










Board of Directors' Qualification and Competency Matrix


as of 31 December 2023

| Qualification and competence | | | | | Unit | Total / Average | % (for reference only) |  |  |  |  |  |  |  |  |  | |
|---|--|--|--------|------|------|-----------------|--|---|--|---|--|--|--|---|---|---|--|
| Criteria | | | | | | | | | | | | | | | | | |
| Basic information | Type of director | - | | | | | Non-executive | Executive | Executive | Non-executive | Independent | Executive | Independent | Independent | Independent | Executive | |
| | Nationality | | | | | | Malaysian | Taiwanese | Taiwanese | Thai | Thai | Taiwanese & British | Thai | Thai | Thai | China | |
| | Gender | | | | | | Male | Male | Male | Male | Male | Male | Female | Male | Male | Female | |
| | Age | years | 65 | - | | | 74 | 59 | 74 | 67 | 72 | 54 | 64 | 65 | 53 | | |
| | Date of first election by the AGM/EGM | - | - | - | | | 3-May-90 | 1-Dec-23 | 24-Jun-19 | 22-Aug-94 | 5-Apr-16 | 24-Jun-19 | 2-Apr-18 | 7-Apr-23 | 7-Apr-23 | | |
| | Date of latest election by the AGM | - | - | - | | | 7-Apr-23 | 1-Dec-23 | 1-Apr-22 | 31-Mar-21 | 31-Mar-21 | 1-Apr-22 | 31-Mar-21 | 31-Mar-21 | 7-Apr-23 | | |
| | % of latest voting result approved by the AGM | % | 99.71% | - | | | 99.69% | Approved by BoD | 99.71% | 99.14% | 99.66% | 99.79% | 100% | 99.99% | 99.99% | 99.72% | |
| Conflict of interest | Tenure | years | 9 | - | | | 33 | 0 | 4 | 29 | 7 | 4 | 5 | 0 | 0 | | |
| | Directorship in other listed companies | companies | 1.11 | - | | | 0 | 1 | 1 | 0 | 2 | 0 | 2 | 4 | 0 | | |
| | Directorship in other non-listed companies | companies | 4.56 | - | | | 0 | 17 | 11 | 5 | 4 | 3 | 1 | 0 | 0 | | |
| | Direct Shareholding in the Company as of 31 Dec 23 | shares | 0.00 | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | Spouse & minor child share holding | shares | 0.00 | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | Share holding in controlling shareholding | shares | 0.00 | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| | Cross-shareholding with suppliers | shares | 0.00 | | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Members of subcommittee | Audit committee | - | 3 | 33% | | | | | | | | | | | | | |
| | Corporate governance committee | - | 3 | 33% | | | | | | | | | | | | | |
| | Nomination and compensation committee | - | 3 | 33% | | | | | | | | | | | | | |
| | Privilege Committee | - | 4 | 44% | | | | | | | | | | | | | |
| | Risk management committee | - | 3 | 33% | | | | | | | | | | | | | |
| | Sustainable development committee | - | 3 | 33% | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |
| Training | Participated training courses in past 3 years | - | - | - | | | <ul style="list-style-type: none">Credit Suisse 2019 Market Outlook Seminar Hong KongThailand Labor Law Introduction and Case AnalysisCorporate Strategy | <ul style="list-style-type: none">From the fragmentation and reconstruction of the American dream- the future of Taiwan-US-China trilateral relations (2021)Directors' functions and responsibilities (2021)The latest developments and revision trends of international taxation and domestic taxation (2022)Insider trading prevention advocacy seminar (2022)Corporate Strategy (2023)Technology and impacts of modern artificial intelligence (2023) | <ul style="list-style-type: none">Balance between Technology and Humanities -Which Side AI Stand OnCorporate StrategyOpportunities and Challenges of 5G in the Aspect of Development of TelecommunicationsDirectors' duties and responsibilities (2021)From the fragmentation and reconstruction of the American dream-The future of Taiwan-US-China trilateral relations (2021) | <ul style="list-style-type: none">Capital Market Academy Leader Program #27 | <ul style="list-style-type: none">Director Certification Program (DCP), year 2003Role of the Chairman program (RCP), year 2007Corporate Governance for Capital market Intermediaries (CGI), year 2014Roles and Duties of the Audit Committee in good corporate governance | <ul style="list-style-type: none">Simplified Strategic PlanningThailand Labor Law Introduction and Case AnalysisDriving Organizational Culture from the BoardroomDirector Certification Program (DCP), Thai Institute of Directors Association, Year 2021 | <ul style="list-style-type: none">Director Certification Program (DCP)IT Governance and Cyber Resilience ProgramCertified Tax Accountant (CTA Licence) | Director Accreditation Program (DAP), Year 2009 (DAP 79/2009) | Director Accreditation Program (DAP), Year 2023 (DAP 203/2023) | | |
| | | | | | | | | | | | | | | | | | |
| Education background | Finance & Accounting | - | 3 | 33% | | | | | | | | | | | | | |
| | Business Administration | - | 5 | 56% | | | | | | | | | | | | | |
| Experienced knowledge background | Engineering | - | 4 | 44% | | | | | | | | | | | | | |
