



# A Better Tomorrow

2024 | Sustainable Development Report



## Delta Electronics (Thailand) Public Company Limited.

Symbol:	DELTA
Listed:	The Stock Exchange of Thailand
Industry:	Technology
Sector:	Electronic Components
Type of operation:	Manufacturing for export and technology solution provider.
Registered capital:	THB 1,259,000,000 shared at par value of Baht 0.1
Paid up capital:	THB 1,247,381,614 shares at par value of Baht 0.1 (As of 13 February 2023)
Proportion of free float	23.08%(as of March 8, 2024)
Thai CAC status:	Certified member
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Headquarter:	909 Soi 9 Moo 4 Pattana 1 Rd., Bangpoo Industrial Estate (EPZ.) T. Praksa A. Muangsamutprakarn Samutprakarn, THAILAND 10280
Website:	<a href="https://deltathailand.com">https://deltathailand.com</a>
Audited Financial statement:	<a href="https://tinyurl.com/3sx5mfwn">https://tinyurl.com/3sx5mfwn</a>



# To Provide innovative, clean and energy-efficient solutions for a better tomorrow.

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### Reporting standard

This report has been prepared in accordance with the GRI Standards: Core Option in both English and Thai. All the information in General Disclosure The material issues of this report has been selected as per the Company's stakeholders' feedback via our on-line questionnaire published on <https://goo.gl/HKsqeV>, stakeholder engagement log collected by our domain experts, face-to-face random interviews, emerging risk and issues consideration, social media log and media stakeholders' analysis. The Company bases on Global Reporting Initiative's GRI Standards, Dow Jones Sustainability Index, SET Sustainability Awards frameworks, stakeholder interests and emerging issues to identify the questionnaire's aspects per sustainability context, data collection as well as the report implementation.

The report qualitative and quantitative contents can be obviously indicated with the GRI Content Index which is shown on the final page after table of Company's performance. In addition, to boost up both internal and stakeholder participation, Delta adds the linkage of this report to related sustainable business practices into its GRI content table. Delta has engaged Lloyd's Register, an independent third party, to provide external assurance for selected environmental and social indicators and ensure the accuracy and reliability of the data reported herein.

# At Glance

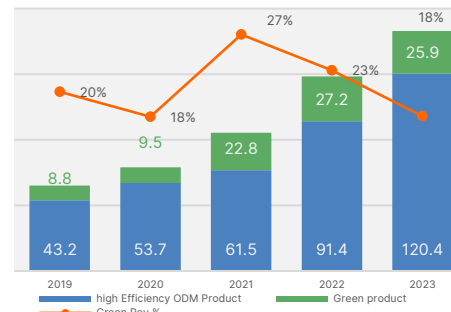
## Executive Summary

- Despite the slow growth of the global economy overall and fragile/ lackluster Thailand economy, Delta still sees possibilities for growth over the long-term and will continue to build our fundamentals. Demand should continue for our products for global customers especially in e-mobility and digitalization including energy-efficient datacenters, telecom power and EV charging infrastructure. Continuing market penetration of Delta solution businesses in the region especially with EV charging station business in Indonesia and Industrial Automation businesses in SEA and Australia.
- Stay committed to sustainable development with business transparency, focus on employee well-being, continuing support for grooming local startups and engineering talents, expand local supplier base to reduce carbon footprint and improve delivery time; accelerate adoption of renewable energy to meet RE100 by 2030 and many other key projects.
- Delta Thailand posted a softer growth momentum towards the last quarter of 2023 due to cautious demand situation and looming concern over the economic recession globally. Comparing Q4'23 and Q4'22 sales revenue in USD grew by 9%, gross profit by 4%, and net profit by 15% YoY.
- We continued to deliver another year of record high performance with FY2023 headline revenue of USD 4.1 billion and net profit of USD 524 million, a robust YoY growth of 23
- Global growth is expected to slow in 2024 with geopolitical risks and financial stress related to elevated real interest rates and inflation continuing. Despite this, Delta still sees overall long-term demand for e-mobility products due to the continued EV trend as well as essential products and energy-efficient solutions for the datacenter, telecom power and EV-charging businesses.

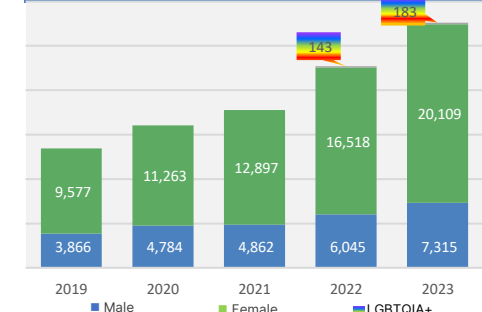
Total Philanthropic Spendings (million Baht)

For more information on the 2023 executive summary is publicly available at our [Press Release](#).

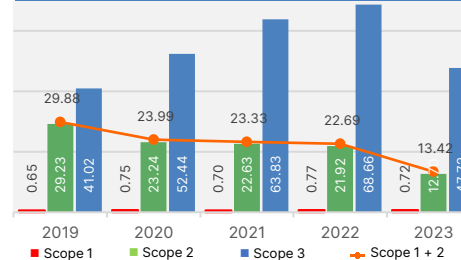
Proportion of Green Revenue to Total Revenue (Billion Baht)



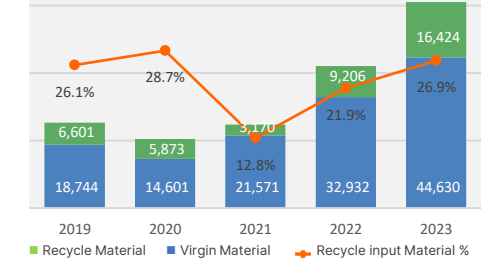
Our Colleagues (FTE)



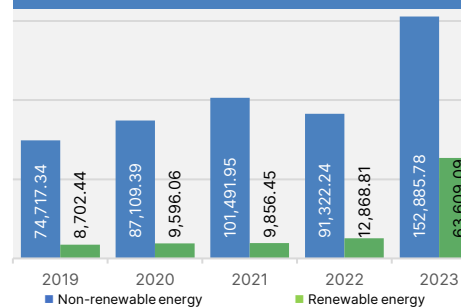
GHG intensity 2019 - 2023 Thailand/India/Slovakia (tons CO2e/M USD)



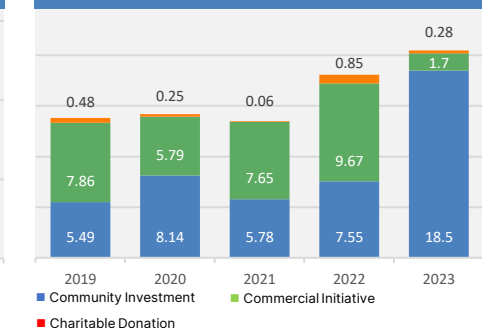
Proportion of recycled input material consumption



Non-Renewable and renewable energy consumption (MWh)



Philanthropic Spendings (Million Baht)





# Corporate Culture

Core values are the foundation of corporate culture, influencing the behavior and decisions of employees and shaping the image and style of the corporate culture. They play a crucial role in determining a company's success. In the past, Delta's corporate culture and values have led to our vision and strategy and laid the critical foundation for our success.

As Delta's development strategy shifts from ODM to OBM to emphasize the Solution Business, and as cross-BG and cross-Region cooperation increases, we need to understand the real needs of our customers and provide suitable solutions that surpass their expectations. Only when we can collaborate with an altruistic mindset and keep learning and innovating, can we integrate technology and products to provide greater added value. To maintain our competitiveness, we are integrating the above vital elements to redefine our core values as: Integrity, Innovation, Collaboration, Inclusion, and Empowerment. The definitions and summary of these values are as follows:





# Forward

## Dear valued stakeholders,

While Delta celebrated a new record for revenue in 2023, we also noticed several critical environmental and operational issues arising. Extreme weather events and biodiversity loss have underscored the urgency for comprehensive climate action. At the same time, we have witnessed an increase in cyberattacks and cybercrime, highlighting the need for robust cybersecurity measures. Additionally, the introduction of new production processes has brought about new health and safety risks that require our attention.

Our brand promise "Smarter. Greener. Together." has been our guiding principle through a year filled with significant challenges and achievements. As we reflect on 2023 and look forward to the future, it is vital to address evolving global issues, including regulatory changes like the European Union's Carbon Border Adjustment Mechanism (CBAM), the specific ESG risks associated with our production sites, the China-US trade conflict, and the urgent concerns of global biodiversity changes. Additionally, we must consider the emerging risks related to cybersecurity and new health and safety challenges from our evolving production processes.

In the long-term, Delta's target to achieve carbon neutrality by 2030 is an imperative milestone. Therefore, it is critical to comprehensively address climate and sea level change, energy transition, biodiversity loss, and supply chain responsibility. Our Zero Waste to Landfill commitment and focus on cybersecurity is integral to our strategy for reducing environmental impact and ensuring the safety of our operations.





# Forward from the CEO

In addition to these activities and direct impact, Delta is keeping a close watch on risk management such as managing our flood-prone manufacturing sites, new health and safety risks, substitute or recycled material consumption and information and technology literacy.

Short to medium term, Delta has been preparing for the European Union's Carbon Border Adjustment Mechanism (CBAM), which introduces new regulatory requirements. We built a pool of experts to lead Carbon Footprint Analysis and performed thorough assessments of carbon emissions and waste management practices. The timely product life-cycle assessment was not only to fulfill our customer satisfaction and regulatory compliance, but also to explore new possibilities for innovative climate-related solutions that support a more resilient value chain.

Delta has increased the number of products produced in Thailand and India in accordance with our risk outlook in major countries for conflict and more frequent extreme climate events. We have also been expanding our R&D and manufacturing sites to cope with risk scenarios while adhering to sustainable site selection to minimize biodiversity and local communities' land use depreciation. Delta cultivates a culture of risk management, ethical business, health and safety and eco-efficiency to our new colleagues from day one to foster collaboration and achieve our long-term goal of carbon neutrality.

Delta targets to use 100% renewable energy (RE100) by the year 2030 by reducing fossil fuel in our manufacturing process. Moreover, we pay close attention to product and technology transfer as well as worker skills development. Although a huge volume of raw materials will be required for our up-coming production plan, we pay close attention to the origin of these materials and the rights of the workers who produce them.

As we continue our journey towards achieving carbon neutrality by 2030, I want to extend our heartfelt thanks to our stakeholders who recognized us in 2023 as follows:

1. S&P Dow Jones Indices, for inclusion into the Dow Jones Sustainability Indices 2023 in 3<sup>rd</sup> consecutive year of ESG recognition.
2. The Thaipat Institute for inclusion into the 2023 Sustainability Disclosure Award in 6th consecutive year
3. The Ministry of Energy for Thailand Energy Awards 2023 in the Innovation in Alternative Energy category.
4. Task Force on Climate-related Financial Disclosures (TCFD) for inclusion into the 2023 and publicly declared.
5. The Ministry of Industry for the Top Prime Minister's Best Industry Award 2023 for Outstanding Contribution to Sustainable Development.
6. The Industrial Estate Authority of Thailand (IEAT) for the Gold Star and Green Star Awards at the Sustainability Awards 2023 in the good to excellent environmental management and performance assessment results.
7. The Employer Branding Institute for the Thailand Best Employer Brand Awards 2023 in the categories of Talent Management and Most-Effective Recruitment Campaign.

In addition, I would like to thank all our employees for your dedication, trust, and support. All the investor's and stakeholders' confidence in investing in our company, collaborating with us to achieve net zero, and supporting our presence as good neighbors in Thailand for the past 35 years has been invaluable. Your partnership is integral to our mission, and together, we will create a sustainable and resilient future. Let us move forward with a shared commitment to innovation, sustainability, and community.

Chang Tsai-hsing (Jackie).

President

Chairman of Risk and Sustainable Development Committee



# This is Delta

An overview on Delta's milestone, products, operation site, market presence, success stories, value chain, sustainability management, CSR commitment, long-term sustainable goals, risk and opportunity.





# Overview

Delta Electronics (Thailand) Public Company Limited (“Delta” or “Delta Thailand” in the following content) is a manufacturer and exporter of power supply, electronics equipment and parts. The company was inaugurated on June 16, 1988, with THB 40 million in initial capital and converted to a public limited company on September 23, 1994, and listed on the Stock Exchange of Thailand on July 24, 1995, under the symbol of “DELTA”. As of December 31, 2023, the company has THB 12,590,000,000 in registered capital with THB 12,473,816,140 in paid-up capital at THB 1 par value per share.

Delta is one of the world's leading producers of power supplies and electronic components that include cooling fans, EMI filters and solenoids. Our businesses are now mainly involved in power management solutions. Our current power management product line covers various types of power supplies including power systems for information technology, telecommunications, industrial applications, office automation and medical industries; and power supplies for servers, networking and DC-DC converters and adapters. Delta slightly transforms its role to power management and automation solutions provider.

Significant investments and projects undertaken in 2023 include the [construction of new R&D center \(DET9\)](#) and [automation production line](#) for a Tier-1 European automaker customer (DET8), establishment of a choke production line for MSBU in DET8, and transfer of TIBU and APA from DET1 to DET2, along with the setup of three automation production lines. As at 31 December 2023, assets under installation and under construction valued 7,118 Million Baht.



# Overview

## Our worldwide network of sales and technical support teams



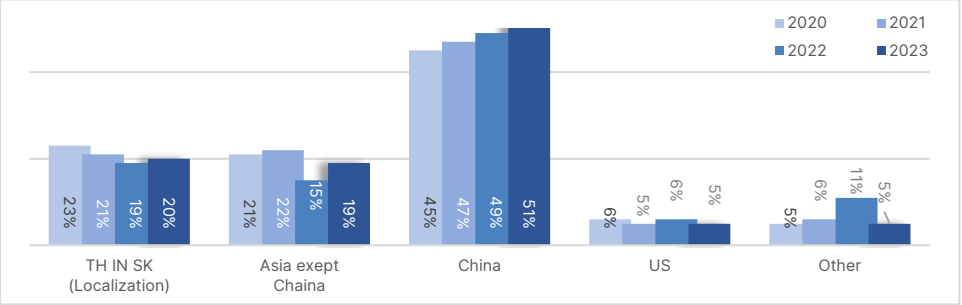
At present, the company has 2 mains plants sites in Thailand, our headquarters in Bangpoo Industrial Estate, Samutprakarn and another plant in Wellgrow Industrial Estate, Chachoengsao. Our overseas plants are in India (Rudrapur, Gurgaon and Hosur), Slovakia (Dubnica nad Váhom and Liptovsky Hradok).

In 2019 Delta Electronics (Thailand) PCL. received Conditional Voluntary tender offer (CVTO) from Delta Electronics Int'l (Singapore) Pte. Ltd. at the offer price of THB 71 per share. The CTVO implementation has not made any major change to the Delta Thailand's organization size, capital structure, ownership, operation and supply chain in the reporting period. This CTVO also strategically impact our ESG policy and reporting line to achieve Net Zeo

On 22 April 2021, Delta Electronics (Australia) Pty. Ltd., which is now in the process of dissolution, changed its name to "Delta Electronics (Holdings) Australia Pty. Ltd." and Eltek Australia Pty Ltd. changed its name to "Delta Electronics (Australia) Pty. Ltd.". The merger had no impact on the consolidated financial statements nor ESG performance because it was a merger of subsidiaries within a group of companies under common control.

On 28 August 2023, a meeting of the Company's Board of Directors passed a resolution to increase the Company's investment in Delta Electronics India Manufacturing Private Limited by USD 26 million, or approximately Baht 938 million, to support the capital expenditures and enhance the cash flow situation. The Company made the additional investment in the third quarter during the current year.

## Distribution of our sources of Raw materials



Our worldwide network of sales and technical support teams are located in Asia, the USA and Europe. These teams are backed by centrally located design-engineering centers that diagnose problems during the design and production stages. This can be demonstrated by Delta Thailand's latest investment structure disclosed in our [Annual Report](#) page 42-44 To keep our stakeholders informed, Delta Thailand's major shareholders has publicly disclosed at <https://deltathailand.com/en/share-capital-and-shareholding>.

As a strategic partner to the world's technology leaders, Delta has made a firm commitment to provide leading-edge product/system solutions at a reasonable cost, less environmental footprint and with the highest quality.

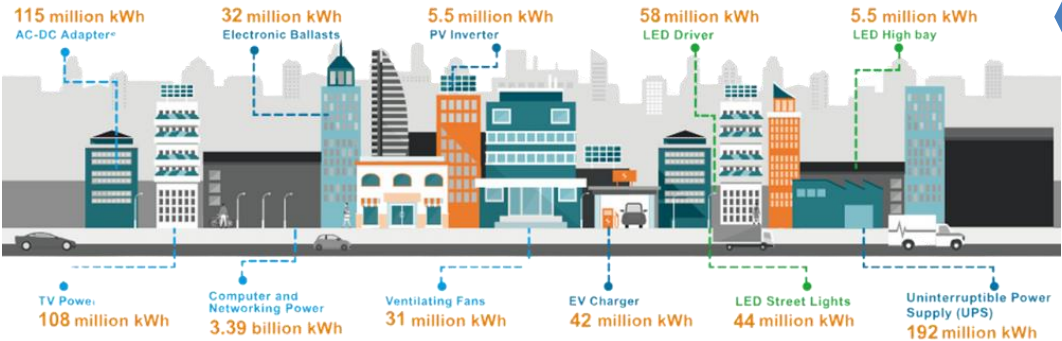
# Powering Green Innovations

Delta continues to enhance product energy efficiency and to develop integrated green energy products, energy-saving products and solutions, which help clients conserve more energy and achieve even higher cost-effective performance. With our expertise in designing and creating high-efficiency power supply, Delta leverages our market leading power supply technology to create greener product and solutions that enhance quality, reliability, customer satisfaction and necessary ESG actions for our stakeholders. Since 2010, the company realized its potential to relief global climate change with smarter and greener solutions. Consequently, Delta gradually phased in to solution business since 2015 with healthy growth in EV, green and energy-efficient solutions which are potential opportunity implied from the company’s awareness of Climate Change impact to broad society.

In 2023, the energy savings of 11 types of products have been assured by ISAE 3000 with the High-efficiency products saved clients over 30 billion kWh of electricity every year. Based on the shipment of power supplies, direct-current fans, uninterruptible power supplies, variable-frequency drives, LED lamps, electrical ballasts, PV inverters, and direct-current EV chargers from mainland China, Taiwan, and Thailand between 2010 and 2023, Delta's high efficiency products saved customers an estimated 41.5 billion kWh of electricity and reduced carbon emissions by 21.05 million tons CO2e.

We commit ourselves to the advancement of power and electronics technology to provide “smarter” products and solutions with high efficiency. It helps us make a “greener” and more environment friendly way of life possible. We collaborate with our partners by listening to their needs and accomplishing our mission “together”.

Visit <https://deltathailand.com/en/products-and-solutions> to learn more about our products and solutions. or drop your queries to our sales managers at [products\\_info@deltathailand.com](mailto:products_info@deltathailand.com) to get more information on our products & solutions.



DC/DC Converter & AC/DC Module

Products ranging from 1W to 3000W, covering all popular requirements

Networking and Computer Power

core competency of power system design and manufacturing

Delta TV Display Power Solution

Customized, reliable, slim, and high efficiency display with "ENERGY STAR"

Lighting Ballasts and LED Drivers

power supplies for LEDs and electronic ballasts for fluorescent lamps and metal halide lamps.

Fans and Thermal Management

Super slim blower technology and energy efficiency with Quiet ventilation products

EV Charger

high-performance power efficiency of up to 94%, support communication functions for system integration and have global safety certifications

Uninterruptible Power Supplies (UPS)

High performance in maintaining a steady flow of energy under adverse circumstances

LED Street light and High bay

A comprehensive range of LED lighting products and integrated system services.



# Innovations for Better Tomorrow

We look forward to continuing our journey of excellence, driving innovation, and creating the positive working environment that empowers our employees to achieve their full potential to go smarter, greener, together. Despite the risk of recession in the global economy, Delta sees demand for essential infrastructure and investment in long-term sustainable innovation driving growth in line with market demand. The DET innovation include below:

## Industrial Automation Solutions

- Electronics
- Rubber & Plastics
- Fluid Automation Systems
- Woodworking Machinery
- Logistics and Transportation
- Textiles
- Machine Tools and Metal Processing
- Printing & Packaging



## Data Center Solution

- Micro Data Center
- POD
- Containerized Data Center
- Power Container



## Telecom Energy Solution

- Outdoor ECO Cooling Enclosure
- Renewable Energy Power System
- Outdoor Telecom Power Solution • SMCS



## Building Automation Solutions

- Building Automation
- Lighting Design
- Smart Street Light
- Connected Lighting
- Smart Surveillance – Delta SmartPASS
- UNO Indoor Air Quality Monitoring



## Display and Monitoring Solutions

- Display System Solutions
- Display System Integration



## Smart Energy Solutions

- Energy Storage Solutions
- Energy IoT



## EV Charging Solutions

- Residential Charging
- Commercial Charging
- Public Charging



# Portfolio

Delta’s brand emphasizes innovation and energy conservation and combines robust business development with comprehensive corporate social responsibility. The company seizes on the latest global trends of today’s fast changing industrial landscape and climate change issues by creating ultra-efficient and reliable energy-saving solutions for environmental protection, energy conservation and value-add.

According to Delta’s Investment Policy, most of the companies in the group operate business related to electronic products or businesses that are related to or support the operations of the Company. From which these companies have different strengths that can help each other support each other. The Company has closely supervised the operations, especially its subsidiaries, by sending directors or executives to supervise policies and business directions as well as to report the operating results and follow up the operating results closely and continuously. This makes the subsidiaries in the group understand the working direction and aims to work together to provide the best service to customers as well as to strengthen the group’s business. Our merger and acquisition activities not only help Delta to strengthen its brand image and market presence; but also, another way to strengthen our value chain of innovation among Delta group. Up to the reporting period, there was non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship.

Our strong belief in Delta’s brand drives the synergy of leading technology and business partner cooperation in our ongoing creation of ultra-efficient and reliable products and services including power and component products, industrial automation, energy management systems and consumer electronics products that support a smart and environment-friendly future.

“To provide innovative, clean and energy-efficient solutions for a better tomorrow.” Is both our corporate mission and our commitment to environmental protection. Delta commits to its brand promise of “Smarter. Greener. Together.” in our core value and product development inspiration. Our brand not only embodies what we demand of ourselves, but also is a commitment to our investors, customers, and employees alike.

Among 50 most valuable Thai brands, Delta Thailand has achieved significant recognition in the corporate world, ranking number 13 with a brand value over 1.0 billion USD, as evaluated by Brand Finance. This accomplishment underscores Delta Thailand’s robust presence and strategic positioning in the market, highlighting its enduring brand strength and influence in the industry.

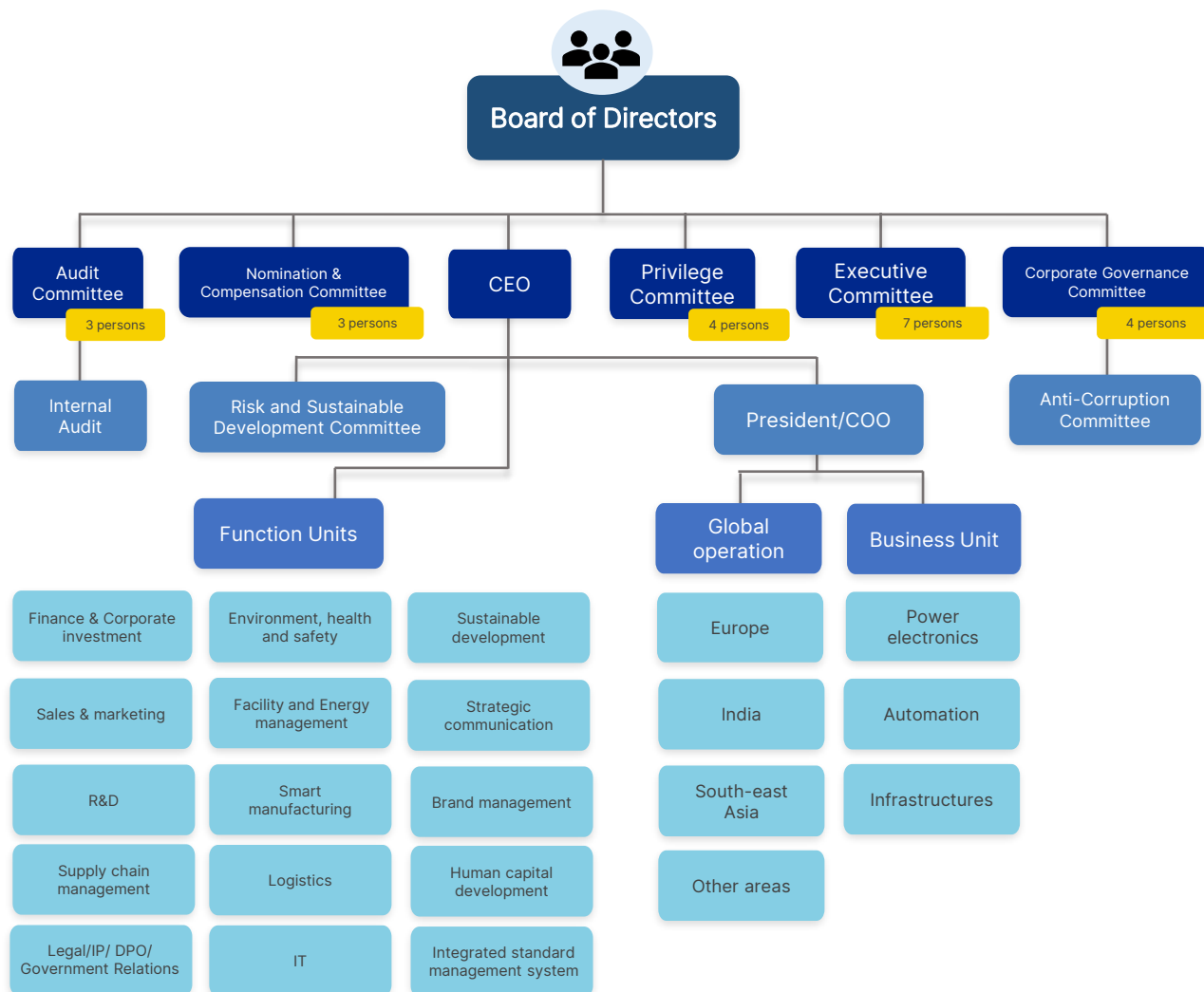
Brand Finance  
Thailand 50 2024 Ranking

Brand Value  
**USD 1.0 Billion**  
Rank # 13

Brand Strength  
**BSI 75.7**  
Rank # 19

<div>Building Automation</div> <div> <div>LOYTEC COMPETENCE CENTER</div> <div>MARCH networks A Delta Group Company</div> <div>VIVOTEK A Delta Group Company</div> <div>amerlux A Delta Group Company</div> </div>	<div>Data Center Solutions</div> <div> <div>ELTEK A Delta Group Company</div> </div>
<div>Industrial Automation</div> <div> <div>Universal Instruments A Delta Group Company</div> <div>Trihedral</div> </div>	<div>Display &amp; Monitoring</div> <div> <div>VIVOTEK vivitek A Delta Group Company</div> <div>DIGITAL PROJECTION A Delta Associate Company</div> </div>
	<div>Component</div> <div> <div>Cyntec A Delta Group Company</div> </div>

# Our Structure



\* The Company's Managerial Structure as of 1 January 2024

Despite its global reach and diverse array of products, solutions, and businesses, Delta has established a straightforward organizational structure for delegating authority on economic, environmental, and social issues. By implementing a policy of flat reporting lines, strategic targets and directives from the highest governance body are communicated to senior executives and employees through various approaches.

While all executive-level positions at Delta are responsible for economic, environmental, and social matters within their respective functions, the Sustainable Development (SD) Office was created to link smarter and greener value chains across related functions and subsidiaries worldwide. This significant initiative reflects the company's strong commitment to enhancing its performance in sustainable development.

In response to the evolving regulations of the energy transformation era, Delta established a Government Relations function in 2023 to oversee the changing landscape of ESG laws and regulations. This function collaborates with other departments to monitor laws and regulations, which are critical factors influencing our strategy. It also conducts impact assessments and ensures the organization's compliance with relevant regulations, including the monitoring of data privacy risks arising from our activities.

In 2023, we merged the Risk Management Committee and the Sustainable Development Committee to embed ESG awareness into the risk management process. Both committees are likely focused on achieving the organization's long-term goals. Merging the Risk Management Committee and the Sustainable Development Committee can create a more integrated approach to addressing and managing both risks and opportunities including innovative solutions that enhance resilience.

# Success Stories

As the complexities of the Industry 4.0 era continue to evolve, customers worldwide are increasingly turning to Delta products and solutions to enhance energy efficiency, foster growth, and strengthen competitiveness. This surge in demand is driven by a global push towards sustainability and eco-friendly practices, compelling businesses to seek innovative technologies that align with these values. Our expanding project portfolio reflects our achievements across various sectors, including industrial automation, data centers, green buildings, smart factories, telecom power, monitoring and displays, EV charging, and renewable energy. At Delta, our teams harness global R&D and manufacturing synergies in our unwavering commitment to delivering maximum value to our customers. Our core strengths in energy management and power electronics fuel Delta's innovation, driving our ongoing mission to provide innovative, clean, and energy-efficient solutions for a better tomorrow.



Delta Showcases Efficient and Reliable Datacenter Infrastructure Solutions at Data Centre World Asia 2023



Delta Unveils New DC EV Fast Charger, Energy Storage and Solar Solutions at ASEAN Sustainable Energy Week 2023



Delta and Universal Instruments Showcase Automation for Low Carbon Production at Manufacturing Expo 2023



Delta Thailand Holds Screening of the Country's First 8K Documentary at CentralWorld to Promote Sustainability and Thai Culture



Delta Showcases Automation Solutions for Low-Carbon Sustainable Manufacturing at Amata City Seminar and Net Zero Showroom Tour



Delta's Smart Green Factory Solution Helps Manufacturers Achieve ESG Goals in the Low-Carbon Age



# Corporate Governance

Learn our Brand's competence, Sub-committee and how we drive ethic and transparency through our value chain.





# Board of Directors

Corporate governance systems ensure that a company is effectively and transparently managed in the interests of shareholders (including minority shareholders). On the one hand this includes checks and balances that enable the Board of Directors to have appropriate control and oversight of corporate-wide responsibilities. The Board of Directors is the highest governance body that is responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people. Key committees are reporting the organization's ESG performance directly to the Board on a quarterly basis. Finally, the Board discloses those performance to our stakeholders and public on the same frequency.

## Board Competence

The Board of Directors (BOD) is the key driver in developing the company's corporate governance to enable added values for Delta business. To enhance BOD's competence, Delta has the policy to encourage directors, executives and the company secretaries to participate in training involving good corporate governance at least once a year.

The company organizes internal and encourage the BOD members to participate external training by relevant institutions such as the SET, the SEC and the Thai Institute of Directors Association (IOD). At present, there are 7 directors from 9 directors attending the training courses related to the duty of directors' roles and responsibilities, emerging risk and Delta's long-term strategic goals. Please find "Training" portion of [the Board of Directors' Qualification and Competency Matrix](#).

## Selection of Directors

The Board of Directors assigned the Nomination and Compensation Committee to search, select and nominate qualified candidates to be a director or member of any committee. The committee selections are considered on the basis of whether that person is knowledgeable and experienced in areas such as accounting, finance, management, strategy and possess individual skill and expertise in line with the company's business and strategies without restrictions on gender, race, or nationality. In addition, the NCC also consider any committee's association of social group to ensure none of them is membership of under-represented social groups, cross-shareholding with suppliers. The company has prepared a skill matrix to define the requirements for members of its Board of Directors to aid in the Board nomination process. To ensure that selection of Board of Directors is fair, Delta commits to basic human rights principles including gender equality. In 2023, we improve to engaging women on the board of directors for ensure the achievement on company's objectives [BOD diversity](#) by the appointment of Ms. Xue Li as new directors in place of the directors retiring by rotation at the AGM of 2023.



## 2023 Key Economic Performance



# Board of Directors

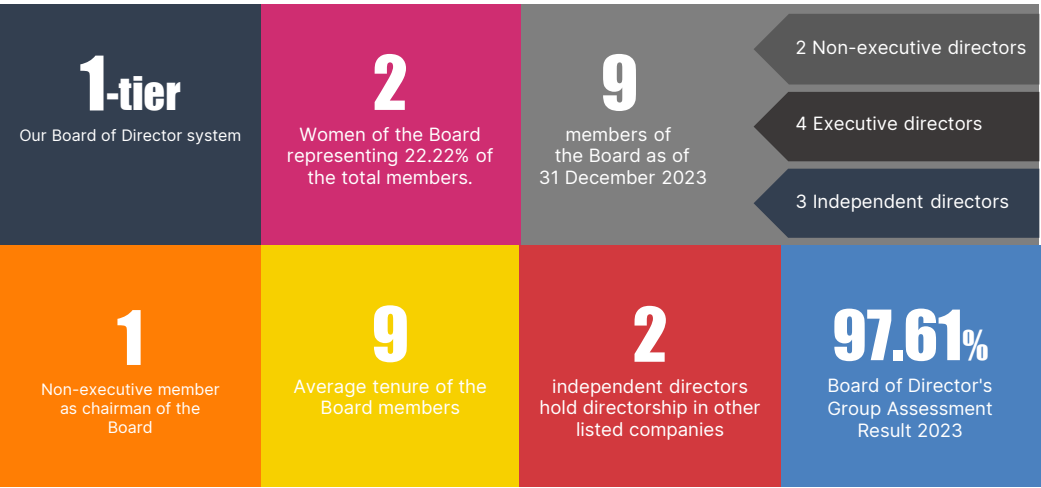
In 2023, during the Annual General Meeting held electronically, the shareholders approved the appointment of a female executive director with experience in international business management and research and development. Additionally, a male director with expertise in the hard industry and law and regulatory compliance was also appointed. The company consulted with shareholders to consider and approve these appointments to replace directors retiring by rotation. The resolution was passed with an average approval rate of 99.8% from the shareholders present and voting. This ensures compliance with the Board Diversity Promotion Policy and aligns our Board of Directors' qualifications with our long-term strategic goal of achieving resilient growth. Each of the nine directors brings knowledge and expertise in various professional disciplines, in line with the company's corporate governance policies, supporting all aspects of sustainable growth.

## Structure of BOD

Delta's one-tier-system Board of Directors comprises nine directors; four are executive directors. The remaining five are non-executive directors, including three independent directors who comprise over one-third of the Board and 2 female directors ([Annual Report](#) page 100.). Currently, the Chairman of the Board and the President positions are held by two individuals with clearly separated responsibilities. The roles and responsibilities of the Board and management are also clearly defined so as to ensure transparency and independent management.

On 7 April 2023, [99.73%](#) of Delta's shareholders approved the appointment of Ms. Xue Li to the Board of Directors. This appointment increased the representation of women on the Board to 22.22%, advancing towards the goal of achieving 30% female membership on the Board. The company plans to appoint another female Board member by 2024In addition to promoting gender diversity, Delta adheres to the [Board of Director Diversity Promotion Policy](#), which seeks directors with diverse backgrounds that align with the company's objectives to expand green revenue, achieve carbon neutrality, and balance stakeholder interests in the context of a volatile, uncertain, complex, and ambiguous (VUCA) environment.

The target number of independent directors, according to the company's practices of the Board of Directors, is no less than one-third of the total number of board members. The Board must have at least three independent directors according to the regulations of the Stock Exchange Commission and the Stock Exchange of Thailand. Explicit definition of the "independence" publishes on [Corporate Governance Policy](#) page 17-18. To ensure the independence and competence of the BOD members, Delta has rechecked its BOD member's qualification by consolidating a [Board of Directors' Qualification and Competency Matrix](#). Finally, it is concluded that the independence of the BOD meets SET and SEC's requirements.



## Roles and Responsibilities

Delta Board of Directors is responsible for deciding, giving directions and supervising effective decision-making processes to facilitate the company's success in economic, social and environmental areas. Delta's directors and executives have equal voting rights to other shareholders said, "one share one vote". The company has the policy to separate the roles and responsibilities of the Chairman the Board and the President. Different individuals must hold these two positions to enhance management accountability and transparency. The Board plays its role to setting purpose, values, and strategy and assigns the President to manage the day-to-day operations according to defined duties and responsibilities guidelines. Find the [Board of Director Charter](#) for roles and responsibilities in setting purpose, values and strategy.

## BOD's Authorization

The Board of Directors can authorize matters under their scope of authority stipulated by law, the Company's Articles of Association and the shareholders' meeting resolutions. Such matters include defining and reviewing corporate vision, operating strategies, operating plans, risk management policy, annual budget and business plans, and medium-term business plans. The Board will also define the company's target operating results and follow up by appraising operating results to ensure they are in line with plans. The Board oversees capital expenditure, mergers and acquisitions, corporate spin-offs, and joint venture deals.

# Board of Directors Performance Assessment

The Board arranges a yearly self-assessment for the Board of Directors as follows.

1. Group self-assessment for the entire Board of Directors
2. Individual self-assessment of the Board of Directors members

Areas of assessment include Board duties, Board structural composition and individual member’s qualifications, job performance, professional development, and teamwork. Other areas of member’s assessment are meeting attendance, general knowledge and expertise as well as proactive action in areas of responsibility. Each Board member shall be able to provide their input to assessment independently. After the assessments, the evaluation forms will be submitted to the Company Secretary for tabulation and the results will be presented to the NCC with action plans to address the gaps, if any, for deliberation and onward submission to the Board.

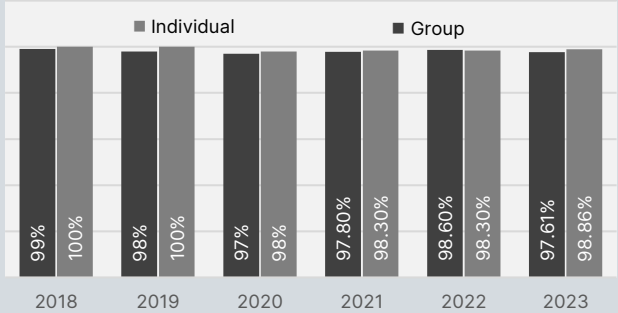
In 2023, the Board had outstanding 97.61% of group assessment and 98.86% of individual member performance result. The Board of Directors acknowledged the results of both group and individual level assessments and discussed possible areas for improvement. These two types of assessments have been adopted to Risk Management Committee and Sustainable Development Committee as well.

Yearly, Delta Board of Directors’ responsibility is assessed by the Thai Institute of Directors Association. In 2023, Delta achieved 104 % score while overall listed companies’ score of BOD’s responsibility was 81%.

## BOD Meeting

The independent directors’ service term is limited to a maximum of nine years or three consecutive terms. Appointed directors cannot hold a director position in over three companies listed on the Stock Exchange of Thailand. Board meetings are conducted at least once every quarter to review the company’s business and ESG-related performance and discuss important strategic issues including their risk and opportunity. According to the Corporate Governance Policy and the BOD’s agreement, the minimum attendance rate for every Board of Director member is 90% for good governance. In 2023, eight meetings had held with an average attendance rate of 100%. More information on the meeting attendance is publicly available at our recent [Annual Report](#) page 114-115.

Board of Director's Group and Individual Self-Assessment Result



Board of Director's Responsibility CGR Score Assessed by Thai Institute of Directions Association





# Management Committee

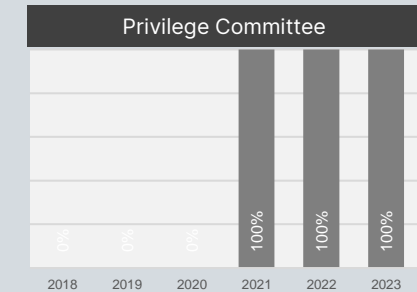
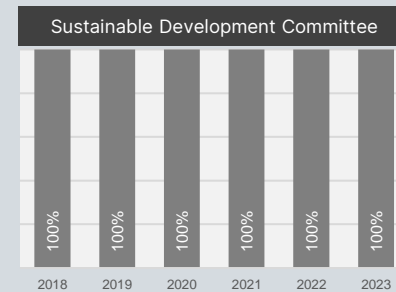
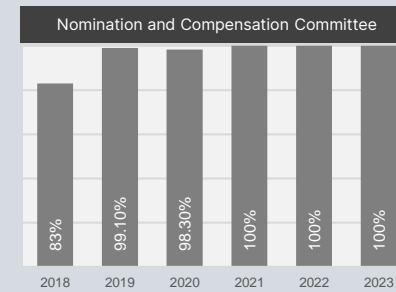
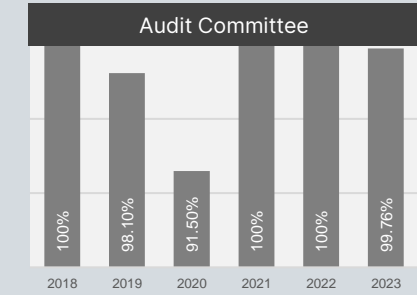
In addition to their roles and responsibility as the nature of Delta business, the Board of Directors appoints subcommittees to help study, deliberate and give opinions on ESG matters. Presently, there are four sub-committees under the Board of Directors with the Executive Committee, Audit Committee, Nomination and Compensation Committee and Corporate Governance Committee. There are two committee under the President with Sustainable Development Committee and Risk Management Committee.

## Executive Committee

The Executive Committee of the company consists of seven members to operate and manage the business of the company in compliance with company's objectives, Memorandum of Association, policies, regulations, notifications, order as well as the resolution of the Board of Directors. The Committee also establishes policies, business plan, directions, strategies, budget and the main organization structure and authority of each department within the company including the organization chart in order to propose to the Board of Directors for its consideration and approval. Besides, the Committee monitors and follows up the result of the operation of the company to be in accordance with the policies. To ensure that a company is managed in the interests of its shareholders, directors, CEO and executive committee members have requested to report their ownership of the company's share according to SEC's best corporate governance practice. Find [Executive committee charter](#) on our website and more information on the executive committee is publicly available at our recent [Annual Report](#) page 102.

## Audit Committee

The Audit Committee of the company consists of three members and all the members are independent directors. The Committee reviews the company's financial reporting and consider the capability and independence of an external auditor, review that the company complies to the law on securities and exchange, the regulations of the SET and other laws related to the company business and do any other matters assigned by the Board of Directors. The service term of an independent director is no longer than 9 years or no more 3 consecutive terms and qualifications and responsibilities of the Committee as prescribed by the Stock Exchange of Thailand. More information on the Audit committee is publicly available at our recent [Annual Report](#) page 103.



## Sub Committee Performance



# Management Committee

## Privilege Committee

The Privilege Committee consists of four members to optimize shareholders mutual benefit while complying with law and regulation, Delta set up privilege Committee to consider, review, promote and supervise the measures for requesting a tax or non-tax privilege from Thai Government, state enterprise or other connected entity. The full roles and responsibilities can be found from [committee charter](#). More information on the Privilege Committee is publicly available at our recent [Annual Report](#) page 105.

## Risk Management Committee

Risk Management Committee is reporting to consists of 8 members to delegate the risk management to their respective managers, develop and review strategic risk management plans, monitor and continuously improve risk management and quarterly and/or any time that is necessary to present a detailed report to the Board or to the Audit Committee.

In 2023, 6 majors' operation risks by business with 2 critical concerns had communicated to the highest governance. In addition to consideration of impact and likelihood of the ESG-related risk in daily business process, emerging risk of air pollution in Bangkok and surrounding areas which will impact DET's operation, employees' health yet exposes another business opportunity had reported to the BOD as well. More information on the Risk Management committee is publicly available at our recent [Annual Report](#) page 105.

## Nomination and Compensation Committee

This Committee consists of three members, two independent directors and one executive director, to review the remuneration policy and determine both fixed and variable remuneration of the directors of the company and members of the sub-committee. Up to 2023, there is no claw back provision for deferred share policy, sign-on bonuses or recruitment incentive payment and termination payment. The Committee also defines the qualifications, structure, size and composition of the Board members and attracts qualified candidates for Board of Directors' consideration. The Term of office shall follow the Annual Director Election.

The Board of Directors assigns the NCC to evaluate the President's Key Performance Indicators (KPI). The NCC works together with the President to set the President's KPI with consideration to his/her role as the Chairman of the Sustainable Development Committee. The President's KPI covers economic, environmental and social aspect which are varied by the company's sustainable development targets such as revenue, profit, return on equity, regional business, training and development, social benefit optimization and environmental impact reduction performance. With variable performance considered, President and other executives' deferred bonus is paid out in April after which the income was earned for their January – December performance period. Based on these predefined targets, longest performance Period for Variable CEO Compensation is 5 years. Find more detail from remuneration policy page 7. More information on the Corporate Governance committee is publicly available at our recent [Annual Report](#) page 103-104.

In 2023, remuneration of Chairman of the Board, non-Executive Director, executive director, independent director and Audit committee chairman had 100% [approved by the company's shareholders](#) in its Annual general meeting. The Ratio of the annual total compensation for Delta President, Executive and management to the median annual total compensation for all employee was 1.25659. The ratio of increment in annual to total compensation for our highest paid individual to the median percentage slight increase in annual total employee at 1.73. Majorly, the increment of annual total compensation for both management and employee were resulting from the collective achievement in Green revenue performance.



# Management Committee

## Sustainable Development Committee

In addition to periodical meeting, ESG issues are frequently discussed among Delta group through various on-line platform Sustainable Development Committee consists of four members to delegate sustainable development to respective managers, develop and review strategic sustainable development plans, monitor and continuously improve CSR-in-process and ESG-related initiatives and quarterly and/or any time that is necessary to present a detailed report to the Board of Director. ESG target has embedded into the committee members for their remuneration execution.

Since information technology and information security play significant roles in facilitating sustainable development and transparency, Chief Information Technology Officer joined Delta Sustainable Development Committee. With the CIO's support, on-line platforms for both internal and external stakeholder engagement had developed with the right technologies and securities. All the sub-committees agree to follow the Board of directors' good practice where the sub-committees' members must have a minimum required meeting attendance rate of at least 90% for effective good governance.

## Corporate Governance Committee

To systematically drive transparency among Delta Group, Corporate Governance Committee has been set up in early 2019. The committee consists of four members, two non-executive director and two executive directors. The Committee reviewed whether the company's Corporate Governance Policy, Code of Conduct and Anti-Corruption Policy are appropriate, adequate and regular update. This includes overseeing of how to promote them to employees for clear understating and actual implementation. More information on the Corporate Governance committee is publicly available at our recent [Annual Report](#) page 104.

In 2023, Delta utilizes online conference technology to facilitate our sub-committee's discussion. The sub-committees' attendance rate has been reported as follows. Find more information of Delta's sub-committees at <https://deltathailand.com/en/board-management>.





# Ensure norm of transparency

Anti-corruption, ethics, and transparency are crucial for a tech company in the energy transformation era, particularly as it targets eco-friendly growth and carbon neutrality by 2030. These principles protect the company's credibility amid risks like geopolitical conflicts over resources, climate change, natural disasters, and biodiversity loss. Upholding ethical standards and transparency ensures stakeholder trust, prevents financial and reputational harm, and aligns with global sustainability goals, supporting innovation and long-term growth in a challenging global environment. Delta has observed Corruption Perception Index to have precaution and track corruption and bribery situation in the countries we invested. In 2023, its subsidiaries in India and Slovakia (another 50% manufacturing sites) to mitigate potential risk of corruption and all the form of bribes. The company evaluates the potential 5 risky areas, strengthens up our control and performs necessary activities to implement our ZERO TOLERANCE target while maintaining its tangible and intangible assets for sustainable growth.

According to our public shareholding disclosure, there are no individual governmental institutions nor individual founding family members owning more than 5% of voting rights. In 2017-2023 the company does not make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns, anticompetitive behavior, violation of anti-trust and monopoly or public policy and legislation. Delta Thailand and its subsidiaries' list of membership of association has report to the Sustainable development committee and publicly disclosed on annual basis.

Delta Thailand's Board of Directors has approved the Anti-Corruption Policy which aim to clarify the company's goal to combat all forms of corruption had communicated to all the Board of Director and Executives based in Thailand headquarter since 2016 Delta has set a zero-corruption goal to further develop our sustainability. The company commits to conducting its business with transparency and integrity. Up to the reporting period, there was no cost of fines, penalties, sanction or settlements in relation to corruption.



0

Confirmed breach case including Discrimination or Harassment, Conflicts of Interest, Money Laundering or Insider trading.

3

Confirmed incidents of business partner's contract termination or not renew due to corruption issue

35,166

2023 Learning hour. Our Business Ethics and Anti Corruption Policy

3

cases  
Confirmed employee dismissals or disciplinary actions for corruption.

100%

- All employees at all sites passed the anti-corruption post-test, achieving at least an 80% score.
- Board member, consultants, business partner and all Employee appraisal systems integrates compliance/codes of conduct.
- Anti-corruption criteria are included in all procurement contracts during the approval process.
- Procurement agreement made by incorporate code of conduct and anti-corruption criteria.



# Ensure Norm of Transparency

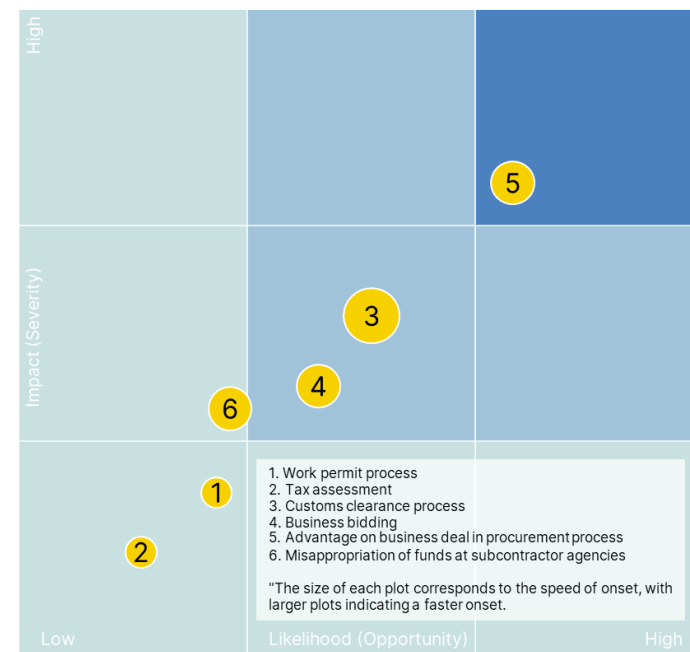
To enhance our stakeholders' confidence, Delta Thailand's Board of Directors has approved the Anti-Corruption Policy which aim to clarify the company's goal to combat all forms of corruption had communicated to all the Board of Director and Executives based in Thailand headquarter since 2016. Our corporate codes of conduct cover discrimination, confidentiality of information, conflicts of interest, antitrust/anti-competitive practices, money laundering and/or insider trading/dealing, environment, health and safety and whistleblowing. Moreover, Delta has set a zero-corruption goal to further develop our sustainability. The company commits to conducting its business with transparency and integrity.

Due to our rapid growth, which has led to the construction of new manufacturing plants, the procurement of new materials, hiring new worker through subcontractor agencies and the application of recognized legal processes and standards, we have upgraded the risk likelihood to 4/5 (2022: 3/5) and the impact level to 5/5 (2022: 3/5). The company has implemented the COSO Enterprise Risk Management framework across all business processes in daily operations to mitigate corruption risks and ensure transparency and traceability in high-risk areas such as purchasing, resource utilization, and reimbursement. Additionally, Delta maintains political neutrality by refraining from aligning with any political party or influential leader and does not use company capital or resources to support political parties or politicians, whether directly or indirectly. Periodic 100% risk assessment and internal monitoring has been placed as part of four countermeasures. However, the company Delta design various approaches to ensure our employees and related stakeholders have communicated and are aware of our high standard of ethical practice in the business process. In addition to regular ethic commitment as a part of employment agreement and code of conduct training as part of new staff orientation, in 2019, our Corporate Governance Committee appointed an Anti-corruption working team.

The team launched the Anti-Corruption Commitment Program to ensure that employees are aware of their duties and responsibilities and perform their jobs with honesty and integrity. The commitment was implemented through both a reliable on-line platform and physical training with black and white signatory commitment.

In 2023, 100% of Delta Thailand's employees has educated and signed the Anti-Corruption Commitment on-line commitment. This training helps our employees to understand the context and contents of corruption, bribery, fraud, money laundry and related activities that conflict with our ZERO tolerance goal. Consequently, the knowledge from this training help to reduce the numbers of unrelated whistleblowing case that also help the working team to focus on related issue accurately

To mitigate ethical and corruption risks, Delta inaugurated various activities throughout 2023. On July 19, 2023, the company announced an opportunity for employees who have engaged in fraudulent activities or bribery involving suppliers or vendors, including borrowing or lending money and receiving or giving monetary or valuable items, to confess or clarify their actions. Employees are encouraged to report such violations to the company at whistleblow@deltaww.com by the end of July 2023. On September 28, 2023, Delta announced the engagement of Integrity (Thailand) Limited, an independent third-party whistleblowing service provider, to ensure that the system remains secure, confidential, and independent for anonymous disclosures. This 24/7 service extends beyond our employees to include our suppliers, business partners, and the public sector.



## Existing Employees

- Anti-corruption commitment signing
- 100% Code of conduct training (online/offline) on annual basis
- Digital media campaigns
- Bulletin board notices
- Direct emails
- Employee Relations Line Group Intranet updates
- Whistleblowing channels

## New Employee

- Code of Conduct and Anti-corruption included in employment contract
- Covered in new staff orientation
- Anti-corruption commitment signing
- Code of conduct training (online/offline)
- Whistleblowing channels

## Public & Society

- Thai Collective Action Against Corruption's certified member
- Whistleblowing channels

## Subsidiaries

- Code of conduct training (online)
- Risk and Sustainable Development Committee meetings
- Participation in risk and anti-corruption assessments
- Direct email communications
- Whistleblowing channels

## Business Partners

- Code of Conduct and Anti-corruption included in new supplier registration
- Incorporated into procurement agreements
- Communication of No Gift Policy
- Whistleblowing channels



# Ensure norm of transparency

At Delta, we are committed to maintaining the highest standards of integrity and ethical conduct in all our operations, underscoring our zero-tolerance target towards corruption. To achieve this goal, we have implemented a comprehensive set of measures designed to foster transparency, accountability, and fairness throughout our value chain.

- **Compliance with Laws and Regulations** Delta has experts in specific functions to ensure compliance with relevant laws and regulations, such as the import-export function adhering to international logistics regulations.
- **Procurement Integrity Policy** Develop and enforce a procurement integrity policy that clearly outlines the ethical standards required in all procurement activities, including vendor selection and contract negotiations.
- **Conflict of Interest Self-Declaration** Require employees to declare their shareholdings in other companies and any relatives within the organization to identify and mitigate potential conflicts of interest.
- **Bid Evaluation Committee** Establish a bid evaluation committee composed of diverse and independent members to oversee the bidding process for capital expenditure projects.
- **No Single Supplier Policy** Avoid utilizing a single supplier in the procurement approval process for new product services to promote competition, transparency, and accountability.
- **Limiting Material Cost** Limit material costs to no more than 5% for each supplier to ensure fair pricing and reduce the risk of inflated costs.
- **Limiting Access to BOM Costs** Limit the number and functions of Delta personnel who can access Bill of Materials (BOM) costs to designated finance and procurement staff to enhance security and reduce the risk of unauthorized information sharing.
- **Rotation of Procurement Staff** Implement a job rotation policy for procurement staff to minimize the risk of developing close relationships with specific vendors.
- **Limiting Approval Authority** Limit approval authority for each employee level to reduce the risk of unauthorized transactions and ensure accountability.
- **Payment Methods** Mandate fund transfers instead of cash payments to enhance transparency and traceability, reducing opportunities for illicit payments or bribery.
- **Donation and Cash Contribution Policy** Establish a policy that regulates donations and cash contributions to ensure they are transparent, properly documented, and compliant with legal and ethical standards to prevent misuse and corruption.
- **Whistleblower Protection** Encourage and protect whistleblowers who report unethical behavior or corruption in the procurement process, ensuring their anonymity and safeguarding them from retaliation.

- **Financial and Internal Audits** Comply with recognized financial and internal audit standards to review all payments periodically and engage independent auditors to assess cash flow and expenses for early detection of abnormalities.
- **Code of Conduct in Performance Evaluations** Incorporate the code of conduct into the employee performance evaluation process to reinforce ethical behavior by linking adherence to integrity standards with career advancement and accountability.
- **No-Gift Policy** Enforce a no-gift policy to eliminate the possibility of undue influence or favoritism, ensuring decisions are made based solely on merit and objective criteria.

Depending on the relevance of the complaints, the Board's Secretary will gather and submit the complaints to the Anti-Corruption Committee, the Corporate Governance Committee or the Board. The details of the complaint will be kept confidential in order to avoid an infringement of privacy. More details on Whistleblowing policy and practice guidelines can be found on the company website [www.deltathailand.com/en/about\\_anti-corruption](http://www.deltathailand.com/en/about_anti-corruption).

At the Board of Directors Meeting No. 7/2023, the Secretary informed members that the company had received reports of corruption, leading to an investigation that uncovered three violations of the Code of Conduct related to bribery involving vendors and employees. The company has since implemented corrective measures, including online bidding, job rotation, enhanced management-vendor interactions, and a [third-party whistleblower system](#). Additional efforts include increasing communication channels, offering rewards to whistleblowers, and setting a goal to eliminate corruption by 2024, with progress to be reported to the Board.

The company has issued a letter to its suppliers and partners requesting their cooperation in complying with the Company's anti-corruption guidelines. in the following aspects 1. Avoid conflicts of interest by submitting a self-report to the Company if relatives are involved in a business transaction with Delta. 2. Whistleblowing through complaint channels 3. No gift policy - The company seeks cooperation from suppliers not to send any gift/gratuity to company management, employees or their family member during New Year and other festival occasions.

In 2023, Delta organized a "Supplier Day" to communicate the Company's commitment and conduct business with integrity, ethics, without corruption to suppliers and business partners by online meeting. There were more than 350 participants and has persuaded partners to come together as a coalition against corruption. - We regularly organize training and campaigns for employees to realize the importance of our efforts. And we also organized an online training on "Anti-Corruption". that requires all director, management and employees to attend the training and passing score at least 85 points.








# Sustainable Development

Stakeholder's expectation is crucial for our long-term growth. We also realize actual and potential risk and develop sustainable development strategy and generate mutual benefit to our stakeholders that finally create a better future for the next generation.



# Our Progress to Sustainability

	Design	Supply chain	Production		Sales	End of life
Increase Positive Impact >>>	<b>64</b> headcount of our engineers are talented students participated our CSR activities					
	<b>3.2%</b> R&D Investment Ratio per consolidated revenue		<b>4.3 Million THB</b> 2023 cost saving from Delta Smart Manufacturing	<b>14.8 M THB</b> 2023 internal carbon pricing spendings	<b>86%</b> 2022 global customers' satisfaction rate	
	<b>100%</b> of Delta products are designed for recycling	<b>100%</b> Supplier awareness on RBA code of conducts in supply chain	<b>0.79%</b> 2023 increment in cost of goods sold while our revenue grew by 24%	<b>9,280 MWh</b> 2023 solar energy generated for internal consumption.	<b>1,621 M THB</b> of 2022 consolidated revenue are from green products & solutions	<b>5-10 year</b> longer lifetime (component products)
<<< Reduce Negative Impact						
	<b>82</b> Hazardous substances deleted from our raw material list	<b>20%</b> 2023 Material localization to reduce GHG from transportation	<b>1.46</b> case per 1 Mil working hour Injury frequency Rate	<b>4,33 MWh</b> 2023 annual electricity saving at our operation	<b>77 M kWh</b> 2016-2019 electricity consumption savings from product sold.	<b>0%</b> LEED, cadmium, mercury, Hexavalent chromium compounds in products waste
	<b>80%</b> Recyclable parts can be dismantled for recycling	<b>100%</b> of tin, tantalum, tungsten, gold and cobalt are sourced responsibly	<b>0</b> case per per 1 Mil working hour Occupational ill Rate	<b>42%</b> Reduction of GHG intensity scope1 & 2 since based year 2021 to 2023.	<b>650 K tons</b> 2016 – 2023 carbon emission reduced for our customers	<b>8,908 tons</b> 2023 recyclable waste from production process
		<b>26.9%</b> 2023 Recycle input material in Process	<b>13.31%</b> Reduction of Electricity Intensity since 2020 to 2023	<b>9.55%</b> Reduction of VOCs intensity since based year 2021 to 2023	<b>ESG performance through our value chain</b> <div> <span style="color: red;">■</span> Economic           <span style="color: blue;">■</span> Social           <span style="color: green;">■</span> Environment         </div>	



# The Matters



As Delta advances its sustainability efforts by conducting materiality analysis at least annually, the Double Materiality Assessment (DMA) is key to defining our reporting scope, allocating resources efficiently for CSRD compliance, and informing our long-term strategy. The European Commission's delegated regulation, via the European Sustainability Reporting Standards (ESRS), mandates a DMA to identify and prioritize sustainability issues crucial to both our organization and stakeholders. This process is essential to our mission of sustainable growth, aligning with industry and societal expectations.

## Step 1: Identify and Engage Stakeholders

At Delta, stakeholders are central to our Double Materiality Assessment (DMA). The ESRS introduces new considerations for engaging stakeholders to understand our impact and gather insights on material sustainability matters. Our company employs several approaches to engage our stakeholders, as recommended in our [Stakeholder Engagement Guideline](#). Engaging both internal and external stakeholders helps us identify emerging issues and inform our assessment of impacts, risks, and opportunities. Under the CSRD, stakeholders now focus on identifying significant impacts and risks. Collaborating with experts ensures a deeper understanding and helps refine our strategy, policies, and action plans based on focused stakeholder dialogue.

In 2023, we also used media stakeholder assessment (MSA) method to specially engage our critical suppliers that may subject to environmental and human rights issues. We collect these critical supplier's quantitative data through their public disclosures include their official website, Sustainability reports and public news regarding their progress and public ESG cases against carbon neutral target.

## Step 2: Compile a List of Potentially Relevant Sustainability Issues

The ESRS provides a sector-agnostic list of sustainability matters, and Delta must also identify entity-specific issues. We consider our sectors, locations, and value chain to identify relevant matters, using previous assessments, internal documentation, and external sources like ESG ratings. To review relevant sustainability matters, we employ tools and initiatives such as PESTEL Analysis and study recognized ESG risks from sources like the [WEF Risk Report](#), [WWF Biodiversity Risk Filter](#), [WRI Water Stress](#), [Human Rights Watch](#), [Transparency CPI Index](#), DJSI, THIS., and CDP. Collaborating with specialists helps us create an actionable shortlist for further assessment. Later, sector-specific ESRSs will guide us in addressing additional relevant matters. The 13 actual and potential sustainability issues includes:

# The Matters

## Step 3: Identify impacts, risks, and opportunities

After identifying sustainability matters, Delta defines the associated impacts, risks, and opportunities. These assessments determine which issues are material for disclosure. Impacts may be positive or negative, immediate or long-term, and interrelated with other topics. Engaging all relevant units and consulting stakeholders and experts ensures a comprehensive evaluation, covering the entire value chain to understand the full scope of impacts, risks, and opportunities. We also incorporate materiality assessment in our [Enterprise risk management](#) process.

## Step 4: Assess Impact

Delta undertakes a thorough review of stakeholder-raised issues and those of broader societal interest by evaluating our long-term targets against the 2023 KPIs, management measures, and compliance standards to initially screen each issue's relevance. Following this preliminary screening, Delta quantifies the defined impacts, risks, and opportunities across strategic, financial, and operational aspects.

During this process, we identified certain issues for which long-term targets, management measures, and responsible teams are already established, with KPIs progressing as planned and no events leading to financial impact in the reporting year, as well as being controllable or having no impact on our stakeholders, society, and the environment. As a result, these issues were screened out. This detailed assessment, mandated by the ESRS, is instrumental in identifying material disclosure requirements and elucidating strategic implications. We gather input through stakeholder engagement and expert consultations, employing both bottom-up and top-down approaches to ensure a comprehensive understanding and effectively compare diverse impacts.

The impact of the final material issues reported in this disclosure ranges from THB 200,000 to an invaluable effect on the environment and society.

