



# BETTER <sup>2</sup>GETHER

## 2016 | Sustainable Development Report

DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED



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Delta Electronics (Thailand)  
Public Company Limited

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## Delta Electronics (Thailand) Public Company Limited



Listed in Thailand's Sustainability Index  
for the 2<sup>nd</sup> consecutive years



In Remembrance of His Majesty  
**King Bhumibol Adulyadej**







Your loyal subjects humbly recall Your Majesty's boundless and gracious kindness,  
King Bhumibol Adulyadej, the king of all Thai people.

Your loyal subject,  
Delta Electronics (Thailand) PCL.







## PRESIDENT'S MESSAGE



Sustainable development is about finding better ways of doing things so that our next generation will not suffer from the exploitations of the current generation. The gist of sustainable development is not only about the environment. It is also about building a healthy society by striving to fulfill the diverse present and future needs of everyone in the communities; creating equal opportunity; and promoting personal and social wellbeing. Consequently, a healthy society with responsible use and conservation of earth's natural resources; and sound economic policies will be able to maintain a sustainable level of positive economic performance indefinitely. Sustainable development is therefore a very important direction for large corporations.

In fact, Delta's founding mission- "To provide innovative, clean and energy-efficient solutions for a better tomorrow" serves as a constant reminder to every one of us in Delta about the importance of environmental conservation being one of the three key pillars (Environmental, Social, Governance) in a sustainable business.

Achieving sustainable development takes continuous and conscientious efforts at all levels. Delta's SD committee is comprised of the CHRO (Chief Human Resource Officer), CFO (Chief Financial Officer), COO (Chief Operation Officer) and led by myself, the company's President and CEO (Chief Executive Officer).

Through regular meetings, the SD Committee proposes, reviews and monitors new SD projects and work with the CSR team to ensure all employees in the company have the opportunities to participate and contribute to the endeavors through innovative and meaningful projects. No effort is too small if it can achieve the key objectives to help the needy around us; educate staff and the communities about environmental issues and conservation; ensure corporate transparency and ethical business practices; enhance employees' welfare; and directly contribute to the conservation of our environment through investments like the development of environmentally responsible products and Green buildings. Delta's SD strategy shall be closely benchmarked to international standards and guidelines like the Electronic Industry Code of Conduct (EICC); ISO14064-1 and OHSAS 18001 for Standard of Management System for Quantification & Reporting of Greenhouse Gas Emissions and Standard of Occupational Health & Safety Management respectively; and several others.

Although awards are not the reasons we believe in sustainable development, they are encouragements and indicators on how much we have improved and how much more can we achieve. On behalf of Delta, I would like to thank the following organizations for the recognitions. They are the Thailand Greenhouse gas Organization for their recognition in Carbon Footprint for Organization; Chulalongkorn Business School for Thailand's Top Corporate Brand in Electronics Sector 2016; The Thai Institute of Directors Association (IOD) CG Report (CGR) and the Stock Exchange of Thailand (SET) for Excellence In CG Score And Top Quartile Companies 2016; SET again for Outstanding CEO and the Best Company Performance Awards 2016; Thaipat Institute for ESG100 Universe; and all the organizations that we have taken the time to assess and recognize our efforts.

I am confident with Delta's competent Board and management teams, high level of transparency, diligent workforce, increasing CSR projects and strong corporate culture, the company will continue to grow from strength to strength for many years to come through the guidance of sustainable development strategy.

Yours sincerely,

**Dick Hsieh Shen-yen**

President of Delta Electronics (Thailand) PCL.

# Mission

To provide innovative, clean and energy-efficient solutions  
for a better tomorrow

## Corporate Culture

Strive for change, and pursue sustainability



### Innovation

Create new ideas and take them to success effectively.

### Quality

Consistently deliver superior performance and pursue improvement all the time.

### Agility

Identify emerging trends and act quickly to capture new opportunities.

### Teamwork

Fully leverage global value network and collaborate to achieve mutual goals.

### Customer Satisfaction

Anticipate customer needs and exceed expectations.





## DELTA OVERVIEW



Delta Electronics (Thailand) Public Company Limited is a manufacturer and exporter of power supplies and electronics equipment and parts, was inaugurated on June 16, 1988 with the initial capital of THB 40 million. The company was converted to 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, 2016, the company has a registered capital of THB 1,259,000 with paid up capital of THB 1,247,381,614 at par value of THB 1 per share.

Delta Thailand is one of the world’s leading producers of power supplies and electronic components comprising cooling fans, EMI filters and solenoids. Its businesses are now mainly involved in power management solutions. The current power management product line covers various types of power supplies including power systems for information technology, telecommunications, industrial applications, office automation, medical industries and power supplies for server, networking and DC-DC converter and adapter. Presently, the company is extending its business to cover renewable energies such as solar power, wind power including electrical and hybrid electrical vehicles.

### Confidence in “DELTA”

- SET50 Index since 2005
- SET High Dividend 30 Index (SETHD) since 2013
- Thailand’s Sustainability Investment for 2015 and 2016
- ESG 100 for 2015 and 2016
- “Excellent” on the 2016 Corporate Governance Rating (CGR)

## 2016 Highlights



Delta has carried out sustainable development activities continuously and consistently towards the company's mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow". Since the scope of sustainable development programs has been predetermined to align with business strategy, both short-term and long-term, the activities are therefore covered from economics throughout society and environment. Our activities have always been steadily received interests and cooperation from the stakeholders and related parties.

During the past year, the company extended the scope of activities to Corporate Citizenship to help enrich benefit for the entire society towards sustainable development. Examples include a student training program and Industrial Automation Smart Lab that is associated with additional support on both resources and IT personnel to enhance research capability for Educational system in Thailand, innovation dissemination of energy conservation of the employee's descendants within their communities.



### Delta Electronics (Thailand) Listed In 'Thailand Sustainability Investment Award 2016

During the award ceremony at The Stock Exchange of Thailand's (SET) conference room, Mrs. Kesara Manchusree, President of SET, presented the Thailand Sustainability Investment Award 2016 (THSI) to Mr. Hsieh Shen-yen, President of Delta Electronics (Thailand) PCL. This is the second year that Delta has been listed as one of the 51 outstanding companies from SET listed companies. The list represents a selection of companies that have shown exemplary stock performance and business practices base on the key principles of Sustainability Development which include environmental, social and governance (ESG) aspects. The selection process uses SET's annual sustainability assessment system which aims to provide a reliable decision-making tool for investors who are looking for long-term returns. The comprehensive assessment has been designed in accordance with international practices.



### Delta Wins Two Awards at SET Awards 2016

February 2, 2017- The Stock Exchange of Thailand (SET) announces the 22 winners from 21 listed firms of SET Awards 2016 at the ceremony. Delta Electronics (Thailand) Public Company Limited won the Outstanding CEO Awards and the Outstanding Company Performance Award for listed company with SET market capitalization of THB30 billion to THB100 billion. Delta's President, Mr. Hsieh Shen-yen, is the only foreigner among the six winners in the Outstanding CEO Awards category.





## Excellence in Corporate Governance Score and Top Quartile Companies

October 26, 2016- Delta Electronics (Thailand) PCL has attained “Excellent” for Corporate Governance (CG) score and recognized as a Top Quartile Companies with market capitalization higher than 10,000 Million Baht. The score was officially reported on The Thai Institute of Directors Association (IOD) CG Report (CGR), with support from the Stock Exchange of Thailand (SET).

Based on the assessment system of the National Committee on Corporate Governance, among 601 assessed companies, Delta Electronics (Thailand) PCL. is one of 80 companies (13%) which scored 90 percent or above - corresponding to the “Excellent” recognition level; 195 companies (33%) had an average score ranging from 80 to 89 percent which are classified as “Very Good” ; 180 companies (30%) earned the “Good” level of recognition by having a score from 70 to 79 percent



## Received Certificates For Carbon Neutral And Carbon Footprint

Mr. Hsieh Shen-yen (President), Mr. Vichai Saksuriya (Operations VP) along with 18 of DET Management and Staff have received certificates for Carbon Neutral and Carbon Footprint as a result of its participation in Carbon Offsetting Program, organized by TGO at QSNCC, BKK.. A Program that promotes activities to reduce global warming in Thailand.

The Certificates demonstrate that an Organization (or Person) has a positive contribution to sustainability and responsibility in Climate Protection. Furthermore, through the monitoring and inspection of emission sources within an organization, certification offers valuable indications of how to lower CO2 emissions to protect the environment.

## Received “Learning Center, Happy Job, Happy Life With Breastfeeding” Award From The Ministry Of Public Health



August 25, 2016- Delta Electronics (Thailand) PCL. was presented the “Learning Center, Happy Job, Happy Life with Breastfeeding” award which is only given to top five companies that had been assessed and qualified by the Ministry of Public Health. The award was jointly organized by the Ministry of Public Health, Ministry of Labour, Thai Breastfeeding Center Foundation, Thai Health Promotion Foundation and UNICEF Thailand.

The award serves as motivation for companies to provide support for working mothers to combine breastfeeding and work. Some expectations include allowing female employees access to a workplace lactation room and breastfeeding breaks. Such support shall empower working women to combine work with breastfeeding which will benefit the child in many aspects, the mother, the businesses, and therefore Thailand as a whole.



### **Awarded Thailand's Top Corporate Brand In Electronics Sector**

August 18, 2016 - The Master of Science in Marketing program, Chulalongkorn Business School partnered with Manager Online, Settrade, and Interbrand organize "Thailand's Top Corporate Brand Values in Electronics Sector 2016" to create the awareness on Corporate Brand development, important factor in driving the business into a sustainable future. The committee used the tool called "CBS Valuation" (Corporate Brand Success Valuation) , the first quantitative brand value assessment tool in Thailand from the research on Thailand Corporate Brand Success Valuation by Asst. Prof. Guntalee Ruenrom, Ph.D. and Lecturer Ake Pattaratanakun of The Master of Science in Marketing program, Chulalongkorn Business School.

Delta Electronics (Thailand) PCL. awarded Thailand's Corporate Brand Rising Stars 2014 in the electronics sector which have the highest growth in corporate brand values in electronics industry with the brand's worth Baht 36,779 million.



### **Listed In Thaipat's Institute's ESG100 Universe For The 2<sup>nd</sup> Consecutive Year**

On August 4, 2016 Delta Electronics (Thailand) PCL., represented by Mr. Dick Hsieh, President, received the ESG 100 Certificate from Dr. Pipat Yodprudtikan, Director of THAIPAT Institute, at Delta Electronics (Thailand) PCL. headquarter in Bangpoo Industrial Estate, Samutprakarn.

THAIPAT's ESG Rating Unit is a pioneer in sustainability assessment of Thai listed companies. The components assessed include Environmental, Social and Governance (ESG) factors. The companies in the ESG100 list will be monitored annually via ongoing media reports, stakeholder commentaries, publicly available information, and the companies' involvement in and response to violations, lawsuits and controversies.





## Receives CSR-DIW Continuous Award 2016 From The Ministry Of Industry

July 28, 2016- Delta Electronics (Thailand) PCL. won the CSR-DIW Continuous Award 2016 organized by the Department of Industrial Works (DIW) under the Ministry of Industry. The award aims to encourage companies to invest and extend their efforts in sustainable and socially responsible business practices in accordance to international standards in Corporate Social Responsibility (CSR).

The awards recognize companies that have shown continuous commitment to CSR in seven major criteria namely, corporate governance, human rights, labor practices, the environment, fair operation, consumer issues and community services. Delta CSR commitment is guided by the company's mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow". Out of more than 1,000 companies assessed nationwide, only 358 companies were awarded.



## Attains Full Score From The AGM Quality Evaluation By Thai Investors Association (TIA)

Among 601 listed companies who joined Thai Investors Association's (TIA) Annual General Meeting (AGM) Quality Evaluation Program, Delta Electronics (Thailand) Public Company Limited had attained the full score of 100 out of 100 for our 2016 AGM dated April 5, 2016. Delta's score has exceeded the average score range of 91.6 points for five years in a row since 2012. Such achievement can attest to our transparency and good practices in

corporate governance and the value we have been bringing to our shareholders according to The World Federal of Investors Corporation's standard.



## Attains National Excellence Award for Rooftop Solar Power Projects in the Solar Inverters category

Delta was recently honored with the National Excellence Award from the Indian Ministry of New and Renewable Energy (MNRE) at the National Workshop on Rooftop Solar conducted at Vigyan Bhawan, New Delhi, India. The National Workshop was conducted specifically for the rooftop solar industry to launch new policies which will help improve the solar energy sector and serve as a platform for various stakeholders to showcase the latest developments in the sector.

## THE BRAND



Delta Thailand's  
Corporate Brand  
Success Valuation

21,794  
Million Baht  
2015

36,779  
Million Baht  
2016

68.8%



Brand Valuation  
Growth in

2016

based on Corporate Brand Success (CBS) Valuation Introduced by Chulalongkorn Business School, Faculty of Commerce and Accountancy, Chulalongkorn University.

Delta Electronics (Thailand) PCL. has been partnering with our associate, Delta Electronics, Inc. (collectively known as "Delta" in this article), to increase Delta's global brand value and recognition in both the B2B and B2C markets. In an assessment of Delta's (Thailand) brand value in 2016 by Thailand's top university, Chulalongkorn University, Delta's (Thailand) brand value has grown by an impressive 68.8%.

## Brand Positioning



Delta endeavors to provide innovative, clean and energy saving solutions and to create a better tomorrow. This is not only a corporate expectation; it is the unique property of the Delta brand.

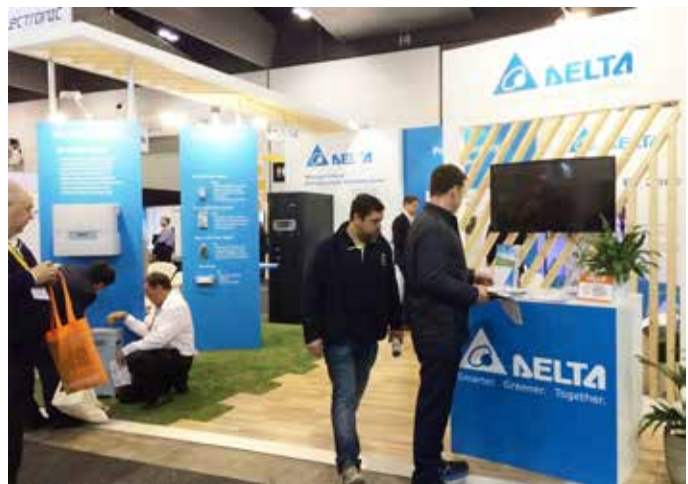
From business mission, core capabilities and product development, Delta intensively combines environmental protection and corporate social responsibility, and actively implements its brand commitment to "Smarter. Greener. Together." that promotes smarter and greener living. It is a symbol as well as a commitment to shareholders, customers and staff. We believe in leading technology and customer collaboration, and aim to continuously create highly effective and reliable power supply products and components, industrial automation and power management systems, as well as consumer products. Delta strives to provide both industrial customers and consumers alike with versatile products and services for enabling a smarter and more eco-friendly future.

## External Communications of the Brand

The external communications of Delta can be divided by commercial models into two major blocks: Industrial Products and Consumer Products.

To build a consistent brand image, Delta communicates with worldwide customers for brand positioning and commitment to the global market. Using major international exhibitions such as Hannover Messe, CIIF, CES, etc., Delta carries out 360-degree promotion combined with large scale ads, digital marketing, international press conferences, and more, to extend its global exposure. For the external communication of consumer products, Delta communicates with consumers and strengthens dealer partnerships by endorsing both the Innergie (mobile power) and Vivitek (projectors) brands as “A brand of Delta” whereby Delta brand strength is well positioned in innovative technology and excellent quality.

Since 2014, Delta Electronics (Thailand) has been actively collaborating with well-established universities in Thailand on education, workshops and donation of laboratory equipment. Apart from creating brand recognition for the new generation of engineers before they join the working world, such partnerships have direct impact in grooming Thailand’s future engineers for the Industry 4.0 era. In addition, the function of the newly set up Strategic Marketing team in Delta Electronics (Thailand) is extended to support Southeast Asia, Australia and India. By leveraging



on the marketing resources from across the sites and guided by Delta’s global branding strategy, the number of tradeshow in the said region and countries had more than doubled in 2016 as compared to 2015. In 2017, the number continues to increase.





## CSR Commitment

Delta Electronics (Thailand) Public Company Limited is committed to conduct business according to the Company's Corporate Social Responsibility Policy. The policy shall provide guidelines for the Directors, Management and Employees to operate our business ethically with transparency, accountability, and we must respect Human Rights and give fair treatment to all the stakeholders including our employees, shareholders, customers, suppliers and the communities.

As a global corporate citizen, we support International Standards such as Electronic Industry Code of Conduct (EICC), Universal Declaration of Human Rights (UDHR), International Labor Office Tripartite Declaration of Principles, OECD Guidelines for Multi-national Enterprise and Global Reporting Initiative (GRI). We are committed to the following:

- Provide employees with a safe and healthy work environment where they can work up to their full potential in return for reasonable remuneration and benefits.
- Support Environmental Protection and encourage Energy Conservation Education and motivates employees to take part in the community activities.
- Create company value and enhance shareholder value.
- Promote CSR initiatives and practices through our supply chain and we work together for better performance.
- Develop environment-friendly energy saving products and implement sound practices to reduce our impact on the environment to fulfill customer satisfaction.
- Invest in the field of 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 and CSR performance should be periodically reported to the Sustainability Development Committee.

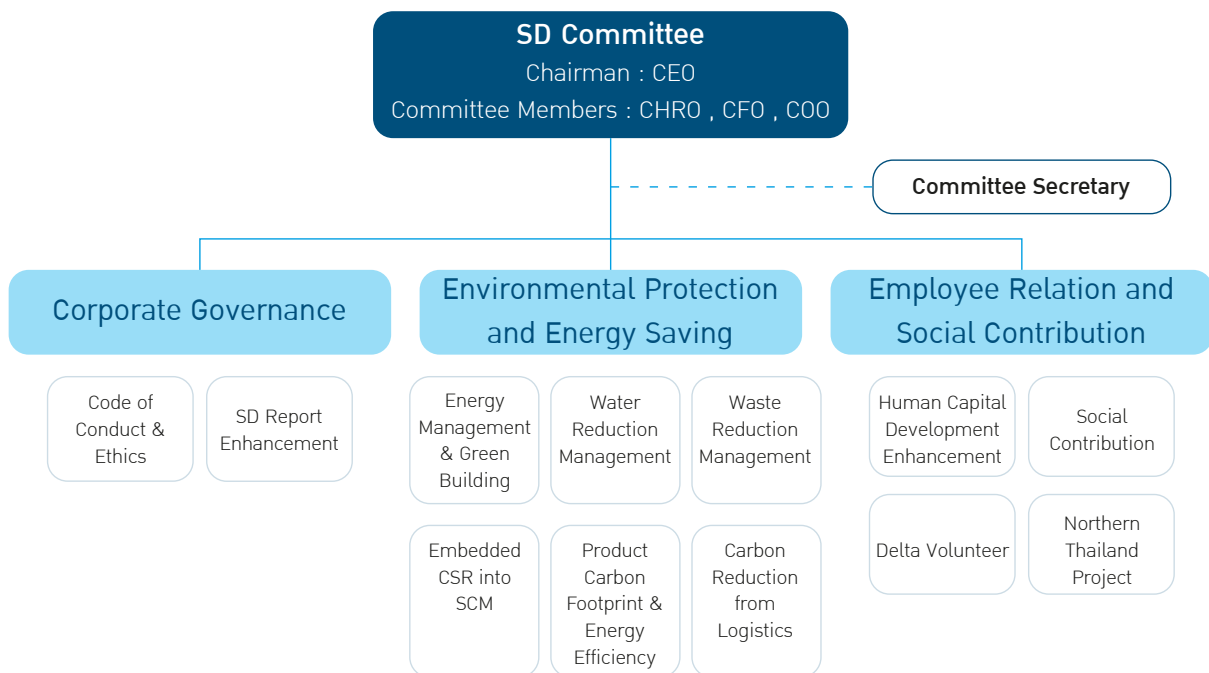


## Sustainability Development Organization

For the full implementation of our Global Sustainability Development Strategy, Delta Electronics (Thailand) set up the SD Committee, which includes the members of our CHRO (Chief Human Resource Officer), CFO (Chief Financial Officer), COO (Chief Operation Officer) of the company and led by Company's President. Through the periodic meetings, SD Committee reviews and monitors each CSR projects executed under different functions.

The committee secretary will propose benchmarking ' Company's CSR practices case and share global sustainable development practices for committee's reference from time to time, and be in charge of the CSR quarterly meeting's setting up for all the committee members and functional leaders to understand the progress of each CSR projects in the Company. Finally, the committee secretary will follow up and consolidate the result of each project and report to the Board of Directors annually.

The executed fields are divided to three categories, Corporate Governance, Environmental Protection and Energy Saving and Employee Relation and Social Contribution. Each category is led by our relevant Directors and Managers to define the indicators, set up the achievement goals and they are responsible for the projects proceeding and executing on time as per the Company's policy and relevant standards' requirements.