| | Humanities | - | 2 | 22% | | | | | | | | | | | | | |
| | Science & Technology | - | 3 | 33% | | | | | | | | | | | | | |
| | Solution Business | - | 7 | 78% | | | | | | | | | | | | | |
| | International Business Management | - | 9 | 100% | | | | | | | | | | | | | |
| | Management/ executive post, outside mother land | - | 7 | 78% | | | | | | | | | | | | | |
| | Local law/ Tax Compliance | - | 7 | 78% | | | | | | | | | | | | | |
| | Human resources & Talent Development | - | 7 | 78% | | | | | | | | | | | | | |
| | Public and Investor Relationship Communication | - | 7 | 78% | | | | | | | | | | | | | |
| | Risk management | - | 9 | 100% | | | | | | | | | | | | | |
| Experience in Global Industry Classification (GIC) Level 1 Sectors | Supply Chain Management | - | 7 | 78% | | | | | | | | | | | | | |
| | Sustainable Development | - | 9 | 100% | | | | | | | | | | | | | |
| | Information and privacy security | - | 6 | 67% | | | | | | | | | | | | | |
| | Consumer Discretionary | - | 5 | 56% | | | | | | | | | | | | | |
| | Consumer Staples | - | 3 | 33% | | | | | | | | | | | | | |
| | Energy | - | 7 | 78% | | | | | | | | | | | | | |
| | Material | - | 6 | 67% | | | | | | | | | | | | | |
| | Industrials | - | 9 | 100% | | | | | | | | | | | | | |
| | Healthcare | - | 5 | 56% | | | | | | | | | | | | | |
| | Financials | - | 7 | 78% | | | | | | | | | | | | | |
| | Information technology | - | 8 | 89% | | | | | | | | | | | | | |
| | Communication service | - | 4 | 44% | | | | | | | | | | | | | |
| | Utilities | - | 6 | 67% | | | | | | | | | | | | | |
| | Real Estate | - | 1 | 11% | | | | | | | | | | | | | |
| | Degree of independency in accordance with Sec Rule 4200 requirements | No characteristics prohibited in the law on public limited companies, or characteristics indicating a lack of appropriateness in respect to trust in managing a business with public shares as specified in the notification of SEC. | - | 9 | 100% | | | | | | | | | | | | |
| | | No Blood relation with managerial officer of the company or affiliates or subsidiaries. | - | 8 | 89% | | | | | | | | | | | | |
| | | Not a member of founding family eg spouse, adopted child, sibling . | - | 8 | 89% | | | | | | | | | | | | |
| The director must not be a "Family Member of an individual who is, or during the past three years was employed by the company or by any parent or subsidiary of the company as an executive officer." | | - | 8 | 89% | | | | | | | | | | | | | |
| Years of independency from executive capacity | | years | 0 | | | | 16 | 0 | 0 | 4 | 7 | 0 | 5 | 0 | 0 | | |
| Delta's share holding (as of 31 Dec 2023) | | shares | 0 | - | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| % of held shares to paid up capital | | % | 0 | - | | | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | | |
| Family members' Delta's share holding (as of 31 Dec 2023) | | shares | 0 | - | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Family member's % of held shares to paid up capital | | % | 0 | - | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management. | | - | 9 | 100% | | | | | | | | | | | | | |
| The director must not be affiliated with a significant customer or supplier of the company. | | - | 9 | 100% | | | | | | | | | | | | | |
| The director must have no personal services contract(s) with the company, affiliates or subsidiaries, or a member of the company's senior management. | | - | 3 | 33% | | | | | | | | | | | | | |
| The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company. | | - | 9 | 100% | | | | | | | | | | | | | |
| The director must not have been a partner or employee of the company's outside auditor during the past three years. | - | 9 | 100% | | | | | | | | | | | | | | |
| The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent. | - | 3 | 33% | | | | | | | | | | | | | | |

Remark:

1.  Chairman of the Board of directors

2.  Meet requirement

3.  = compared with previous year

4. Experience in Global Industry Classification (GICs) Level 1 has objectively evaluate by Sustainable Development Committee based on Profile of Board of Directors published at our 2023 Annual Report, 202-210.

5. Delta has no explicit requirements indicating that the Board of director, CEO and/or other executives are required to build up share ownership equivalent to a specific multiple of their annual base salary. However, the Board of director, CEO and/or other executive managers are required to disclose information

on their personal securities holdings (including that of their spouses and minor children) to the Office of the Securities and Exchange Commission. Find [CG Policy](#) page 13.

6. The company does not issue other types of shares, except from ordinary share, which is the only one class of security.