## Step 5: Assess Financial Opportunities and Risks

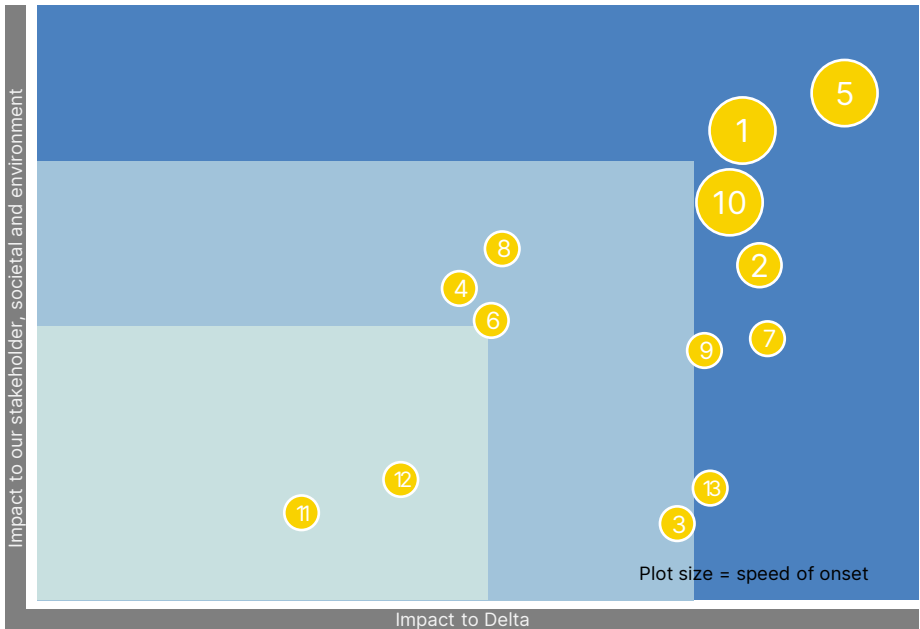
Understanding value chain events and sustainability developments is crucial. Collaboration between sustainability, risk, and financial experts helps identify triggers for risks and opportunities and assess their financial impact, ensuring alignment with broader risk management. We found that the issues remaining from the previous screening process predominantly affect our plans for growing green revenue and our material costs. Furthermore, these issues significantly impact our supply chain, customer competence in a carbon reduction-oriented era, human rights concerns in society, and biodiversity in countries with mining activities.

	Impacted stakeholders									Stakeholder impact value		Company's Impact value		Sub-category of impacts			
Initial list	Delta	Employee	Customer	Supplier	Employee	Shareholder	Creditor	Regulator	Community and Environment	Positive (Opportunity)	Negative	Positive (Opportunity)	Negative	Actual potential	Short-term/ Longterm	Intended/ unintended	Reversible/ non-reversible
1. Energy Efficiency and Renewable Energy	•	•	•	•	•	•	-	•	•	Invaluable	Invaluable	High	High	A	L	I	N
2. Sustainable Supply Chain Management	•	•	•	•	•	•	-	•	•	Invaluable	Invaluable	High	High	A	L	I	N
3. Automation and Workforce Transition	•	•	•	-	•	•	-	-	•	Medium	Low	High	Medium	P	ort-ter	tende	R
4. Waste Management and Circular Economy	•	•	•	•	•	•	-	-	•	Medium	High	Medium	Medium	A	L	I	R
5. Carbon Footprint and Emission Reduction	•	•	•	•	•	•	•	•	•	Invaluable	Invaluable	High	High	A	L	U	N
6. Health and Safety in Automated Workplaces	•	•	•	-	•	-	-	•	•	Low	Low	Medium	Medium	A	L	U	R
7. Labor Rights and Fair Employment Practices	•	•	•	-	•	•	-	-	•	Low	Medium	High	High	P	L	I	R
8. Water Resource Management	•	•	•	•	•	•	-	-	•	Low	Medium	Low	Medium	P	L	U	N
9. Innovation in Sustainable Technologies	•	•	•	•	•	•	•	•	•	High	Low	High	High	A	L	I	R
10. Cybersecurity and Data Privacy	•	•	•	•	•	-	-	•	•	High	High	High	High	A	L	U	R
11. Regulatory Compliance and Policy Advocacy	•	•	•	•	•	•	•	•	•	High	Low	High	Low	P	L	I	R
12. Community Engagement and Social Impact	-	-	-	-	-	-	-	•	•	Medium	Low	High	Low	P	L	I	R
13. Diversity, Equity, and Inclusion (DEI)	•	•	-	-	•	•	-	-	•	Medium	Low	High	High	A	L	I	R

# The Matters

## Step 6: Draw Up the Materiality Overview

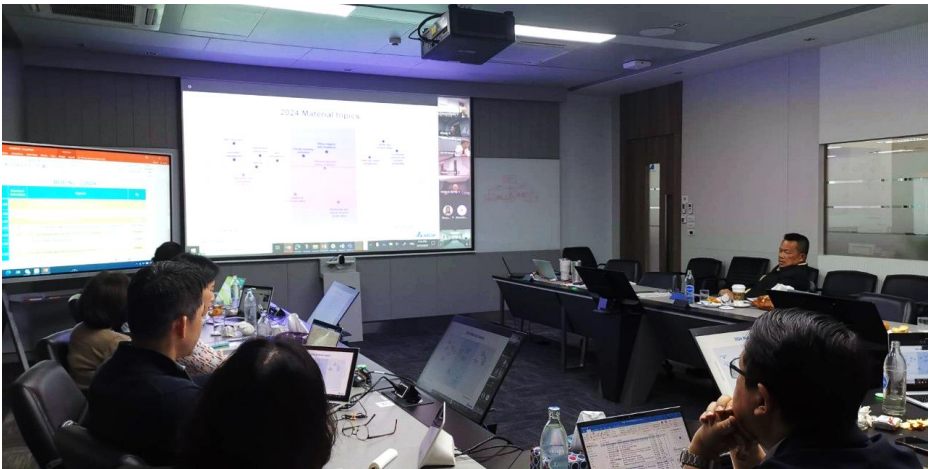
After assessing all impacts, risks, and opportunities, Delta creates ranked lists, separating material from non-material issues. While all significant issues are included, we prioritize those most critical to our strategy. Engaging stakeholders, senior management, and specialists helps us pinpoint the most material matters to focus on, ensuring our efforts remain strategic and impactful. Negative impacts of the material issues and issues raised as the initial list can be illustrated as follows:



## Step 7: Strategic Implications and Board Communication

For each material sustainability matter, Delta must disclose the measures taken to manage impacts and, over time, share metrics, targets, and action plans to achieve our sustainability goals. Integrating these matters into our corporate strategy ensures long-term alignment and clear communication of our commitment.

Our materiality assessment results, signed off by the Board of Directors on 15 February 2024, will guide the communication of identified material issues and their impacts to the



On 15 February 2024, the Board of Directors approved the material issues and their impacts on both stakeholders and the company. Additionally, the Risk and Sustainable Development Committee introduced the principles of the Corporate Sustainability Reporting Directive (CSRD) and the updated reporting regulations, outlining the approach to presenting double materiality, which will be disclosed in our Sustainable Development Report.

Board of Directors (BOD) and management. The BOD and management will acknowledge these without interfering in impact valuation or stakeholder concerns. This information supports informed decision-making, enabling adjustments to strategic plans to mitigate negative impacts and explore sustainable growth opportunities.

For those issues not categorized as material issues in this reporting period, the BOD noted that, although the organization has established control measures and dedicated teams to monitor these events, these issues should still be included in the risk profile. This inclusion will facilitate planning for appropriate response actions and resource allocation to mitigate potential occurrences.

These issues will also guide the tracking of relevant enterprise risks, ensuring our sustainability strategies align with the organization's risk management framework. Material issues with significant impacts are detailed in the table below.

As well, The BOD reviewed the organization's key performance indicators (KPIs), including greenhouse gas reduction, product carbon footprint for readiness to comply with the Carbon Border Adjustment Mechanism (CBAM), percentage of renewable energy mix and other environmental, social, and governance (ESG) achievements against established targets.



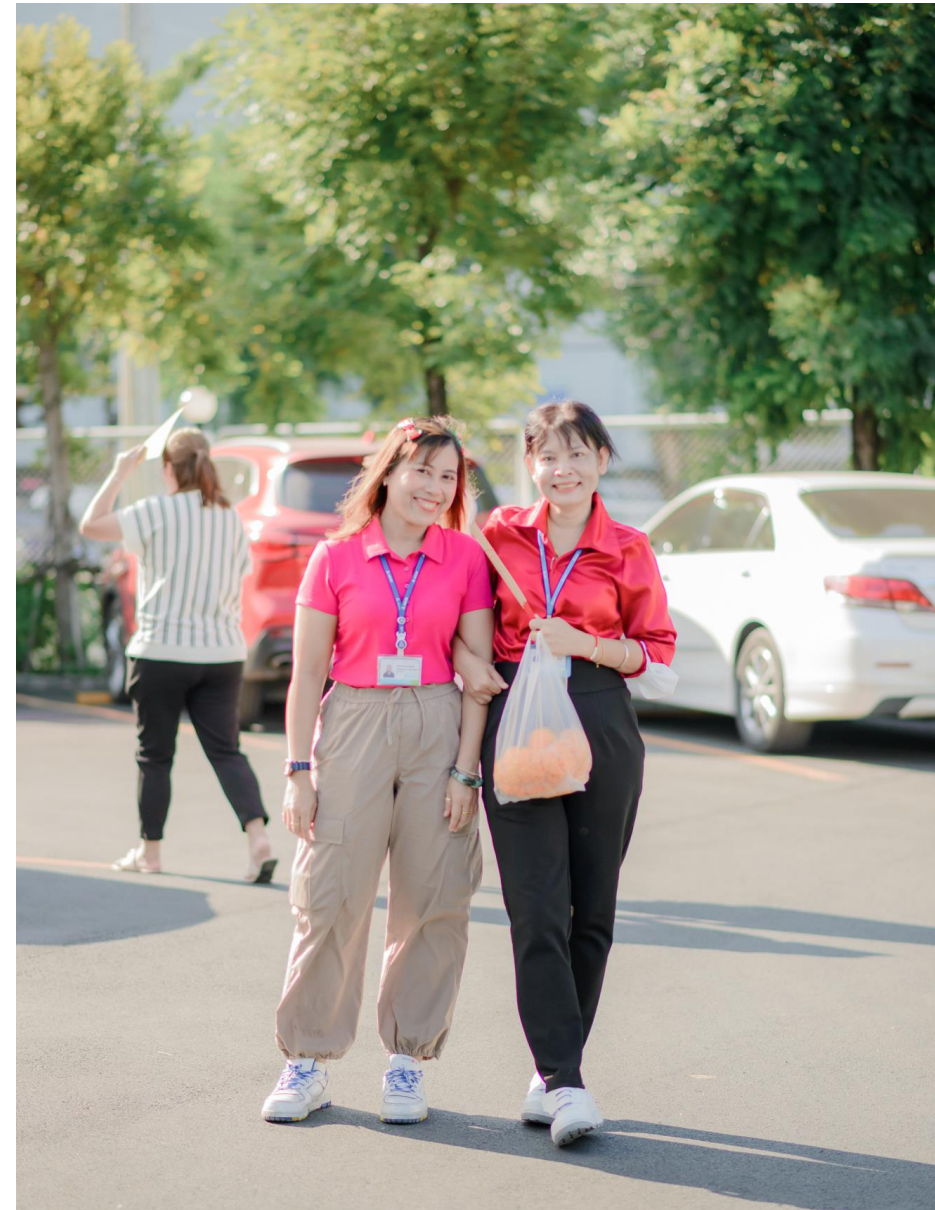
# The Matters

## Step 8: Disclosure

After the Board of Directors (BOD) approved the material issues, Delta's material issues were subjected to verification by an independent auditor. This verification process is undertaken to ensure that the identification and prioritization of our material issues and their impacts have been conducted systematically and transparently. The process adheres to the Global Reporting Initiative (GRI) standards, specifically upholding the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. By meeting these stringent criteria, we ensure that stakeholders gain a comprehensive understanding of the company's sustainability performance, associated risks, and strategic direction.

Finally, our material issues for enterprise value creation and material issue for external stakeholders, including their associated risks in the ESG dimensions, management measures, strategies for remedying negative impacts, key performance indicators, and progress against long-term targets, are disclosed in the following pages of this report.

Item	Material issues	Disclosure pages
1	Energy efficiency and renewable energy transformation	4, 42,56-59,71-73
2	Sustainable supply chain management	45,46, 47, 48, 50, 51, 52, 54
3	Carbon footprint reduction	4,42,58, 59, 62-66
4	Cyber security and data privacy	75-78



# Our Commitment



Delta Electronics (Thailand) Public Company Limited is committed to conducting business according to the company's Corporate Social Responsibility Commitment. The commitment shall provide guidelines for the directors, management, and employees to operate our business ethically with transparency, accountability, and respect for human rights and fair treatment to all stakeholders including our employees, shareholders, customers, suppliers and the communities.

As a global corporate citizen, we support international standards such as the Responsible Business Alliance (RBA), the Universal Declaration of Human Rights, SBTi, RE100 and the International Labor Office Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and Global Reporting Initiative (GRI). We are committed to the following:

- Provide employees with a safe and healthy work environment where they can live up to their full potential in return for reasonable remuneration and benefits.
- Create company value and enhance shareholder value.
- Promote CSR ideals and practices throughout our Value chain and work together for better performance.
- Develop environmentally friendly, energy saving products and implement management standards and sound practices to reduce our impact on the environment to fulfill customer satisfaction.
- Invest in innovation and research, develop intellectual property rights, and devote ourselves to the progress of human culture and technology, the development of society and the economy, as well as the sustainable development of the Earth and its environment.
- All executives shall extend their collaboration and promote their staff members to fulfill these policies successfully.

If you have comments or suggestions to make about Delta's CSR & Ethics, please do not hesitate to contact us through [det.sd@deltathailand.com](mailto:det.sd@deltathailand.com)

**“Enable added values for the stakeholders through smarter and greener business.”**

## Our Commitment



Delta Thailand has consistently enhanced its products, processes, and business models to boost productivity and profitability while minimizing costs. The company is committed to delivering optimal returns to its stakeholders and has received numerous local, national, and international accolades for its outstanding performance. In an ever-evolving business environment, sustainable growth is essential for meeting global demands over the long term. Delta is integrating sustainable development strategies with its business objectives, focusing on product innovation and continuous corporate social responsibility (CSR) initiatives to address emerging risks.

To achieve its strategic goals and promote value throughout the value chain, Delta adheres to three core ideals: Smarter. Greener. Together. Since 2004, every employee has been guided by these core concepts, which underpin Delta's commitment to social progress and effective adaptation to change. In 2015, Delta set a target to increase green revenue from its products and solutions portfolio to 30% of total revenue by 2023 while concurrently reducing the environmental footprint of its business processes. This focus encompasses areas such as solar energy, data centers, and industrial automation systems that meet the needs of both businesses and the broader community. Over the past 20 years, the demand for Delta's energy-efficient products and solutions has grown, with revenue increasing by 6.37% since 2015. By 2023, green revenue constituted 18% of the company's total revenue.

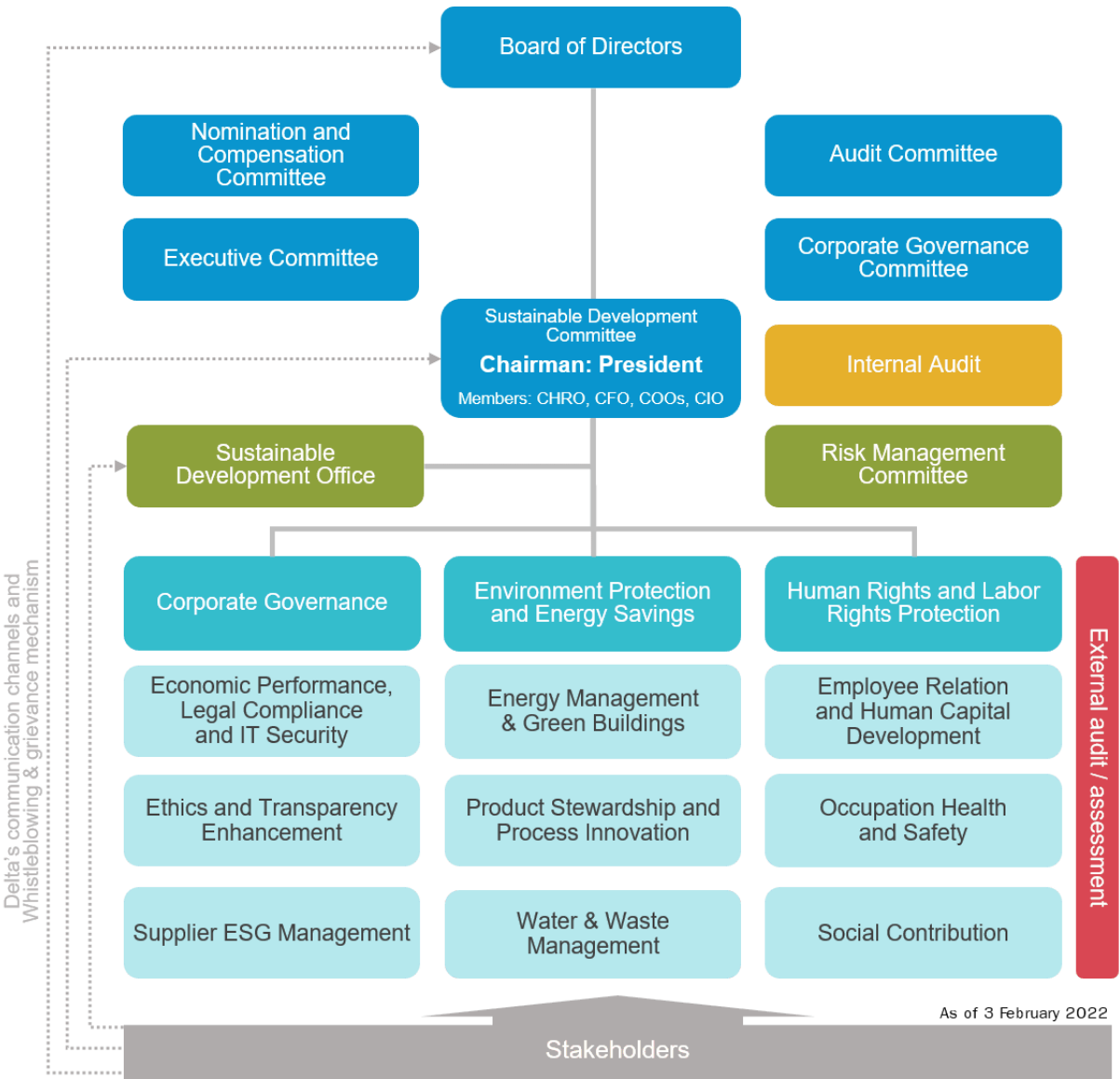
# Risk and Sustainable Development Organization

According to ISO 26000 guideline, Delta has established a sustainable development organization for the full implementation of our Global sustainability development Strategy. The main body in the organization is the SD Committee which includes the company President, Chief Human Resource Officer (CHRO), Chief Financial Officer (CFO), Chief Operations Officer (COO) and Chief Information Technology (CIO: join the committee in 2018). The SD Committee reviews and monitors each CSR project, at periodic meetings, according to project-specific standards.

The SD Committee secretary proposes benchmarking procedures for the company’s CSR projects and from time to time communicates the global sustainable development practices to the committee for their reference. The committee secretary is responsible for arranging quarterly CSR meetings to inform the SD Committee and operational leaders on the progress of each company CSR project. In addition, the committee secretary will follow up on and compile ESG risk, critical concern and the results of each project in an annual report to the Board of Directors.

The CSR target fields form three categories: Corporate Governance; Environmental Protection and Energy Saving; and Employee Relation and Social Contribution. Each category has relevant directors and managers who define key performance indicators (KPI), set up specific achievement goals and take responsibility for the project’s progress and on-time execution as per the company’s policy and relevant standard requirements. Finally, Delta publicly discloses its sustainable development performance on annual basis at

<https://www.deltathailand.com/en/download-sd-report>.



As of 3 February 2022



# The Risk

Effective risk and crisis management is vital for long-term financial planning and organizational flexibility. To reduce various risks to a tolerable and controllable range through identification, assessment, control, monitoring and communication of potential risks from the perspective of Delta Group; we adopt ISO31000, COSO ERM and Integrated GRC as guideline to implement our Enterprise Risk Management Policy. By qualitative or quantitative management methods, as well as to provide a reference for developing operational strategies, and effective risk management process will allow Delta Group to achieve long-term strategic goals and deliver mutual benefit to our stakeholders. The policy has been formulated to achieve the Group's strategic goals in a reasonable manner.

Up to the reporting period, 9 of our nine directors have possessed experience and expertise in risk management. Six of them were non-executive and independent directors. Delta ensures regular risk management education for executive directors, non-executive directors, our managements, internal audit, key function to strengthen our risk culture. In past 3 year, Mrs. Tippawan Chayutimand, Independent director and audit committee member, has completed the Thai IOD DCP program which Risk Issues for Boards was a key module of the program.

To ensure the effectiveness of ESG risk management target, Delta's Risk Management Committee(RMC) is structurally independent of the business lines. Structural independence facilitates objective monitoring and control of various risks in the organization's best interest, free from potential conflicts of interest arising from competing business priorities. The committee consists of experts from various functions, ensuring thorough oversight of all environmental, social, and governance (ESG) risks. Members include executives and management from our subsidiaries in Slovakia and India. These experts are responsible for addressing both existing and emerging risks pertinent to their respective areas. They identify issues that require cross-functional collaboration, establish risk appetites for recognized challenges, and set both short-term and long-term objectives to mitigate residual risks. Additionally, they monitor progress and report to the Risk Management and Sustainable Development Committee (SDC) at least twice a year. In parallel, the highest authority or an appointed representative of the SDC will report prioritized risks, including their impact on stakeholders and the company, as well as the implementation status of risk mitigation and reduction targets, to the Board of Directors at the same frequency.

On 25 July 2023, Delta collaborated with experts from the Thailand Development Intelligence Services to provide training for our directors, executives, and management in the Southeast Asia region. The training focused on "Global Economy and Megatrends: Risks and Opportunities" in order to enhance their understanding of the risks, impacts, and opportunities presented by megatrends and the global context as they relate to their respective functions and business units. A total of 151 executives and managers participated in this educational initiative.

Delta plans to conduct annual global risk and opportunity training for our directors and executives. This training will enhance decision-making by aligning strategies with global trends and risks, promoting proactive risk management, and equipping management with skills to identify and assess potential issues. It will foster strategic agility, enabling management to adapt to emerging opportunities and improve organizational alignment through a shared understanding of global challenges. Additionally, engaging with experts will strengthen leadership skills and build stakeholder confidence, reinforcing the company's reputation. Ultimately, these initiatives will provide Delta with a competitive advantage by enabling it to capitalize on market trends while integrating sustainable practices into its business model, supporting long-term environmental and social goals.



On 15 February 2024, the appointed representative of the Sustainable Development Committee (SDC) presented prioritized risks to the Board of Directors, including their impacts, the status of risk mitigation and reduction targets, and related opportunities for consultation and approval.



Keynote Speech

**Global Economy and Megatrends:  
Risks and Opportunities**

Guest Speaker

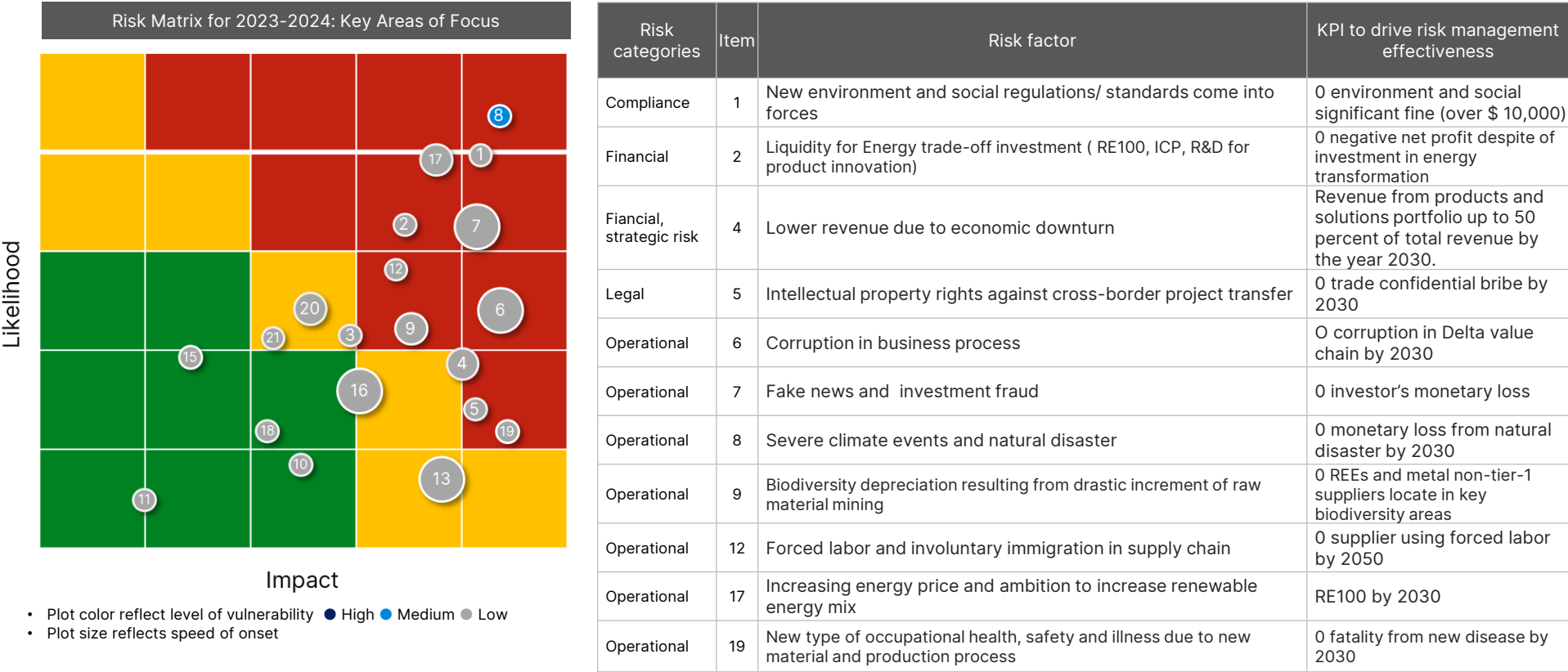
**Kirida Bhaopichitr, Ph.D.**  
Director of TDRI Economic Intelligence Service (EIS)  
Thailand Development Research Institute

# The Risk

Drawing on stakeholder concerns, media stakeholder analysis, global ESG trends, and recent developments impacting Delta, we systematically compile these events and concerns in accordance with the COSO Enterprise Risk Management (ERM) framework and ISO 31000 guidelines to construct our risk profile. At present, we monitor the dynamics of over 100 risks to ensure the sustainable growth of our organization while safeguarding stakeholder interests.

For the 2023-2024 period, we have identified both potential and actual risks that may influence our long-term objectives for green revenue growth and our ambitious greenhouse gas (GHG) reduction targets, as detailed in the following matrix.

Following the risk evaluation process, issues that the committee and the Board of Directors (BOD) consider unlikely to impact the company's performance or that possess adequate control and management measures, along with favorable progress indicators, are documented in our risk profile as precautionary resources. This proactive strategy allows the company to formulate preventive plans for issues that may become significant in the future. Additionally, the company conducts a review of this risk profile at least biannually to ensure its continued relevance and effectiveness in addressing potential risks.





# The Risk

## Enterprise Risk Management Process

### Identify

- SWOT & PESTEL Analysis
- WEF, WFF, CPI, Human rights watch risk
- Media and stakeholder approaches
- Stakeholder concerns
- Leading rater, evaluation questions
- Revisit risk profile on annual basis
- Historical Data Analysis
- Result of material issues prioritization

### Assess

- Impact, likelihood, Vulnerability and speed of onset Assessment
- determine risk appetite by level monetary impact to the company and to our stakeholders
- Consult expert of each risky area

### Mitigate

- Plan resources.
- Engage risk owner
- Assign KPI
- Incorporate KPI related to risk management target into related functions / keyman's KPI

### Monitor

- Annual risk profile revisit
- Cross-site risk management audit/ review on annual basis
- Review organizational level risk KPI

### Communicate & promotion

- Risk report to the BOD
- Disclose to the public
- Enhance stakeholder participation
- Promote risk culture in value chain

## Our key risk

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### New environment and social regulations/ standards come into forces

The emerging risk of "New environmental and social regulations/standards" must be prioritized due to its potential to disrupt revenue growth in eco-friendly products and impede our carbon neutrality target by 2050. The high impact, likelihood, and speed of regulatory changes indicate that rapid shifts could lead to financial penalties, operational disruptions, and reputational harm. The EU market, crucial for our revenue, will review the Carbon Border Adjustment Mechanism (CBAM) in 2026, where non-compliance may incur fines exceeding USD 10,000, jeopardizing our market position and customer reputation. This reputational damage can decrease revenue, as consumers favor companies committed to sustainability. Additionally, non-compliance may raise tax expenses through additional regulatory fees, making it vital to address this risk for compliance, market protection, and sustainability alignment.

To manage this risk, we employ several strategies: collaborating with customers on product carbon data reporting to ensure transparency, increasing renewable energy use in our production processes, expanding our pool of carbon footprint experts to expedite EU product reporting, and participating in public hearings and training to learn from affected companies. These measures allow us to adopt best practices for enhancing compliance strategies.

### Biodiversity depreciation resulting from drastic increment of raw material mining

The global urgency for energy and technology transformation requires increased use of earth minerals, prompting suppliers to explore new areas for productivity. However, such mining activities can destroy biomes, significantly impacting the environment and human well-being in the long term. Thus, the risk of "biodiversity depreciation resulting from increased raw material mining" is critical for environmental sustainability and the company's strategic objectives. As a tech company committed to eco-friendly growth and carbon neutrality by 2050, addressing this risk is essential.

Biodiversity loss can lead to severe consequences, including habitat destruction and species extinction. For instance, deep sea mining threatens marine ecosystems and may provoke regulatory actions and fines that hinder operations. With medium likelihood and moderate vulnerability, this risk disrupts supply chains and raises costs.

# The Risk

Given the market's increasing emphasis on sustainability, mitigating biodiversity impacts is vital. A KPI of zero rare earth elements (REEs) and metal non-tier-1 suppliers in key biodiversity areas is crucial for compliance and reputation.

To manage this risk, we conduct supplier location analyses, require tier-1 suppliers to disclose mineral origins, and perform on-site audits for compliance. We monitor supplier ESG performance through the Conflict Minerals Reporting Template (CMRT) and provide biodiversity conservation training. Lastly, we will terminate relationships with suppliers who violate environmental laws, reinforcing our sustainability commitment.

## Disinformation and misinformation: Fake news and investment fraud

As a risk committee member of a leading tech company and major listed entity in Thailand, it is essential to address the emerging risk of "fake news and investment fraud" due to its significant impact. The rise of artificial intelligence (AI) and deepfake technology has made it easier to spread misleading information, threatening our reputation and potentially causing financial losses for stakeholders.

AI and deepfake technology can create false narratives that distort market perceptions and lead to stock volatility, undermining efforts to attract investment in eco-friendly initiatives. Additionally, biased AI systems can compromise decision-making, exacerbating misinformation and jeopardizing our carbon neutrality target by 2050. Focusing on this risk is critical to ensuring our integrity and sustainable growth.

To manage this risk, we have implemented several strategies. We established clear communication protocols for responding to misinformation and limited spokesperson authority for consistent messaging. We prioritize transparency by stating that the company does not profit from investment activities. Quarterly press releases are issued through the Stock Exchange of Thailand (SET) via ISO 27001-certified networks for secure communication. Finally, we monitor AI advancements to proactively address potential misinformation scenarios. These measures are vital for protecting our reputation, maintaining stakeholder trust and secure our smart manufacturing process where AI is part of it.

## Liquidity for Energy trade-off investment ( RE100, ICP, R&D for product innovation)

The urgency of significant investment in energy transformation, particularly in RE100 initiatives and product innovation R&D, is crucial for achieving sustainability goals and generating positive societal and environmental impacts. However, these investments also introduce financial risks, including liquidity concerns that could affect shareholder interests. Despite these challenges, we are committed to maintaining a positive net profit and zero debt by effectively managing resources across finance, R&D, and operations,

while monitoring exchange rate fluctuations to mitigate potential financial losses.

Internal carbon pricing is essential for managing these financial risks and driving societal and environmental benefits. By assigning a monetary value to carbon emissions, we incentivize carbon footprint reduction, aligning financial decisions with sustainability objectives and protecting shareholder interests. This approach optimizes capital allocation, prioritizes energy-efficient investments, and minimizes exposure to exchange rate volatility. By the end of 2023, Delta successfully utilized its internal carbon pricing mechanism, valued at 14 million baht, to advance its net-zero target, achieving positive societal and environmental impacts without compromising revenue or shareholder returns.



The interactive game "What Bars Us from Sustainable Growth" engages employees in the risk management process. Using Vivotek, our interactive screen, participants can identify challenges to sustainable growth and potential organizational risks. This approach promotes collaboration and encourages employees to share their insights on sustainability. Small gifts will be awarded to participants, incentivizing involvement in the dialogue surrounding risk management and sustainable practices.

To cultivate an effective risk culture, Delta has implemented various communication channels and activities to enhance stakeholder participation. Annually, employees and functional heads engage in risk audits to ensure compliance with ISO 45001 and ISO 50001 standards. The organization utilizes technologies such as the Document Management System (DMS), the Delta Employee Touchscreen Kiosk, and the Delta Line Official account to promote risk management best practices and innovation.

In 2023, Delta provided 70,254 training hours for risk management, representing 6.8% of total training hours, all at no cost to employees. To encourage participation and feedback on key residual risks, including energy conservation and health and safety initiatives, both monetary and non-monetary rewards were introduced. Employees contributing to the DMS platform were eligible for Jewel awards, with the total jewels accumulated determining winners for the "Delta Knowledge Management Contest Award," which included certificates of appreciation and monetary rewards. Other key risks are disclosed in our [Annual Report](#) page 47-55.



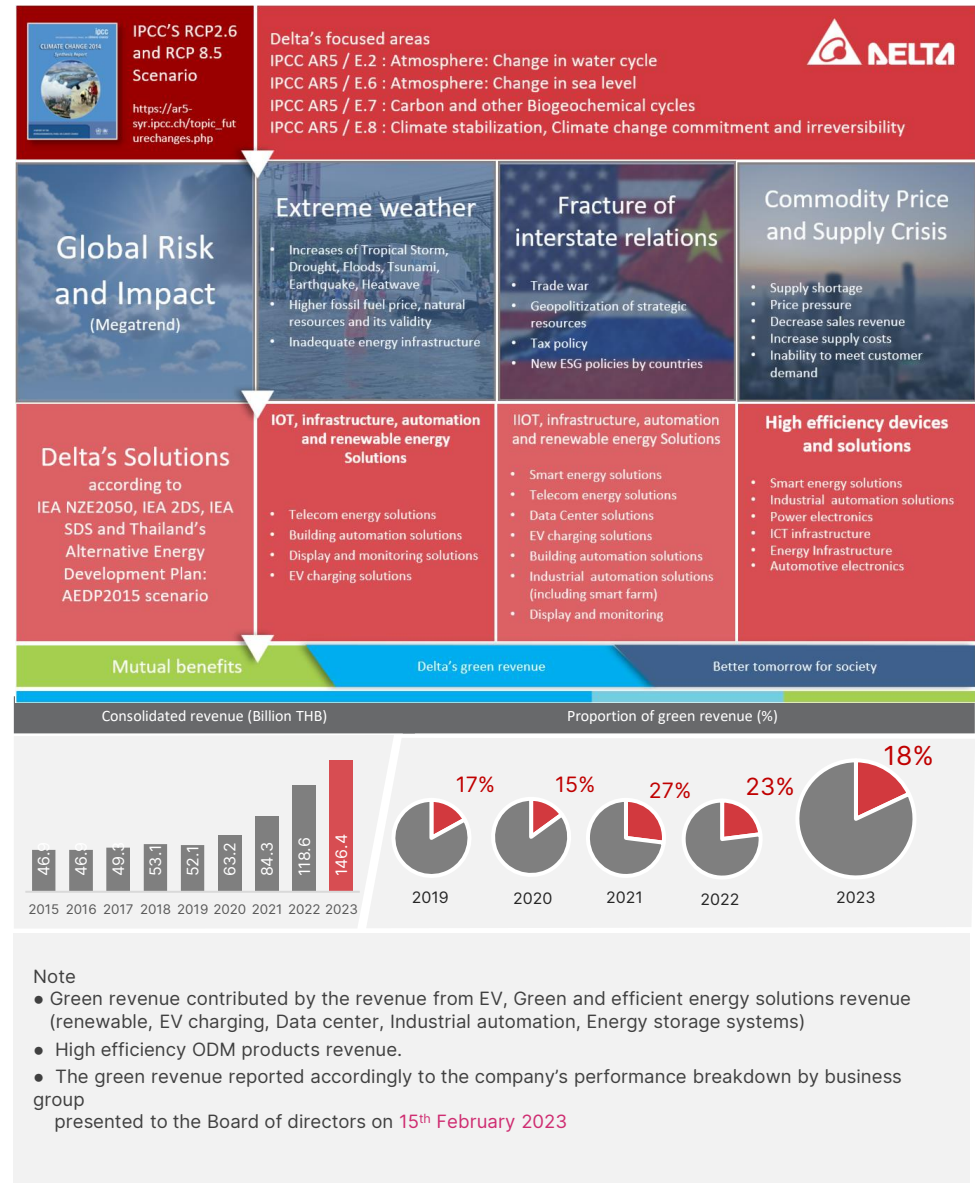
# From responsibility to sustainable growth

According to IPCC's RCP 2.6 and RCP 8.5 scenarios, Delta embraces risk management, supply chain management, innovation and stakeholder's expectation together with responsibility for ESG aspects as sustainable innovation. Delta synergizes its technology to response to social needs in environment conservation while mitigate climate change impact. Delta has invested 100 million Baht on average since 2015 to make its operation greener.

For fast transition to a lower-carbon economy, Delta maintains its research and development cost at approximately 4 percent of its consolidated revenue to develop, continues merger and acquisition and invest in global operation to re leading efficiency and greener products and solutions that use less natural resources, lower emission, response to market and customers' climate adaption for good health and well-being amidst climate change and technology breakthrough. Through the mentioned adoption, Delta gained more opportunities in new markets that can be illustrated by Delta's Thailand new high revenue of 4,329 Million US Dollar in 2023 and Delta Group's physical assts and intangible assets gained from the acquisition of a critical material company in 2023 that value over 14,907,884 Million US dollars. This M&A also help lower GHG from material transportation and increase the percentage of material localization for Delta Thailand.

Delta continues investment to increase the consumption of renewable energy both through both our in-house infrastructure and sourcing of alternative and unbundled energy sources to respond to climate change. While we engaged our supply chain to provide quantitative information of energy and natural resource consumption in 2022, we also continue our startup development program to expand our eco-efficient supply network in the transition period.

In parallel with various programs to increase Delta Smart Manufacturing (DSM) production line, Delta Group set an internal carbon pricing (ICP) at 300 US dollars per ton to power investments in negative carbon technology and innovation in R&D. In the reporting year, we had 7 projects included in our ICP scheme valued 1.3 Million US dollars. We intend to neutralize residual emissions and further mitigate emissions beyond our value chain with offsetting and investing in permanent carbon removal.



# From responsibility to sustainable growth



## Delta's Smart Farm Wins Thailand Energy Awards 2023 for Renewable Energy Solutions

Climate change has caused an increase in sea surface temperatures, which in turn has contributed to heightened intensity of El Niño and La Niña events, leading to increased violence associated with these phenomena. These phenomena result in droughts and floods that impact agricultural activities and reduce biodiversity.

Therefore, Delta Thailand has collaboration with Thailand Board of Investment (BOI), the Industrial Estate Authority of Thailand (IEAT), and Phraeksa Municipal to develop the Delta's Smart Farm. Which its integrating renewable energy solutions and IoT-driven technologies, including the Delta Automation solution featuring VTScada facility management software and Delta's PLC, to ensure precision control of agricultural conditions. As a result, Delta's Smart Farms can facilitate agriculture in controlled environments, mitigating the impacts of climate change while enhancing farming efficiency and crop productivity.

"Delta's Smart Farm is a testament to our dedication to creating impactful projects that contribute to both environmental sustainability and community development. We are honored to receive the Thailand Energy Awards 2023 and remain committed to our mission to drive positive change through technological innovation."

## Delta Implements the First VT Scada Facility Management Control System in Southeast Asia

Delta implemented the first Facility Management Control System (FMCS) powered by VT Scada in Southeast Asia at the Delta Plant 7 in Wellgrow Industrial Estate. VT Scada software is an industry-leading SCADA software developed by Trihedral, a Canadian company in the Delta Group. The VT Scada-powered system aims to greatly improve facility management and reduce energy consumption in all operations. Managers can leverage the powerful system for detailed and flexible monitoring and reporting of energy consumption data and get optimal automated control of the plant's HVAC system. In addition, real-time data and paperless operation greatly reduces on-site work and allows managers to make better-informed decisions onsite. We can use this system to help in the waterworks, energy, chemicals, manufacturing and food and beverage industries can leverage this software platform for better integration and reliability in monitoring and control of mission-critical applications.



## Smart EV Charging Infrastructure Solution for E-mobility in Thailand

Due to Thailand's position is the largest automotive manufacturing nation in Southeast Asia (SEA) which it's no surprise that the EV craze is taking this country by storm. According to a July report by Counterpoint, Thailand accounted for over 75% of battery electric vehicle (BEV) sales in the SEA region. Overall, SEA passenger BEV sales grew by almost 10 times Y-o-Y in Q1 2023. With new EVs hitting Thailand's roads at an unprecedented rate, we will need to ramp up the setup of public charging stations in addition to AC home chargers.

However, our power plant generation and grid distribution of electricity was never designed to handle the huge demand for EV charging. Therefore, we will see how Delta's integrated Energy Infrastructure solutions can support EV charging in Thailand include: 1. User-centric and future-proof EV charging, 2. Tap into renewable solar energy and 3. Full security with energy storage and management.










# From responsibility to sustainable growth

From a broader business perspective, this dedication to CSR ideals makes Delta a true global citizen. Since Mr. Dick Hsieh, President, delivered Delta Thailand’s Sustainable Development Goals to business partners and the company’s personnel in Delta Annual Partner Meeting dated 28 December 2016, awareness and various forms of collaboration in Delta’s value chain increasingly matter. In 2017, Delta realized its potential to response to 6 major goals which aim to reduce disparities in society. The goals we voluntarily commit to include SDG4, SDG7, SDG9, SDG12, SDG13 to respond to Climate Change and SDG 17 to forge Partnerships to Achieve Sustainable Goals. In 2021, Delta Thailand Updates Target UN Sustainable Development Goals to support good health and well-being of our stakeholders.

Delta Electronics Group's commitment to science-based targets and 100% renewable energy by 2030 directly supports global citizens and stakeholders by mitigating climate change, improving air quality, and protecting ecosystems. These efforts align with the UN Sustainable Development Goals, particularly in promoting clean energy (Goal 7), climate action (Goal 13), and responsible consumption (Goal 12). By leading in sustainability, Delta not only enhances its corporate responsibility but also inspires broader industry adoption of eco-friendly practices, fostering global progress toward a sustainable future and strengthening trust among stakeholders.

UNSDG Targets, we support

<div>3 GOOD HEALTH AND WELL-BEING</div> 	<div>4 QUALITY EDUCATION</div> 	<div>7 AFFORDABLE AND CLEAN ENERGY</div> 	<div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> 	<div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> 	<div>13 CLIMATE ACTION</div> 	<div>17 PARTNERSHIPS FOR THE GOALS</div> 
<p>3.b.1) Proportion of the target population covered by all vaccines included in their national program</p> <p>3.8.1) Coverage of essential health services</p> <p>3.9.3) Mortality rate attributed to unintentional poisoning</p>	<p>4.3.1) Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex</p> <p>4.4.1) Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill</p>	<p>7.1.2) Proportion of population with primary reliance on clean fuels and technology</p> <p>7.2.1) Renewable energy share in the total final energy consumption</p>	<p>9.2.2) Manufacturing employment as a proportion of total employment</p> <p>9.4.1) CO2 emission per unit of value added</p>	<p>12.2.2) Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP</p> <p>12.4.2) (a) Hazardous waste generated per capita; and (b) proportion of hazardous waste treated, by type of treatment</p> <p>12.5.1) National recycling rate, tons of material recycled</p>	<p>13.2.1) Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change</p>	<p>17.16.1) Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals</p>
<p>Daily review to improve wellbeing at the workplace with ISO 45001 compliance and the signing of the RBA agreement by our business partner</p>	<p>Inclusive and equitable quality education, relevant skills, including technical and skills, updated knowledge leading to decent jobs which reduce inequity in the society.</p>	<p>Constructing sustainable clean energy system is one of the global focus. Delta dedicates developing solar power renewable solutions and discovering new business opportunity.</p>	<p>Accelerating industrial innovation and assisting in the construction of relevant infrastructure are the best solutions for companies facing the climate change and sustainable development</p>	<p>In addition to investment in resources conservation, We track, review and disseminate our environmental performance accordingly to recognize standard to pursue our stakeholder participation in responsible consumption goal.</p>	<p>Property responding to climate change and its impact, countermeasure are a major challenges for the company's sustainable business strategy. Delta response to climate risk by adaptation and mitigation measure and identify opportunities.</p>	<p>Delta participated in global partnerships to help activities sustainable development in business process, Delta enhance smarter and greener value chain through various approached of communication to our stakeholders.</p>

Our Activities

# From responsibility to sustainable growth

Delta today announced its participation at the 27th Conference of the Parties (COP27) of the United Nations Framework Convention on Climate Change (UNFCCC) held in Sharm el Sheik, Egypt. This year, Delta will host an official side event, participate in the Action Hub section of the Conference, and have a booth in the COP27 Blue Zone to share with delegations from around the world its solutions and initiatives, which help ensure power grid resilience and coral restoration for islands. Through video demonstration of these events, it will not only show a success case in which Delta's energy storage system stabilized the power grid of Orchid Island, but also the achievements of a coral restoration project launched on Delta's 50th anniversary. In the press conference today in Taipei, Delta's representatives also shared first-hand observations from COP27.

## Do more with less

Since climate change threatens all industries with far-reaching impacts on power system design, markets and operations, Delta realizes our potential to mitigate climate change impact by reducing our greenhouse gas and related environment footprint in our daily operation. As [Climate Relate discloser supporter](#), we disclosed information on climate governance, strategies, risk management, and key indicators aligning with the 4 elements in [Taskforce on Climate-Related Financial Disclosures Report 2023](#). We embrace climate change related-risk management in accordance with IPCC's RCP 2.6 and RCP 8.5 scenarios by applying COSO Enterprise Risk Management, as well as, considering the climate-related scenario IEA NZE 2050, IEA 2DS, IEA SDS, and others. In addition, Delta responded to the Paris Agreement's long-term temperature goal and the Science Based Targets initiative, [SBTi](#) that aimed to keep the global average temperature increase to "limit global warming to 1.5°C", together with, Thailand's recent pledge in the last COP27 is to reduce Greenhouse gas emission by 30-40% by 2030 and the national that aimed at integrating with an energy strategy plan according to the Thailand Ministry of Energy Integrated Energy Blueprint (TIEB) using 5 integration master plans; [PDP](#) (Thailand Power Development Plan), [EEDP](#) (Energy Efficiency Development Plan), [AEDP](#) (Alternative Energy Development Plan), [GAS](#) (Natural Gas Supply Plan), [Oil](#) (Petroleum Management Plan). We conduct feasibility studies and apply green technologies to improve our own process efficiency and energy saving together with increasing our alternative clean energy sources usage.

Our strategic plans in reducing our greenhouse gas and related environment footprint in our daily operation and continuing to enhance green revenue from our products and solutions reflect our long-term potentials for adaptation and mitigation the impact of climate change.

## Carbon Neutral Initiatives by 2030

The Thailand Voluntary Emission Reduction Program (T-VER) was launched in 2013 by the Thailand Greenhouse Gas Management Organization (TGO) as a project-based voluntary scheme to encourage GHG reduction and promote the carbon market in Thailand. The scheme is harmonized with international standards, ISO 14064-2:2019 and ISO 14064-3:2019. Carbon credit can be traded in the domestic carbon market. Delta has been participating and registering in T-VER since 2014. There is a total of 9 projects that had been registered in T-VER and it is proximately accredited 11,161 tons CO<sub>2</sub>e carbon credits that had been reduced from those [projects](#).

Since 2021, Delta group (Delta Electronics, Inc., its subsidiaries including Delta Electronics (Thailand) PCL.) have joined the RE100, a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity. Which DET has set the target 35% of increasing renewable energy intensity by 2025 compared with base year 2020. Moreover, to continue with the Carbon neutrality targets DET set the RE100 goal by 2030.



## Net ZERO Target

**Overall Net-Zero Target Delta Electronics commits to reach net-zero greenhouse gas emissions across the value chain by 2050 from a 2021 base year.** Near-Term Targets Delta Electronics commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2030 from a 2021 base year. Delta Electronics further commits to reducing absolute scope 3 GHG emissions 25% within the same timeframe. Long-Term Targets Delta Electronics commits to maintain at least 90% absolute scope 1 and 2 GHG emission reductions from 2030 through 2050 from a 2021 base year. Delta Electronics also commits to reduce absolute scope 3 GHG emissions 90% by 2050 from a 2021 base year. With our smarter, greener, together operation, we enable mutual benefits for Delta, stakeholders, and the world's environment.

The strategies to support the transition to net-zero, including:

- Promoting energy conservation projects
- Adopting renewable electricity, fulfilling the RE100 commitment.
- Promoting green building, enhancing energy efficiency, and providing employees with a comfortable office environment.
- Investing in low-carbon innovation.
- Investing in carbon offsets and permanent carbon removal.

# Responsible Supply chain

Learn our collaboration with suppliers to implement sustainable practices and enhance long-term business resilience.

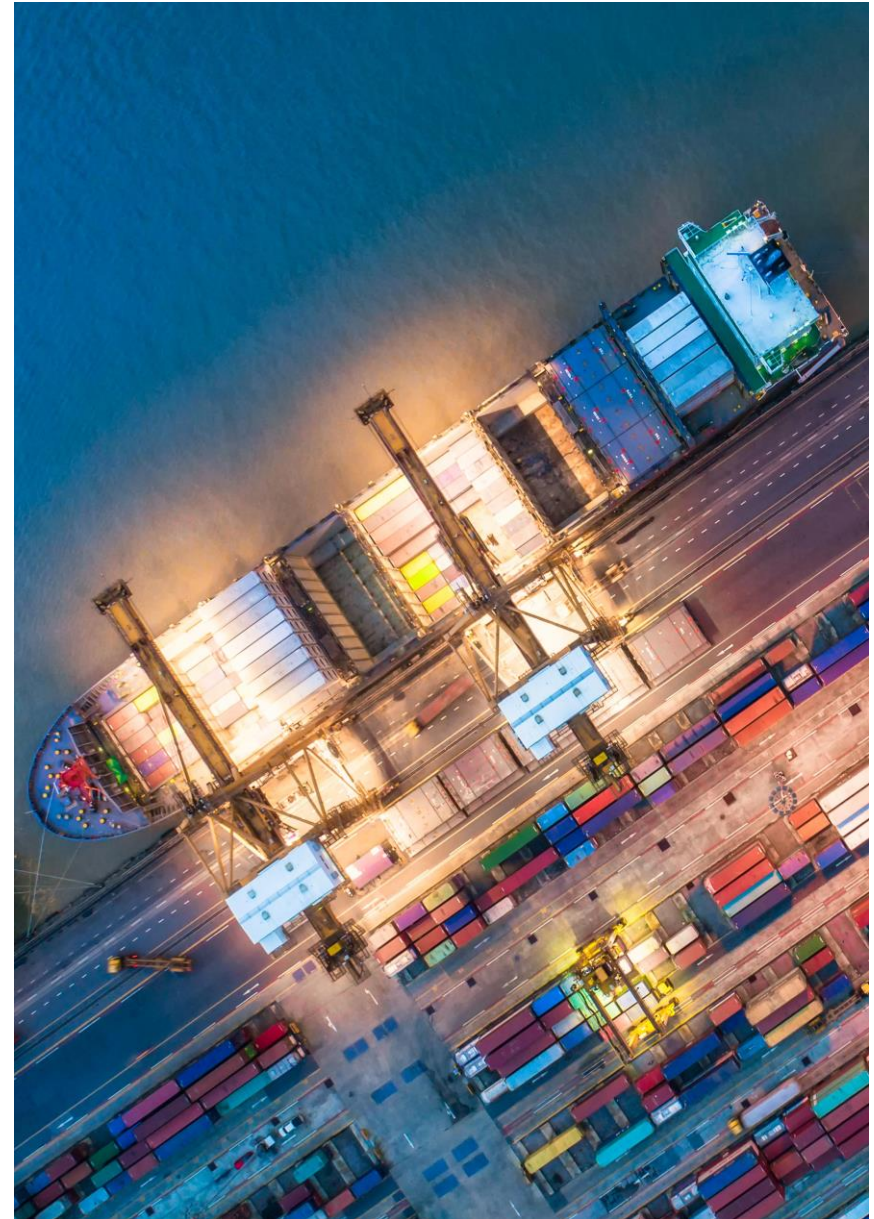




# Responsible supply chain enhancement

To enrich responsible supply chain for competitive quality, technology, delivery, cost, human rights, environment impact mitigation and ethical society, Delta Electronics (Thailand) Public Company Limited and its subsidiaries encourages our suppliers to follow Delta's Supplier Corporate Social Responsibility Policy as following:

- Uphold Delta's founded mission "To provide innovative, clean, and energy-efficient solutions for a better tomorrow" to implement corporate social responsibility, and actively become Delta's partner in promoting sustainable development.
- Establish a responsible supply chain that protects the environment, strictly abides by ethical standards, respects labor human rights, provides a safe and healthy work environment, and strives towards sustainable development.
- Comply with laws and regulations.
- Collaborate with suppliers to invest in research and development of green innovation and develop environmentally friendly products to mitigate the impact on the environment.
- Follow the principle of sustainable procurement and prioritize procurement of products or services from suppliers who: promote innovation; respect human rights; protect the natural environment; combat climate change; conserve energy; and improve employment, public health, and social conditions.
- Evaluate and manage suppliers' superior quality, competitive cost, on-time delivery, service teams, and sustainable development capabilities to meet Delta's requirements and enhance the competitiveness of the overall supply chain.
- Commit to social well-being activities and encourage employees to participate to promote the development of the industry.

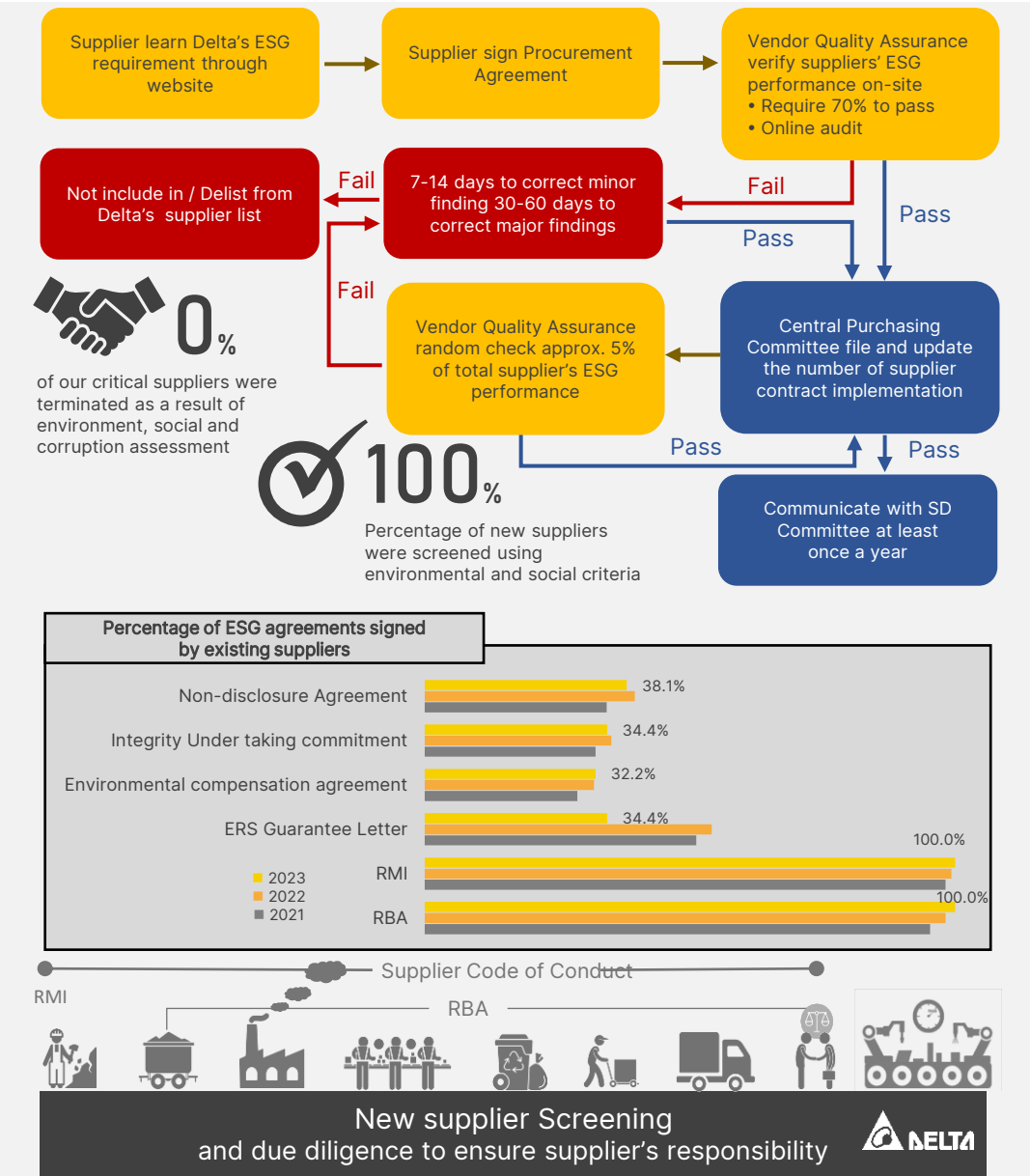


# Responsible supply chain enhancement

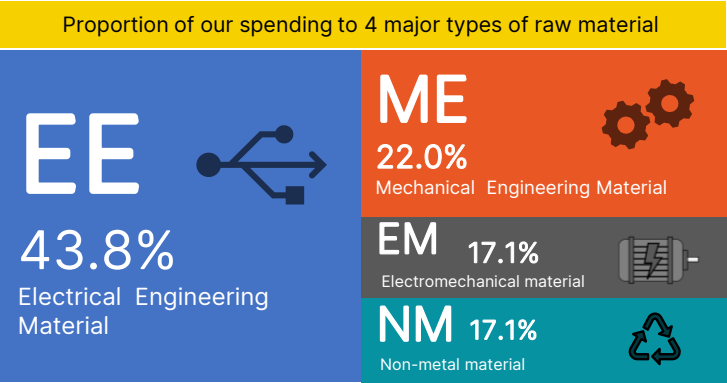
Well-managed supply chain does not only help Delta but also our customers in term of competitive quality, technology, delivery, cost, human rights and social responsibility. Climate and demographic change lead to raw material scarcity and high competition among global supply chain. Delta views suppliers as long-term partners as described in our [Delta Supplier Social Responsibility Management Measure](#) which is based on the RBA code of conduct guidelines. We believe a prolonged partnership is only viable between enterprises with similar cultures and make integrity, code of business conduct and honesty our top priorities when selecting a supplier. Thousands of suppliers all over the world are Delta business partners and support our promotion of a sustainable business.

Since 2001, Delta formed an [agreement](#) between its purchasing department and approximate 1,900 active suppliers to ensure integrity in its supply chain. The Procurement and Supplier Covenants promote a healthy procurement system that avoids the negative influence of human factors such as bribery or unwarranted returns on normal business. During the Delta Annual Partner Meeting 2019, the supplier's quality and ESG performance, circular economy, Delta's responsible business directions, emerging risks, technology and global trend updated and collaborative opportunities among supply chain had communicated to our global automotive suppliers.

Up to 2023, 100% of our new suppliers that were screened using social and environmental criteria. According to higher frequency of global supplier's interest in being Delta's suppliers, we establish an [online Supplier Registration Platform](#). This platform helps those who are interested in joining Delta's supply chain to have precaution about our high requirement of ESG responsibility. Meanwhile, it creates a pool of potential suppliers to shorten our sourcing process against global raw material shortage and shocked supply chain. For the existing suppliers who partner with us before global interest in ESG, Delta engages them to sign related ESG agreements with evidence attached. These suppliers had informed us that there may be a random on-site audit at their sites after the agreements have been signed



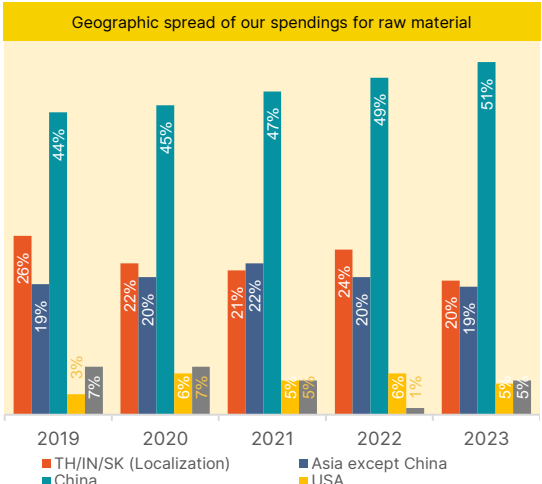
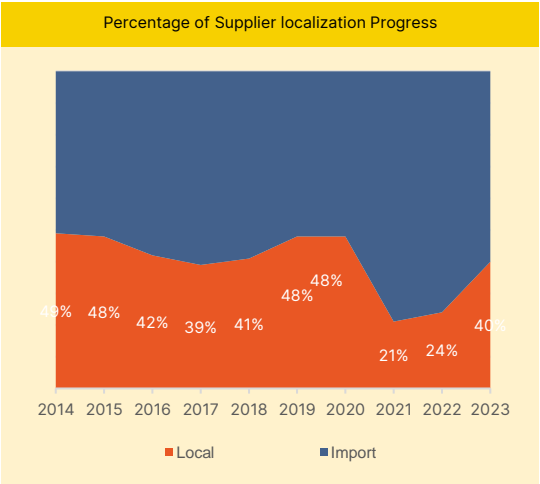
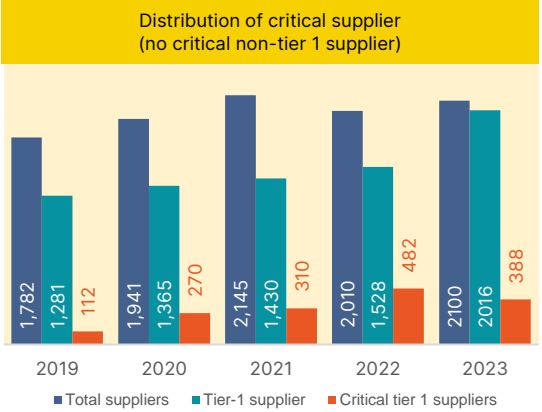
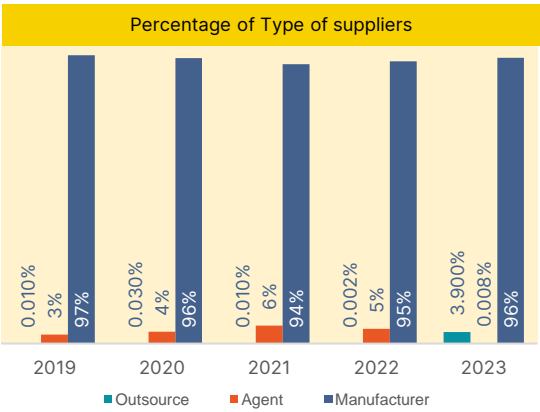
# Responsible supply chain enhancement



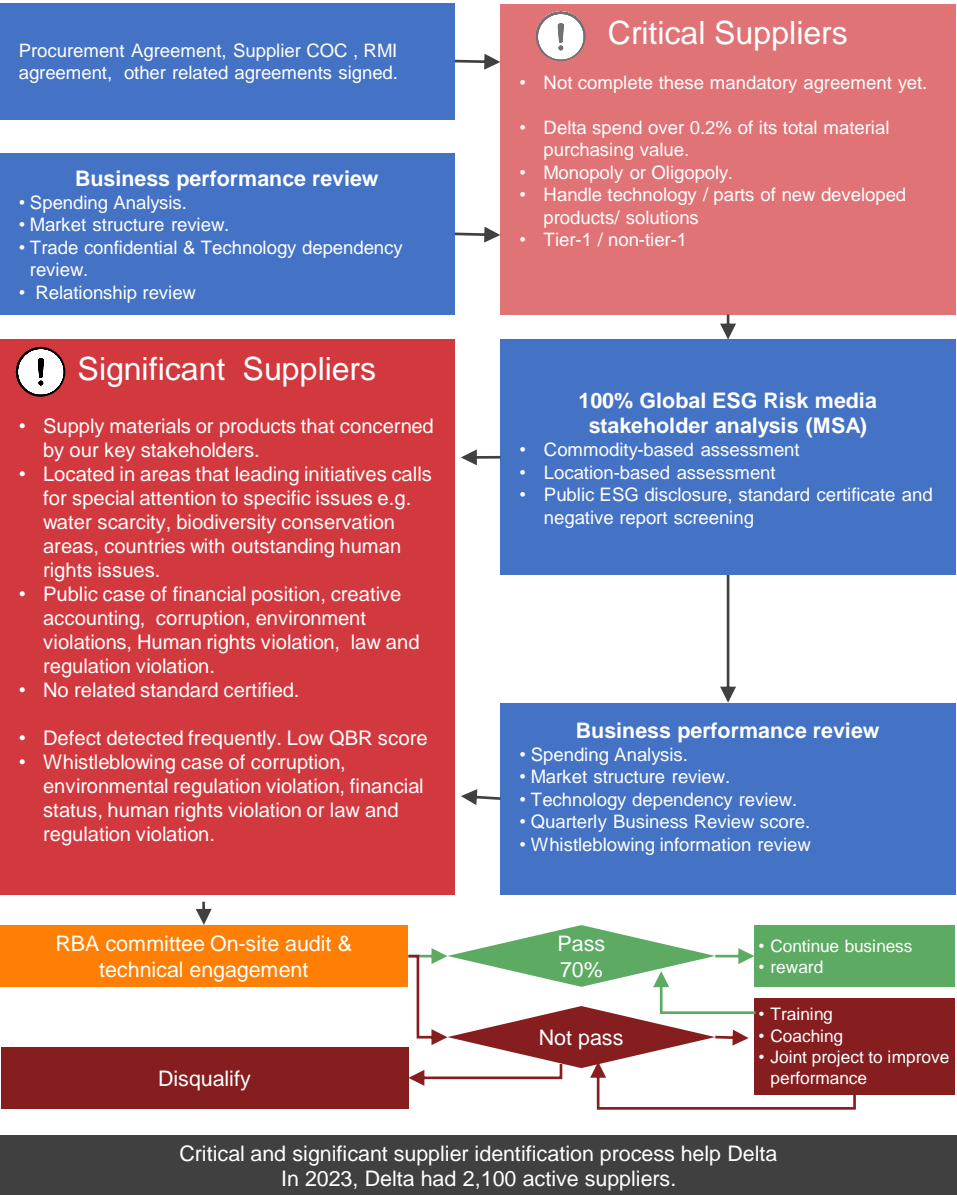
For effective communication, ESG-related issues control, Delta major raw material and component had supplied by direct manufacturers rather than agents and outsourced suppliers. For direct control of our supplier's ESG responsibility, Delta aims to have 100% tier-1 supplier in 2023. In 2023, Raw material and component direct suppliers and manufacturer counted as our tier-1 suppliers was 96%.