Delta Electronics Thailand PCL's Sustainability Development Committee Organization

## Corporate Governance

### Key Performance



Corporate governance systems ensure that a company is 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 responsibilities. Our Performance, awards and recognitions from various institutes reflect Delta Thailand's relentless effort in preserving our corporate governance works to generate values to related stakeholders while sustainably grow our business.

- Rated "Excellent" for the high standard of annual general meeting (2016 AGM Assessment) with full score of 100 from the Thai Investors Association for three consecutive years.
- Rated "Excellent" on the 2016 Corporate Governance Rating Survey conducted by Thai Institute of Directors Association (IOD) in collaboration with The Securities and Exchange Commission (SEC) and The Stock Exchange of Thailand (SET)
- Thailand Sustainability Investment 2016 granted by The Stock Exchange of Thailand
- ESG 100 Certificate by THAIPAT's ESG Rating, assessed includes Environmental, Social and Governance (ESG) factors for the 2nd year.
- Invited by Dow Jones Sustainability Indices (DJSI) to participate in the Corporate Sustainability Assessment (CSA) in the ITC Electronic Equipment group for the 2<sup>nd</sup> year and scored top 10 (in Emerging Market.)



## Board Competency

### Structure of the Board of Director

The structure of the Board of Directors is one-tier system which comprises of eight directors. Three of them are independent directors, three are non-executive directors and the remaining two are executive directors. The target number of independent director, prescribing in the practices of the Board of Directors, is comprised of no less than one-third of the total board members and no less than three independent directors as complied with regulation of the Stock Exchange Commission and the Stock Exchange of Thailand.



Board of Directors of Delta Electronics (Thailand) Public Company Limited

### Roles and Responsibilities

The company has a policy to separate the role and responsibilities of the Chairman of the Board and those of the President and these two positions must be held by different individuals, thereby enhancing the accountability and transparency of management. The Board assigned the President to manage day to day operation where the authority, duties and responsibilities of the President and the Board of Directors are clearly prescribed.

In 2015, the Board of Directors has improved the Corporate Governance the Board allowing the service term of an independent director to be no longer than 9 years or no more 3 consecutive terms, appointed director shall retain the office of director in, a part from the company, other 3 listed companies as a maximum. Besides, the President is not permitted to be the director of the other listed company.

## The Selection of Directors

The Board of Director assigned the Nomination and Compensation Committee to search, selection and nomination of the qualified candidate to be director or member of any committee. The selection of Directors are considered whether that person is knowledgeable and experienced in the area such as accounting, finance, management, strategy, including skill individual and expertise in line with the company's business and strategies without restrictions on gender and race in order to have board diversity structure. This is to achieve business objectives under management according to the principles of good corporate governance standards.

## Board Diversity

Nationality	Number
Taiwanese	4
Thai	3
Malaysian	1



The 8 directors possess knowledge and expertise in various professional disciplines that are integrated with the company's corporate governance that is concise and covers all dimensions.

## Performance Review Guidelines for the Board of Directors

The Board of Directors assigns the Nomination and Compensation Committee to set an annual target together with the President and evaluates his performance every quarter accordingly. The President respectively, evaluates the performances of the senior management under his direct command. The criteria for appraisal are linked to the strategic plan and annual plans. Assessment result is a crucial factor to determine their remuneration and incentives.

## The Orientation for New Director

The company sets up an exclusive orientation program for new director which includes a briefing on the company's business line and operation, also a plant visit is organized by the Management. Subsequently, summary of the Board of Director's roles and responsibilities, Listed Company Director's handbook and company's information in detail is presented by the Corporate Secretary.

## Board Meeting

s a practice Board meetings are convened at least once every quarter to review the business performance and discuss important strategic issues. Five meetings were convened in the year 2016 with a total attendance rate of 97.50%.

## The Board of Directors' Authorization

The Board of Directors is empowered to authorize various matters in accordance with the scope of authority stipulated by the laws, 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. Also defining the target operating results, following up and assessing the operating results to ensure they are in line with the plans, and overseeing capital expenditure, merger and acquisition, corporate spin-off, and joint venture deals.

### Supervision of Subsidiary and Associated Companies

The Board of Directors has assigned the Executive Committee to supervise the operations of the subsidiary and associated companies. The Executive Committee has a certain authority to make investment in subsidiaries and associate and may assign some Directors or Top Executives of the company and/or appoint some local people to participate in the Board of Directors or management of its subsidiaries or associates in order to support the management and determine business policies and direction. After the appointment, the Executive Committee reports such appointments to the Board of Directors for their acknowledgement. However, if the investment amount exceeds the granted authority, the Executive Committee is required to seek for the Board's approval.

The supervision and monitoring have been further done through the implementation of EMP Meeting to evaluate the monthly results against target of sales team and supporting departments, leads by the President. The meeting effectively gathers and provides important information including operation performance from each region with root causes analysis and corrective action. An outlook for the next period and year on year outlook is also discussed. In case the goal deviates from the plan, the management is required to explain the causes. Then, the committee may provide comments or recommendations for improvement

### Board of Directors Performance Assessment

The Board generally arranges self-assessment for the Board of Directors once a year as follows.

1. Self-assessment for the Board of Directors as a whole
2. Self-assessment of the Board of Directors on an individual basis

In 2016, the Overall Board's performance as a whole was excellent with the score of 100%. For Board of Directors on an individual basis, the evaluation result showed an excellent with score 100%. The Board of Directors recognized the results of both group and individual level, then also together discussed for any opportunity for improvement.

### CEO Performance Assessment

Board of Directors assigned the Nomination and Compensation Committee (NCC) to evaluate President's Key Performance Indicator (KPI). The NCC works together with the President to set President's KPI covering business goal, CSR and talent development plan under Corporate Sustainable Development which aligns with Dow Jones Sustainability Index (DJSI) and Thailand Sustainability Investment Company of The Stock Exchange of Thailand. The President's performance is measured against those KPIs and reported in the Board every quarter.

### Sub-committee

The Board of Directors has appointed sub-committees to study, scrutinize and to give opinion on various matters. At present, there are four sub-committees including Executive Committee, Audit Committee, Nomination and Compensation Committee and Risk Management Committee with details as described below.



### Executive Committee

The Executive Committee of the company consists of 5 members to operate and manage the business of the company in compliance with company's objectives, Memorandum of Association, policies, regulations, notifications, orders as well as the resolution of the Board of Directors and establish 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 as well as to monitor and follow up the result of the operation of the company to be in accordance with the policies.

### Audit Committee

The Audit Committee of the company consists of 3 members and all the members are Independent Directors to review the company's financial reporting and consider the capability and the 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 to do any other matters assigned by the Board of Directors of which the Audit Committee agrees. 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.

### Nomination and Compensation Committee

The Board of Directors Meeting No. 5/2015 held on 26 October 2015 approved to adjust roles of Compensation Committee to Nomination and Compensation Committee. This consists of 3 Members, 2 Independent Directors and 1 Executive Director to review the remuneration policy and determine the remuneration of the directors of the company and members of sub-committee, define the qualifications of the Board member and attracting qualified candidates for Board of Directors' consideration. The Term of office shall follow the Annual Director Election.

### Risk Management Committee

Risk Management Committee consists of 9 members to delegate the risk management to their respective managers, develop and review strategic risk management plans, monitor and continuously improve risk management and annually and/or any time that is necessary to present a detailed report to the Board or to the Audit Committee.

## Summary of Board of Directors' and Committees' Meeting Attendance in 2016

Committee	Percentage (%) of Meeting Attendance
The Board of Directors	97.50
The Executive Committee	90.48
The Audit Committee	90.00
The Nomination and Compensation Committee	90.91
The Risk Committee	100

### Corporate Governance

In 2016, Delta provided training on corporate governance and internal control to our employees from middle to high management levels. These sessions focused on internal control processes in accordance with COSO, Internal Control Cycles and Enterprise Risk Management principles and were conducted by Delta Group's internal audit team.

Example of real scandals from around the world was cited where participants are aware of the importance of corporate governance, which is necessary for the organization to thrive or collapse significantly. The objective of the training is to ensure efficiency, effectiveness, cost-effectiveness and transparency in Delta's operations. It also serves as an internal control for risk prevention and encourages prompt reporting of suspicious behavior and all forms of corruption. Role playing was part of the training, allowing participants from different departments to apply their learning in a safe environment.



The training is especially useful as a checks and balances measure and for operation and performance improvement. Three training sessions in Chinese and English were organized, with 81 employees participating.

## Anti-corruption

Accumulated numbers of trained person	2014	2015	2016	Target 2017
Delta's personnels	0	206	346	+30%
Related business partners	0	66	146	
Total	0	272	492	

Definition of Delta's personnel is available in Anti-Corruption Policy

Delta Electronics (Thailand) and its subsidiaries are committed to conducting business with transparency and integrity. The company operates the 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. So far our 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 or public policy and legislation. To strengthen confidence of our shareholders, Delta's Anti-corruption and anti-fraud policy prohibits our directors, executives, employees, partners and business representatives from directly or indirectly involving in or agreeing to any form of corruption. Our anti-corruption and anti-fraud policy aligns our business operations with our corporate governance, code of ethics, regulations, requirements and related laws to ensure business sustainability.

## Leadership and Good Governance

According to a resolution of the 4/2556 Meeting of the Company's Board of Directors on 6 November 2013, the Board of Directors approved the Company's anti-corruption and anti-fraud policy for use as its overall framework. Continued communications and training are an integral part of the Company's anti-corruption and anti-fraud initiative and relevant efforts are carried out consistently across the management and operational levels accordingly to The United Nations' Global Compact Management framework. The Company's directors, executives and those in the leadership positions are required to strictly follow Delta's anti-corruption and anti-fraud policy, which also covers disclosure of information regarding conflict of interest, to set good examples and ensure transparency and good governance.

In addition to the aforementioned policy, in 2016, Mr. Hsieh Shen Yen, CEO, issued a letter to call for cooperation from its employees, executives, directors, partners, suppliers, creditors and third parties not to give gifts to the Company's executives and employees on the New Year or other occasions. This move aims at fostering business transparency and good governance among all stakeholders and has received full support from all parties.



### Raising awareness and partnership with stakeholders

As part of its anti-corruption initiative, Delta encourages its employees, executives and directors to understand their roles in connection with the Company's anti-corruption and anti-fraud policy and comply accordingly. The Company's anti-corruption and anti-fraud policy as well as compliance is included in the work ethics session of the Company's orientation program, in which complaint channels, controls and preventive measures are also communicated to new employees.

Delta encourages its partners in the entire business chain to adopt this policy and implement relevant measures to prevent all forms of corruption, including demanding, giving and accepting bribes, collusion and unfair competitive practices, in their business dealings. In this connection, Delta established an EICC committee, consisting of employees from Procurement, Quality Assurance, Material Engineering, HR, Safety and Environmental Engineering to oversee this issue.

Delta's anti-corruption and anti-fraud policy, its framework and information about complaint channels are made available on the Company's website so that its employees, executives, directors and relevant stakeholders are able to refer to at all times. However, details of the whistleblowers or cases reported are kept confidential to prevent an invasion of privacy, ensure an independent investigation and protect employees or third parties from potential harassment or unfair treatment.



Delta Thailand's Company Secretary presenting communication channels and our progress in anti-corruption and all the from of bribery to participants of Delta Annual Partner Meeting and Partner Awards deted 28 December 2016.

In 2016, the Company's Secretary undertook an investigation on violation of code of conducts, monopoly and fraud to ensure compliance with the Company's anti-corruption and all the from of bribery policy and found no violation.

## International Corporate Initiatives

As an active corporate citizen participant, Delta Electronics (Thailand) PCL. is not only base on our mission “To provide innovative, clean and energy-efficient solutions for a better tomorrow” as the guidance of our group-wide social contribution, but also the company’s brand message “Smarter, Greener, Together” as the spirit of our philanthropic activities. The company always pursues the generation of long-term value to grow our business simultaneously with the betterment of everyone’s future. This is our endeavor to ensure no one is left behind.



Mr. Hsieh Shen-yen, President, delivering Delta Thailand’s Sustainable Development Goals to business partners and the company’s personnels in Delta Annual Partner Meeting dated 28 December 2016

## Delta Thailand Support UN Sustainability Development Goal

According to the Sustainable development Committee meeting dated Apr.28, 2016, UN Sustainability Development Goal had merged into Delta Thailand and its subsidiary strategy and operation. The company had communicated the 9 key sustainability development goal not only to the company personnel, but also to our related stakeholders such as business partners and investors. Delta strongly hopes that our participation with goodwill will positively impact environment, social and governance sustainably.

## Delta Thailand strongly supports Anti - Corruption and all the form of bribery



The Board of Directors Meeting No. 4/2013 held on 6 November 2013 approved the adoption of the Anti-Corruption Policy in order to rule out principles, set practice guidance, arrange communication and provide training in the area of anti-corruption to make clear to all employees and signed on the declaration of intent in establishing Thailand’s Private Sector Collective Action Coalition against Corruption. On May 2014, shown on the 315 rank of ratification sign-up is the signature of the President who represents the Company in



affirming intention to combat all kinds of corruptions and open all stakeholders can suggestions and complains to the Company via [whistleblow@deltathailand.com](mailto:whistleblow@deltathailand.com). This year, we organized an activity on International Anti-day in which our employees, top management and vendors participated for a Symbolic Acts on International Anti-corruption. In 2016, the company had communicated our progress, policy and communication channel to our business partners.



### Delta Thailand encourages World Green Building Certification Program.



<http://www.worldgbc.org/news-media/green-building-improving-lives-billions-helping-achieve-un-sustainable-development-goals> Green building certification is one of the programs that we are keen on and promotes. At present construction of any new building of the Company and its subsidiaries will be blueprinted to meet LEED - Leadership in Energy and Environmental Design, an international standards system for Green Building. Delta India Gurgaon office has office building "Platinum rate" of LEED

Delta Thailand office is under the process for applying for LEED Certification.



## Delta Thailand supports UDHR - Universal Declaration of Human Rights



Delta Thailand sets policy in regards to respect human rights by defining wrong doing practices and mistreatment. It has introduced a non-discrimination policy which governs equitable treatment towards all genders, races, physical disabilities including immunodeficiency, HIV/AIDS and tuberculosis (TB). Delta Thailand strictly acts on this policy and made known to employees by means of training so that all employees adopt a positive attitude towards their co-workers with respect and equitable. Delta Thailand awards a Gold Standard of ASO-T Thailand for best TB-HIV/AIDS Prevention and Management in Workplace Program

issued by the Department of Labour Protection and Welfare, Ministry of Labour, in corporation with Department of Disease Control, Ministry of Public Health, and the Thailand Business Coalition on AIDS. There is a mechanism available for the feedback and filing complaints concerning human rights issues.

## Delta Thailand promotes well-being at workplace in coordination with the Thai Health Promotion Foundation and the Association of Thai Electrical & Electronic Industries.



Delta Thailand involves in various types of activities to help and promote well-being and quality of life for employees. For example, Delta Thailand has participated in the “Happy 8 Workplace” program initiated to help create balance family life, work and social life for the employees.

The program has been carried in coordination with the Thai Health Promotion Foundation and the Association of Thai Electrical & Electronic Industries. This program has positively enhanced quality of life for the employees and, as a results, Delta Thailand has been selected by the program’s runner to supervise another four operational agents and also been recognized as role model for other work places to adopt “Happy 8 Workplace” program.

## Delta Thailand advocates EICC code of Conduct and the United Nations Development Programme (UNDP) of good health and well-being

According to EICC code of Conduct and the the United Nations Development Programme (UNDP)'s sustainable development goal of good health and well-being , Delta Electronics (Thailand) is a great place to work and adding one more feather to its cap. We have recently started a new canteen for our employees and their respective guests keep all the basic and modern facilities as part of scheme of things at the beginning of 2016.



Safety and hygiene factors are paramount for our employees' therefore new canteen has adequate work space for large food storage capacity, storage of equipment and efficient cleaning facilities while the cooking area has separated accordingly to the Company's safety policy. As our employees are from the different parts of the world this canteen offers many varieties of food to enjoy. There is a food committee to periodically monitor food safety activities and effectively manage food safety issues. Moreover, as environment friendly organization, Delta's new canteen has superior ventilation and lighting systems using Delta's energy saving products to project the Company's Corporate Culture "Strive for change and pursue sustainability"



A cafe house in the office premises is our employee's favorite place to relax and grab quick snacks. Employees may choose treating themselves to a breakfast or an afternoon snack with their choice of beverages. Special hygiene and safety standards are followed with the beautiful surroundings of this cafe'. This adds on to the overall work environment of the organization towards maintaining right work life balance.



## Delta Electronics Thailand Smoke-Free Factory drive to support World Health Organization's Tobacco Free Initiative



According to the WHO's Tobacco Free Initiative's mission to reduce the global burden of disease and death caused by tobacco, thereby Delta Electronics Thailand strives to protect present and future generations from the devastating health, social, environmental and economic consequences of tobacco use and exposure to the tobacco smoke. To build the goodwill among our employees and other related parties, the Company has initiated Smoke-free factory drive in 2015. To strengthen this initiative, Delta voluntarily joined "Promotion of Smoking cessation in the workplace Project" which is a project in collaboration with University of California Berkley, Institute for Population and Social Mahidol University and the Faculty of Medicine, Srinakharinwirot University.

Beside implementation of Zero Smoking Zones in the Delta Electronics Thailand factories, disciplinary and legal penalty has been clearly announced to all the employees. This positive cooperation between the Company and its employees leads to better well-being at workplace, reduction of second-hand smoker, reduction of unnecessary expense and lost time reduction. In broader view, these participated volunteers will set good samples for their surround communities resulting in decrement of new and adolescent smokers.

## Risk Management

Risk is inherent in all business and administrative activities and becoming more complex with higher speed of change in today's business environment. The company has continuously raised risk management awareness throughout the organization, as we believed risk management is one of the most effective tools to ensure the good management practice and facilitate the achievement of organization's objectives. The Board of Directors has appointed a Risk Management Committee to prescribe risk management policy that covers the entire organization and its extended networks to ensure that risk management procedures or systems are in place to appropriately mitigate impacts on the organization.

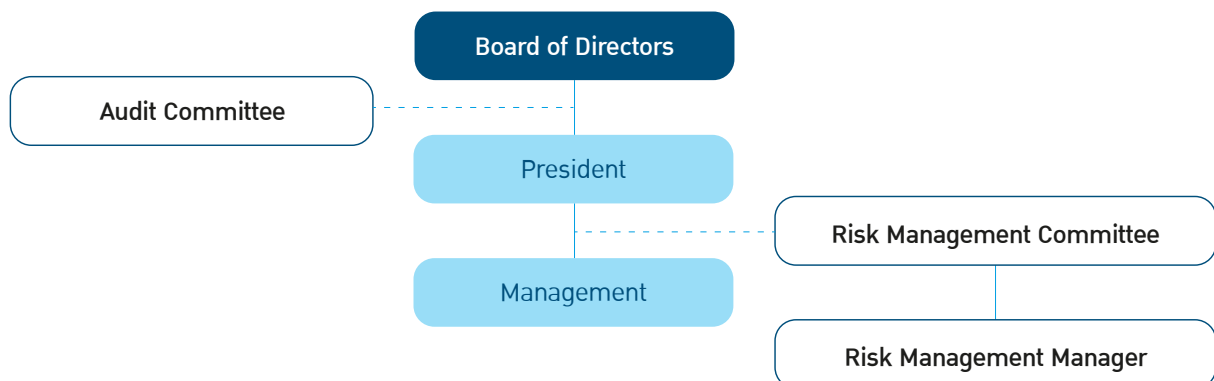
### Risk Management Committee

The Risk Management Committee's Chairman is the President of the company and one of the members of the Board of Director. The Committee comprises of not less than five members who are the head of the major functions and/or the person assigned by Board of Directors or Chairman of the Committee. The Committee may, when necessary, invite other persons, who are involved with or responsible for any matters related to the meeting agenda, to participate in the Risk Management Committee meeting.

