



# 2026 Q1 Investor Conference



## ■ Safe Harbor Statement

- D-Link's statements of its current expectations are forward-looking statements subject to significant risks and uncertainties and actual results may differ materially from those contained in the forward-looking statements, including the cyclical nature of our industry, our ability to compete effectively general economic and political conditions, demand in end market, impact of competitive products and pricing, exchange rate fluctuations, and other risks beyond the control of the Company.
- Except as required by law, we undertake no obligation to update any forward-looking statement, whether as a result of new information, future events, or otherwise.

# Agenda

- Financial Results
- Revenue Structure Analysis
- 2026 Business Policies and Strategic Plans
- 2026 Product Plans
  - Business Products
  - Consumer Products
  - Industrial Products
- Successful Cases Intro.
- New Industry Development Program
- Q&A



# Financial Results

# 1Q26 Income Statement – QoQ/YoY Comparison

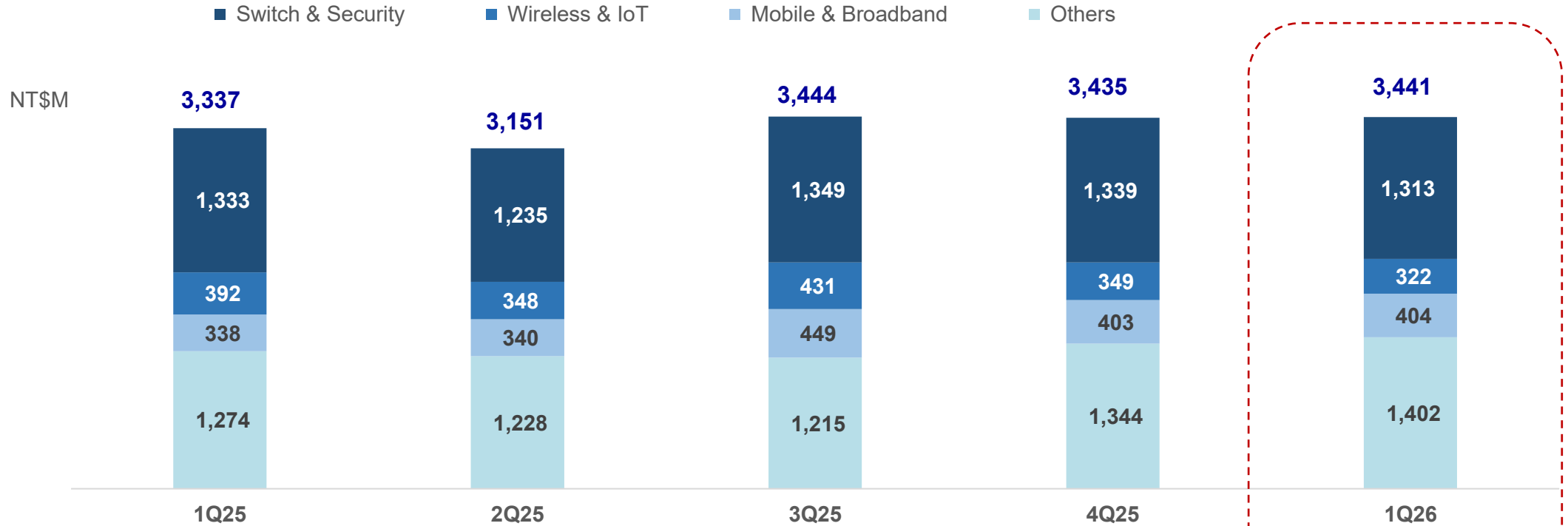
NT\$M	Quarterly Results			QoQ %	YoY %
	1Q25	4Q25	1Q26		
<b>Net Sales</b>	<b>3,337</b>	<b>3,435</b>	<b>3,441</b>	0.2	3.1
Gross Profit	805	807	870	7.8	8.1
Operating Expenses	862	1,020	838	(17.8)	(2.8)
<b>Operating Income (Loss)</b>	<b>(57)</b>	<b>(213)</b>	<b>32</b>	<b>115.0</b>	<b>156.1</b>
Total Non-Op. Inc. (Loss)	(29)	60	(6)	(110.0)	79.3
Income Before Tax	(86)	(153)	26	117.0	130.2
<b>Net Income (Loss)</b>	<b>(125)</b>	<b>(222)</b>	<b>(20)</b>	<b>91.0</b>	<b>84.0</b>
Non-controlling Interests	40	29	9	(69.0)	(77.5)
<b>Net Income (Loss) Attributable to Parent</b>	<b>(165)</b>	<b>(251)</b>	<b>(29)</b>	<b>88.4</b>	<b>82.4</b>
<b>EPS (NT\$)</b>	<b>(0.28)</b>	<b>(0.42)</b>	<b>(0.05)</b>		
Outstanding shares (m)	599	599	599		
Gross Profit % (GP %)	24.1%	23.5%	25.3%		
Operating Expenses % (OPEX %)	25.8%	29.7%	24.4%		
Operating Margin % (OPM %)	-1.7%	-6.2%	0.9%		
Net Income % (NI %)	-5.0%	-7.3%	-0.8%		
Return on Equity (ROE)					