To enhance ESG performance of critical supplier type 1 (high purchase volume & cross-business unit supply) while closely monitoring critical supplier type 2 (Critical component, co-design component, single source suppliers, mold suppliers or similar) and type 3 (non-substitutable suppliers and newly introduce suppliers) competence, Delta continues to adopt purchasing localization is highly required. Localization is Delta practical way to establish close linkage to local partners, improve social and economic development in the community and reduce the environmental footprint of our operation. Delta target to have one-third (35%) of total suppliers localized by 2023. In 2023, 40% of direct materials had purchased locally for our major production sites in Thailand India, Slovakia and surrounding countries of these sites. Regarding these 3 major procurement practices, either risk as nature of business process or emerging risk in supply chain can be effectively mitigated. With smooth and collaborative supply chain, agile action to fulfill Delta requirement and customer satisfaction has stably retained.

To understand supply chain risks and dependencies from a general, economic point of view, Delta undertakes its annual procurement **spending analysis** of its 100% suppliers to secure its productivity performance, cost management and sustainability management accordingly RBA code of conduct. Over 2,600 million US dollars was the cost of raw material we spend for raw material from 1,966 active suppliers in 2023. 44% of our material used for production process in 2023 were electrical engineering material (EE) follow my electromechanical parts, non-metal and metal part respectively. Moreover, this spending analysis helps Delta to ensure its independence from any supplier (not over 5% of total spending) to secure our material validation for order ramp up due to society's need of ITC service during the lockdown period.



# Responsible supply chain enhancement



Amidst energy transformation, climate change, evolving regulations, and market demands, suppliers frequently questioned how to sustain long-term business with reasonable margins and a stable supply chain amid resource constraints, technological shifts, and intense competition. The Responsible Business Alliance (RBA) Code of Conduct has become a key expectation from our world-class customers. Stakeholder and customer engagement surveys highlight ongoing concerns about human rights, particularly forced labor in the ICT industry. In response, Delta encourages supplier collaboration to enhance a Green supply chain, which not only reduces operational costs but also strengthens overall supply chain competitiveness. Delta acknowledges and values the collaborative efforts of our suppliers in this regard.

Since 2014 Delta promotes RBA (EICC) Verification Consultation to lower ESG risks in our supply chain and improve competitiveness. Delta Thailand set up a verification and consultation team, “RBA (formerly) EICC committee”, composed of five major departments: Human Resource Administration, Occupational Health and Safety, Facilities, Central Purchasing Control, Purchasing Material Control and Supplier Quality Management. The RBA committee will examine related law and regulation compliance, human rights, labor rights, health and safety, environmental issues and Ethics and Management Systems accordingly to our standard checklist. We found room for improvement for most of our suppliers in Health and Safety aspects of the RBA management system. Delta plan to implement 100% critical supplier RBA audit in 2023.

Delta request all new suppliers to have certifications in Quality, Environment, and Occupational Health & Safety and sign the company’s “Integrity Statement” and “Responsible Business Alliance Commitment Statement”. Delta also encourages existing suppliers to have the above-mentioned certificates. In 2019, Delta group has established “Supplier Registration Platform” to allow global suppliers to have precaution about Delta’s supply chain responsibility. In this platform, a supplier can pre-assess his/her organization performance to Delta’s requirements. Business overview, qualification process, sample of agreements, CSR direction and related business terms are available on the platform. According to our Supplier Management Procedure (doc no 06-009), RBA audit score will be used for supplier classification. The classification will affect each supplier’s volume of order share, reporting process as well as Delta’s decision qualification process.

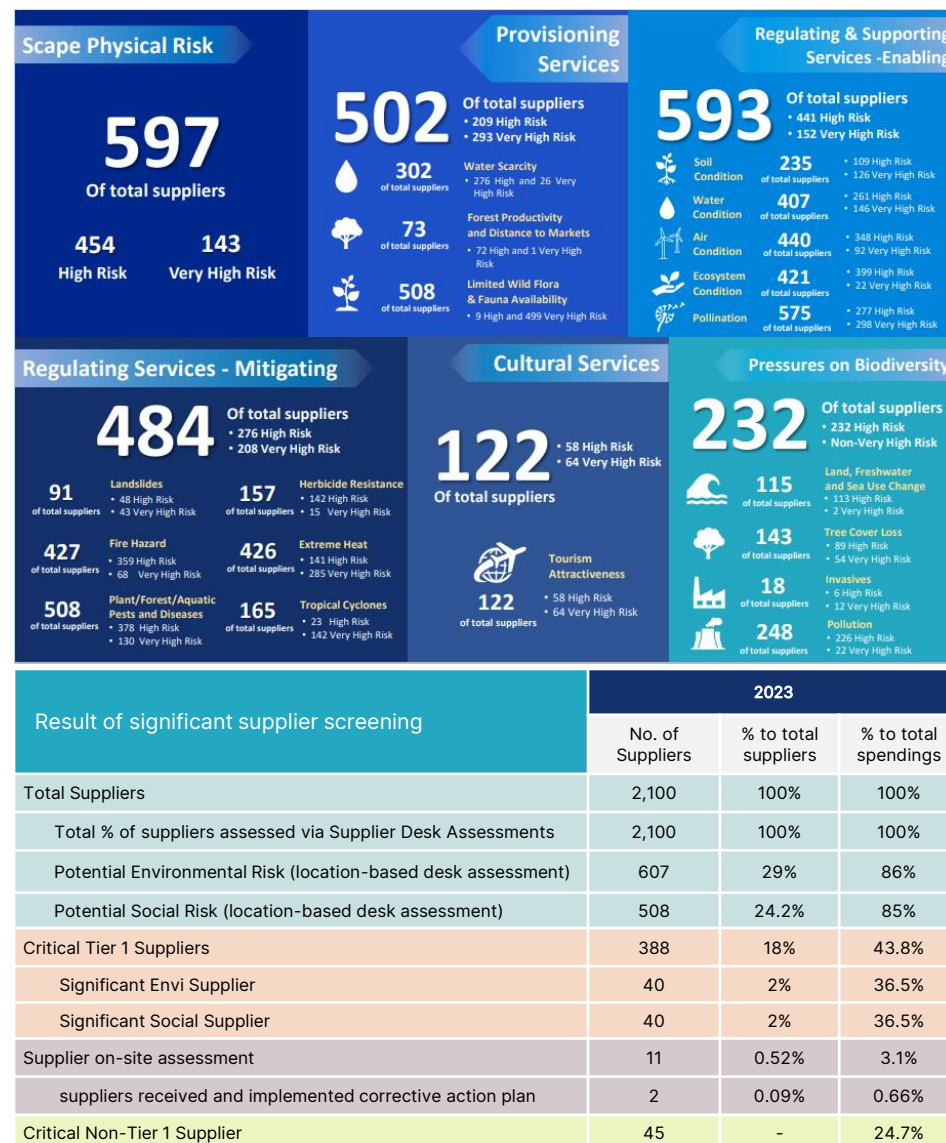
# Number of Suppliers potentially expose to ESG Risk

Identifying critical suppliers is essential for Delta to ensure operational resilience, innovation, and sustainability. These suppliers provide specialized goods or services that are vital to Delta's core operations and strategic objectives, making their identification crucial for effective risk management. By recognizing critical suppliers, Delta can better assess and mitigate risks associated with supply chain disruptions, thereby safeguarding production and delivery continuity. This proactive approach ensures that the company can maintain its operational flow even in the face of unforeseen challenges.

Moreover, critical suppliers often play a key role in the development of new technologies, making them indispensable partners in fostering innovation. By closely collaborating with these suppliers, Delta can drive its research and development efforts forward, enhancing its competitive position in the market. This strategic alignment not only supports innovation but also ensures that the supply chain is equipped to meet the demands of emerging technologies and evolving market conditions.

In addition, focusing on critical suppliers allows Delta to optimize its procurement strategies, leading to cost efficiencies and improved financial performance. From a sustainability perspective, these suppliers are integral to the company's environmental, social, and governance (ESG) performance. Close collaboration with critical suppliers enables Delta to implement sustainability initiatives, reduce its carbon footprint, and ensure adherence to ethical standards. In summary, identifying critical suppliers is imperative for Delta to manage risks, maintain operational continuity, drive innovation, and achieve both financial and sustainability goals.

In response to material shortages caused by the pandemic, global stagflation, and the disruptive semiconductor demand from the electric vehicle (EV) industry, Delta has considered consolidating all suppliers at the Tier 1 level. This strategy is intended to enhance control, streamline communication, and improve supply chain transparency. Establishing direct relationships with Tier 1 suppliers allows Delta to exercise greater oversight over quality, compliance, and delivery, ensuring adherence to the company's standards. Streamlined communication with these suppliers facilitates more efficient decision-making and collaboration, thereby reducing the risks of delays and misunderstandings. Moreover, increased transparency enables better tracking of materials and ethical practices, which is essential for meeting sustainability objectives and regulatory requirements. While this approach mitigates the risks of supply disruptions by minimizing points of failure and strengthens negotiating power, securing more favorable pricing and contract terms, it also requires careful consideration due to the challenges of managing numerous direct relationships and the potential dependency on a smaller supplier base.



# The identified Risk

From our on-desk audit and media stakeholder assessment, Delta has determined that energy-efficient (EE) components are critical for several reasons spanning economic, environmental, and social dimensions. Although these EE suppliers are typically large corporations that comply with recognized standards, the environmental risks associated with their operations often lie within their next-tier suppliers. Furthermore, the World Economic Forum (WEF) has highlighted additional risks, such as involuntary migration, interstate conflict, climate change, and the adverse consequences of technological advancements, which can exacerbate these challenges. Additionally, the potential for corruption in the supply chain poses further challenges that require careful consideration.

## Monopoly Risks in High-Tech EE Component Supply Chain

Over 40% of the company's annual raw material costs are attributed to EE components, including active, passive, and printed circuit board (PCB) materials. The suppliers of high-technology EE parts often operate in monopoly or oligopoly markets, where the materials provided are non-substitutable. Consequently, the development of new products necessitates the use of newly developed EE components to ensure the functionality of circuits. Additionally, acquiring small volumes of EE parts for research and development or pilot runs poses challenges, and vendors collaborating with Delta manage sensitive technological and trade information, further emphasizing the importance of these relationships.

To mitigate the risks associated with monopoly or oligopoly markets in the high-tech EE component supply chain, your company should adopt a multi-pronged approach:

- 1. Diversification of Suppliers:** Develop relationships with multiple suppliers across different regions to reduce dependency on any single source. This includes fostering partnerships with emerging suppliers or investing in supplier development programs to create alternatives. The company target to have 40% supplier located in Asian in 2023.
- 2. Strategic Sourcing Agreements:** Negotiate long-term contracts with key suppliers to secure stable pricing and supply conditions. This can include clauses that ensure priority access to critical components during shortages.
- 3. Innovation and Substitution:** Invest in research and development to explore alternative materials or technologies that can substitute for non-substitutable components, reducing dependency on monopolistic suppliers.



Infineon and Delta signed a Memorandum of Understanding that will deepen their joint innovation activities to provide more efficient and higher-density solutions for the fast-growing market of electric vehicles (EV).

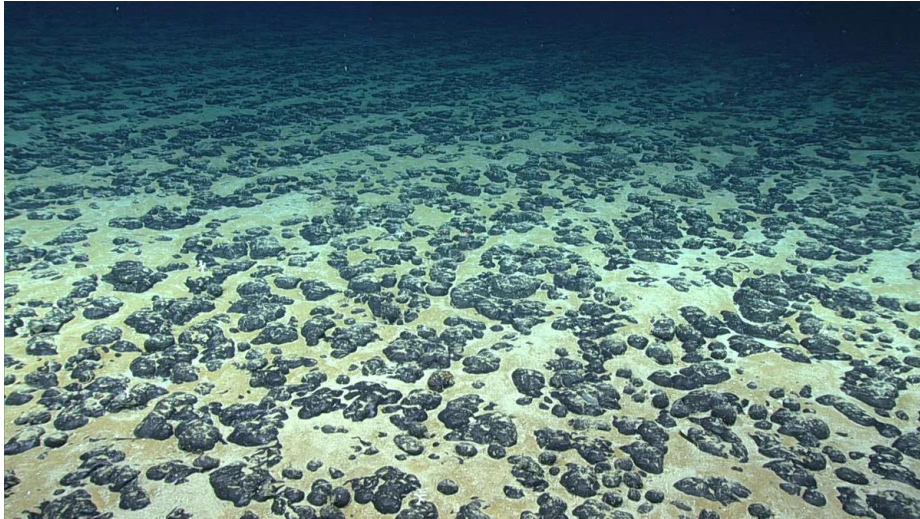
Source: [Yahoo Finance](#)

- 4. Vertical Integration: Consider** integrating vertically by acquiring or partnering with suppliers of critical components. This approach can offer greater control over the supply chain and reduce risks associated with market concentration.
- 5. Collaboration and Alliances:** Join industry consortia or alliances to collaborate on shared risks, particularly in R&D and sourcing, to leverage collective bargaining power and resource pooling.
- 6. Intellectual Property Protection:** Strengthen internal controls over sensitive technological and trade information to protect against leaks or competitive disadvantages, ensuring that partnerships are mutually beneficial and secure.

Addressing monopoly risks in the high-tech EE component supply chain requires a proactive strategy. Diversifying suppliers, securing strategic sourcing agreements, investing in innovation, and considering vertical integration can mitigate challenges from concentrated markets. Additionally, fostering industry collaborations and strengthening intellectual property protections will enhance supply chain resilience and sustainability, supporting both operational stability and long-term growth in a competitive market.



# The identified Risk



After failing to reach an agreement in July 2023, the ISA now has until 2025 to finalize regulations that will dictate whether and how countries could pursue deep-sea mining in international waters. Formal discussions about its potential environmental impacts will kick off in 2024 and could help inform ISA's decision. What will happen in the meantime remains unclear. : The World Resources Institute:

Reference: <https://www.wri.org/insights/deep-sea-mining-explained>

## Invasion of New Biomes for Raw Material Extraction

Critical minerals such as cobalt, copper, lithium, nickel, and rare earth elements (REEs) are indispensable for the production of electronic components, which are vital to advancing global energy and digital transformation initiatives. However, the availability of these critical minerals is diminishing, exacerbated by changes in soil chemical properties and climate conditions. As non-renewable resources, the mining of REEs poses risks, particularly as suppliers navigate new biomes for raw material extraction. This process is often characterized by significant water consumption and generates hazardous waste and pollution, with far-reaching environmental implications. Additionally, the increasing scarcity of REEs, driven by climate change, has intensified geopolitical competition for these critical materials. Nations are vying for control over remaining deposits, which heightens the risk of interstate conflict and complicates global supply chains, further stressing the importance of responsible sourcing and international cooperation in managing these valuable resources.

The onset of risks related to the diminishing availability of rare earth elements (REEs) and the associated geopolitical competition can be relatively rapid, especially given the current pace of global demand for these critical materials. As the demand for REEs continues to rise, driven by the technology sector and renewable energy industries, the pressures on supply chains and geopolitical tensions can escalate quickly, potentially within a few years. The effects can be accelerated by climate change, which may further limit access to REEs by altering environmental conditions and increasing the frequency of extreme weather events that disrupt mining operations. According to our desk assessment, The environmental impacts of this method of REEs mining, such as habitat destruction and water contamination, pose risks to biodiversity and ecological health, with long-term consequences for global environmental stability.

As Delta operates within an Export Processing Zone (EPZ), all of our suppliers are mandated to comply with import procedures by declaring the origin of materials. In addition, we utilize the conflict Minerals Reporting Template (CMRT) to conducting a desk study to assess the location-base biodiversity risks associated with our suppliers' supply chains.

In accordance with Delta Group's Biodiversity Policy and Environment, Health and Safety Policy, in 2023, Delta identified 45 critical non-tier one suppliers. These suppliers in subsequent tiers, such as smelters, that provide essential minerals to tier-1 suppliers. The critical minerals involved include cobalt, copper, lithium, nickel, and rare earth elements (REEs). We based of WWF Biodiversity Risk Filter and Earthwork.org's report and CMRT

template and learned that these 45 smelters are located in biodiversity conservation areas, including regions where risk of deep-sea mining.

In parallel with our monitoring of both tier-1 and non-tier-1 suppliers' environmental performance, Delta remains vigilant regarding advancements in the recycling of REEs and other critical minerals. We are actively redesigning our products to minimize material usage and product size while maintaining required efficiency and engineering specifications. Additionally, the company is funding and supporting local SMEs in their R&D efforts to develop battery cells for energy storage systems (ESS) utilizing recycled materials. Despite the energy and technology transformation, our company targets incorporating at least 10% recycled input material by 2030 in our growing production process to reduce environmental impact. These initiatives are reviewed annually to ensure alignment with our sustainability objectives.

# The identified Risk

## Human Rights Considerations in Critical Minerals Mining

The production and mining processes associated with REEs can result in adverse health impacts due to pollution and production waste. Additionally, investments in new REE mines may violate the rights of indigenous populations, raising ethical concerns related to labor practices within the minerals industry. The potential for involuntary migration, driven by environmental degradation and conflict, underscores the need for a responsible approach to sourcing and using these materials.

Our commitment to green revenue and carbon reduction initiatives as a leading technology company underscores the importance of ethical sourcing and human rights, particularly in light of the insights from the OHCHR document on seabed mining regarding our reliance on rare earth elements (REEs) and critical metals. We learned potential human rights impacts of mining activities, emphasizing the urgent need for careful regulation and oversight, especially given the rapid pace at which these mining operations can expand in our next-tier supply chain. The speed of onset of these risks escalates with increasing global demand for lithium and other critical materials, leading to significant environmental degradation that can jeopardize the livelihoods and health of communities reliant on marine ecosystems.

The impact of this risk includes the displacement of local populations, loss of access to essential resources, and severe ecological damage, all of which can exacerbate social inequalities and conflict. We are particularly aware of the rights of indigenous peoples and local communities who may be adversely affected by mining operations in our non-tier 1 supply chain. In light of these concerns, we are dedicated to integrating human rights considerations into our procurement strategies, ensuring accountability and transparency throughout our supply chain. This includes actively involving affected communities in decision-making processes, which will not only protect their rights but also strengthen our commitment to sustainable practices and enhance our reputation as a responsible corporate leader in the tech industry.

To effectively track and mitigate human rights risks associated with rare earth elements (REEs), metals, and lithium mining in our supply chain, we outlined following targets:

1. Conduct human rights due diligence assessments on 100% of our Tier 1 and Tier 2 suppliers involved in REEs, metal, and lithium sourcing.
2. Achieve a minimum of 80% compliance with our Supplier Code of Conduct, as measured by annual audits and supplier self-assessments.
3. Engage with at least three local communities or indigenous groups affected by our supply chain operations each year to discuss their concerns and gather feedback on our sourcing practices.

4. Develop and implement a training program for 100% of procurement and sourcing employees, focusing on human rights awareness and ethical sourcing practices by the end of the fiscal year.

5. Conduct training sessions for all suppliers, ensuring that at 100% of them complete the training on human rights and ethical sourcing by the end of Q3 each year. In 2023, 100% of our buyer pass code of conduct and human rights compulsory course training at 100% score threshold.

6. Increase the percentage of employees and suppliers who report understanding the Supplier Code of Conduct and its implications for human rights from 60% to 90% within 12 months of training completion.

7. Publish an annual sustainability report detailing progress on human rights assessments, compliance levels, community engagement efforts, training participation rates, and supplier performance by the end of Q1 each year.

8. Revisit the Human Rights Watch Report to track the location-base progress to Human rights promotion.

## Conflict Mineral Sourcing

Since 2010, Delta implements a [Conflict Mineral Policy](#) that bans the use of Tungsten, Tantalum, Tin, Gold (3TG) and cobalt mined from human right harassment countries accordingly to “Dodd-Frank Wall Street Reform and Consumer Protection Act”. The company’s suppliers had requested our power supply products suppliers to declare the origin of out a “Metal Origin Survey Form” and to sign a “Responsible Minerals Initiatives (RMI) Agreement”. These are very important steps to help mitigate human rights risk, we also help trace the original ores of metals in our supply materials.

By 2023, 100 % of our major material suppliers have signed the “[Responsible Minerals Initiatives \(RMI\) Agreement](#)”. It was ensured that no conflict in our metal supply chain and continue to communicate the need for our major materials suppliers to leverage their influence for corporate social responsibility and increase efforts for origin verification of ore products by the RBA or a third party.

Though EV battery and [energy storage system](#) is significant to our green growth, Delta Thailand and its subsidiaries in India and Slovakia has no production of any type of the mentioned batteries which cobalt is required. All the battery has source from our [associated company](#)’ in Taiwan with [Japanese technologies](#) where major minerals like cobalt and copper has sourced from standard suppliers China.

# The identified Risk

These suppliers have committed to our associated company’s Conflict mineral policy as part of ESG screening of new supplier agreement. While Delta and its business partner keep investment in research and development substitutional mineral, the parties has developed the battery’s efficiency, containers and product variations for longer lifetime to optimize the consumption of natural resources.

From our on-site audit, Delta observed that several supplier sites in Thailand utilized a higher number of foreign laborers to reduce production costs. Although we did not identify any significant cases indicative of modern slavery or human rights violations, we recommend that our suppliers provide work instructions, announcements, communication channels, and manuals related to labor rights in languages comprehensible to their workers. In 2023, there were no suppliers that discontinued business relationships due to human rights issues. These recommendations have been implemented by our suppliers in accordance with our supplier audit procedures.

## Modern Slavery labor and human trafficking

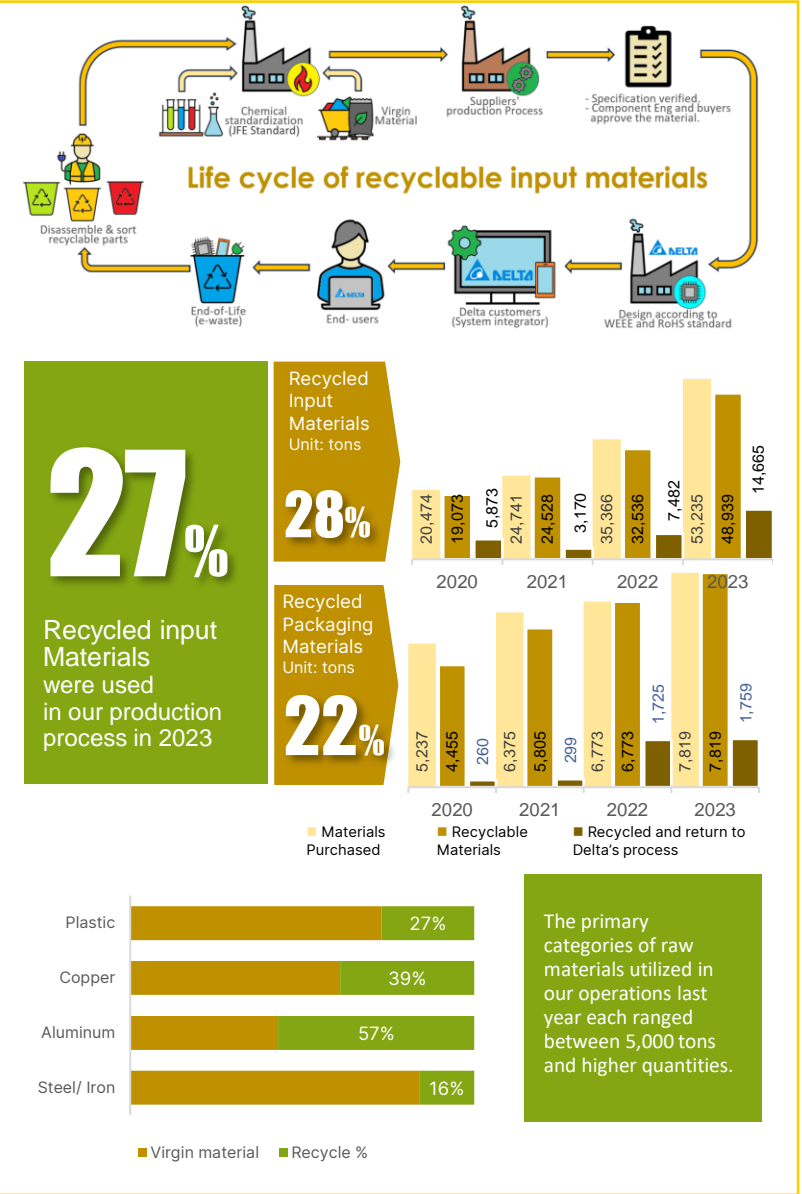
In compliance with the U.K. Modern Slavery Act of 2015 and Thailand’s Emergency Decree Amending the Anti-Human Trafficking Act, B.E. 2551 and B.E. 2562 (the “Act”), Delta Electronics Thailand and its subsidiaries (collectively referred to as “Delta”) have undertaken significant due diligence measures to prevent modern slavery and human trafficking within our business operations and supply chain. As part of our commitment, all suppliers are required to sign a Responsible Business Alliance (RBA) commitment statement, and we continuously monitor our supply chain as a preventive measure. In 2023, we conducted Supplier Desk Assessments involving a total of 2,100 suppliers to identify those at high risk for environmental and social issues. Our evaluations revealed that 548 suppliers, representing 26% of our total supplier base, were classified as critical tier suppliers, with 40 identified for environmental risk and an equal number for social risk. We conducted on-site assessments for 11 of these critical tier suppliers, accounting for 2.8% of this group.

Of the suppliers assessed on-site, two (18%) implemented corrective action plans following the evaluation. To assist our suppliers in mitigating risks and preventing reoccurrence, our RBA team introduced the principles of the Modern Slavery Act and shared Delta’s measures to enhance labor rights in accordance with international standards. Additionally, our RBA verification and consultation team provided expertise in implementing and promoting Delta Thailand’s Management System to address the identified findings. The team also conducted follow-up assessments to ensure ongoing improvements. The company has established a target of achieving 100% implementation of the signatory agreement across all commodities, including Electromechanical, Non-metal, and Metal, by the end of 2023.

To implement our target of Zero tolerance to all the form of Environment and Social risk through our value chain, Delta encourages our stakeholder and business partners across industries, Delta disclose our declaration of Modern Slavery labor and human trafficking on our website on annual basis.



# Circular economies through increased recycling materials



According to the International Energy Agency's (IEA) Sustainable Development Scenario (SDS) assumptions regarding industry sector policies, global collaboration aimed at fostering circular economies through enhanced recycling of aluminum, steel, paper, and plastics, along with improvements in material efficiency, represents a key strategy for achieving the pathway to limit global warming to 1.5 °C as outlined in the Paris Agreement.

Despite implementing a takeback program for closed-loop recycling, Delta seeks to mitigate its impact on natural resources through efficient recycling practices. As a company that relies entirely on exports, the takeback program would significantly increase total variable costs—including personnel, shipping, and customs processing costs—while also escalating greenhouse gas (GHG) emissions in Scope 3 for both Delta and its customers. To comply with the Waste Electrical and Electronic Equipment (WEEE) directive, Delta aims to utilize components that are 80% recyclable. Since 2019, Delta has encouraged its suppliers to use and disclose the percentage of recycled input materials in their production processes. In conjunction with this initiative, the company has highlighted the cost-effectiveness and emerging business opportunities associated with circular economy practices. Delta has set a target to achieve 30% recycled input material as a proportion of the total weight of purchased materials by 2030.

Majorly, our raw materials are semi-manufactured parts. Through the supplier self-declaration process and GRS certificate submission, Delta has determined that 16,424 tons of recyclable materials were used by its suppliers in their production processes. This amount constitutes 27% of the total 61,054 tons of total purchased materials in 2023, achieved without adversely affecting material costs, quality, or technology investment. The recycled input materials were utilized as both direct materials and packaging in the production of Delta's products. Additionally, this engagement has facilitated feedback from engineering plastic suppliers, who provided Global Recycle Standard (GRS) certificates and expressed their readiness to supply bio-based plastics should there be a demand from Delta's customers.

Pursuing deforestation-free supply chains is integral to our commitment to achieving net-zero emissions. Utilizing media stakeholder analysis, along with location-based risk assessments from the [World Wildlife Fund \(WWF\) Biodiversity Risk Factor](#), [Corruption Perception Index](#) and [Human Rights Watch](#) in 2023, we determined that none of our suppliers' sites are situated in designated plant or animal conservation areas or biodiversity preservation zones as identified by local governments. We have actively encouraged the use of increased recycled content in our packaging materials. Notably, we have discovered that recycled EPE, PBT, PP, PA66 and recycled corrugated paper pulp have been incorporated into our packaging production. Specifically, 100% of our wooden pallets, constituting 4% of our packaging material, were produced from recycled sources. These packaging materials were utilized for 100% of our products shipped globally in the previous year.

From this outstanding result, it is discussed among Sustainable development, Component engineering and purchasing function to seek for further possibility to add allowed percentage of recycled material into supplier's certificate of conformance (COC). 100% of reclaimed products have been disassembled, sorted and eliminated according to the Ministry of Industrial Works' instruction. 100% of packaging of reclaimed products has been reused as packaging materials.



# Next Step to Carbon Reduction

From our latest study of the product's carbon footprint, the biggest portion of CO<sub>2</sub>e in our product was from raw material supplied to our production process. In 2019, We communicated our intention to reduce greenhouse gas by optimize electricity consumption and renewable energy solutions to our suppliers. In addition, we highlight the correlation of energy saving to operation cost saving as an additional business opportunity in green business to our suppliers.

To help our supplier to reduce greenhouse gas scope 1 and scope 2, our HQ's implemented its policy to track supplier's development in energy consumption. Delta Thailand is under process to prepare online communication platform and training sessions. We target to get voluntary suppliers to join this Energy Data Disclosure Program by 2023.

For GHG scope3, major global distribution centers cooperate with logistics providers to implement transportation cost optimization, consolidated delivery, full-truck load, packaging design, container packaging and selection of optimal delivery routes. Since Delta attained [ISO/IEC 27000 Information Security Management System \(ISMS\)](#), we encourage our suppliers to utilized e-invoice and e-document as much as possible to save natural resource and mitigate greenhouse gas from distance transportation.

## Business matching event for new normal recovery

Delta Electronics (Thailand) PCL. and the Thailand Board of Investment (BOI), collaborated to support Thai suppliers by holding a business matching event at Delta's Bangpoo headquarters. The event aimed to match Delta Thailand with qualified Thai vendors and suppliers and seek opportunities for collaboration to support Thai businesses. This initiative is part of the Industry Linkage Development Division's new E-Linkage campaign under the BOI to support Thailand's economic recovery and Thai manufacturers facing new normal era challenges.

Mr. Jackie Chang, Delta Thailand President, thanked BUILD for their support and welcomed ThaiSubcon with the 50 qualified Thai vendors and suppliers who joined the event after vetting by BUILD. The participating vendors and suppliers could freely discuss ways to leverage collaboration and explore new possibilities with Delta.

Delta manufacturing managers then took the delegation on a tour of the highly automated Delta Smart Manufacturing (DSM) production lines.

At the showroom, Mr. Kasemson Kreuatorn, Delta's Senior Regional Manager for Industrial Automation, presented Delta's unique Industrial Internet of Things (IIoT) solutions which use DIACloud communications, control and field devices for factory processes and building management.

After explaining Delta's products and manufacturing development plans, Delta invited the Thai vendors and suppliers to explore four booths in the company lobby. Each booth showcased specification details and requirements for industry-specific areas in Delta's local manufactured products and parts open for local partner support.

Delta Thailand's procurement and manufacturing management then invited 12 participating companies to continue discussions accordingly to our supplier capacity building program. The business matching meetings took place between each of the four Thai industry sector groups and respective Delta management.

As a major Thailand-based manufacturer and solutions provider, Delta works with the BOI and Thai research and industry partners to develop local solutions. Delta welcomes local partnership as it leverages its industrial automation and ICT infrastructure solutions to support Thailand's economic recovery in the new normal.





# Eco-friendly Operation

Find our proactive response to climate change, environmental PDCA, CSR in supply chain and our innovative products and process



# Plan with Awareness

Delta identified climate change as a key risk in corporate sustainability management, the scenarios listed include IEA NZE 2050, IEA 2DS, IEA SDS were applied in climate-related scenarios to reduce GHG emissions and ensured eco-friendly operation for mitigation of negative climate change impact. The Carbon Disclosure Project (CDP) was aligned to provide concrete measures and continuously implement energy management for improvement of energy usage efficiency while reducing carbon emissions.

Since 2009, the GHG emission inventory data following ISO 14064-1 have collected and issued the first report in 2010. The report is coverage plants of Thailand, India, and Slovakia which has been transformed to the latest version ISO14064-1:2018. Our Greenhouse Gas Inventory Report, which declares standards, methodologies, assumptions, and/or calculation tools used, source of the conversion factors used, and third-party assurance, has been disclosed on Delta Thailand's website to show our GHG performance for Thailand's sites. Our relentless pursuit of a sustainable business model drove us to submit our disclosure on climate change related questionnaire to CDP for the first time in 2016.

Based on GWP rate from the IPCC assessment report (100-year timeframe), Delta Thailand has set the GHG intensity reduction targets following the science-based target by reduce GHG emissions per 1 million USD production amount 56.6% within 2025 with base year 2014. Which the Scope covers both direct emission from operation and indirect emissions from purchased electricity. As a results of GHG Emission of Thailand, India, and Slovakia site in 2023, the direct emission scope 1 was 2654.28 tons CO<sub>2</sub>e, indirect emission scope 2 location base was 73,417.01 tons CO<sub>2</sub>e while market base was 46,691.35 tons CO<sub>2</sub>e and indirect scope 3 was 171,817.25 tons CO<sub>2</sub>e. Which the GHG emission intensity of Scope 1, scope 2 market based and scope 3 were 0.72, 12.71 and 46.76 tons CO<sub>2</sub>e/MUSD, respectively.

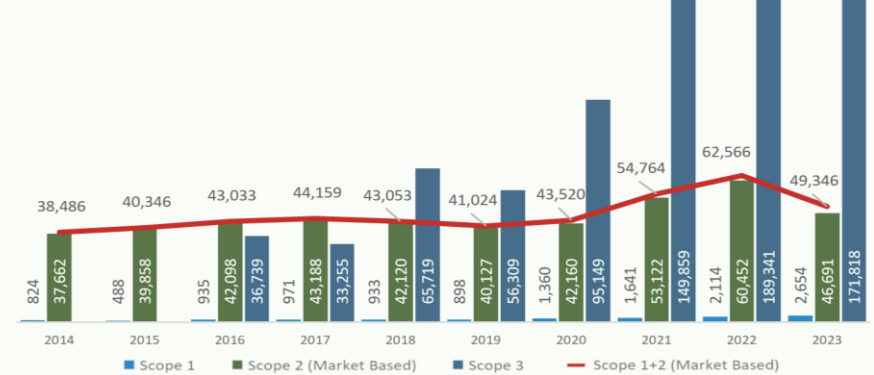
Since 2022, Delta Thailand starts purchasing I-REC to reduce the GHG emission, as shown in scope 2 market based. In 2023, the total amount of 26,725.66 tons CO<sub>2</sub>e was purchase via I-REC which reduce the trend of GHG emission intensity.

To achieve the short term 56.6% GHG intensity reduction target, the RE100 action plan was defined to reduce GHG emission scope 2. In 2023, the target of 35% I-REC purchase was achieved and the roadmap of RE 100 achievement is shown in the picture.

## GHG Emission

### 2014-2023 Thailand / India / Slovakia

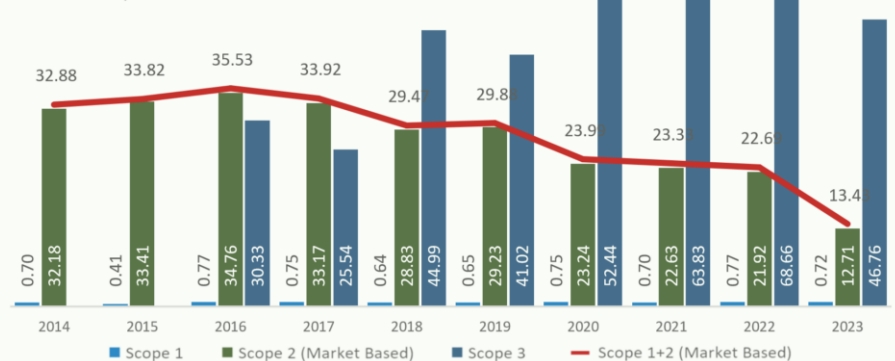
Ton CO<sub>2</sub>e



## GHG Emission Intensity

### 2014-2023 Thailand / India / Slovakia

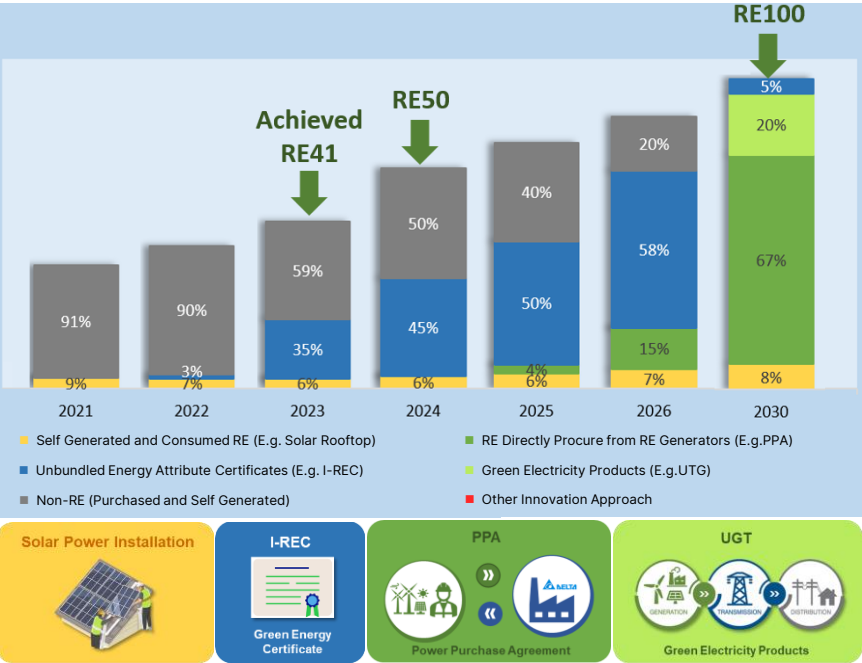
Ton CO<sub>2</sub>e / MUSD



- Since 2010, the GHG inventory statistics has been collected accordingly to ISO 14064-1.
- since 2017, the GHG inventory report extend to cover Thailand, India and Slovakia site.
- GHG scope 1 include: stationary and mobile combustion, process emissions, direct fugitive emissions.
- GHG scope 2 include: electricity purchase, RE purchased, Unbundled Energy Attribute Certificates (REC), Green Electricity Products, Directly Procured from RE Generators (PPA)).

# Plan with Awareness

## Delta Thailand Renewable Energy (RE) Roadmap



6. To minimize GHG emissions from company transportation and logistics by transitioning the entire company vehicle fleet to electric vehicles (EV100) by 2030.
7. To communicate our energy conservation and GHG emissions reduction policy and enhance participation and value at all levels of employees within our organization while performing regular reviews and continuous improvement.
- All employees must receive energy conservation and energy saving training.
  - Energy consumption and saving performance will be announced to all employees and related stakeholders.

Delta commits the Energy Conservation & Greenhouse Gas Emissions Reduction Policy to support the short term GHG inventory reduction target by 56.6% within 2025 with base year 2014. The policy aims to implement mitigation measures to achieve effective energy and GHG management practices, with the goal of:

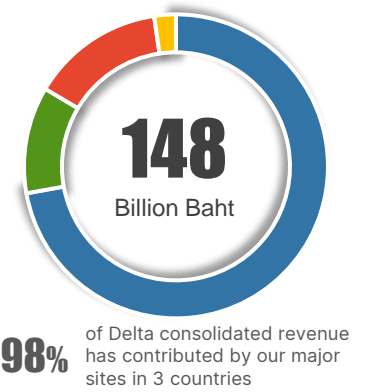
- To achieve total Renewable Energy Usage (RE100) by reaching 60% Renewable Energy Usage Ratio within 2025 and continuously increase this to a total target of 100% Renewable Energy Usage within 2030. In 2023, the total renewable energy consumption reached 63,609 kWh, achieving 41 percent of the target, which include solar energy self generation, unbundled energy attribute certificate (I-REC), ethanol and biodiesel.
- This is reinforced with continuous improvement efforts. Our electricity intensity savings target is a 20% reduction within 2025 compared to a 2020 baseline. In 2023, the amount of energy reduction was 433 MWh, which calculated from ICP project.
- To comply with the Energy Conservation Promotion Act B.E. 2535 (revision B.E. 2550) and International Organization for Standardization of Energy Management (ISO50001) including subscribed regulations and initiatives for sustainable energy conservation and GHG emissions reduction.
- To support the purchase of energy efficient products and services that save energy and help mitigate climate change.
- To continuously improve energy efficiency in products and processes and reduce our organization's greenhouse gas emissions.



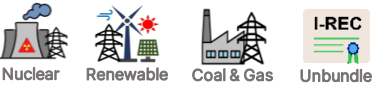
# A greener process

The failure of climate action, arising demand on critical material and minerals reminded the business sector to reduce negative environmental impact and place global climate change risks as a top focus. Delta's founding mission is "to provide innovative, clean and energy efficient solutions for a better tomorrow". While there was no significant change in our supply chain, 1 new factory and another 1 new R&D center was under construction as at 31 December 2023. our company carried out our eco-efficient operation and continuous efforts in reducing our business' environmental impact. Our group-wide environmental policy published on our website shows our sincere effort and partnership as a global citizen to make a smarter and greener future.

2023 Major contributors to Delta's consolidated revenue



Source of Energy



Type of grid operator



Green building certification



Slovakia

Dubnica nad Vahom Plant

Production area	: 10,800 sq.m
No. of workers	: 273
Production line	: 15 lines
Actual production	: 75% of production capacity
Location	: 48.94824, 18.14440

India

Rudrapur Plant

Sector - 5, SIDCUL Industrial Area

Production area	: 9,268 sq.m
No. of operators	: 261
Production line	: 12 line
Actual production	: 99% of production capacity
Location	: 29.00912, 79.41613

Gurgaon Plant

Sector - 35, HSIIDC Industrial Area

Production area	: 1,488 sq.m
No. of operators	: 45
Production line	: 3 lines
Actual production	: 88% of production capacity
Location	: 28.41522, 77.00155

Others

Subsidiaries of Delta Thailand's where their business nature are sales & service offices and research and development centers located in Australia, Austria, Brazil, Czech, Finland, France, Germany, Italy, Myanmar, Netherlands, Poland, Romania, Russia, Singapore, Slovakia, Spain, Sweden, Switzerland and USA,

Thailand

Plant 1: Bangpoo Industrial Estate

Production area	: 33,588 sq.m
No. of workers	: 2,798
Production line	: 59 lines
Actual production	: 78% of production capacity
Location	: 13.55277, 100.66937

Plant 3: Bangpoo Industrial Estate

Production area	: 19,159 sq.m
No. of workers	: 3,514
Production line	: 109 lines
Actual production	: 84% of production capacity
Location	: 13.55555, 100.67026

Plant 5 (HQ): Bangpoo Industrial Estate

Production area	: 30,331 sq.m
Production line	: 33 lines
No. of workers	: 2,687
Actual production	: 100% of production capacity
Location	: 13.54915, 100.67210

Plant 6: Wellgrow Industrial Estate

Production area	: 14,126 sq.m
No. of workers	: 2,623
Production line	: 107 lines
Actual production	: 58% of production capacity
Location	: 13.58864, 100.94492

Plant 7: Wellgrow Industrial Estate

Production area	: 30,000 sq.m
No. of workers	: 1,175
Production line	: 24 lines
Actual production	: 88% of production capacity
Location	: 13.60497, 100.96700

- Delta major operation sites are in well-management Industrial parks
- These major sites had certified ISO 50001, ISO 14001, ISO 14064-1 and ISO45001

22.69

2023 GHG Intensity (scope1+2) tons CO2e/MUSD

**2,654**GHG Scope 1: tons CO2e

**73,417**GHG Scope 2 (LB): tons CO2e

**46,691**GHG Scope 2 (MB): tons CO2e

**171,817**GHG Scope 3: tons CO2e

**27%**Electricity intensity Reduction from year 2020

**63,609**Renewable Energy use: MWh

**433,038**Energy Reduction Projects: kWh

**149,374**Total electricity purchase: MWh

The company extended GHG inventory scope to the full coverage of manufacturing sites (Thailand/India/Slovakia) since 2017. The cases show here is covered 100% of manufacturing sites



# Carbon Neutral Initiatives by 2030

Climate action failure, more frequent severe weather and geoeconomic confrontation urged our stakeholder interest in our measures and performance of natural resources management. Among global supply crises, higher energy cost and trade tariff, effective management of environment, energy transition and natural resources enable new opportunities in business process and resulting in continuous growth among industry's constraints.

Prioritizing eco-friendly operations in our daily operation process is crucial for sustainable development, environmental protection, and the long-term success of businesses in the sector.

The decision is to ensure the fulfillment of our [commitments](#) to fight climate change when our manufacturing and business processes are normally performed in the reporting period.

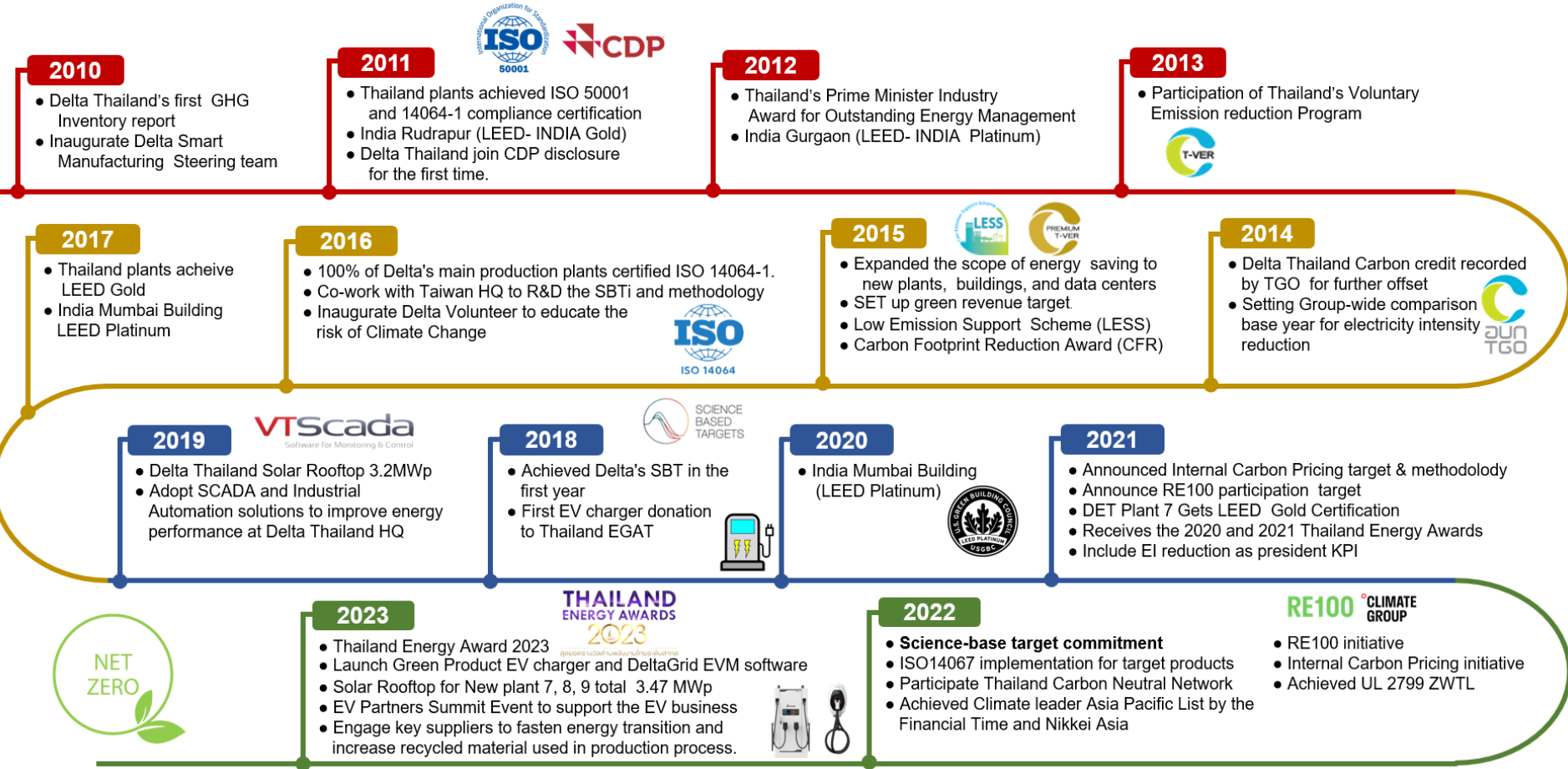
## Productive Response to Climate Change

To ensure our eco-efficient operation reduces negative impact on climate change, Delta learns from our stakeholder requirement, global best practices and utilizes possible technologies to illustrate its brand promise; Smarter. Greener. Together, in our daily operation to mitigate climate change impact. According to Delta Thailand's Risk management report, climate change had been in our focus since 2012 to conserve people's wellness and natural resources for the next generation. Delta aligned with ISO 26000, ISO 14001, ISO 14064, ISO 14067 and ISO 50001 for high standard of environment footprint and CO2e management. Responsible Business Alliance code of conduct and Carbon Disclosure Project, UNCG principle 7 and 8 guidelines to reduce overall environmental footprint of companies. The company proactively plans and periodically measures its environment-related performances to seek improvement in every process. With smarter and greener business processes, mutual benefits for Delta, its stakeholders and the world's environment will be inclusively enabled in long term.

Furthermore, In order to fulfill Delta's mission statement, "To provide innovative, clean and energy-efficient solutions for a better tomorrow", Delta is always benchmarking ourselves with international standards and best practices in ESG initiatives. Therefore, [Delta has been part of various international sustainability initiatives](#) for example, Delta passed a compliance review by the Science Based Targets initiative (SBTi) in December 2017 as the first company in Taiwan and the 87th in the world to pass the review. In 2023, Delta updated overall Net-Zero target that passed the compliance review by SBTi. Delta commits to reach net-zero greenhouse gas emissions across the value chain by 2050 from a 2021 base year. Near-term targets is to reduce absolute scope 1 and 2 GHG emissions 90% by 2030 and scope 3 GHG emission 25% within the same timeframe. Delta also commits to Committed to 100% Renewable Electricity and Carbon Neutrality by 2030 (joined the RE100, a global renewable electricity initiative) and Committed to fully transitioning to electric vehicles by 2030.



# Climate Action Journey





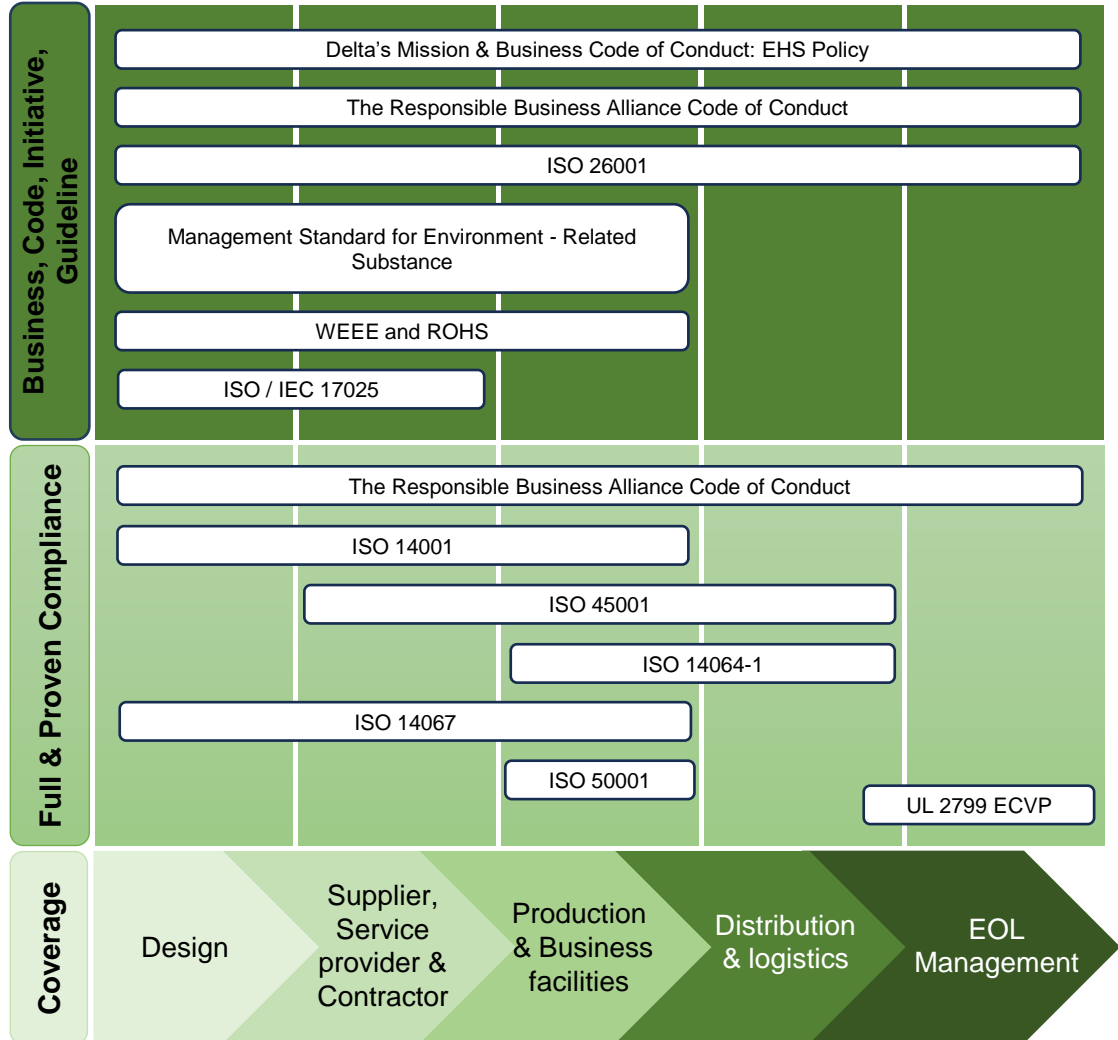
# Climate Action Journey

## Environment policy and Management System

According to RCP 2.6 and RCP 2.8 scenario study, Delta complies with world-recognized standards to minimize environmental footprint and mitigate climate change impact from our business process. These standards help us to deliver our commitment to provide innovative, clean and energy efficient solutions for a better tomorrow from every business process. An eco-efficient operation requires continuous effort in reducing a business' environmental impact. Our Environmental, Health and Safety Policy is showing our sincere attempt and partnership with global citizens to make a smarter and greener future. With this practical management system, drive business operations on basis of the PDCA principle (Plan/ Do/ Check/ Action).

The system allows us to cope with various contexts of quality, economic, social and environmental requirements and stakeholders' expectations, which employees at all the levels can continue applying as part of their daily activities. Up to 2023, there is no non-complied issues according to our certified recognized standards.

## Strategic response and compliance with recognize standard



Remark:

1) WEE and RoHS Standard communicated to our stakeholders through eco-label that our end-of-life product can be easily dissembled and 80% of the dissembled part is recyclable.

2) We based on the validation of standard certificate to declare full & proven compliance

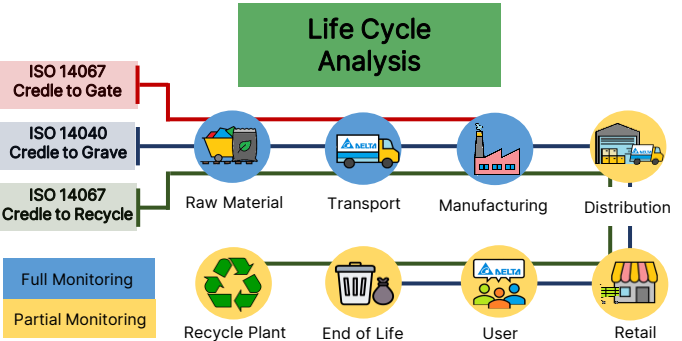
# Eco-friendly operation

Delta Thailand has been consistently investing in R&D and continue collaborate with universities to keep up with new technology, provide R&D expertise to seek out the new perspectives in business and product innovations.

The Eco-Friendly operation principle will be implemented in R&D efforts aimed at developing new products and process, with the goal of mitigating environmental impacts. This entails reducing energy consumption for end-users and minimizing Scope 3 greenhouse gas emissions. Moreover, the new products will increase the company’s revenue by Eco-Friendly design.

In addition, the environmental regulations of target market such as EU RoHS, WEEE directives, US Energy star and China measures for controlling Pollution shall be labeled to ensure Eco-friendly design.

Life Cycle Assessment represents an Eco-Friendly design approach that systematically examines the environmental impact of a product across its entire life cycle, encompassing material extraction, manufacturing, transportation, product use, and disposal phases. This comprehensive analysis serves to support greenhouse gas emission assessments, particularly in addressing Scope 3 emissions.



## Strategic Response and Adaptation plan

To ensure the Eco-Friendly design, Delta Thailand have been defined the action plan as follow

1. Launch market leading new technology every 2 years.
2. Annual increase in power efficiency for the products
3. Continuously reduce carbon footprint in product and improve process efficiency.
4. Maintain high R&D budget above industry average.

## The 10 Principles of Eco-friendly Design

### Resource Efficiency

Prioritize use the efficient resource, optimizing production process, use RE and minimized waste

### Renewable Energy Use

Incorporating RE source into design to reduce fossil fuels use and reduce GHG emission

### Material Selection

Choosing sustainable and environmentally friendly material: biodegradability, low toxicity and recycle.

### Energy Efficiency

Aim to design energy efficiency product to minimize energy consumption during using product.

### Waste Reduction and Recycle

Encourages waste reduction and recycling or upcycling of materials at the end of product's life.

### Life Cycle Assessment

Evaluate the environmental impacts of products from raw material extraction to end of life disposal.

### Adaptability and longevity

Create products with focus on durability and adaptability to extend lifespan and reduce replacement.

### Social and Community Considerations

Consider the social and community impacts including accessibility, inclusivity and promote economic

### Natural resource Conservation

Implementing water - efficient technologies in products can minimize impact to natural resource.

### Recognized Standards compliance

Adhering eco-labeling or green building standards to ensure eco friendly design



# The Life Cycle Assessment (LCA)

LCA is a green design approach that systemically analyzes the environmental impact of a product from material extraction, manufacturing, shipping, product use, and disposal. According to guidance of ISO 14040 international standard divided LCA into several key processes including the definition of the goal and scope, inventory analysis, and impact assessment and interpretation. Due to the complex nature of supply chain relationships in the electronics industry, Delta knows that a complete LCA will consume enormous amounts of time and resources. Delta has drawn on research by the Society of Environmental Toxicology and Chemistry (SETAC) on LCA methodology and adopted the Screening, Simplified and Streamlined LCA (SLCA) to focus on the issues with the most significant environmental impact, such as GHG emissions, and reduced the amount of data that needs to be gathered. Additionally, by using the Simplified Life Cycle assessment (SLCA) methodology, we can accurately identify design or process areas for improvement.

## Hazardous and Environment related substances reduction

Delta incorporate environmental risk criteria in our product development and approval process. Delta has implemented the Green Product Management (GPM) IT system based on the QC 080000 Hazardous Substance Process Management System. Apart from inspecting materials testing reports from suppliers, Delta manages parts/components based on their environment related substance risk level to ensure the proper control of environment-related substances. Delta sites have also introduced lead-free processes and low-halogen materials to help customers develop greener and more eco-friendly products.

With regard to hazardous substances and chemical safety and control, Delta abides strictly to comprehensive sets of ERS (Environmental Related Substances) procedures and standards according to our [corporate-wide procedures- Management Standards for Environmental Related Substances](#) (Document No. 10000-0162) and ERS Management Procedure (Document No. 06-028). Up to 2023, 82 hazardous substances endanger our employees, users and environment had been taken out from Delta's book of material.

The Management Standards for ERS (Document No. 10000-0162) is an exhaustive list of internationally banned and controlled substances according to recognized standards. The standards include but not limited to the Regulation (EC) No. 1907/2006 - REACH concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) issued by the EU; the Directive EU 2022/278 for the restriction of use for certain hazardous substances (RoHS); the Regulation (EC) No. 842/2006 on certain fluorinated greenhouse gases. The ERS Management Procedure (Document No. 06-028) is an operational procedure to complement the Management Standards for ERS document so as to ensure that the substances and chemical listed inside the latter are closely managed and controlled according to internationally established procedures and methods.

The ERS Management Procedure elaborates the many measures that must be taken to control the related substances starting from product design phase including subsequent design change and then vendor sourcing, vendor audits, incoming parts inspection, in-process check and complete manufacturing control until delivery. In order to ensure adherence to the procedure by all related parties including R&D, procurement, quality assurance, production and many more, the ERS Management Procedure also identified the ERS Organization that is set up specifically to drive effective implementation and execution of the ERS monitoring and control efforts.

