainability accounting standards to disclose relevant metrics

We assure that D-Link complies with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, Sustainability Disclosure Indicators – Communications and Internet Industry.

We assure that D-Link complies with TCFD's climate-related financial disclosure recommendations and discloses relevant metrics.

Methodology

The verification is in accordance with the above stated assurance standards and the TUV NORD Sustainability Report Verification Agreement.

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TÜVNORD

Our verification includes the following activities:

* Collect objective evidence of relevant performance metrics, as mentioned in the report.
* Assurance of expectations of local or national regulations; international standards as set forth in public opinion and/or expert opinion are relevant to such general considerations.
* Document review records and report content assessment in the context of GRI criteria application requirements.
* Interviews with managers and related staff on issues of concern to the company's stakeholders.
* Interviews with personnel involved in sustainability management, information gathering and report preparation.
* Review significant organizational developments and review internal and external audit findings.
* Review AA1000 (2018) Principles of Accountability and other compliance requirements.

Conclusion

The results of the AA1000 accountability standard for inclusivity, materiality, responsiveness and impact in the report are set out below.

Inclusivity

D-Link identifies 6 stakeholders and their concerns via the questionnaire and decides materiality through stakeholder engagement, ESG committees and experts. There are 11 material topics determined among the 19 sustainability topics including economic, governance, social, human rights and climate impact.

Materiality

D-Link complies with the GRI Standards, SASB Hardware industry sustainability Indicators disclosure related metrics, Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, Sustainability Disclosure Indicators – Communications and Internet Industry., and TCFD Climate Related Financial Disclosure Proposed Indicators, to fully disclose the company's material risks and opportunities, taking into account the extent of impact on the company and prioritize the materiality of the report.

Responsiveness

D-Link Sustainability Report clearly describes the relationship between sustainability and organizational strategy and the performance metrics corresponding to the materiality and their achievement status and adequately addresses the main issues of concern to stakeholders.

Impact

D-Link Sustainability Report fully identifies materiality that reflects the significant economic, environmental, and social impacts on the organization. The company has established a robust process to monitor and measure the impact and establish short-, medium-, and long-term strategic planning through corporate governance.

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TÜVNORD

Reliability and quality.

The data and information in the report are sampling verified, and the accuracy of the sampling data is reliable.

GRI Sustainability Reporting Standards

D-Link Sustainability Report complies with the GRI 1 to GRI 3 universal Standards and the GRI 200 Series, GRI 300 Series and GRI 400 Series topic standards, and meet the requirements for disclosure.

Limitations

The financial report of D-Link was certified by KPMG, the accounting firm appointed by the company.

The boundary of carbon emission verification report only includes Taiwan Headquarter and certified by the third party, TUV SUD Taiwan.

Independent Statements and Competence

TUV NORD Group is a leader in the supervision, testing and certification. It operates businesses and provides services in more than 150 countries around the world. The services include management systems and product certification; quality, environmental safety, social and moral audits and training; corporate sustainability report assurance.

TUV NORD and D-Link are mutually independent organizations, and there is no conflict of interest with D-Link or any of its affiliates or interested parties when performing the verification of the sustainability report. Regarding the sustainability report of D-Link, TUV NORD bases on the D-Link verification agreement, and does not assume any legal or other responsibilities. D-Link is responsible for responding to any questions that intended users concerned.

The verification team is composed of experienced chief reviewers such as ISO 9001, ISO 14001, ISO 14064-1,ISO 14067, ISO 45001, SA 8000, ISO 50001, ISO 27001 etc., and has received the CSAP verification practice qualification certification of AA1000 AS v3 accountability training. The verification team is bases on his qualifications, extensive knowledge and experience in the industry to provide professional advice in this assignment.

Jack Yeh
Chairman

AA1000
Licensed Report
000-75/V3-INSUL

Date of Issuance: 2026.05.29
TUV NORD Taiwan Co., Ltd.
Room A1, 9F, No. 333, Sec. 2, Tun Hua S. Rd., Taipei 10669 Taiwan, R.O.C.

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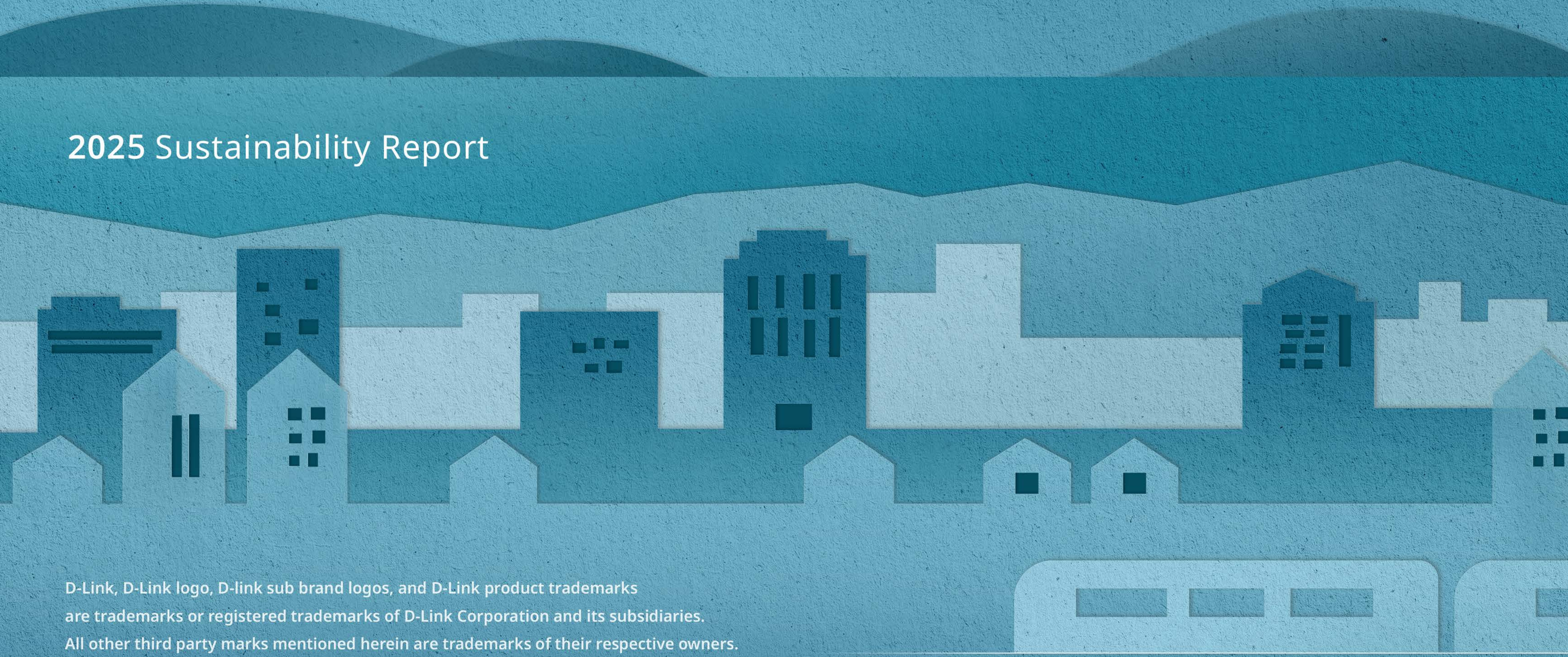
*For other related verification documents, please refer to the "Certifications" on D-Link official website.

2025 Sustainability Report



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