# 1Q26 Balance Sheet – QoQ/YoY Comparison

NT\$M	Quarterly Results				
	1Q25	4Q25	1Q26	QoQ %	YoY %
Cash & cash equivalents	4,560	3,171	3,116	(1.7)	(31.7)
Account Receivable	2,977	2,995	3,261	8.9	9.5
Inventory	2,766	2,937	2,779	(5.4)	0.5
Other Current Assets	1,367	1,319	1,099	(16.7)	(19.6)
Non-current Assets	4,934	5,402	5,214	(3.5)	5.7
<b>Total Assets</b>	<b>16,604</b>	<b>15,824</b>	<b>15,469</b>	<b>(2.2)</b>	<b>(6.8)</b>
Short-term loans	0	340	151	(55.6)	NA
Accounts Payable	2,124	1,869	2,038	9.0	(4.0)
Other Current Liabilities	1,978	2,043	1,792	(12.3)	(9.4)
Non-current Liabilities	935	818	815	(0.4)	(12.8)
<b>Total Liabilities</b>	<b>5,037</b>	<b>5,070</b>	<b>4,796</b>	<b>(5.4)</b>	<b>(4.8)</b>
<b>Total Shareholders' Equity</b>	<b>11,567</b>	<b>10,753</b>	<b>10,674</b>	<b>(0.7)</b>	<b>(7.7)</b>
Book Value Per Share	14.9	13.8	13.7		
Current Ratio	284.5%	245.1%	257.6%		
Debt/Asset Ratio	30.3%	32.0%	31.0%		
Cash Conversion Cycle	129	137	144		

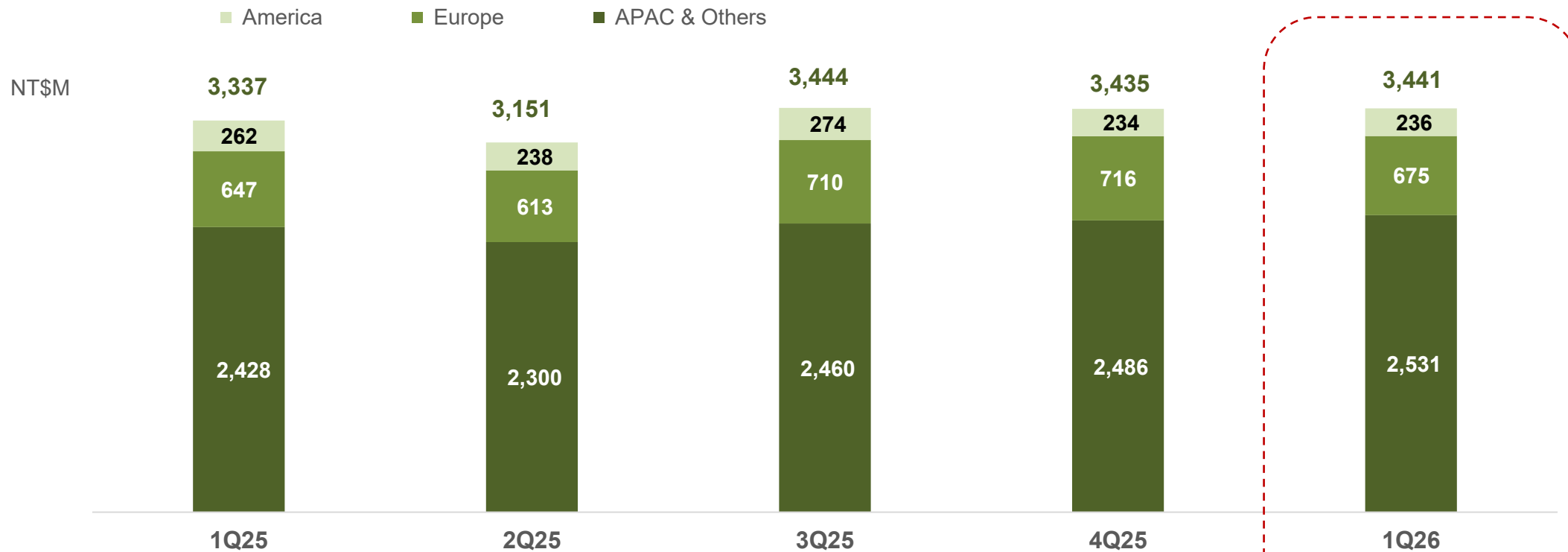
# Revenue Structure Analysis

# Product Mix



<b>Switch &amp; Security</b>	40%	39%	39%	39%	38%
<b>Wireless &amp; IoT</b>	12%	11%	13%	10%	9%
<b>Mobile &amp; Broadband</b>	10%	11%	13%	12%	12%
<b>Others</b>	38%	39%	35%	39%	41%
<b>Total</b>	100%	100%	100%	100%	100%

# Sales by Region



America	8%	8%	8%	7%	7%
Europe	19%	19%	21%	21%	20%
APAC & Others	73%	73%	71%	72%	73%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# 2026 Business Policies and Strategic Plans

# 2026 Management Guidelines & Future Development Strategy Blueprint

## Current Year's Management Principles: **Stable Foundation**

### Grasp Market Trends & Technologies



Keep a finger on global pulses, formulate tiered plans, and develop value-added AI functions

### Build a Resilient Supply Chain



Execute regional layouts, implement multinational backups and dynamic order allocation, and reduce risk.