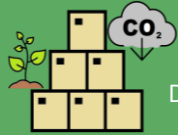


82

**Hazardous substances**  
remove from our raw material list  
During 2021-2023



# The Life Cycle Assessment (LCA)



**Product Carbon Footprint (PCF)**  
Energy Savings for Customers  
During 2016-2023, Delta Thailand's high-efficiency Products shipped world-wide has enabled



We reach  
Best-in-class,  
「Titanium」  
efficiency green label with  
over 98% efficiency

**1,912** GWh  
Electricity Savings



**2,61**  
Million Tons Co2e  
GHG Emission Reduction



To mitigate related risk as RCP 2.6 scenario to limit the climate change lower than 2°C, removing CO2 from every business process especially the core product is vital. Due to the Climate Action failure, as well as corporate carbon inventory, implementation of product carbon footprint information was frequently asked question raised by our customer, investor and regulator last year.

Product carbon footprint is the best example of the SLCA in action. Delta has now completed the carbon footprint inventory and verification of several Business-to-Business (B2B) products based on the PAS 2050 Product Carbon Footprint Standards issued by the British Standards Institution (BSI), including notebook adaptors, PV inverters and DC fans. Delta is committed to developing new products that reduce product carbon footprint by improving power efficiency and utilizing renewable energy sources.

Since 2022, Delta Thailand sampling checked carbon footprint Delta is strongly committed to our mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow" In 2023, the company sampling our custom designed power supply to compare its product carbon footprint with the same product certified ISO14067 last three years. In pass 3 years helped reduce 21.3% of CO2e generated through this product life cycle. Majorly, this significant improvement is the consequence of the consumption of more recycled energy used in our manufacturing process. In the same year, we trained up 10 PCF experts at our global sites and planned to implement more PCF certificates to allow our stakeholder to learn how they should be able to provide collaborative support to reduce carbon emission.

By implementing ISO 14067 (PCF cradle to gate) verification, Delta targets to reduce 10% of product carbon footprint of the sampled products every 3 years. By using IPCC 2021 GWP 100a v1.03 analysis method and SimaPro 9.3.0.3/ Ecoinvent 3.8 software, it was found that our effort to improve in raw material phase, manufacturing phase and market phase, the study illustrate that the increasing proportion of renewable / non fossil fuel energy used as production factor help us to reduce 21% of CO2e per product unit. Another major source of CO2e contributor is raw material we use (over 80% of CO2e per product units. With result of the study and climate change risk scenario information, we synergize our teams and customer collaboration to rethink the component design, reduce the material use and seek for lower-carbon substitute parts to implement another 10% reduction for the specimen product.

In 2024, Delta plans to enhance its methodology by expanding its scope from limited sampling to a comprehensive, business-level approach, with the aim of improving data accuracy.



# The Life Cycle Assessment (LCA)

## Product Efficiency Enhancement

According to IEA's Sustainable Development Scenario (SDS Scenario) assumptions of Industry sector policies, minimum energy performance standards and implementation of system-wide efficiency measures will be all industry new norm by 2025. This norm will be global collective action to implement "well below 1.5 °C" pathway targeted by the Paris Agreement

For ICT devices and solutions, Energy efficiency is the frequently asked query raised by our customers. It is not only the electricity and excess heat management cost resulting from ICT solutions' 7/24 operating hours, but also the transmission stability when the source of electricity power switched to renewable sources resulting from their environmental awareness. High efficiency power supplies that help to stabilize power distribution and generating power from renewable sources have become priorities for customers in ICT industry.

For example, our power supply units used in data centers have the highest efficiencies in the world to significantly reduce power loss. Furthermore, the energy storage system of Delta's bi-directional PV inverters has overcome the storage limitations of photovoltaic energy. In addition, Delta's wind power products are gradually entering the market with the goal of increasing the percentage of renewable energy sources used in global power generation.

The company will continue to improve our product's energy efficiency. Most of Delta's power management products have surpassed 92% energy efficiency, such as our PV inverters with a conversion efficiency of over 98.7%, DC-DC converters for automotive with 96% efficiency, and telecom power supplies up to 98% efficiency. Find Delta Group's leading-efficiency products at [plugloadsolutions.com](http://plugloadsolutions.com) and [energystar.gov](http://energystar.gov)

## PCF Expert Pool

Delta aim to achieve Product Carbon Footprint (PCF) data or certifications for all products exported to EU customers by 2030. In preparation for carbon tax schemes in the regions where we generate revenue, we are training product carbon footprint analysts to assist our customers in complying with the EU Carbon Border Adjustment Mechanism (CBAM) scheme. In 2022, we successfully trained 10 experts from various business groups and units to obtain ISO 14040 or ISO 14067 certification for target products. These first-badge expert had appointed to lead PCF reporting in their region.

In 2023, we expanded the pool of PCF expert at Delta Thailand by organizing a certified training "Quantifying the Carbon Footprint of Products" conducted by BSI Thailand. A total of 40 participants were representative from each business unit. These representative should help our customer to meet CBAM and related directive in declaring the product composite, energy consumption in production process, carbon footprint in their product and

identify the potential areas to reduce environmental footprint in the target products. In addition, these participants products. In addition, these participants also learn the impact of our product to land use, water depletion and other ecological consequences as well as human health.

In addition to theoretical training, 2 representatives from PCF Expert Pool badge#1 also shared the linkage of data stored in our ERP system to each set of data use to calculate product carbon footprint and emphasized customer trade confidential handling. Sample of product sensitivity analysis of a key target product where deeper impact of the product to ecological consequences like Acidification, Dust & particulate matter, Ecotoxicity, Eutrophication, Global warming, Ozone depletion, Photochemical ozone formation and effect on Species richness had shared among the participants.

By 2024-2025, we plan to build up another badge of PCF expert pool as well as provide LCA software training. To enhance all business unit capacity, Delta listed Simapro as our standard software. In addition to on-desk study, the company also have joint feasibility study with our key customer to improve product carbon footprint by replacing 30% plastic part with bio-plastic and plastic with recycled content.

As of the reporting period, we have secured 4 PCF certificates and 8 simplified report templates (non-certified) for target products manufactured at Delta Thailand and nine certificates for products produced in associated factories imported for trading activities. The renewal of a certificate for a power supply used in data storage systems, first collected in 2018, demonstrates that utilizing renewable energy in production processes has contributed to a reduction of over 20% in the product's carbon footprint (IPCC 2013 GWP 100a v.1.03 / Simapro 9.0.0 Ecoinvent 3 Materiality 5%).












**Remark:** Delta investment on increase PCF Expert Pool approximate 10 million bath per year include man cost, Training and software.





# Keep introduce innovative solutions

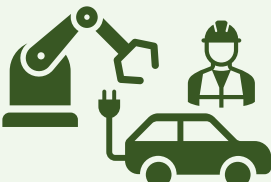




Thailand 4.0 Smart Industry + Smart City + Smart People <small>Target of the 20 years Economic reform (2017-2036)</small>		
Target Industries		Delta's Innovative Products & Solutions
First S-Curve	Smart Devices.	- Healthcare devices, Embed power, Component.  - Automotive electronics and EV Charging. - Building automation and air quality. - Process autonomous solutions.  - Industrial automation.
	Future Automotive	
	Health Tourism	
	Agriculture and Bio-Tech	
	Food Processing	
New S-Curve	Robotics and Automation	- Industrial automation.  - Data center solutions.  - Logistics Industrial automation.  - Display and monitoring solutions.  - Smart energy solutions.  - Medical Innovation.  - Telecom Energy solutions. 
	Aviation and Logistics	
	Bio-Fuels / Bio-Chemicals	
	Integrated Medical Services	
	Digital	

Amid the global urgency to invest significantly in health, safety, and business recovery in 2023, Delta has maintained its research and development (R&D) investments at 3.2% of consolidated revenue, specifically targeting the growth of our green revenue. Revenue derived from environmentally friendly initiatives not only enhances our business resilience but also contributes to our global efforts to mitigate climate change.

Based on the International Energy Agency (IEA)'s climate-related scenarios for transition risks including Sustainable Development Scenario, Net Zero Emissions by 2050 Scenario and the 2 Degree Scenario, we see the opportunity to develop the products and solutions that help Delta and the society to bridge the open gap of transition risk. According to the mention scenario, our 8 philosophies of eco-friendly innovation help us to research and develop our products and solution to

- User's health and safety
- Optimize the natural resources used in the production process.
- Optimize the product's efficiency to help our customers to operate under unstable efficiency of renewable / off-grid energy sources.
- Help customers and end users to reduce emission from usage stage to meet RCP 2.6 target of climate change under 2°C in 2050.
- Help customer and end user have quality living if emission continue rising at current rate (RCP 8.5 scenario)
- Help generate innovative energy to bridge the gap of energy transition to renewable energy.
- Comply with high safety and environmental standards to ensure user's safety.
- Easy to manage end-of-life products to circulate recyclable parts into the production process while non-recyclable parts will not harm the environment.

Major extensions of the product lines and integrated solutions were achieved as well as continued improvement of our product's key features, efficiency, power density and digital intelligence. Additionally, Delta R&D has increased the application range and customer base respectively of its power technology products like industrial wireless charging, combined charge units for electro-mobility and artificial intelligence.

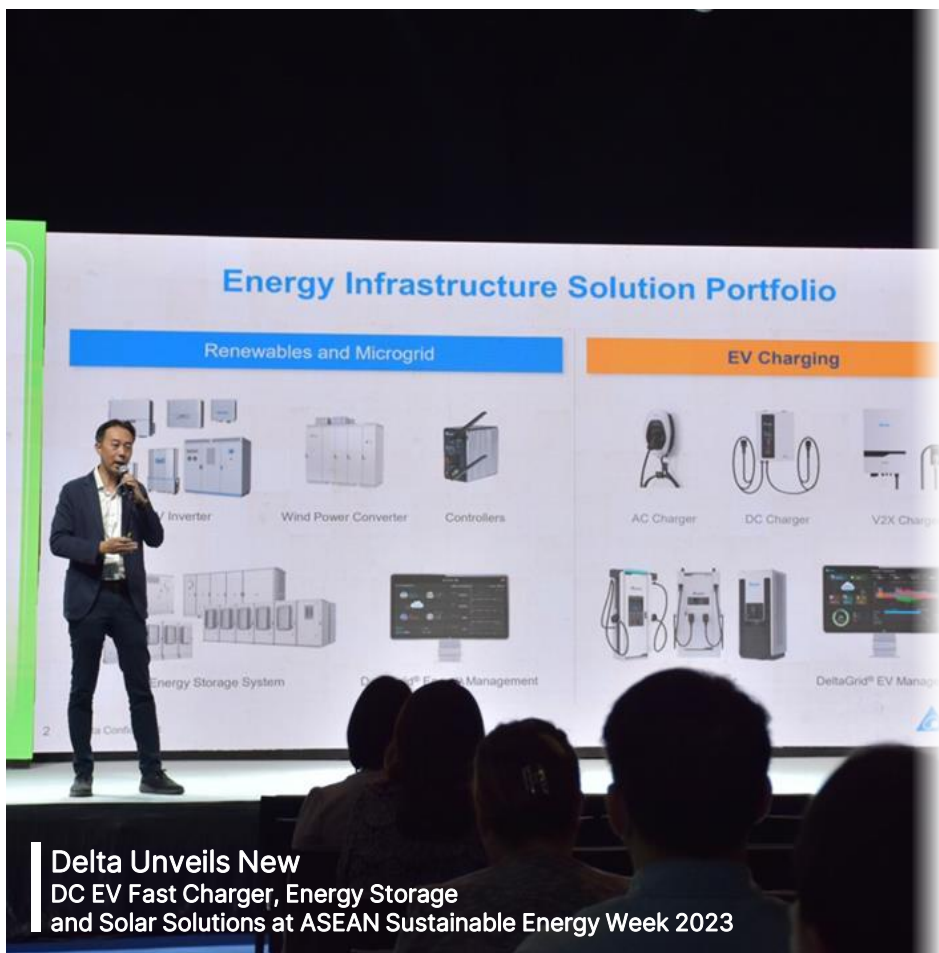
Thailand's 30 @ 30 Policy Target since 2022 to 2030	
<b>30@30 Policy</b>  Encourage the adoption of electric vehicles and establish a goal for EV electric vehicles to make up at least 30% of total production by 2030.  	<b>Delta's Innovative Products &amp; Solutions</b>  <b>EV Powertrain System's</b> automotive business provides reliable and highly efficient EV powertrain solutions.    <b>EV Power Electronics</b> multiple power solutions, including OBCM, DC/DC Converter, OBG and EVCC products.  <b>Traction</b> products are major parts in an electric vehicle, including the traction motor, inverter and integrated motor drive.    <b>X-in-1</b> is the integration of several systems of EV powertrain.



# Keep introduce innovative solutions

The healthy view of the markets, their customers and their demands combined together with the R&D personnel know-how and strengths is the door to Delta's competitiveness and leadership in green environment and efficient energy saving power devices and solutions.

To keep introducing our innovation to the market, Delta started transforming our marketing communication to virtual events, online training and webinar and virtual showroom platforms. These interactive channels helped boost up our global customers and public to have more information on our products and solutions while still safe and healthy at their places.



## Delta Unveils New DC EV Fast Charger, Energy Storage and Solar Solutions at ASEAN Sustainable Energy Week 2023

August 30, 2023 - Delta Electronics (Thailand) PCL. showcased its latest AC and DC Electric Vehicle (EV) chargers, PV Inverters, Energy Storage and Energy Management Systems for Thailand at the ASEAN Sustainable Energy Week 2023 at Queen Sirikit National Convention Center (QSNCC), Bangkok. This year, Delta's booth integrates all solutions into a single Smart EV Charging Infrastructure Solution under the event theme "Effortlessly Powering EVs Toward a Low-Carbon Future".

This year, Delta showcased the Smart EV Charging Infrastructure Solution in three main sections EV charging solutions, Solar Inverter Solutions and Energy Storage with Management Solutions to meet the needs of users in Thailand and Southeast Asia.

This year's, Delta showcase product and solution highlights include:

DC Wall box Charger (50kW)	Ultra Fast Charger (200kW)	Delta AC MAX mobile app
<ul style="list-style-type: none"><li>96% efficiency</li><li>Slim and extremely compact wall-mount and standalone design</li><li>OCPP and network connectivity for system integration</li></ul>	<ul style="list-style-type: none"><li>200kW/400A CCS2 cable without the need for liquid cooling</li><li>Dynamic energy management minimizing charging time</li><li>Integrated credit card payment solution and RFID user identification</li></ul>	<ul style="list-style-type: none"><li>EV drivers can charge with a tap and customize of charging preferences</li><li>Professional installers get simplified configuration and commissioning</li><li>Operators get over-the-air firmware updates and diagnostics files for maintenance</li></ul>

## Delta Launches Motor Mounted Pump Drive MPD Series for Smart and Energy-Saving Water Supply in the Philippines

March 14, 2023-Delta Electronics joined its local partner DAC Industrial Electronics, Inc. to launch the Delta Motor Mounted Pump Drive MPD Series, for smart and energy-saving water supply, in the Philippines market.

The Delta Motor Mounted Pump Drive (MPD) offers energy efficiency, multi-pump control and smart operation for residential and industrial water supply operations. This provides customers with the benefits compared with traditional pump systems such as energy consumption reduction of up to 10% and has flange dimensions compliant with IEC standards for seamless installation to existing systems.










# Retain Innovation Pipeline

Climate change is a pressing challenge impacting vital resources like water, energy, and food. Known as the Water-Energy-Food (WEF) nexus, the interconnectedness of these systems amplifies their vulnerability to shifting climatic conditions. Rising global temperatures and erratic weather patterns are altering water availability, quality, and distribution, influencing energy production and agricultural productivity. These changes threaten global food security. Addressing these challenges demands integrated approaches that mitigate climate impacts and promote sustainable management across the WEF nexus, ensuring resilience and equitable access to critical resources for present and future generations.

Therefore, Delta recognizes the significant impacts of global warming on energy, water, and food systems. Since 2016, Delta has collaborated with the DIProm at the Ministry of Industry to continuously organize “Delta x DIProm Angel Fund ” projects aimed at encouraging startups and fostering entrepreneurs to innovate solutions for mitigating global warming, addressing its impacts, and promoting sustainable prevention methods. This initiative underscores Delta's commitment to fostering innovation and sustainability in tackling the challenges posed by climate change.

Up to 2023, Delta Electronics (Thailand) PCL. joined hands with the Ministry of Industry (MOI) and the Department of Industrial Promotion (DIProm) to host the Delta Angel Fund for Startups 2023 awards ceremony. Delta awarding a total of 5,000,000 baht in corporate sponsorship funds to 10 teams with 1,000,000 baht going to the 1st Prize winner team BioNext.

Speaking on the occasion, Jackie Chang, Delta Thailand President said, “Over the years, Delta is encouraged to see significant progress in both the quality of participating teams and the diversity of businesses represented. This is a clear indication that the Delta x DIProm Angel Fund has established itself as a well-recognized and respected event for startups and SMEs in Thailand. Delta is honored to be a part of this impactful initiative.”

Projects tackle with Climate change	2020	2021	2022	2023
 Renewable energy/ energy conservation	6	2	6	2
 Waste reduction and circular economy	6	6	7	4
 Natural resource conservation	4	4	5	1
 Food securities/ food industry	3	3	4	0
 Health and well-being promotion	8	6	15	2
Others	3	1	7	0
<b>Total</b>	<b>30</b>	<b>22</b>	<b>44</b>	<b>10</b>
<b>Winner Projects in Delta's ecosystem (%)</b>	<b>33%</b>	<b>45%</b>	<b>34%</b>	



The top 3 prize-winning teams for Delta Angel Fund for Startup 2023 are:

- 1<sup>st</sup> Prize :** A patented technology that can reduce GHG emissions by converting nata de coco waste to a natural food stabilizer and eliminating combustion waste removal processes.  
**By BioNext Team.** (Delta awarding 1,000,000 baht)
- 2<sup>nd</sup> Prize :** A unique recycled paper with fire resistant, water repellent and anti-fungal properties and strong enough for packaging material. **By PAPA PAPER Team.** (Delta awarding 850,000 baht)
- 3<sup>rd</sup> Prize :** One of the few solutions in the world that can convert a wide variety of food waste into polymer for biodegradable plastics used in applications from construction to packaging.  
**By Brain Teazer.** (Delta awarding 750,000 baht)

# Retain Innovation Pipeline



The RENEWSI team with Mr. Yutthanakorn Khunaphan, Co-founder who won the 1st Prize award of the Delta Angel Fund project, shares his perspective on recycling old solar cells and turning it into battery electrodes the substance for Lithium-ion Batteries. The electrodes can be made 1 kg of silicon from one solar panel weight about 20 kg, which increase a value for an old single solar panel from about 50 baht to around 1,000 baht of recycling high-grade silicon battery. This innovation project could enhance the value of electronic waste and reducing the need to dispose of it in landfills, which will support sustainability targets of Delta in the future.

The Delta Angel Fund project is a joint effort between Delta Thailand and the Department of Industrial Promotion that continues to support and develop the startup community by providing them with skills and knowledge to thrive in the commercial market. The participant will gain fund, knowledge and skills in presenting the ideas better and other practical business aspects

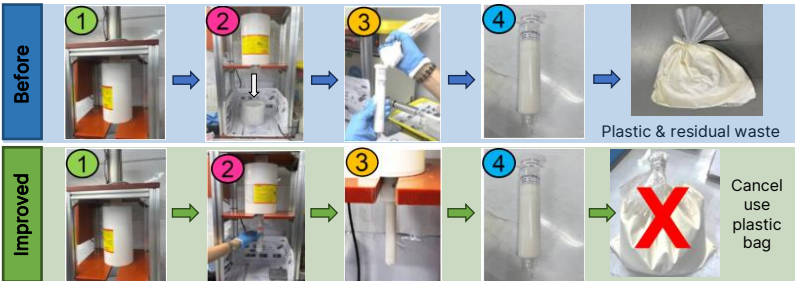
Another winner is UPCYDE team come with Ms. Karoon-ngampun, CEO, which developed a conversion process to turn food and agricultural waste into leather materials with a circular economy supply chain model. The project will drive sustainability throughout the Fashion and Agriculture industry by upcycling and innovating agricultural waste to create valuable products.

Customers who buy products made from agricultural waste can indirectly improve everyone's quality of life by making physical investments in the green circular, reducing CO2 emissions, and reducing waste that enters our ecosystem. Therefore, this innovation will be the part of sustainability driver to reduce biowaste, food waste, and agricultural waste in the future.

As the participant in Delta angle fund, the chance to connect with other Thai entrepreneurs and experiences were shared. This is the most crucial step in enabling local businesses with the same objectives to work together to solve Thailand's current problems.



## KA / KA / KL Production Department Projects Improvement



**Remark:** Change the process loading material into plastic bag and insert into tube by filling material into tube directly from machine.

In addition to collaborating with external organizations, Delta also supports and drives innovation within the company by organizing the “Achievement & Awards 2023 KM/KA/KL MSBU Yearly” event. This initiative encourages employees to create innovative solutions and enhance development processes to reduce production costs, cost of goods sold, and waste. Delta provides training in areas such as waste management, lean Kaizen, 5S, Whole Line Design, Productivity, and Line Balance, and also awards teams that participate in these activities.

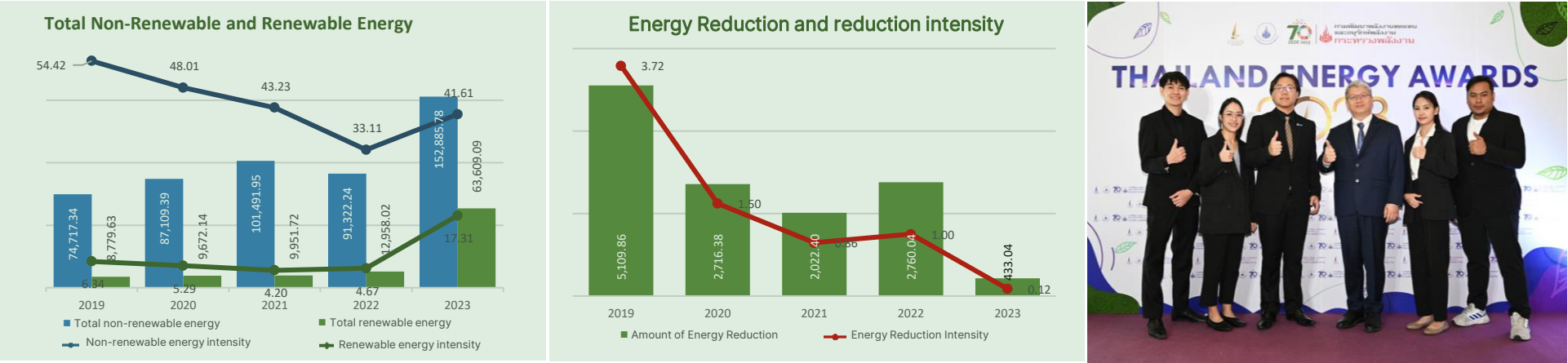
The PROD Department Projects Improvement team, which received the 2023 KM/KA/KL MSBU Yearly Award, undertook the project “Reduce Waste and Improvement in Production.” This project aimed to eliminate the use of plastic bags in the production process. As a result of their efforts, waste was reduced from 100.44 kg to 76.41 kg, representing a 24% reduction within one month.

# Energy Saving in 2023

As Delta Electronics (Thailand) Public Company Limited and its subsidiaries (India and Slovakia) use electricity as the main power and fuel to operate our business. In the reporting period, electricity cost was 0.6% of our cost of goods sold. We keep in mind that our goal is to reduce energy consumption and greenhouse gas emissions accompanied by our core mission “To provide innovative, clean and energy-efficient solutions for a better tomorrow”. Delta has gradually invested in innovation and technology to increase the proportion of renewable energy use and reduce non-renewable energy consumption, which leads to GHG emissions in scope 1 and 2, to ensure our sustainable and intelligent use of energy. To response to the mission concretely, Delta set an Electricity Intensity reduction target (EI) of 20% within 2025 compared with the base year of 2020. This energy intensity target has deployed to CEO, COO, plant managers, facility managers’ KPI who’s their quarterly incentives , year-end compensation and long-term compensation and promotion will be directly impacted, respectively. From our challenge target and increase the renewable energy ratio to 50% within 2024. In 2023, Delta consumed non-renewable energy 152,885.78 MWh and 63,669.09 MWh of renewable energy. Our nonrenewable energy intensity was 41.16 MWh/MUSD and renewable energy intensity was 17.31 MWh/MUSD.

We also implement and certify our company's energy management system in our operations according to the ISO14001 and ISO50001 standards to ensure continuous improvement through appropriate measures. In 2023, our energy saving projects with the assessment of Energy Management, were reported to the Department of Alternative Energy Development and Efficiency Ministry of Energy of Thailand and showed our total of reduced energy consumption was 433 MWh with the energy intensity was 0.12 MWh/MUSD. Although the energy intensity in 2023 was reduced 87% compared with 2022, our GHG emission could be decreased 109 Tons CO2e.

Delta annually participates in the assessment of energy management which reports directly to the Department of Alternative Energy Development and Efficiency Ministry of Energy of Thailand. Since 2015 - 2023, Delta has steadily implemented energy conservation projects which resulted in less electricity consumption compared by production amount (energy intensity) in the mid of the project timeline with the increasing utilization of clean energy via our solar rooftop. Delta Electronics (Thailand) PCL. received the 2023 Thailand Energy Award (TEA) in category: Innovation on Alternative Energy. (Please see more details in [Winners | Thailand Energy Awards 2023 \(TEA2023\)](#)). The awards demonstrated Delta as a role model for factories, buildings and individuals that are responsible for energy resources for sustainable development.



**Remark:**  
The performance of energy consumption following the GRI 302-1 and energy reduction GRI 302-4 are monitored.  
Refer: [2024 Sustainability in numbers](#)

# Energy Saving in 2023

## Total Energy saving by ICP Energy Reduction Project

- Energy Reduction: 1558.94 GJ
- Monetary saving 33,400 USD/Year
- GHG Reduction 109 Tons CO2e/Year

Remark:  
1) Energy Saving calculated since project installation complete until end of 2023  
2) Electricity Rate 5.37 Baht / kWh and USD rate 0.0284 USD / Baht



Install new Air Compressor



Install SAM 4.0 to control air compressor



Change FAN cooling to FAN

### DET 1

#### Install new Air Compressor 75kW 100HP

- Annual Energy Reduction: 219 MWh/Year
- Monetary saving 33,400 USD/Year
- GHG Reduction 109 Tons CO2e/Year

#### Install SAM 4.0 to control air compressor

- Annual Energy Reduction: 106 MWh/Year
- Monetary saving 16,195 USD/Year
- GHG Reduction 539 Tons CO2e/Year

### DET 3

#### Install energy saving cooling tower fans

- Annual Energy Reduction: 18.4 MWh/Year
- Monetary saving 2,800 USD/Year
- GHG Reduction 9.2 Tons CO2e/Year

#### Install VFD exhaust to control speed

- Annual Energy Reduction: 13.1 MWh/Year
- Monetary saving 2,000 USD/Year
- GHG Reduction 6.6 Tons CO2e/Year

#### Improve the power leakage of the oven machine

- Annual Energy Reduction: 166 MWh/Year
- Monetary saving 25,400 USD/Year
- GHG Reduction 83 Tons CO2e/Year



Change FAN cooling to FAN

### DET 5

#### Install new Air Compressor 75kW 100HP

- Annual Energy Reduction: 219 MWh/Year
- Monetary saving 33,400 USD/Year
- GHG Reduction 109 Tons CO2e/Year

### DET 6

#### Install Blower exhaust hi efficiency 22 Set

- Annual Energy Reduction: 106 MWh/Year
- Monetary saving 16,165 USD/Year
- GHG Reduction 53 Tons CO2e/Year

#### Replace motor with high efficiency reluctance motor

- Annual Energy Reduction: 119 MWh/Year
- Monetary saving 18,155 USD/Year
- GHG Reduction 59 Tons CO2e/Year

#### High efficiency reluctance motor Chilled water pump

- Annual Energy Reduction: 39 MWh/Year
- Monetary saving 5,930 USD/Year
- GHG Reduction 19 Tons CO2e/Year

### DET 7

#### Change FAN of cooling tower

- Annual Energy Reduction: 73.6 MWh/Year
- Monetary saving 11,200 USD/Year
- GHG Reduction 37 Tons CO2e/Year



Replace high efficiency motor

## Slovakia

### Change Light to LED in Hall D1

- Annual Energy Reduction: 56 MWh/Year
- Monetary saving 8,530 USD/Year
- GHG Reduction 30 Tons CO2e/Year

### Vacuum pumps renewal

- Annual Energy Reduction: 3.6 MWh/Year
- Monetary saving 550 USD/Year
- GHG Reduction 1.8 Tons CO2e/Year

### Add additional timer to change the air exchange rate

- Annual Energy Reduction: 9 MWh/Year
- Monetary saving 1,380 USD/Year
- GHG Reduction 4.5 Tons CO2e/Year

### Change program of AHU / chiller

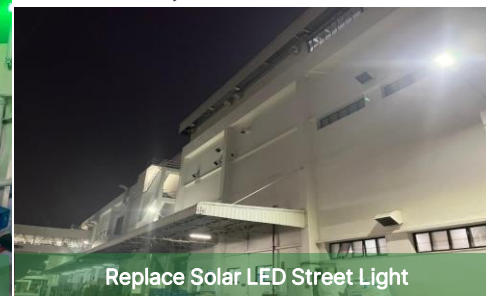
- Annual Energy Reduction: 5 MWh/Year
- Monetary saving 760 USD/Year
- GHG Reduction 2.5 Tons CO2e/Year

### Add management for dynamic air pressure and timer

- Annual Energy Reduction: 2.1 MWh/Year
- Monetary saving 320 USD/Year
- GHG Reduction 1.05 Tons CO2e/Year

#### Remark:

Annual Energy reductions are calculated by operation 24 hours with 365 days.



Replace Solar LED Street Light

# Energy Saving in 2023

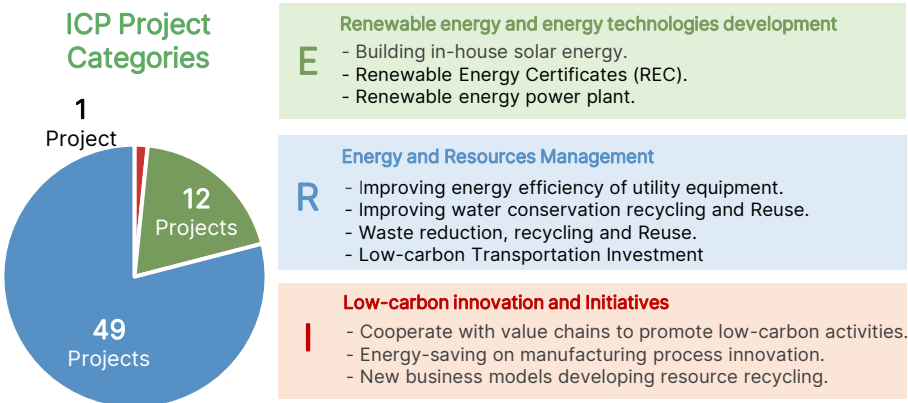
## 2023 Delta's ICP implementation

The Delta's ICP pilot project have begun since 2022, and implemented for a full year in 2023, with the 62 projects submitted and finally 29 project done completed as 43.55 %, which the remaining projects will be postponed to next year. The energy saving was calculated since each project installed and operated; the results was around 433,038 kWh. The actual budget for ICP project in 2023 used was 424,237 USD which calculated the energy saving intensity as 1.02 kWh/USD.

However, there are still challenges affecting the number of projects completed, therefore the ICP team shall be improved the knowledge in ICP process to eliminate the gap of operation that reflect the performance.

Budget of ICP Project 2023 (USD)				
	Q1 : Jan to Mar	Q2 : Apr to Jun	Q3 : Jul to Sep	Q4 : Oct to Dec
Total Budget	2,438,624	3,214,315	46,666	No Budget
Actual Budget	39,086	10,303	121,363	253,485
Project Progress	<div> <div>Actual Budget 424,237</div> <div>Total Budget 5,699,605</div> <div>Budget Remain 5,275,368</div> </div>			

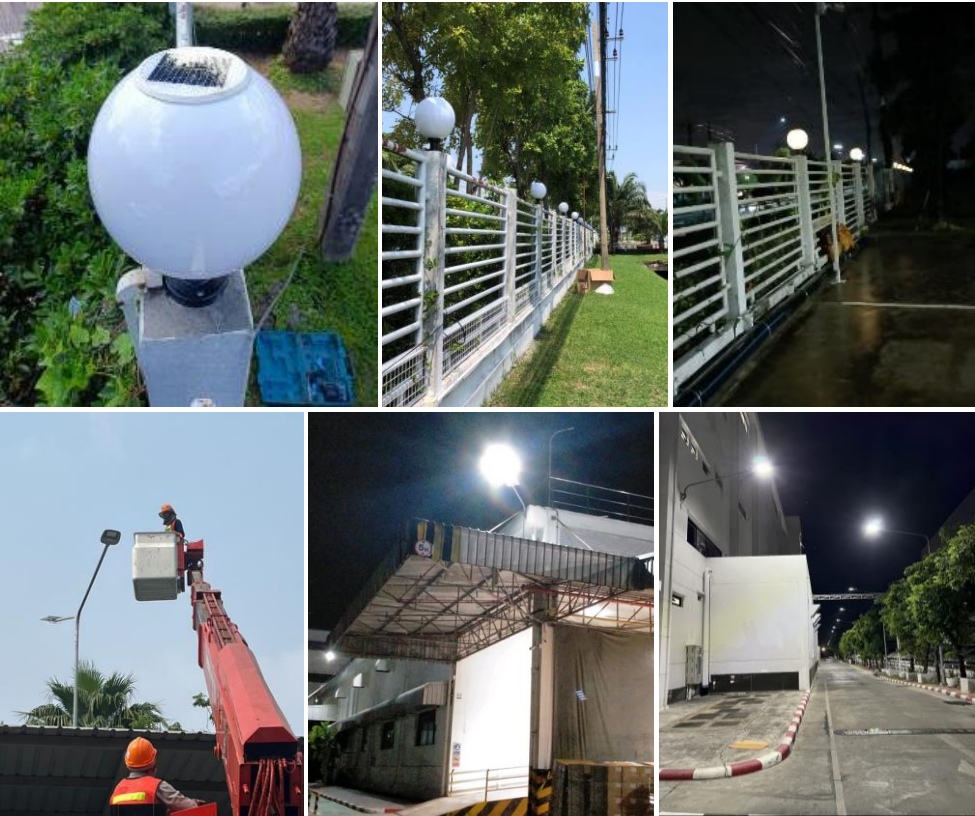
The ICP projects are implemented to support Delta's sustainability targets, in 2023 the ICP project can be categorized as chart below:



## 2023 Delta's ICP implementation on Renewable Energy Consumption

Delta Thailand plant 6 and 7 had requested and installed ICP projects on “ Installation of solar LED street lighting” to replace the old lamps. The projects include install solar lawn light and solar streetlight and hybrid type. As a result, the electricity can be saved by using renewable solar energy 28,943 kWh/year and reduce GHG emission 14.47 Ton Co2 eq.

Plant	Project Details	Annual Saving kWh/Year	Annual Saving USD/Year
6	Install Solar lawn light of fence 7W, 144 set.	4,415	673.32
	Install solar streetlight 80W, 35 set	12,264	1,870.35
7	Install solar streetlight hybrid 100W, 28 set	12,264	1,870.35



# Process Innovation

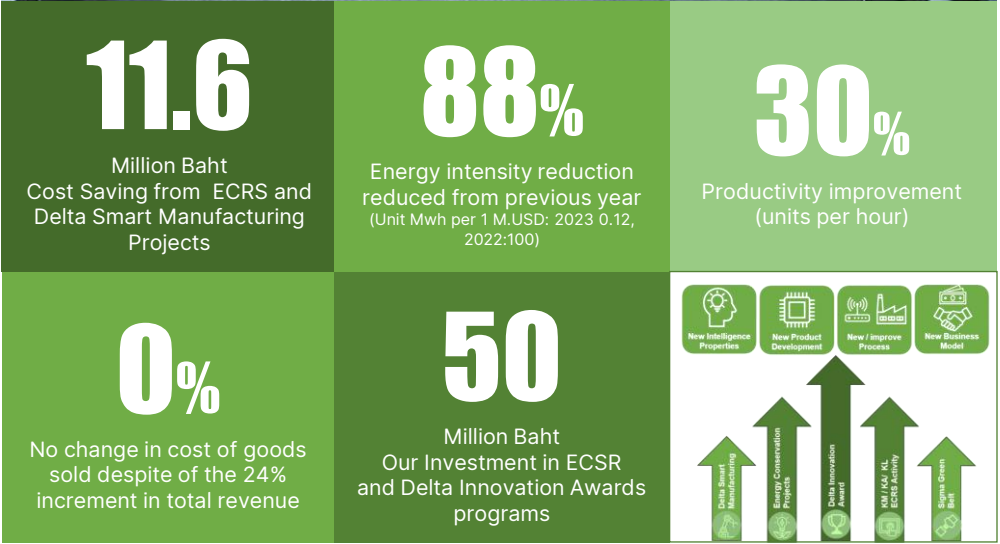
Delta continuously refines its manufacturing processes to reduce material usage, decrease energy intensity, and minimize production waste while delivering greener products to customers. From 2015 to 2023, the company successfully completed over 2,400 automation and ECRS (Eliminate, Combine, Rearrange, Simplify) projects across six major processes. Simultaneously, Delta made a strategic decision to upgrade all its factories to "Delta Smart Manufacturing" as part of a five-year plan. This initiative aims to integrate all manufacturing processes digitally with optimal automation, moving beyond single-station upgrades. The integration allows for real-time access to manufacturing data via an IoT platform, enhancing decision-making and operational efficiency.

Since the gradual introduction of more innovative automation processes and robotic arms in 2014, Delta has leveraged big data for predictive analysis to optimize production plans, improve logistics efficiency, and enhance machine maintenance, quality control, and more. In 2023, Delta Thailand achieved a 30% improvement in overall manufacturing productivity, largely due to focused investments in process automation and continuous improvement projects. The rapid deployment of these new processes was made possible by thorough planning and research, ensuring minimal disruption to daily production schedules.

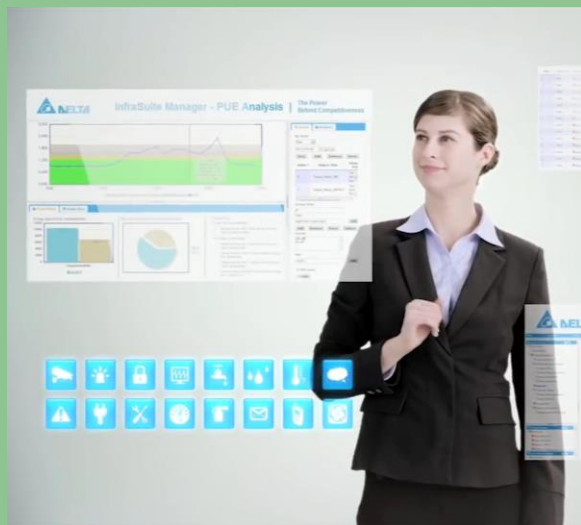
In addition to benefiting from stable costs of goods sold, these accurately automated processes contribute to reducing environmental impact, optimizing resource usage, and enhancing energy efficiency. Moreover, Delta's focus on automation ensures the safety of employees by reducing their exposure to complex and hazardous tasks.

Beyond process digitalization, Delta has prioritized Kaizen and ECRS methodologies to further enhance efficiency. The company annually organizes the Delta Innovation Awards to promote innovation in intellectual property, new product development, manufacturing improvements, and new business models. In 2023, the [15th Delta Innovation Awards](#) recognized 10 teams and 10 individuals, granting them monetary and non-monetary rewards. Their winning projects have since been adapted into Delta's production processes, further driving the company's commitment to innovation and operational excellence.

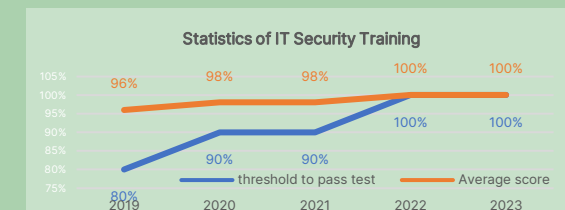
Process improvement is key to Delta's goals of increasing revenue from eco-friendly products and achieving carbon neutrality by 2030. Enhancing efficiency, material use, and energy intensity supports both operational excellence and sustainability. By integrating advanced automation and digitalization, we ensure production is cost-effective and environmentally responsible. These efforts are essential for delivering greener products and reducing carbon emissions, crucial for reaching our carbon-neutral target. Through ongoing innovation, Delta is positioned to lead in the shift toward a sustainable future.



# Cybersecurity and Data Privacy for Sustainable Growth



**45,146** hours of IT Security we provided to our workers in 2023. (4.4% of total training hours)



**100%** of Delta Thailand's workers received information security and pass the post-test with 100% threshold.

**0**  
**ZERO**

Total number of

- Information security breaches or other cybersecurity incidents.
- Information security breaches involving customers' personally identifiable information.
- Customers affected by company's data breach.
- Fines/penalties paid in relation to information security breaches or other cybersecurity incident.

Although Delta does not generate revenue from online activities such as e-commerce, IT security has become increasingly vital to the implementation of Delta Smart Manufacturing (DSM) and effective communication with our stakeholders. The integration of online and robotic processes, AI, and Human-Machine Interface (HMI) in critical production processes is essential to achieving sustainability goals. The commitment to increasing green revenue and reducing greenhouse gas (GHG) emissions to meet a carbon-neutral target by 2030 hinges on robust cybersecurity and data privacy measures. Additionally, the target of achieving "zero confidentiality data leakage, successful cyber-attack, internal information and personal data breach and zero monetary loss from disinformation, misinformation, and investment solicitation by 2030" underscores the urgency of these efforts. Given the immediate and ongoing cybersecurity threats, the likelihood of encountering breaches is high, with a critical impact on business operations.

Recently, prominent publicly listed companies have encountered challenges related to impersonators misleading investors through social media platforms. [According to the Thai Banker Association Report](#), these incidents resulted in a financial loss to the public amounting to over 11,500 Million Baht in 2023. In response, the Stock Exchange of Thailand (SET) formed an alliance to combat investment scams and enhance investor protection. A proactive approach is needed due to the high likelihood of investor deception, which can severely impact stakeholder trust.

In a digitized landscape where online systems drive business processes—especially in smart manufacturing—information security, personal data protection, and customer privacy are essential. Our integration of AI and Human-Machine Interface (HMI) technologies is vital for achieving sustainability goals and maintaining operational confidentiality. Our commitment to reducing greenhouse gas emissions to meet carbon-neutral targets by 2030 relies on robust cybersecurity measures. Additionally, our goals of zero confidentiality data leakage and zero financial losses from disinformation or cyberattacks by 2030 emphasize this urgency. Recent incidents of impersonators misleading investors illustrate the severe consequences of inadequate information security, highlighting the need for proactive measures to safeguard corporate, customer, and societal interests.

## Factors Contributing to Cybersecurity Risk

The broader geopolitical landscape also affects cybersecurity and data privacy strategies.

- Goeconomic Tensions:** Increased geopolitical tensions heighten cyber threats, requiring immediate and ongoing protective measures due to the high likelihood of attacks affecting national security and business continuity.
- International Regulations:** Compliance with evolving data privacy regulations, like GDPR, is essential for competitiveness and stakeholder protection. Ongoing compliance is crucial to avoid severe penalties and reputational damage.
- Supply Chain Vulnerabilities:** Geopolitical tensions can disrupt global supply chains, increasing cybersecurity and data privacy risks. Immediate and ongoing assessments are necessary due to the high likelihood of operational impacts.
- Artificial Intelligence (AI):** AI improves efficiency but introduces new cybersecurity risks from potential malicious exploitation.
- Deepfake Technology:** Deepfakes pose cybersecurity challenges by enabling impersonations that facilitate cybercrime, threatening sensitive data and trust.



# Cybersecurity and Data Privacy for Sustainable Growth

## Impact of IT Security on Sustainability Targets

The protection of systems and data that underpin sustainability initiatives is paramount. A breach in cybersecurity could disrupt online or robotic processes, leading to inefficiencies and increased resource consumption, which would undermine efforts to reduce GHG emissions. The immediate time frame for addressing these threats is critical, as the likelihood of a breach is high and could have a critical impact on sustainability goals. Furthermore, the spread of misinformation or disinformation, such as false claims about environmental impact or product efficacy, could damage public perception and erode stakeholder trust. This, in turn, would hinder the marketing of eco-friendly products, slowing the growth of green revenue.

The confidentiality of customers' trade and technology information further heightens the importance of cybersecurity, as any data breach could compromise customer trust and result in significant financial and reputational damage. Given the immediate and ongoing nature of cybersecurity threats, constant vigilance is required to safeguard these sustainability goals, as the likelihood of incidents remains high, and the potential impact is critical.

## Impact of IT Security on Stakeholders

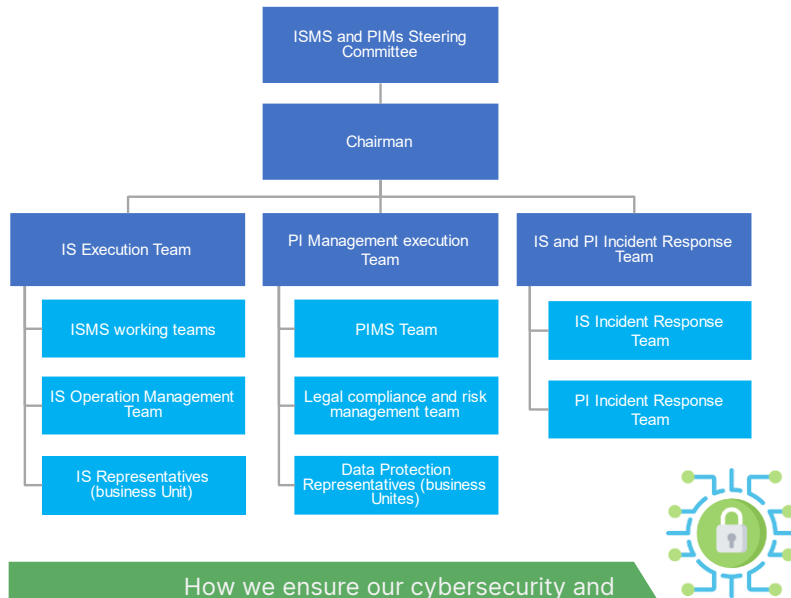
The implications of robust IT security extend beyond internal operations to significantly affect various stakeholders, particularly customers. With increasing awareness of environmental concerns, customers are increasingly scrutinizing the carbon footprint of the products they purchase. IT security plays a crucial role in ensuring the integrity and accuracy of the data related to product lifecycle assessments, which are essential for determining the carbon footprint of products. The time frame for establishing these measures is immediate, with a high likelihood of customer scrutiny impacting sales and a critical effect on brand loyalty.

- 1. Customer Trust:** Strong cybersecurity protects sensitive data and ensures reliable product information, fostering customer trust and engagement with eco-friendly products. Immediate action is necessary to build trust and positively influence relationships.
- 2. Transparency in Reporting:** Accurate data management is crucial for transparent carbon footprint reporting. Breaches can manipulate data, leading to misrepresentation and loss of stakeholder trust, making immediate efforts essential.
- 3. Regulatory Compliance:** IT security aids compliance with stringent regulations, preventing legal issues and maintaining positive relationships with regulators. Ongoing compliance is vital to avoid penalties that could harm sustainability efforts.
- 4. Influencing Behavior:** Enhanced IT security allows tracking customer behavior related to sustainable purchases, informing strategies to promote eco-conscious choices. Short-term implementation is recommended for maximum impact.
- 5. Lifecycle Management:** Effective IT security supports product lifecycle management by protecting data used in development and recycling, optimizing environmental impact. Immediate enhancement of these practices is critical for sustainability outcomes.

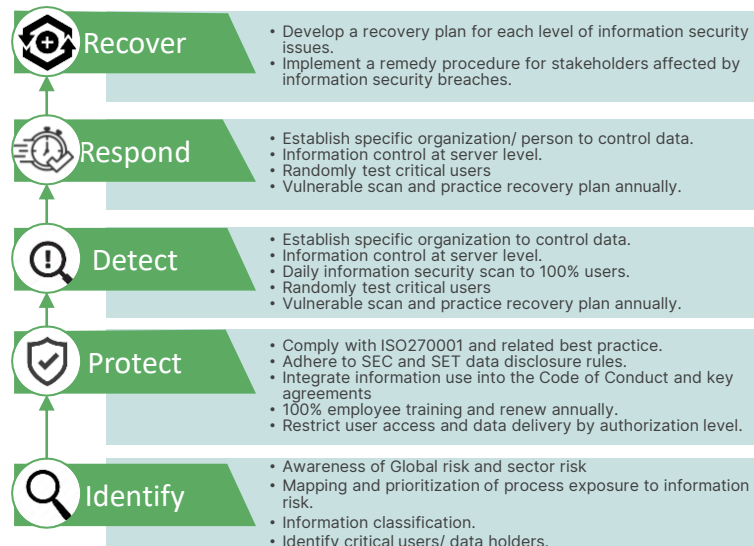


August 4, 2023: 25 executives and managers attended the Delta SEA and India [Spokesperson Training](#) workshop facilitated by trainers from Delta Corporate Communications from Delta Global HQ in Taiwan. Delta Group sees the necessity to ensure that our senior management team is equipped with skills to handle external stakeholder communications as well as our customer privacy, company confidentiality and no mislead information that depreciate our shareholder benefit.

# Cybersecurity and Data Privacy for Sustainable Growth



## How we ensure our cybersecurity and Data Privacy Security



## Practical Due Diligence for Cybersecurity and Data Privacy

Adherence to the [Delta Group Information Security and Personal Information Protection Policy](#), coupled with rigorous due diligence practices, ensures robust cybersecurity and data privacy. Immediate steps include regular audits and penetration testing to identify vulnerabilities and assess risks from misinformation and disinformation. These audits have been being conducted at least semi-annually (within 1-6 months) to enhance security.

Protecting customer data is paramount, with breaches leading to severe business and legal impacts. Tools for monitoring and fact-checking company-related information on digital platforms should be implemented to swiftly address misinformation. These steps are critical to achieving zero confidentiality data leakage and monetary loss from disinformation by 2030. The timeframe for these actions should be immediate to long-term, given the high likelihood and critical impact of misinformation.

## Ensuring Cybersecurity and Data Privacy Throughout the Value Chain

Ensuring cybersecurity and data privacy across the entire value chain requires a comprehensive approach. Collaboration with suppliers is essential to ensure they understand and are prepared to address the risks of misinformation and disinformation alongside standard cybersecurity practices. The timeframe for establishing these collaborative efforts should be medium to long-term (3-12 months), as the likelihood of supply chain vulnerabilities remains high, which could have a critical impact on operational integrity.

Delta incorporate information security requirement into our [procurement agreement](#). Article 7, titled "Confidentiality," within the procurement agreement provides guidance to our suppliers on the stringent protection of both Delta's and Delta's customers' confidential information. or the Supplier assessments and [training](#) are vital to ensure third-party partners are equipped to handle these risks, alongside standard cybersecurity measures. Implementing strict access controls and data encryption is crucial for sensitive data. In the reporting period, the company also announced instruction of "Harnessing the potential of generative AI to securely use ChatGPT" to raised its employee's awareness of using generative AI. The timeframe should be immediate, as the risk of breaches is high with potentially critical consequences. As of December 31, 2023, no supplier has had their business relationship discontinued due to personal data or an information breach or bribery.

Securing communication channels and updating incident response plans for cybersecurity and misinformation is vital. These updates should occur within the same timeframe to enhance effectiveness.

The Communications Procedure, including media guidelines, is key to securing information flow. Monitoring social media is essential to detect unauthorized data sharing. A strong social media policy will further protect the company's reputation and support 2030 targets.

Stakeholders who detect data risks related to Delta's business can report concerns via [dpo@deltathailand.com](mailto:dpo@deltathailand.com) or [delta@whistleblowing.link](mailto:delta@whistleblowing.link). The company guarantees whistleblower anonymity throughout the process.



# Cybersecurity and Data Privacy for Sustainable Growth

## Cultivating an IT Security Culture and Employee Participation

Building a strong IT security culture is crucial for mitigating cybersecurity and data privacy risks. Our [Information Security Management System \(ISMS\) Procedure](#), led by the CTO, defines the ISMS Committee's roles and responsibilities, ensuring IT security aligns with the company's strategic goals. The policy also outlines a clear escalation process for reporting suspicious activities. Additionally, Compliance with the Personal Data Protection Act (PDPA) is a key factor in our cybersecurity focus. Protecting personal data is both a legal obligation and vital for maintaining customer trust and our reputation. Ongoing PDPA compliance measures are essential for legal adherence and stakeholder confidence.

All employees must sign an Information Security Agreement and a Non-Disclosure Agreement (NDA), reinforcing our commitment to safeguarding sensitive information. This requirement highlights the importance of confidentiality, with immediate implementation and significant impact on asset protection.

All employees must complete annual IT security training with a 100% passing score, ensuring a knowledgeable workforce ready to identify cybersecurity threats. In 2023, training courses on IT and personal data security constituted 45,146 hours, representing 4.4% of the total training hours provided by the company to its employees. This annual training enhances our security culture. Critical users handling sensitive data undergo bi-monthly assessments with dummy phishing links and simulated scenarios. Over three years, no data leaks occurred among these users.

Regular awareness training is vital for educating employees on best practices and the risks of misinformation. This training addresses how misinformation can harm our reputation and sustainability goals, supporting our target of zero data leakage and monetary loss by 2030. The initial training timeframe is 1-3 months, aiming for positive employee engagement and enhancing security awareness.

The Communications Procedure ensures accurate information dissemination by designating official spokespersons, classifying data access levels, and setting media communication guidelines. This procedure should be implemented quickly to mitigate misinformation risks that could damage the company's reputation.

Equipping employees with tools to identify misinformation fosters a proactive security culture. Gamification and leadership example can drive engagement and set standards. The timeframe for these initiatives should be short to medium-term for maximum impact on security culture.

ISMS-C reports its performance to CEO as chairman of Risk and Sustainable Development committee on annual basis. In 2023, We engage external party to conduct 5 URL penetration test along with 140 vulnerability scan. 100% of over 1.8 million cyber-attack attempt, 174 attempts to send out personal or confidential data had successfully detected and handled without any monetary loss. Over 3,000 phishing mails reported by employees were another prove of successful Information Security training and our effort to promote IT literacy. These reporting employees received non-monetary rewards accordingly.

In conclusion, cybersecurity and data privacy are vital components in achieving sustainability goals and maintaining stakeholder trust. As organizations navigate an increasingly complex digital landscape, prioritizing IT security is essential for fostering innovation and mitigating risks associated with misinformation and disinformation. The timeframe for implementing robust cybersecurity measures is immediate to ongoing, given the high likelihood of potential breaches and the critical impact on business operations.

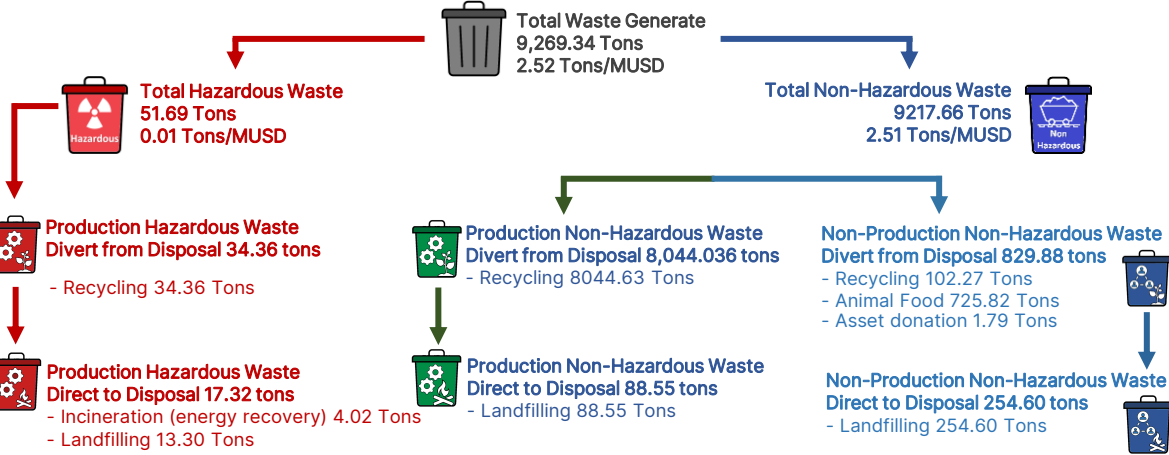
Notably, when compared with the target of achieving "zero confidentiality data leakage, successful cyber-attacks, internal information and personal data breaches, and zero monetary loss from disinformation, misinformation, and investment solicitation by 2030," our organization has successfully met this zero target in the years 2021-2023. As of December 31, 2023, no employment agreement had terminated due to personal data or information breach or bribery.

By fostering a culture of security awareness, implementing practical due diligence measures, and ensuring robust protection throughout the value chain, companies can safeguard their sustainability efforts and create lasting value for stakeholders. Finally, the ISMS-C is watching up the adverse consequence of AI technology to plan effective mitigation plan in the coming future.



# Waste in focus

To implement the sustainable use and avoid wastage of the nature resources, the diversion rate of waste throughout reduction, reuse, and recycling measures must be encouraged to eliminate the environmental impacts. Moreover, Delta’s mission also includes the monitoring of waste emissions trends from business operations and the use of stakeholder resources. The delta’s main plants divide waste into three categories: 1) Production waste include Metal, Plastic, Pallets, Packaging etc. 2) Non - production waste include garbage from office area and 3) Hazardous waste include electronic residue, glass tubes, solvents etc. Which the Delta’s waste performance in 2023 is described below:

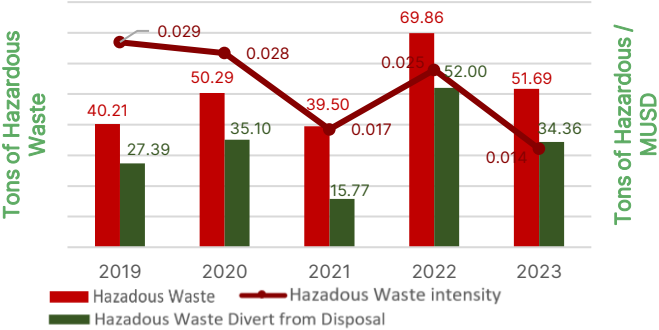


As the IEA SDS scenario in industry sector stated the policies to support circular economies through strategies of efficiency material use and increased recycling of aluminum, steel, paper, and plastics. Therefore, Delta has set the target to be consistent with sustainability goals as to 100% waste diversion rate by 2030.

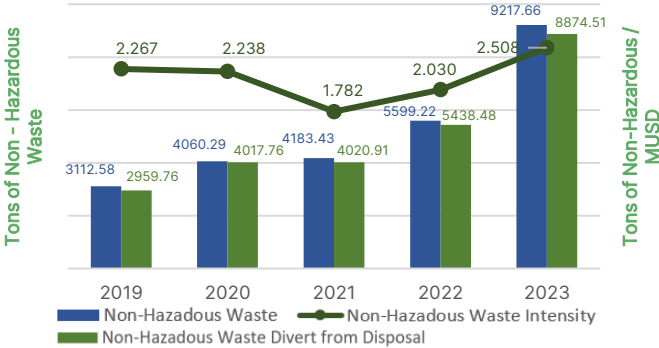
Since 2022, Delta Electronics (Thailand) PCL., received the Platinum Operations of UL2799A Zero Waste to Landfill (ZWTL) validation from UL environment, the third-party product testing and certifications and validates claims for manufacturers. This certificate shall demonstrate the efforts of Delta to reduce landfill waste disposition and increase waste diversion rate.

Although the trend of diversion rate in 2023 was decreased about 10% from previous year, the amount of diversion waste (Tons) increase by almost 50 %. Due to the expansion of business, the trial of operation shall be affected to the waste diversion management. Therefore, after full implementation of management, the performance of waste diversion rate will be achieved the target. In 2024, all sites of all Delta Thailand plants are verified the UL 2799: Zero Waste to Landfill Program to continuously improve the waste diverted methods from landfills and increase a waste diversion rate. Moreover, due to EU’s customer, Delta need to comply the WEEE: Waste Electrical and Electronic Equipment by Directive 2002/96/EC, the regulation and measure to reduce the amount of scrap electrical and electronic products discarded.

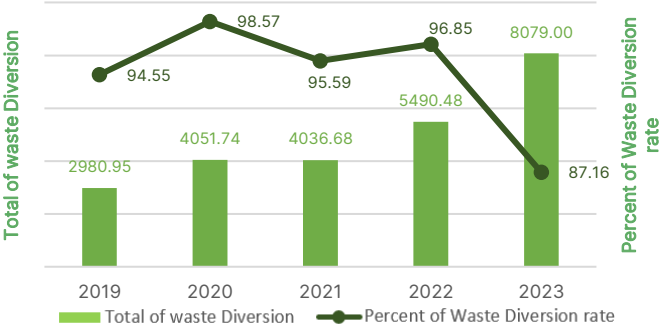
Hazardous Waste Generate Trend 2019-2023



Non-Hazardous Waste Generate Trend 2016-2023



Waste Diversion Trend 2019-2023



# Waste in focus

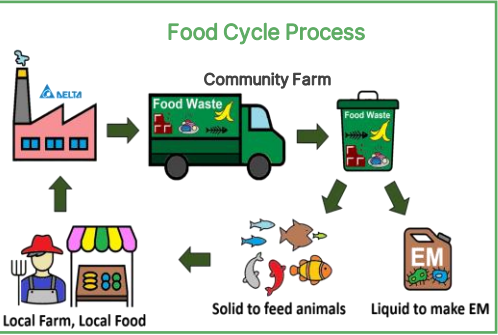
## Strategies for reusing material containers

Packaging of input raw materials is a significant waste from the manufacturing process which the amount of waste are related to production planning. Therefore, Delta has collaborated with vendor to reuse the material container by receiving only the raw material and return the container back to vendor. The container type include plastic box, cardboard box, and other plastic packaging. As the results, Delta generate no packaging waste from the raw materials input process which this measure will be able to supported the target of 100% waste diversion rate in 2030.



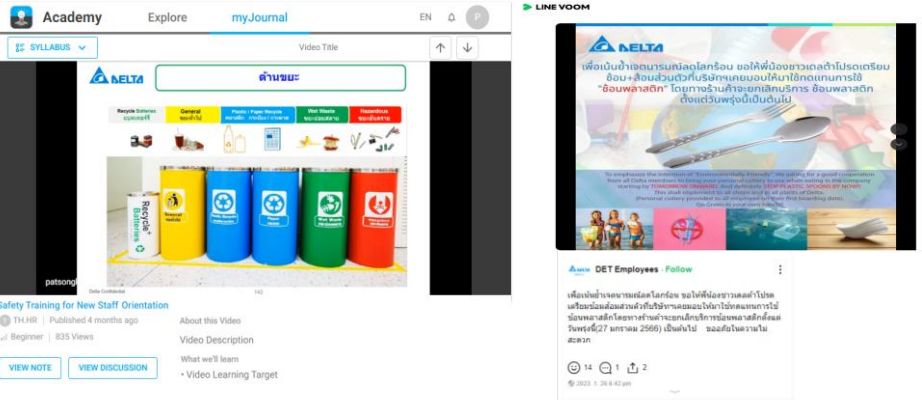
## Zero Food Waste for a Local Circular Economy

Our action to reduce food waste to landfills is the one important part of our Sustainable Development work. Since 2020, Delta has collaborated with local community to manage food waste as “Food Cycle model” and promote the “Circular Economy”. The food waste was transferred from our canteens to local farmers to feed animal and make Effective Microorganism (EM). Then the product of local farm will be circulated supply to Delta. Therefore, the food recycle process benefits community and enables us to reduce food waste to landfills which support the target of 100% diversion rate.