#### Duties and Responsibilities of Risk Management Committee:

1. Establish risk management procedures
2. Implement risk management, to delegate the risk management to their respective managers
3. Develop and review strategic risk management plans
4. Semi-Annually and/or any time that is necessary report to the Audit Committee and at least once a year report to the Board
5. Monitor and continuously improve risk management
6. The Committee may seek advice from relevant professional consultant in some cases

### Risk Management Committee Organization





## Risk Management Process

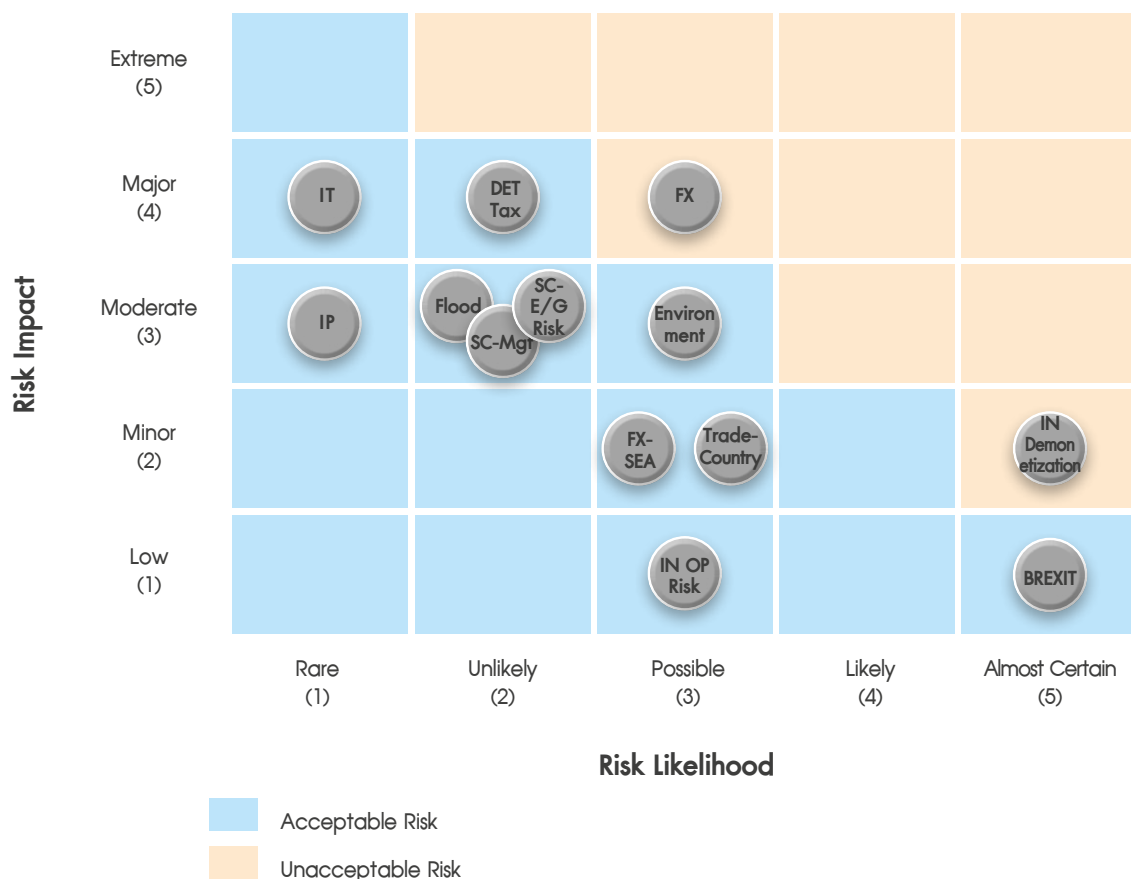
In order to put the risk management framework into practice, the Risk Management Committee has set up the risk assessment and risk policy to the management and the information is documented in the "Risk Management Committee Charter".

The Committee has advised the management to perform risk management according to the risk management policy with the support from Risk Management Manager who acts as the focal point for each department. The management and head of the major functions need to identify the risks and how the risks happen, risk foundation, the area which risks occurred; measure the risks, ranked them, and prioritized them, then form the risk management strategies and processes. Risk Management Manager will summarize the information and documentation from relevant departments and present it to the Committee.

The Committee will review the documentation, allocate priorities, develop and review of strategic risk management plans proposed by each function (if any), and ensure the compliance with risk assessment and management procedures. Finally, submit a report on the status of the risk management to the Audit Committee or the Board at least 2 times a year.



## Risk Analysis Matrix



## Emerging Risk Management

It is a "VUCA" (volatility, uncertainty, complexity, ambiguity :new normal) world out there, and Delta Electronics (Thailand) understands the importance of being ready for the issues those are perceived to be potentially significant but which may not be fully understood or cannot be controlled fully.

In addition to the management of risks for our business in terms of financial, investment, supply chain, information, legal and intellectual property, environmental and occupational health and safety which have ( page 44-47 of 2015 Annual report). Delta Electronics (Thailand) PCL. also pays attention to emerging risk management. Emerging risks may have significant impact on the Company's sustainability. Therefore emerging risks will be taken into account in our Risk Management procedure to ensure the Company's long term health.

### Floods in Bangpoo Industrial's Export Zone Area

In the year 2015 and at the beginning of 2016, we faced first time flood like situation in the Flood in Bangpoo Industrial Estate Export Zone. It is summarized that the flood is resulting from the drastic extension of the city blocking the floodway as well as climate change causing the unseasonal rain. Floods impacted Delta Electronics (Thailand) operations in many areas like Just In Time material supply, loss in production hours due to factory closure for one day shift, loss of on-time finished goods deliver. If the flood situation remain in the future without any action placed, the company will miss the opportunity to produce 1.7 pieces of finished goods a day. In addition, our valued Manpower's health and safety will be in risky situation.



To be better prepared with this kind of situation in the future we have conclusely taken some measurements in the following areas:

Impact	Measurement
Production's lost time due to Factory shut down	<ul style="list-style-type: none"><li>Communicated with IEAT to plan for non-seasonal flood and flash floods to comeout a long-term collaborative solution. especially for faster water drain and evacuation plan</li><li>IEAT will support space/facilities for the Company to set a temporary off-site command house forthis kind of situation.</li><li>Collaborating with neighbor factories and land owners to plan a emergency route for the Company's contingency plan</li></ul>

Impact	Measurement
Production resources and Finished Goods Storage	<ul style="list-style-type: none"> <li>Follow the Contingency plan established in 2011 that all machine, material and finished goods will be saved. In addition, there is no chemical spill from the Company's heightened chemical control and wasted management room.</li> </ul>
Manpower safety and health	<ul style="list-style-type: none"> <li>Arrange standby on-site generator supplier to generate electricity in case of electricity supply shortage for generating essential facilities for the employee who can't get out the building eg. Water pump, lighting including water drain pump.</li> <li>Revise existing communication channel between the Company and employees for faster response to the situation</li> </ul>

According to the meeting with Bangpoo Industrial Estate, representatives from business sectors in the Export Zone of the Industrial Park and representatives from neighbor communities on 27 January 2016; our participation to Green Network together with another 352 firms in Bangpoo Industrial Estate on 16 June 2016, synergized collaboration between governmental sector and private sector has elaborated to mitigate impacts of flood and related emergency cases. Short-term action and long-term plan had concluded accordingly. With such a corporation, necessary action had proceeded fast and smoothly. Among related business firms, necessary resources had shared whereas broader communication channels via mobile phone, e-mail, LINE application and bi-yearly meeting had established to take action for 3-5 years. In addition, Delta Thailand will keep watching up and monitoring is matter.



### Clean Water Initiative

A stable source of clean water is essential to society and industry. Intensifying water storage capacity and improving management of dams, reservoirs and other water infrastructure is the most noticeable way of coping with more or less predictable rainfall.

Delta Electronics (Thailand) is in full support of this rising problem and consistently working on its solution. Most of the water used by Delta's main sites is for domestic use (95%). Municipal water is the main source and no ground water is used.

Our endeavor is to implement various water-saving measures at main sites, such as recycling the condensed water of air-conditioners for flushing toilets or irrigation, using water-saving taps and water-saving toilets, reducing water output from taps and the water level of cisterns, managing the excess water of cooling towers as well as reusing the wastewater from water purifiers.



In addition to the Company's attention on water for daily consumption, Delta the Company also look after hygiene of its employee's drinking water by running "Drinking Water House Project" to enhance sufficiency of clean drinking water for their daily life. Simultaneously, this project will enrich reduction of employee's expense and waste generation to society and environment. Project implementation will lead to

- sufficient quantity of clean drinking water for each employee
- 5250 Baht saving/ headcount/ year for 1.5 litre drinking water daily
- Reduction of plastic bottle waste generated to environment for 742,500 bottle weighted 9.43 metric tonnes
- Reduction of CO<sub>2</sub>e approximately 35.55 metric tonnes/ year<sup>1</sup>

In 2016, the company produced quality 1,428 litres of drinking water<sup>2</sup> for our personnel daily. Approximately, this helps to save our employees in Bangpoo area to save their expense on clean drinking water for 439,824 Baht a month. The project also another way to monthly reduce 2,856 plastic bottle waste, weighted 0.036271 metric ton which would generate 1.305 metric ton Co<sub>2</sub>e.<sup>3</sup>

Delta keep subscribing to the idea of the UNCCD's drought and water scarcity Mitigation which has a significant role in the sustainable availability of clean, adequate and safe water for human consumption and economic development. In 2017, the company target to implement another drinking water house with 2000 litre/ day capacity to supply our personnel in Wellgrow Industry Estate while extending the project to our subsidiaries in India is under consideration process.

Remark:

1. Calculated from 250 working days per year/ 500 ml. drinking water costs 7 Baht / Approx total Delta Thailand employees 9,900 person/ 1 unit of PET bottle 500 ml weights 12.7 gram
2. Standard Industrial Water Products Consumption Notification of Ministry of Industry No. 3470 (2006) issued under The Industrial Product Standards Act, 1968, repealing the product standard. Drinking water industry Volume 1: Quality Assurance Criteria and Standards for Industrial Water Consumption Products
3. Quantity of drinking water produced daily / quantity of drinking water in the market size 500 millilitre \* 7 Baht price x 22 working days per month 4.1 kilogram of PET bottle discharges 6 kg CO<sub>2</sub>e <http://timeforchange.org/plastic-bags-and-plastic-bottles-CO2-emissions>





## Engaging Our Stakeholders

In addition to timely hearing activity, Delta Thailand has adopted the following mechanisms to communicate with both direct and indirect stakeholders. The stakeholders' expectation identified with systematic materiality analysis, so that we can take the necessary responsive action and enrich the content of our information disclosures. Furthermore, any stakeholder's highlights raised in "Other important area" portion of the on-line questionnaire had reported to the management and Sustainability Development Committee to seek for any further action as well.

Stakeholder	Expectation	Engagement & Communication Approach	2016 Action	Interval / Frequency
Employees,	<ul style="list-style-type: none"> <li>- Customer relationship management</li> <li>- Product stewardship</li> <li>- Innovation management</li> <li>- Operation eco-efficiency</li> </ul>	<ul style="list-style-type: none"> <li>- Delta Thailand's intranet</li> <li>- Delta Group on-line magazine</li> <li>- Electronics signage boards</li> <li>- CSR activities</li> <li>- Top down communication</li> <li>- Website: <a href="http://www.deltathailand.com">www.deltathailand.com</a></li> <li>- e-mail : <a href="mailto:CSR-DET@deltaww.com">CSR-DET@deltaww.com</a> <a href="mailto:Whistleblow@deltaww.com">Whistleblow@deltaww.com</a> Random Interview</li> </ul>	<ul style="list-style-type: none"> <li>- More detail disclosure in separate SD report includes                             <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Risk Management</li> <li>• Product stewardship</li> <li>• Statistic OHSAS related figures</li> <li>• Human resource related figures</li> </ul> </li> <li>- Code of Conduct &amp; Communication channels training included in new employee orientation program</li> <li>- Canteen Renovation and management system improvement</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Approx. quarterly</li> <li>- Irregularly</li> </ul>
Customer	<ul style="list-style-type: none"> <li>- Corporate governance</li> <li>- Code of Conduct</li> <li>- Risk &amp; crisis management</li> <li>- Customer relationship management</li> <li>- Innovation management</li> </ul>	<ul style="list-style-type: none"> <li>- Direct feed back via sales channel</li> <li>- On-site discussion</li> <li>- CRM System in Front Office</li> <li>- Feedback through DET contact channel</li> <li>- Website: <a href="http://www.deltathailand.com">www.deltathailand.com</a></li> <li>- E-mail : <a href="mailto:CSR-DET@delta.co.th">CSR-DET@delta.co.th</a> <a href="mailto:Whistleblow@delta.co.th">Whistleblow@delta.co.th</a></li> </ul>	<ul style="list-style-type: none"> <li>- More detail disclosure in separate SD report includes                             <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Risk Management</li> <li>• Product stewardship</li> <li>• Customer relationship management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> </ul>

Stakeholder	Expectation	Engagement & Communication Approach	2016 Action	Interval / Frequency
Supplier & Partner	<ul style="list-style-type: none"> <li>- Code of Conduct</li> <li>- Innovation management</li> <li>- Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>- Electronics signage board</li> <li>- Feedback through DET contact channel</li> <li>- Website: <a href="http://www.deltathailand.com">www.deltathailand.com</a></li> <li>- E-mail : <a href="mailto:CSR-DET@delta.co.th">CSR-DET@delta.co.th</a> <a href="mailto:Whistleblow@delta.co.th">Whistleblow@delta.co.th</a></li> </ul>	<ul style="list-style-type: none"> <li>- More detail disclosure in separate SD report includes               <ul style="list-style-type: none"> <li>• Code of conduct</li> <li>• Customer relationship management</li> <li>• Environment policy and management system</li> </ul> </li> <li>- Annual Partner Meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Annually</li> </ul>
Investor (shareholder)	<ul style="list-style-type: none"> <li>- Corporate Governance</li> <li>- Code of Conduct</li> <li>- Risk &amp; Crisis management</li> <li>- Operational eco-efficiency</li> <li>- Cultivation of Talent and Training</li> </ul>	<ul style="list-style-type: none"> <li>- Website</li> <li>- Direct e-mail</li> <li>- Press release/ Opportunity day</li> <li>- Annual report</li> <li>- Annual General Meeting</li> <li>- Website: <a href="http://www.deltathailand.com">www.deltathailand.com</a></li> <li>- E-mail : <a href="mailto:CSR-DET@delta.co.th">CSR-DET@delta.co.th</a> <a href="mailto:Whistleblow@delta.co.th">Whistleblow@delta.co.th</a> <a href="mailto:Whistleblow@delta.co.th">Whistleblow@delta.co.th</a></li> </ul>	<ul style="list-style-type: none"> <li>- More detail disclosure in separate SD report includes               <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Code of conduct</li> <li>• Risk &amp; crisis management</li> <li>• Operation eco-efficiency</li> <li>• Human resource related figures</li> </ul> </li> <li>- Improve communication channel thru direct e-mail</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> <li>- Irregularly</li> </ul>
Community	<ul style="list-style-type: none"> <li>- Corporate Governance</li> <li>- Environmental Policy / Management System /</li> <li>- Operational eco-efficiency</li> <li>- Product stewardship</li> <li>- Environmental reporting</li> <li>- Pollution prevention and resource reduction</li> <li>- Hazardous substances Wastewater and solid waste</li> <li>- Air Emissions</li> <li>- Energy consumption and greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>- Direct feed back via CSR on-site team</li> <li>- Website: <a href="http://www.deltathailand.com">www.deltathailand.com</a></li> <li>- E-mail : <a href="mailto:CSR-DET@delta.co.th">CSR-DET@delta.co.th</a> <a href="mailto:Whistleblow@delta.co.th">Whistleblow@delta.co.th</a></li> </ul>	<ul style="list-style-type: none"> <li>- Detailed environmental disclosure added as SD report's annex</li> </ul>	<ul style="list-style-type: none"> <li>- Annually</li> </ul>

## Materiality



Delta Thailand analyzes the significance of sustainable development issues based on GRI G4 and related regulations as the processes described below:

**Step 1 :** List sustainable development issues related to Delta Thailand and most issues in ESG aspects of GRI G4. Simultaneously, the Company refer to EICC and the Securities and the Exchange Commission of Thailand's Corporate Governance. In conclusion, there are 16 issues for investigation included in the Company's questionnaire as following:

Aspect	Sustainability Development Key Issues		
Economics	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Risk &amp; Crisis Management</li> <li>Customer relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Innovation Management</li> <li>Brand management</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Environmental Policy &amp; Management system</li> <li>Green Operation</li> </ul>	<ul style="list-style-type: none"> <li>Product stewardship</li> <li>Water-related risk</li> </ul>	
Social	<ul style="list-style-type: none"> <li>Corporate Citizenship and Philanthropy</li> <li>Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Cultivation of Talent and Training</li> <li>Labor Relations and Employee is benefit</li> </ul>	<ul style="list-style-type: none"> <li>Labor Rights Standard for suppliers</li> </ul>

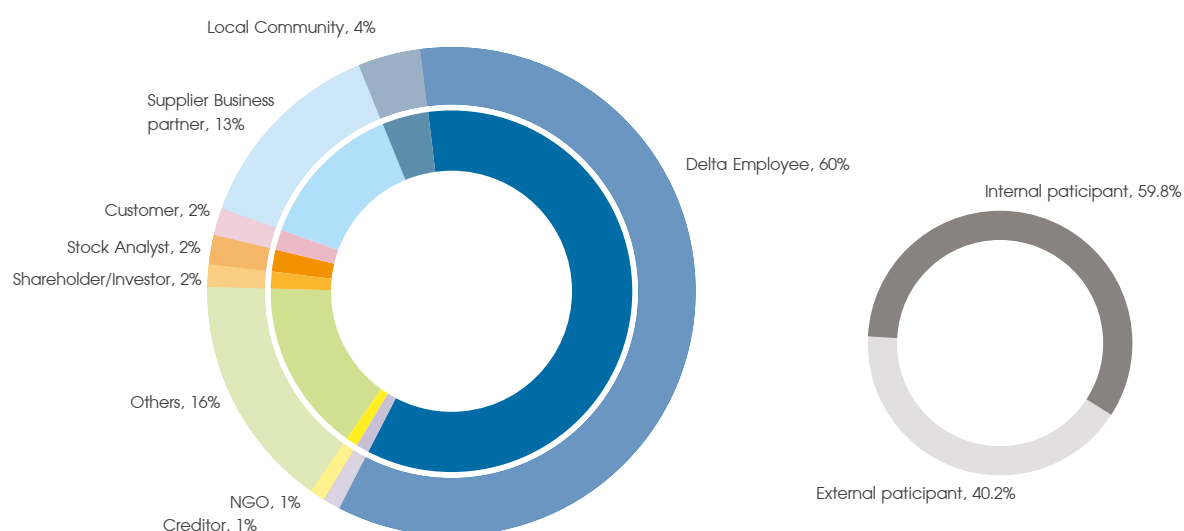
**Step 2 :** The company's report boundaries to cover the Company's operations in Thailand which include its factories in Bangpoo Industrial Estate, Samutprakarn and factory in Wellgrow Industrial Estate, Chachoengsao and our subsidiaries in India and Slovakia which cover 94% of the Company's consolidated performance.

**Step 3 :** Communicate with the Company's major stakeholder via following communication channels:

- On-line questionnaire published on the Company's website
- Direct e-mail to send the link of questionnaire to stakeholders who registered their participation with the Company's activities in 2016.
- On-site questionnaire distribution to stakeholders who registered their participation with the Company's activities in 2016.
- Random interview and printout questionnaire to related stakeholders who join Delta Thailand's on-site activities.

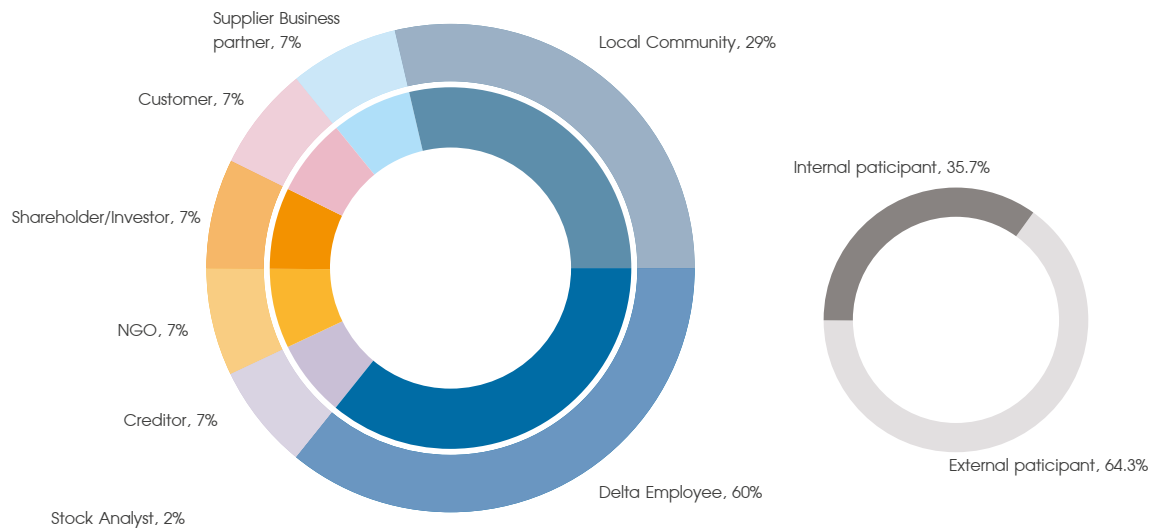
**Step 4 :** Identify the issues in the Company's major stakeholders' focus through an opinion survey of stakeholder with 5 score level said Very high, High, Moderate, Low and Very Low. In addition, to ensure the stakeholder's opinion is in the right direction, random interview has arranged parallel.