### Global Team Collaboration



Implement close communication strategies, foster cross-cultural consensus, and share success.

### Sustainable Management ESG



Commit to environmental protection, fulfil social responsibility, and enhance corporate governance.

## Short-Term Development Strategy: **Tactical Execution**



### Optimize Supply Chain & Cost

Utilize diversified layouts flexibly to balance stability and risk management while reducing costs.

### Re-Imagine Brand Value Positioning



Optimize brand communication, expand value proposition, and increase market recognition.

### Deepen Solution Deployment



Combine M2M, 4G/5G, and peripherals to develop integrated AI solutions.

## Medium-to-Long-Term Development Strategy: **Transformation Vision**



### AI & Cloud-Driven Upgrade

With AI & Cloud as core, simplify deployment management, and enhance user experience.

### Build One-Stop Service Capability



Integrate R&D, manufacturing, and supply chain resources to build end-to-end design-to-service capability.

### Expand Telecom Partner Ecosystem

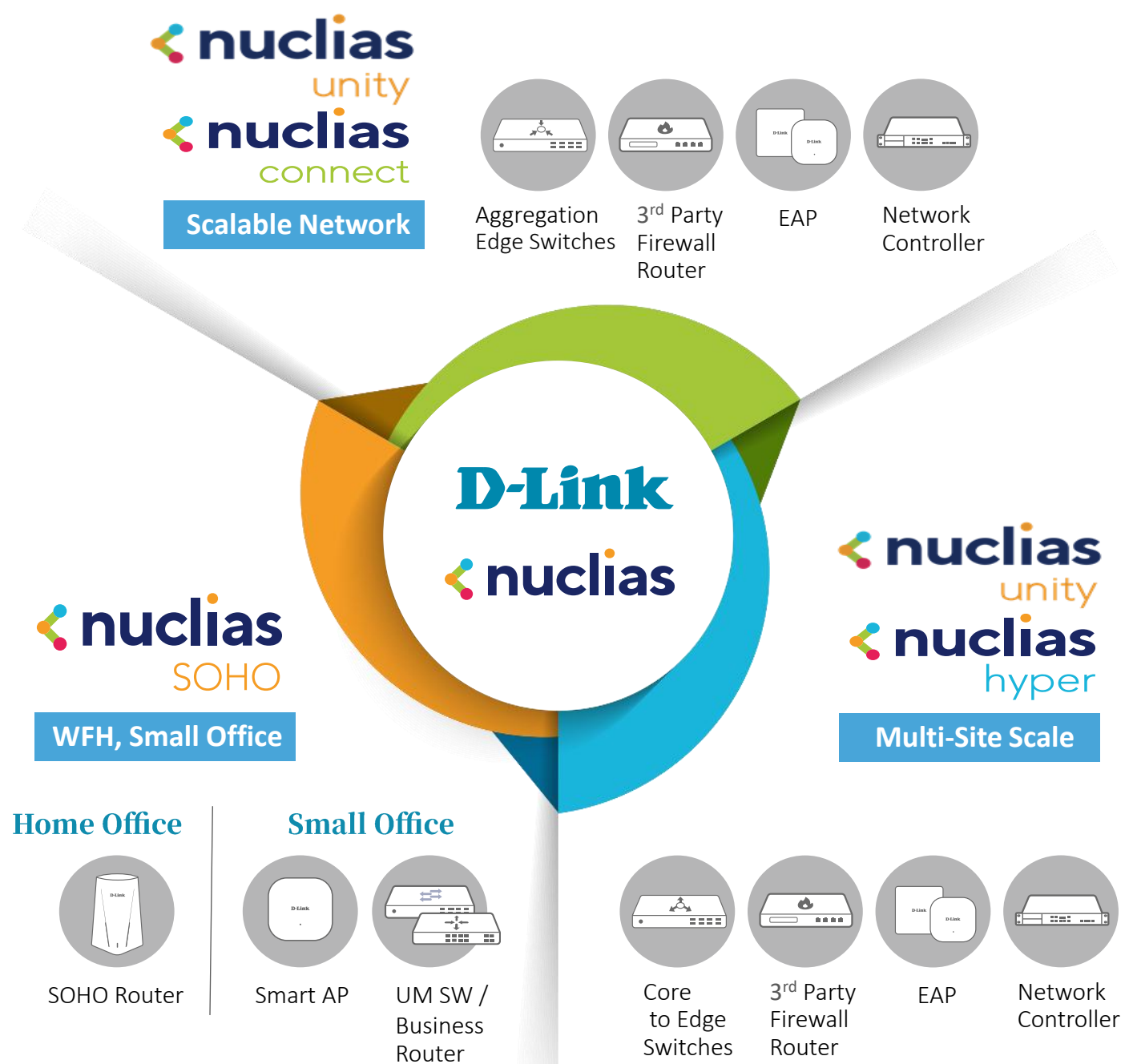


Strengthen collaboration with Tier 2/3 operators, securing long-term contracts through localized services.



