

2025 Sustainability Report

One Connection
Infinite Possibilities





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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.



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Report Writing Basis

The Report is prepared in accordance with the Global Reporting Initiative (GRI¹) 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 (TCFD³) framework, and the Integrated Reporting Framework (IR⁴). It also spontaneously responded to the 17 Sustainable Development Goals (SDGs⁵) of the United Nations and the United Nations Global Compact (UNGC⁶). 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 subsidiaries⁷; 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.

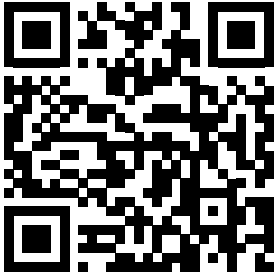
External Verification:

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 Jul 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

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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.

郭金河

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	AQUILA PRO 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

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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.

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- Won the “2025 Network Infrastructure Innovation Award.”

Month

06

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

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



- 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 CSA⁹
Included in the 2026 Sustainability Yearbook (Global Network Communication Equipment)

Top
5%

Taiwan Intellectual Property Management System (TIPS)	On-site audit completion rate for key suppliers' sustainability management	Local procurement Annual growth rate of local procurement ratio
Grade A	100%	▲ 15.11%
Employer Additional Pension Contribution Program Coverage rate for grassroots employees	Purchased electricity Compared to the base year (2021)	Green energy procurement program Transferred green electricity (kWh)
10%	▼ 14.68%	127,999
Annual salary adjustment of employees	Public welfare activities Annual growth rate of investment	Social engagement projects Number of beneficiaries
92.55%	▲ 12.9%	12,913

⁹ Corporate Sustainability Assessment

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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 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)