## Questionnaire received from major stakeholders



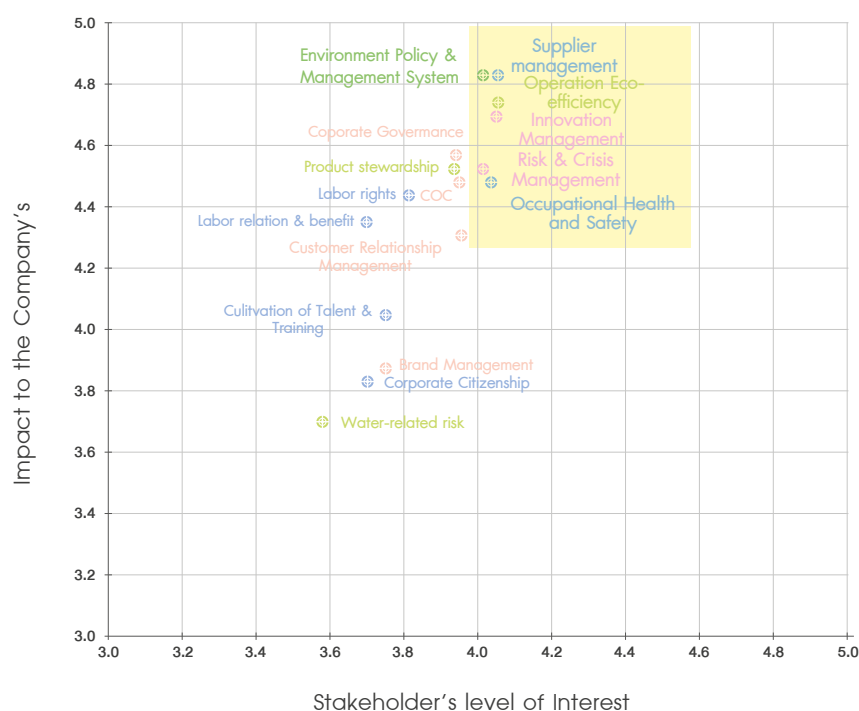


## Questionnaire received from major stakeholders



**Step 5:** Prioritize the each material aspect by using Simple Correlation Test to validate the level of significance of each aspects to the Company's key performances. Discuss the result and detail of stakeholders' score and related suggestion with the Sustainable Development Committee to assess the impact of each issue to Delta Thailand's performance.

## Materiality Analysis



The result of stakeholder materiality Analysis indicates that 6 from 16 aspects have been interested by the Company's stakeholders and evaluated by the Sustainable Development Committee in high level since Delta Thailand has never disclosed these information in detail. However, the top 6 of overall highest score aspects in both stakeholders' and the Company's view had disclosed in detail as following:

Material Issues	Page
Environment Management System	83
Supplier Management	63 - 67
Operation Eco-efficiency	83 - 95
Innovation Management	57 - 59
Risk Management	29 - 33
Occupational Health and Safety	49 - 52

**Step 6:** Disclosed in our Sustainability Development Report as our major working goals for sustainability development in the future.

Employees represent one of a company's most important assets. Maintaining good relations with employees is essential for the success of a business's operations and innovation, particularly in industries characterized by organized labor. 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.



## Employment Policy

The company has implemented the Delta Group Employment Policy and disclose on our website. This is to facilitate the company's personnel to acknowledge their rights and obligation. Furthermore, the policy can be used by related business partner as the guideline for review the company's operation. In sum, essences of the policy are as following

### Law and Regulation Compliance:

To comply with applicable labor or employment laws and international standards wherever we Operate.

### Freely Chosen Employment:

To prohibit 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.

**Humane Treatment:**

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.

**Non-Discrimination:**

To hire employees based on 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.

**Working Hours:**

To establish a management mechanism for working hours which are in line with the labor laws and regulations.

**Compensation and Benefits:**

To provide employee compensation and benefits to meet the applicable laws, including minimum wages, holidays with pay and welfare provided in the law.

**Freedom of Association:**

To respect the rights of the employees to associate on a voluntary basis, to organize labor unions and to establish employee communication channels according to the local regulations.

**Health and Safety:**

To provide a safe and healthy working environment that is in accordance to 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 the safety and health performance.

**Human Right Policy**

Delta Electronics (Thailand) Public Company Limited recognizes the importance and respect for human equality including related human rights. The company has adopted Universal principles related to human rights. The Electronic Industry Code of Conduct (EICC) and the International Labor Standards on Migrant Workers (ILO) Code of Conduct are adopted to implement Human Right Policy by using UN Human Rights Policy (UNGP) guideline. The Company is committed to protecting, respecting and treating the Company's human resources, business partners including vulnerable individuals or groups as defined by the company in every business process. It also encourages, monitors, avoids, and does not ignore human rights abuses within the organization. Include in the relevant business context.

The policy is published on our website [http://www.deltathailand.com/en/about\\_corp\\_human.php](http://www.deltathailand.com/en/about_corp_human.php) for all stakeholders to realize their rights, review the company's related activities while query and whistleblowing channel can be easily accessed.

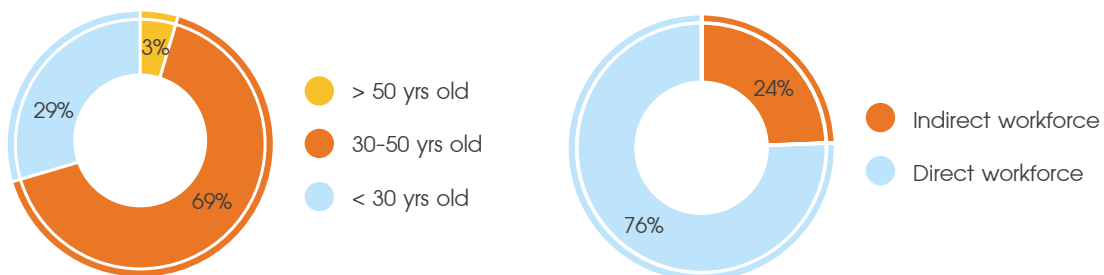


## Employee Composition

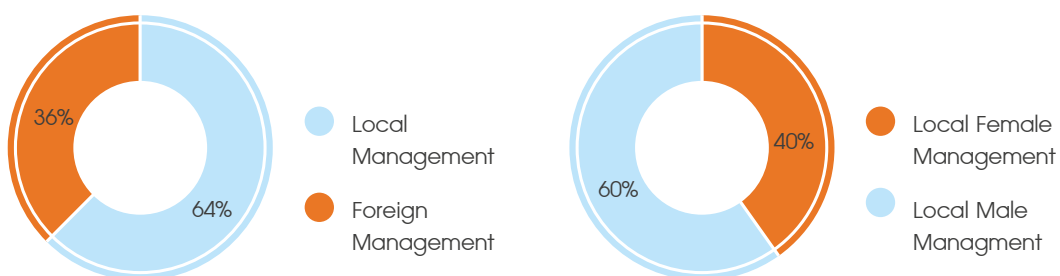
By the end 2016, Delta Thailand and its subsidiaries had a total workforce of around 10,000. The distribution of the workforce is shown below:



Delta recruits, appoints and develops employees based on their capacities, and treats all in the same way, regardless of race, faith, color, nationality, age, gender, sexual orientation, marriage status, political affiliation or disability. Official (monthly) employees account for 24% of the total while another 76% are in production, operation and other function positions. Employees are 20% males and 80% females. Direct employees account for 76%, and 29% of the employees are under the age of 30.



For management, 64% are native to the country where they are employed and 40% are female



## Employee Relation

Internal communication is vital for Delta as it enables exchange of information within our organization. Information sharing can also foster a healthy relationship between two or various parties and improve our business performance across the board. Delta Thailand's labor union was established in 1998 to represent its employees and to encourage effective information exchange between Delta's Employees and Management through various communication channels. This approach does not only promote the participation of multiple parties in collaboratively solving issues, but it also strengthens our unity and contributes to our growth. Currently Delta's labor union has 8,576 members or 93 % of our overall staff. Meetings of the union committee are conducted on a monthly basis.



Delta Thailand's Management Team in the monthly meeting with the Labor Union's representatives

Delta uses Intranet to communicate with the Employees via our internal portal where information about Delta including its subsidiaries and Delta Group in both local language and English can be accessed and speedy top-down information transfer is possible. In addition to the Company's information, Employees can find out about latest announcements, policies, updates, good practices, code of ethics, guidelines and specific technical information for self-learning on the Intranet. For the convenience of our Employees, Delta's Office Automation (OA system) is accessible through our Intranet to provide an easy-to-access platform for various types of employee benefits offered, such as leave requisition, medical expense reimbursement and travel claim.

In addition, in 2016 the company has established its official Facebook page and official Youtube Channel to be alternative communication channels for the company's personnel and our business related parties which can be easily accessed.

## Training and Development

### Training

Delta considers our employees are the most critical asset always. Along with continuous business growth, Delta not only keep focusing on deepening employees' capability, but also inspiring employees' motivation and potential to fulfill continuous growth.

To realize 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.

	2017 Target				
	DL	IDL	Total	DL	IDL
Training Hours	69,558	27,307	96,865	82,460	35,272
Numbers of employee	8,893	1,558	10,451	8,278	1,980
Avg. Training Hours	7.82	17.53	9.27	9.96	17.81

- 1) Orientation: Provide new employee a general understanding of code of conduct, company regulation and policy aiming that employee in all level will produce better work performance, provide better products to customers, and observe laws and code of ethics to help uphold the company assets, interests and image and contribute to the sustainable operation and development of the company. In addition to ethic-related subjects, organization and product, environment and safety regulations, employees' rights, welfare and benefits, had included into the orientation program.
- 2) Fundamental training: regarding to computer skills, language skills and other interpersonal skills training to help employees perform in a decent manner.
- 3) Statutory training: Provide a series of timely training according to statutory requirement and EICC regulation. Every employee shall attend at least 1 hour annual training regarding to EICC regulation (including to uphold Human Right).
- 4) Professional Competency-based training: Delta prepare 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 employee during performance management cycle.
- 5) Leadership Competency-based training: Design for front-end leader, entry level supervisor, middle and high level manager. Focus on core value and competency delivery aligned with Corporate Multi-language training programs is also delivered.
- 6) Massive Open Online Courses/E-learning: Leverage Corp. and outside learning platform to provide employees an open learning resources so that employees can learn along with individual needs without time or location limitation.
- 7) Self-learning: Encourage employee to attend advanced or continuing studies, provide a sponsorship and flexible working hour program for employees.

- 8) Cross-country learning is one of the Company's key activities to build up a standard working process across different types of working culture in various locations through experimental learning. In addition, experimental learning leads to smooth collaboration among the Delta group.

## Training Center

Delta Electronics (Thailand) PCL established its Training Center Department to provide training to employees in various units. Training courses range from basic skills for the production line, such as work preforming and work process improvement, to other necessary non-technical skillsets. In addition to in-house trainers, external trainers are also part of the comprehensive training program aiming at improving the knowledge and skills of our employees.

Technical Training: It is a unique program to improve quality and efficiency in the production line. Training courses available are, for example, basic statistics, 7 QC Tools, 8D, SPC&PCS, MSA, FMEA and DOE. Employees who have undergone relevant technical training courses can qualify for accreditation from the Green Belt to the Black Belt levels.



Special Training: This component of the training program is specially designed to cater to employees who are not part of the production line. It focuses on personality and competency development in various dimensions. Examples of the courses available this year are presented below.

- Creative Development Technique
- Quality Awareness
- Effective Teamwork
- Cost Reduction with Everyone Involve
- Coaching & Mentoring Technique
- Working with Different Gens
- Distribution, Follow up and Motivation Technique
- Strengths and Potential Development for Supervisor
- Problem Solving and Decision Marking For Supervisor
- Team Building and Development foe Supervisor
- Work Positive for Life Success
- Win-Win Situation
- Technique to Improve Communication Skills for EQ
- Proactive Work for Excellence



Renowned speakers and trainers are invited to speak on a series of interesting topics to inspire and entertain employees. A large number of employees also participate in these sessions organized.

To name one, Ajarn Jatupon Chompunij, a famous public speaker, gave a talk about Communication Thinking to enhance positive and creative communication among our employees. This also helps create a sense of unity and promote smooth operations.



Addition, team building activities are organized to disseminate the interdisciplinary teammates, play games, singsongs, share ideas, provide feedback, and work together to make each unit work more effectively and in harmony.





## Development

Delta cares very much about people management and career path by using appropriate management mechanism. Every employee is required to set up KPIs for their performance management, review periodically with their supervisor, identify what item need to be improved and take action. This performance cycle is run by an internal system, link to Training Management System and other reward, talent management mechanism. The purpose of conducting performance management is not only pay/promote by performance, but also let employee understand their career goal and development opportunity. During the process, employee will aware of their weakness to be developed, the company will provide them synchronized training resources to shrink the performance gap.

For future leader's incubation, Delta has a solid Talent Develop Mechanism for accelerating young talents' development. Toward future business needs, Delta defines our success profile, including business domain and driver, organization structure and critical position. According to these data, we define out what kind of talent we need, how many talents we should prepare. By this mechanism we can focus our resources on these target group, accelerate their development and monitor their progress, complete them to be successful.

## Manpower Continuity

Human capital is a very important aspect at Delta. We do not only ensure a sufficient workforce to achieve challenging business goals, but also maintain skilled and qualified manpower to realize future business opportunities. Delta builds various recruiting channels and incubation mechanisms which are described in more detail below.

## Employee Retention

According to our recent study, it is found that the employee retention rate has significant correlation with the company's performance as well as related cost control. Hence, the company has arranged to maintain its employees' satisfaction through reasonable welfares, efficiency and morale development program to boost up their career path, well-being enhancement and additional knowledge to have extra income for themselves and their families.

## Collaboration with top-tier universities

Delta signed an MOU with top-tier universities and engaged in several activities such as providing overseas and domestic internships, IA product training programs, campus recruiting events including recruit these students to be our employees. In these 3 years, the company has annually produced 204 students who have been familiar with our corporate-culture and ready-to-work. In addition, the company also proceeds its cross country MA programs to hire young talents from overseas.



Students from Chulalongkorn University participate Delta IA Academy Program at the company's training center

## Comprehensive recruiting channel

Delta dedicates a lot of effort in to recruiting talents from multiple channels such as domestic and overseas universities, career centers, social media (LinkedIn) and internal referrals.

## Occupational Health, Safety and Work Environment Management

Occupational Health, safety and Work Environment are equally important among other operational business goals of Delta. We established an Exclusive Industrial Safety Committees in production-oriented departments in charge of planning, promoting, inspecting health and safety management in the facilities and reporting directly to the highest management in charge. Our staff and heads in each division have been given occupational safety, health and work environment training and are responsible for keeping effective implementation of this policy.



Delta Thailand's Occupational Health and Safety Team

## Occupational Health, Safety and work environment Management System

Delta Thailand's plants, in Bangpoo and Wellgrow Industrial Estate, are ISO14001 and OHSAS 18001 certified. Many management issues, environmental protection and health and safety at the workplace are actually two sides of the same coin. The Company is working step by step to integrate its facility environment management system and its occupational safety and health management system. The Company has also made Injury Frequency Rate (IFR.) and Injury Severity Rate (ISR.) the main safety and health management indicators. Annual plan and targets for each plant have been set along with safety & health audits, safety and health education, regular work environment inspections and improved information exchange to effectively reduce the frequency of safety and health incidents. At the monthly interplant safety and health meetings, representatives from each plant discuss incidents related to employees and contractors, analyze the reasons and propose improvements or engineering changes to prevent incidents in the future.

## Occupational Safety and Health (OSH) Audit

Besides internal OSH inspections carried out at each plant in accordance with the law, we also organize cross-site audits conducted jointly by the OSH committee members and audit personnel. Through complete audit plans, the task force audits Environment, Safety and Health (ESH) documents, the results of risk assessments, ESH 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, to ensure the proper implementation of the OHSAS 18001 management system and identification of potential risks. Targeted accident prevention audits are also implemented at the plants for special or critical equipment. Examples include electrical safety audits using thermal imaging to check for the potential electrical hazards, soldering pots, chemical use, surface mount technology (SMT) equipment, specialist equipment, ventilation equipment, contractors' specialist operations such as cranes and fire, EICC- ESH execution, and other specialist checks. The Executive Directors on each site also convene monthly OSH meetings to review OSH performances. Safety audits are performed on a yearly basis. Departments found with deficiencies are asked to analyze the causes and improve. Auditors confirm improvement results in subsequent follow-up audits.

## Safety and Health Education and Emergency Response Training

The Company conducts ESH training at each of our plants to improve employees' knowledge of occupational safety and health issues. Plants organize occupational safety and health training, emergency and natural disaster response, fire-fighting training and external specialist training for new and current employees including sub-contracts. With these trainings, company personnel will be able to help our neighbor communities and our vulnerable group properly when an emergency case occur.



Fire drill and emergency cases handling practice for Delta employees and sub-contracts



## Occupational Safety and Health Information Exchange

In addition to regular OSH committee meetings, the OSH department uses the company intranet and suggestion boxes to convey OSH messages to the employees and boost the exchange of OSH information in a timely manner. Employee feedback on OSH issues is also collected and studied. We hope that the creation of a smooth, two-way communication channel will help increase employee safety awareness and involvement and in turn, help ensure the safety and health of all the employees.



Program Chairperson and students from Huachiew Chalermprakiet University's MBA Program spend academic visit to Delta Thailand for EnMs, Occupational Health and Safety and Human Resource Development

## Work Environment Inspection

Based on the potential risks at each plant, we do not only conduct regular work environment inspections, but we also constantly monitor the exposure to hazardous substances and the list of materials used. The results are used to correct work practices or make engineering improvements to reduce the risk of occupational illnesses. Delta follows the requirements of local laws and regulations by providing employees engaged in hazardous operations, with special health exams and then providing health management according to their health exam results.



Experts from the Safety and Health at Work Promotion (Thailand) during pre-training for chemicals management audit dated 11 June 2016



## Achievements in Occupational Safety and Health

Promoting the Zero Accident campaign at workplace is one of the key goals that Delta aims to achieve with our sincere endeavors. In 2015, there are 75 injury cases, from 112 cases in 2014. However, the cases of severe injuries (work absence of 3 days or more) declined by 33% or representing only 0.52% of total employees. We strive to reduce accidents to zero to meet our "Zero Accident" campaign.

The F.R and S.R data of Delta Thailand throughout 2015 are summarized as follows. Industrial injuries that occurred at individual facilities were mainly those caused by mechanical equipment. The annual industrial safety management goal of 2015 in Thailand, in particular, was Frequency of Injury Rate < 0.5 and Revery Rate < 6 The result for 2015 was F.R = 3.67 and S.R = 15.0 Analysis of major reasons for the failure to fulfill the preset goals revealed that the number of days for some employees on industrial injury leave was longer than expected. To help employees recover quickly from injuries with a reasonable number of days for industrial injury leave, we will reinforce the re-examination mechanism while employees are on industrial injury leave and will include the number of leave days as part of the periodic follow-ups.the periodic follow-ups.

Location	(IFR.)			(ISR.)			(A.R.)		
	Disabled Injury Frequency			Disabled Injury Severity			Absence Rate		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Delta Thailand	0.93	2.74	3.67	3.18	14	15	0.17	0.77	0.93

In addition, throughout 2015, there were no cases of occupational hazard injuries among the employees, industrial injuries/ occupational hazards among the contractors, or work-related deaths at Delta's production sites.

## Happy Workplace

Our Employee is our innovation creator and the key factor to leverage the company's sustainable achievement. Delta Thailand always pay 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 keeps 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 be resulting in employee's engagement and retention which will drive the organization to sustainable growth.



### Happy Body

Delta Thailand always maintain a stable working environment such as air quality measurements, lighting in the workplace twice a year, Improving work environment Co-operation in Non-Smoking and Non-Smoking Activities with external Institutions, providing doctors and nurses service on-site. In addition, the company has also taken preventive actions to encourage employees to be healthy. The company frequently sponsors employee's sport teams to participate in events such as the marathon team, Football team, etc. However, in 2016 due to King Rama 9's passing away, the company has not held annual sports for the mourning period.



### Happy Heart



Delta Thailand is an organization comprising with international personnel. The company promotes coexistence among the organization. We run our daily work without discrimination in employee's gender, sexual orientation, race, subculture, etc., the Company has a human rights policy as a guideline for looking after its employees to receive basic human rights treatment. The company has organized various activities to enhance good relationship among its employees while unity and good understanding of each other always in place. Various communication channels have established to keep in touch with our employees such as e-mail, intranet, website, facebook, face to face meetings and leisure

activities. We also provide channels for employees to communicate with management for related complaints as well as communicate their diverse needs. This is how we foster mutual development of work and organization on the basis of understanding throughout the three decades.



### Happy Relax



Although the company is a happy organization, it is undeniable that daily work to reach the strategic target may cause stress on employees. This may have a negative impact on coordination among the department, analytical thinking and the potential of the employees to maintain their productivities. The Company has a policy to encourage employees to conserve their balance in living by supporting teamwork, employee empowerment in terms of budget and facilities are always.



### Happy Brain



Human resources are a great source of innovation leading to sustainable corporate development. Delta Thailand has unceasingly developed all levels our employees' knowledge and capabilities. This is to ensure that our business is constantly evolving. The company provides specialized training and expertise such as languages development courses, new technology and standards course, new requirements of the market. These training courses will help our employee's agility to response the progressive change of business landscape. The company offers on-site training, support the company's personnel to attend training with relevant institutions, sending employees to long-term training Delta business group in other countries. To provide our employees with the potential and knowledge, the company will be able to keep up with the fast changing business and related requirements. In addition, the

company also provides scholarships for employee's children and employees while those employees who wish to continue their bachelor's and master's degree education will be sponsored as well.