# 2026 Product Plans

# Building Commercial Industrial Solutions: Constructing Commercial Network Infrastructure



# 2026 Product Line Innovation – Commercial Products

## 2026 STRATEGIC ROADMAP



Scalable commercial Ethernet wired network

### Fiber Switches

- Design of 400G/100G High-Speed Network Optical Switch for Data Center
- Hot-swappable Backup Power Supply and Fan Design
- Stacked and Ring Network Backup Protection

High Performance

High Reliability

Flexible expansion



A single management platform that is not limited by location

### Management Platform

- Cloud-based AI or ground-based controller management platform
- Flexible scalability overall solution
- Centralized management professional services

High integrated

Centralized management

Flexible expansion



Seamless signal coverage commercial wireless network

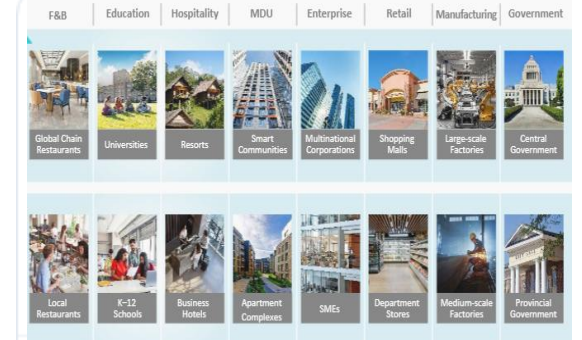
### Wi-Fi & Business Router

- High-performance Wi-Fi connectivity service
- High-availability seamless wireless roaming service
- Commercial routers integrates FW, VPN, Security, and Wi-Fi control functions

Wi-Fi 6/7

VPN

Security protection



Solutions for different industries

### Commercial Solution

- Deep integration of hardware and software
- Subscription-based intelligent AI network management solution
- Complete enterprise-grade network infrastructure services

High integrated

AI Network Management

# Enterprise Network Core Upgrade Application

D-Link will collaborate with strategic partners to jointly invest in the development of 100G and 400G AI high-speed switches. In response to the explosive growth of AI computing power and the urgent demand for ultra-high-bandwidth data transmission, both parties will leverage D-Link's global sales channels to overcome data transmission bottlenecks and aggressively capture the vast market opportunities driven by global AI data center infrastructure upgrades.

The AI high-speed switches will be integrated with enterprise-grade core, aggregation, edge switches, and enterprise wireless access points. Together with the new Nuclias Unity cloud management platform, this will form a comprehensive enterprise networking solution, primarily targeting network infrastructure upgrades for medium to large enterprises.