## Waste management training provided to employees

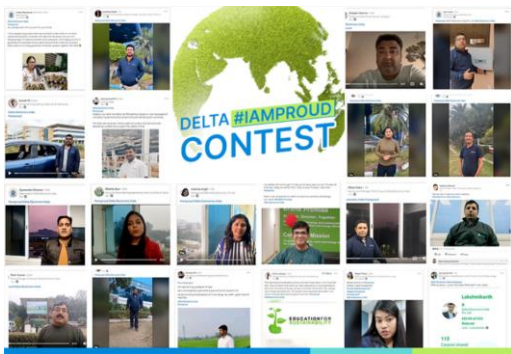
All new employees are required to participate in the Health, Safety, and Environmental Training as part of their orientation to understand the foundational requirements prior to starting work. The waste separation and waste reduction measure are included to improve awareness and guide environmentally friendly behavior. Moreover since 2021, Delta has implemented a policy requiring all employees to use their own spoons and drinking water containers in order to reduce plastic waste, including spoons, forks, and cups from the canteen. This policy has been communicated to all employees during orientation training.



## Social Media Campaign to Raise Awareness on Sustainability

Delta India launched the #iamproud contest as part of a social media campaign which a poster was created and distributed over all Delta locations in India to highlight any big or small changes, they have achieved for our ecosystem with using hashtag #iamproud.

This initiative received a great deal of praise and employee from different office participated. A few examples share their innovative ideas, such as not purchasing kitchen plastic disposables and replacing them with reusable options, switching to an EV car, using eco paints at home, not using plastic bottles and plastic bags, and so on.



# Emission Release

## Refrigerant replacement

Based on IPCC2007, and ISO14064 standard, Delta keeps tracking our ozone depletion substances (ODS) in manufacturing process. According to the UNEP initiative that suggest HCFCs which has lifecycle only about 10% of CFC-12. Therefore, Delta has a target to replace HCFCs instead CFC in air conditioning system to decrease Ozone Depletion Potential. According to the company GHG Inventory report, there are not the imported and exported for Delta's production. The total amounts of ODS emission in 2023 which verified by third party based on ISO14064 - 1 are shown as table below.

Refrigerant Change 2023 (kg)	Thailand	India	Slovakia
HFC 134a / R134a	510	-	-
HFC 404a / R404a	20		
HCFC R410a		8	

## Air Emissions monitoring

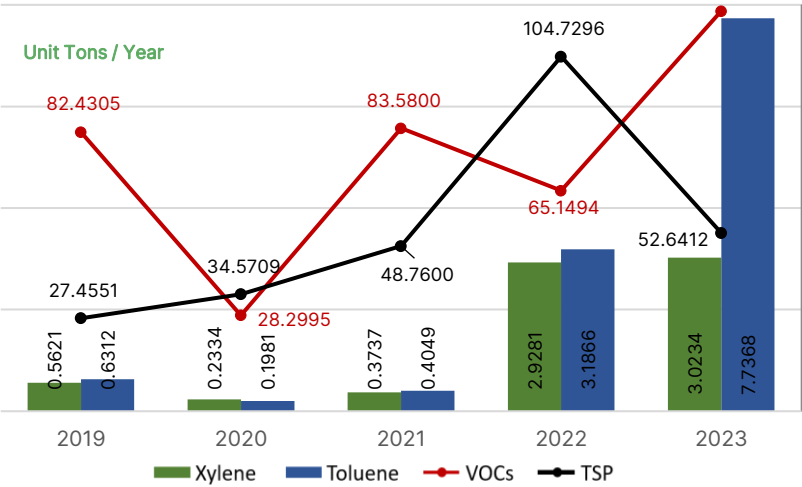
For Delta's business operation which emphasized well-being of employee and stakeholders according the Occupational Safety Health and Environmental policy, environmental law, and the scenario IEA SDS in power sector about pollution emissions limits for industrial facilities. The air emission from the process have been monitored the exhaust air quality that release to the environment including

- NOx: Nitrogen Oxides
- Sox: Sulfur Oxides
- CO: Carbon Monoxides
- TSP: Total Suspend Particles
- C8H10: Xylene
- C6H5-CH3: Toluene
- VOCs: Volatile Organic Compounds
- Sn Tin
- Pb: Lead and other

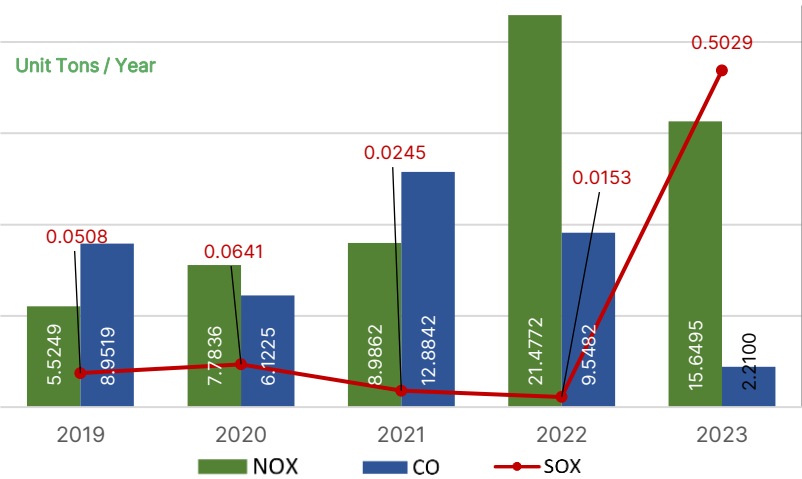
These emission data have reported annually/biannually by third party specialized according to local standard, regulations and U.S. Environmental Protection Agency for each country that Delta operates.



### VOCs, Xylene, Toluene and TDS Trend 2019 - 2023



### Nox, Sox, and CO Trend 2019 - 2023



# Our effort to reduce VOC

The VOCs was the emission in focus of Delta since 2015, which Xylene and Toluene have been disclosed correlate to VOCs according US. EPA Method 18 until 2018. However, there was not significant chemical spill reported from any location.

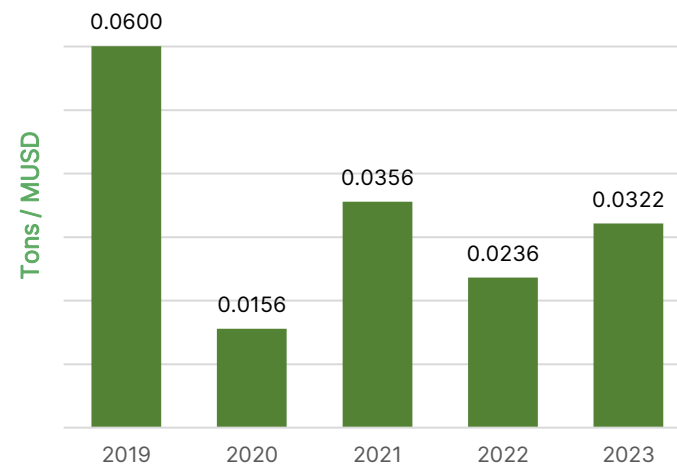
Since 2019, the total VOCs have been monitored from operation ventilation chimney in Delta's Thailand which Xylene and Toluene still measure. However, VOCs emission in Slovakia and India are not significant because 99% of VOCs emission come from Thailand. Which, the Slovakia's VOCs was calculated from combustion of natural gas and India's VOCs was calculated from diesel generators.

In 2023, the total VOCs was 118.14 tons and 0.0322 tons/MUSD, which achieved the long-term target of reduction total VOCs intensity by 30% compared 2019 based year. The VOCs mainly come from volatile organic solvents such as fluxes remover for PCB, silicone sealants for welding process and other.

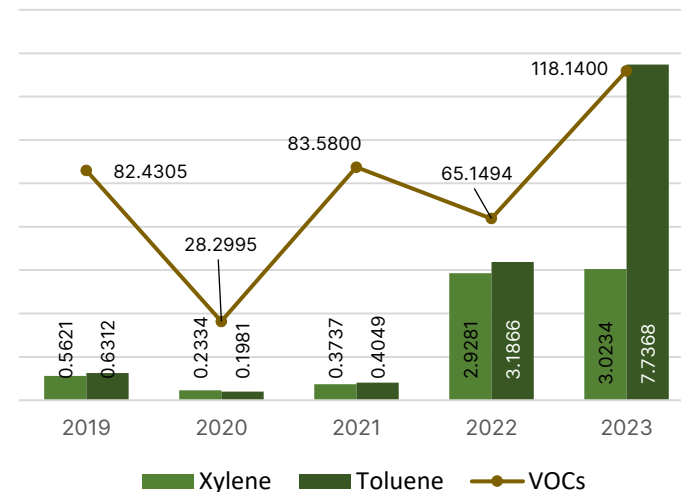
Although, the VOCs intensity reduction target was already achieved, the healthy of employee and the wellness of community around factory are in company's consideration. The production team have examined the production areas and found the IPA Solvent cleaner (Isopropyl Alcohol) was the main usage causing Acetone. Therefore, since June 2022, the vendor have been engaged for the replacement of a cleaning solvent to non-VOC type to encourage less environmental impact and employee wellness.

In addition to measuring VOCs at the ventilation chimney that release emission into the atmosphere, there is also the monitoring in the workplace to evaluate the impact on healthy of employee. In 2023, there was not a VOCs exceeding the standard.

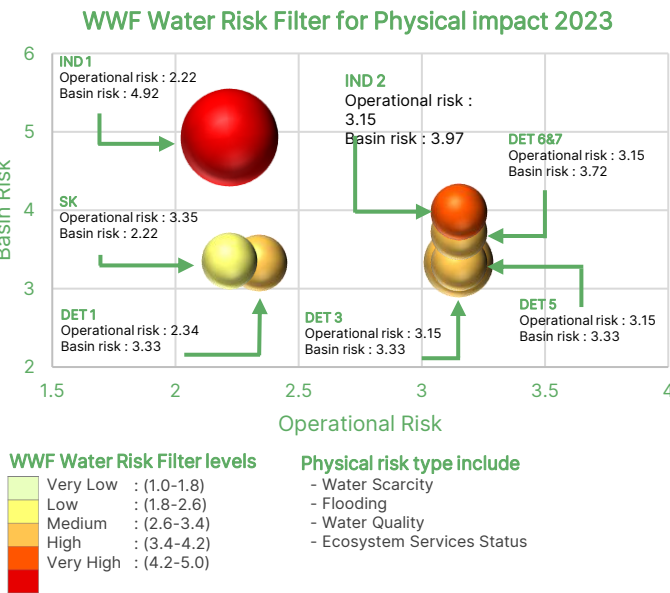
## VOCs Intensity Trend 2019 - 2023



## VOCs, Xylene, Toluene and TDS Trend 2019 - 2023



# We maintain water security



To study the size of water resources, value to communities and biodiversity values near Delta’s major operation, the Wikipedia was the source of information in 2018. These study was used to determined water management measures and raise employee awareness for water used conservation.

Furthermore, since 2019 the WWF Water Risk Filter was used to assess Water risk especially Water Stress for Delta Thailand, Delta India, and Delta Slovakia. The operational risks and basin risk are analyzed for planning water management and ensuring our activities do not adversely impact stakeholders or communities.

In 2024, the DET 6 and India site are assessed the basin risk as water stress area. Which the water used activities must be considerably emphasize and act for water conservation. Thus, the data of water withdrawal, water consumption and water recycle project in water stress area will be disclosed in IFRS S2 Climate-Related Disclosures Report 2023 and Sustainability in number 2024 which public on Delta’s website. These information will be used to evaluate the opportunities for water efficiency improvement.

Delta’s water management is a matter of interest to our stakeholders. This interest is not only out of concern regarding global change in baseline water and drought severity, but also concerns about chemical contamination to natural water sources from the technology industry. Although water is not our production factor or used in our manufacturing process, our company has taken many measures to conserve clean and accessible water for our local community. Based on Delta’s water consumption breakdown, 95% of the water used by Delta’s own operation sites for domestic and sanitary purposes. According to our water billing records, municipal water supplied by governmental offices is the main water source for Thailand, India, and Slovakia plants.

2023 Delta water conservation awareness	Thailand	India	Slovakia
Why we care?			
Nearby river basin	Chao Phraya	Ganges	Elbe River
WRI Baseline water stress level	Med - Hi	Hi - Very Hi	Low
Our Consumption			
Water withdrawal (million liter)	662.14	16.99	10.57
Water Consumption (million liter)	285.72	3.30	4.02
Water Discharge (million liter)	376.41	-	6.55
Water recycled and reused (million liter)	61.14	13.69	4.52
Rainwater use (million liter)	6.72	-	-
Water withdrawal in water stress area	237.37	16.99	-

Remark: Water withdrawal / Water Discharge are defined as Freshwater < 1,000 mg/L TDS

To maintain the biodiversity in river around the Delta’s site, the water discharge must be tested the environment factor such as TDS, BOD and COD before release drain water to reduce the environmental impacts.

2023 Ensure Quality Discharge	Thailand	India	Slovakia
BOD: Biochemical Oxygen Demand (mg / liter)	162.50	18.75	250.00
COD: Chemical Oxygen Demand (mg / liter)	307.77	83.30	602.00
TDS: Total Dissolve Solid (mg / liter)	752.12	826.50	-
TSS: Total Suspended Solid (mg / liter)	77.07	29.50	190.00

Remark:

- 1) Thailand sites has to checked quality of water annually by third party specialist before transfer to Industrial Estate Authority of Thailand (IEAT) for treatment.
- 2) In 2023, scope of waste data was expanded to DET 7
- 3) The 2023 disclosed of environmental performance baseline is 2021.

# Wastewater recycling, reuse and rainwater use program

All the wastewater discharge from DET is received by IEAT: Industrial Estate Authority of Thailand for wastewater treatment services. However, our discharged water is also examined for heavy metals concentration annually to ensure safety and quality of water before transfer to IEAT as previous section.

Also, our subsidiaries Delta's India, the water quality is tested by a third-party according to Central Pollution Control Board of India, to ensure wastewater quality and all discharged water goes straight forward to STP: Sewage Treatment Plants through the water treatment process. These water will be reused as garden irrigation and toilet flushing.

Slovakia's site wastewater management is assigned to a local third-party according to the recommended from Decree of Slovak: Annex no. 3 of Act no. 55/2004 Coll. Maximum Permissible Rate of Pollution of Industrial Wastewater and Special waters discharged into public sewerage. Since 2015, there is no value of water quality indicators over the limit of average standard and no incident of non-compliance with discharge limit nor significant fine on this matter in the reporting period.

Since Delta group's participation in Paris climate agreement (COP21), Delta takes 2015 as a base year to measure our implementation of various water-saving project such as wastewater treatment to RO water, condensate water for cooling tower, and rainwater use. Moreover, the water-saving taps and sanitary ware were installed to reduce water consumption and the excess water from cooling towers shall be managed.

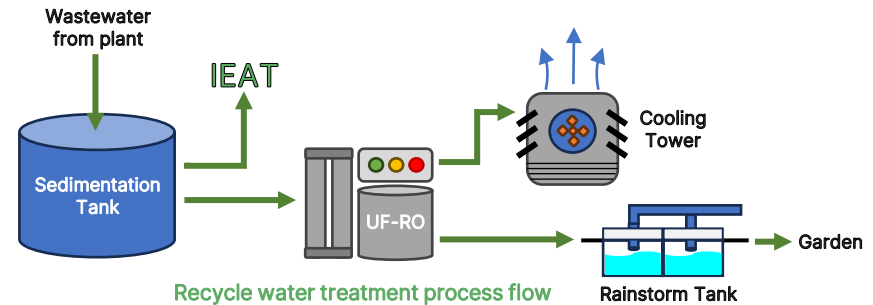
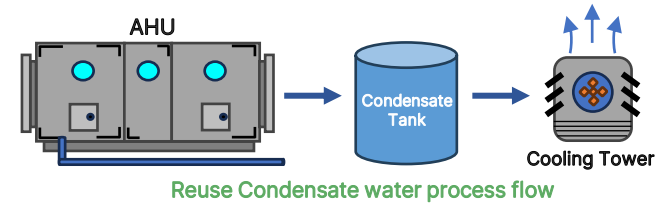
## Recycle Water Treatment

To maintain the water resource and improve water efficiency use, around 10 % of wastewater from DET 5 is divided from Sedimentation tank transfer to UF-RO system to make RO water. These RO water is recycled to use in cooling tower and shared to rainwater basin to use for watering the garden.



## Reuse Condensate Water

For the water condensate from AHU machine or air conditioning system, the quality of water is clean with low temperature. Thus, DET 5 have installed pipeline system to transfer condensate water to reuse at cooling tower.



# Wastewater recycling, reuse and rainwater use program

Delta aims to reduce water withdrawal by 10% within 2025 compared the base year in 2020 (m3/MUSD consolidated revenue. Although the water withdrawal intensity in 2022 was decreased 20% from base year, due to the expansion of DET 7 in 2023, the withdrawal intensity was increased 15 % compared with 2022. However, the water consumption intensity was not changed since 2021, which means Delta has been able to maintain the water efficiency and maintain water security.

Through our value chain, Delta is aware that water is a production factor for metal part production. We are on the process to study water risk, impact and opportunity of metal part production process in China. Simultaneously, in 2023, we engage 10% of our suppliers to voluntarily provide quantitative information of their water consumption. Since this was our first quantitative engagement, the volume of water consumption as well as risk and impact at our supplier sites has not officially consolidated in this report. We target to disclose the water impact on the supply chain by the next reporting period.

## Rooftop rainwater use

The 10 m^3 rainwater tanks were installed at gate 2, 3, and 4 of DET 5 for storage rainwater. These water will be transferred to softener system to produce soft water for cooling system. The amount of municipal water 1,000 m^3 or about 18,000 baht / year of municipal water cost can be saved from this project. With the simple design concept, this Rooftop rainwater use shall be expanded to other plant for encouraging the water resource conservation to achieve the Delta's sustainability target.



Roof Top Rainwater Tank



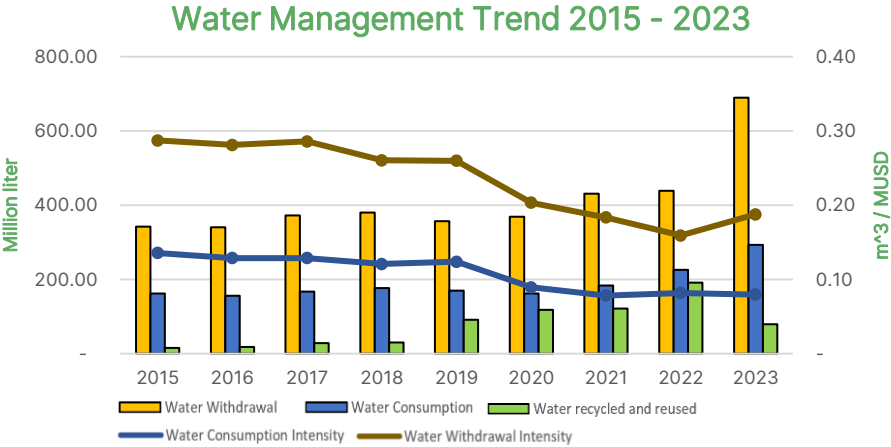
Water Softener System



Rain Gutter Water Tank



Garden Sprinkler Control



## Gutter rainwater use

The rainstorm tanks at gate 1 and 4 are received rainwater from rain gutter for accumulation before release to public canal. To preserve water resource, these rainwater was used for watering garden via automatic sprinkler system twice a day. The DET 5 can save the amount of municipal water about 2,000 m^3 / year or 36,000 baht of municipal water cost per year. However, the rain gutter must be protected from any contaminates to maintain quality of water to avoid impacts to natural water resource.

# Ensure natural resources conservation

## Every Day is Earth Day at Delta

At Delta, our mission is to provide innovative, clean and energy-efficient solutions for a better tomorrow. This embeds a passion for environmental protection in our company DNA and makes sustainability core to everything we do each day. Resources do not mean dumping money on ads and donations but most importantly, having qualified people to identify the problems and drive effective projects and operations. Therefore, to implement successful ESG programs, companies need to prioritize governance and ensure that their leaders are committed to the principles of ESG, and not just paying lip service. The message of “Every Day is Earth day at Delta” will be announced to rise awareness about climate change to the public.

Delta Sustainable Committee studied the relationship of climate change to the occurrence of infectious diseases. It was found that the changing climate affect the occurrence and existence of various infectious diseases in humans. This study, again, urge us to back to our track to smarter and greener environment management to mitigate negative impact from our operation.

As a public-listed company in Thailand and a global corporate citizen, Delta’s commitment to energy-saving and natural resources conservation guide everyone at Delta to a greener lifestyle and practice. We adhered to international environment standards such as ISO14001, ISO 14064, ISO 14067, and ISO 50001 to develop our product, process, and work environment to be more eco-friendly.



August 2023, Delta voluntary join Reforestation Activity with Industrial Estate Authority of Thailand (IETA) to conserve and restore local mangrove forests and canals. The project aims to conserve the natural resources of the coastal areas in Samutprakarn Province. As part of the environmental protection, volunteers work on the restoration of mangrove forests and canals where water flows into the sea. Restoring these natural areas to their original condition helps to prevent coastal erosion and flooding that impacts the livelihood of local communities. The activity help raise awareness on conservation and environment issues among the youth and the local community as well as business operators within the Bangpoo Industrial Estate. Delta regularly participates in the conservation and preservation of natural resources and the local environment to give back to the community and create a better future for the next generation.





# Smart Logistics Modal Plan

Delta Thailand Logistics function is mainly responsible for transporting domestic and international materials to the production line, delivering finished products to our customers and managing all the relevant parties in the logistic chain in line with the “Green Logistics” approach. Delta is constantly working towards optimizing operations processes and minimizing the harmful impacts to the environment.

With our attempt to be greener and confident in IT security management, Delta has addressed the value of paperless work by sampling check of e-invoice process for outgoing shipment and realize impacts or our practical logistic management as following:

- 1) Ensure that inbound and outbound shipments are for full truck load (FTL) by loading trucks with as much cargo as possible. By doing this, the number of trips between the production bases to port per day is reduced, warehouse cost is saved. Just-in-time production is achieved and minimizes empty backhauling.
- 2) Request freight forwarders at the point of origin to fill containers with freight to full container load (FCL) so that a large number of shipments can be delivered in one trip without having to waste free space in the container and involve intermodal transport. Delta also encourages suppliers to use durable eco packaging to prevent damage to goods and materials during transport. If products are damaged, Delta is responsible for delivering replacements to the customer, which results in an increased transportation cost.
- 3) Use major carriers and freight forwarders to ensure high quality service standard and green logistics operations. Not only does our choice of freight counterparts guarantee efficiency in transportation, but it also protects the environment by reducing CO2 emissions.
- 4) Promote modal shift by using sea freight over air freight as sea freight is more energy efficient and more environmentally friendly.
- 5) Consider high-standard suppliers committed to recognized environmental standards/ initiative.

According to our participation to RE100 initiative and Thailand's Alternative Energy Development Plan: AEDP2015 scenario, after the recession, global logistics industry forecasted to encounter higher energy price. Delta is under the process to consolidate the information of renewable energy used for land transportation by our freight. The information should help us to secure our logistics process while mitigate climate change in the long-term. Result of this activity will be disclosed in the next issue of Delta Thailand Sustainable Development Report.

## Transportation mode we used in 2023



Water Transport



Air Transport



Express



Truck Transport



Hand Carry





# Biodiversity

Due to business expansion, there is a need to construct a new factory or building to increase production capacity and meet growing customer demand. However, constructing buildings inevitably encroaches on natural areas which affect to biodiversity and ecosystem of original area. Moreover, the additional resources are necessary as the business expands such as energy water, and production material that also affect to biodiversity in term of natural resource. Therefore, to encourage the sustainability action, Delta commit the zero deforestation for its operational site expansion and consider the environmental impacts to avoid threats to the biodiversity according to the global Net Positive Impact.

Delta promises that future new plants or office buildings as well as buildings it sponsors, will be green buildings. Delta will continue to make good use of its core technology capabilities to develop smart energy-saving solutions and invest in the application and promotion of green buildings.

The green building is verified the LEED (Leadership in Energy and Environmental Design) certification for buildings is adherence to rigorous standards of environmental sustainability and energy efficiency across various aspects of design, construction, operation, and maintenance. Buildings seeking LEED certification must meet specific criteria related to sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. The ultimate goal is to promote environmentally responsible buildings that are resource-efficient and provide healthy environments for occupants.

Since Delta established the first green building in the Tainan Science Park in 2006, So far, Delta has built and made donations of 33 green buildings and two green data centers around the world. The latest, in 2022, the 66 Tower, where Delta's Green Industrial (Thailand) Co., Ltd. new office is located, is a LEED Gold-certified green building that has implemented Delta's EV Charging Solutions including the 22kW AC Max charger for regular charging and the 100kW DC City Charger for fast charging. However, in 2024, Delta's plant 8 and 9 have opened for operation which the design and technologies are imitated after the DET 5 building. Therefore, these buildings have plan to verified LEED certificate in 2026. Ref: [https://esg.deltaww.com/en/csr\\_GreenBuilding](https://esg.deltaww.com/en/csr_GreenBuilding)



- Energy saving 23%
- Water savings: 35%
- SRI roof coating to reduce heat
- 3MWh /yr. Solar PV System kWh
- Datacenter Solution
- Energy Management Solution
- Smart HVAC Solution
- LED Lighting Solution



- Energy saving 28%
- Water savings: 45%
- SRI roof coating to reduce heat
- Intelligent energy monitoring
- Smart HVAC solution
- LED Intelligent Lighting
- The green planting area 30%



- Energy saving 60% Compare Traditional commercial building
- SRI roof coating to reduce heat
- Solar PV system, Solar street lighting
- High Efficiency HVAC system
- Natural Lighting
- Waste water recycling system



- Energy saving 76% Compare Traditional commercial building
- SRI roof coating to reduce heat
- Solar PV system, Solar street lighting
- High Efficiency HVAC system
- Natural Lighting
- Waste water recycling system
- Rainwater Harvesting Systems

# Biodiversity

According to our [Environment Health and Safety policy](#), all of Delta's own major sites are located in industrial parks; including [Bangpoo IEAT](#), [Wellgrow IEAT](#), [Sidcul Industrial Park](#), [HSI IDC Industrial Area](#), and [Industrial Park Dubnica nad Váhom, Slovensko](#), this minimizes the environmental impact on the local ecosystem, biodiversity and habitats during operations. For transparency in environment management, Delta implemented the “[2024 Sustainability in numbers](#)”, a collective result of our environment since 2014 at our public domain. Delta realizes that protecting biological diversity is important for ensuring natural ecosystems which provide clean water and air and contributes to food security and human health. Biodiversity also contributes directly to local livelihoods, making it an essential factor to reducing poverty, and thus achieving sustainable development.

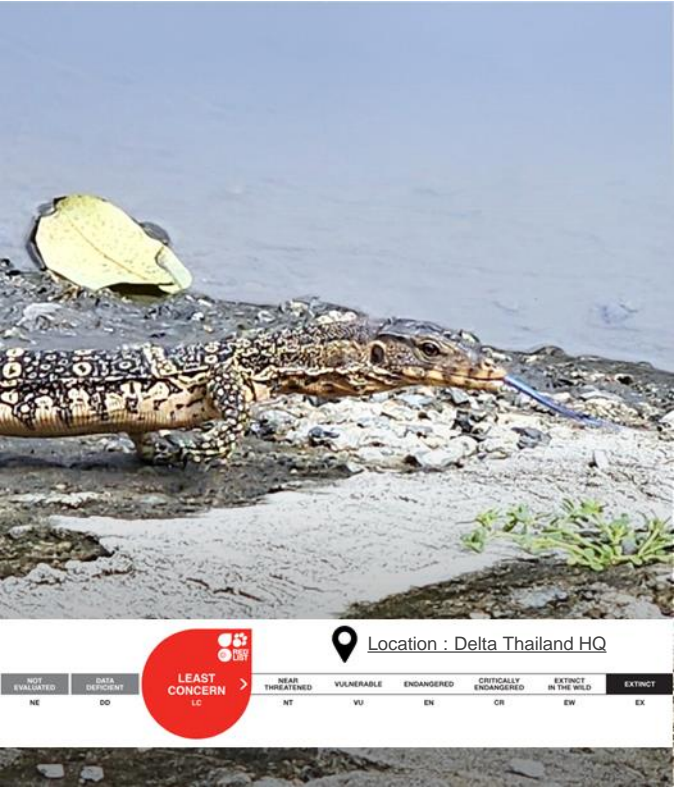
Wetlands are the habitat of the “monitor lizard” (*Varanus salvator*), the semi-amphibious creature living in Thailand wetland habitats as a protected reptile species ranked 91 (page 56) of the appendix list of Ministerial Regulations B.E 2546 of Thailand’s Ministry of Natural Resources and Environment according to [WILD ANIMAL CONSERVATION AND PROTECTION ACT, B.E.2562\(2019\) \(TH / EN \)](#). Delta conducted a simple investigation into this species in our headquarter (approximately 70,000 s.q.m) environment management indicator (Please refer to: [Wildlife Preservation and Protection Act Thailand](#)). Generation by generation, local monitor lizards help to maintain the environmental balance by eating fish or animal carcasses and biological refuse in nearby wetlands. Since most of the Bangpoo Industrial Estate’s surrounding areas are fish farms and swamps, huge numbers of fish were killed when the temperature changed. The biological role of the monitor lizard has protected Delta and our neighboring communities from plague resulting from bacteria.

Climate change poses a threat to the ecosystems where people and animals live. In Thailand 2023, the high temperature and decreasing rainfall led to droughts and increased freshwater scarcity due to the rising of sea level from 2 coastal areas. This exacerbates coastal erosion rates, flooding, and saltwater intrusion. The droughts might also cause a severe cracking and compaction, acidification, loss of organic matter, and enhanced greenhouse gas (for example methane) emissions and lead to irreversible soil changes, with major impacts on water quality (Reference: <https://tinyurl.com/u9mc6bdw>). Furthermore, drought will cause drying out of wetlands and loss of biodiversity.

n response to concerns regarding local biodiversity decline, we have been observing the presence of the water monitor (*Varanus salvator*). In 2023, alongside the observation of adult water monitors at the designated site, we also recorded juvenile monitors, indicating successful reproduction in nearby areas. This increased observation coincided with the construction of our new factory and R&D center, under the management of the Industrial Estate Authority of Thailand (IEAT), which did not involve converting any new land. Additionally, unseasonal rain and flash floods during the first quarter of 2023 prompted us to expand our observations across a wider region. However, *Varanus Salvator* is listed as a [Least Concern species \(LC\)](#) on the [IUCN Red List](#) and we will keep observe their behaviors during these crisis climate change.

## Strong action with partnership

In addition to the IEAT’s certificate process to affirm its close monitoring of Delta Thailand’s environmental performance, the communication channels “[Whistleblow@deltathailand.com](mailto:Whistleblow@deltathailand.com) <[Whistleblow@deltathailand.com](mailto:Whistleblow@deltathailand.com)>,” and “[OHSC@deltathailand.com](mailto:OHSC@deltathailand.com)” are always available to the public to report any cases in violation of environment-related regulations or human rights. Delta’s Safety Health and Environment Committee was established to drive, monitor, and review and improve the company’s environment-related issues. The committee also provides appropriate countermeasures for any confirmed cases. Up to 2023, there was no any case of non-compliance with environmental laws and regulations, significant fines for non-compliance with environmental laws and regulations, non-monetary sections for non-compliance with environmental laws and regulations nor cases brought through dispute resolution mechanism.





# Better Together

Learn our shared value for stakeholders through key activities and performances disclosed on the basis of social science methodology.

# A mutual betterment



**Representation and Voices:** DEI ensures that diverse perspectives, experiences, and knowledge are considered in decision-making processes related to climate change and sustainability. People from different backgrounds and communities bring unique insights and innovative solutions to address environmental challenges.

**Access to Resources:** DEI ensures equitable access to resources, technologies, and opportunities related to renewable energy, sustainable transportation, and climate mitigation and adaptation efforts. It helps bridge the gap between developed and developing regions in terms of resource distribution.

**Innovation and Adaptation:** Diverse teams and inclusive environments often lead to more creative and innovative solutions. In the context of climate transition, this can be particularly beneficial in developing adaptive strategies and technologies to combat climate change effectively.

**Social Cohesion:** Climate initiatives are more likely to gain widespread public support when they address the concerns and needs of diverse communities. By promoting DEI, we foster social cohesion and build more resilient communities that can collaborate effectively to address climate challenges. Inclusive policies are more likely to be perceived as fair, just, and beneficial for society as a whole.

**Long-Term Perspective:** DEI fosters a long-term perspective by considering the interests and needs of future generations. Climate change is a problem that will affect generations to come, and DEI ensures that their voices are heard and accounted for in decision-making.

For both Delta and societal, diversity, equity, and inclusion (DEI) are crucial aspects that play a significant role in the context of climate transition. Ensuring DEI in our [climate policies](#), [Human rights policy](#), [EHS Policies](#), [Employment Policies](#) and other key practices helps address these disparities and ensures that no one is left behind in the transition to a sustainable future. In 2023, according to the Organization for Economic Co-operation and Development, the rapid acceleration of automation has triggered one of the worst job crises since the Great Depression. In addition to slow economic recovery, extreme weather events and major countries confrontation impaired global citizen's cost of living that finally degrade their basic human rights. Numbers of global workforces have been impacted by technology and energy transition to tackle with climate change, vulnerable group like women, children, ethnic minorities and indigenous people are disproportionately affected by income loss and loss of economic opportunities, These crises highlighted the importance of DEI in society and the workplace

เสียงของคุณมีความหมาย

เชิญทุกท่านแบบสำรวจ Online

หัวข้อ "ความหลากหลาย ความเสมอภาค และการมีส่วนร่วมขององค์กร"

วันที่ 2 - 22 พ.ค. 2566 ถึง "ปิดการให้โหวต 5 รางวัล"

ประกาศผลผู้โชคดีจำนวน 5 ท่าน วันที่ 26 พฤษภาคม 2566

We want to hear from you!!!

Please take a moment to complete the Diversity, Equity, and Inclusion survey between May 2-22, 2023.

There will be 5 lucky draws!!!

5 lucky winners will be announced...

"5 lucky winners will be announced on May 26th, 2023."

**Diversity, Equity, and Inclusion Survey:**

**แบบสำรวจความหลากหลาย ความเสมอภาค และการมีส่วนร่วม**

Description: Respecting individuals from diverse backgrounds is essential to achieving success. Prioritizing DEI (Diversity, Equity, and Inclusion) is powerful in the workforce. Diversity encompasses people's identities and differences. Equity ensures fair access and opportunity, and Inclusion creates a sense of belonging. Please complete and return this survey to help Delta Company prioritize DEI. Please be assured your answers will be kept confidential.

คำอธิบาย:

การเคารพความแตกต่างของปัจเจกบุคคลเป็นสิ่งสำคัญสำหรับการเป็นทีมที่มีประสิทธิภาพและความสำเร็จ การมุ่งเน้นเรื่อง DEI คือสิ่งที่เราต้องทำ 3 ข้อ คือมีความหลากหลายอย่างยั่งยืนในสภาพแวดล้อมของการทำงานเพื่อ ความเท่าเทียมกัน ความเสมอภาคและการมีส่วนร่วมขององค์กร ความหลากหลายหมายถึงคนที่มีความคิด และความสามารถที่แตกต่างกัน ความเสมอภาคคือการเข้าถึงและโอกาสของทุกคนโดยไม่คำนึงถึงเพศ เชื้อชาติ อายุ และความสามารถที่แตกต่างกัน การมีส่วนร่วมคือการเป็นเจ้าของพื้นที่ที่จะ มีใจรักและทุ่มเทกับการมุ่งเน้นเรื่องของ DEI ทุกด้านแบบสอดคล้องกันและสนับสนุน โดยแบบสอบถาม ชุดนี้จะถูกเก็บเป็นความลับ

DEI Survey

In summary, DEI is critical in creating effective and sustainable climate transition solutions that are fair, equitable, and inclusive. Recognizing and addressing the diverse dimensions of climate change and involving all stakeholders in the process is essential for a successful transition to a more sustainable and just future.



# Our colleagues

According to customers and regulator engagement in 2019, Electronics industry characterized by organized labor, maintaining good relations with employees is particularly essential for the success of a business's operations and innovation. Delta's employees represent one of a company's most important assets. In addition to employees' capabilities development, Delta, as a multinational enterprise, endeavors its employees' wellness by providing a safe and healthy working environment, fair treatment and non-discrimination, fair remuneration and supporting freedom of association. The company always complies with local and international standards on labor and human rights. In addition, these standards have applied equally across all operations within the organization. The key focus of the criterion is on companies' policies to manage labor relations, related KPIs, equal employment and development opportunities, human rights and freedom of organization. As a world-class enterprise and responsible corporate citizen, Delta Electronics (Thailand) PCL. commits to providing our employees with an environment to develop to their full potential.

Diversity in the workplace is all about creating an inclusive environment, accepting every individual's differences, enabling all employees to achieve their full potential and as a result, allowing Delta business to reach its fullest potential. By the end 2023, Delta Thailand and its subsidiaries had a total workforce of around 27,607 FTEs .The distribution of diversity in employee composition can be illustrated as follow:

Our people	Unit	2023					2022					2021		
		Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Total/ AVG
Total manhours	Manhours	16,478,735	51,071,731	0		67,550,467	38,901,698	40,757,882	0		79,659,580			
• Permanent employee manhours	Manhours	9,701,665	20,919,474	-	-	30,621,139	30,676,512	20,695,131	-	-	51,371,643			
• Subcontractor employee manhours	Manhours	6,777,070	30,152,258	-	-	36,929,327	8,225,186	20,062,751	-	-	28,287,938			
Total employees (Sub- contract included)	FTE	7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Permanent employees	FTE	4,713	8,173	96	-	12,982	4,128	8,118	85	-	12,331	3,690	8,110	11,800
• Temporary employees	FTE	2,602	11,936	87	-	14,625	1,917	8,400	58	-	10,375	1,172	4,787	5,959
• Non-guaranteed hours employees	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Full-time employees	FTE	7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Part-time employees	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
Employees by age		7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Under 18 years old	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• 18-29 year old	FTE	3,009	8,433	104	-	11,546	2,188	7,237	86	-	9,511	1,324	4,344	5,668
• 30-50 years old	FTE	4,035	10,976	79	-	15,090	3,725	9,205	57	-	12,987	3,285	7,937	11,222
• Over 51 years old	FTE	271	700	-	-	971	132	76	-	-	208	253	616	869
Employees by area of major operation sites		7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Thailand	FTE	4,152	16,952	183	-	21,287	3,219	14,608	143	-	17,970	2,431	12,174	14,605
• India	FTE	2,455	2,661	-	-	5,116	2,102	1,380	-	-	3,482	1,770	221	1,991
• Slovakia	FTE	708	496	-	-	1,204	724	530	-	-	1,254	661	502	1,163
Employees by level		7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Executives (Level P&M)	FTE	106	43	-	-	149	51	9	-	-	60	38	15	53
• Middle Management (Level S1-S5)	FTE	956	393	3	-	1,352	703	352	-	-	1,055	418	521	939
• Senoir and Operative (Level A1-A7)	FTE	2,558	1,477	30	-	4,065	1,984	1,288	14	-	3,286	1,789	1,290	3,079
• Daily employees (Level D1-D5)	FTE	3,695	18,196	150	-	22,041	3,307	14,869	129	-	18,305	2,617	11,071	13,688

# Our colleagues

Our people	Unit	2023					2022					2021		
		Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Total/ AVG
Employees by job function		7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• Administration	FTE	470	434	12	-	916	581	1,573	10	-	2,164	98	50	148
• Production	FTE	3,057	17,132	141	-	20,331	2,215	13,009	131	-	15,355	2,529	11,096	13,625
• Sales and service	FTE	657	200	3	-	860	613	166	-	-	779	549	235	784
• Supply chain management	FTE	986	971	9	-	1,966	769	672	2	-	1,443	458	571	1,029
• Technical	FTE	2,144	1,372	18	-	3,534	1,867	1,098	-	-	2,965	1,228	945	2,173
Employees by nationality / citizenship		7,315	20,109	183	-	27,607	6,045	16,518	143	-	22,706	4,862	12,897	17,759
• American	FTE	1	-	-	-	1	1	-	-	-	1	1	-	1
• Australian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Austrian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Bangladesh	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• British	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Burmese	FTE	1	-	-	-	1	1	-	-	-	1	1	-	1
• Cambodian	FTE	2	-	-	-	2	2	-	-	-	2	1	-	1
• Chinese	FTE	20	4	-	-	24	17	2	-	-	19	30	4	34
• Croatian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Czech	FTE	-	-	-	-	-	1	1	-	-	2	1	1	2
• Filipino	FTE	18	3	-	-	21	18	3	-	-	21	19	4	23
• Finnish	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• French	FTE	1	-	-	-	1	1	-	-	-	1	1	-	1
• German	FTE	2	-	-	-	2	2	-	-	-	2	-	-	-
• Hongkonger	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Hungarian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Indian	FTE	2,466	2,518	-	-	4,984	2,116	1,380	-	-	3,496	1,768	223	1,991
• Indonesian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Italian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Japanese	FTE	1	-	-	-	1	1	-	-	-	1	1	-	1
• Korean	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Laotian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Malaysian	FTE	6	1	-	-	7	6	1	-	-	7	7	1	8
• Nepali	FTE	1	-	-	-	1	-	-	-	-	-	-	-	-
• New Zealander	FTE	-	-	-	-	-	-	-	-	-	-	1	-	1
• Nicaragua	FTE	1	-	-	-	1	1	-	-	-	1	1	-	1
• Polish	FTE	2	-	-	-	2	2	1	-	-	3	1	-	1
• Russian	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Singaporean	FTE	4	-	-	-	4	4	-	-	-	4	5	-	5
• Slovak	FTE	689	490	-	-	1,179	705	524	-	-	1,229	654	499	1,153
• Swiss	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Taiwanese	FTE	87	17	-	-	104	69	15	-	-	84	54	17	71
• Thai	FTE	4,010	17,074	183	-	21,267	3,095	14,589	143	-	17,827	2,316	12,148	14,464

# Our colleagues

Our people	Unit	2023					2022					2021		
		Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Total/ AVG
• Ukrainian	FTE	1	2	-	-	3	1	2	-	-	3	-	-	-
• Uyghur	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• Lybanonese	FTE	1	-	-	-	1	1	-	-	-	1	-	-	-
• Saudi Arabia	FTE	1	-	-	-	1	1	-	-	-	1	-	-	-
• Jordan	Head	1	-	-	-	1	-	-	-	-	-	-	-	-
• Myanmar	Head	-	-	-	-	-	-	-	-	-	-	-	-	-
• Others (please specify)	Head	-	-	-	-	-	-	-	-	-	-	-	-	-
• Others (please specify)	Head	-	-	-	-	-	-	-	-	-	-	-	-	-
• Others (please specify)	Head	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Employees by Religions</b>	<b>FTE</b>	<b>4,151</b>	<b>16,656</b>	<b>85</b>	<b>6,715</b>	<b>27,607</b>	<b>3,132</b>	<b>14,564</b>	<b>85</b>	<b>4,925</b>	<b>22,706</b>			
• Religion 1 (Buddhism)	FTE	4,098	16,630	85	-	20,813	3,091	14,541	85	-	17,717	-	-	-
• Religion 2 (Christianity)	FTE	32	17	-	-	49	24	9	-	-	33	-	-	-
• Religion 3 (Hinduism)	FTE	-	-	-	-	-	11	1	-	-	12	-	-	-
• Religion 4 (Islamism)	FTE	21	9	-	-	30	6	13	-	-	19	-	-	-
• Prefer not to say	FTE	-	-	-	6,715	6,715	-	-	-	4,925	4,925	-	-	-
Number of disable worker	FTE	4	12	-	-	16	28	13	-	-	41	35	51	86
Workers who are not employee	FTE	57	71	3	-	131	51	64	-	-	115	46	65	111
New hire rate	%	23.6%	22.2%	0%	0%	22.5%	26.1%	28.6%	0%	0%	27.8%	20.7%	35.6%	31.5%
<b>New Employees by age</b>	<b>FTE</b>	<b>1729</b>	<b>4474</b>	<b>0</b>	<b>0</b>	<b>6203</b>	<b>1578</b>	<b>4730</b>	<b>0</b>	<b>0</b>	<b>6308</b>	<b>1006</b>	<b>4595</b>	<b>5601</b>
• Under 18 years old	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• 18-29 year old	FTE	915	2,432	-	-	3,347	1,096	3,756	-	-	4,852	867	-	-
• 30-55 years old	FTE	802	2,036	-	-	2,838	475	973	-	-	1,448	129	-	-
• Over 55 years old	FTE	12	6	-	-	18	7	1	-	-	8	10	4	14
<b>New employees by level</b>		<b>1,729</b>	<b>4,474</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>				<b>17,759</b>
• Executives (TH level P&M)	FTE	6	5	-	-									
• Middle Management (TH level S1-S5)	FTE	59	27	-	-									
• Senior and Operative (TH level A1-A7)	FTE	531	345	-	-									
• Daily employees (TH level D1-D5)	FTE	1,133	4,097	-	-									
<b>New employee by function</b>	<b>FTE</b>	<b>1,729</b>	<b>4,474</b>	<b>-</b>	<b>-</b>	<b>6,203</b>	<b>1,309</b>	<b>4,076</b>				<b>1,006</b>	<b>4,595</b>	
• Administration	FTE	78	66	-	-	144	135	457	-	-		28	417	-
• Production	FTE	963	3,952	-	-	4,915	691	3,392	-	-		417	3,234	-
• Sales and service	FTE	111	20	-	-	131	58	24	-	-		294	749	-
• Supply chain management	FTE	208	242	-	-	450	147	93	-	-		138	54	-
• Technical	FTE	369	194	-	-	563	278	110	-	-		129	141	-
<b>New Employees by area</b>	<b>FTE</b>	<b>1,729</b>	<b>4,474</b>	<b>-</b>	<b>-</b>	<b>6,203</b>	<b>1,578</b>	<b>4,730</b>	<b>-</b>	<b>-</b>	<b>6,308</b>	<b>1,006</b>	<b>4,595</b>	<b>5,601</b>
• Thailand	FTE	885	2,656	-	-	3,541	787	3,439	-	-	4,226	862	4,501	5,363
• India	FTE	756	1,766	-	-	2,522	678	1,230	-	-	1,908	12	6	18
• Slovakia	FTE	88	52	-	-	140	113	61	-	-	174	132	88	220

# Our colleagues

Our people	Unit	2023					2022					2021		
		Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Others	Not disclose	Total/ AVG	Male	Female	Total/ AVG
Employee turnover	FTE	862	2,393	-	-	3,255	951	1,483	-	-	2,434	397	429	826
Employee turnover rate (All type of workers)	%	11.8%	11.9%	-	-	11.8%	15.7%	9.0%	0.0%	0.0%	10.7%	8.2%	3.3%	7.0%
Voluntary turnover rate ( include resignation, retirement, early retirement, end of contract)	%	96.3%	99.8%	-	-	98.9%	99.4%	99.8%	0.0%	0.0%	99.6%	99.5%	97.2%	98.4%
Turnover rate from disciplinary action	%	3.7%	0.2%	-	-	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Employee turnover by age</b>	<b>FTE</b>	<b>862</b>	<b>2,393</b>	<b>-</b>	<b>-</b>	<b>3,255</b>	<b>951</b>	<b>1,483</b>	<b>-</b>	<b>-</b>	<b>2,434</b>	<b>397</b>	<b>429</b>	<b>826</b>
• Under 18 years old	FTE	-	-	-	-	-	-	-	-	-	-	-	-	-
• 18-29 year old	FTE	500	1,850	-	-	2,350	496	1,016	-	-	1,512	240	317	557
• 30-55 year old	FTE	328	504	-	-	832	439	457	-	-	896	146	102	248
• Over55 year old	FTE	34	38	-	-	72	16	10	-	-	26	11	10	21
<b>Employees turnover by area</b>	<b>FTE</b>	<b>862</b>	<b>2,393</b>	<b>-</b>	<b>-</b>	<b>3,255</b>	<b>951</b>	<b>1,483</b>	<b>-</b>	<b>-</b>	<b>2,434</b>	<b>397</b>	<b>429</b>	<b>826</b>
• Thailand	FTE	304	1,372	-	-	1,676	242	1,274	-	-	1,516	149	340	489
• India	FTE	454	936	-	-	1,390	639	148	-	-	787	161	34	195
• Slovakia	FTE	104	85	-	-	189	70	61	-	-	131	87	55	142
<b>Employees turnover by level</b>		<b>862</b>	<b>2,393</b>	<b>-</b>	<b>-</b>	<b>3,255</b>	<b>6,045</b>	<b>16,518</b>	<b>143</b>	<b>-</b>	<b>22,706</b>	<b>4,862</b>	<b>12,897</b>	<b>17,759</b>
• Executives (Level P&M)	FTE	5	-	-	-	5	51	9	-	-	60	38	15	53
• Middle Management (Level S1-S5)	FTE	15	7	-	-	22	703	352	-	-	1,055	418	521	939
• Senior and Operative (Level A1-A7)	FTE	237	80	-	-	317	1,984	1,288	14	-	3,286	1,789	1,290	3,079
• Daily employees (Level D1-D5)	FTE	606	2,306	-	-	2,912	3,307	14,869	129	-	18,305	2,617	11,071	13,688
<b>Employees turnover by function</b>	<b>FTE</b>	<b>862</b>	<b>2,393</b>	<b>-</b>	<b>-</b>	<b>3,255</b>	<b>951</b>	<b>1,483</b>	<b>-</b>	<b>-</b>	<b>2,434</b>	<b>397</b>	<b>429</b>	<b>826</b>
• Administration	FTE	33	35	-	-	68	62	122	-	-	184	29	51	80
• Production	FTE	542	2,253	-	-	2,795	239	1,156	-	-	1,395	217	334	551
• Sales and service	FTE	87	3	-	-	90	406	114	-	-	520	61	17	78
• Supply chain management	FTE	79	50	-	-	129	105	34	-	-	139	58	4	62
• Technical	FTE	121	52	-	-	173	139	57	-	-	196	32	23	55
<b>Permanent employee's maternity / parental leave</b>	<b>Head</b>	<b>708</b>	<b>513</b>	<b>-</b>	<b>-</b>	<b>1,221</b>	<b>724</b>	<b>659</b>	<b>-</b>	<b>-</b>	<b>1,383</b>	<b>324</b>	<b>487</b>	<b>811</b>
• Employees taken maternity / parental leave	Head	10	55	-	-	65	11	369	-	-	380	57	294	351
• Employees return to work after leave	Head	4	28	-	-	32	6	313	-	-	319	55	271	326
• Employees return to work and work for 12 months	Head	4	28	-	-	32	2	284	-	-	286	51	214	265
• Return to work rate	%	40%	51%	-	-	49%	55%	85%	-	-	-	96%	92%	-
• Retention rate	%	100%	100%	-	-	100%	33%	91%	-	-	-	93%	79%	-
<b>Temporary employee's maternity / parental leave</b>	<b>Head</b>	<b>-</b>	<b>364</b>	<b>-</b>	<b>-</b>	<b>364</b>								
• Employees taken maternity / parental leave	Head	-	379	-	-	379	-	-	-	-	-	-	-	-
• Employees return to work after leave	Head	-	309	-	-	309	-	-	-	-	-	-	-	-
• Employees return to work and work for 12 months	Head	-	269	-	-	269	-	-	-	-	-	-	-	-
• Return to work rate	%	-	82%	-	-	94%	-	-	-	-	-	-	-	1
• Retention rate	%	-	87%	-	-	-	-	-	-	-	-	-	-	-
Number of grievances (complaints) about labor practices & Human rights	case	-	-	-	-	-	-	-	-	-	-	-	-	-



# Our colleagues

## Remark:

- 1) Information of employee number, gender, employee type, religions and so on have consolidated directly from our payroll system while information of other workers have collected from work permit database
- 2) There were 1 new manufacturing sites in 2023. The company strictly adheres to the Ministry of Labor's regulation to manage labor rights . In case Delta, the employer, relocates its operation sites to another location which significantly impacts on the normal life of the employee or his family, the company will give advance notice to the employee at least thirty days before moving. If the employee does not wish to go to work. Our employee has the right to terminate the employment contract by receiving special severance pay not less than the rate of severance payable to the employee under section 118.
- 3) There was no forced worker nor worker recruited from non-voluntary immigrant affected from major countries confrontation in the reporting period.
- 4) The terminologies of employee categories are as follows.
  - Permanent employees refer to employee with a contract for an indeterminate period (i.e., indefinite contract) for full -time or part-time work.
  - Temporary employees refer to employee with a contract for a limited period (i.e., fixed term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed (e.g., the end of a project or return of replaced employees)
  - Non-guaranteed hours employees refer to employee who is not guaranteed a minimum or fixed number of working hours pe r day, week, or month, but who may need to make themselves available for work as required.
  - Full-time employees refer to employees whose working hours per week, month, or year are defined according to national law or practice regarding working time.
  - Part-time employees refer to employees whose working hours per week, month, or year are less than the number of working hours for full-time employees.
  - Worker who are not employee include guards, canteen workers, contractor companies' coordinator, logistics companies' coordinators and nurses in the medical room which increase due to warehouse expansion to another warehouse building in Thailand.
- 5) In 2023, increasing number of our FTE were from Thailand and India production site's expansion
- 6) Major employee-related information has been collected from the Payroll and SAP system based on ISO 9001 standard.
- 7) According to Slovakia labor law, maternity leave is available for male workers.
- 8) Number of disabled worker declaration based on the submission of disables' ID card issue by the Department of Empowerment of Persons with Disabilities and other organizations in India and Slovakia that established with the same objective.
- 9) By 2030, Delta target to maintain at least 80% share of women in total workforce, 40% in all level of management positions of all function, 30% of top management and 50% in STEM related position. By 2030, total workforce of around 27,607 FTEs , women in total workforce 20,109 FTEs which as 72.84% of total workforce, women in all management positions 436 FTEs which as 29.05% of total management positions, women in junior management positions 393 FTEs which as 29.07% of total junior management positions, women in top management positions 43 FTEs which as 28.86% of total top management positions, women in management positions in revenue-generating functions as 23.26% of all such managers and women in STEM-related positions as 38.82% of total STEM positions.
- 10) Over 99% of new employees by areas in Thailand, India and Slovakia are local citizen and 0.8% of them are in management level.
- 11) For current employee breakdown of "others" gender, we realize the number of this group of employee through our internal activities and stakeholder engagement such as SD Week Quick Quiz, interview for internal magazine, DEI training and Delta club. 99% of this group of employees are female at birth. Since there was no official record in payroll system, we count this group of employees as female for other ESG performance breakdown by gender.
- 12) 2023 Hiring cost per head was THB 2,488 a 90% reduction from based year 2017 when we started capturing this statistics

# The 9 pillars of Delta's employment policy

Delta's Labor & Human Right Risk Assessment including risk matrix and mitigation process has been reviewed by Human right working team and SD committee on annual basis. To accomplish this objective, the Company has implemented the group-wide Delta Employment Policy (which in-line with ISO26000 and RBA code) and disclose on our website to facilitate the company's personnel to acknowledge their rights and obligation. Furthermore, the policy can be used by related business partners as the guideline for reviewing the company's operation. The 9 pillars of Delta's employment policy to retain our innovative and skillful employees are as following:

## 1. Law & regulation compliance

To comply with applicable labor or employment laws and international standards wherever it operates. To fulfill this commitment, the Company constantly strives to comply with local regulations and to meet international labor and human rights standards, including the Responsible Business Alliance Code of Conduct (RBA), Universal Declaration of Human Rights, International Labor Office Tripartite Declaration of Principles, OECD Guidelines for Multinational Enterprises, and more.

Due to the global rapid change of law and regulations, Delta has Government Relation and Legal department to ensure our compliance. These 2 functions' primary roles are to engage with government officials, policymakers, and regulatory bodies to influence policy, advocate for the organization's interests, and ensure compliance with relevant laws and regulations. It requires a deep understanding of both the organization's objectives and the political and regulatory landscape in which it operates.

Minimum 1 month notice for relocation case; for instance, typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them accordingly to Thailand's Labor Act B.E 2541clause 120. Periodic due diligence has been implemented to ensure labor rights, human rights and the rights of related stakeholders who might impacted by our operations. Since 2016 to 2023, no grievance in the workplace, environment, social and occupational health and safety such as zero child labor, zero discrimination, air quality, noise but not limited to, a breach of the terms and conditions of an employment contract, raises and promotions, or lack thereof, as well as harassment, human right violation, violations involving rights of indigenous peoples and employment discrimination had raised by employees towards grievance and whistleblowing channels.

## 2. Freely chosen employment

To prohibit hiring forced labor or child labor (under 18 years old), all jobs at Delta are voluntary and employees can voluntarily leave the company within a reasonable period after giving notice. The company prohibits hiring forced or child labor to ensure that all jobs are taken voluntarily, and employees can voluntarily leave the company within a reasonable period after resigning officially.



# The 9 pillars of Delta's employment policy



**Spicy Indian Butter Chicken**  
มูรค์ มาคานี

ต้นกำเนิดจากร้านอาหาร Moti Mahal ในย่านดาร์เกน เมือง Delhi ในปี 1950 โดย Kundan Lal Jaggi และ Kundan Lal Gujral 2 เชฟปัญจาบที่โด่งดัง Butter Chicken อาหารยอดนิยมในอินเดีย ปากีสถาน และรอบโลก วิธีการทำ นำไก่มาหมักด้วยมะนาว โยเกิร์ต เครื่องเทศ และทอดในเตาถ่าน จากนั้นเสิร์ฟในซอสมะเขือเทศและเนย เป็นอาหารที่รู้จักทั่วโลก ด้วยรสชาติเนย ครีมน ซอสมะเขือเทศและความเผ็ดจากเครื่องเทศรสชาติเผ็ดร้อนแต่ละเมนู

Butter Chicken, known as "Murgh Makhani" in Hindi, originated in Old Delhi in the 1950s. Created by chefs Kundan Lal Jaggi and Kundan Lal Gujral, it's popular in India, Pakistan, and beyond. Marinated chicken is cooked in a Tandoor and served in a mild tomato and butter sauce. It's a globally beloved dish, combining butter, creamy sauce, spiced tomatoes, and Indian flavors. A must-try for those who enjoy a rich, slightly spicy creamy taste.

**Recommend**  
Haribabu.P

Delta Thailand arrange DELTA SD WEEK 2023 To promote Diversity, Equity, and Inclusiveness in the workplace, the theme for 2023 is "The Taste of My Home."

## 3. Human Treatment

Delta refers to Universal Declaration of Human Rights (UDHR) and Responsible Business Alliance (RBA)'s guideline to prohibit any form of harassment or inhumane treatment, including sexual harassment, abuse, slavery, corporal punishment, threatening, exploitative, mental or physical coercion or verbal abuse of employees. We adhere to the target of zero harassment in our business process. As such, Delta have incorporated human rights principles, namely RBA's Code of Ethics and ILO's labor standards, into the Company's operations and developed our human rights policy based on the UN's Guiding Principles on Business and Human Rights – UNGP.

The company commits to protecting, respecting, and supporting our employees, business partners and vulnerable individuals or groups in all our business processes as outlined in the Company's Human Rights policy. We will ensure that human rights are respected and that human rights violations in all forms are prevented throughout the Company and our value chain. In this policy, roles and responsibility of related functions, coverage of prevention, communication channels, Protection of whistleblowers and confidentiality, investigation and penalties and remedy guideline, had clearly communicated. Since we consolidate ESG performance in 2016 up to 2023, no form of human right violation harassment, discrimination, inhumane treatment, violation of labor right, in had been noted raised through [whistleblow@deltathailand.com](mailto:whistleblow@deltathailand.com)

Since 2019, Delta Electronics Group conducts 100% on-line training subject Human Rights Policy and Responsible Business Alliance Code of Conduct. The online training material has prepared in English, Thai and Chinese to ensure its global employees full understanding of their rights and their responsibilities to related stakeholder. To reduce the digital divide, training rooms and schedule have been arranged for non-computer-user employees. The course requires 100% score on posttests to pass. Finally, 100% of the participated employees have passed the course.

According to our recent survey implemented with our major operation sites in Thailand, India and Slovakia and our supply chain; none of these sites used the permanent and contract workers with age of under 18 years old in 2023. However, according to Delta Thailand's MOU with local technical colleges and universities to provide youth's work experience before their graduate, 34 trainees attached to our operation teams have protected accordingly to the requirement of Thailand's Labor Act B.E 2541 Chapter 4. After these students' training period completed their credited training program, there was no complaint regarding the violation of the students' rights from the students themselves nor the complaint from their caregivers.



# The 9 pillars of Delta's employment policy

## 4. Non-Discrimination

The company hires its employees based on their capabilities and not to discriminate based on race, religion, nationality, age, gender, sexual orientation, disability, or any other reason which is protected by law for recruitment, training, awards, promotion, termination, retirement, or other employment conditions.

Delta aims for ZERO discrimination in our business process. We recruit, appoint, and develop our employees based on their capacities, and treat all in the same way, regardless of race, faith, color, nationality, age, gender, sexual orientation, marriage status, political affiliation or disability. However, Delta have many channel to support ZERO discrimination for instance 360 Magazine (A bi-monthly magazine dedicated to the Delta Electronics family) on July 2023 we published topic in [Say It Out Loud 3: I'm PROUD to be ME - 360 DET Bi-monthly Online Magazine \(deltathailand.com\)](#) for celebrating pride month together at delta.

In 2023, official (monthly) Without any new workers under the age of 18, 53.96% of our 6,203 new workers are under 30 years old. This makes significant change to the average age of our workers from 41 (2020) to 34 (2021) to 32 (2022) and 34 (2023) years old on average. . Average tenure of female/male employee in 2023 was 5.89/4.66 years which slightly increase from 30.9/31.9 years in 2022. For management, 73% are native to the country where they are employed and 29.06% are female. 16 disables were working with us in 2023. According to our recent survey, no employees declared themselves as Indigenous people.

### Sukanya Kritsanet

*Our employee from DNI department.*

I'm glad that our company gives opportunities for LGBTQ people to come and work here. We are here today because we can show that we are equal to males and females when it comes to work.

### Supakorn Poonsrakroo

*Our employee from MSBU department*

I feel happy that Delta Thailand has officially recognized and celebrated us LGBTQ folks. I would tell my workmates that there is nothing to fear because when we work here at Delta Thailand, we work like brothers and sisters.

### Jetsada Phonyiam

*Our employee from DNI department.*

I appreciate Delta Thailand placing importance on awareness about LGBTQ people and this shows acceptance by our colleagues and management. I'd tell my workmates to be confident that we can get along with all our colleagues and can work freely with others here.

### Chutisorn Singjuy

*Our employee from MSBU VQA department*

For me, "Pride" means I'm the best version of myself as I am. I'm confident and I don't always have to like men. We will talk to any person we like or feel comfortable with. Whether or not it's a woman, man, lesbian or gay, we can still talk to that person because our (Thai) society is open to all.





# The 9 pillars of Delta's employment policy

## 5. Working Hours

In spite of validity of employees' voluntary OT applications, their overtime records are not over 36 hours a week accordingly to Thailand's local regulation, Delta aim to align with RBA code of conduct regarding working hours by using following measures:

1. Before the working period, employees will raise their overtime requisition and/or RBA working hours waive request form through OA system. The forms must get approval by related supervisors, without the mentioned approval, the company will not be responsible for their overtime pay and related supporting facilities.
2. Plant manager and operation vice president will have weekly OT summary from payroll system for workforce planning.
3. The company utilizes Delta Smart Manufacturing system and on-line application to shorten certain processes while facilitating 24-hours operation run. Cloud-based real-time material stock balance check, auto component insertion, cloud-based production process simulation; for instance, can help to release labor-intensive tasks and shorten the reporting line for smooth operation.
4. The company keeps training its operation to have overall skills through their related process. With clusters of multi-skill operators, skilled workforces can replace each other.
5. In certain/ urgent condition that exact employees are required for overtime work, the supervisors/managers will consider skilled labor overtime record. If that operators' OT exceeds the OT limitation, other operator will be replaced to have the job done.

To establish a management mechanism for working hours in line with labor laws and regulations. Despite operating under special conditions required, employees are allowed at least one day off for every seven working days. Delta refer to Responsible Business Alliance (RBA) code of conduct which refer to Thailand's Labor Protection Act B.E. 2541 to monitor its employee's working day, working hours, overtime and holiday. Annually, Delta's working hours and holidays had informed its employees not less than 30 days before the next fiscal year. The working calendar had announced and be available on the company's intranet site for employee to plan their schedule.

In the reporting period, the company studied its worker's working hours by using sampling check method. Delta employees had not required to work overtime on a working day and/or holidays unless the employee's prior consent is obtained on each occasion, exceed overtime had found.