### Happy Soul



Delta Thailand is committed to maintain employees knowledge and morale which will be another key factors leading to sustainable growth. On December 23, 2016, Delta Thailand organized a morale training "Work life Balance" by By Phra Maham Sompong Talaputto to enhances the health and well-being of the Happy Workplace at the head office of Bangpoo Industrial Estate with over 100 executives and employees.



### Happy Money



The company encourages its employees to pay their attention to money management and savings. In addition to monetary welfare such as provident fund, Delta Thailand provide various facilitation on this matter such as mobile banking units for on-site services, payment of real estate loan through payroll remittance to eliminate overdue payment problems. One third of Delta Thailand employees are cooperative members. In addition, the company also provides career training such as making desserts, coffee, sushi, salad rolls, etc., that our employees will have additional sources of income which will mitigate insufficient income problem when the company's production plan adjustment

as well as no overtime plan. In addition, the company also provides training in financial management to prepare for retirement to ensure that our employees will remain well-being after the end of their working life.



### Happy Family



80 per cent of our employees are female. Approximately 5 percent of these female employees take maternity leave annually. Unfortunately, if the employee is concerned about the welfare and well-being of their children, the employee may decide to resign. Their resignation will impact on capacity, the company's innovation as well as the cost of recruiting and developing new employee's expertise. Finally, the company is aware of the importance of facilitating the facilities for those mothers who return to work after giving birth by providing a breastfeeding corner. The company has established in the breastfeeding corner business since 2008, with the goal of facilitating employee's children to be grown by having mother's breast milk for at least

6 months<sup>1</sup>. the results of this activities in 2016 has tracked and found that:

- The children of the participating staff have adequate, immunized, and nutritious breast milk for an average of 17.2 months. In addition, because breast milk is an appropriate source of food, parents do not lose their work income from taking leave due to their children sickness or cow milk allergy.
- Helps employees and families to save their expense on buying co milk bills 4,890 baht per personper month in average.
- Total of 61 kg. of breast milk per month help our employees to healthily grow their kids without any spending on power milk. With this amount of breast milk, Delta Thailand's breastfeeding activity can reduce greenhouse gas emissions by 616 kilograms CO<sub>2</sub>e per month or 7.3 metric tons CO<sub>2</sub>e per year.<sup>1</sup>
- 1 kg of milk powder requires more than 4,000 liters of water 1in the production process. 616 kg per month of breastfeeding thus reduces the use of milk for the production of milk powder up to 2.5 million liters per month or approximately 2,500 cubic meters per year.

The company was honored by the Thailand Breastfeeding Foundation together with the Department of Labor Protection and Welfare, Ministry of Labor, Department of Health, Ministry of Public Health, the Office of the Health Promotion and UNICEF to be one of 5 model organizations in Thailand, with the best practices on breastfeeding activities on August 25, 2016.



## Happy Society

Society for working people can be divided into two-dimensions; the internal workplace and external workplace societies. Delta Thailand promotes a harmonious goodwill for the society in which employees live and work. In addition, the Company's personnel are encouraged to socialize in expanding views in national and global level participation. Delta has never neglected the opportunity to fulfill the social needs to strengthen the society that have always supported our business. The Company has continuously promoted volunteer activities. In 2016, in addition to this spiritual activities, various social related scheme has provided to maintain good relationships and beautiful tradition. The Company relentlessly insists to respond to the urgent needs of both nearby and distant societies. For instance, we re-aligned the New Year Festival to a festival of giving, by changing the merit to the temple to giving the necessary supplies to the Southern flood victims. In addition, the company also response to Thailand's rice price decline by buying rice directly from the farmers in collaboration with Bangpoo Industrial Estate and our business partners.



## Our Customer



### Go Extra Miles



**Total Electricity Reduction for Customers**  
2015 - 2016

**334,541,995**  
KWh

**Total CO<sub>2</sub>e Reduction for Customers**  
2015 - 2016

**184,958**  
tonne

With Delta's core competencies in power electronics, thermal management, and datacenter infrastructure, global brand companies collaborate with Delta to jointly develop new-generation energy-efficient products. For instance, Delta assisted Oracle in the development of the Titanium server power supply to integrate the most advanced Intel processing unit. Delta also developed a power supply with an energy efficiency of >96% through collaborating with Facebook in the Open Compute Project. To interact with customers and promote its new innovative technologies, Delta actively participates in major domestic and international tradeshow such as Thailand's Engineering Expo 2016, Hannover Messe, the Consumer Electronics Show (CES), Computex, and Centrum für Büroautomation, Informationstechnologie und Telekommunikation (CeBIT).



Delta Thailand's engineer providing information and demonstrating the usage of Industrial Automation Solutions to interested

Delta fully utilizes the advantage of its integrated green/energy-efficient products to stimulate customer interest in energy-saving and carbon reduction business opportunities using large green performance fields and green buildings. We have cooperated with major automotive car manufacturers in the U.S. and Europe to design on-board chargers and DC/DC to be implemented in new-generation smart electric cars. Delta also works closely with Solar City to develop new storage inverters and control units to facilitate photovoltaic energy usage and storage.



To fulfill our commitment to customers, Delta studies their needs, working environments, and practices, to identify opportunities for improvement and to propose best solutions. End-customer relations management at Delta emphasizes listening to our customers. Apart from conducting large-scale customer surveys, we also commission consultants to conduct end-customer satisfaction surveys, focus group interviews, individual interviews, and online surveys.

The in-depth understanding of customer requirements and expectations serves as the basis for improving technical R&D, system design, and solutions concepts. Delta also plays a significant role in providing power design technology expertise to customers in the development of advanced technologies, from incubation phase to product realization.

Delta provides multidimensional communication channels for customers such as the Delta website, service hotline, EDI (Electronic Data Interchange), and e-mail. Business units have established mechanisms for the timely handling of customer feedback. Delta also provides a single contact window dedicated to communicating directly with each major customer.

Delta's customer service knowledge platforms compile product technology data, engineering opinions, incident analysis, and maintenance experience as a reference basis for service personnel. Delta has established ERP customer relationship management systems in developing areas with great market potential such as China, India and Europe. Customer demands are predicted and customer expectations are exceeded through efficient and high-quality interactions.

Our major business units conducted a customer satisfaction survey in 2015 and more than 90% of our customers expressed satisfaction with our products and service.

Our channel partners around the world provide us with access to global markets. For example, there are roughly 600 authorized partners in five continents for our automated industrial products. These partners assist Delta by providing customer service such as business inquiries, product installation, technical support, and product training, and convey our brand value and corporate mission. Delta organizes activities with channel partners on a regular basis in India, North America, South America, China, and Europe to share information about general market trends, product planning, and the enhancement of aftersales services.

## Awards and Accolades

Delta Electronics (Thailand) is always committed to being the partner that gives the best solutions for its customers. We believe that our success is only possible if our customer is successful. With this attribute we have been partner of choice for many reputed organizations across the globe. In the year 2015 we are proud to receive the following prestigious awards from our customers:

- Supplier of the Year from General Motors
- Best Lifecycle Performance Award from Philips Ultrasound
- Supplier Efficiency from Brocade
- Supplier Award from Philips
- Partner of the Year Award from Indus Tower

These awards are sources of great pride to our firm, and it shows our dedication to create the best possible working environment for employees so that we in turn can provide the highest level of products and service to our clients.



# Our Success Stories

With Delta's many market leading technologies, wide array of products and global presence, we are able to provide world class services to our customers in terms of innovative and energy-efficient hardware and solutions around the world. Delta has been delivering many successful cases in a wide range of fields, including industrial automation, data-centers, smart green buildings, telecom power supplies, monitoring and displays, EV charging, and renewable energy. We are committed to helping our customers reduce their energy costs while making significant contribution to the betterment of our environment. Delta shall uphold our brand value and mission "to provide innovative, clean and energy-efficient solutions for a better tomorrow."



## 1. India



10 MW groundmount plant at Rayachoti



ZTE (BSNL) Solar Project in Kerala



National Transmission Asset Management Centre, Manesar



1 MW solar plant at Vaishno Devi Katra Railway Station

## 2. Thailand



Industrial Automation Solutions at global leader beverage industry



UPS solutions for the toll way company to provide non-stop monitoring of Express way

## 3. Australia



Delta EV charger installed at the Arts Center in Melbourne



UPS solutions at Melbourne Airport

## Customer Relationship Management

Since 2014, Delta is undergoing a gradual but successful business model transition from being mainly an ODM supplier to a key solution provider in Southeast Asia and Australia regions. As a result, the retention of top 20 ODM customers who are still the main revenue contributors are kept consistently above 95% for three years in row. This is also an indication on the gradual and fruitful transition from over dependence on ODM businesses to solution and system integration businesses.

Delta's corporate culture is represented by five key contributing factors. Customer Satisfaction is positioned as the central driving force for all the factors, including Innovation, Quality, Agility and Teamwork. Many of Delta's customers are among the Fortune® 500 companies. As a result, Delta is constantly driven to meet world class level not just in product and technology but also in overall customer satisfaction standard and expectation.

Most of our major customers have quarterly business reviews which are commonly known as Quarterly Business Review (QBR). Such reviews include assessment in areas like order fulfillment, cost, quality and general business responses. Delta regards these information and feedback with great importance and will act on it as part of our continuous improvement and customer satisfaction pursuit. Moreover, these QBRs have direct impact to subsequent business opportunities.





For efficiency and maximum effectiveness in operation and communications with customers, Delta rely heavily on electronics means like SAP and other ERP tools proposed by customers and listed below. Since 2015, Delta has also expanded our sales offices in Southeast Asia to be closer to our newer markets in addition to more than doubling our tradeshow in the region in terms of scale of display and number of shows participated.

## Communication with our customer

1. Tradeshow/ Road show
2. Sales offices
3. Software utilization
4. Online presence and Communication channels have reshaped customer relationships: companies need to be present on several platforms to reach out to customers. These channels are especially useful for some of our new businesses.
  - a. Homepage
  - b. Facebook
  - c. YouTube
  - d. LinkedIn
  - e. E-mail: [product\\_enquiry@deltathailand.com](mailto:product_enquiry@deltathailand.com) for sales services [Whistleblow@deltathailand.com](mailto:Whistleblow@deltathailand.com) for corruption, all the form of bribery, code of conduct violation complaint

## Our Partners



The Company views our suppliers as long-term partners. We believe that a prolonged partnership can only be maintained between enterprises with similar cultures. Integrity, code of business conduct and honesty are the first priorities for Delta Thailand in selecting suppliers. Furthermore, competitive quality, technology, delivery and cost are also requirements for a supplier. Thousands of suppliers all over the world are not only commercial partners for Delta Thailand, they are partners in our promotion of a sustainable business as well.

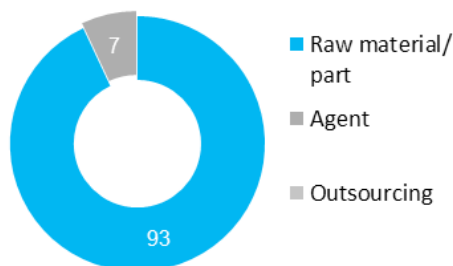


Our partners with excellent ESG-related performance have recognized in  
2016 Delta Annual Partner Meeting and Partner Awards

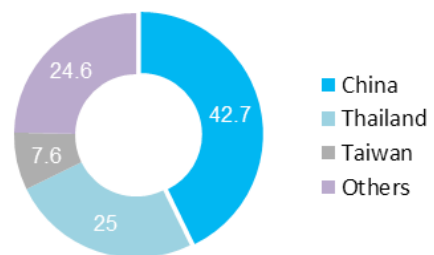
## Procurement Strategy

The Company provides products and services in three major categories: Power electronics, Energy Management and Smart Green Life. For production, Delta Thailand's suppliers are divided into three types: production-related direct materials, non-production-related indirect materials, and labor. For historic purchase expenditure, direct material is the major proportion, taking 92.8% in 2016. There are three types of direct material suppliers: raw material/component suppliers, agents, and outsourced suppliers, where raw material and component suppliers take the highest proportion of up to 92.8%.

Furthermore, to establish close link with local partners, improve local social and economic development, and reduce the environmental footprint of the production process, Delta Thailand continues to adopt localized purchasing. For major production sites in Thailand, 25% of direct materials were purchased locally in 2016.



Supplier Types and Purchase Ratio



Geographic Distribution of Global Purchase Expense

## Supply Chain Risk Management

or the requirements of establishing the management of a sustainable supply chain, the Company requests new suppliers to obtain certifications of relevant systems for Quality, Environment, and Occupational Health & Safety, as well as to sign an “Integrity Statement” and an “EICC Commitment Statement”. Delta Thailand also encourages existing suppliers to obtain relevant certificates for the systems mentioned above.



Delta Thailand frequently perform on-site audit to its domestic and overseas suppliers' standard of product's quality and standard of the process

Additionally, using tools such as Risk Mapping, Delta Thailand verifies potential risks in the supply chain of factors such as the Economy, Environment, and Society, and for the purpose of strengthening related management. During past years, with power supply product samples, key suppliers that obtained relevant certificates increased each year.

Components	PCBs	Wire A'ssy	Heat Sink	Inductor/Transformer	Metal/Plastic casing
Risk Attributes	Environment	Environment, Society	Environment, Society	Environment, Society	Environment, Society
Potential Risks	<ul style="list-style-type: none"> <li>Etching process hazardous substance</li> <li>VOC escape from PCB process</li> <li>Hazardous chemicals</li> <li>Toluene emissions</li> <li>Imm. Tin causes cancer</li> </ul>	<ul style="list-style-type: none"> <li>Labor intensity</li> <li>VOC escape from PVC heating</li> <li>Labor safety risks in soldering process</li> </ul>	<ul style="list-style-type: none"> <li>Labor intensity</li> <li>Labor safety risks in stamping process</li> <li>Dust and high noise level in work environment</li> <li>Human toxicity from melting process</li> <li>Solid waste production from AL dross</li> <li>Aquatic toxicity</li> <li>Global warming</li> </ul>	<ul style="list-style-type: none"> <li>Labor intensity</li> <li>Process chemicals</li> <li>High temperature and high humidity in work area</li> <li>REACH</li> <li>RoHS</li> <li>Red phosphorus</li> <li>Halogen Free</li> </ul>	<ul style="list-style-type: none"> <li>Labor safety risk in injection stamping processes</li> <li>High temperature and high humidity in work area</li> <li>Odor of plastics and resins</li> <li>Safety concern in tooling/mold installing and stamping/ injection process</li> <li>High noise</li> <li>High temp.</li> </ul>
Key Suppliers	16	25	11	42	28

## Conflict Mineral Control

The Company implements a policy for banning conflict metals. In addition to requesting suppliers of power supply products to fill out a "Metal Origin Survey Form" and to sign a "Statement of Non-use of Conflict Metals", which is very important to mitigate Human Right risk, we also assists in tracing the original ores of the metals contained in the material. Until 2016, 98.6% of main material suppliers have signed the "Statement of Non-use of Conflict Metals". Currently, the Company has not yet seen any conflict metal used in the supply chain. We continuously communicate with major materials suppliers by employing its influence on corporate social responsibility, and increasing the possibility for the origin of ore products to receive the verification of the EICC or a third party.

Commodity	%
Active	100
EM	100
Non metal	97.3
Metal	95.8
Passive	100
Total	98.6



Conflict Metal Agreement Implementation Ratio

## Environment-related Substance Control

The Company has introduced the IECQ/QC080000 Quality System and promoted Green Product Management (GPM) systems. IECQ is implemented based on the risk classification of materials; the Green Supply Chain is established based on the following principles:

- A supplier must fully comply with local statutory regulations and define its own risk control mechanism.
- A supplier must establish management systems regarding environmental protection, staff health and safety, and being hazardous substance free ESG.
- Compliance with relevant Delta Thailand's standards on managing environment related substances (such as 10000-0162 Management Standards for Environment Related Substances).

At the same time, the Company takes the Green Products Management (GPM) system as a shared platform of environmental information in the supply chain. The most recent international environmental requirements such as the latest controlled substances of EU's RoHS 2.0, REACH SVHC, and others, are simultaneously relayed to supplier partners for their reference and compliance with the requirements and establishing the management system for the material supply system. In addition, we have established consultation teams in major plants for the verification of Environment Related Substances in products. Continuous consultation was provided to improve the Management System for Environment Related Substances of key suppliers.

Commodity	%
Active	51
EM	24.2
Non metal	23.4
Metal	49.4
Passive	36.2
Total	27.4

Environmental problem Compensation Agreement Implementation Ratio

## Partner's Competency and Standard Enhancement

To lower ESG risks in the supply chain and improve competitiveness, the Company started promoting EICC Verification Consultation from 2014. A verification and consultation team was organized jointly by Delta Thailand's Human Resources, Labor Safety, Plant Affairs, and Purchasing Departments to perform EICC verification and consultation of key suppliers with high ESG risks. The 2016 audit consist of 16 suppliers participated in this activity, and all suppliers has passed with an average score of 100%. The Company setup "EICC committee" composed of 5 major departments: Human Resource Administration, Occupational Health and Safety, Facilities, Central Purchasing Control, Purchasing Material Control, and Supplier Quality Management. They will be looking into categories of Labor, Health & Safety, Environmental issues, Ethics and Management Systems, respectively. Room for improvement has been verified for most of the suppliers in Health and Safety aspects of the EICC management system.



EICC Committee consisting of Delta Thailand's staffs from Human Resource Administration, Occupational Health and Safety, Facilities, Central Purchasing Control , Purchasing Material Control, and Supplier Quality Management performing an on-site audit to ensure supplier's standard in environmental, social and governance aspects In 2017, the company targets to audit additional 30% suppliers from based year 2015.



Excessive work hours are common managerial problems in the industry. Addressing these findings, the Company verification and consultation team provided experience in introducing and promoting Delta Thailand's Management System for the reference of suppliers, with status follows up to ensure continued improvement.

Commodity	%
Active	100
EM	99.2
Non metal	94.6
Metal	85.9
Passive	100
Total	96.1

EICC Agreement Implementation Ratio

## Green Supply Chain

To fulfill its business commitment of "Care for the Environment, Energy Saving, and Our Green Earth", the Company continuously with suppliers to reduce carbon emissions, which not only lowers operation costs for both Delta Thailand and the supplier, but also increases the competitiveness of the entire supply chain.

Cooperation Items	Summary	Quantitative/Qualitative Results
Packaging materials recycling	The Company cooperates with major processing factories to recycle packaging materials such as EPE, paper, and more.	Delta Thailand recycles up to 71% of the packaging materials for the mechanical products and 30% of non-metal products.
Green Logistics	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, and other relevant measures.	Compared to 2015, the Company's total saving for airfreight costs in 2016 was about 17%.  In 2017, we target to reduce 10% of airfreight compared with base year 2015 to reduce GHG scope3 and enhance green supply chain
Introduction of energy saving and carbon reduction products and solutions	The Company assists suppliers to introduce energy saving products or solutions, such as LED, inverter, energy management systems, and more.	Delta Thailand cooperated with 5 suppliers to introduce energy saving products and solutions in 2014 and 2015.

## Accountability to our Investors

The Company has the policy to disclose data and information accurately, adequately and timely like announcements for the SET so as to allow stakeholders to know about operating performance, financial position, key developments and information such as financial statements, annual report, disclosure Form 56-1 and stock price in both Thai and English language. Such information is available on websites of relevant authorities such as the Stock Exchange of Thailand (SET) and the Securities Exchange Commission (SEC) as well as on the Company's website [www.deltathailand.com](http://www.deltathailand.com). Interest persons may telephone or email to request for more information at [info@deltathailand.com](mailto:info@deltathailand.com). The Company also has investor relations unit to provide information to shareholders, investors, securities analysts, and others and they can be reached at [ir@deltathailand.com](mailto:ir@deltathailand.com).

## Information Transparency and Communication

Since 2009, with support from SET, the Company organized press conference quarterly to announce and explain each quarter's consolidated financial data, business performance and future plans to securities analysts, reporters and general investors and for those people to meet with its top management in a bid to nurture confidence of all stakeholders. Analyst meetings are arranged in every quarter. To preserve all the stakeholders' right in accessing the company's performance, Live broadcast via the Stock Exchange of Thailand's channel including the meeting presentation and VDO records on Delta Thailand's website is valid.

In addition, private meetings upon investors requests are also arranged by Investor Relations to establish good understanding about the Company's operation and its business strategies. IR manager represents our management in regional conferences several times a year to provide updated information on the company's operation and business outlook.