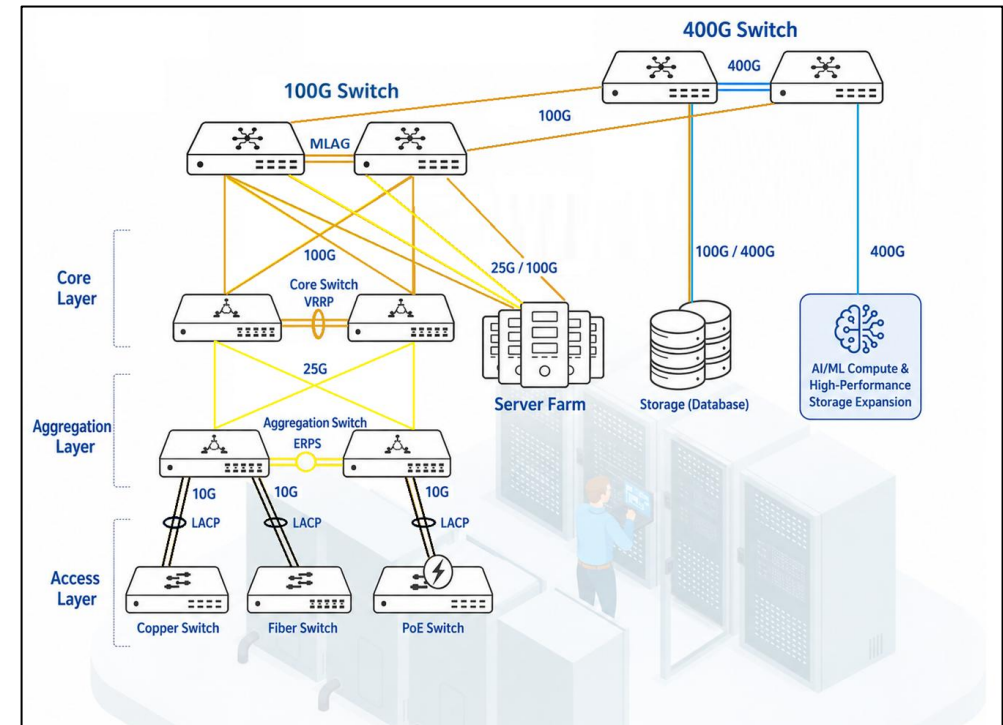
**DTS-5400-32S**  
32x400G QSFP-DD



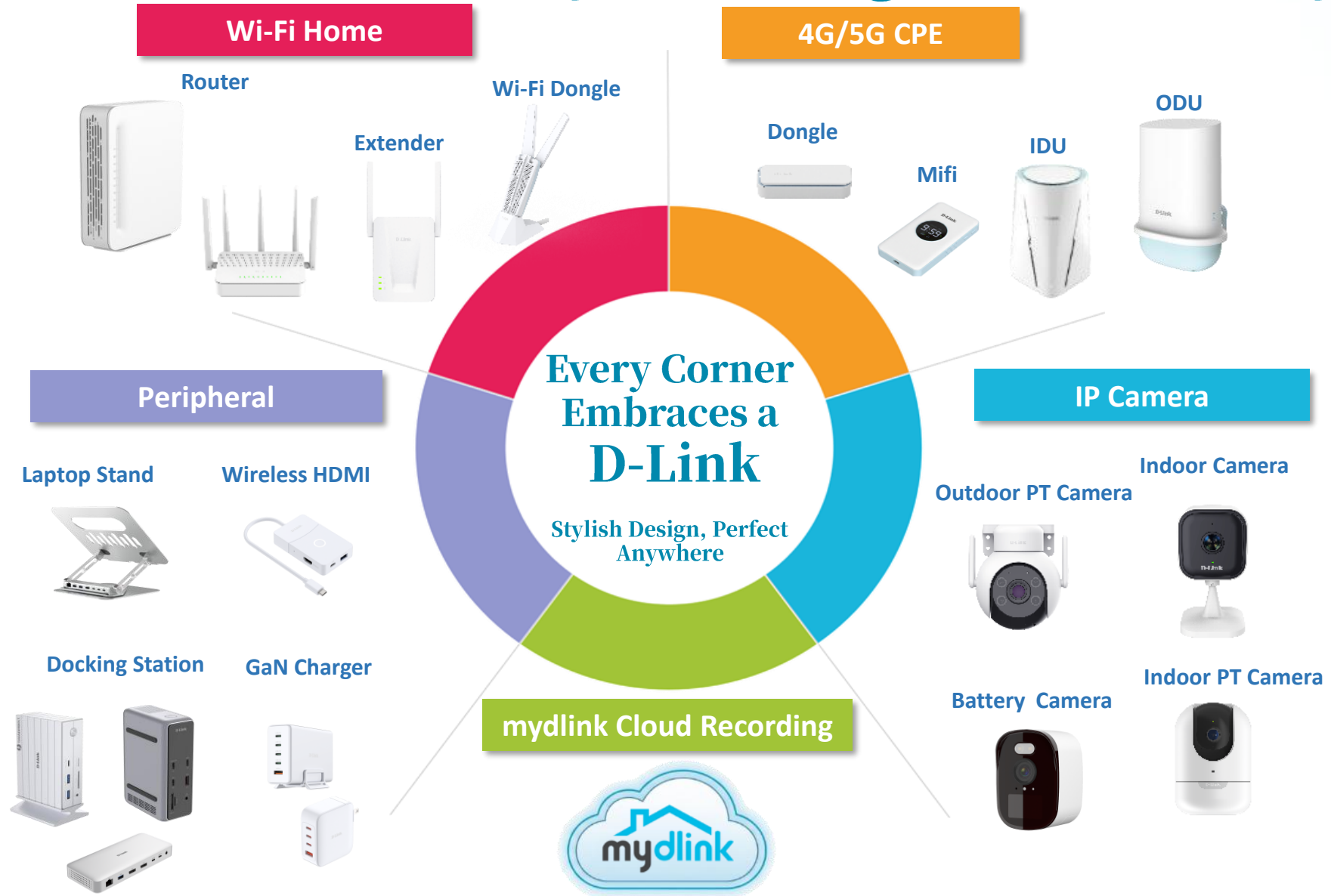
**DTS-5100-32S**  
32x100G



**DQS-5000-56S**  
48x25G + 8x100G



# Wi-Fi Home Solution: Stylish Design, Perfect Anywhere



# 2026 Product Line Innovation – Consumer Products

2026 STRATEGIC ROADMAP



Expandable Mesh Networks

## 📶 Home Wi-Fi Products

Focus on Wi-Fi 7 dual-band and Tri-band product to provide comprehensive whole-home coverage Solutions.

Integrating 2.5G and 10G high-speed interfaces and Multi-Link Operation (MLO) on BE7200 and BE14000 routers

Wi-Fi 7

MLO

Wi-Fi Mesh



Communication Anywhere

## 📶 4G/5G CPE Products

Product line covers multi-type products including **4G/5G CPE** (IDU/ODU) 、 Dongle and Mi-Fi.

Support latest 5G R16 standard and focus on Mi-Fi products in retail market as well as deeply cooperate with telco channel.

5G R16

4G/5G CPE

Mi-Fi



IP Camera for Home Security

## 📹 IP Camera Products

Continually strengthen IPCAM for home security. It will release indoor and outdoor night vision camera to secure home environment.

Cloud recording subscription service, keeping video data in safe, support real-time video playback remotely.

Edge AI

Cloud Recording



Highly Efficient Workstations

## 🖨️ Peripheral Products

Strong demand for digital nomadism, Work-at-Home and cross-border business is booming up in the post-pandemic era.