# The 9 pillars of Delta's employment policy



## 6. Compensation and Benefits

According to the company's Remuneration and Welfare Policy which is in-line with Thailand's Labor Act B.E 2541 Chapter 4. Thailand's National Wage Committee Notification on Minimum Wage Rate (No.9) Delta Electronics (Thailand) Public Company Limited places great importance on the remuneration package of its employees to ensure reasonable remuneration based on individual performance and in line with the Company's operation performance. Since the agreement signing day, all new employee will be informed about their role, working day, code of conduct, communication channel and their compensation and benefit by access Welcome onboard!, a guidebook for new employees and will be repeated on the Orientation day. In addition, the Company also places importance on remuneration by market benchmarking so that remuneration is fair within the organization and competitive with other companies. The Company has set the following guidelines:

1. Employment and hiring shall be conducted with consideration for the necessity and appropriateness of a job. The hired employee must have an academic background, experience and ability to fit the position. He/she must also possess qualifications in accordance with the Company's rules and regulations.
2. Command line and job division: The Company shall organize a command line and job division so that a job's scope of responsibility and position are clear and suitable to the nature of the Company's business operation. The Company shall regularly review this part of its policy.
3. The Company manages remuneration, salary and wages fairly by taking into account factors such as qualifications, experience, job grade, position, responsibility and individual performance; when benchmarking with the salary rate of other companies with a similar business nature; the domestic wage rate, market conditions and demand and the Company's operation performance. In addition, the Company reviews the remuneration package in collaboration with labor unions every year. 100% of Delta employee receiving regular performance and career development reviews
4. The company is considering setting up compensation schemes for management and other employees to provide long-term incentives when appropriate, such as an employee stock ownership plan (ESOP). In 2010, Delta raised the proposal of employee's stock option plan as agenda item 2 into its 1/2010 Extraordinary General Meeting of Shareholders. The proposed stock option is to create unity among directors and employees in many locations of the company and its subsidiaries as one team, one company. With the company's significant growth at that time, there will be many new businesses and new teams to add to create more value. As in the past 2 ESOP scheme in year 2000 (DELTA-W1) and year 2005 (DELTAW2), providing directors and employees with additional incentives through the grant of warrants has been a proven effective tool in maintaining and promoting loyalty as well as improvement of personal competency for continued success and growth of the Company. This agenda item must be approved with not less than three-fourths of the votes of the shareholders attending the meeting and having the right to vote. On the other hand, shareholders holding an aggregate number of shares exceeding 10 percent of the votes of shareholders attending the meeting must not oppose the offering of warrants to the directors and employees of the Company and its subsidiaries under ESOP 2010. Finally, the objection of this Agenda item was made by the amount of 117,875,122 votes, representing 10.74% of the total votes of the shareholders attending the meeting, this Agenda item was disapproved. However, due to the company's healthy growth, the company keeps studying ESOP.
5. Welfare: The Company has a policy to take care of its employees' health and working environment to ensure their performance and efficiency. The Company also has a policy to lighten costs by providing welfare for the employees that is comparable with similar companies in the same industry or as prescribed by the laws. In addition, the welfare committee conducts monthly reviews of employee welfare.

# The 9 pillars of Delta's employment policy

## 6. Compensation and Benefits

Since 2020, Delta conducted a study of ratio of basic salary and remuneration of women to men and gender pay gap to prove our policy of equal remuneration. According to our data in payroll system, our ratio of entry level wage compared to local minimum wage for both male and female worker at Thailand sites in 2023 was 1:1. We studied of how much our women in each job level get when a male worker gets 1 THB. The result of this study shows that when male worker get 1 THB basic salary, woman get THB 1.05 in average. Thus, the average gender pay gap in 2023 was less than 0%. In addition, when male worker get 1 THB compensation and bonus, female worker get 1.07 THB in average. Thus, gap ratio of women compensation to men was lower than 0.1 (For further details, please refer to the [2023 Gender Pay Analysis](#).)

In addition to public information of compensation & benefit, Delta employee benefit has described in above below. The company provides employee compensation and benefits that meet applicable laws, including industry-comparable wages, holidays with pay and legally stipulated welfare.

In addition to standard life insurance and healthcare (including disability and hospital admission), operative and executive staff are eligible for short-term and long-term incentives based on their years of service and ESG performance. According to the 2016-2023 financial statement, the company's provision for long-term employee benefits is set at an average of 78% of consolidated revenue (5-10% of basic salary). To optimize benefit and maintain transparency, the jointly-establish fund is managed by TMB Bank Public Company Limited. (Find 2023 [Annual Report](#) page 188. As at December 2023, the weighted average duration of the liability for long-term employee benefit of the company and its subsidiaries is 8-32 years (Delta Thailand's: 14 years) (2022: 8 - 22 years) Delta's guidebook for new employee, page 26-27.

In 2023, on the occasion of the 2023 Long Service Awards and Most Remarkable Employee Awards, the company awarded 25 Most Remarkable Employee and 944 long-services employees for their loyalty and outstanding performance. In addition to their years of service, Delta also considers their discipline and ethical records. The gold pedants in difference weights had present to employee with service years of 10, 20, 25 and 30 years. As well as their contribution growing bigger and deeper as time goes by, the value of the prizes we were awarded also vast by time.



# The 9 pillars of Delta's employment policy

## 7. Freedom of Association

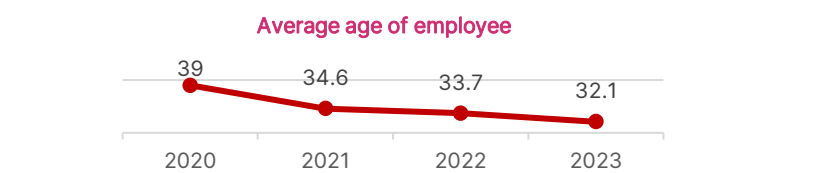
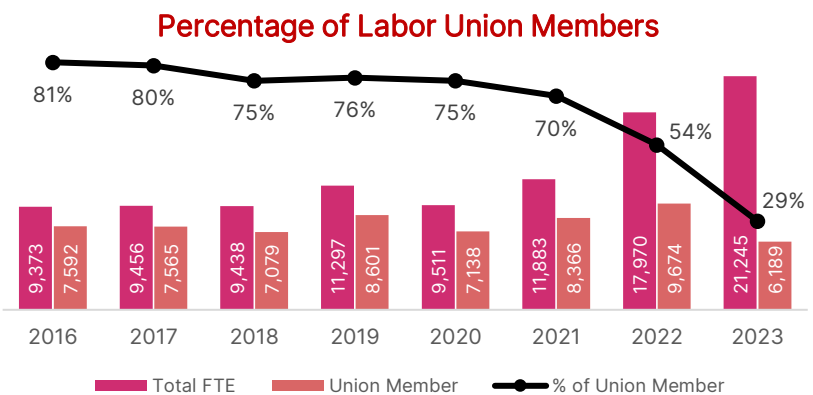
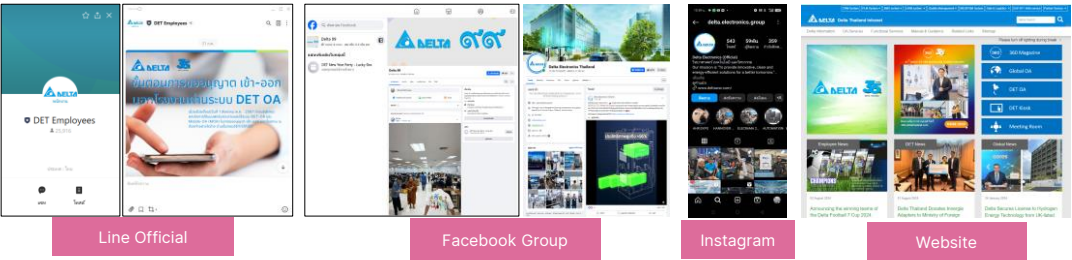
To respect the rights of employees to associate on a voluntary basis, Delta allows its global employees to organize labor unions and established an Employee relation department to fully engage its employee and communication channels according to local regulations.

According to Delta's Human Right Policy clause no. 1.6 the Company allows its employees the freedom to associate or have affiliation with groups whose activities are not in conflict with the company's Code of Ethics and will not have negative consequences on the Company's image or economic results. In the reporting period, Delta supported various employee groups and activities ran by its employees.

Sub-contractor workers are also included in Delta Freedom of Association Policy since all the subcontract agencies are required to comply with RBA code of conduct where Freedom of Association is part of the code. According to the Bureau of Labor Relation's database, it is found that subcontract workers exercise their right of association by registering 3 new labor unions in 2023.

In 2023, there were 21,240 FTE at Delta Thailand (all transaction during 1 Jan – 31 Dec 2023 included). The number of worker 6,189 (29% of total FTE) were freely joining the labor union and covered by collective bargaining agreements. However, the trend of labor union members was declined to 29% in 2023, with the reasons:

- 1) Almost 53% of worker were subcontract workers, according to the nature of subcontractor workers who frequently come and go among different agencies. they need to carefully consider for participation in labor unions.
- 2) Our workforce is relatively young, with most employees aged 19 to 29, and it often takes time for them to decide to join labor unions.
- 3) Delta continue to enhanced welfare, benefits and competitive compensation packages to support our employees' well-being and financial security.
- 4) Since 2022, Delta has specific department with full times specialists in Employee Engagement, our employees can access accurate information from the company through various channels, including our website, Facebook, official Line account, and Instagram.





# The 9 pillars of Delta's employment policy



Renovation Project to Support Development of Rural Schools in Northern Thailand by OOm Plaeng group. Since 2012, Oom Plaeng group was founded by Delta's engineers and technicians with the slogan "support the better change".

On March 1, 2023, Delta Thailand completed a CSR renovation project at Baan Mae Loy Rai School, Chiang Rai Province. Delta volunteers and Labor Union representatives helped repair with new painting of bathrooms, playgrounds, school buildings and classrooms. Delta also installed electrical equipment inside the school computer room.

Delta Employee Relation officers represented the company together with Delta volunteers to officially reopen the renovated facilities and hand over the donated computers and equipment to the school faculty and students. The school directors, teachers, committees and students warmly welcomed Delta's action to support the development of education in underdeveloped rural community schools.

Baan Mae Loy Rai School in Chiang Rai Province is over 700 kilometers from Bangkok and Delta's Head Office. The school offers education to 104 students from Kindergarten to Elementary. Chiang Rai Province in Northern Thailand is an underdeveloped region with mountainous terrain and isolated rural communities.



On April 7, 2023, Delta Thailand held our annual Songkran Festival at each of our plants to celebrate the Thai New Year and wish everyone a safe trip home for the 1-week long holiday. After two years of COVID restrictions, we were finally open to meet and join the merit-making and traditional water pouring ceremonies together. From early in the morning Delta people arriving for the day shift could offer candles, incense and flower garlands to the image of a Hindu Brahma god housed in our spirit house and pray for safety and prosperity in the coming year. Here, we can observe the Thai tradition of merit-making to place offerings of food, drink or flowers into the alms bowls of Buddhist monks and receive blessings. Later in the morning, the monks held a service in the Delta Plant 5 lobby with management participating in the rites and offering a full course brunch to the monks in appreciation of their blessing. With the country reopened this year, the Songkran Festival was in full-swing with parties and huge water fights held around the country. Everyone at Delta enjoyed a well-deserved break to travel to our hometowns and visit family.



On January 20, 2023, Delta India did a brick-laying and Pooja ceremony to build female toilets and urinals at the Krishnagiri-Kurubarapalli Senior Secondary School. This CSR initiative aims to benefiting up to 514 local women by providing community infrastructure that focuses on improving sanitation and wellness.

The ceremony hosted by the school Principal and staff as well as the Parent Teacher Association. Students across 26 nearby villages have access to the school thereby improving quality of life among rural communities. In addition to restrooms, Delta is also assisting the school administration in establishing changing rooms for female students.

Kurubapalli MODEL HR.SEC school was established in 2013 and is managed by the Department of Education. It is located in a rural area in the Krishnagiri district of Tamil Nadu.

The co-educational school consists of grades 6 to 12 with English as the medium of instruction. This school is accessible by all-weather roads and the academic session starts in April.



# The 9 pillars of Delta's employment policy

## 8. Training Opportunity

To ensure equal opportunity for employee development and provide job-related training to enhance employee capabilities and skills. The company aligns its employees' capabilities with the company's innovation and eco-efficient operation, Delta keeps developing our employees' both hard skills and soft skills. The company doesn't not only keep focusing on deepening employees' capability, but also inspiring employees' motivation and potential to fulfill continuous growth.

To realize the organization's long-term development and conquer future challenges, we provide a comprehensive and solid training platform to our employees. These training resources are distinguished into several different approaches according to different strategies and goals. On one hand is to diminish the gap between individual contribution and organization's need, on the other hand is to incubate core advantages for business's future transformation and environment challenges. According to the level-based human development scheme 100% of our employees receive regular performance and career development reviews annually.

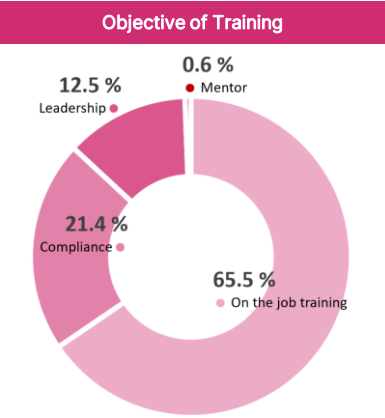
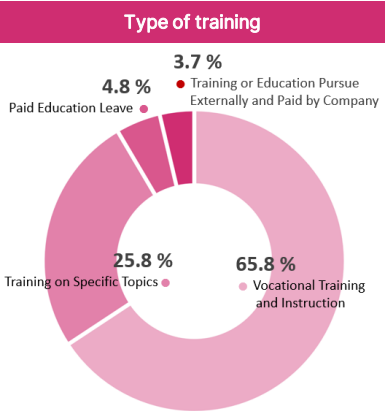
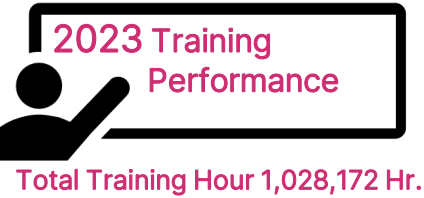
Since 2019, Delta benchmarks its average training our to global technologies companies. To reach the industry's average standard of average training hours, Sustainable Development Committee has proposed related parties to target to 40 average training hours per employee by 2025.



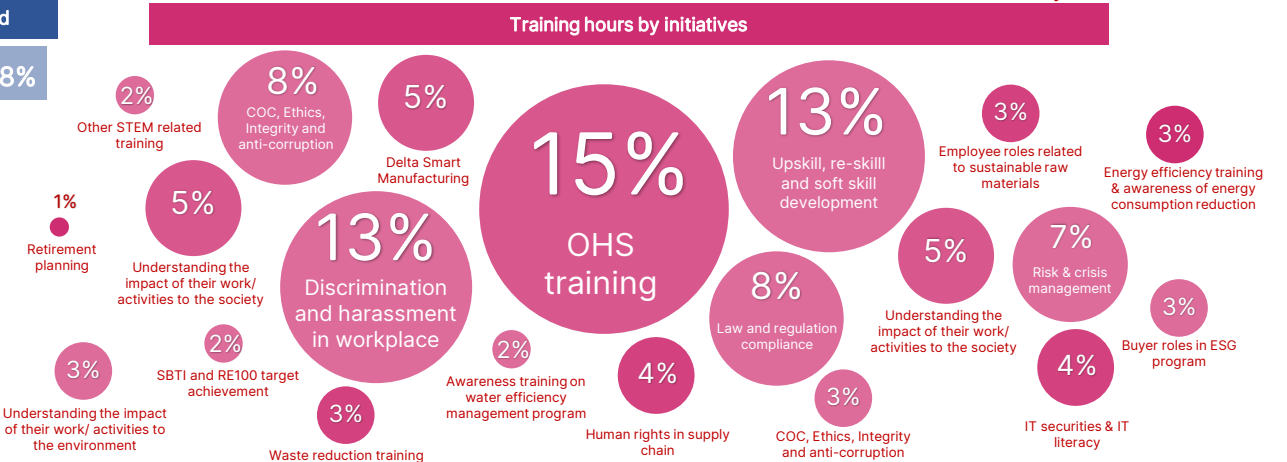
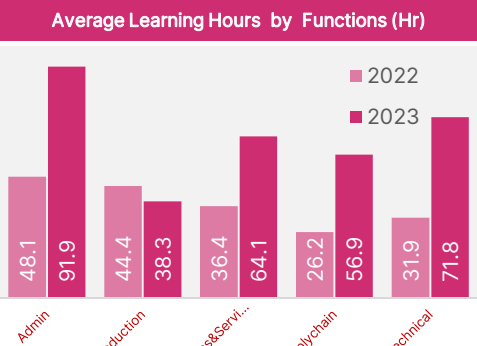
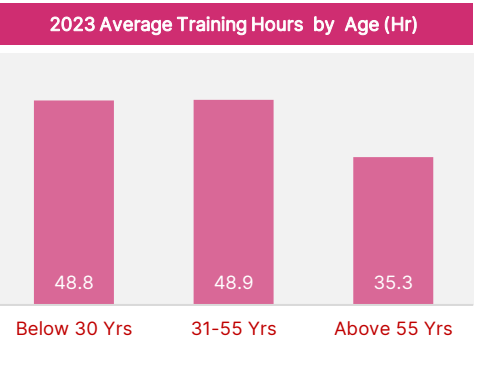
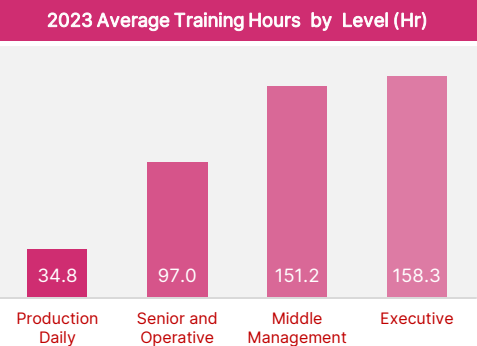
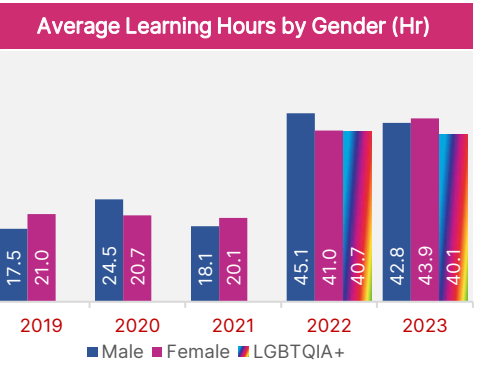
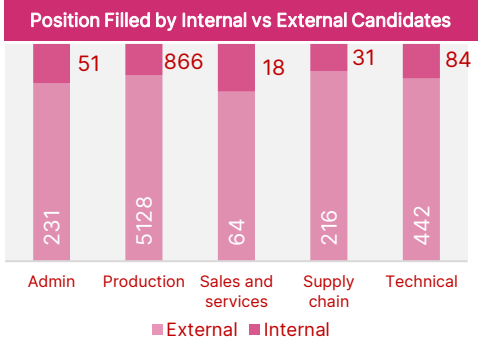
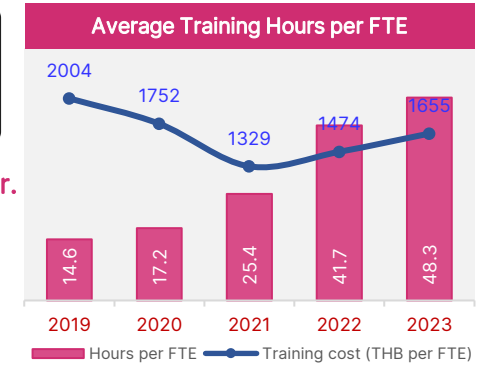
Employee level	Type of development	Appraisal system				
		Management by objective	360 degree assessment	Team-base performance appraisal	Formal comparative ranking	Agile conversation
Executive level	<ul style="list-style-type: none"> <li>Leadership skill development.</li> <li>Integrated strategic management.</li> <li>Rotation among Delta global sites.</li> </ul>	Q	Y	M	Y	Y
Middle and Senior management	<ul style="list-style-type: none"> <li>Leadership skill development.</li> <li>Integrated strategic management.</li> <li>Cross-function rotation.</li> <li>Rotation among Delta global sites.</li> <li>Business networking activity.</li> </ul>	Q	Y	M	Y	Y
Operative and Senior staff	<ul style="list-style-type: none"> <li>Staff exchange among Delta global sites program</li> <li>Law, regulation and standard compliance..</li> <li>Innovation and expertise training programs (vertical skills development skill).</li> <li>Management skills development.</li> <li>Cross-function skill development (horizontal skills development).</li> <li>Open-sources training.</li> <li>Education fund and bursaries for next degrees.</li> </ul>	Q		M	Y	Y
Daily employees	<ul style="list-style-type: none"> <li>Corporate culture , value, norm and career development opportunity.</li> <li>Corporate and industry's code of conduct ESG policy training.</li> <li>Operation instruction, quality and disciplinary training programs.</li> <li>Human and employee rights related training.</li> <li>Education fund and bursaries for next degrees.</li> </ul>			M	Y	

Frequency : M (Monthly) ,Q (Quarterly), Y (Yearly)

# The 9 pillars of Delta's employment policy



In 2023, the average training hours for Thai employees amounted to 47 hours per person per year, whereas employees of other nationalities received between 24 and 104 hours of training per person per year.



# The 9 pillars of Delta's employment policy

## Average hours of training per year per employee

When heading to digital transformation, and indeed change management in general, there are multiple players, and they all need to be lined up successfully in order to meet the organization goals. One of the most overlooked elements in digital transformation is the role of training new employees and providing ongoing professional support to existing ones. This is not only for Delta growth, but also for the employee decent work in better career path with us. In spite of the substantial increment of our workforce, Delta achieved its target of 40 hours per person per year by increasing the variety of training courses and approaches regardless of our employee's gender, age, job function or nationality.

## 1. Vocational training, work culture, job-base and on-demand training Orientation

Deep understanding of the company's value, goal, mission and code of conduct encompass our employee to provide better products and service to customers, uphold the company assets, interests and image and contribute to the sustainable operation and development of the company. In addition, sustainable development direction, environment and safety regulations, employees' rights, human rights, welfare and benefits, Information security measures, were included into the orientation program for 100% of new-hired employees. In 2023, 195,338 training hours of orientation had provided to Delta new employees.

### Statutory and ethic training

Delta provides a series of timely training according to statutory requirement and RBA regulation. Every employee shall attend at least 1-hour annual training regarding to RBA regulation (including to uphold Human Right). In 2023, 11% of our 1.028 total learning million hours were statutory training hours recorded. Key courses related to this category of training included training of Labor Relation Act, Workmen's Compensation Act, Labor protection Act, Social Insurance Act and Responsible Business alliance Code of Conduct.



### Professional competency-based

Training Delta prepares employees for equipping qualified capability by different segment, including Manufacturing related, Sales and Marketing related, supporting related and managerial related training programs.

A training roadmap and a clear career roadmap are also delivered to employees during the performance management cycle. In 2023, advance skill and training courses such as statistical process control, why-why analysis and ISO45001 internal auditor courses had arranged to strengthen our expert in various functions. 100% of security personnel are trained in human rights policies or procedures.

Leadership competency-based training Design for front-end Research and Development leaders, entry-level supervisor, middle and high-level manager. Focus on corporate's strategic goals, core value and competency delivery aligned with Corporate Multi-language training programs is also delivered. Since the company aims to growth with green solutions assembled from our South-east Asia and global manufacturing site, we add periodic courses and activities to boost inter-site collaboration.

### Self-learning and experience-based Learning

To boost up expert and professional pools in various functions, Delta encourages our employees to attend advanced or continuing studies, provide a sponsorship and flexible working hour program for employees. Delta leverages Corporate and outside learning platforms to provide employees an open learning resources so that employees can learn along with individual needs without time or location limitation.



# The 9 pillars of Delta’s employment policy

## 2023 Training performance

### Vocational training, work culture, job-base and on-demand training Orientation

Travel fare, accommodation expenses and meal allowance for supporting employee's domestic and oversea learning for each level of employees had clearly announced and available on Delta's intranet. With IT security practice, the internet access authority had granted Delta's talent and specialists when specific on-line learning channels required.

In addition to the variety of training course, Delta utilize its IT platform as the key tools to reach the set target. We synergize global sites’ best practices, knowhow and lesson learned and share on e-learning platform called “Delta Academy”. 3,331 training Medias had prepared in English, Chinese, German, Slovak, Thai and Japanese to ensure Delta's global employees understanding on the practices shared. Delta also constructed an internal Delta Management System (DMS) for storing data in the traditional sense and integrating functions for smart search, document management, and expert communities. It greatly increases internal knowledge management, promotes inter-department information exchanges, and optimizes internal communication channels. In 2023, the Document Management System (DMS) accumulated over 10,000 records comprising knowledgeable documents and research. Concurrently, there was a steady annual increase in the number of users, reflecting a continued growth trajectory compared to the previous year

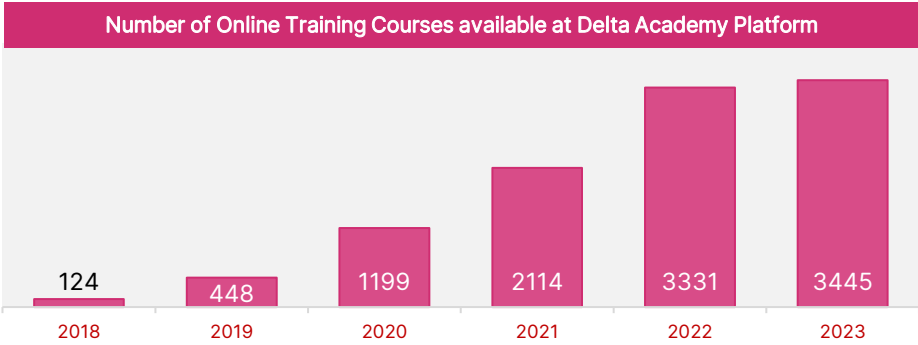
To encourage employees to use the DMS platform, we organized the “Gems Hunt” event for connecting employees through “use”, “question”, “sharing”, and “approval” gems that reward employees for their use of the DMS platform. We then used the gems to analyze user behavior and promote platform optimization. To ensure employee's career development, Delta assess the various tools to 100% of our employees that companies use to measure individuals’ performance and to what extent these tools are applied throughout the organization.

Delta Thailand organized Creative e-learning Media Contest to increase the variety of our on-line training course that can access from anywhere. From 60 media submitted, 5 winners who get higher vote from both employees and judging panel had awarded monetary and non-monetary prize. In addition to the variety of creative media and training topics, our employee’s interest in learning from anywhere was significantly increased.

### Programs for upgrading employee skills and transition assistance programs

Delta joined hands with the International Labor Organization (ILO) to implement MOU of “Women in STEM workforce readiness and development program”. ILO addressed that the automotive and ICT, IT-BPO, and electrical and electronics sectors are identified as high-growth in Indonesia, the Philippines and Thailand respectively, presenting significant projected skills gaps and opportunities for growth for women over the next decade. These sectors are rapidly evolving and becoming more innovative, requiring critical soft and technical STEM-related skills. As a result, low skilled jobs are declining, and traditional blue-collar jobs are shifting to more skilled occupations. Therefore, the program aims to improve enterprises’ productivity along with career prospects of women in STEM sectors. In turn, productivity is a key source of improved living standards for women and also a major contributor to economic growth. The second phase of MOU aims to upgrade woman employee's soft and technical STEM-related skills. This stage of training will enable opportunity for those who are already in employment but in low-skilled jobs with limited mobility to expand their career. The course comprised of High-end technical skills, or leadership and managerial training for those who are already in supervisory or mid-skilled positions.

As technology transformation accelerates as well as our timeline to implement Delta Smart Manufacturing (DSM), STEM knowledge is vital for our worker's decent work. Data science, basic statistics, Basic caramel for Automatics Test System and PLC (Programmable logic controller) programming training was added into our training schedule last year.



# The 9 pillars of Delta's employment policy

## 2023 Training performance

### 2. Paid education leave provided by and organization for its employee

According to our growth and role of Delta Thailand as headquarter of the South-east Asia Region, diversity of knowledge of our workforce is highly required. Delta provides paid on employee education in 3 categories include:

- 1) Skill development training course conducted by company.
- 2) Scholarships for employees pursuing further studies.
- 3) Vocational claim for Courses of Interest to Employees

Moreover, Delta provide education leave with a specific leave code to encourage knowledge and skills for employee.



In addition to educational bursary granted for our employees annually, to create experts in specific field that investment in on-site training is not worth, the on-site training resources do not meet the minimum requirement of the training scope, The expertise of trainers in the training company is not sufficient or exact certificate or examination or license required by law and regulations.

### 3. Training or education pursued externally support

When training with external parties is required, Delta pays for travel fees, expense of training material, the course enrollment and the examination application.

In 2024, we engage specialists in Biodiversity and Business Sustainability training from SET ESG Scholarship with Chulalongkorn university. The principle and criterion of Biodiversity should help us to evaluate the Net Positive target (NPI) and establish TNFD report to meet customer and regulations requirement, concrete our competitive advantage, strengthen our strategic plan and enrich effectiveness in supply chain management. Our ESG specialist, participated 2 full-days biodiversity training and on-site workshops. The biodiversity assessment will be developed at Delta Global sties to drive the biodiversity action plan which Delta target the Path to Net Positive Impact in 2050.



### 4. Training on specific topic

Up to our focused risk, business context, updated law and regulations and stakeholder expectation; training on specific topic has planned. Code of Conducts, Anti-corruption, Human right policy, RBA and IT security courses were implemented by 100% of our employees.

In 2023, to fasten the growth of Green revenue, Delta allocate higher investment in Sales representatives' Value-based Selling training. Series of training and workshops with variety frequency, ESG aspects and skills had designed and deployed to our SEA sales teams to enrich their deep understanding in Delta product and services ESG value and how to provide informed decision making to the customers. Delta's ESG strategy, our committed SDG, megatrend and global challenges, WEF risk disclosure, products and service available at other sites; for instance, are part of Monthly SLCT Meeting, bi-annually SEA sales meeting and Annual Seminar.



# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

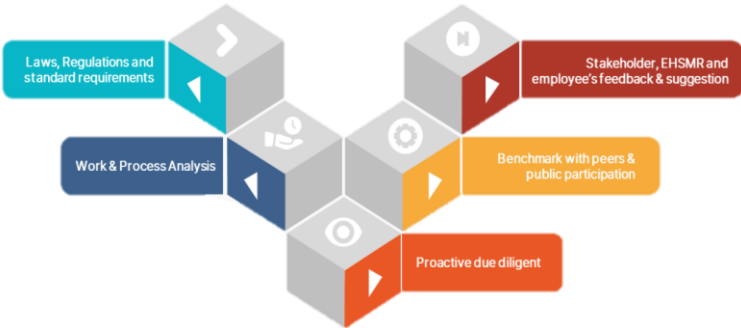
### Status of risks we have kept our eyes on

Recent global trends suggest the world is entering a period of increased outbreak activity (Figure 1). The world contended with six of the eight categories of disease highlighted in the WHO Blueprint priority diseases list, any one of which had the potential to spread, killing thousands and further disrupting the global economy. This rising threat to lives and livelihoods points to the need to strengthen global public health infrastructure, as well as to develop novel strategies for monitoring and responding to emerging infectious disease crises.

According to with increasing lab disease weapon, climate change, change in biodiversity, new life-style, new mineral and chemical consumption and new process for new tech product production, medical tech advancement, globalization as well as Involuntary migration. Those factors are creating new pandemic and faster, we was evaluated risk of infection diseases versus economic downturn as figure 2.

### Strong action with partnership

In addition to the IEAT’s certificate process to affirm its close monitoring of Delta Thailand’s environmental performance, the communication channels“Whistleblow@deltathailand.com <Whistleblow@deltathailand.com>;” and “OHSC@deltathailand.com” are always available to the public to report any cases in violation of environment-related regulations or human rights. Delta’s Safety Health and Environment Committee was established to drive, monitor, and review and improve the company’s environment-related issues. The committee also provides appropriate countermeasures for any confirmed cases. Up to 2023, there was no any case of non-compliance with environmental laws and regulations, significant fines for non-compliance with environmental laws and regulations, non-monetary sections for non-compliance with environmental laws and regulations nor cases brought through dispute resolution mechanism.



Health & Safety Risks Assessment

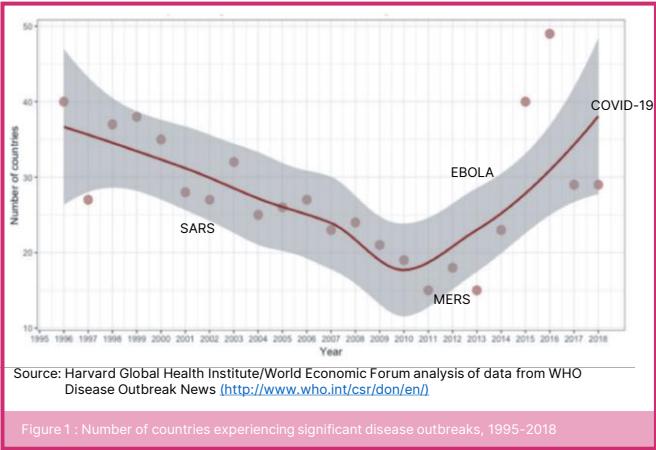


Figure 1 : Number of countries experiencing significant disease outbreaks, 1995-2018

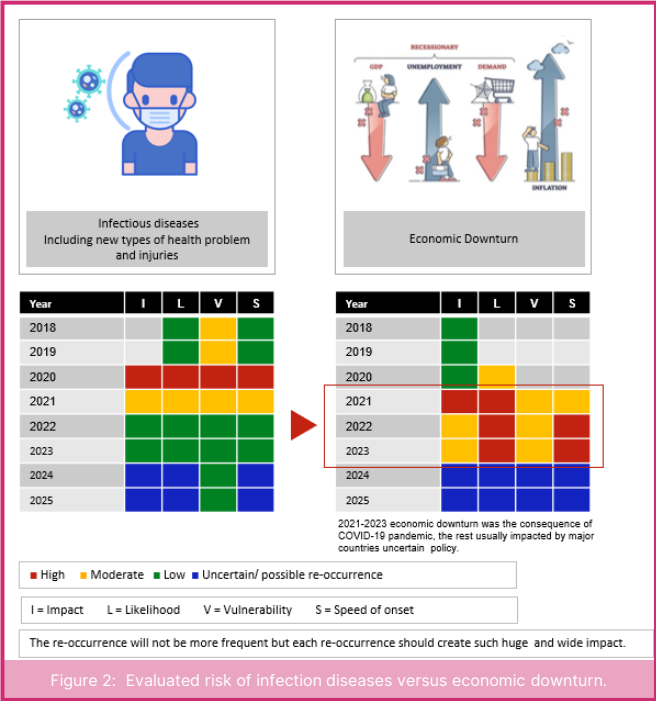


Figure 2: Evaluated risk of infection diseases versus economic downturn.

# The 9 pillars of Delta's employment policy

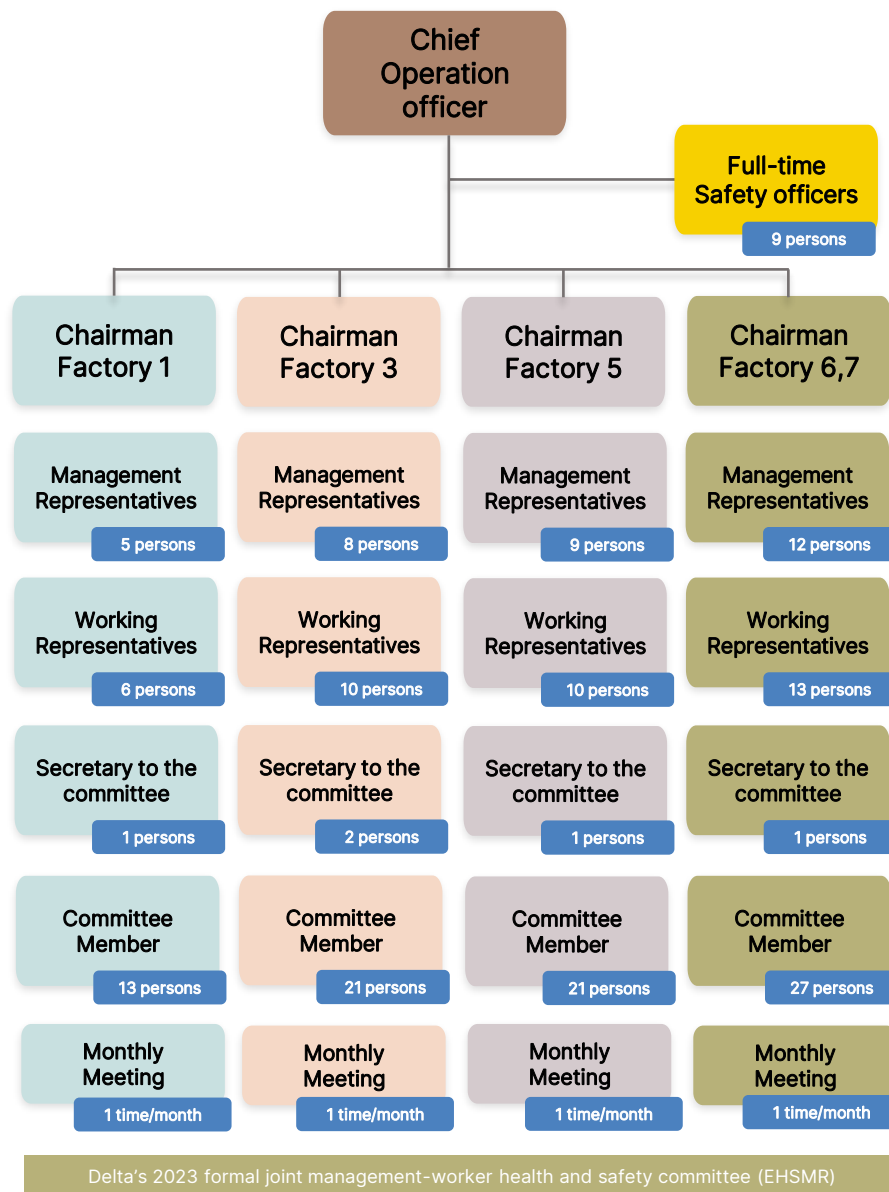
## 9. Health and Safety

To provide a safe and healthy working environment that is in accordance with the required safety and health regulations. Furthermore, we strive to establish and maintain an occupational health and safety management system that defines operational procedures and monitors the implementation of continuous improvements in safety and health performance. The company organizes internal occupational safety health and environment inspections carried out at each plant in accordance with the Ministerial Regulation on the Provision of Safety Officers, Personnel, Units, or Groups of Persons to Perform Safety Operations in Workplaces B.E. 2565 (2022) and OHS Act B.E. 2554 which in-line with ILO's Code of Practice on Recording and Notification of Occupational Accidents and Diseases (Code of Practice).

Delta's corporate mission is "To provide innovative, clean and energy-efficient solutions for a better tomorrow" by continuously implementing world-class corporate social responsibility and sustainable development. The Company complies with Ministerial Regulation on the Provision of Safety Officers, Personnel, Units, or Groups of Persons to Perform Safety Operations in Workplaces B.E. 2565 (2022), Environment Management standard (ISO14001), occupational health and safety standards (ISO45001) and standards of the industrial sector (Responsible Business Alliance-RBA). Delta also considers occupational health and safety risk based on our employee's risk exposure in each production and business process to ensure the safety and health standards of food, water and overall employee well-being at the workplace. According to our Environment, Health and Safety public policy (Thailand) (India) (Slovakia), 100% of our employees and subcontractor at our major manufacturing sites in Thailand, India and Slovakia complies with ISO45001 standards by Independent external verification of health, safety and well-being

100% of Delta global manufacturing workforce (including sub-contract workers) is controlled by the organization that are represented by formal joint management worker and Environment Health and Safety Management Representatives (EHSMR) Committee.

All the member has completed the training program of Occupational Safety, Health and Environment Committee Training conducted by a qualified trainer/ training company in accordance with the Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety Health and Environment B.E 2549. To ensure the quality and effectiveness of EHSMR work, the committee members are requiring participating the monthly meeting. Minutes of these monthly meetings with the committee member attendance will be reviewed by the Chief Operation Officer.




# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

In 2023, our EHSMR committee agreed to decentralize the ESH control power to each factory for agile response to the rising health crisis. This inclusive committee consists of 34 employer representatives and 39 employee and labor union representatives, 4 committee members and 5 secretaries to the committee. These committee members have qualified according to legal requirements. In addition, essential training such as corporate governance policy, legal and standard requirement, human rights, industry code of conduct and other ESG targets has communicated and trained. The committee is responsible for established policy, activities and measures implemented for the prevention, investigation, audit and management of emergencies, work-related accidents, illnesses or injuries. Previously, all the proposal from the committee must be approved by the Chief Operation Officer, the only chairman of the committee. With this EHSMR organization decentralize, implementation of safety procedures for risk-exposure processes, machinery and labor-intensive tasks, management of changes and any activities in resemble mean will be accurately and quickly executed accordingly to their local context, nature of their operation and emergency. The EHSMR committee reports to the Chief Operation Officer monthly. Annually, they report on key activities and performance to the Sustainable Development Committee.

The EHSMR committee provide various communication channel for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. In addition, these communication channels can be utilized by workers who which to remove themselves from work situations that they believe could cause injury or ill health.

Table of Safety, health, Environment Internal inspections in Daily, weekly, monthly, Yearly and Irregularly.

	Safety	Health	Environment	Reporting line/ Communication channels	
Daily	<ul style="list-style-type: none"> <li>Morning talk (in production line.</li> <li>Stationary 6S Audit.</li> <li>ESD discharge before operation process.</li> <li>Machine and working area safety inspection.</li> <li>Forklift and its route inspection.</li> <li>Personal protection equipment inspection.</li> <li>Sub-contractor's work permit review.</li> <li>Security personnel meeting.</li> <li>COVID-19 risk screening.</li> </ul>	<ul style="list-style-type: none"> <li>Drinking water quality inspection.</li> <li>Canteen, food and cooking areas hygiene inspection.</li> <li>Clinic and ambulance readiness inspection.</li> <li>Breastfeeding corner inspection.</li> </ul>	<ul style="list-style-type: none"> <li>Incoming hazardous substance inspection.</li> <li>Chemical storage inspection.</li> <li>AHU system inspection.</li> <li>Air pollution and related factor inspection.*</li> <li>Scrap room inspection.</li> <li>Waste and effluence record.</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor.</li> <li>Related-department manager.</li> </ul>	<div>  <p>Our communication channels for worker and related stakeholder to contact EHSMR committee are as following :</p> <ul style="list-style-type: none"> <li>Email : OHSC@deltawww.com</li> <li>Telephone : +662 709 2800 ext. 6401</li> <li>Delta Employee relation official Line group.</li> <li>Suggestion box.</li> <li>EHSMR worker representative at employee's site.</li> </ul> <p><i>"Delta established various periodic activates and audits to ensure <b>Inclusive safety</b> and <b>well-being</b> through our operation."</i></p> </div>
Weekly	<ul style="list-style-type: none"> <li>Facility team (+6S team) meeting.*</li> <li>Operation weekly meeting.</li> <li>Safety cross audit.</li> </ul>	<ul style="list-style-type: none"> <li>OHSAS team meeting.</li> <li>Operation weekly meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Environment team meeting.</li> <li>Operation weekly meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Department managers.</li> </ul>	
Monthly	<ul style="list-style-type: none"> <li>New staff orientation.</li> <li>First aid kits, medicine and stretcher inspection.</li> <li>Eye-wash basin at chemical storage inspection.</li> <li>Risky workstation and injury rate review.</li> <li>ESHMR Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>New staff orientation.</li> <li>Emergency route and related facilities inspection.</li> <li>Quality pregnancy knowledge training</li> <li>Pest control inspection.</li> <li>Injury and disease rate review</li> <li>ESHMR Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>New staff orientation.</li> <li>Stationary 6S audit</li> <li>Chemical spill inspection.</li> <li>Energy, water and waste management performance review.</li> <li>ESHMR Meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Plant manager.</li> <li>ESHMR committee.</li> <li>Operation vice president.</li> </ul>	
Yearly	<ul style="list-style-type: none"> <li>Stakeholder engagement. (labor union meeting, safety week, safety home trip activity, community interview, regulator activity participation, occupational and executive safety personnels training, supplier safety audit, sub-contractor training)</li> <li>ISO45001 standard compliance review.</li> <li>Building and alarm system inspection.</li> <li>Fire drill and evacuation rehearsal.</li> <li>Emerging risk, risky workstation and injury rate review.</li> <li>Radiation inspection.</li> <li>Work environment inspection.</li> <li>Transportation condition inspection.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement. (safety week, injury case interview, regulator activity participation, supplier health and welfare audit)</li> <li>ISO45001 standard compliance review.</li> <li>Influenza and cervical cancer voluntary checkup.</li> <li>Injury and disease rate review.</li> <li>General, emerging risk and risky group health checkup.</li> <li>Social security rights training.</li> </ul>	<ul style="list-style-type: none"> <li>Transportation condition inspection.</li> <li>Energy, water, waste , effluence and GHG management performance review.</li> <li>Supplier natural resource and environment management audit.</li> <li>Chemical spill case summary.</li> <li>ISO14064 and 14001 compliance review.</li> </ul>	<ul style="list-style-type: none"> <li>Labor union.</li> <li>Related department managers.</li> <li>EHSMR committee.</li> <li>Sustainable development committee.</li> <li>Regulator and public.</li> </ul>	
Irregularly	<ul style="list-style-type: none"> <li>New employee health check .</li> <li>Civil construction approval process.</li> <li>Sub-contract work permit sampling check.</li> <li>Emergency case meeting.</li> </ul>	<ul style="list-style-type: none"> <li>New employee health check .</li> <li>Civil construction approval process.</li> <li>Sub-contract work permit sampling check.</li> <li>Emergency case meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement. (education week, community interview, regulator activity participation)</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable development committee.</li> <li>Regulator and public.</li> </ul>	

# The 9 pillars of Delta's employment policy

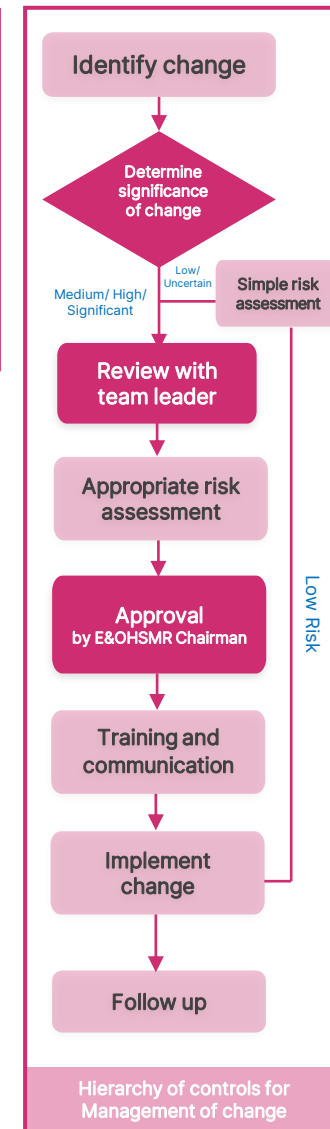
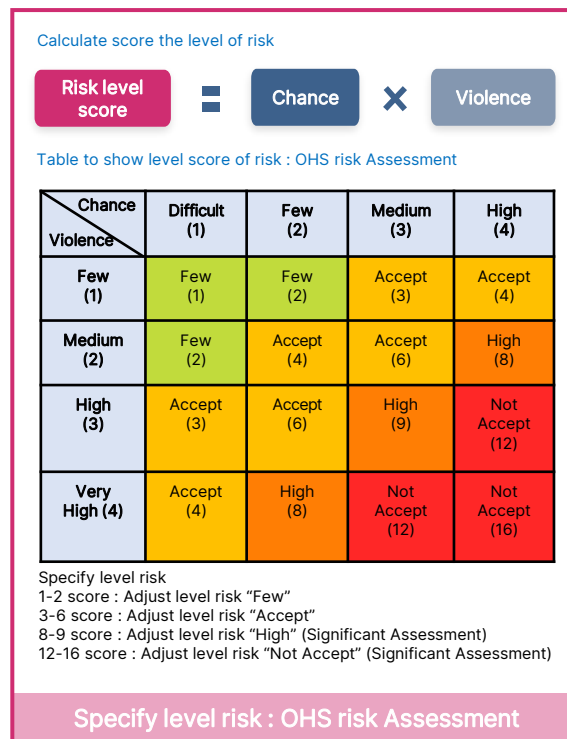
## 9. Health and Safety

Delta also organize cross-site audits (Internal inspections) conducted jointly by the OSH committee members and audit personnel accordingly to formal agreement. Complete audit plans, the task force audits Environment, Safety and Health (ESH) documents, the results of risk assessments, Safety Health and Environment control and operations, monitoring and measurements, as well as the work environment, wasted water quality, air quality, noise level, lighting sufficiency, the equipment and onsite operations, has implemented as due diligence to ensure ISO45001 management system fulfilled and related Safety inspection procedure, OHS risk and hazard assessments to identify what could cause harm in the workplace.

In addition to laws and regulations, standards, guidelines and industry code of conduct we adhere to, work and process analysis and internal due diligence to ensure our worker's wellness; delta also engage our stakeholders to learn of their expectation. Feedback from suppliers, customers (Suppliers' Social Responsibility Management Measures), visitors and investors, for instance, helps us to achieve a high standard of SHE management and we adapted OHS criteria introduced in procurement and contractual requirements.

Benchmarking with peers both in the same industry and company with the same size in other industries allow us to fast track develop our employee's health and safety. For example, our quick response to prepare a safer workplace for mitigate the COVID-19 spread have been learned from our peers in other countries' that the outbreak has taken place prior.

At Delta occupational health, safety and environment is included in our normal risk assessment process for prioritization and integration of action plans with quantified targets to address those risks. Find additional information in our Annual Report page 47-55. and OHS risk identified.



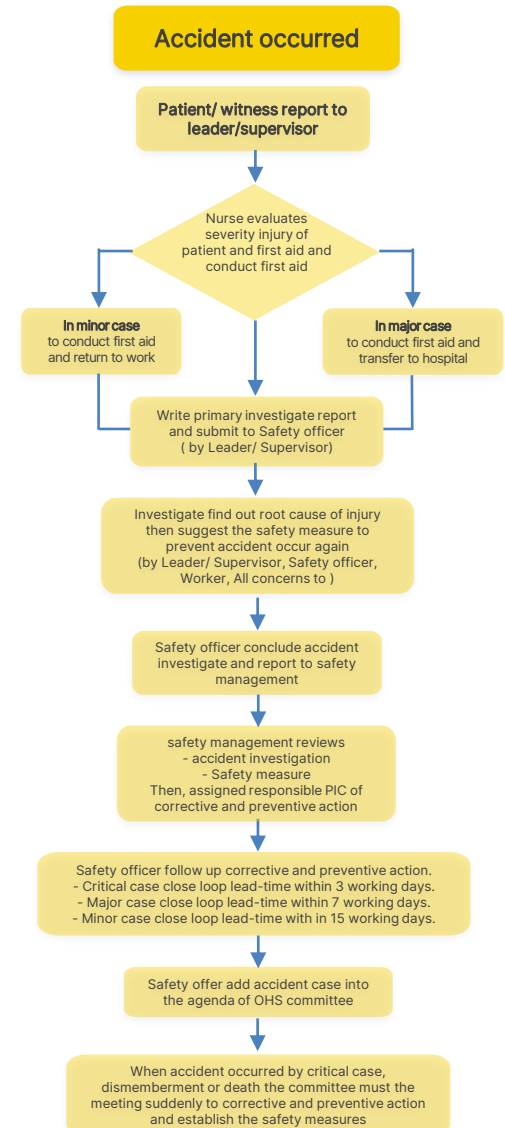
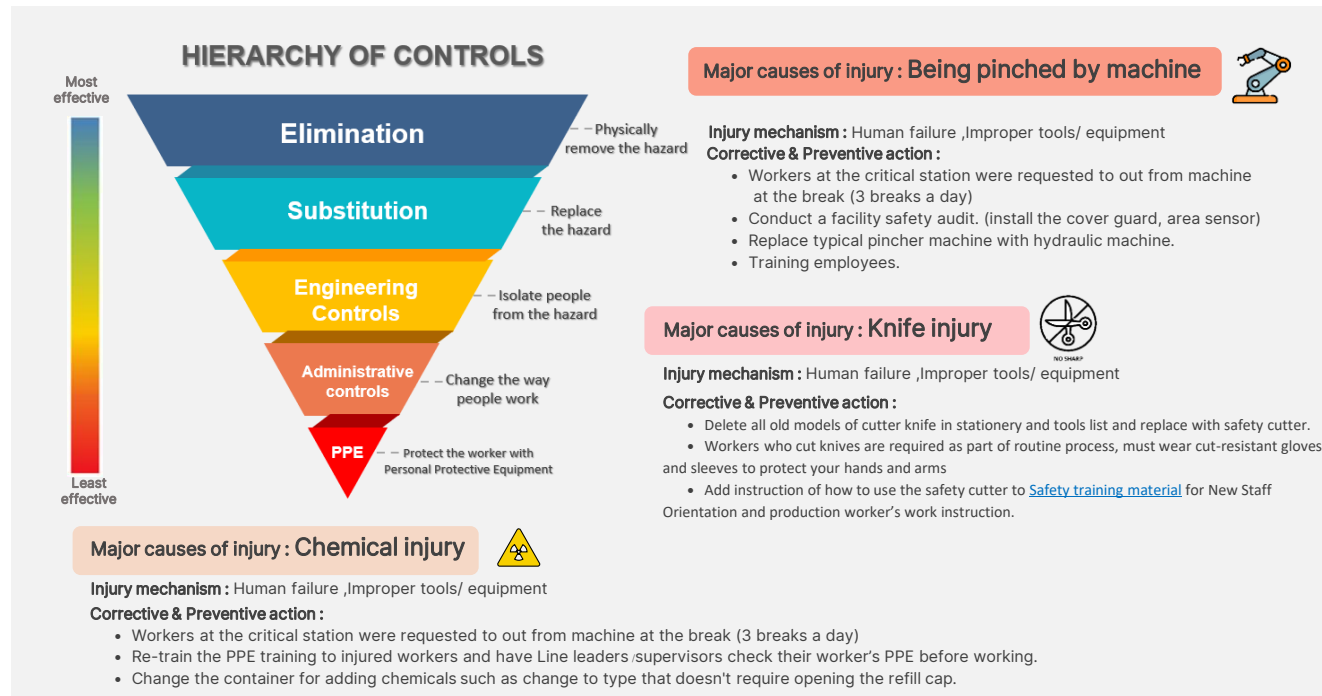
# The 9 pillars of Delta's employment policy

## 9. Health and Safety

### Incident Investigation

With ZERO accident target, Delta has safety officer in professional level who had trained in human rights policy and Procedures to investigate work-related injuries, ill health, diseases and incidents and plan for the management of change. According to our ESH standard update to ISO45001, we follow up our worker and subcontractor injury base on [OSHA methodology](#). This is not to prove the effectiveness of our strategy, policy, procedure and continuous improvement as our MOC; but also to ensure our smooth operation through worker's health and wellness. Our OSHA statistic did not include those other workers who work at our sites without our control such as canteen worker, nurse, independent auditor who process their on-site audit and agents from import-export firms. Though statistics of these workers have not been counted, the company commits to humane treatment and apply the same health and safety procedure to safeguard these stakeholders from any injury and illness as well. According to the type of injury analysis and the EHSMR consensus, below are sample of what we implement and evaluation of progress in reducing/preventing health issues/risks against targets.

For our worker's work-related injury, Delta fully takes responsibility for our worker's medical expense, remedy action hand facilitates them for compensation from the Social Security Office accordingly.



Flow chart of Corrective and Preventive Action of incidental which relate with Environment, health and safety (Evaluation of progress in reducing/preventing health issues/risks against targets.)



# The 9 pillars of Delta's employment policy

## 9. Health and Safety

### OHS Training

Health and safety training during the climate transition period are crucial to protect the well-being of workers, communities, and the environment. By prioritizing safety and incorporating climate-specific considerations, we should be able to successfully navigate the challenges of the transition while safeguarding the people involved.

After our especial focus on communicable and emerging disease training in 2020-2021, Delta's backed to our focus to cope with health and safety risk, climate-specific hazards, disaster preparedness, hazard from new technology used in business processes and emergency response and evacuation procedures (Health and Safety Manual, Page 80-213) for Integration of actions to prepare for and respond to emergency situations.

Delta provide inclusive and equitable basic health and safety training such as basic fire-fighting, health and safety law, annual fire drill for every workers. In the reporting year, OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health & safety incidents. We engage various specialists to provide specific training like Severe weather and flood response plan rehearsal plan, chemical leakage preparedness training. 155,748 training hours (15.1% of 2023 total training hours) has provided to 100% of our workers without any charge.



**155,748** Hours.

OHS Training hours



**15.1 %**

Of 2023 total training hours



**100%**

Delta provide inclusive and equitable basic health and safety training 100% of our workers without any charge.



Chemical leakage preparedness training



Nitrogen leakage preparedness training



Radiation leakage preparedness training



Ergonomic training



Advance Fire Fighting training



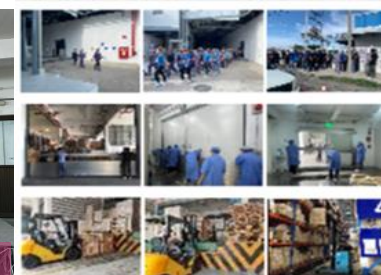
Confined Space emergency preparedness training



First-aid, AED training



Safety & Energy Week



First-aid, AED training



Work on Electrical



Severe weather and flood response plan rehearsal

# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

work-related injuries and work-related ill health.

Delta Employees  
27,982,922 Hours.

Working hours of Delta Employees in 2023.  
Including of Thailand, Slovakia and India

35 cases  
of recordable work-related injuries in 2023  
Including of Thailand, Slovakia and India

1.25  
TRIFR: Total Recordable Injury Frequency Rate

- Of recordable work-related injuries.
- For Delta Employees (Thailand, Slovakia and India)
- The rates have been calculated based on 1,000,000 hours worked.

30 cases  
of lost time injuries in 2023  
Including of Thailand, Slovakia and India

1.07  
LTIFR: Lost time Injury Frequency Rate

- For Delta Employees (Thailand, Slovakia and India)
- The rates have been calculated based on 1,000,000 hours worked.

Subcontract and other workers  
31,433,604 Hours.

Working hours of Subcontract and other workers in 2023.  
Including of Thailand, Slovakia and India

52 cases  
of recordable work-related injuries in 2023  
Including of Thailand, Slovakia and India

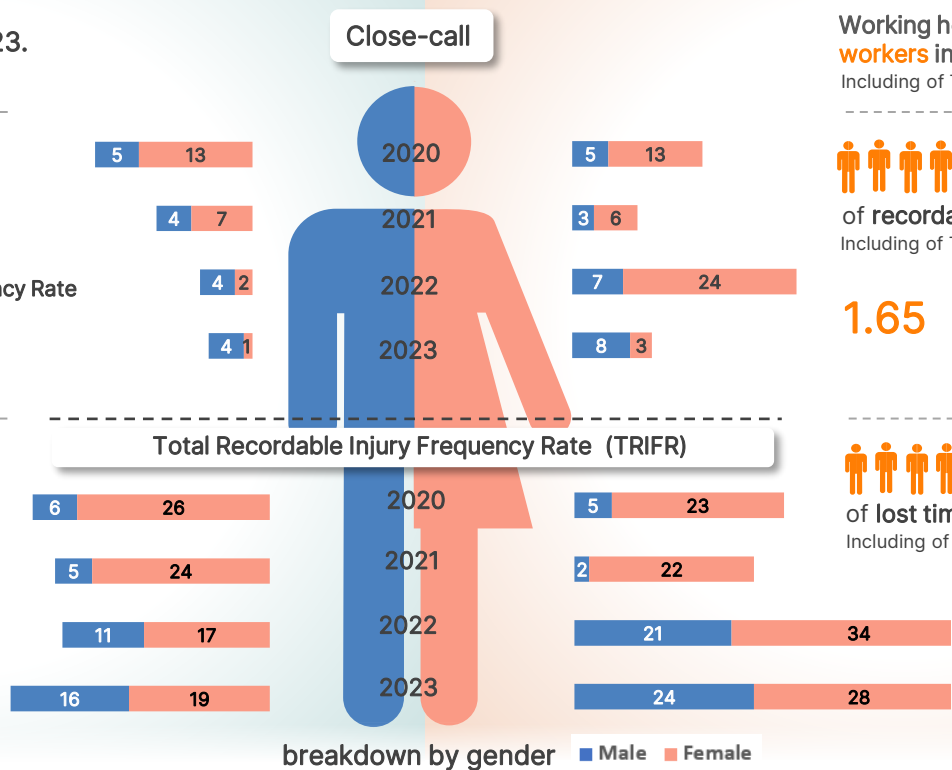
1.65  
TRIFR: Total Recordable Injury Frequency Rate

- Of recordable work-related injuries.
- For Delta Subcontract and other workers (Thailand, Slovakia and India)
- The rates have been calculated based on 1,000,000 hours worked.

48 cases  
of lost time injuries in 2023  
Including of Thailand, Slovakia and India

1.53  
LTIFR: Lost time Injury Frequency Rate

- For Delta Subcontract and other workers (Thailand, Slovakia and India)
- The rates have been calculated based on 1,000,000 hours worked.



0 Target zero accident  
of work-related injuries and work-related ill health.

- For both Delta employees and subcontract worker.
- Since 2015 when we start collecting ESG data for public disclosure (9 Years)
- Evaluation of progress in reducing/preventing health issues/risks against targets towards our ZERO Accident for both our employee and contractor workers.

0 Fatalities / High-consequence  
of work-related injuries and work-related ill health.

- For both Delta employees and subcontract worker.
- Since 2015 when we start collecting ESG data for public disclosure (9 Years)
- Evaluation of progress in reducing/preventing health issues/risks against targets towards our ZERO Accident for both our employee and contractor workers.