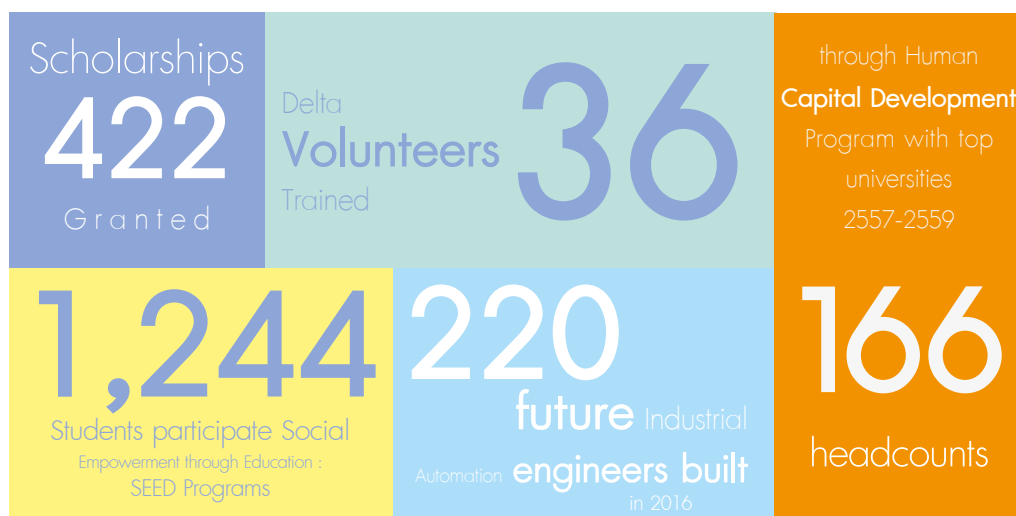
Delta organized press conference quarterly at The Stock Exchange of Thailand's  
Building to nurture confidence of all stakeholders

In 2014, the company was awarded "Best Senior Management IR Support" from Alpha Southeast Asia magazine. The winner of this award was based on the poll that was completed by 477 institutional investors who have an investment interest in the region including pension funds, hedge funds, equity securities and fixed income brokers, and securities analysts.

## Our Communities



### Social Contribution



Delta Thailand, as an active corporate citizen, carries on its social responsibilities through various CSR activities, projects, and programs 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 broaden our effort to enrich its corporate citizenship in equivalent view and extended view accordingly to the UN Sustainable Development Goals guidance. Hence, the Company's CSR activities has developed to be more various, more impact to larger group of stakeholder and more in-line with external society's directions.



#### Scholarship program at Dhonburi Rajabhat University

Delta Electronics (Thailand) Public Company Limited understands the importance of the role Education plays in building the talent pipeline for the society, therefore it has signed educational support cooperation with Dhonburi Rajabhat University in 2008 to open a study center located within work place. Several of Delta employees also study at the Business Administration Department of the University's Arts Faculty and at present, three generation had already been graduated. Delta has also provided scholarships to students at Dhonburi Rajabhat University for more than eight years.

## Volunteer Spirit activity with government agencies and associated networks



Delta Electronics (Thailand) Public Company Limited., Ltd. has continuously cooperated and participated in the social activities with various government agencies and associated networks every year such as mangrove reforestation and 5S. All programs are aimed at preserving environment and perform by joining with government agencies; for instance, Bang Poo Industrial Estate and associated networks. Volunteers in every activity include both management and employees.



### CSR activity in adjacent communities

The CSR-DIW program was Delta's agreement with the Department of Industrial Works (DIW) of Industry Ministry to participate with and provide support to the adjacent communities. The program has begun since 2011. Following are parts of activities performed at the nearby communities.

- At Bangpoo Industrial Estate Office, Delta Thailand's food vendors purchased a ton of rice from Samutprakarn's farmers selling their products without middle-man process.
- At Iamsuree School, Delta Thailand helped to improve the surrounding landscape and made concreted walkways and donate tiles for restroom roof improvement.
- At Bangpoo Recreation Center Mangrove Reforest program to conserve mangrove forest eco-system.
- Collaboration with the community to support people impacted from flood in the South of Thailand.
- At Eurathorn community, provide knowledge of separating and recycling the waste to our
- At Paknam hospital, donate wheelchair
- To propagate energy saving and energy conservation to the adjacent schools.
- At our site, provide market place to local SME and disable person's family to get additional income.



### Blood donation program

Delta Electronics (Thailand) Public Company Limited has helped society by continuously campaigning to employees to donate their blood to the Red Cross for more than ten years. The activity has been arranged four times a year. The amount of blood unit donated by Delta employee is accumulated over 8,927 units. The Company received Thai Red Cross' second class Honorary Certificate from Her Royal Highness Princess Soamsawali on 29 September 2015.

### Delta Thailand Startup Program, a business initiative competition to win a hundred thousand Baht fund



Delta Electronics (Thailand) in cooperation with the Small and Medium Enterprise Development Bank of Thailand (SME Bank) arranged a business initiatives competition for the new generation entrepreneur.

This program is intended to become a role model and helps encourage business initiatives among juvenile, students and young people, who have the potential to do business but lack of fund or facing difficulty to access source of fund, to be able to gain strength and achieve sustainability in developing and growing their businesses. Last year, there were 11 among 73 business initiatives to which Delta provided supported fund throughout the entire projects.





### Rural Education Support

Delta Electronics (Thailand) PLC. awarded 200 scholarships, to the primary school students and 158 scholarships last year, in Chiangrai and Chiangmai. These 358 students from 36 schools in total, obtained good study grades and were in need of the financial aids. The ceremony was held at the Yunnan Association of Thailand Chiangrai Branch and the Chiangmai Yunnan Association. Mr. Vichai Saksuriya (Operation Vice President)

and Ms. Kathaleeya Pungudom together with Mr. Chang, Yang-Chien & Ms. Chen, Wen-Chen (representatives of the Delta Electronics Foundation Taiwan) were presented at the ceremonies.

### Long-term scholarship

Delta Thailand awarded 5 long-term scholarships with good amount of reward. Students who received the scholarships have good academic results and need long term financial support for tuition fees and living cost.

### Delta Cup and University Projects

Last year, to encourage collaboration among the private sector and educational institutions, the Company organized the "Knowledge Transfer for Industrial Automation Products towards Delta Cup" for students from four educational institutions namely, King Mongkut's University of Technology Thonburi, King Mongkut's University of Technology North Bangkok, King Mongkut's Institute of Technology Ladkrabang, and Samut Prakan Technical College. This program included transferring of knowledge and new technology to the university and their students to obtain real experience in using Delta's Industrial Automation products and related software in order to get ready for the annual Delta Cup program organized annually in China. Finally, 3 teams from Thailand get outstanding awards from the activity.



### Delta Cup 2016 in China

#### Day 3 : Final Round



Confidential

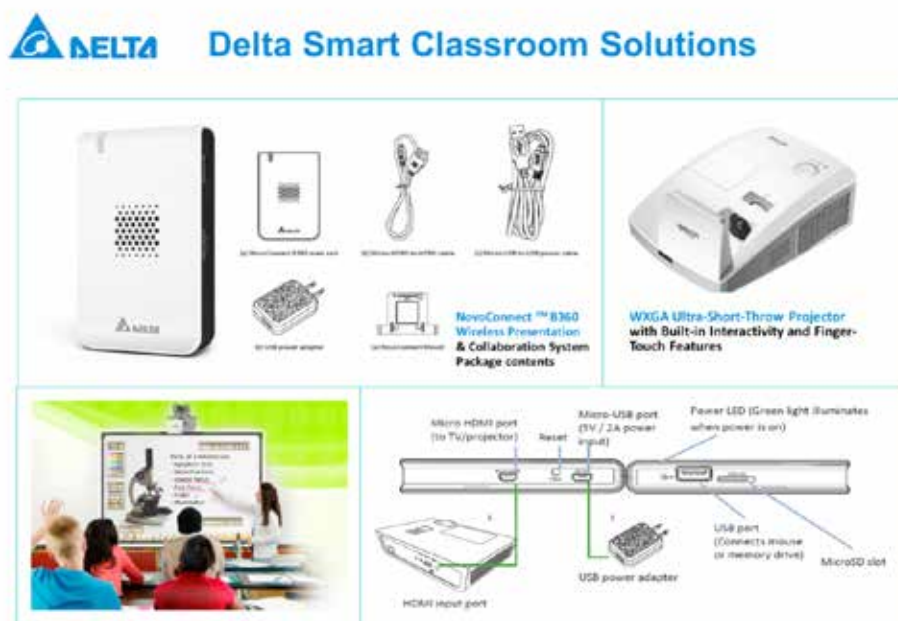
Social Innovation 65

## Social Innovation

In addition to the social activities of the Company, Normal operation always The company has brought the products and expertise of the company. To continue to create value for society. Social processes have also been improved, from the company itself to collaborating with outside agencies. Both the public and the private sector to deliver greater value to society.

Delta Electronics (Thailand) PCL and King Mongkut's Institute Of Technology Ladkrabang Hold A Press Release On Opening Of Delta Smart Classroom

Delta Electronics (Thailand) PCL, by Mr. Hsieh Shen-yen - President, delivered equipment for the Delta Smart Classroom at King Mongkut's Institute of Technology Ladkrabang to Assoc.Prof. Dr. Komsan Maleesee, Dean of Faculty of Engineering; Dr. Rutchanee Gullayanon, Dean assistant; and Dr. Metini Janyasuphap, Faculty of Electrical Engineering (the lecturer whose teaching utilizes the Delta Smart Classroom). In this occasion, there is also a joint press conference and demonstration of the Delta Smart Classroom which aims at supporting Active Learning in a bid to create leading engineers in the 21st Century. The demonstration had been conducted on 29 April 2016 at HM Building, King Mongkut's Institute of Technology Ladkrabang.



Equipment used in the Smart Classroom comprises Smart Projector, Control Program, and Novo Connect System. All combined will be worked out like presentation system. Through a wireless network, the system and projector can be accessed and shared among several users at the same time and by varieties of devices such as computers and mobile phones. Both students and teacher are able to share new learning tools and medias that opened beyond textbooks and unlimited presenters. Questions and answers will be available to test comprehension real-time. This Active Learning will foster a new paradigm in education. Also, by bringing about collaboration among students and lecturers, new knowledge could effectively be developed in the future.

Opening Ceremony of Thailand's First Smart IAI Lab by Delta Electronics (Thailand) PCL. and KMUTNB November 21, 2016 On the way to the country's vision of Thailand 4.0 where students and human resources development are keys to a company's success, Delta Electronics (Thailand) PCL. the world's leading electronics and ICT innovator, in cooperation with King Mongkut's University of Technology North Bangkok (KMUTNB) had set up Thailand's first Smart Industrial Automation and Instrumentation (IAI) Lab in KMUTNB's Faculty of Engineering. The lab has been equipped with the latest Delta's industrial automation equipments and our system design for the university's students so that they can have real hands-on experience and active learning.



Through the facility, Delta hopes to work with the university to develop future Thai innovators and startups that are savvy in connecting to the world via internet and IOT. The company has utilized its expertise and experience in Industrial Automation works in collaboration with King Mongkut's University of Technology North Bangkok to develop a proper textbook for this curriculum. We expect that the students who register and study this subject will be the significant power to drive our Industrial Automation business as well as the IA industry.

Moreover, the project also initiates knowledge exchange between the company and the university. Delta has organized - based training about IA Lab usage and IA technology for the instructors to convey our know-how to their students. Consequently, KMUTNB has provided a theory-based training for 14 Delta engineers to review, practice and strengthen their skills of magnetic circuit design. The course aims to support advance power electronics design in the coming future. Finally, the company and the university plan to have such a training at least once a year.

Consequently, number of undergraduates recruited through human capital development program with local universities to increase by 50% from 2014- Delta has collaborated with top Thailand universities to provide free engineering education and sponsor laboratory setup with equipment donations. This is to create brand awareness about Delta so as to facilitate recruitment and early development of human capital for the sustainable growth of the company. Such collaborations impart engineering students with the latest technology; real world technical skills; and awareness of Delta before they join the workforce. Upon graduations, they may thus seek employment with Delta or select Delta products if they become decision makers. Outstanding students are also given early opportunities to join the company. In 2016, 220 undergraduates were trained on industrial automation. accordingly, Delta targets to increase the number of graduates from these universities joining Delta by 50% (base year of 2014).

## Delta Electronics (Thailand) Signs MOU on Project to Establish and Develop Sustainable Wellbeing Centers

Delta Electronics (Thailand) joined the project for the second year on establishment and development of training centers for sustainable wellbeing for the second year. The company joined in on the topic of “Promotion of Life Quality in the Workplace and Family” with the Thai Electrical Electronics and Telecommunications Industries Association (TETA). The project is supported by the Thai Health Promotion Foundation. A Memorandum of Understanding was signed on January 24, 2017 by Delta’s representative, Human Resources Director Mr.Yongyuth Pakdougjan, at the Queen Sirikit National Convention Center.



The project is a result of Delta’s involvement with the “Happy Workplace” project, also joined by TETA in 2011. The network has since developed and grown into a center for knowledge exchange particularly on health and wellbeing promotion. The network also looks at designing processes to drive organizational wellbeing, where Delta has been requested to be a mentor on “Promotion of Life Quality in the Workplace and Family”. This is with regard to Delta’s successful implementation of the workplace breastfeeding corner among other efforts. This project helps our female employee to save average 4,848 Baht a month for their expense on power milk while their children get quality food for their growth. Delta can serve as a role model and use its experience to provide advice as the pioneering and coaching organization for other firms in the project.

## Delta Introduce Energy Management to the Students in Its Communities

Delta Electronics (Thailand) Public Company Limited, a leader in the design, manufacturing and solutions for energy management, in collaboration with Bangpoo Industrial Estate Authority, organized Delta Open House for the students in Bang Poo area during February 18-24, 2016.

The Open House aims to share and inculcate knowledge regarding energy management to the students and to build up their awareness in energy conservation through improving product, system and solution efficiencies which will in turn result in sustainable development of local communities and the country. In addition, the program hopes to inspire the children from a young age to develop engineering interests. The program targets elementary students nearby Delta's Bang Poo factory, some of whom are Delta employees' children.

The six schools that participated in the seven days open house were Wat Klong Kao School, Eamsuree School, Wat Tamru Mittaphap Thi 65 School, Piboonpachaban School, Wat Prackasa School and Nakdee Anusorn School. After the training, Energy Saving and Environment Protection Drawing Contest had arranged to measure the student's understanding on the mentioned subjects. In 2016, 1,244 students participated the program with 96 drawings submitted.



In addition, Delta has aligned its activities from Open house and on-site training on random subjects to more solid scheme. Energy Volunteer Training course had provided to the company's volunteering employees. These personnels will present on-site to listen to the communities' needs and feedback, perform CSR activities and prepare Delta Energy Education Program scheme. The education program has designed by Delta Group in collaboration with governmental sector and primary school education expert. Moreover, the details of SEED activities can be aligned per the children's feedback accordingly to the Unicef's Children's rights & business principles. For the first time of on-site activities, 160 students have trained accordingly.

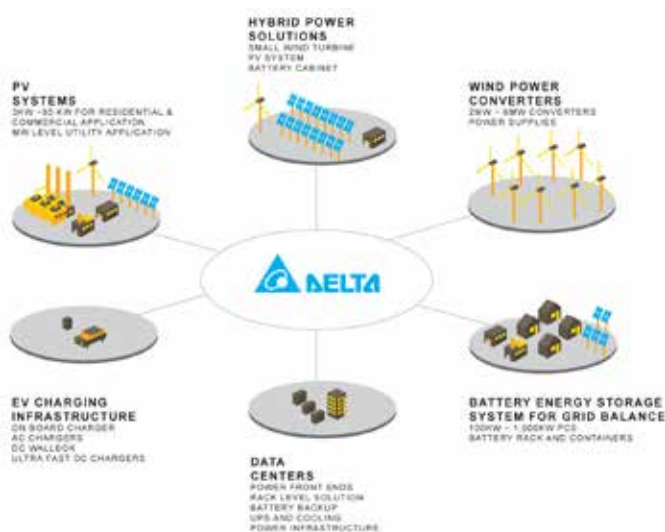




## Excellence in Technology and Innovation for a sustainable growth

The mankind has to increase the efficiency of consumer end products, use renewable energy and implement Electro-Mobility to limit the global warming by reducing the CO2 output drastically.

Delta's focus is today on energy saving products. Today, Delta's worldwide R&D centers (10 in total), located in Asia and Europe, have succeeded through their cooperation with the Delta group research centers in Raleigh (USA) and Shanghai (China), to maintain and extend the R&D leadership of Delta in terms of energy saving power supply. In order to fulfill our wish for a better future, Delta has developed a long-term partnership with renowned universities. This is a sustainable way to establish a long-term and continuous relationship with young and experienced people, to take care of technological, innovative and eco-friendly products. Delta values a close cooperation with key customers who are primarily worldwide market leaders for new technologies, products and innovations as well as customers in new industries. On the basis of this cooperation and the related information exchange, we are prepared to respond to new future market challenges. Through Delta's leadership position in the market, achieved with green thinking over the past decades, Delta will continue its efforts to expand their know-how to develop new energy-saving technologies in the future and further reduce world pollution.



In essence, Delta's key competence is "power electronics" and it's innovations since decades. This Technology becomes a more and more the enabler to avoid afore mentioned climate change in a broader sense.

Today, on energy savings, our innovations in the established markets for Datacenters achieve now > 98 % and are best in class for this category. These products ensure, that the total loss in datacenters is now < 7 % and we will reduce further with our new technologies incorporating new wide bandgap semiconductor materials like SiC or GaN.

But, in addition to minimization of electrical energy waste by the product itself, our development process enforces the usage of minimal material with the least amount of hazardous substances. This is in addition driven by the requirement to decrease size and volume of our products. Size reduction is pre-dominantly achieved by increasing the operating frequency of our devices. This requires continuous research and innovation on component technology and applied circuits to reduce the energy loss caused by frequency increase.

Minimized power loss and lowest weight and size are key features of our products. New applications fields require these features as well like the strong growing market for onboard charging equipment for Electro-Mobility, automotive and industrial as well.

Future cars and fork-lifters will be operated from batteries and our innovative power electronics like on-board chargers, DC/DC converters, Battery Junction boxes and charging stations ensure that the electrical energy is transferred in the most efficient and least space consuming way to the battery and causes a "grid friendly" behavior on the point of common coupling to the feeding grid. Here, we develop wired and wireless charging technology. In the future we see a close link to the total grid infrastructure where our products generate from the sun electrical energy and from wind as well. Our Solar inverters, wind power converters and battery storage solutions represent today best in class solutions to make use of renewable energy. All together very efficient power converters for Data / IT and industrial loads, off-board and on board battery charging and management equipment for electro-mobility, Energy storage solutions to compensate the fluctuations of demand and supply and the intelligent power conversion to convert renewable energy to usable electrical power will be our future solutions offering to reduce the CO2 emission and give us a sustainable future.



Sample of Green and Safety label on Delta's product.

## Green Products and Services

All Delta products comply with international safety standards or international environmental requirements. Products or product packaging are also labeled with conformity information in accordance with the environmental regulations of the target market, such as the EU RoHS and WEEE directives, and the China Measures for the Control of Pollution from Electronic Information Products. We also display environmental certification information such as US Energy Star and 80 PLUS on our products that are required by our customers.

## Green Design

The Life Cycle Assessment (LCA) is a green design approach that systemically analyzes the environmental impact of a product from material

extraction, manufacturing, shipping, product use, and disposal. The 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, we use available LCA databases as supporting tools to further facilitate the SLCA process. By using the SLCA methodology, we can identify design or process areas for improvement.

### 1. Product Carbon Footprint

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 and. 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.

Facebook Data Center  
AHF-2DC-3900W



Bi-directional Solar Inverter  
6000W



On Board Charger  
7200W



## 2. Strategies for lowering the environmental impact of products

We actively employ the following strategies to reduce the potential environmental impact during each stage of the product life cycle.

### Reduce use of environment-related substances:

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.

### Adoption of green packaging materials:

We employ green packaging materials for all of our products, including corrugated paper, cardboard, paper, and wooden boxes, for the transport process. Waste materials can be recycled, reused, or used repeatedly. For example, paper packaging materials that contain more than 74% paper are 100% recyclable and reusable. Automotive and industry products are packaged in boxes which are returned to Delta after delivery to customers, ready to be reused for subsequent shipments.

### Enhanced energy efficiency:

The continued improvement in product energy efficiency is a concrete expression of Delta's commitment: "To provide innovative, clean and energy-efficient solutions for a better tomorrow". 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 with 98% efficiency.

Eco-labels and Eco-declarations

## Type I eco-labels

Type I Eco-labels conform to specification standards of organizations or governments and have been verified by third parties. Trademarks are easily identified by clients and consumers. Prominent examples are US Energy Star. Most of Delta power supplies used in the IT industry have the Energy Star mark, till 2016 more than 200 of our power supply products have obtained 80 plus certification, and some of them achieved the Titanium level and in the production stage.

## Green Products/Services Innovation

Based on our sustainable development strategy in response to climate change risks, Delta has divided its core business into three main categories: Power Electronics, Energy Management, and Smart Green Life. The revenue percentage for each category for 2014-2016 is shown below. Compared to 2014, Energy Management and Smart Green Life accounted for a larger percentage of revenues in 2016.