Create highly compatible peripheral ecosystem, integrate Work-at-Home and On-the-Go solution combination.

Work-at-Home

On-the-Go

GaN Charger

D-Link

# UBIQUITOUS IIoT CONNECTIVITY

D-Link EMPOWERS BUSINESSES WITH SMART AND EFFICIENT MANAGEMENT

## SMART FACTORY



- Equipment Monitor
- Predictive Maint.
- Production Opt.
- Remote Mgmt.

## SMART BUILDING



- Env. Monitor
- Energy Mgmt.
- Access Control
- Facility Maint.

## SMART ENERGY



- Power Monitor
- Energy Dist.
- State Monitor
- Asset Maint.

## SMART CITY



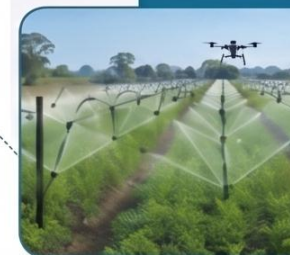
- Traffic Mgmt.
- Public Safety
- Env. Monitor
- Smart Light

## SMART TRAFFIC



- Vehicle Track
- Fleet Mgmt.
- Remote Diag.
- Road Monitor

## SMART AGRICULTURE



- Env. Monitor
- Irrigation Ctrl
- Soil Monitor
- Networking

D-Link



4G/5G



Wi-Fi



VPN



ETHERNET



Fiber



30W PoE

SECURE, RELIABLE NETWORK

Industrial 4G/5G Mobile & Switch Product



HIGH RELIABILITY



REMOTE MGMT.



CYBER-SECURITY



SCALABLE DEPLOY.



GLOBAL SUPPORT

# 2026 Product Line Innovation – Industrial Products

2026 STRATEGIC ROADMAP



## Lead Smart 5G Connectivity

### 4G/5G Router

- Deploying the latest 5G chipset solutions
- Integrating global eSIM technology
- Supporting D2D Satellite connectivity

5G R16

D2D

e-SIM



## Fusing OT/IT Seamlessly

### IIoT Gateway

- Supporting MQTT & Modbus protocols
- Integrating Wi-Fi 6 / Wi-Fi 7 wireless technology
- Powering AI & edge computing capabilities

Wi-Fi 6/7

VPN

Edge AI



## Deploy Industrial Switches

### Industrial Switch

- Wide-Temp operation & fanless design
- Redundant power supply inputs
- Ring network redundancy protection

Wide Temp

Fanless



## Deepen HW/SW Integration

### D-ECS Cloud Management

- Delivering deep HW/SW Integration
- Tailoring customized solutions
- Providing one-stop professional services