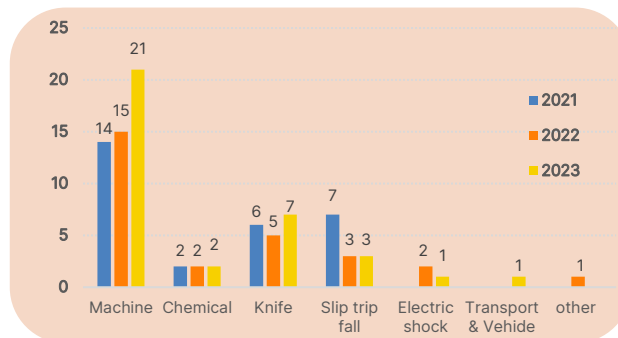
# The 9 pillars of Delta's employment policy

## 9. Health and Safety

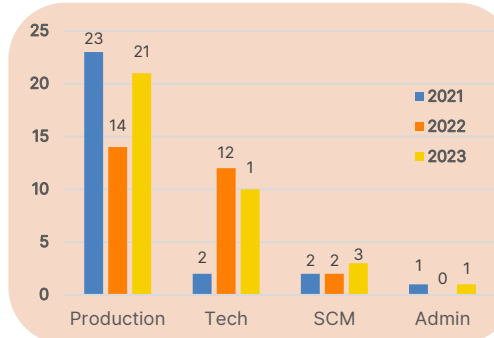
**Delta Employees**  
Including of Thailand, Slovakia and India

**Subcontract and other workers**  
Including of Thailand, Slovakia and India

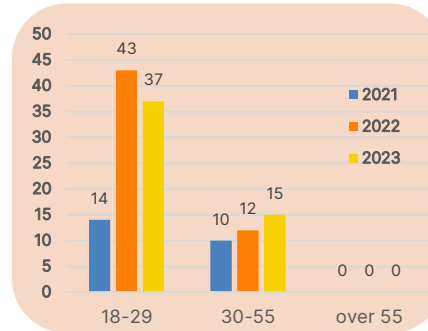
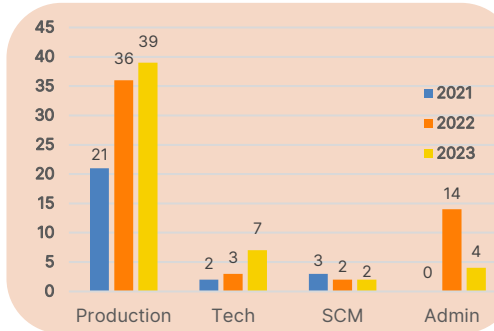
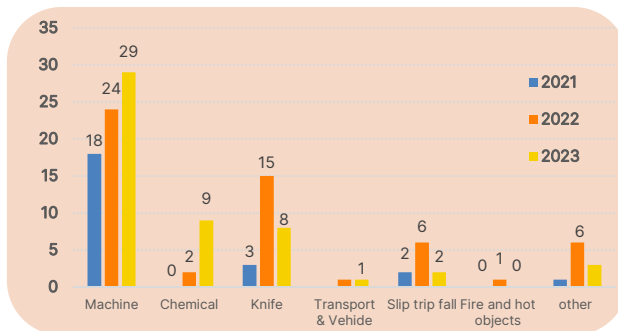
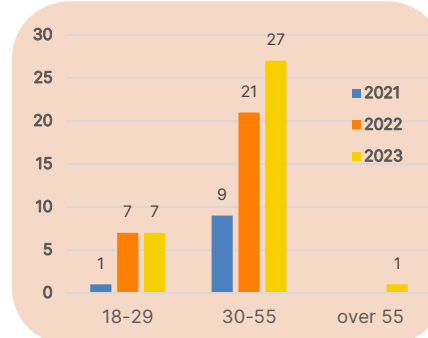
breakdown by type of injuries



breakdown by Function



breakdown by Age



1. Data collected by Safety officer in accordance with OSHA data collection methodology.
2. 2017-2018 Close call data is not available
3. Data's scope of injuries investigation include commuting incidents which may caused cause by our transport organized for our workers.
4. Delta employees injury rate calculate based on 1,000,000 working hours.
5. We count the recordable case since the 1<sup>st</sup> day our worker including sub contact worker can not work as normal
6. The reported injury statistic included all type of subcontract worker and other workers
7. No High consequence work related injury is executed when the injury that worker cannot recovered within 6 months.
8. The chemical caused reported chemical hazard were IPA used as composite of soldering flux via dermal contact and eye contact.  
Lost days from these chemical hazard were executed to allow the operator to recover from their irritation only.
9. Zero work-related illness includes both infectious and non-infectious diseases.
10. Majorly, other accident had been resolved at first-aid stage, they were not counted as recordable injury.
11. The reported injury cases exclude caseds resulting from the pandemic.
12. In 2020-2022, scope of report was only for Thailand and 2023 including Thailand, Slovakia and India.



# 0

- Target zero accident
- Fatalities
- High-consequence of work-related injuries and work-related ill health.

- For both Delta employees and subcontract worker.
- Since 2015 when we start collecting ESG data for public disclosure (9 Years)
- Evaluation of progress in reducing/preventing health issues/risks against targets towards our ZERO Accident for both our employee and contractor workers.

# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

### Occupational diseases

Delta’s eco-efficient operation is not only help to lessen environmental impact, but also mitigate occupational disease rate Delta realizes that 43% of our total Delta employees involved in routine work/ activities which exposure to risk to occupational diseases announced by the Ministry of Labor of Thailand dated August 15, 2007.

Though the company has established a Personal Protective Equipment Manual and provide work instruction training on occupational health and work environment to our new employees. Delta constantly monitors the exposure to hazardous substances and the list of materials used. The results are used for aligning work practices or making engineering improvements to reduce the risk of occupational illnesses.

The company targets 0 fatalities from work-related ill health. Although product transfer from other associate sites in Asia to response to the higher demand of networking and telecom power, numbers of our workers who exposed to hazardous factors has significantly decreased from 51% of total Full-time equivalent in Thailand in 2022 to 43% (21,226 FTE employee and subcontract workers) in 2023.

The risks these employees exposed in their daily work included noise, particulate matter, mineral oil, acetone, x-ray, ionic ray, lead, tin, light, thinner and heat that determined by independent professional physician with Occupational health safety management representative committee. This group of risky employees had been encouraged to participate in an annual high-risk group checkup performed by independent physicians.

0% of hazardous substances contamination in blood and urine found from recent specific checkup ensures both immediate and chronic effects or diseases from manufacturing, stamping, soldering, labor-intensive work, grinding and chemical-related processes; for instance, had properly managed. This annual action aims to prevent our employees and subcontract from disease caused by chemical agents and specific process such as deafness from sound-intensive work, chronic physical hazard, occupational respiratory diseases, occupational dermatitis diseases, occupational musculoskeletal disorders, occupational cancer and impact on reproductive system.

Finally, without any medical treatment required for these specific employees, ZERO occupational disease rate and occupational disease-related fatality was reported for the seventh consecutive year



# The 9 pillars of Delta's employment policy

## 9. Health and Safety



### STRESS MANAGEMENT

สแกน QR CODE เพื่อลงทะเบียน



เชิญรับฟังความรู้ MENTAL HEALTH AND WELL-BEING และถามตอบปัญหาสุขภาพกับแพทย์ผู้เชี่ยวชาญ



ONLINE AND ONSITE SESSION  
พุธ ที่ 15 พฤษภาคม เวลา 10.00 น.

พบกับ พ.อ.พ.พ.  
CEO, Health at Work

PROMOTION  
WORKER'S HEALTH  
FOR DELTA FAMILY

### Promotion of worker's health

Delta provides health and safety services to ensure workers' long-term healthiness and well-being. The service includes free personal protection equipment (PPE), medical fee, dental fee, and insurance, full-time safety officers, medical room, free annual health check, first-aid kit, on-site Automated External Defibrillator, AED, parking lot and rest room for disables, sport club, reading club, health training, activity support well-being, on-site ambulance, and work injury leave without impact to employee's incentive and bonus.

In addition to the mention basic health and safety service, Delta also offers voluntary health promotion services and programs to workers. Since 70% of our employees are women, major programs to promote worker's health related to quality pregnancy and motherhood.

By 2030, Delta implements various activities to ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs.

### Woman Health and Birth Plan Training

The health and well-being of a mother and child at birth largely determines the future health and wellness of the entire family. The outcome of childbirth, however, is not the only factor of importance in a mother's well-being. In preparing to give birth, women, knowingly or unknowingly, develop a birth plan. Birth plans training generally include information such as resources required for reproduce, where a woman wishes to give birth, who will attend a birth, and what forms of medical intervention and pain relief will be used. The birth plan is a tool that outlines a woman's expectations for her birth and can open communication between a woman and her care providers, providing the woman with knowledge prior to giving birth.

Delta also collaborates with Thailand's Department of Health to hand out Prenatal Vitamins to its female employees who plan to have kid. Delta female workers at the age 20-34 year who plan to have kid will be trained and followed up to have proper nutrition.

Quality Pregnancy Program: Due to demographic change and technology market demand ramp up, female worker in the industry exposure to risk of inequality pregnancy. It is broadly forecasted that Thailand's population grew only 0.4% in 2015, down from 2.7% in 1970. If this trend continues, the annual population growth will be down to 0% in 10 years. This situation should be worsened with inequality pregnancy. For instance, a quality pregnancy is vital for industry to support the countries to have sufficient population to grow the country.

Weekly, these applicants will get Fero-Folic vitamin tablets. The Fero-Folic supplements help with prevention and treatment of iron deficiency anemia and to supply a maintenance dosage of folic acid. The company also provides training for new-faced mothers to handle their pregnancy and grow their children with quality of life.

# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

### Promotion of worker’s health

#### Welcome Delta’s Child Program

Delta provides monetary and non-monetary giving to mother who has a newborn baby to maintain their quality of life after the delivery period and impact both their health, mental health and financial status. In return, this program helps us to maintain an outstanding rate of employee return to work after give birth.



#### Free Cervical Cancer Screening

by Prep and PAP methodology. Cervical cancer is the fourth most common cancer in women. According to the World Health Organization’s [study in 2018](#), an estimated 570,000 women were diagnosed with cervical cancer worldwide and about 311,000 women died from the disease. When diagnosed, cervical cancer is one of the most successfully treatable forms of cancer, as long as it is detected early and managed effectively. 2023 was the 8th year we arrange a voluntary on-site free cervical cancer screening for our women

#### Breastfeeding Corner

Delta female workers at the age 20-34 year who plan to have kid will be trained and followed up to have proper nutrition. Delta has established breastfeeding corners since 2008 in support of the Ministry of Public Health’s Quality of Life for Working Woman Promotion Project. Delta encourages and facilitates its employees to provide their infants breast milk for at least 6 months after birth.

The breastfeeding corners are rooms where mothers can extract and store breast milk during working hours. This saves employees THB 4,600 per month in expenses for infant formula and contributes to the environment by saving water that would be used to make infant formula and preventing the release of greenhouse gas from infant formula containers.

As part of breastfeeding program, ex-breast-feeding corner users also help to consult the new-face mother to fully utilize the breast-feeding corners and other related facilities. These tangible results have earned Delta recognition as an industry role model and as a coach for organizations in Thailand on breastfeeding management and promotion at the workplace.

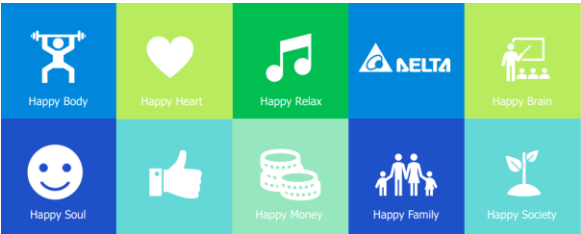
Delta Thailand is under process to consider parental leave for male workers to strengthen our initiative to provide good health and well-being.



#### Delta Happy 8 Workplace

Our Employee is our innovation creator and the key factor to leverage the company’s sustainable achievement. Delta Thailand always pays its attention to human resource development with clear target and strategy accordingly to our Group-wide strategy. This will be another way to facilitate the organization to continuous and sustainable growth.

The company establishes a “Happy 8 Workplace” program initiated to continuing its human resource retention activities based on “Happy 8” guidance. The “Happy 8”, the guide to human life’s balance, aims to encompass our employees to be happy in their 3 aspects of life. The overlapping aspects: personnel aspect, family aspect and social aspect respectively, should be managed to be in balance. Healthiness, well-being, understanding, morale and professionalism in one’s career will result in employee’s engagement and retention which will drive the organization to sustainable growth. Until 2023, the company continued to implement this program aimed at promoting the well-being of all employees.



“Delta Happy 8 Workplace”

# The 9 pillars of Delta’s employment policy

## 9. Health and Safety

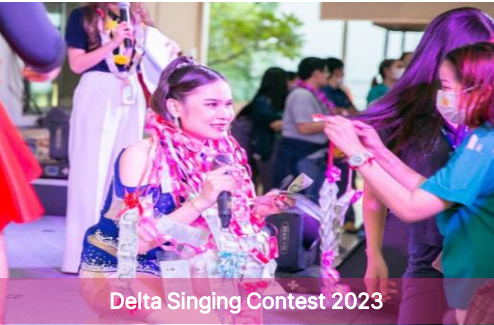
### Promotion of worker's health



Delta Mixed Basketball 3x3 Cup Y2023 (Sport Day)



DET Book Reading Club



Delta Singing Contest 2023



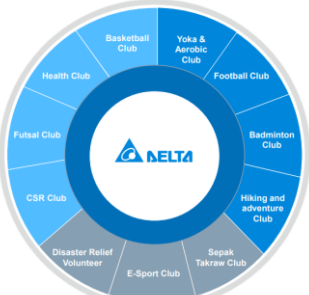
Nurse and Emergency Response Team



My Club (DET sport club)



Discount from local health-promotion businesses



Delta My Club

#### Delta My Club

The company has organized the “Delta My Club” activity to allow employees to come together and engage in activities they enjoy throughout the year. These include various clubs such as football, basketball, badminton, volleyball, yoga and aerobics, travel, music, community service (CSR), cooking and gardening, as well as a club for religious artifacts, etc. Enhancing activities that promote the physical and mental well-being of our employees.

#### Discount from local health-promotion businesses

As extensive program from happy workplace and “My Club” activity, Delta collaborated with local businesses e.g. football fields, in-door gyms and swimming pools to provide special discount for Delta employees. All level of our employees, sub-contract workers and our colleagues from other countries who came to Thailand can easily receive 10-15% discounts from these businesses by showing Delta employee badge at the reception points of participated businesses.

#### Delta Singing Contest 2023

The company organized the DELTA SINGING CONTEST 2023 as a singing competition activity to open opportunities for employees to showcase their talents through an internal singing contest. Additionally, the contest aims to foster positive relationships among employees, enhance a joyful and relaxed organizational atmosphere, and contribute to overall happiness.

#### Nurse and Emergency Response Team

The company prioritizes employee safety during both day and night shifts with comprehensive First Aid services, including medical professionals, emergency vehicles, and necessary facilities as required by law. We collaborate closely with medical teams to ensure swift and safe responses to workplace incidents and emergencies onsite and nearby.



# The 9 pillars of Delta's employment policy

## 9. Health and Safety

### Employees well-being in the face of the Global cost of Living Crisis

In response to the global cost-of-living crisis, Delta Thailand has taken significant measures to support employee well-being. Following the full resumption of onsite operations in October 2021, the company enhanced workplace facilities and expanded the "Happy 8" initiatives to promote mental health, prevent non-communicable diseases, and mitigate financial stress resulting from the pandemic.

The prolonged economic stagflation, livestock diseases, and the Russia-Ukraine conflict have indirectly impacted living costs in Thailand and Southeast Asia, with rising prices of oil, electricity, and food. In response, Delta Thailand management adjusted canteen food prices in November 2022, increasing the cost of main dishes by 5 baht. However, in 2023, to further support employees, the company subsidized the "First Meal of the Day," providing a 10-baht discount each day for employees who scan their employee card when purchasing food.

As numerous business and production processes have transitioned to online and automated systems, there is an increased potential for adverse effects on workers' health as an unintended consequence of these technological advancements. Promoting our employee's mental health is essential not only for fostering innovation, productivity, and employee retention but also for ensuring organizational resilience in a rapidly changing industry. A mentally healthy workforce is more creative, focused, and adaptable, which directly contributes to a company's competitive edge and operational efficiency. Additionally, by reducing absenteeism and improving job satisfaction, companies can retain top talent and maintain cohesive teams. Beyond the organizational benefits, prioritizing mental health has a broader societal impact; it promotes a culture of well-being that extends into communities, enhancing overall social stability and reducing the burden on public health systems. Thus, investing in mental health is a mutually beneficial strategy that supports both business success and societal well-being.

To further support employees' financial well-being, Delta offers Provident Fund training, Financial and Investment Training, Annual Bonuses, increased medical benefits, and assistance in obtaining home loans with banks at favorable rates, saving employees time and resources. Additionally, the "Coffee Talk" event invites all employees to meet directly with the company President, fostering open communication on workplace concerns and employee well-being, thereby enhancing the overall work environment at Delta's headquarters.



### Happy Brain

- Coffee talk with president /Plant Manager
- Learning & Development Roadmap
- Delta Academy.



### Happy Money

- Provident fund training
- Financial and Investment Training
- Annual Bonus
- Delta savings cooperative
- Home loan reasonable rate.



### Happy Body

- Yearly health check
- Delta health care program
- Sport Events
- Food Fair Festival Day
- Increase medical expense



# The 9 pillars of Delta's employment policy

## 9. Health and Safety

### Emergency Preparedness and Recovery Plan

In response to the evolving global and business landscape, Delta takes proactive measures to safeguard employee well-being and maintain business continuity. We identify hazards, allocate resources, and implement preventive actions for potential emergencies such as fires, chemical spills, floods, labor strikes, earthquakes, and pandemics. As outlined in our Worker's Health and Safety Manual, our emergency preparedness plan is publicly disclosed to assure employees, business partners, and stakeholders that all potential scenarios have been considered, with necessary measures in place to ensure uninterrupted operations.

Delta's Preparedness Procedure, established as both regulation and legislation, aims to prevent and manage emergencies, minimizing their impact on people, property, and the environment. In line with our public Human Rights policy, Delta's factories in Thailand adhere to human rights principles, including the Responsible Business Alliance (RBA) Code of Conduct and International Labour Organization (ILO) standards, grounded in the UN Guiding Principles on Business and Human Rights (UNGPs).

Complementing our emergency preparedness, Delta also implements a business recovery plan to ensure continuity. Since successfully managing pollution issues in 2018, Delta has developed a 5-year roadmap, which includes digitalizing business processes, enhancing IT security, upgrading occupational health and safety standards, promoting eco-efficient practices, and introducing new performance indicators for the Sustainable Development Committee.

In response to challenges like unseasonal rains and floods, Delta developed the "Smart Water Level Monitoring System," which uses our industrial cloud router and DIACloud service for precise monitoring and control of pump stations. This system has helped prevent flooding at the Bangpoo Industrial Estate, enabling Delta and neighboring factories to plan necessary actions to mitigate losses, including health and safety risks. In 2022, Delta reported no losses or financial impacts from these weather events.

In 2023, Delta conducted a rehearsal of its updated emergency preparedness plan to address emerging health and safety risks resulting from the adoption of new technologies. This plan includes scenarios such as nitrogen tank explosions, chemical leaks, evacuation procedures for confined spaces, and communication strategies for emergency incidents in the event of network failures.

Implementing new emergency plans is essential to address the evolving risks posed by climate change and emerging technologies. These plans ensure that we are prepared to protect our employees, sustain operations, and mitigate potential impacts, thereby safeguarding the resilience and long-term success of our organization

For additional information, suggestion and complaints on environment, health and safety issue; our Environment, health and safety team is ready to help at White boxes in canteen, office and production line; email [OHS@deltathailand.com](mailto:OHS@deltathailand.com) and [HR.grivience@deltaww.com](mailto:HR.grivience@deltaww.com).



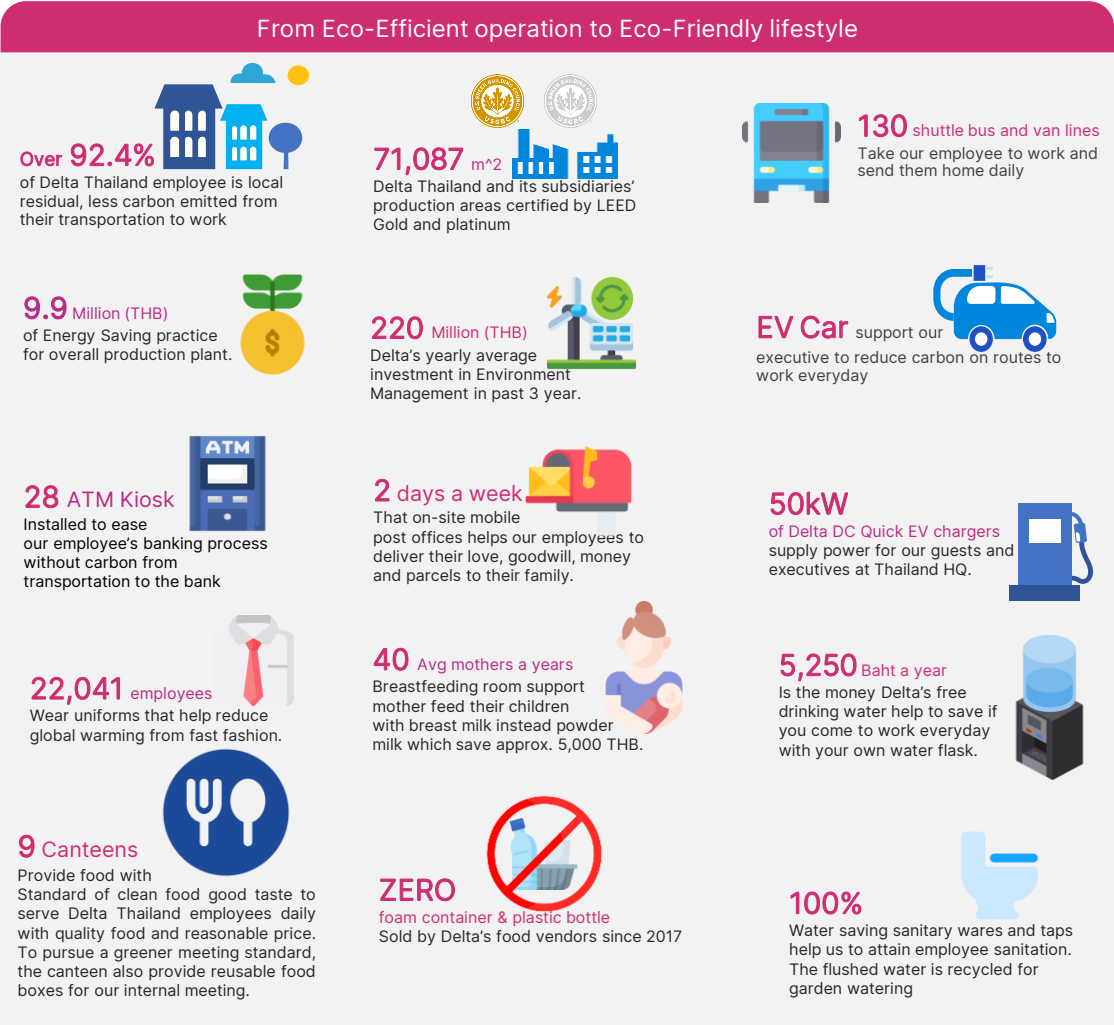
# Eco-friendly habit cultivation

Delta's commitment to corporate social responsibility extends beyond conserving natural resources in our operations. It also encompasses a dedication to advancing human culture and technology, fostering societal and economic development, and promoting the sustainable future of our planet. Our sustainable practices are integrated into every aspect of Delta's operations, influencing both organizational strategies and individual actions."

## 1. Eco-friendly work environment

Delta's work environment and facilities are not only managed for employee's safety, health and well-being, we also manage our work environment to minimize waste and pollution which may occur from our daily personal life too. Green purchasing products and services that cause minimal adverse environmental impacts. It incorporates human health and environmental concerns into the search for high quality products and services at competitive prices. In 2023, We spent 9,856,426 baht on energy-saving practices across the entire production plant. This includes renewable energy projects (solar rooftop and solar street lights installation), air conditioning ventilation systems (high-efficiency IE4 motors and magnetic chillers), air compressors (smart air compressor management), and heat reduction improvements in the production line (heat insulation).

Delta committed to create an environment and energy saving to remind our employees about energy and environmental conservations and encourage communications and collaborations. The highly connected lobby provides USB charging points, vertical gardens, ample comfortable discussion areas and demonstrations of Delta energy management. In addition to a greener environment, Delta applied its high-efficiency renewable energy, surveillance, networking, display and automation products and solutions to this co-working space to showcase our visitor. To trim down the digital divide, free Wi-Fi is accessible for all employees and visitors by simply applying OTP for security protection.





# Eco-friendly habit cultivation

## 2. Extension of stuff useful life

Alongside transparency, adopting an eco-efficient lifestyle has become the standard for everyone at Delta. We observed a decrease in cash donation requests to the SD Committee, while there was an increase in initiatives focused on circular economy practices to optimize resource use. Employees have spearheaded various activities, with the SD Committee and the company providing support and facilitation. Below are examples of key activities that promote the collaborative extension of resource use.

To reach our goals, Delta manages food waste processing at our company canteen with a “Food Cycle” model. This brings food waste from our canteens to local farmers to use as animal feed. Our food recycling process benefits local farmers and enables us to reduce food waste typically disposed of as general waste to landfills.

Samutprakarn Province, where Delta’s plants are located, is next to the coastline making it suitable for inland fisheries and coastal fisheries. In 2023, Delta sorts around 725.82 tons of food waste to give to local farmers to use as animal feed. In this way Delta Thailand is able to reduce our waste to landfill and help our community farmers reduce their animal feed costs. This is a significant economic contribution to our local farm sector in animal feed savings.



## 3. Regeneration of natural systems

Alongside well-managed integrative processes, location and transportation, water efficiency, energy and atmosphere, material and resources, indoor environmental quality, innovation, and regional priorities, sustainable site management is a key factor driving Delta to become the first manufacturing facility to receive LEED EBOM certification. From the LEED standards, Delta has learned the importance of incorporating native plants that offer both shelter and food." On the other hand, native plants are the determining factor for what local birds, insects, and animals can live within the community. During 2017-2023, Delta replaced its ornamental plants with local plants. The Turf area had limited to 25% of the total vegetated onsite area. Though the company does not use water as its manufacturing factor, our awareness of water conservation has been raised frequently by our investors. Since 2018, the company had consolidated information about water risk at our major operation areas. The study is not only a power tool for us to plan water conservation resources and activities, but also urges us to think about potential indirect impact that we might create to the society and environment.

Since Delta’s headquarter is based in Samutprakarn, one of the coastal provinces located along the Gulf of Thailand. We are well aware that mangrove forests are highly diverse coastal ecosystems that that play a crucial role as a nursery for marine life, thus ensuring bountiful fishing in the future. Without wastewater from our production process discharged to public water basin and well-control of emission, the company collaborated with Bangpoo Industrial Estate to reforest Bangpoo coastal mangrove forest yearly. In 2023, Delta Electronics (Thailand) PCL. volunteers joined a reforestation activity to support a Bangpoo Industrial Estate Office project to conserve and restore local mangrove forests and canals. Bangpoo Industrial Estate organizes this activity annually to sustain coastal ecosystem and biodiversity with collaboration from business and local communities. However, due to the flood issue, this activity has been postponed by the IEAT in 2023.

# Employee Retention

To ensure that our employees remain with us for the long term, the Delta's fair employment policy, along with happy workplace initiatives and various programs will be continue encouraged for our employees.

Every 2-year, Delta implement Employee Engagement Survey to evaluate the satisfaction and analyze how to improve employee retention. The objective of the survey had adjusted to realize its employees' understanding in the company and employee's value, ideals and teamwork which reflect their willingness to stay with us in long-term.

The latest survey in 2022 conducted by independently consulting firm to assure the confidentiality and validity of the data, the engagement survey comprises 14 categories, including engagement and other 13 success factors with 2,029 valid responses, as the participation rate is 87%. The 3 most improved categories are **"Inclusion"**, **"Voice"** and **"Capability"**. To compare with external market within Southeast Asia, the most favorable 3 categories are **"Retention"**, **"Drive"** and **"Fair Pay"** and the least favorable 2 categories are **"Engagement"** and **"Capability"**. The result of "Engagement" was 84, which remains the same as our score in 2020 and slightly lower than South East Asia norm. Even though "Capability" was improved from 2020, the score was lower than the market. Scores for "Retention", "Drive" and "Fair Pay" were significantly higher than South East Asia Market.

The company will continue working on ensuring our process are as efficient as possible and providing a clear understanding of the goals and objectives of the company. To improve employee care, Delta has determined plans for further action as below:

- Raise employee well-being by having clean food and various choices of nutrition and organizing clubs for physical and mental improvement. (e.g. Sport clubs promotion)
- Promote communication channels to strengthen understanding and update information between the company and employees. (e.g. Line points rewarding)
- Deliver the company strategy and core values by top managers, supervisors and leaders, which will provide the employees with a company's direction and its link to their efforts. (e.g. Plants Coffee Talk)
- Develop leadership enhancement programs to facilitate managers in demonstrating more positive and supportive behaviors. (e.g. MFG process improvement program)

Delta will keep making a better place to work and enhance working life in an atmosphere where everyone feels more a part of the team and fulfilled, as well as a place where we can all advance personally and contribute to the company's growth.



## Results vs. Thailand 2020

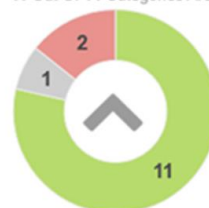
12 Out Of 14 Categories Have Improved



**Most Improved**  
Inclusion 3\*  
Voice 3\*  
Capability 3\*

## Results vs. Southeast Asia Norm

11 Out Of 14 Categories Are Above



**Most Favorable**  
Retention 11\*  
Drive 9\*  
Fair Pay 7\*  
**Least Favorable**  
Engagement -2\*  
Capability -1

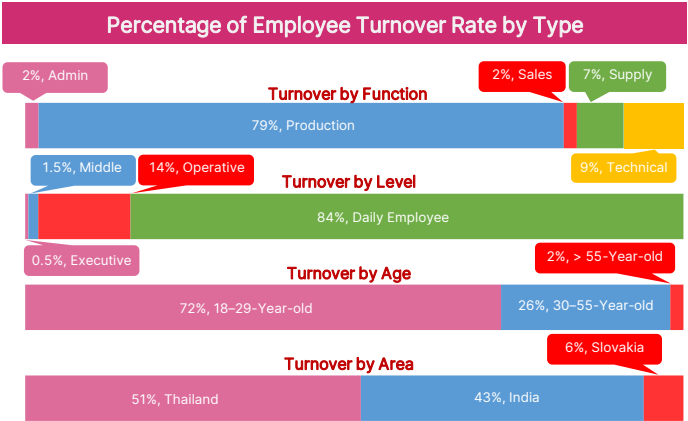
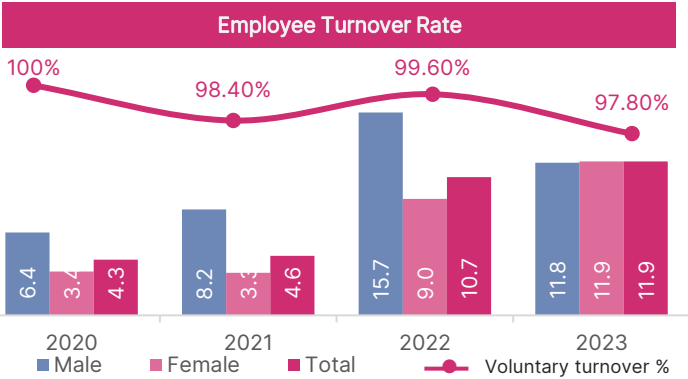
	Total Favorable Score	Thailand 2020 (1,815)	Southeast Asia Norm (149,665)
Engagement	84	0	-2*
Retention	76	2	11*
Understanding	91	1	1
Inclusion	85	3*	5*
Inspiration	89	2	2*
Organization	83	1	2*
Voice	84	3*	3*
Drive	86	0	9*
Fair Pay	68	1	7*
Capability	83	3*	-1
Growth	77	3*	2
Support	84	3*	3*
Collaboration	86	2	1
Trust	80	3*	0

# Employee Retention

In 2023, Delta Human Resource Development, Employee Relation and Sustainable Development committee co-work to design proper approach to extend the employee engagement survey to cover our operators and subcontract worker to learn their expectation simultaneously with new cycle of staff engagement survey in 2023. The result of these engagements will be utilized for improving HR strategy, compensation and benefit, work environment, training and mentor program to retain our valued human resources with their satisfaction. In spite of a competitive turnover rate compared to industry peers, Delta keeps monitoring the reason why our employees made their decision to go.

In 2023, when excluding leavers due to the expiration of their contract periods, the total turnover rate at Delta was 6.4%. Of the employees who departed, 97.80% did so voluntarily. The remaining 2.2% were classified as involuntary turnover, mainly due to resignations triggered by disciplinary actions, such as violations of the code of conduct and unexcused absences exceeding three days. The automatic termination of employment contracts in such cases, processed through the payroll system, was outlined in the employment contract agreement and included in the company orientation training for all new employees, regardless of whether they were permanent or contracted staff. To mitigate such disciplinary incidents, Delta implemented a "cool-down period," stipulating that any departing employee is ineligible to reapply for any position within the company for a period of three months following their departure.

Recognizing that each reason for employee departure is crucial for effective human resource management, exit interview data was systematically collected in 2023. When excluding individuals over the age of 55 who retired and employees dismissed for disciplinary reasons, the findings revealed that 88.8% of employees left due to the expiration of their contractual period. Additionally, 0.3% resigned from their current roles to join subsidiary sites in other countries, resulting in a change in the payroll system. Another 1.6% participated in the company's equitable early retirement program, which contributed to a decrease in the average age of the workforce in 2023. Moreover, 4.2% of employees left to pursue new careers or entrepreneurial ventures, capitalizing on the knowledge and experience gained during their tenure. A further 2.0% of leavers continued their studies to obtain higher academic degrees. Finally, 3.2% of departing employees chose to exercise their right to withhold responses from the exit questionnaire.



# Inclusive well-being

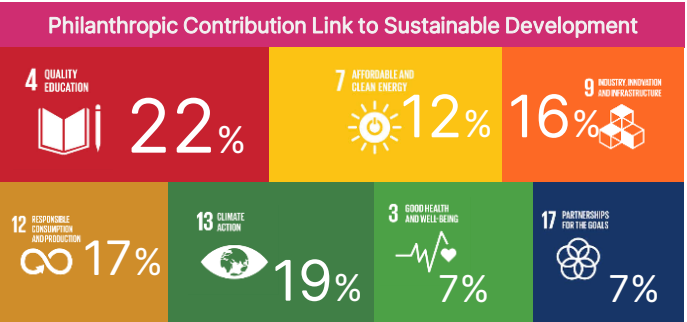
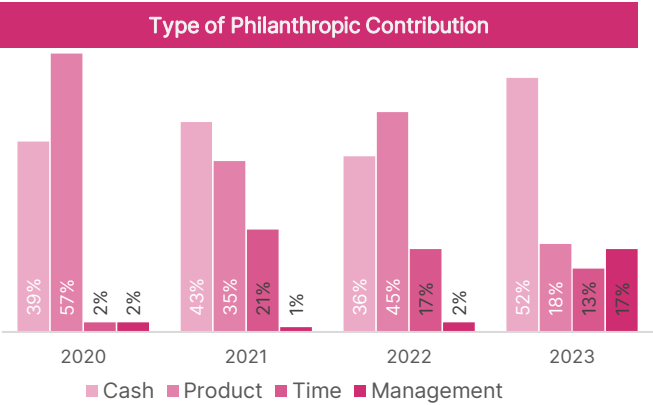
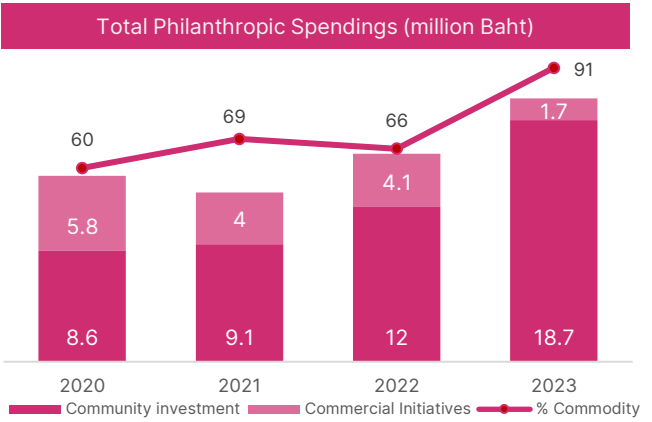
Philanthropic activity plays a crucial role in supporting and accelerating the climate transition with less vulnerability. As the world faces the challenges of climate change, philanthropists and charitable organizations have a unique opportunity to drive positive change and address the environmental, social, and economic impacts of the transition to a low-carbon and climate-resilient future.

Delta Thailand, as an active corporate citizen, carries specialism of making smarter and greener life on its social responsibilities through various CSR activities, projects, and programs which our catering to the needs of its stakeholders. In addition to continuous effort to take care of its customers, employees, suppliers, creditors, societies and environment simultaneously with fair competition to our competitors accordingly to the Company's Fair Treatment Policy; Delta Thailand broadens our effort to enrich its corporate citizenship in equivalent view and extended view accordingly to the UN Sustainable Development Goals guidance.

To mitigated vulnerability resulting from transition risk, Delta has derived a more focused strategy that will align our corporate mission and brand promise (Smarter. Greener. Together. with all of the company's SD endeavors. This will ensure a clear and consistent message and action reaching and influencing every level of employees in the company. To amplify our effort to mitigate global agenda of climate change, Delta disseminates its innovation to and eco-efficient operation expertise to navigate greener communities by make it ; Smarter- Creating innovations that will benefit the society and environment; Greener- energy and environmental conservation and Together- actively work with our stakeholders for a better tomorrow.

Quality education, affordable and clean energy, industry innovation and infrastructure, responsible consumption and production and partnership to sustainability had taken as our prioritized goals based on our core competence.

In 2023, Delta spend The 66.4% of the reported amount had contributed to the local and national communities to enhance industry innovation, eco-efficient living and climate action initiatives. This is made up of 52% cash donations (charitable and other donations), and 55% of investment in STEM education for society, (which include employee time, in kind donations, and certain management costs). Up to the reporting period, there was no non-compliance concerning sponsorship of these programs. Full list of our [philanthropic programs](#) with their input output and impact evaluation is available at our website.



# Inclusive well-being

## Participation and Membership

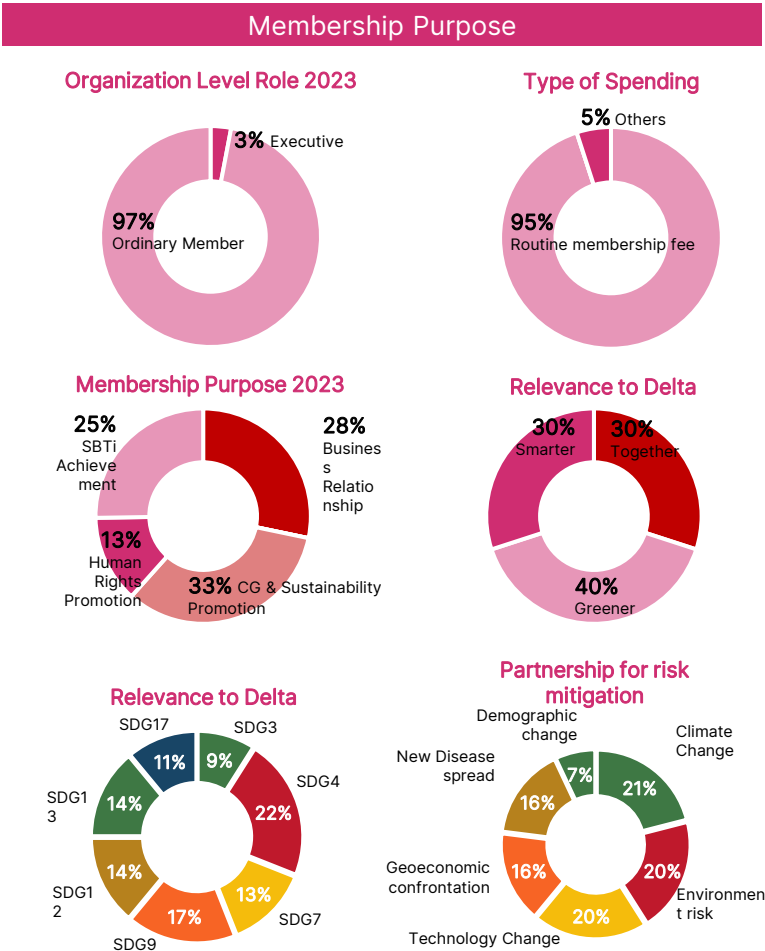
Delta Electronics (Thailand) PCL. emphasizes its mission with a precise brand promise “Smarter. Greener. Together.” to encompass our spirit of responsibility in every aspect of our business practice. For active response to sustainable development in business process and substantive achievement in our long-term goal, Delta maintains its regular membership status with leading organizations in organization level.

To create a positive impact of business transparency, we disclose our direct and indirect spending, contribution and payment to our business network annually. According to [Delta Group's Policy Influence Guideline](#), Delta strives to operate its business with political neutrality, not participating and siding to certain political party or influential political leader and not using the Company's capital, resource to support political parties, politicians directly or indirectly.

In the reporting period, Delta Thailand and its subsidiaries ’s total contributions and spending for association memberships was 319,076 Thai Baht increasing 2% compared with 2022. Major purpose of these membership is to exchange and advocate emerging trend, climate change and innovation issues and sustainable development matter. The contributions are in line with our stated brand promise Smarter. Greener. Together. at 30%, 40% and 30% respectively. The subscribed business networks should help us to strengthen our capability to achieve our publicly committed Sustainable Development goals; SDG3, SDG4, SDG7, SDG9, SDG12, SDG13 and SDG17. 30% of the spending goes to business related associations while 32% goes to governance and leadership enhancement and sustainable development related associations. None of these spending had paid for politic and tax exemption purpose.

100% of our spending in 2023 had paid for regular annual membership renew and first-time regular membership subscription. The company had not sponsored any membership-related activity in 2023. By organization-level role, 100% of these spending was for maintaining Delta's member level while company's role as the committee of the Thai IOT Association had maintain by one-time membership fee spent in 2019. In addition, we also disclose our membership without application fee such as our membership in Thailand Carbon Neutral Network , ESG Network by Thai Listed Company and Sustainability Disclosure Community to our stakeholders for transparency. Delta's major role and responsibility as the committee of these network is to provide its point of view and engage industry partners to boost knowledge sharing among the industry.

Both philanthropic spending and community investments, reviewed by the Sustainable Development Committee and the Board of Directors, confirm that Delta did not incur any capital expenditure or allocate any funds directly or indirectly during the fiscal period to individual candidates, organizations, ballot measures, or "issue areas" requiring lobbying efforts.





# Inclusive well-being

## Overview of Delta Electronics (Thailand) Public Company Limited's Membership Status 2023

Item	Organization / Network	Organization-level role			Type of spendings				Membership purpose					Relevance to Delta			Alignment with our committed SDG Goals							Partnership for ESG risk mitigation						
		Management	Executive /C-suite/ director	Ordinary member	Life-time membership fee	Routine membership fee	Activity sponsorship	Others	Business Relationship	Political relation	Tax exemption	CG & sustainability	Human rights promotion	SBTi achievement	Smarter	Greener	Together	SDG3	SDG4	SDG7	SDG9	SDG12	SDG13	SDG17	Climate change	Environment risk	Technology change	Geoeconomic confrontation	New disease spread	demographic change
1	Association of Electronics industry in SK	-	-	●	-	●	-	-	●	-	-	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●	●
2	Bangpoo Industrial Society	-	-	●	-	●	-	-	●	-	-	●	-	●	●	●	-	●	●	-	●	-	-	●	●	●	-	●	-	-
3	Electrical and Electronics Institute (EEI)	-	-	●	-	●	-	-	●	-	-	-	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	-	●	-
4	Electronics and Computer Software Export Promotion Council	-	-	●	-	●	-	-	●	-	-	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	-	●	-
5	Export Promtion Council of EOU and SEZ	-	-	●	-	●	-	-	●	-	-	●	-	-	●	●	●	-	●	●	●	-	-	●	●	-	-	●	●	-
6	Electricity Vehicle Association of Thailand	-	-	●	-	●	-	-	●	-	-	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●	-
7	Happy Workplace Network	-	-	●	-	-	-	-	-	-	-	●	●	●	-	●	-	●	-	-	-	-	-	-	-	-	●	-	●	●
8	Safety and Health at Work Promotion Association (Thailand)	-	-	●	-	●	-	-	●	-	-	●	●	-	●	●	●	-	●	●	-	-	●	●	●	-	-	●	●	-
9	SDG-Friendly Business	-	-	●	-	-	-	-	●	-	-	●	●	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●
10	Slovak Chamber of Commerce	-	-	●	-	●	-	-	●	-	-	●	-	-	●	-	●	-	●	-	-	-	-	●	●	●	●	-	-	-
11	Sustainability Disclosure Community	-	-	●	-	-	-	-	●	-	-	●	●	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●
12	Thai Autopart Manufacturers Assocation	-	-	●	-	-	-	-	●	-	-	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	-	-	-
13	Thai Automotive Institute	-	-	●	-	●	-	-	●	-	-	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●	-
14	Thai Breastfeeding Center Foundation	-	-	●	-	-	-	-	-	-	-	●	●	-	●	-	●	-	●	-	-	-	-	-	-	-	-	●	●	-
15	Thai Chamber of Commerce	-	-	●	-	●	-	-	●	-	-	●	-	-	●	-	●	-	●	●	●	-	-	●	●	●	●	●	-	-
16	Thai Institute of Directors	-	-	●	-	●	-	-	-	-	-	●	-	-	●	-	●	-	●	-	-	-	-	●	●	●	●	●	●	●
17	Thai IoT Association	-	●	●	-	-	-	-	●	-	-	●	-	●	●	-	●	-	●	●	●	●	●	●	●	●	●	●	●	-
18	Thai Listed Company Association	-	-	●	-	●	-	-	●	-	-	●	-	-	●	-	●	-	●	●	-	-	-	●	●	●	-	●	-	-
19	Thai Photovoltaic Association	-	-	●	-	●	-	-	●	-	-	●	●	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	-	-
20	ESG Network by Thai Listed Company	-	-	-	-	-	-	-	●	-	-	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
21	Thailand's productivity Institute	-	-	●	-	-	-	-	●	-	-	●	-	●	●	●	●	-	●	●	●	●	●	●	●	●	●	-	-	-
22	Thai Private Sector Collective Action against Corruption	-	-	●	-	●	-	●	●	-	-	●	●	●	●	-	●	-	●	-	-	-	-	●	●	●	●	●	●	-
23	Thailand Printed circuit Association (THPCA)	-	-	●	-	●	-	-	●	-	-	-	-	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	-
24	The Federal of Thai Industries, Chachoengsao Chapter	-	-	●	-	●	-	-	●	-	-	-	-	-	●	-	●	-	●	-	●	●	●	●	●	●	●	●	-	-
25	The Global language of Business (GS1 Thailand)	-	-	●	-	●	-	-	●	-	-	-	-	-	●	-	●	-	●	-	●	-	-	-	-	-	-	-	-	-
26	Thailand Carbon Neutral Network	-	-	●	-	-	-	-	●	-	-	●	-	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	-	●
27	The Federal of Thai Industries	-	-	●	-	●	-	-	-	-	-	●	-	●	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	-
28	TCFD Supporter	-	-	●	-	-	-	-	-	-	-	●	-	●	●	●	●	-	●	●	●	●	●	●	●	●	-	-	-	-
29	Thailand Energy Storage Technology Association (TESTA)	-	-	●	-	●	-	-	●	-	-	●	●	●	●	●	●	-	●	●	●	●	●	●	●	●	●	-	-	-
Total contributions and other spending		0	1	28	0	19	0	1	21	0	0	25	10	19	15	20	15	12	29	17	23	18	19	15	26	25	25	19	19	8





# Inclusive well-being

## We Learn and Share

According to our commitment to invest innovation and research, develop intellectual property rights, and devote ourselves to the progress of human culture and technology, the development of society and the economy, as well as the sustainable development of the Earth and its environment, Delta has performed various activities to disseminate what we've learned from our long journey in ITC Industry. On the contrary, Delta realized that communities sustain innovation because as they share ideas they can mutate and grow, especially as they adapt to new conditions. From both business and non-business simple visits, projects and discussion, we have learned what we can do more to balance our passion for betterment with the communities' requirement.

### Delta Thailand Holds Renovation Project to Support Development of Rural Schools in Northern Thailand

March 1, 2023- Delta Electronics (Thailand) PCL. completed a CSR renovation project at Baan Mae Loy Rai School, Chiang Rai Province. Delta volunteers and staff helped repair and paint bathrooms, playgrounds, school buildings, and classrooms. Delta also installed electrical equipment inside the school computer room.

Delta Employee Relation officers represented the company together with Delta volunteers to officially reopen the renovated facilities and hand over the donated computers and equipment to the school faculty and students. The school directors, teachers, committees and students warmly welcomed Delta's action to support the development of education in underdeveloped rural community schools.

Baan Mae Loy Rai School in Chiang Rai Province is over 700 kilometers from Bangkok and Delta's Head Office. The school offers education to 104 students from Kindergarten to Elementary. Chiang Rai Province in Northern Thailand is an underdeveloped region with mountainous terrain and isolated rural communities.

Delta provides support to local communities around company factories in Samutprakarn and Chachoengsao Provinces and the hometowns of employees in Northeast and Northern Thailand. The company commits to UNSDG 4 of quality education for its communities in Thailand.





# Inclusive well-being

## We Learn and Share



Delta Power Electronics Committee 1st meeting

### Delta Thailand Sets Up Digital Library to Support Development of Rural Schools in Central Thailand

March 15, 2023- Delta Electronics (Thailand) PCL. completed a CSR project at Pikulkeaw School in Nakhon Nayok Province, Central Thailand. Delta volunteers and staff helped set up a digital library and delivered equipment and supplies to the school director.

Delta Employee Relations officers represented the company together with Delta volunteers to officially open the school's new digital library and hand over the donated computers and equipment to the school faculty and students. The school directors, teachers, committees and students warmly welcomed Delta's action to support development in underdeveloped rural community schools. Pikulkeaw School in Nakhon Nayok Province is around 100 kilometers from Delta's Head Office. Delta provides support to local communities around company factories in Samutprakarn and Chachoengsao Provinces and the hometowns of employees in Northeast and Northern Thailand. The company commits to UNSDG 4 of quality education for its communities in Thailand.

### Delta Thailand Discusses Training and R&D Collaboration with Top Thai Universities at 1st Delta Power Electronics Committee Meeting

March 2, 2023-Delta Electronics (Thailand) PCL. hosted professors from Thailand's leading universities at the first Delta Power Electronics Committee Meeting held in the company head office in Bangpoo Industrial Estate. The committee's aim is to facilitate collaboration between Delta and its partner universities in the development of local power electronics training and R&D to support the Thailand 4.0 goal to make the nation an EV hub.

In 2022, Delta Thailand opened its first-ever Power Electronics Lab located at a Thai university, as part of the Thailand Board of Investment's (BOI) merit-based incentives measures, at King Mongkut's University of Technology North Bangkok (KMUTNB). The Delta Power Electronics Lab aims to provide young Thai engineering talents with world-class testing facilities to develop advanced skills and foster local research of power electronics with Delta's leading power electronics technology and equipment.

Mr. Jackie Chang, Delta Thailand President, welcomed the professors and outlined the 2023 plans for the Power Electronics project. "We support Thailand's ambition to become one of the regional hubs of EV development. So in terms of laying the foundation of excellent talent and R&D capabilities, Delta is ready to collaborate with our partner universities and take this significant step to move the country's electronics and next-gen automotive sectors forward," Mr. Chang said.



Delta Thailand Sets Up Digital Library at Pikulkeaw School

# Inclusive well-being

## We Learn and Share



Delta and DIProm Launch the 2023 Angel Fund Business Camp

### Delta and the Ministry of Industry's DIProm Launch the 2023 Angel Fund Business Camp for Thai Startup Training

March 29, 2023 - Delta Electronics (Thailand) PCL. joined hands with the Department of Industrial Promotion (DIProm) under the Ministry of Industry to launch the 2023 Angel Fund for Startups Business Camp. This year, 45 teams were selected to attend the business camp with HUBBA Thailand joining the launch as corporate trainers to offer interactive workshops and expert business advice.

Mr. Jackie Chang, Delta Thailand President, gave a video address to welcome the contestants and share the positive impact of the Angel Fund. "By 2022, Delta has provided over 23 million baht of funding to 309 winning teams to support the commercialization of smart industrial and energy-related products in the Thai market. The Angel Fund is a major part of the DIP's startup projects that generated an outstanding economic value of over 970 million baht and created 927 jobs," he said.



Delta Thailand Shares Experience in Talent Development and Localization for Future Industry Needs at IEAT Summit

### Delta Thailand Shares Experience in Talent Development and Localization for Future Industry Needs at IEAT Summit

May 22, 2023- Delta Electronics (Thailand) PCL. was invited by the Industrial Estate Authority of Thailand to join key industry leaders in a special panel discussion about the Future of Thai Industry. The I-EA-T Elevate event held at the Pullman Bangkok King Power in featured speakers from the industrial estate, industrial power and manufacturing industries to share ideas for development in the nation's manufacturing sector.

Mr. Yongyuth Pakdounjan presented about Delta Thailand and the expansion of investment in EV parts production at the new Delta Plant 8 and R&D Center. "Talent development is key to solving issues critical to the Future of Thai industry and this is why we work with seven top universities to drive the Delta Automation Academy and increase the local talent pool. In the first phase of this project, we focused on Industrial Automation development by donating the Delta Automation Laboratory to universities and training professors. This led us to launch the Delta Camp and support Thai teams to compete at the international Delta Cup contest."



Delta Thailand Joins in the CHOICEISYOURS Project by BMW Thailand to Support Sustainable Education

### Delta Thailand Joins Industry Leaders in the CHOICEISYOURS Project by BMW Thailand to Support Sustainable Education

June 13, 2023- Delta Electronics (Thailand) PCL. joined the Chaipattana Foundation, Microsoft Thailand, SCG, Central Group, and Noble Development to support the "CHOICEISYOURS 2023" student competition and collaborative educational development program initiated by BMW Group Thailand. The program aims to encourage Thai students to showcase their creativity in designing project ideas based on the "Circular Economy" concept (REduce, REuse, REthink, and REcycle) which helps make a constructive contribution to society and the environment.

Ms. Aonthip Aorthong, Delta Thailand Sustainable Development Manager, said, "Delta is excited to join this meaningful initiative led by BMW Group Thailand. As a corporate partner and part of the judging panel, we will support student teams with mentoring and open our sites for them to visit and learn more about Delta's energy-efficient solutions and sustainable business. We are looking forward to sharing our know-how and experiences with Thailand's new generation for a sustainable future."

# Inclusive well-being

## We Learn and Share



Delta Thailand Hosts CHOICEISYOURS Project Site Visit

### Delta Thailand Hosts CHOICEISYOURS Project Site Visit

September 20, 2023- Delta Electronics (Thailand) PCL. hosted 30 Thai students from the CHOICEISYOURS 2023 project to learn about the company's green building solutions and ESG activities at the company headquarters in Bangpoo Industrial Estate.

Ms. Aonthip Aorthong, Delta Thailand Sustainable Development Manager, welcomed the delegation and gave an overview of the company's ESG strategy and actions. "Delta is thrilled to support this meaningful initiative led by BMW Group Thailand. We welcome students from top universities to our head office and factory which is also LEED Gold-certified green building. As a global corporate citizen, we actively mentor local talents by demonstrating the real-life applications and impact of energy saving on our communities. I hope today's visit will inspire the new generation to take action for **Net-Zero** by showing just how many of Delta's green solutions are already significantly reducing our carbon footprint today," she said.



Ministry of Industry and Delta Thailand Host Delta Angel Fund Awards and Industry Fair for Sustainable Development

### Ministry of Industry and Delta Thailand Host Delta Angel Fund Awards and Industry Fair for Sustainable Development

September 29, 2023 – Delta Electronics (Thailand) PCL. and the Department of Industrial Promotion (DIProm) under the Ministry of Industry (MOI) hosted the DELTA ANGEL FUND 2023 and Industry Fair to promote sustainable development at Delta's head office in Samut Prakan province. Both events aim to reinforce the MOI's "MIND" strategy to boost the Thai manufacturing industry and develop startups along with local SMEs. Delta is the sole sponsor of the Delta Angel Fund, organized each year with DIProm, and hosts the MOI Industry Fair to boost prosperity and benefits between the manufacturing sector and the community business sector.



Delta x DIProm announce 2023 Angel Fund for Startups Award Winners

### Ministry of Industry and Delta Announce 2023 Angel Fund for Startups Award Winners and 5,000,000 THB in Funding

September 29, 2023-Delta Electronics (Thailand) PCL. joined hands with the Ministry of Industry (MOI) and the Department of Industrial Promotion (DIProm) to host the Delta Angel Fund for Startups 2023 awards ceremony. This year, the Ministry of Industry organized the Industry Fair to promote sustainable development. Both events were held at Delta's head office with Delta awarding

a total of 5,000,000 baht in corporate sponsorship funds to 10 teams with 1,000,000 baht going to the 1st Prize winner team BioNext. The 3 prize-winning teams for Delta Angel Fund for Startup 2023 are 1<sup>st</sup> Prize: BioNext, 2<sup>nd</sup> Prize: PAPA PAPER, 3<sup>rd</sup> Prize: BrainTeazer

# Inclusive well-being

## We Learn and Share



Delta Thailand Joins to Discuss Solutions for EV Talent Development in Thailand

### Delta Thailand Joins Public and Private Sector Leaders to Discuss Solutions for EV Talent Development in Thailand

September 20, 2023- Delta Electronics (Thailand) PCL. represented the EV parts manufacturing sector at a seminar featuring government, academic and industry leaders to discuss solutions for EV talent development in Thailand. The seminar, organized by Dassault Systèmes and the Thai Electric Vehicle Association (EVAT), was called Closing the Skills Gap in Thailand-Shifting Gears to Electric Vehicles.

Mr. Chih-hao Huang, Delta SEA Regional CHRO, shared the company's talent development strategy and activities as an early EV parts supplier in Thailand to global brands. This includes government-academic-industrial collaboration such as the Delta Automation Academy with seven top university partners and the support of the government.



Delta Thailand Hosts Carbon Footprint Management Site Visit and Discussion with Stock Exchange of Thailand

### Delta Thailand Hosts Carbon Footprint Management Site Visit and Discussion with Stock Exchange of Thailand

May 15, 2023-Delta Electronics (Thailand) PCL. welcomed a 10-person delegation from the Stock Exchange of Thailand (SET) to its green head office for a Carbon Footprint Management Site Visit. The visit aimed to discuss strategies and learn about Delta's energy management project for carbon reduction and smart green operations.

Mr. Jackie Chang, President of Delta Thailand, welcomed Mr. Manpong Senanarong, SET Senior Executive Vice President-Head of the Issuer Listing Division, and introduced the company's strategy to realize sustainable operations and achieve RE100 carbon reduction targets. In 2022, Delta Thailand new Plant 7 received the LEED Gold certification, in the New Construction category. The Delta Energy Management team leveraged rich experience in industrial energy management to implement an original energy efficiency solution that optimizes energy performance and exceeds baseline energy performance by 28%.



Delta Thailand and SCG Cleanergy Sign MOU for Cooperation in Renewable Energy Services for RE100 and Net Zero Goals

### Delta Thailand and SCG Cleanergy Sign MOU for Cooperation in Renewable Energy Services for RE100 and Net Zero Goals

March 2, 2023-Delta Electronics (Thailand) PCL. and SCG Cleanergy Co., Ltd. signed an MOU for cooperation in electric power technology services supporting Delta's smart green energy transition in accordance with RE100 and Net Zero carbon emission goals. Representatives from both companies signed the MOU at the SCG head office in Bangkok. Mr. Attapong Sathitmanothum, SCG Cleanergy CEO, signed on behalf of SCG Cleanergy and Mr. Jackie Chang, Delta Thailand President, signed on behalf of Delta Thailand. Mr. Roongrote Rangsiyopash, SCG President and CEO, witnessed the signing.



# Your satisfaction, our pride

Customer satisfaction is pivotal in advancing the energy transition, as it drives the adoption of renewable energy, supports policy initiatives, fosters innovation and investment, and creates a positive environment for a sustainable future. By prioritizing customer satisfaction, Delta and its value chain can accelerate a seamless energy transition, contributing to a greener and more resilient planet.

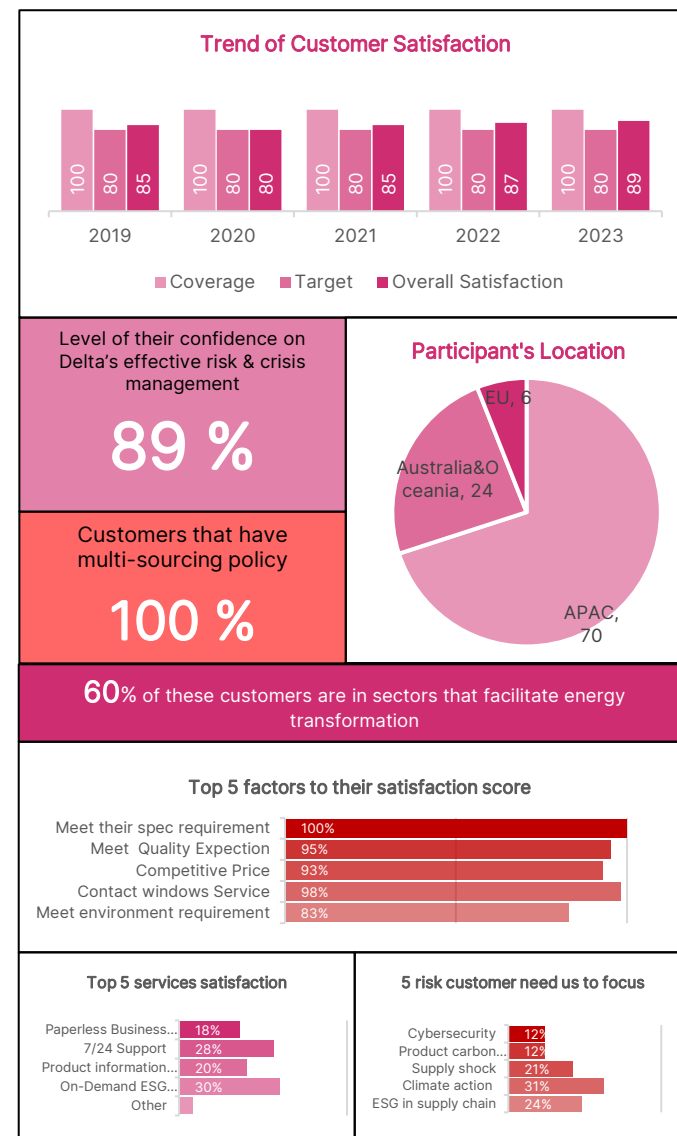
In recent years, Delta has engaged extensively with global customers on non-financial matters. In 2023, our sales representatives and Sustainable Development Office received numerous inquiries regarding ESG topics, particularly our commitment to carbon neutrality, product carbon footprint calculations, and circular economy practices. Customers frequently sought information on our code of conduct, anti-corruption efforts, human rights in the supply chain, hazardous substance control, and environmental management. There has also been increased interest in our science-based targets. Customer satisfaction is embedded in Delta's corporate culture, driving our focus on innovation, quality, agility, and teamwork. This commitment motivates Delta to achieve world-class standards in both product technology and social and environmental responsibility.

In 2023, Delta conducted a customer satisfaction survey within our new solutions business group using an online questionnaire to ensure alignment with customer needs. This group represents approximately 60% of consolidated sales, covering products transferred from associated plants abroad to Thailand and solution products incorporating our design and services. These products are critical to global energy and technology transformation, and customer satisfaction within this group is vital for business resilience, given the global emphasis on carbon neutrality. We targeted at least three key customers per business unit, achieving a 100% response rate from selected key customers in APAC, Australia and New Zealand, Europe, and America.

With a qualitative target of 80% satisfaction rate and an actual satisfaction rate of 89%, the survey provided insights into customer satisfaction across product, service, and business ethics dimensions. The rationale for this higher score stems from the collaborative efforts between the Delta team and customers in developing new solutions and transferring projects to ensure product efficiency and compliance with relevant standards.

Feedback from the survey's "Other comments" section was addressed by the Sustainable Development Committee, Strategic Marketing, and Sales teams to drive further improvements. Despite global economic downturn and geo-politic confrontation, Delta maintained a high satisfaction rate. In 2023, the Sustainable Development Committee proposed a new customer satisfaction target of 90% for all business units. Due to new business unit establishment in late 2023, this target will be reviewed accordingly to each business line capacity.

Additionally, our high customer satisfaction rate has been linked to strong customer retention and lifetime value (LTV)\*. This reflects Delta's value-added competencies, including cost-effectiveness, low service requirements, sustainability partnerships, and business referrals that drive growth. Since 2014, Delta has tracked the annual customer retention rate of its top 20 clients, achieving an impressive 95% during this reporting period.