## Revenue Breakdown by Business Group

Unit : Million Baht

Product Group	2016		2015		2014	
	revenue	%	revenue	%	revenue	%
<b>Power Electronics Group</b>	<b>32,985</b>	<b>70.3%</b>	<b>32,179</b>	<b>68.6%</b>	<b>30,342</b>	<b>68.8%</b>
EPSBG (Embedded Power Supplies)	19,764	42.2%	20,458	43.6%	20,001	45.4%
- DC-DC Converter	2,572	5.5%	2,695	5.7%	3,481	7.9%
- Power Supply for Computer & Networking	4,208	9.0%	4,838	10.3%	5,177	11.7%
- DES Power	11,164	23.8%	11,528	24.6%	9,774	22.2%
- Power Supply for Automotive	1,820	3.9%	1,397	3.0%	1,570	3.6%
MPBG (Mobile Power Supplies)	6,156	13.1%	5,668	12.1%	4,828	11.0%
FMBG (Fan & Thermal Management)	7,065	15.1%	6,053	12.9%	5,513	12.5%
<b>Energy Management Group</b>	<b>13,160</b>	<b>28.1%</b>	<b>13,893</b>	<b>29.6%</b>	<b>12,518</b>	<b>28.4%</b>
PSBG (Power System)	11,186	23.9%	12,310	26.2%	11,576	26.3%
- Telecom Power Solutions (TPS)	9,097	19.4%	10,321	22.0%	9,852	22.4%
- Uninterruptible Power Supplies (UPS)	1,136	2.4%	1,052	2.2%	1,168	2.7%
- Renewable Energy	953	2.0%	937	2.0%	555	1.3%
IABG (Industrial Automation)	1,974	4.2%	1,583	3.4%	942	2.1%
<b>Smart Green Life Group</b>	<b>497</b>	<b>1.1%</b>	<b>318</b>	<b>0.7%</b>	<b>567</b>	<b>1.3%</b>
Others	245	0.5%	548	1.2%	644	1.5%
<b>Total Sales Revenues</b>	<b>46,887</b>	<b>100.0%</b>	<b>46,938</b>	<b>100.0%</b>	<b>44,071</b>	<b>100.0%</b>



## Control of Hazardous Substances

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 ISO procedures- Management Standards for Environmental Related Substances (Document No. 10000-0162) and ERS Management Procedure (Document No. 06-028).

The Management Standards for ERS (Document No. 10000-0162) is an exhaustive list of internationally banned and controlled substances according to recognized standards including 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 2011/65/EU (updated to Directive 2014/1/EU) 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.



## Operation Eco-efficiency

The Company fully supports the Environment protection Program and is committed to constantly work to strictly and continuously observe and comply with environment laws, regulations and customer's requirement customer to implement green-label products. The company always confine and conserve available resources of global contents, listen and respond to comments from every source to improve environment conditions. In addition, the company strive to drive pollution reduction programs, execute waste management and efficient utilization of energy and resources. Environment education has promote among our employees. Release and instill information of environment productive to every employee and to the public. We always strive for the support of all activities that fosters to achieve safe and clean environment.

To confide our related stakeholder, the company has disclosed our environmental policy and report on our public domain. Furthermore, more environment-related information and activities has reported to raise related stakeholders' awareness and collaboration.

## Environment Policy and Management System

Our company strives to bring the highest level of satisfaction to its customers by offering high quality products and impressive services. We also focus on the importance of setting up the management systems in order to drive business operations on the 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. At present, the company has been certified with various recognized standards, both on national and international level:

ISO9001: 2008	International Standard of Quality Management System
TS16949	International Standard of Quality Management System for the Automotive Industry
TL9000	International Standard of Quality Management System for Telecommunications Industry
ISO/IEC17025	Standard of Quality Laboratory System
IEC-61340-5-1 and ANSI / SD S20.20	Standards of Electrostatic Discharge Control Program
Authorized Economic Operator (AEO) Certificate	European Commission Declared by the Customs Department, Thailand
ISO 27001	Information Security Management Certification
ISO14001	Standard of Environmental Management System

ISO14067	Standard of Product Carbon Footprint Assessment
ISO14064-1	Standard of Management System for Quantification and Reporting of Greenhouse Gas Emissions.
IECQ QC08000	Standard of Hazardous Substance Process Management
ISO50001	Standard of Energy Management System
OHSAS18001	Standard of Occupational Health and Safety Management
ISO13485	Quality Management System of Medical Device Products

Delta Electronics (Thailand) is the first company in Thailand being certified ISO14064-1 and ISO50001 and remains committed to the standards in order to continue enhancing the company's competencies towards the future. We have organized a variety of activities to raise environmental and energy efficiency awareness among our employees, such as a drawing contest and a reforestation campaign. All of major Delta sites are located in industrial parks, this minimize the environmental impact on the local ecosystem, biodiversity and habitats during its operations.

We also place a strong emphasis on strengthening our product and organizational growth in healthcare devices by acquiring international standard on ISO13485: Quality Management System of Medical Device Products in January 2016. Our effort will enhance our business opportunities to develop new products and services to fulfill our customers' expectations.

## Energy Management



Delta Thailand's Energy Management and Facility Engineering Team

Delta Electronics (Thailand) is committed to energy conservation and has continued unabated ever since Energy conservation became a major component of our comprehensive, multifaceted climate protection program to reduce the amount of CO<sub>2</sub> released by our daily operations. Our manufacturing processes consist mainly of system assembly and the largest source of GHG emissions (95%) is externally purchased electricity. To fulfill our commitment, since 2009, we have developed an Energy Management System (EnMS) Plan to reduce energy consumption in the entire grid by decreasing electricity intensity (Electricity consumption/Production amount) by 30% in 5 years (2020) based on the electricity intensity of 2009. In 2016, we have achieved a decrease of -5.5% of electricity intensity.

With this leadership in energy management, we continue to aim higher and share our experience with our clients. Delta is continuing to develop and move forward unceasingly, to establish our next goal by the year 2020 to reduce energy consumption by another 30%, this shows our consistent efforts towards the environment management.

### Electricity Reduction Rate (%)

Each factory aims to elaborate and communicate to employees at all levels within the organization, to ensure the target regarding clean energy is achieved successfully. Our company outlined procedures to monitor, follow-up and improve all the related projects and organize training for the employees to obtain more knowledge and to be aware of the significance of energy conservation. Some energy management concepts have been implemented for improving the air conditioning system and lighting system. Solar panels have been installed to generate electricity for the use inside factories and this program has been carried on with gradual development.

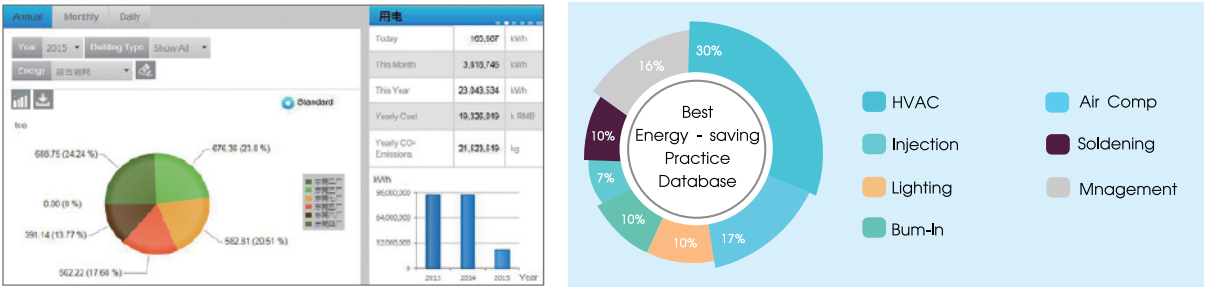
## Delta Energy Real-time Monitoring System (SCADA) and Delta Energy Online

Delta emphasizes the importance of Electricity and CO2 data collection and accuracy. SCADA (Supervisory control and data acquisition) systems were developed as an industrial automation control system at the core of energy data management, demand control and real-time visualization. Our SCADA can help monitor, gather and process data; interact with and control machines and devices such as valves, pumps, motors and more, which are connected through HMI (human-machine interface) software; record events into a log file.





Delta also began introducing the energy management information system (Delta Energy Online), developed in-house and integrated with digital metering technology at our main sites, including Thailand factories. The real-time monitoring and analysis functions provided by the system help identify more opportunities for energy saving and carbon reduction. This is a big step towards building energy management solutions.



### Energy Saving Projects

Conserving energy is the best way to ensure a secure and sustainable energy supply and to reduce greenhouse gases and emissions. Delta continues to carry out energy-saving and carbon reduction measures (see table below) for air-conditioners, ventilation systems, air compressors, injection machines, lighting systems, burn-in energy recycling, renewable energy utilization, process improvement and other dimensions.



Engineers from Energy Saving, Civil Engineering and Safety Team surveying Delta Thailand’s rooftop for installation renewable energy solutions which is a part of our energy saving projects

From 2011-2014, Delta put 245 energy saving projects into practice in 2014 and estimates that 23 million kWh of electricity is saved per year. In 2016, there were 70 projects on this program, which conclusively reduced electricity intensity from 2015 by 348,000 kWh, to USD 1,000,000 production quantity. In 2017, there will be 55 additional projects that are expected to save electricity consumption by 8,000,000 kWh annually.



## Green Buildings / Factories

Delta Electronics (Thailand) has participated in the Ministry of Industry's "Green Industry" program to showcase its serious commitment to following environmental-friendly practices by shaping up its production and environmental management processes to be greener as well as displaying greater social responsibility internally and externally throughout its supply chain, to achieve sustainable developments. Our company's two plants at Bangpoo Industrial Estate and Wellgrow Industrial Estate are certified to Green System, Level 3, which is a level for industries with systematic environmental management processes that include monitoring, evaluation and improvement. We have also received a number of awards and certifications relating to environmental management and we will keep improving our operations to of Green Culture and Green Network.

In 2008 and 2012, Delta built 2 certified green factories, which concern the plants in Rudrapur and Gurgaon, India.

Delta green building/green factory	Energy-saving techniques	Benefits*21 in 2014
India Rudrapur Plant • Inaugurated in 2008 • LEED-India Gold	 <ul style="list-style-type: none"> <li>Natural lighting</li> <li>High efficiency HVAC systems</li> <li>Solar PV systems</li> <li>LED street lamps</li> <li>Sewage treatment and recycling systems</li> </ul>	<ul style="list-style-type: none"> <li>Saved 73% electricity (Savings of 2,800 MWh)</li> <li>Reduced 2,410 tons CO<sub>2</sub>e</li> </ul>
India Gurgaon Plant • Inaugurated in 2011 • LEED-India Platinum	 <ul style="list-style-type: none"> <li>Natural lighting</li> <li>High efficiency HVAC systems</li> <li>Solar PV systems</li> <li>LED street lamps</li> <li>Anaerobic sewage treatment and recycling systems</li> </ul>	<ul style="list-style-type: none"> <li>Saved 53% electricity (Savings of 900 MWh)</li> <li>Reduced 760 tons CO<sub>2</sub>e</li> </ul>

In addition to building factory/ office buildings in accordance with green building techniques, Delta Thailand Plant 5 (Headquarter) in Bangpoo Industrial Estate plans to acquire Leadership in Energy & Environmental Design (LEED) Certified by the U.S. Green Building Council (USGBC) in our existing building: Operations and Maintenance (EBOM) category in 2017 by renovating them energy-efficiently. For example, smart air-conditioning, lighting, energy-efficient elevators and energy management information systems and solutions which are developed by the company are used. When the certification process completed, Delta Thailand will be the first manufacturing factory in Thailand which has certified LEED-BOM.

Delta is willing to share its experience in building energy-efficient and low-carbon green buildings and green factory-office buildings through the Open House Activity to green building programs. This includes working with local environmental protection groups to promote environmental education programs and the energy-saving ideas of green buildings with the government, school, media, communities and the public.

Energy-saving solutions	Benefits
Smart HVAC	<ul style="list-style-type: none"> <li>Based on existing HVAC hardware, the Delta HQ building adopted Delta HVAC energy-saving products and solutions, including the PLC controller, inverter, HMI, Hub and the HVAC intelligent control logic.</li> <li>Compared to full-load operation, the energy saving of HVAC was up to 25%</li> </ul>
Lighting	<ul style="list-style-type: none"> <li>Lighting system improvement included adopting Delta indoor LED lamps and outdoor street LED lamps, as well as PLC control and infrared sensing switches for lamps.</li> <li>Compared to conventional lighting lamps, the electricity savings of lighting was up to 74%.</li> </ul>
Elevator	<ul style="list-style-type: none"> <li>Instead of energy losses by traditional brake resistor, Delta's energy regeneration device effectively convert the elevator's position energy to electricity and feedback into the grid.</li> <li>Compared to elevator electricity consumption, the electricity savings was always up to 30%.</li> </ul>
EMS	<p>With the adopted of Delta intelligent monitoring and management system (iPEMSTM), the electricity flow of buildings main systems (such HVAC, lighting, elevator and etc.) and electricity consumption of floor were continuously monitored and managed for further energy-saving strategy making.</p>

## Water Resource Management



As water is one of the most important substances on earth and to save water Delta has taken many steps. Most of the water used by Delta's main sites is for domestic use (95%). Municipal water is the main source for Thailand plants and ground water is used in Slovakia and India in 93:7 ratio respectively.

Delta has continued to implement various water-saving measures at main sites, such as recycling the condensed water of air-conditioners for flushing toilets or irrigation, using water-saving taps and water-saving

toilets, reducing water output from taps and the water level of cisterns, managing the excess water of cooling towers as well as reusing the wastewater from water purifiers. Taking water consumption intensity (km<sup>3</sup>/MUSD) as the indicator, we have a consolidated reduction of 6% compared to 2015. Since 2013, average treated water returned to the source of extraction is 6% of the consolidated water usage.



## Volatile Organic Compound (VOC)

KPI

Stationary VOC (ppm)	2557	2558	2559	2560 (Target)
Stack	0.0006	0.0001	0.0002	0.0001
Work place	0.0009	0.0007	0.0009	0.0028

Since Delta is in electronics industry, our manufacturing process may cause Volatile Organic Compound (VOC e.g. Xylene (C<sub>8</sub>H<sub>10</sub>), Toluene (C<sub>6</sub>H<sub>5</sub>-CH<sub>3</sub>) and Styrene (C<sub>8</sub>H<sub>8</sub>)). The company has carried out air quality monitoring at various stations from time to time to make sure that the air quality protection and control process is in norm and sufficient to mitigate environmental impact e.g. surface water quality, underground water quality, and soil quality. Unambiguously, VOC control is another way to mitigate impact to healthiness and wellness of the company's personnel's as well as neighbor communities.

Annually, the company proceeds its air quality measurement accordingly to the Notification of Department of Industrial Works subjected "Standard Quantity of Pollutants Discharged from a factory B.E 2549 (2006), Standard of the Department of Interior's Article 2(7) of the Revolutionary Council's notification and NIOSH standard. To ensure the transparency, accuracy and compliance, Delta's air quality inspection is performed and assured by 3<sup>rd</sup> party specialist company. Proper methodologies e.g. US. EPA 5,10,18 and 29, Charcoal Tube and CG/NIOSH 1501 will be applied to each stationary sources.



Chemical Substance-related Personnel and Chemical Spill Emergency Plan Practice organized by the company's OHAS team in collaboration with the Safety and Health at Work Promotion Association Thailand

1. Reduce the storage and chemical preparation areas or arrange a co-area for chemical-related processes.
2. Appropriate container with cover is recommended.
3. Control the storage area's temperature properly.
4. Utilize the balance chemicals as soon as possible.
5. Practically record the amount of chemicals used.
6. Provide appropriate space for employees to work smoothly and proportionately.
7. Chemical container should be closed. Narrow-mouth container is recommended.
8. Adjust operating procedures periodically to minimize Volatile organic compounds discharge
9. Provide training and practice for chemical-related personnel.
10. Identify appropriate operating procedures for workers to be aware of and wear personal protective equipment regularly.
11. Segregate and reduce waste storage and disposal areas.
12. Set appropriate distance for related operations

The company commits to comply with related standards and regulations of air quality control to as far as our presence in the market. We are now under process to extend our coverage of reporting on VOCs to our subsidiaries in India and Slovakia with implementation target in 2020.

## Climate Strategy

Global warming is one of the biggest threats to our society. Delta values the importance of responding to these changes and is therefore providing concrete measures to continuously implement energy management in order to improve usage efficiency of energy as well as to reduce carbon emissions.

## Disclosure on Climate Environmental information

Delta participated in the Carbon Disclosure Project - CDP since 2007. Started in 2009, we collected data on greenhouse gas (GHG) emissions, both direct and indirect and reported our progress on the website of Standard for Quantification, reporting greenhouse gas emissions and removals (ISO14064-1) in 2010 - 2016. The GHG Inventory was disclosed into Delta Thailand's website to disclose our GHG performance.



We set 2011 as the base year and used the Carbon intensity (ton CO<sub>2</sub>e/MUSD) as the management indicator to effectively manage direct emissions (scope 1) and indirect emissions (scope 2). In addition, the company has started reporting GHG scope 3 publically in recent 2016. For our first capture, 28,311 ton CO<sub>2</sub>e had discharged from transportation of raw material and finished goods including transportation of business trip by air freight respectively.

The direct emission of 2016 was 425.09 tons of CO<sub>2</sub>e, indirect emissions were about 41,461 tons CO<sub>2</sub>e and Indirect (Scope 3) Emissions were 28,311 tons CO<sub>2</sub>e. Emissions have been validated by the independent assurance and the included greenhouse gases are shown in the table below. Statistics show that the carbon intensity of 2016 was 44.35 tons CO<sub>2</sub>e/ M USD, a decrease of 4.12% from 2011 while our 2016 Goal in 2017 is to reduce 10% of GHG from base year.

## Delta Thailand's Quatity of Greenhouse Gas

Separate by type of emission

Area	CO <sub>2</sub>	CH <sub>4</sub> *	N <sub>2</sub> O*	HFCs*	PFCs*	SF <sub>6</sub> *	Ton. CO <sub>2</sub> -e
Scope 1	124.9	0.9	1.8	297.5	0	0	425.1
Scope 2	41,461	0	0	0	0	0	41,461
Scope 3	28,311	0	0	0	0	0	28,311
<b>Total Gross Controlled Emissions</b>	<b>69,896.9</b>	<b>0.9</b>	<b>1.8</b>	<b>297.5</b>	<b>0</b>	<b>0</b>	<b>70,197</b>

Note: Greenhouse Gas Emissions Rate follows Global Warming Potential from IPCC GWP2007

Delta Thailand was given the Thailand Energy Awards 2013 for Outstanding Personnel under the Energy Management Team category from H.E. Yingluck Shinawatra, Prime Minister of Thailand, on September 18, 2013. The awards were given to honor organizations with outstanding achievements in relation to energy efficiency and development of renewable energy. Delta has certified and registered its carbon credit management operation systems according to the Thailand Voluntary Emission Reduction Program (T-VER) by the Thailand Greenhouse Gas Management Organization (Public Organization), Ministry of Natural Resources and Environment 6/2014 dated September 17, 2014. This T-VER project is to promote voluntary participation to reduce GHG in Thailand. In addition, the carbon credit calculated for the decreased amount of greenhouse gas emission can be traded in the domestic voluntary carbonmarket.



Delta Electronics (Thailand) scores among top 7 Thai companies on CDP List In First Submission. The company, in its relentless endeavor to pursue a sustainable business model, has submitted its disclosure on climate change related questionnaire to CDP for the first time in 2016.

### Climate Change Opportunities

Delta is responding to a changing world in several ways. For global climate change, we have matched our corporate mission and culture to long-term trends. For new energy, we have developed our core competencies in power efficiency and renewable energy development. Due to the evolving economic landscape, we have increased our capabilities in technology, design, manufacturing and responsiveness to partners.

Delta has focused on climate change trends, is closely monitoring and managing the risks and has developed the following opportunities and sustainable management strategies:

Opportunities to slow down climate change	Sustainable business strategies
Develop Clean Energy	<ul style="list-style-type: none"> <li>• Our main development strategies in this field include PV systems, wind power systems, and energy storage technology</li> <li>• In the field of transportation, we are firmly convinced that the solution of the problem of energy waste by modern transportation tools represents a great business opportunity. Electric vehicles will turn into a mainstream trend. Delta has therefore developed a series of electric vehicles and recharge stations.</li> </ul>
Enhance Energy Efficiency	<ul style="list-style-type: none"> <li>• In view of exploding energy costs, Delta continues to focus on a constant improvement of the efficiency of power supply products, and actively develops key components and chargers for electric vehicles.</li> </ul>
Provide Energy-saving Services and Solutions	<ul style="list-style-type: none"> <li>• Our business can be divided into three major application areas: power electronics, energy management and smart green life. The company is moving toward a provider of green energy-efficient solutions</li> <li>• We continue to apply and demonstrate our green energy-saving solutions, such as energy monitoring systems, at our business sites around the world.</li> </ul>

## Information Technology Initiative

Utilization of in-house datacenter solutions	2014	2015	2016	2023 (Target)
PUE	1.67	1.42	1.41	1.36
Area of Coverage (operation plants or office where utilize this data center)	0	100	100	100

Delta strengthens its information security by acquiring ISO/IEC27001 for its information security management system. This enables a secure flow of important information to support our customers and suppliers to ensure a sustainable cooperation.



ISO/IEC 27001 is formally specified as an information security management system (ISMS) and includes a range of activities concerning the management of information security risks. It is an overarching management framework taking care of:

1. Assessing the risks inherent to transmitting confidential information
2. Implementing information security measures through development, documentation and dissemination of methods
3. Building a management system to share roles and responsibilities, establishing an internal audit
4. Managing the risk evaluation process, developing countermeasures and understanding exceptions and ongoing improvements

Protecting our information is critical for a successful and smooth operation. Completing the ISO/IEC 27001 information security management systems certification will lead to managing and protecting the valuable data and information assets efficiently.