High Integration

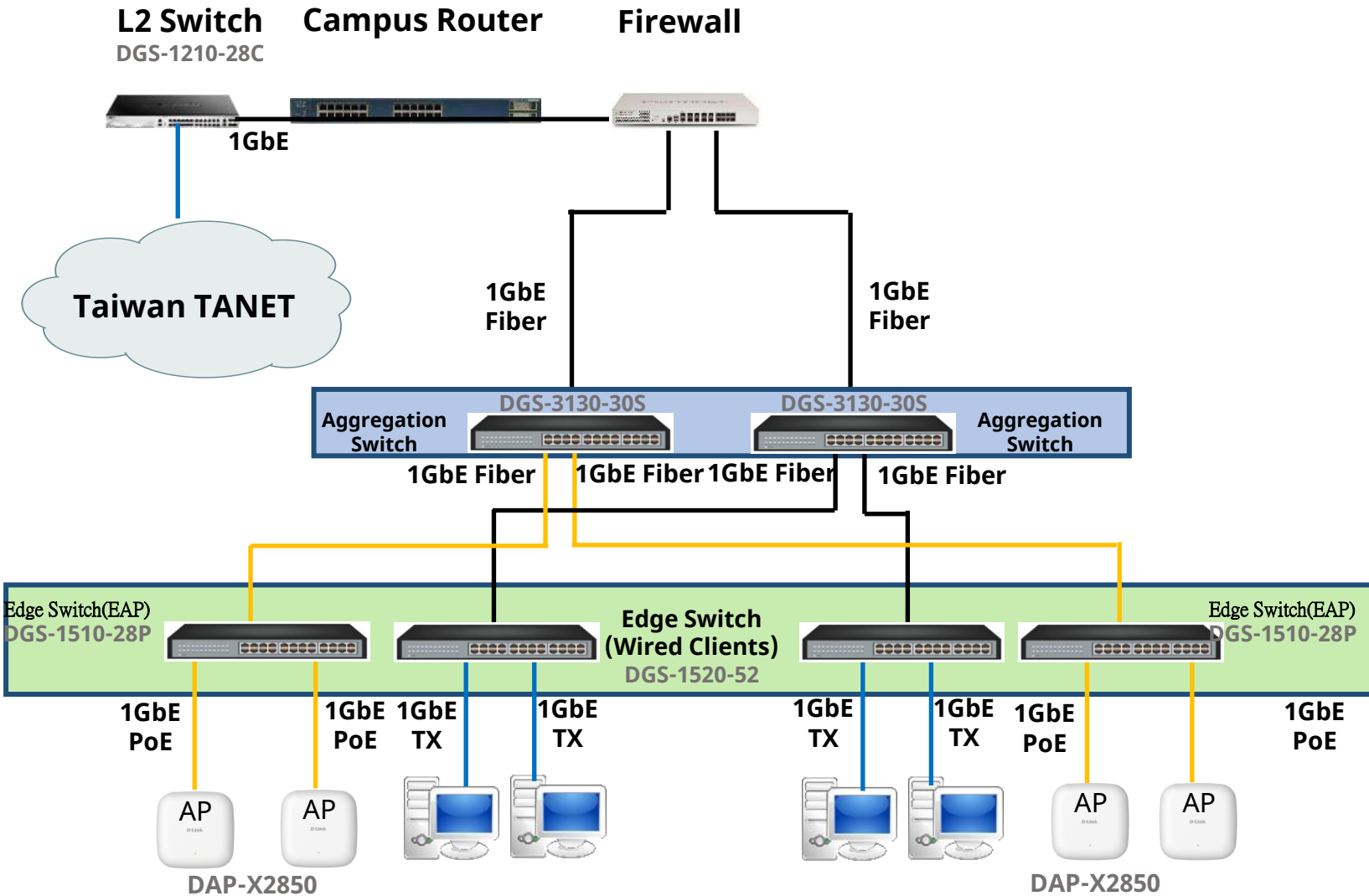
Flexible Customization



## Successful Cases

D-Link is committed to providing robust, secure, and reliable networking infrastructure. By leveraging high-quality differentiation and robust cybersecurity protection, the company is steadily expanding its presence in the global market.

# Campus Network in New Taipei City, Taiwan



## •High-speed fiber optic backbone

1GbE fiber optic cable serves as the backbone of the campus network, ensuring fast and stable data transmission and supporting the needs of a large number of users.

## •Wireless APs deployment

Wireless APs are deployed in classrooms and public spaces to provide high-density and stable wireless network coverage.

## •Centralized management platform

The school's IT staff can monitor network status in real time through the management platform, quickly troubleshoot problems, and flexibly expand the network.

## •High stability and reliability

The campus network solution demonstrates excellent stability and reliability under conditions of high user volume and long-term operation.

Aggregation Switch	DGS-3130-30S
Edge PoE Switch	DGS-1510-28P
Edge Switch	DGS-1510-52
L2 Switch	DGS-1210-28C
Wireless AP	Wi-Fi 6 DAP-X2850

# NTTBP Adopts DBX-X1230P for OpenRoaming Services

“The Wi-Fi access point utilizes the DBA-X1230P manufactured by the Taiwanese telecommunications equipment manufacturer D-Link, and is equipped with proprietary NTTBP firmware, thereby reducing equipment costs and providing more cost-effective services.”



The D-Link DBA-X1230P is a Wi-Fi 6 wireless access point that supports the Nuclias Cloud management platform. It complies with the IEEE 802.11 a/b/g/n/ac/ax standards and provides dual-band support for 2.4GHz and 5GHz. Its compact chassis features a built-in 2x2 antenna configuration and supports PoE for more flexible installation. Additionally, centralized cloud management enables highly efficient operation and monitoring after deployment.

## News Release

つぎのミライは、  
あなたの街から  
はじまる。  
NTT東日本グループ

2026年5月29日  
エヌ・ティ・ティ・ブロードバンドプラットフォーム株式会社

### 「かんたん Wi-Fi for OpenRoaming」提供開始

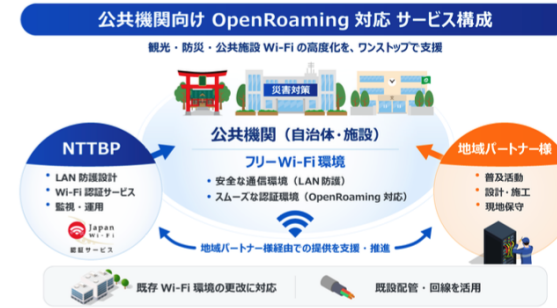
観光・防災・公共施設 Wi-Fi の高度化に向け、OpenRoaming 対応をかんたんに導入

自治体をはじめとする公共機関において、観光・災害対策・地域サービスの向上を目的としたフリーWi-Fiの整備・更新が進んでいます。そのようななかセキュリティや利便性の観点から、OpenRoamingの採用が拡大しているところ。OpenRoamingの採用にあたっては、無線区間の暗号化に加えて、有線部分(LAN)の保護が求められており、LAN防護設計に関する専門性並びに運用後の継続的な監視・運用体制の確保といった点が、公共機関の担当部署における課題となっています。

これらの課題を解決するため、エヌ・ティ・ティ・ブロードバンドプラットフォーム株式会社(以下 NTTBP)は、一般社団法人無線認証連携協会(以下、Cityroam 協会)の技術規定におけるLAN防護によるセキュリティ強化の措置を、豊富な施工実績と運用実績をもとに、ワンストップで実現する「かんたん Wi-Fi for OpenRoaming」を6月1日より受付開始し、2026年10月1日より提供開始します。