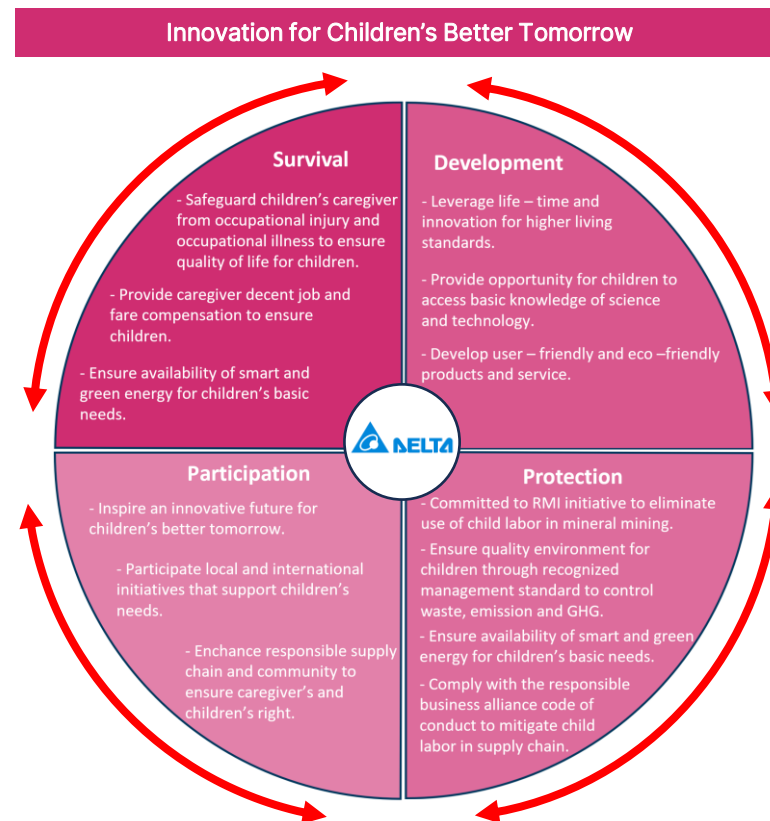
# A Better tomorrow for next Generation

Delta continuously foster better tomorrow for children's lives through the way in which they operate facilities, develop and market products, provide services, and exert influence on economic and social development. As part of our Human Rights Policy, children are our defined vulnerable population who requiring specific attention to guarantee respect for their human rights. Delta provides decent work for young workers, parents and caregivers. We also contribute towards the elimination of child labor, including in all business activities and business relationships. We ensure the protection of children in all business activities and facilities. In the digital era, we Use marketing and advertising that respect and support children's rights. Most of Delta social programs have designed for children to cultivate innovation and awareness of environment conservation.

At early 2023, Mr. KK Chong, Strategic Communication and Sustainable Development Director of Delta Electronics (Thailand) PCL., joined the Panelist at RBHR Forum/child rights session, 9 February 2023. This was the consequence of our pioneer effort to integrate Children right as part of our Haman Right policy.

The session focused on how the business responsibility towards children's rights has evolved in the region over the past decade. Invite panelist and participants actively discussed the ways that public and private sector can take action to integrate child rights consideration into their policies and decision-making including through showcasing specific examples and good practices.

Delta's exemplary work on child right and business leads to its genuine initiative to integration of the Children Rights in Business Principle (CRBPs) into Delta's Human Rights Policy, ESG performance disclosure and every business process. Up to the reporting period, none of our operations and suppliers' operation was at significant risk for incidents of child labor nor any form of children rights violation.





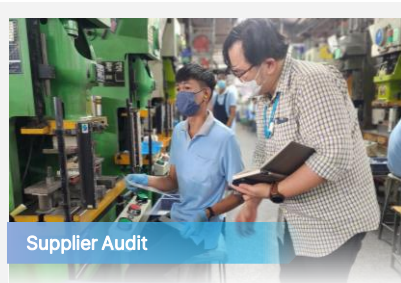
# A Better tomorrow for next Generation

To respect and support children's rights in relation to the environment and security, Delta realize our impact to children while ensure our direction and efforts satisfy the needs of the present without compromising the capacity of their future, we performed self-assessment accordingly to the Unicef's Children's Rights and Business Principle (CRBP) guidance. The result of our assessment has demonstrated as following:

Stakeholders	Employee	Supplier	Consumer	Community
Involvement	<ul style="list-style-type: none"> <li>Employee</li> <li>Employee's Children</li> <li>Child labor</li> </ul>	<ul style="list-style-type: none"> <li>Child labor</li> </ul>	<ul style="list-style-type: none"> <li>Children as future users and trend setter</li> </ul>	<ul style="list-style-type: none"> <li>Children in local communities and the countries we invest</li> <li>Children as "Social licensor"</li> </ul>
Issues	<ul style="list-style-type: none"> <li>Hazardous substance.</li> <li>Human rights</li> <li>R&amp;D investment (Innovation dissemination)</li> <li>Labor's right (COC)</li> <li>Safety Guard leverage</li> <li>Responsible Business Alliance code of conduct.</li> </ul>	<ul style="list-style-type: none"> <li>Hazardous substance.</li> <li>Human rights</li> <li>R&amp;D investment (Innovation dissemination)</li> <li>Labor's right (COC)</li> <li>Safety Guard leverage</li> <li>Responsible Business Alliance code of conduct.</li> </ul>	<ul style="list-style-type: none"> <li>Customer requirement</li> <li>Safety Guard embedded in products and service</li> <li>R&amp;D investment</li> <li>Information securities standards for product and service</li> <li>Technology product that easy for recycling</li> <li>Technology literacy and Children's privacy</li> </ul>	<ul style="list-style-type: none"> <li>Safety Guard leverage</li> <li>Environment, safety and Health</li> <li>Energy Management System</li> <li>Land use.</li> </ul>
Response & Mitigation	<ul style="list-style-type: none"> <li>Children's right as part of our Human right policy.</li> <li>Happy workplace program for employee's family life balance</li> <li>DEEP (DELTA energy education program)</li> <li>Education fund for employee's family</li> <li>DELTA CUP</li> <li>Informed decision label</li> <li>Compliance to responsible business Alliance code of conduct.</li> <li>Use raw material from the countries where child labor is prohibited.</li> </ul>	<ul style="list-style-type: none"> <li>Children's right as part of our Human right policy.</li> <li>Happy workplace program for employee's family life balance</li> <li>DEEP (DELTA energy education program)</li> <li>Education fund for employee's family</li> <li>DELTA CUP</li> <li>Informed decision label</li> <li>Compliance to responsible business Alliance code of conduct.</li> <li>Use raw material from the countries where child labor is prohibited.</li> </ul>	<ul style="list-style-type: none"> <li>ISO27001 complied / WEEE complied</li> <li>DEEP (DELTA energy Education program)</li> <li>Product safety standard verification</li> <li>Clear product labeling and instruction for proper safety and environment management</li> <li>Delta industrial Automation Academy</li> <li>Industrial Automation lab and Industrial Automation kits fair-price for local universities.</li> <li>Availability of free application and Prologic control (PLC) codes for student to download</li> <li>Use marketing, advertising and public discloser that respect children's right</li> </ul>	<ul style="list-style-type: none"> <li>ISO9000, 14064, 45001 and 50001 compliance.</li> <li>Availability of emergency preparedness plan to avoid impact to children in local community.</li> <li>Invest and operate in well-managed industrial park.</li> <li>Community public relation activity.</li> <li>Open house activity.</li> </ul>
Measurement	<ul style="list-style-type: none"> <li>Successor retention rate.</li> <li>Number of new employees from referral program</li> </ul>	<ul style="list-style-type: none"> <li>Successor retention rate.</li> <li>Number of new employees from referral program</li> </ul>	<ul style="list-style-type: none"> <li>Successor retention rate.</li> <li>Number of Delta industrial Automation participants</li> </ul>	<ul style="list-style-type: none"> <li>0 complaints.</li> <li>Satisfaction/ whistle blowing assessment</li> </ul>



Employee and Family Scholarships



Supplier Audit



DEEP (DELTA energy Education program)

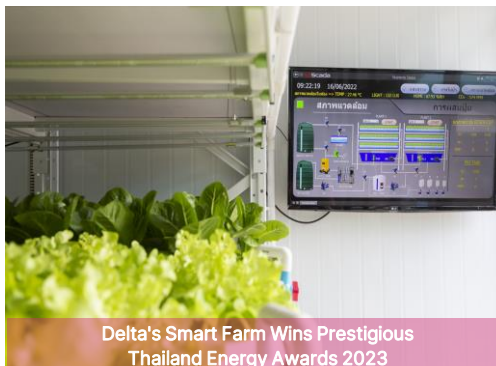


Delta Renewable Energy Solution in Delta plants

# Award and Recognitions

Both a Thailand-listed company and global corporate citizen, Delta offers long-term value-add to stakeholders that delivers on the company brand promise: Smarter. Greener. Together.

The growing list of Sustainability Development recognitions and international standard compliances underscore Delta's continuous improvement and long-term vision for sustainable development.



## Delta's Smart Farm With Renewable Energy Solution Wins Prestigious Thailand Energy Awards 2023

**December 20, 2023** - Delta Electronics Thailand PCL., a leading provider of power and thermal management solutions, is thrilled to announce that Delta's Smart Farm, with an integrated renewable energy solution, was honored with the esteemed Thailand Energy Awards 2023 by the Ministry of Energy. Mr. Jackie Chang, President of Delta Electronics Thailand, received the award on behalf of the company at the award ceremony held at the Rama Garden Hotel, Bangkok.

Mr. Jackie Chang, Delta Thailand President, expressed his gratitude for the recognition and emphasized Delta's commitment to sustainable and innovative solutions in the field of energy. He stated, "Delta's Smart Farm is a testament to our dedication to creating impactful projects that contribute to both environmental sustainability and community development. We are honored to receive the Thailand Energy Awards 2023 and remain committed to our mission to drive positive change through technological innovation."



## Delta Thailand Joins List of Supporters of Task Force on Climate-related Financial Disclosures

March 14, 2023-Delta Electronics (Thailand) PCL. has publicly declared support for the Task Force on Climate-related Financial Disclosures (TCFD) and its recommendations. By publicly declaring support for the TCFD and its recommendations, companies like Delta Thailand demonstrate that they are taking action to build a more resilient financial system through climate-related disclosure.

In 2017, Delta Electronics Inc. in Taiwan published the Delta Group Recommendations of the TCFD and joined the TCFD recommendations supporters list in 2018. Since then, Delta Thailand has started studying the principles and methodology of disclosing information on climate governance, strategies, risk management, and key indicators according to the four elements of the TCFD. The company made a full disclosure on its website for the first time in 2022.

# Award and Recognitions



## Delta Electronics Thailand in FTSE4Good Index Series 2023 in Recognition for ESG Performance

July 27, 2023 - Delta Electronics (Thailand) PCL. announced it is a constituent of the FTSE4Good Index Series following the FTSE4Good Index Series June 2023 review by global index provider FTSE Russell.

FTSE Russell evaluations are based on performance in areas such as Corporate Governance, Health & Safety, Anti-Corruption and Climate Change. Businesses included in the FTSE4Good Index Series meet a variety of environmental, social and governance criteria.

As a global corporate citizen, Delta Thailand is committed to the UNSDGs and RE100 carbon reduction targets. Delta's Sustainable Development Committee strives to ensure a resilient business model that encompasses all necessary ESG aspects.



## Delta Thailand Selected for Thaipat Institute's ESG100 Universe 2023 in 9th Consecutive Year of Sustainability Recognition

June 19, 2023 - Delta Electronics (Thailand) PCL. was selected by the ESG Rating unit of the Thaipat Institute to join 100 of Thailand's best-performing companies/funds/trusts in the 2023 Thaipat Institute ESG100 Universe. This is the 9th consecutive year for Delta to win this recognition for outstanding performance in Environmental, Social and Governance (ESG) aspects.

Delta is one of the 100 top sustainability performers chosen for the ESG100:2023 list from among 888 companies/funds/trusts in 36 industries assessed by the Thaipat Institute with over 16,445 ESG data references from publicly available documents.

Since its launch, Delta has been on every one of the Thaipat Institute's annual lists for most outstanding ESG performers on the Thai stock market. Delta's consistent recognition results from an effective sustainable development strategy and excellent value-add for investors and stakeholders.



## Delta Thailand Awarded Mahidol University CMMU-ESG Award 2023 for Sustainability and Social Responsibility Commitment

July 13, 2023 - Delta Electronics (Thailand) Public Company Limited was awarded the CMMU ESG Award 2023 in recognition of the company's commitment to sustainability and social responsibility. Delta Thailand joined top public-listed Thai companies to receive the award at the CMMU Sustainability Festival 2023 held in Sukosol Hotel.

Delta is one of the seven leading Thai companies from the agriculture, banking, manufacturing, construction, oil and gas, retail and telecom sectors chosen for the CMMU ESG Award 2023.

# Award and Recognitions



**Delta Thailand Wins Top Prime Minister's Best Industry Award 2023 for Outstanding Contribution to Sustainable Development**

January 8, 2024- Delta Electronics (Thailand) PCL. received the Prime Minister's Best Industry Award, which is the highest honor above all other Prime Minister's Industry Award categories given to only one select company each year. This is the second time Delta received this elite award since 2012 and is in recognition of the company's outstanding long-term contributions towards Thailand's sustainable development policy goals with smart manufacturing solutions, talent development, community building and solutions for a low-carbon society.



**Delta Receives Industrial Estate Authority of Thailand's Gold Star and Green Star Awards for Outstanding Sustainability**

January 24, 2024-Delta Electronics (Thailand) PCL. received the Gold Star and Green Star Awards at the Sustainability Awards 2023 by the Industrial Estate Authority of Thailand (IEAT). This is the eighth consecutive year for Delta Thailand factories in Bangpoo Industrial Estate, Samutprakarn Province and the sixth consecutive year for Delta Thailand factories in Wellgrow Industrial Estate, Chachoengsao Province, to win the Green Star Award and qualifies the company to also receive the Gold Star Award for both locations

In 2023, 154 factories in 32 industrial estates received Green Star Awards for good to excellent environmental management and performance assessment results. Meanwhile, 39 factories in 8 industrial estates received Gold Star Awards for passing the assessment criteria with good to excellent results for six consecutive years.



**Delta Electronics Thailand Wins the Best Employer Brand Awards 2023 in 2nd Consecutive Year of Recognition in Employer Branding**

January 19, 2023-Delta Electronics (Thailand) PCL. won the Thailand Best Employer Brand Awards 2023 in the categories of Talent Management and Most-Effective Recruitment Campaign. Delta Thailand was among 23 multinational companies in Thailand to receive awards at a ceremony event held by the Employer Branding Institute at the Athenee Hotel in Bangkok.

This year's awards recognize best practices and excellence in Delta Thailand's design, planning and implementation of talent development and acquisition activities and campaigns. Delta SEA HR successfully executed the strategic goals of efficiently attracting talent and accelerating the growth of talent development in the organization.

# Award and Recognitions



**Delta Electronics Thailand Wins Top Rankings at Alpha Southeast Asia's 13th Institutional Investor Corporate Awards**

Bangkok, Thailand, September 7, 2023 - Delta Electronics (Thailand) PCL. announced it is ranked among Southeast Asia's top corporates according to the 13th Annual Corporate Institutional Investor Poll 2023 by Alpha Southeast Asia - a leading institutional investment, banking and capital market magazine in Southeast Asia. The poll, conducted from January-June 2023, is based on tallied votes among 586 investors, pension funds, hedge funds, equity and fixed income brokers and analysts with exposure to the Southeast Asia region.

In total, 39 companies from Indonesia, Malaysia, Philippines, Singapore and Thailand were ranked this year and this list represents the crème-de-la crème of best practices on adherence to corporate governance, financial management, investor relations, disclosure, transparency, integrated reporting, corporate social responsibility, and dividend policy.



**Delta Maintains Excellent Rating in 2023 Corporate Governance Report of Thai Listed Companies for 8th Consecutive Year**

Bangkok, Thailand, November 7, 2023- Delta Electronics (Thailand) PCL. received a high score of 104% for another year of "Excellent" recognition in the Corporate Governance Report (CGR) of Thai Listed Companies 2023. This is the eighth consecutive year for Delta to receive the top rating after a score of 94% in 2022. The Thai Institute of Directors Association (Thai IOD), with support from the Stock Exchange of Thailand (SET), conducts the CGR every year to assess the corporate governance practices of Thailand's listed companies.



**Delta Thailand Maintains MSCI Global AA ESG Rating for 2nd Year in Recognition of Employee Management Leadership**

Delta Electronics (Thailand) PCL. has maintained its Environmental, Social, and Governance (ESG) Rating of 'AA' in 2023 for the second consecutive year, in recognition of industry leadership in employee management practices as assessed in the 2023 evaluation by MSCI (Morgan Stanley Capital International). Delta Thailand remains on the MSCI Global Standard Indexes List, acknowledging its excellent business and corporate ESG performance. In 2022, MSCI upgraded Delta Thailand's ESG rating from 'A' in 2021 to the company's current 'AA' rating.

# Award and Recognitions



**Delta Thailand Receives Thaipat Institute Sustainability Disclosure Award for 6th Consecutive Year in 2023**

December 26, 2023– Delta Electronics (Thailand) PCL. received the Thaipat Institute Sustainability Disclosure Award 2023 for the sixth consecutive year in recognition of its excellent public disclosure of company performances and coverage of its Environmental, Social and Governance (ESG) aspects in the 2023 Delta Thailand Sustainability Report.

Ms. Aonthip Aorthong, Delta Sustainable Development Manager, represented Delta to receive the award from the Thaipat Institute. “Delta is honored to receive another Sustainability Disclosure Award from Thaipat Institute this year. This is a testament to the company’s commitment to a sustainable development strategy that includes excellent disclosure and engagement with all stakeholders. We thank management and everyone involved in the disclosure process for their contribution.”



**Delta Electronics Thailand Joins Dow Jones Sustainability Indices 2023 in 3rd Consecutive Year of ESG Recognition**

December 14, 2023 - Delta Electronics (Thailand) Public Company Limited qualified as a constituent of the world-renowned Dow Jones Sustainability Indices (DJSI) 2023 in the third year of recognition for excellent environmental, social & governance (ESG) performance. Delta Thailand remains the only Thailand company in the “ITC Electronic Equipment, Instruments & Components” industry segment in the 2023 DJSI index and is in the DJSI World lists.

The S&P Global ESG Score measures a company’s performance on and management of material ESG risks, opportunities, and impacts informed by a combination of company disclosures, media and stakeholder analysis, modeling approaches, and in-depth company engagement via the S&P Global CSA. This year, Delta Thailand received an S&P Global ESG Score of 76/100 with data availability and disclosure rate scored “Very High”. The company scored well over the industry mean in all three ESG aspects with an outstanding score of 92 out of the industry max score of 97 in the environment category.



# Appendix

Our scope boundary, and methodology to get the disclosed KPIs and external assurance including GRI content index and KPI Mapping to related.

## Industrial Automation Solutions

- Electronics Assembly Smart Solution -
- Manufacturing Execution System -



### Smart Manufacturing Solutions for Electronics Industry



### Monitoring Solution Demo



### NET ZERO Container Showroom





# About this report

Delta Electronic (Thailand) Public Company Limited or “Delta Thailand” or “Delta”s disclosures annually disclose its Sustainable Development report to transparently communicate our continuous effort to ensure our stakeholder mutual benefit. Since our first stand-alone Sustainable development report launched with GRI-G4 standard in 2016, the company keep improve the accuracy of the report until our previous release with GRI Standard in June 2018. To enhance stakeholders’ participation, this report has prepared in two language, English and Thai (local language). Our previous issues of Sustainable development report are publicly available at <https://deltathailand.com/en/download-sd-report>

## Reporting cycle

Annually, in June, Delta Thailand’s annual performance of economic, social, environmental and related achievements between January 1st and December 31th of 2023

## Coverage

Delta’s fiscal year is from January to December. The report therefore covers performance over 1 year period, in accordance with the methodology used in Delta s 2023 consolidated financial statements that covered a 12-month period. The scope of this report includes Delta and its subsidiaries in Thailand and its overseas subsidiaries and associates in India and Slovakia whose nature of business are manufacturing and assembly factories that contribute to major revenue (98%) in consolidated financial statement (Thailand 87%, India & Slovakia 11%). Social and Environmental performance has been collected from 8 factories in the mentioned 3 countries (100% of Manufacturing site).

## Reporting standard

This report has been prepared in accordance with the GRI Standards: Core Option in both Thai and English. The material issues of this report has been selected as per the Company’s stakeholders’ feedback via our on-line questionnaire published on <https://goo.gl/HKsqeV> , stakeholder engagement log collected by our domain experts, face-to-face random interviews, emerging risk and issues consideration, social media log and media stakeholders’ analysis. The Company bases on Global Reporting Initiative’s GRI Standards, Dow Jones Sustainability Index, SET Sustainability Awards frameworks, stakeholder interests and emerging issues to identify the questionnaire’s aspects per sustainability context, data collection as well as the report implementation.

The report qualitative and quantitative contents can be obviously indicated with GRI Content Index which shows in the final page after table of Company’s performance. In addition, to boost up both internal and stakeholder participation, Delta add the linkage of this report to related sustainable business practices into its GRI content table. Delta has engaged Lloyd’s Register, an independent third party, to provide external assurance for selected environmental and social indicators and ensure the accuracy and reliability of the data reported herein.

## Significant Developments Impacting ESG Performance

The construction of two new facilities, comprising a manufacturing plant and a research and development (R&D) center, located within a 30,400-square-meter area in the Bangpoo North Industrial Estate, Thailand. This expansion is expected to have a notable influence on the company’s Environmental, Social, and Governance (ESG) performance.

## Restatements of information

There was no major changes resulting from business merger and acquisition, change in supply chain, base year change, nature of business nor measurement method during the reporting.



# Calculation Methods

Topic	Calculation Method	Topic	Calculation Method
1) Annual total compensation	Base salary + cash compensation + total fair value of all annual long-term incentives	17) Percentage of reclaimed products and their packaging materials	Products and their packaging materials reclaimed within the reporting period ÷ Products sold within the reporting period x 100
2) Average training hours per employee	Total number of training hours provided to employees ÷ Total number of employees	18) Percentage of recycled input materials used	Total recycled input materials used ÷ Total input materials used x 100
3) Average training hours per employee category	Total number of training hours provided to each category of employees ÷ Total number of FTEs in category	19) Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security	Number of employees who have received formal training in the organization's human rights policies or specific procedures and their application to security ÷ total number of employee in the reporting period x 100
4) Average training hours per female	Total number of training hours provided to female employees ÷ Total number of female employees	20) Percentage of suppliers identified as having significant actual and potential negative environmental impacts	Suppliers identified as having significant actual and potential negative environmental impacts ÷ total numbers of suppliers x 100
5) Average training hours per male	Total number of training hours provided to male employees ÷ Total number of male employees	21) Percentage of suppliers with significant water-related impacts from water discharge that have set minimum standards for the quality of their effluent discharge	Number of suppliers that have set minimum standards for the quality of their effluent discharge ÷ Number of suppliers with significant water-related impacts from water discharge x 100
6) Change in water storage	Total power consumption of sold products of the reporting period - Total power consumption of sold products at the beginning of the reporting period	22) Percentage of the procurement budget spent to local supplier	Spent amount to local suppliers ÷ total spending x 100
7) Change in water storage	Total water storage at the end of the reporting period - Total water storage at the beginning of the reporting period	23) Percentage of total employees by category who received a regular performance and career development review during the reporting period	Number of specific category employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific category x 100
8) Community investment	Cash contribution + monetary value of products or stuff donation + man cost + overhead cost.	24) Percentage of total employees by gender who received a regular performance and career development review during the reporting period	Number of specific gender employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific gender x 100
9) Diversion rate of waste (%)	(Total of Waste diverted ÷ Total amount of waste generated) x 100	25) Percentage of total employees covered by collective bargaining agreements	Headcount of labor union member ÷ total employees x 100
10) Energy intensity	Total energy consumption within the organization ÷ production amount		
11) Full-time equivalent	$\Sigma(\text{individual actual working hours for the year} / \text{planned working hours for full year})$		
12) GHG emissions (Scope 1 and Scope 2) intensity	Total GHG emissions (Scope 1 and Scope 2) ÷ production amount (\$)		
13) GHG (Scope3) intensity	Total GHG emissions (Scope3) ÷ production amount (USD)		
14) Mean compensation of all employees & CEO compensation	$\Sigma xi \div n$		
15) Percentage of new supplier screen by using environmental criteria	Total new suppliers screen by using environmental criteria ÷ total new supplier in the reporting period x 100		
16) Percentage of new supplier screen by using social criteria	Total new suppliers screen by using social criteria ÷ total new supplier in the reporting period x 100		



# Calculation Methods

Topic	Calculation Method	Topic	Calculation Method
26) Percentage of workers who covered by collective bargaining agreement	Number of employees who have registered for labor union membership during the reporting period ÷ total number of employee in the reporting period reported under 2-7-a x 100	39) Requirement of energy of sold products	Average power consumption of sold product x average power load rate of sold products
27) Production of Ozone-depleting substances	ODS produced - ODS destroyed by approved technologies - ODS entirely used as feedstock in the manufacture of other chemicals	40) Retention rate	Total number of employees retained 12 months after returning to work following a period of parental leave x total number of employees returning from parental leave in the prior reporting period x 100
28) Rate of employee turnover during the reporting period	Number of employee resigned during the reporting period ÷ total number of employee x 100	41) Return to work rate	Total number of employees that did return to work after parental leave x total number of due to return to work after taking parental leave x 100
29) Rate of fatalities as a result of work-related	Number of fatalities as a result of work-related injury ÷ Number of hours worked x 1,000,000	42) Total energy consumption within the organization	Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity-Electricity, heating, cooling, and steam sold
30) Rate of fatalities as a result of work-related	Number of disease cases as a result of work-related ÷ Number of hours worked x 1,000,000	43) Total Volatile Organic Compounds intensity (t VOCs)	Total Volatile Organic Compounds ÷ production amount (USD)
31) Rate of health illness	Number of occupational illness confirmed by physician ÷ Number of hours worked x 1,000,000	44) Total water discharged	Discharged surface water + groundwater + seawater +produced water + third-party water
32) Rate of high-consequence work-related injuries (excluding fatalities)	Number of Work-related injuries that the injured worker cannot recover within 6 months (excluding fatalities) ? Number of hours worked x 1,000,000	45) Total water withdrawal	Surface water + groundwater + seawater +produced water +third-party water
33) Rate of new employee hires during the reporting period	Number of new employee hired during the reporting period ÷ total number of employee x 100	46) Waste intensity	Total amount of waste generated ÷ production amount
34) Rate of recordable work-related injuries	Number of recordable work-related injuries ÷ Number of hours worked x 1,000,000	47) Water consumption	Total water withdrawal - Total water discharge
35) Ratio of the basic salary and remuneration of women to men for each employee category	Sum of women employee's salary and remuneration in specific category ÷ Sum of men employee's salary and remuneration in that specific category x 100	48) Water consumption intensity	Total water consumption intensity ÷ production amount
36) Ratio of water recycled and reused as a percentage of the total water withdrawal (%)	(Total of water recycled and reused ÷ Total water withdrawal) x 100	49) Water withdrawal intensity	Total water withdrawal intensity ÷ production amount
37) Reduction of energy consumption intensity	(Energy reduction from energy saving project - Total energy consumption) ÷ production amount	50) Total weight of hazardous waste transported by destination	Weight of hazardous waste transported to the organization by destination from external sources/ suppliers not owned by the organization + Weight of hazardous waste transported from the organization by destination to external sources/ suppliers not owned by the organization + Weight of hazardous waste transported nationally and internationally by destination between locations owned, leased, or managed by the organization
38) Reductions of GHG emissions	Present year x 100 ÷ base year		

# Appendix

LRQA

## LRQA Independent Assurance Statement Relating to Delta Electronics (Thailand) Public Company Limited's Sustainability Report for the calendar 2023

This Assurance Statement has been prepared for Delta Electronics (Thailand) Public Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA (Thailand) Ltd. was commissioned by Delta Electronics (Thailand) Public Company Limited (DELTA) to provide independent assurance on its Sustainability Report 2023 (the Report) against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier using AccountAbility's AA1000AS v3 Type 2 approach<sup>1</sup>.

Our assurance engagement covered DELTA's operations and activities in India, Slovakia and Thailand (as Head Office) and specifically the following requirements:

- Evaluating the nature and extent of DELTA's adherence to all four AA1000 AccountAbility Principles - inclusivity, materiality, responsiveness and impact.
- Confirming that the report is in accordance with GRI Standards 2021 including GRI 3 Materiality assessment and related universal social responsibility standards principles addressed in ISO 26000.
- Reviewing the integrity of DELTA's Processes to remediate negative impacts and Mechanisms for advice and concerns about ethics. (GRI 2-25, 2-26)
- Evaluating the reliability of data and information for the selected economic, environmental and social indicators listed below:
- Economics: Human Capital Return on Investment and Community investment (GRI201-1); Operations assessed for risks related to corruption (205-1); Communication and training about anticorruption policies and procedures (GRI205-2) and Confirmed incidents of corruption and actions taken (GRI205-3).
- Environmental: Materials used by weight or volume (301-1); Recycled input materials used (GRI301-2); Energy consumption within the organization (GRI302-1); Energy intensity (302-3); Reduction of energy consumption (GRI 302-4); Water withdrawal (GRI 303-3); Water discharge (GRI 303-4); Water consumptions (GRI303-5); Direct GHG emissions (Scope 1) (GRI305-1); Energy indirect GHG emissions (Scope 2) (GRI305-2); Other indirect GHG emission (GRI305-3) - Transportation of Raw material and Finished Goods (Ocean and Air Freight only) and Transportation of Business trip by Air Freight; Nitrogen oxides (NO<sub>x</sub>), Sulfur oxides (SO<sub>x</sub>) and other significant air emissions (GRI305-7); Waste generated (GRI306-3); Waste directed to disposal (GRI306-4); Waste diverted from disposal (GRI 306-5); New suppliers that were screened using environmental criteria(GRI 308-1); Negative environmental impacts in the supply chain and actions (GRI 308-2).
- Social: New employee hires and employee turnover (401-1); Benefits provided to full-time employees that are not provided to temporary or parttime employees (401-2); Parental leave (GRI401-3); Work-related injuries and Work-related ill health (GRI403-9 and 10); Average hours of training per year per employee (GRI 404-1); Percentage of employee receiving regular performance review (GRI 404-3); Ratio of basic salary and remuneration of women and men (GRI405-2); Operations in which the right to freedom of association and collective bargaining (GRI 407-1); Operations and suppliers at significant risk for incidents of child (GRI 408-1); Operations with local community engagement, impact assessments, and development programs (413-1); New suppliers that were screened using social criteria (GRI 414-1); Negative social impacts in the supply chain and actions (GRI 414-2).
- LRQA's responsibility is only to DELTA. LRQA disclaims any liability or responsibility to others as explained in the end footnote. DELTA's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of DELTA.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that DELTA has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.

LRQA

**Note:** The extent of evidence-gathering for a moderate level assurance engagement is less than for a high-level assurance engagement. A moderate level assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate level assurance engagement is substantially lower than the assurance that would have been obtained in a high-level assurance engagement been performed.

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing DELTA's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through reviewing associated records.
- Reviewing DELTA's process for identifying and determining material issues to confirm that the right issues were included in their Report. We also tested the filters used in determining material issues to evaluate whether DELTA makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing DELTA's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems as well as collaborate opinions for other third parties. We also spoke with those key peoples responsible for compiling the data and writing the Report.
- Sampling facilities and consolidated data and information at DELTA's head office.

### Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from DELTA's stakeholder engagement process to address impacts.
- Materiality: We are not aware of any material issues concerning DELTA's sustainability performance that have been excluded from the Report. DELTA reviews regularly their material issues, against their established and extensive criteria for determining material issues, to reconfirm that their material issues are still relevant. The criteria for determining materiality are not biased to DELTA.
- Responsiveness: DELTA has processes for responding to various stakeholder groups, included establish and monitor of of GHGs transition plan as well as progressively improvement in suppliers' management.
- Reliability: DELTA uses spreadsheets and data retrieve from ERP to consolidate data and information associated with the selected economic, environmental and social indicators. DELTA should apply periodically internal verification to enhance the data quality and promote awareness of data and information disclosure throughout the operations.
- Impact: DELTA has process to regularly perform impact evaluation and address where where the impact happened in the supply chain.

### LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for DELTA and as such does not compromise our independence or impartiality.

Dated: 23 August 2024



Opart Charuratana  
LRQA Lead Verifier  
On behalf of LRQA (Thailand) Limited  
LRQA reference: BGK00001063

LRQA Group Limited, its affiliates and subsidiaries, including LRQA (Thailand) Ltd., and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant Lloyd's Register entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance Statement is the only valid version. LRQA Group Limited assumes no responsibility for versions translated into other languages.

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# GRI Content Index

**Structure:** The structure of this report follows the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards 2021"

**Mapping tools of related initiatives we claimed in this index:**

- ISO2600: ISO - GRI G4 Guidelines and ISO 26000:2010
- TCFD: Driving Alignment in Climate-related Reporting (how GRI Standards can be used to meet the TCFD requirements)
- CDP: [gri-standards-and-cdp-2017-climate-change-linkage-document.pdf](https://www.cdp.net/en/standards/gri-standards-and-cdp-2017-climate-change-linkage-document.pdf) ([globalreporting.org](https://www.globalreporting.org))
- UNGC: Making the Connection - Using GRI's Guidelines to Create a COP | UN Global Compact
- SDG: <https://www.globalreporting.org/media/lbvnxb15/mapping-sdgs-gri-update-march.pdf>
- CRBP: Children are everyone's business 2.0

GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-1 (2021) Organizational details	<ul style="list-style-type: none"> <li>• <a href="#">SD Report page 2</a></li> <li>• <a href="#">Annual Report, page 42-44</a></li> <li>• <a href="#">Website</a></li> </ul>			6.4.1, 6.4.2					
	2-2 (2021) Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 58, 146</a></li> <li>• <a href="#">Annual Report, page 36</a></li> </ul>			4.4					Principle 1
	2-3 (2021) Reporting period, frequency and contact point	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 2, 146</a></li> </ul>								
	2-4 (2021) Restatements of information	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 146</a></li> </ul>								
	2-5 (2021) External assurance	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 149</a></li> </ul>			4.4	CC8.6, 8.6a, 8.6b, 8.7, 8.7a, 8.8, 14.2, 14.2a				
	2-6 (2021) Activities, value chain and other business relationships	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 9-13, 129</a></li> <li>• <a href="#">Annual Report, page 36-39</a></li> <li>• <a href="#">2023 Membership of Association</a></li> </ul>			4.4, 6.4.1, 6.4.2					
	2-7 (2021) Employees	<ul style="list-style-type: none"> <li>• <a href="#">SD Report, page 92-96, 148</a></li> <li>• <a href="#">Annual Report, page 107-108</a></li> </ul>			4.4, 6.4.1, 6.4.2					



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-8 (2021) Workers who are not employees	<ul style="list-style-type: none"> <li>SD Report, page 92-96, 148</li> <li>Annual Report, page 107-108</li> </ul>			4.4, 6.4.1, 6.4.2					
	2-9 (2021) Governance structure and composition	<ul style="list-style-type: none"> <li>SD Report, page 14, 17-22</li> <li>Corporate Governance Policy</li> <li>BOD Competence Matrix</li> <li>Annual Report, page 100-106</li> </ul>			4.4, 6.2	Governance (a)	CC1.1, CC1.1a		5.5, 16.7	Principle 1
	2-10 (2021) Nomination and selection of the highest governance body	<ul style="list-style-type: none"> <li>SD Report, page 21</li> <li>Annual Report, page 100-106</li> <li>2023 AGM Minute, page 7-10</li> <li>BOD Competence Matrix</li> </ul>			4.4, 6.2				16.7, 5.5	
	2-11 (2021) Chair of the highest governance body	<ul style="list-style-type: none"> <li>SD Report, page 17-18</li> <li>Annual Report, page 100-101</li> <li>BOD Competence Matrix</li> </ul>			4.4, 6.2				16.6	
	2-12 (2021) Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> <li>SD Report, page 14, 28-31, 34</li> <li>Annual Report, page 92-98</li> <li>Executive committee charter</li> <li>Board of Director Charter</li> </ul>			4.4, 6.2	Governance (a) (b), Risk Management	CC2.1, CC2.1a,		16.7	
	2-13 (2021) Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> <li>SD Report, page 34</li> <li>SD committee charter</li> </ul>			4.4, 6.2	Governance (a) (b),	CC1.1a			Principle 1
	2-14 (2021) Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> <li>SD Report, page 31</li> <li>Annual Report, page 222</li> </ul>				Governance (b),				
	2-15 (2021) Conflicts of interest	<ul style="list-style-type: none"> <li>SD Report, page 17-18</li> <li>Annual Report, page 100-101</li> <li>Board of Director Charter</li> <li>BOD Competence Matrix</li> </ul>			4.4, 6.2				16.6	
	2-16 (2021) Communication of critical concerns	<ul style="list-style-type: none"> <li>SD Report, page 20-22, 28</li> <li>Annual Report, page 42-56</li> </ul>			4.4, 6.2					
	2-17 (2021) Collective knowledge of the highest governance body	<ul style="list-style-type: none"> <li>SD Report, page 17-18</li> <li>Annual Report, page 100-101</li> <li>Board of Director Charter</li> <li>BOD Competence Matrix</li> </ul>			4.4, 6.2	Governance (a),			4.7	
	2-18 (2021) Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> <li>SD Report, page 19</li> <li>Annual Report, page 94-98</li> </ul>			4.4, 6.2					



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-19 (2021) Remuneration policies	<ul style="list-style-type: none"> <li>SD Report, page 21</li> <li>Annual Report, page 97</li> <li>2022 AGM Minutes, Page7-10</li> </ul>			4.4, 6.2		CC1.2, CC1.2a			
	2-20 (2021) Process to determine remuneration	<ul style="list-style-type: none"> <li>SD Report, page 21</li> <li>Annual Report, page 97</li> <li>2022 AGM Minutes, page 8</li> </ul>			4.4, 6.2				16.7	
	2-21 (2021) Annual total compensation ratio	<ul style="list-style-type: none"> <li>SD Report, page 17, 21</li> <li>Annual Report, page 107</li> <li>2022 AGM Minutes, Page7-10</li> </ul>			4.4, 6.2					
	2-22 (2021) Statement on sustainable development strategy	<ul style="list-style-type: none"> <li>SD Report, page 6-7</li> </ul>					CC2.2, CC2.2a, CC3.1, CC3.1e, CC3.1f			
	2-23 (2021) Policy commitments	<ul style="list-style-type: none"> <li>SD Report, page 32, 59</li> <li>Corporate Governance Policy</li> <li>Code of Conduct</li> <li>Anti-corruption Policy</li> <li>Human rights Policy</li> <li>Sustainability International Initiatives</li> </ul>			4.4			Principle 10	16.3	Principle 1
	2-24 (2021) Embedding policy commitments	<ul style="list-style-type: none"> <li>SD Report, page 25, 21</li> </ul>								
	2-25 (2021) Processes to remediate negative impacts	<ul style="list-style-type: none"> <li>SD Report, page 97-123</li> <li>Corporate Governance Policy</li> <li>Anti-corruption Policy</li> <li>Human rights Policy</li> </ul>								
	2-26 (2021) Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> <li>SD Report, page 97-123</li> <li>Human rights Policy</li> </ul>			4.4			Principle 10	16.3	
	2-27 (2021) Compliance with laws and regulations	<ul style="list-style-type: none"> <li>SD Report, page 97</li> <li>Local regulator official endorsement</li> </ul>			4.6, 6.7.1, 6.7.2, 6.7.6			Principle 7 Principle 8	16.3	Principle 6 Principle 7
	2-28 (2021) Membership associations	<ul style="list-style-type: none"> <li>SD Report, page 128-129</li> <li>Membership of Association disclosure</li> <li>Philanthropic contribution disclosure</li> </ul>			4.4, 6.4.1, 6.4.2					



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-29 (2021) Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>SD Report, page 29</li> <li>Stakeholder Engagement Guideline</li> </ul>			4.4					
	2-30 (2021) Collective bargaining agreements	<ul style="list-style-type: none"> <li>SD Report, page 103</li> </ul>			4.4			Principle 1	8.8	
GRI 201: Economic Performance 2016	201-1 (2016) Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>SD Report, page 39, 23, 128-130</li> <li>Annual Report, page 110, 124</li> <li>Membership of Association disclosure</li> <li>Philanthropic contribution disclosure</li> </ul>								
	201-2 (2016) Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> <li>SD Report, page 11-12, 39</li> <li>TCFD Report 2023</li> </ul>			6.5.5	Governance (b), Strategy (a), (b) Risk management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC5.1, CC5.1a, CC5.2b, CC6.1, CC6.1a, CC6.1b, CC6.1c	Principle 7	13.1	
	201-3 (2016) Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> <li>SD Report, page 126-127</li> <li>Annual Report, page 154</li> </ul>			6.8.7					
	201-4 (2016) Financial assistance received from government	<ul style="list-style-type: none"> <li>Annual Report, page 52, 105, 185</li> </ul>								
GRI 202: Market Presence 2016	202-1 (2016) Ratios of standard entry level wage by gender compared to local minimum wage	<ul style="list-style-type: none"> <li>SD Report, page 101-102</li> </ul>			6.3.7, 6.3.110, 6.4.3, 6.4.4, 6.8.1, 6.8.2			Principle 6	1.2, 5.1, 8.2, 8.5	
	202-2 (2016) Proportion of senior management hired from the local community	<ul style="list-style-type: none"> <li>SD Report, page 92-95</li> </ul>			6.4.3, 6.8.1, 6.8.2, 6.8.5, 6.7			Principle 6	8.5	
GRI 203: Indirect Economic Impacts 2016	203-1 (2016) Infrastructure investments and services supported	<ul style="list-style-type: none"> <li>SD Report, page 67-70</li> <li>Annual Report, page 84</li> </ul>			6.3.9, 6.8.1, 6.8.2, 6.8.5, 6.8.7, 6.8.9				11.2, 2.a, 5.1, 7.a, 7.b, 9.1, 9.4, 9. a	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 203: Indirect Economic Impacts 2016	203-2 (2016) Significant indirect economic impacts	<ul style="list-style-type: none"> <li>SD Report, page 14, 33, 64, 91, 110</li> </ul>			6.3.9, 6.6.6, 6.6.7, 6.7.6, 6.8.1, 6.8.2, 6.8.7, 6.8.9				1.2, 10.b, 17.3, 2.3, 3.8, 8.2, 8.3, 8.5	Principle 10
GRI 204: Procurement Practices 2016	204-1 (2016) Proportion of spending on local suppliers	<ul style="list-style-type: none"> <li>SD Report, page 65</li> </ul>			6.4.3, 6.6.6, 6.8.1, 6.8.2, 6.8.7				1.4, 5.1, 8.3	
GRI 205: Anti-corruption 2016	205-1 (2016) Operations assessed for risks related to corruption	<ul style="list-style-type: none"> <li>SD Report, page 17, 67</li> </ul>			6.6.1, 6.6.2, 6.6.3			Principle 8 Principle 10	16.5	Principle 10
	205-2 (2016) Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> <li>SD Report, page 17-23, 91</li> <li>Anti-corruption Policy</li> </ul>			6.6.3, 6.6.7			Principle 7 Principle 8 Principle 10	16.5	Principle 10
	205-3 (2016) Confirmed incidents of corruption and actions taken	<ul style="list-style-type: none"> <li>SD Report, page 17-23</li> </ul>			6.6.1, 6.6.2, 6.6.3			Principle 8 Principle 10	16.5	Principle 10
GRI 206: Anti-competitive Behavior 2016	206-1 (2016) Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> <li>SD Report, page 17-23</li> </ul>			6.6.1, 6.6.2, 6.6.3			Principle 8	16.3	
GRI 207: Tax 2019	207-1 (2016) Approach to tax	<ul style="list-style-type: none"> <li>SD Report, page 39, 17, 123</li> <li>Tax Policy</li> </ul>							17.3	
	207-2 (2016) Tax governance, control, and risk management	<ul style="list-style-type: none"> <li>SD Report, page 39, 17, 123</li> <li>Annual Report, page 136, 152, 166</li> <li>Tax Policy</li> </ul>							17.3	
	207-3 (2016) Stakeholder engagement and management of concerns related to tax.	<ul style="list-style-type: none"> <li>Stakeholder Engagement Guideline</li> </ul>							17.3	
	207-4 (2016) Country-by-country reporting	<ul style="list-style-type: none"> <li>Annual Report, page 167</li> </ul>							17.3	
GRI 301: Materials 2016	301-1 (2016) Materials used by weight or volume	<ul style="list-style-type: none"> <li>SD Report, page 46, 53</li> </ul>			6.5.4			Principle 7 Principle 8	12.2, 8.4	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 301: Materials 2016	301-2 (2016) Recycled unput materials used	<ul style="list-style-type: none"> <li>SD Report, page 46, 53</li> </ul>			6.5.4		Material Issue	Principle 8	12.2, 12.5, 8.4	
	301-3 (2016) Reclaimed products and their packaging materials	<ul style="list-style-type: none"> <li>SD Report, page 53</li> </ul>			4.4, 5.2			Principle 8	12.2, 12.5, 8.4	
GRI 301: Materials 2021	3-1 (2021) Process to determine material topics	<ul style="list-style-type: none"> <li>SD Report, page 46, 53</li> </ul>								
	3-2 (2021) List of material topics	<ul style="list-style-type: none"> <li>SD Report, page 46, 53</li> </ul>								
	3-3 (2021) Management of material topics	<ul style="list-style-type: none"> <li>SD Report, page 46, 53</li> </ul>								
GRI 302: Energy 2016	302-1 (2016) Energy consumption within the organization	<ul style="list-style-type: none"> <li>SD Report, page 58-59</li> <li>ISO 50001 certificate (Thailand)</li> <li>ISO 14001 certificate (Thailand)</li> <li>ISO 14001 Certification (India)</li> <li>ISO 14001 Certification (Slovakia)</li> <li>2024 Sustainability in numbers, page 1-2</li> </ul>			6.5.4	Metrics and Targets (a), (c)	CC10.1a, CC11.2, CC11.3, CC11.3a, CC11.4, CC11.5	Principle 7 Principle 8	12.2, 13.1, 7.2, 7.3, 8.4	
	302-2 (2016) Energy consumption outside of the organization	<ul style="list-style-type: none"> <li>SD Report, page 58-59</li> <li>2024 Sustainability in numbers, page 1-2</li> </ul>			6.5.4	Metrics and Targets (a), (c)		Principle 8	12.2, 13.1, 7.2, 7.3, 8.4	
	302-3 (2016) Energy intensity	<ul style="list-style-type: none"> <li>SD Report, page 58-59</li> <li>2024 Sustainability in numbers, page 1-2</li> </ul>				Metrics and Targets (a), (c)	CC10.1a, CC11.2, CC11.3, CC11.3a, CC11.4, CC11.5	Principle 8	12.2, 13.1, 7.3, 8.4	
	302-4 (2016) Reduction of energy consumption	<ul style="list-style-type: none"> <li>SD Report, page 71-73</li> <li>2024 Sustainability in numbers, page 1-2</li> </ul>			6.5.4, 6.5.5	Metrics and Targets (a), (c)		Principle 8 Principle 9	12.2, 13.1, 7.3, 8.4	
	302-5 (2016) Reductions in energy requirements of products and services	<ul style="list-style-type: none"> <li>SD Report, page 64-66</li> </ul>			6.5.4, 6.5.5	Metrics and Targets (a), (c)		Principle 9	12.2, 13.1, 7.3, 8.4	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 303: Water and Effluents 2018	303-1 (2016) Interactions with water as a shared resource	<ul style="list-style-type: none"> <li>SD Report, page 83-85</li> </ul>				Metrics and Targets (a), (c)		Principle 8	6.4	
	303-2 (2016) Management of water discharge-related impacts	<ul style="list-style-type: none"> <li>SD Report, page 83-85</li> </ul>				Metrics and Targets (a), (c)		Principle 8	6.4	
	303-3 (2018) Water withdrawal	<ul style="list-style-type: none"> <li>SD Report, page 83-85</li> <li>2024 Sustainability in numbers, page 3-5</li> </ul>				Metrics and Targets (a), (c)		Principle 7 Principle 8	6.4	
	303-4 (2018) Water discharge	<ul style="list-style-type: none"> <li>SD Report, page 83-85</li> <li>2024 Sustainability in numbers, page 3-5</li> </ul>				Metrics and Targets (a), (c)		Principle 7 Principle 8	6.3, 6.4	
	303-5 (2018) Water consumption	<ul style="list-style-type: none"> <li>SD Report, page 83-85</li> <li>2024 Sustainability in numbers, page 3-5</li> </ul>				Metrics and Targets (a), (c)		Principle 7 Principle 8	6.3, 6.4	
GRI 304: Biodiversity 2016	304-1 (2016) Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> <li>SD Report, page 88-89</li> <li>TCFD Report 2023, page 32-39, 48</li> <li>EHS Policy</li> </ul>			6.5.6				15.1, 15.4, 15.5, 6.6	
	304-2 (2016) Significant impacts of activities, products and services on biodiversity	<ul style="list-style-type: none"> <li>SD Report, page 88-89</li> <li>TCFD Report 2023, page 32-39, 48</li> </ul>			6.5.6			Principle 8	8, 14.2, 15.1, 15.4, 15.5, 6.6	
	304-3 (2016) Habitats protected or restored	<ul style="list-style-type: none"> <li>SD Report, page 88-89</li> <li>TCFD Report 2023, page 32-39, 48</li> </ul>			6.5.6			Principle 8	14.2, 15.1, 15.4, 15.5, 6.6	
	304-4 (2016) IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none"> <li>SD Report, page 88-89</li> <li>TCFD Report 2023, page 32-39, 48</li> </ul>			6.5.6			Principle 8	14.2, 15.1, 15.4, 15.5, 6.6	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 305: Emissions 2016	305-1 (2016) Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56, 59</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">Delta Thailand ISO14064-1 certificate</a></li> <li>● <a href="#">Delta India ISO14064-1 certificate</a></li> <li>● <a href="#">Delta Slovakia ISO14064-1 certificate</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 6-8</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC7.1, CC7.2, CC7.2a, CC7.3, CC7.4, CC8.1, CC8.2, CC8.9, CC8.9a, CC9.1, CC8.1a, CC9.2, CC8.2a, CC8.2b, CC8.2c, CC9.2d, CC13.1	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
	305-2 (2016) Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56, 59</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">Delta Thailand ISO14064-1 certificate</a></li> <li>● <a href="#">Delta India ISO14064-1 certificate</a></li> <li>● <a href="#">Delta Slovakia ISO14064-1 certificate</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 6-8</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC7.1, CC7.2, CC7.2a, CC7.3, CC7.4, CC8.1, CC8.3, CC8.3a, CC10.1, CC10.1a, CC10.2, CC10.2a, CC10.2b, CC10.2c	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
	305-3 (2016) Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56, 59</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">Delta Thailand ISO14064-1 certificate</a></li> <li>● <a href="#">Delta India ISO14064-1 certificate</a></li> <li>● <a href="#">Delta Slovakia ISO14064-1 certificate</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 6-8</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC3.1a, CC3.1b, CC3.1c, CC3.1e, CC8.9, CC8.9a, CC14.1	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
	305-4 (2016) GHG emissions intensity	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56, 59</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 6-8</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC12.2, CC12.3	Principle 8	13.1, 14.3, 15.2	
	305-5 (2016) Reduction of GHG emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56-57, 71-73</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">Delta Thailand ISO14064-1 certificate</a></li> <li>● <a href="#">Delta India ISO14064-1 certificate</a></li> <li>● <a href="#">Delta Slovakia ISO14064-1 certificate</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC3.3a, CC3.3b, CC7.2, CC7.2a, CC7.3, CC12.1, CC12.1a, CC12.1b, CC14.3, CC14.3a	Principle 8	13.1, 14.3, 15.2	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 305: Emissions 2016	305-5 (2016) Reduction of GHG emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 56-57, 71-73</a></li> <li>● <a href="#">Delta Thailand GHG Inventory Report</a></li> <li>● <a href="#">Delta Thailand ISO14064-1 certificate</a></li> <li>● <a href="#">Delta India ISO14064-1 certificate</a></li> <li>● <a href="#">Delta Slovakia ISO14064-1 certificate</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC3.3a, CC3.3b, CC7.2, CC7.2a, CC7.3, CC12.1, CC12.1a, CC12.1b, CC14.3, CC14.3a	Principle 8	13.1, 14.3, 15.2	
	305-6 (2016) Emissions of ozone-depleting substances (ODS)	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 81-82</a></li> </ul>			6.5.3, 6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)		Principle 7 Principle 8	12.4, 3.9	
	305-7 (2016) Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 81-82</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 8</a></li> </ul>			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC12.2, CC12.3	Principle 7 Principle 8	11.6, 12.4, 14.3, 15.2, 3.	
GRI 306: Waste 2020	306-1 (2016) Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 79-80</a></li> <li>● <a href="#">Local Regulator Official Endorsement</a></li> </ul>			6.5.3	Metrics and Targets (a), (c)		Principle 8	12.4, 12.5, 3.9	
	306-2 (2016) Management of significant waste-related impacts	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 79-80</a></li> <li>● <a href="#">Local Regulator Official Endorsement</a></li> </ul>			6.5.3	Metrics and Targets (a), (c)		Principle 7 Principle 8	12.4, 12.5, 3.9, 6.3	
	306-3 (2016) Waste generated	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 79-80</a></li> <li>● <a href="#">Local Regulator Official Endorsement</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 9-10</a></li> </ul>			6.5.3	Metrics and Targets (a), (c)		Principle 8	12.4, 12.5, 14.1, 15.1, 3.9, 6.3, 6.6	
	306-4 (2016) Waste diverted from disposal	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 79-80</a></li> <li>● <a href="#">Local Regulator Official Endorsement</a></li> <li>● <a href="#">2024 Sustainability in numbers, page 9-10</a></li> </ul>			6.5.3	Metrics and Targets (a), (c)		Principle 8	12.4, 12.5, 3.9	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 306: Waste 2020	306-5 (2016) Waste directed to disposal	<ul style="list-style-type: none"> <li>SD Report, page xxx</li> <li>Local Regulator Official Endorsement</li> <li>2024 Sustainability in numbers, page 9</li> <li>TCFD Report 2023</li> </ul>			6.5.3	Metrics and Targets (a), (c)		Principle 8	12.4, 12.5, 3.9	
GRI 308: Supplier Environmental assessment 2016	308-1 (2016) New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> <li>SD Report, page 43-48</li> <li>Procurement Agreement</li> <li>Supplier Management Measure</li> </ul>			6.3.5, 6.6.6			Principle 8		Principle 7
	308-2 (2016) Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> <li>SD Report, page 43-47, 49-52</li> </ul>			6.3.5, 6.6.6			Principle 8		
GRI 401: Employment 2016	401-1 (2016) New employee hires and employee turnover	<ul style="list-style-type: none"> <li>SD Report, page 92-96</li> <li>Employment Policy</li> </ul>			6.4.1, 6.4.2, 6.4.3			Principle 6	5.1, 8.5, 8.6	Principle 3
	401-2 (2016) Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> <li>SD Report, page 101-102</li> <li>Employment Policy</li> <li>Welcome onboard, manual for new employees</li> </ul>			6.4.1, 6.4.2, 6.4.4, 6.8.7			Principle 8	3.2, 5.4, 8.5	Principle 3
	401-3 (2016) Parental leave	<ul style="list-style-type: none"> <li>SD Report, page 95-96, 100-101</li> <li>Employment Policy</li> <li>Welcome onboard, manual for new employees</li> </ul>			6.4.1, 6.4.2, 6.4.4			Principle 6	5.1, 5.4, 8.5	Principle 3
GRI 402: Labor/Management Relations 2016	402-1 (2016) Minimum notice periods regarding operational changes	<ul style="list-style-type: none"> <li>SD Report, page 96</li> <li>Employment Policy</li> <li>Welcome onboard, manual for new employees</li> </ul>			6.4.1, 6.4.2, 6.4.3, 6.4.5			Principle 3	8.8	
GRI 403: Occupational Health and Safety 2018	403-1 (2018) Occupational health and safety management system	<ul style="list-style-type: none"> <li>SD Report, page 111-112</li> <li>ISO45001 certificate: <a href="#">Thailand</a>, <a href="#">India</a>, <a href="#">Slovakia</a></li> </ul>							8.8	
	403-2 (2016) Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> <li>SD Report, page 112-114, 118</li> </ul>							3.3, 3.4, 3.9, 8.8	



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 403: Occupational Health and Safety 2018	403-3 (2016) Occupational health services	<ul style="list-style-type: none"> <li>SD Report, page 118-122</li> <li>Welcome onboard, manual for new employees</li> </ul>							3.3, 3.4, 3.9, 8.8	
	403-4 (2016) Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> <li>SD Report, page 104,106, 111-115, 126-127</li> </ul>							8.8	
	403-5 (2018) Worker training on occupational health and safety	<ul style="list-style-type: none"> <li>SD Report, page 105-109,112,115</li> <li>2024 Sustainability in numbers, page 21</li> </ul>								
	403-6 (2016) Promotion of worker health	<ul style="list-style-type: none"> <li>SD Report, page 111-115, 188,119-122</li> <li>Happy Workplace Policy</li> <li>Employment Policy</li> <li>Welcome onboard, manual for new employees</li> </ul>								
	403-7 (2016) Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> <li>SD Report, page 110-123</li> <li>Environment, Safety and Health Policy</li> <li>Supplier Management Measure</li> <li>Local Regulator Official Endorsement</li> </ul>								
	403-8 (2016) Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> <li>SD Report, page 11-112</li> </ul>								
	403-9 (2018) Work-related injuries	<ul style="list-style-type: none"> <li>SD Report, page 116-117</li> <li>2024 Sustainability in numbers, page 21-23</li> </ul>								
	403-10 (2018) Work-related ill health	<ul style="list-style-type: none"> <li>SD Report, page 118, 116-117</li> <li>2024 Sustainability in numbers, page 24</li> </ul>								
GRI 404: Training and Education 2016	404-1 (2016) Average hours of training per year per employee	<ul style="list-style-type: none"> <li>SD Report, page 106</li> </ul>			6.4.7			Principle 8	4.3, 4.4, 4.5, 8.2, 8.5	Principle 3



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 404: Training and Education 2016	404-2 (2016) Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 105-109,128-130</a></li> <li>● <a href="#">Employment Policy</a></li> <li>● <a href="#">Membership of Association disclosure</a></li> <li>● <a href="#">Philanthropic contribution disclosure</a></li> </ul>			6.4.7, 6.8.5			Principle 8	8.2, 8.5	Principle 3
	404-3 (2016) Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 101</a></li> </ul>			6.4.7			Principle 6	10.3, 5.1, 8.5	
GRI 405: Diversity and Equal Opportunity 2016	405-1 (2016) Diversity of governance bodies and employees	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 17, 92-96</a></li> <li>● <a href="#">CG Policy</a></li> <li>● <a href="#">BOD Competence Matrix</a></li> <li>● <a href="#">Employment Policy</a></li> </ul>			6.2.3, 6.3.7, 6.3.10, 6.4.3			Principle 6	5.1, 5.5, 8.5	Principle 3
	405-2 (2016) Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 102</a></li> </ul>			6.3.7, 6.3.10, 6.4.3, 6.4.4			Principle 6	10.3, 5.1, 8.5	
GRI 406: Non-discrimination 2016	406-1 (2016) Incidents of discrimination and corrective actions taken	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 97</a></li> </ul>			6.3.1, 6.3.2, 6.3.6, 6.3.7, 6.3.10, 6.4.3			Principle 6	16.b, 5.1, 8.8	Principle 1, 3
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 (2016) Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 46-48, 51-52</a></li> </ul>			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.8, 6.3.10, 6.4.5, 6.6.6			Principle 3	8.8	Principle 3
GRI 408: Child Labor 2016	408-1 (2016) Operations and suppliers at significant risk for incidents of child labor	<ul style="list-style-type: none"> <li>● <a href="#">SD Report, page 138</a></li> </ul>			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.5, 6.3.10, 6.6.6, 6.8.4			Principle 5	16.2, 8.7	Principle 1, 2, 3



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 409: Forced or Compulsory Labor 2016	409-1 (2016) Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> <li>SD Report, page 46-48, 51-52</li> <li>Procurement Agreement</li> <li>RMI Agreement</li> <li>Supplier Management Measure</li> </ul>			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.10, 6.6.6			Principle 4	8.7	
GRI 410: Security Practices 2016	410-1 (2016) Security personnel trained in human rights policies or procedures	<ul style="list-style-type: none"> <li>SD Report, page 105-109</li> </ul>			6.3.1, 6.3.2, 6.3.4, 6.3.5, 6.6.6			Principle 1	16.1	Principle 8
GRI 411: Rights of Indigenous Peoples 2016	411-1 (2016) Incidents of violations involving rights of indigenous peoples	<ul style="list-style-type: none"> <li>SD Report, page 97</li> </ul>			6.3.1, 6.3.2, 6.3.4, 6.3.6, 6.3.7, 6.3.8, 6.6.7, 6.8.3			Principle 1	2.3	
GRI 413: Local Communities 2016	413-1 (2016) Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>SD Report, page 27, 19, 89, 110-125</li> </ul>			6.3.9, 6.5.1, 6.5.2, 6.5.3, 6.7.9			Principle 1		Principle 7
	413-2 (2016) Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> <li>SD Report, page 27, 19, 89, 110-125</li> <li>Local Regulator Official Endorsement</li> </ul>			6.3.9, 6.5.3, 6.7.9			Principle 1	2.3	Principle 7
GRI 414: Supplier Social Assessment 2016	414-1 (2016) New suppliers that were screened using social criteria	<ul style="list-style-type: none"> <li>SD Report, page 45</li> <li>Procurement Agreement</li> </ul>			6.3.5, 6.6.6, 6.8.1, 6.8.2			Principle 7 Principle 8		Principle 2, 3
	414-2 (2016) Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> <li>SD Report, page 45</li> <li>Supplier Management Measure page 5-20</li> </ul>			6.3.5, 6.6.6, 6.8.1, 6.8.2			Principle 7 Principle 8		Principle 2, 3
GRI 415: Public Policy 2016	415-1 (2016) Political contributions	<ul style="list-style-type: none"> <li>SD Report, page 123, 128-130, 132-136</li> <li>Membership of Association disclosure</li> <li>Philanthropic contribution disclosure</li> </ul>					CC2.3, CC2.3a, CC2.3e, CC2.3f, CC2.3g	Principle 8 Principle 10	16.5	
GRI 416: Customer Health and Safety 2016	416-1 (2016) Assessment of the health and safety impacts of product and service categories	<ul style="list-style-type: none"> <li>SD Report, page 110-118</li> </ul>			6.7.1, 6.7.2, 6.7.4, 6.7.5, 6.8.8			Principle 8		Principle 5



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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFSR	CDP	UNGC	SDG	CRBP
GRI 416: Customer Health and Safety 2016	416-2 (2016) Incidents of non-compliance concerning the health and safety impacts of products and services	<ul style="list-style-type: none"> <li>SD Report, page 110-118</li> </ul>			4.6, 6.7.1, 6.7.2, 6.7.4, 6.7.5, 6.8.8			Principle 8	16.3	
GRI 417: Marketing and Labeling 2016	417-1 (2016) Requirements for product and service information and labeling	<ul style="list-style-type: none"> <li>SD Report, page 66</li> </ul>			6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9			Principle 8	12.8	Principle 5, 6
	417-2 (2016) Incidents of non-compliance concerning product and service information and labeling	<ul style="list-style-type: none"> <li>SD Report, page 66</li> </ul>			4.6, 6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5			Principle 7 Principle 8	16.3	
	417-3 (2016) Incidents of non-compliance concerning marketing communications	<ul style="list-style-type: none"> <li>SD Report, page 66</li> </ul>			4.6, 6.7.1, 6.7.2, 6.7.3			Principle 7 Principle 8	16.3	
GRI 418: Customer Privacy 2016	418-1 (2016) Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> <li>SD Report, page 75-78</li> <li>ISO/IEC27001:2013 Information Security Management certificate</li> </ul>			6.7.1, 6.7.2, 6.7.6			Principle 8	16.a, 16.3, 16.10	Principle 6



บริการธุรกิจตอบรับ

ใบอนุญาตเลขที่ 4/17 ปณ บางปู  
ถ้าฝากส่งในประเทศไม่ต้องส่งตราไปรษณียากร



คณะกรรมการเพื่อการพัฒนาที่ยั่งยืน  
ปรีษฐ์ เทลต้า อีเลคโทรนิคส์ (ประเทศไทย) จำกัด (มหาชน)  
909 ซอย 9 หมู่ 4 นิคมอุตสาหกรรมบางปู (เขตส่งออก)  
ถ. พัฒนา 1 ต. แพทริษา อ. เมือง จ.สมุทรปราการ  
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3.1) Easiness to understand	<input type="radio"/> High	<input type="radio"/> Moderate	<input type="radio"/> Need improvement
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YOUR FEEDBACK MATTERS !

We value your suggestion in this report as part of our sustainable development activities.



Sustainable Development office  
Delta Electronics (Thailand) PCL.  
909 Soi 9 Moo 4, Bangpoo Industrial Estate (EPZ.)  
Pattana 1 Rd., T. Praksa, A. Muang Samutprakarn,  
THAILAND 10280

Tel: +662 709 2800 ext.6395-6398  
Fax: +662 709 2827  
e-Mail: det.sd@deltaww.com