LAN防護対策についてNTTBPが設計並びに構築の管理を担うとともに、総務省の公衆Wi-Fi提供者向け手引き※やOpenRoamingに対応したフリーWi-Fiの認証サービス(Japan Wi-Fi 認証サービス)の提供と、機器を含めた運用と監視までセットで提供し、公共機関が効率的にOpenRoamingを採用するために必要なサービスをワンストップで提供します。

また、Wi-Fiのアクセスポイントには、台湾の通信機器メーカーであるディーリンクジャパン株式会社(以下、D-Link)製のDBA-X1230PにNTTBP向け独自ファームウェアを搭載することで、機器の価格を抑制し、より安価な提供を可能としました。お客様の要望によっては、OpenRoamingに対応した他メーカーのアクセスポイントでも、LAN防護対策等をご提供することが可能です。



# Singapore National & Beverage Container Refund Scheme

From April 1, 2026, Singapore officially implements the national **Beverage Container Return Scheme (BCRS)**. This is a national-level environmental project driven by the Singapore National Environment Agency (NEA), aiming to increase the recycling rates of plastic bottles and aluminum cans through a deposit refund system.

- **Operation Model:** Consumers pay a 0.1 SGD (approx. 2.5 NTD) deposit upon purchase. After consumption, the empty container is inserted into a Reverse Vending Machine (RVM) to receive the refund via EZ-Link card or e-wallet.
- **Scale:** Over 1,000 recycling machines deployed in the first phase, projected to increase to 2,000 within a year.



## D-Link Southeast Asia Successfully Wins Singapore “National-level Beverage Container Refund Scheme (BCRS)” Project

D-Link acts as the “Intelligent Interconnection Brain” of the system, supporting the Singapore National Environment Agency (NEA) with its island-wide green



- ✓ **1,200 Deployments:** The first batch of DWM-530-T industrial routers are fully online.
- ✓ **Industrial-Grade Stability:** Adapts to Singapore's high-temperature and high-humidity environment (-30 to 70°C).
- ✓ **Secure Transaction Assurance:** VPN encryption technology ensures real-time and precise refunds of electronic deposits.



### Revenue & Brand Mutual Benefits

In addition to increasing revenue, it also receives endorsement from the Singapore government's tender win, significantly boosting credit ratings for government procurement across ASEAN nations.



### ESG Green Technology Benchmark

The mature “Singapore Model” can be accelerated for replication in Malaysia and Thailand, deepening D-Link's connection with global smart circular economy trends.

# Smart Poles. Safer Villages. Connected Thailand.

Powered by **DWR-M905**

**D-Link**<sup>®</sup>  
Building Networks  
for People



**SOLAR POWER**  
Self-Sufficient  
Energy



**CCTV**  
Live Monitoring  
& Recording



**LOUD SPEAKER**  
Public Announcement  
& Alerts



**4G LTE CONNECTIVITY**  
Reliable Internet  
Access



Enhancing public safety and disaster response through real-time monitoring and alerts for flooding, fire, crimes, and other public hazards.



UP TO  
**100,000**  
SMART POLES



DEPLOYMENT  
**2026-2027**



THAILAND GOVERNMENT  
**DIGITAL INITIATIVE**  
For Every Village



## DWR-M905

- ✓ Detachable Antenna Customization
- ✓ Firmware (SSID) Customization
- ✓ On-site PoC Support
- ✓ Optional Device Management Platform
- ✓ Meets Tight Budget Requirement

# UK Haven Holidays - 5G Router Success Case

- **System Architecture and Connection**

Using D-Link 5G routers combined with cellular signals provided by UK mobile network operator Vodafone, high-speed and stable mobile networks are provided for UK Haven Holidays locations, ensuring end-users enjoy **high-speed, stable network services** whether they are in remote mountain areas or seaside holiday cabins.

- **Centralized Management and O&M**

Utilizing D-Link's D-ECS cloud management platform, the holiday resort operator Haven can remotely configure Wi-Fi speeds, and allow the convenient remote (Vodafone) monitoring of 5G signal quality and troubleshooting.

- **Shipment Quantity**

The first phase totaled over 22,000 units.



# ➤ Beyond the NetCom, a New Pace

Consumer Products



Business Products



Industrial Products



The New Plan





# New Industry Development Program D-Link Robotics

# 16 High-Potential Industries for the Next Five Years



AI & Artificial Intelligence Applications



Humanoid Robots



Low-Altitude Economy



Silver Economy



Computing Power & Semiconductor Manufacturing



Wellness, Healthcare & Mindfulness Consumption



Single-Person Household Economy



Aesthetics & Anti-Aging Technology



Next-Generation Energy Storage Technologies



Synthetic Biology



Smart Agriculture



Circular Economy & Recycling



Global Brand Expansion



Personal Branding & IP Economy



Private Domain Traffic & Membership Management



New Vocational Education & Workforce Reskilling



# Key Application Areas of the Robotics Industry



**AI & Artificial Intelligence Applications**



**Humanoid Robots**



**Silver Economy**



**Wellness, Healthcare & Mindfulness Consumption**



**Single-Person Household Economy**



**Global Brand Expansion**



# Q & A

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# Thank You.

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