## The benefits of ISO 27001 to Delta

Supports compliance with relevant laws and regulations Provides reassurance to clients that their information is secure Demonstrates credibility and trust Improves the ability to recover operations, continuing business as usual Confidence in our information security arrangements Improved internal organization Better visibility of risks amongst interested stakeholders Meet customer and tender requirements reate a competitive advantage Improved information security awareness Reduces staff-related security breaches

Besides information security management system, we have adapted innovation "Delta InfraSuite Data Center Solution" which provides multiple advantages such as maximizing operating efficiency at the lowest cost, maintaining a high level of flexibility and controlling for IT managers. Furthermore, it enables quick scaling to meet demand and monitor data center solutions 24/7 from anywhere around the world.

Its modules consist of power management, rack and accessories, precision cooling and an environmental management system. These principals have enabled Delta to reduce power consumption from cooling system nearly 20% to a facility-wide and average power usage effectiveness (PUE) of 1.4 in 2015.



## Green Logistics



Local and international organizations are actively working towards improving business operations together with protecting the environment. Hence, extensive cooperation has been fostered to reduce the impacts of operations activities on the environment and climate. Delta Thailand Logistics Department 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 Thailand is constantly working towards optimizing operations processes and minimizing the harmful impacts to the environment.

### Direct Operation Improvement

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 base to port per day is reduced, warehouse cost is saved, just-in-time production is achieved and minimizing 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 amount of shipments can be delivered in one trip without having to waste free space in the container and involving intermodal transport. Delta Thailand also encourages suppliers to use durable eco packaging to prevent damage to goods and materials during transport. If products are damaged, Delta Thailand 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 our choice of freight counterparts guarantee efficiency in the transportation, 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 environment-friendly.

### Indirect Operation Improvement

1. Over 15 years Delta Thailand's Logistics Department has been storing documents electronically to reduce paper use, to extend data storage coverage period, to improve data system and to facilitate faster data retrieval.
2. Delta Thailand also encourages its freight forwarders to reduce paper consumption through the use of electronic documents and emails to replace paper-based fax communication and doing double-sided printing if necessary



## About this Report

In 1995, Delta Electronics (Thailand) Public Company Limited or “Delta Thailand” or “Delta” began disclosures on its performance in the Annual Report. In 2013, Delta launched its first report on Corporate Social Responsibility, including environmental and social aspects with iCSR format. Delta has achieved successful growth rate and has gained valuable confidence from its stakeholders. As a result of this the Company has taken considerable steps to improve the methodology of disclosure on Sustainability by implementing GRI-G4 in 2014.

## Report Cycle

For the year 2016 (January 2016 – December 2016)

## Report Boundary

This report covers the Company’s operations in Thailand which include its factories in Bangpoo Industrial Estate, Samutprakarn and factory in Wellgrow Industrial Estate, Chachoengsao and out subsidiaries in India and Slovakia which cover 94% of the Company’s consolidated revenue performance.

## Methodology

The content of this report has been selected as per the Company’s stakeholders’ feedback via our on-line questionnaire published on [http://www.deltathailand.com/about\\_csr\\_form.php](http://www.deltathailand.com/about_csr_form.php) and also through face-to-face random interviews. The Company bases on Global Reporting Initiative’s GRI-G4 frameworks 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 annex portion.

## Economic

GENERAL STANDARD	Index Description	Coverage			Unit	2013	2014	2015	External Assurance
		TH	SK	IND					
EC1	Sales Revenue	•	•	•	Mil Baht	41,201	44,071	46,938	✓
	Operating Cost	•	•	•	Mil Baht	6,110	6,381	6,599	✓
	Employee Wage & Benefit	•	•	•	Mil Baht	6,954	7,525	7,648	✓
	Dividend payments for the performance of the year	•	-	-	Mil Baht	3,638	3,742	3,867	✓
EC4	Sales Revenue covered by the Board of Investment (BOI) Thailand's promotion	•	-	-	Mil Baht	28,387	29,883	31,631	✓

**Remark:**

- Financial performance shown above, based on Delta Thailand's consolidated financial statement. Investment structure has disclosed in the company's 2016 Annual Report page 10
- TH = Delta Thailand SK = Subsidiaries in Slovakia IND = subsidiaries in India together generate 94% of Delta Electronics (Thailand) Public Company Limited's consolidated revenue.
- Annual dividend has paid by Delta Thailand only.
- Detail of Delta Thailand, India and Slovakia's tax privilege has disclosed in the Management Discussion and Analysis item 22 of 2016 Annual Report
- These financial performance have assured by EY Office Limited dated 14 February 2016

## People

GRI G4 Indicator	Index Description	Unit	2016		2015		2014	
			Male	Female	Male	Female	Male	Female
G4-10	Permanent employees (Salary-based employee)	headcount	1,479	861	1,463	862	1,408	1,305
	Daily-waged workforce	headcount	453	6,971	472	7,197	502	7,591
	sub-contracted workers	headcount	109	1,107	106	38	112	33
	Total workforce (sub- contract excluded)	headcount	1,932	7,832	1,935	8,059	1,910	8,896
	Total workforce (employee + sub con)	headcount	2,041	8,939	2,041	8,097	2,022	8,929
	<b>Permanent Employees (Salary-based) by areas</b>	headcount	1,479	861	1,463	862	1,408	1,305
	• Thailand	headcount	1,246	740	1,233	737	1,193	702
	• Slovakia	headcount	203	91	200	95	191	106
	• India	headcount	30	30	30	30	24	497
G4-LA12	<b>Employees by age</b>	headcount	1,932	7,832	1,935	8,059	1,910	8,896
	• Over 50 years old	headcount	120	157	134	163	119	174
	• 30-50 years old	headcount	1,376	5,313	1,305	5,720	1,290	6,380
	• Under 30 years old	headcount	436	2,362	496	2,176	501	2,342
	<b>Employees by job level</b>	headcount	1,932	7,834	1,935	8,059	1,910	8,896
	• Executives (level 10-12)	headcount	21	3	21	3	21	3
	• Middle Management (level 7-9)	headcount	232	80	339	184	340	231
	• Senior Operative (level 3-6)	headcount	813	146	912	1,070	881	1,092
	• Operative (level 1-2)	headcount	866	7,605	663	6,802	668	7,570
G4-LA1	New Employees	headcount	207	1,970	196	1,271	143	1,052
	New hire rate	%	10.71%	25.15%	10.1%	15.77%	7.07%	11.78%
	<b>New Employees by areas</b>	headcount	157	1,238	196	1,271	143	1,052
	• Thailand	headcount	137	1,030	116	1,163	123	844
		%	7.09%	13.15%	5.99%	14.43%	6.44%	9.49%
	• Slovakia	headcount	18	22	59	44	18	22
		%	0.93%	0.28%	3.05%	0.55%	0.94%	0.25%
	• India	headcount	2	186	21	64	2	186
		%	0.10%	2.37%	1.09%	0.79%	0.10%	2.09%
	<b>New Employees by age</b>	headcount	157	1,238	196	1,271	143	1,052
	• Over 50 years old	headcount	-	4	6	1	-	2
	• 30-50 years old	headcount	64	335	65	340	59	246
	• Under 30 years old	headcount	93	899	125	930	84	804
	<b>Total salary-based employee turnover</b>	headcount	210	137	206	131	156	140
	Employee turnover rate	%	8.72%	11.27%	8.13%	9.63%	10.1%	7.66%
	<b>Salary-based employee turnover by area</b>	headcount	210	137	206	131	156	140
	• Thailand	headcount	90	53	90	50	85	60
		%	4.66%	0.68%	4.65%	0.62%	4.45%	0.67%
	• Slovakia	headcount	30	31	26	31	65	38
		%	1.55%	0.40%	1.34%	0.38%	3.40%	0.43%
	• India	headcount	90	53	90	50	6	42
		%	4.66%	0.68%	4.65%	0.62%	0.31%	0.47%
	<b>Employees turnover by age (Salary-based Only)</b>	headcount	169	87	124	89	156	140
	• Over 50 years old	headcount	14	14	5	9	12	9
		%	0.72%	0.18%	0.26%	0.11%	0.63%	0.10%
	• 30-50 years old	headcount	105	54	72	38	95	89
		%	5.43%	0.69%	3.72%	0.47%	4.97%	1.00%

## People

GRI G4 Indicator	Index Description	Unit	2016		2015		2014	
			Male	Female	Male	Female	Male	Female
	• Under 30 years old	headcount	50	19	47	42	49	42
		%	2.59%	0.24%	2.43%	0.52%	2.57%	0.47%
G4-LA3	Number of employees entitled to maternity / parental leave	headcount	NA	7,832	NA	8,059	NA	8,896
	Number of employees taken maternity / parental leave	headcount	NA	374	NA	271	NA	408
	Number of employees return to work after taken maternity / parental leave	headcount	NA	374	NA	271	NA	397
	Retention Rate	%	NA	100%	NA	100%	NA	97%
G4-LA9	Average hours of training per employee	hours	104	19	104	19	104	19
G4-HR4	Employees covered by Collective Bargaining Agreement	headcount	1,556	7,576	959	7,373	767	7,373
LA16	Number of grievances about labor practices field	case	0		0		0	

NA Not Applicable



GENERAL STANDARD DISCLOSURE	Index Description	Unit	2016	2015	2014
LA6	Lost wordkday (LWC) • Total workforce	head	55	86	109
	Lost workday case (LWC) • Independent Contractor	head	0	0	0
	Total recordable injuries case • Total workforce	head	55	86	109
	Total recordable injuries case • Independent Contractor	head	0	0	0
	Total recordable injuries case (TRIR) • Total workforce	head per total working hours	2.1	3.67	6.2
	Total recordable Injury Rate (TRIR) • Independent Contractor	head per total working hours	0	0	0
	Lost Day Rate (LDR) • Total workforce	head per total working hours	139	364	391
	Lost Day Rate (LDR) • Independent Contractor	head per total working hours	0	0	0
	Absentee Rate (AR) • Total workforce	head per total working hours	0	0	0
	Absentee Rate (AR) • Independent Contractor	head per total working hours	0	0	0
	Lost time injuries frequency rates (LTIFR) • Total workforce	head per total working hours	5.1	17.7	19.31
	Lost time injuries frequency rate (LTIFR) • Independent Contractor	head per total working hours	0	0	0
	Occupational illness frequency rate (OIFR) • Total workforce	head per total working hours	0	0	0
	Occupational illness frequency rate (OIFR) • Independent Contractor	head per total working hours	0	0	0
	Fatalities • Total workforce	head	0	0	0
	Fatalities • Independent Contractor	head	0	0	0

- Remark
- Contractor not include short-term contractors e.g. for construction and building improvement
  - Contractor 's leave record is not included in the Company's payroll system
  - Since the Company is now under process to improve the OHS Report among the Company itself and its subsidiaries in Slovakia and India, this report discloses only Delta Thailand's information
  - Both employee and contractor's lost days has recorded for those who take leave over 3 days per payroll system.
  - Injury Frequency Rate (I.F.R) = Number of total injuries x 1,000,000/ Total workers man-hours
  - Severity Rate (I.S.R) = Number of day lost x 1,000,000/ Total workers man-hours
  - NA = ไม่เกี่ยวข้อง

## Energy

GRI G4 Indicator	Index Description	Unit	Coverage			2016	2015	2014
			TH	SK	IN			
EN3	Fossil fuels (coal, oil, natural gas, etc.) purchased and consumed (for energy purposes)	MWh	•	•	•	2,158	1,924	1,500
	Electricity (non-renewable) purchased	MWh	•	•	•	77,482	73,871	69,221
	Steam / heating / cooling and other energy (non-renewable) purchased	MWh	•	•	•	0	0	0
	Total Solar energy generated for in-house usage	MWh	•	•	•	313	96	67
EN6	Energy Reduction project	projects	•	•	•	70	65	61

### Remark

- In 2016, 3,459 MWh of fossil fuel use for generating heater system in Slovakia while another 2,563 MWh use for electricity generator for India operation plant.
- 41,461 MWh of total non-renewable energy used in Thailand plants in 2016 had verified by SGS auditor for GHG scope 2 disclosure
- Delta plans to implement data collection in the same standard from Slovakia and India for GHG Inventory Report. After this implementation, the coverage of Delta Thailand GHG Inventory disclosure will extend from 70% to above 90% in 2020

## Environment

G4 Indicator	Index Description	Coverage			Unit	2016	2015	2014
		TH	SK	IN				
EN8	Total water withdrawal	•	•	•	Million m <sup>3</sup>	0.3465	0.3306	0.2963
	• Surface water	•	•	•	Million m <sup>3</sup>	0	0	0
	• Seawater	•	•	•	Million m <sup>3</sup>	0	0	0
	• Municipal Water	•	•	•	Million m <sup>3</sup>	0.3213	0.3103	0.2724
	• Groundwater	•	•	•	Million m <sup>3</sup>	0.0252	0.0202	0.0239
	• Rainwater	•	•	•	Million m <sup>3</sup>	0	0	0
	Total salt/ brackish water (Seawater + Once through cooling)	•	•	•	Million m <sup>3</sup>	0	0	0
	Water from all other sources (Surface water + Groundwater)	•	•	•	Million m <sup>3</sup>	0	0	0
EN10	Recycle & reuse water	•	-	-	% of total used water	1.63%	1.19%	1.52%
	Water intensity	•	•	•	Million m <sup>3</sup> / 1 M THB revenue	0.00007	0.00001	0.00001
EN22	Total water discharge from production process	•	•	•	Million m <sup>3</sup>	0	NA	NA
	Total water discharge from non-production process	•	•	•	Million m <sup>3</sup>	0.0074	0.0071	0.0360
	Total water discharge	•	•	•	Million m <sup>3</sup>	0.0074	0.2519	0.2504
	Chemical oxygen demand (COD)	•	•	•	Ton	0.0256	NA	NA
	Biocemical oxygen demand (BOD)	•	•	•	Ton	0.0062	NA	NA
EN21	Volatile organic compounds (VOCs)	•	•	•	Ton	2.3611	2.0328	2.0435
	VOC intensity	•	•	•	Ton/ 1 M THB revenue	0.0005	0.0000	0.0000
	Oxides of nitrogen (Nox)	-	•	•	Ton	0.3354	0.2156	0.2190
	NOx intensity	-	•	•	Ton/ 1 M THB revenue	0.0001	0.0000	0.0000
	Sulphur dioxide (SO <sub>2</sub> )	-	•	•	Ton	0.0034	0.0011	0.0016
	SO <sub>2</sub> intensity	-	•	•	Ton/ 1 M THB revenue	0.0000	0.0000	0.0000
EN29	Significant fines for non-compliance with environmental laws and regulations	•	•	•	case	0	0	0
	Non-monetary sections for non-compliance with environmental laws and regulations	•	•	•	case	0	0	0

- Remark**
1. The company and its subsidiaries are manufacturers of electronics products, water is not the company's production factors
  2. Thailand site's VOC reported from Workplace and Stack inspection which report VOCs are Xylene, Toluene and Styrene which quantities are under control according to 3rd party's inspection
  3. NA= Not Applicable

## Waste

G4 Indicator	Index Description	Coverage			Unit	2016	2015	2014
		TH	SK	IND				
EN23	<b>Waste from routine operation</b>	•	•	•	Ton	1,493	2,167	1,917
	Total hazardous waste disposal	•	•	•	Ton	166	58	14
	• Secure landfill	•	•	•	Ton	1	2	1
	• Reuse	•	•	•	Ton	0	0	0
	• Recycle	•	•	•	Ton	163	52	6
	• Recover	•	•	•	Ton	0	0	0
	• Others	•	•	•	Ton	2	4	7
	Total non-hazardous waste disposal	•	•	•	Ton	1,327	1,853	1,903
	• Secure landfill	•	•	•	Ton	9	17	9
	• Reuse	•	•	•	Ton	906	1,039	430
	• Recycle	•	•	•	Ton	376	1,167	1,430
	• Recover	•	•	•	Ton	0	0	0
	• Domestic waste	•	•	•	Ton	36	37	35
	<b>Waste from non-routine operation</b> □	•	•	•	Ton	724	15	3
	Total hazardous waste disposal	•	•	•	Ton	1	0	-
	• Secure landfill	•	•	•	Ton	0	0	0
	• Reuse	•	•	•	Ton	0	0	0
	• Recycle	•	•	•	Ton	1	0	0
	• Others	•	•	•	Ton	0	0	0
	Total non-hazardous waste disposal	•	•	•	Ton	719	17	8
	• landfill	•	•	•	Ton	0	3	0
	• Reuse	•	•	•	Ton	3	0	0
	• Recycle	•	•	•	Ton	710	7	4
	• Domestic wasted	•	•	•	Ton	4	7	3
	Wasted on-site storage	•	•	•	Ton	0	0	0
EN29	Significant fines for non-compliance with environmental laws and regulations	•	•	•	THB	0	0	0
	Non-monetary sections for non-compliance with environmental laws and regulations	•	•	•	Cases	0	0	0

## Index GRI G4 Indicators

G4 Indicator	GRI Content Index	Public Domain / Report	Page
G4-1	Message from the president	2016 Sustainable Development Report	5
G4-2	Key impacts, risks, and opportunities.	2016 Sustainable Development Report	30, 31-33
G4-3	Name of the organization	2016 Sustainable Development Report	7, Back Cover
G4-4	Primary brands, products, and services.	2016 Sustainable Development Report Annual Report	7, 12, 60 19-25
G4-5	Location of the organization's headquarters	2016 Sustainable Development Report	back cover
G4-6	Number of countries where the organization operates	<a href="http://www.deltathailand.com/about_global.php">http://www.deltathailand.com/about_global.php</a>	all
G4-7	Report the nature of ownership and legal form.	2016 Annual Report	10
G4-8	Markets served	2016 Sustainable Development Report	60, 61
G4-9	Number of employees, operations, net sales	2016 Sustainable Development Report	102-103
G4-10	Employee by categories	2016 Sustainable Development Report	102-103
G4-11	Employees covered by collective bargaining agreements.	2016 Sustainable Development Report	103
G4-12	Organization's supply chain.	2016 Sustainable Development Report	63
G4-13	Significant changes during the reporting period	2016 Sustainable Development Report • Operation location • Supply chain  2016 Annual Report • Geographic Distribution of Global Purchase Expense	1, 3  12 63
G4-14	Precautionary approach or principle is addressed by the organization.	2016 Sustainable Development Report	94
G4-15	Externally developed initiative.	2016 Sustainable Development Report	24-28
G4-16	Memberships of associations.	2016 Sustainable Development Report	22
G4-17	Organization's Consolidated financial statements	2016 Annual Report	113-122
G4-18	Process for defining report content	2016 Sustainable Development Report	35-39
G4-19	Material Aspect identified	2016 Sustainable Development Report	38-39
G4-20	Aspect boundary within the organization	2016 Sustainable Development Report	38
G4-21	Aspect boundary outside the organization	2016 Sustainable Development Report	38
G4-22	Restatement of information	2016 Annual Report	100

G4 Indicator	GRI Content Index	Public Domain / Report	Page
G4-23	Significant changes in the scope and aspect boundary	2016 Sustainable Development Report	100
G4-24	List of stakeholder groups engaged by the organization.	2016 Sustainable Development Report	34-35, 37-38
G4-25	Basis for identification and selection of stakeholders with whom to engage.	2016 Sustainable Development Report	34-35
G4-26	Approach to stakeholder engagement	2016 Sustainable Development Report	34-35
G4-27	Stakeholder's key topics and concerns.	2016 Sustainable Development Report	39
G4-28	Period (such as fiscal or calendar year) for information provided.	2016 Sustainable Development Report	100
G4-29	Date of most recent previous report (if any).	2016 Sustainable Development Report	100
G4-30	Reporting cycle (such as annual, biennial).	2016 Sustainable Development Report	100
G4-31	Contact point for questions regarding the report or its contents.	2016 Sustainable Development Report	back cover
G4-32	GRI Content Index	2016 Sustainable Development Report	108
G4-33	Organization's current practice with regard to seeking external Assurance	2016 Sustainable Development Report	100
G4-34	Governance structure	2016 Annual report	64-66
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	2016 Sustainability Development Report <ul style="list-style-type: none"> <li>• President Message</li> <li>• Risk Committee</li> <li>• Sustainable Development Committee</li> </ul>	5 29 15
G4-36	Whether the organization has appointed a position with responsibility for sustainability development	2016 Sustainability Development Report <ul style="list-style-type: none"> <li>• President Message</li> <li>• Risk Committee</li> <li>• Sustainable Development Committee</li> </ul>	5 29 15
G4-37	Processes for consultation between stakeholders and the highest governance body on ESG aspects	2016 Sustainability Development Report <a href="http://www.deltathailand.com/about_board_sustainable.php">http://www.deltathailand.com/about_board_sustainable.php</a>	back cover
G4-38	Composition of the highest governance body	2016 Annual Report	64-66
G4-39	Whether the Chair of the highest governance body is also an executive officer	2016 Annual Report	64-66
G4-40	Nomination and selection process for the highest governance body	2016 Annual Report 2016 Sustainable Report	66 18
G4-41	Conflict of Interest Management Process	2016 Annual Report	74
G4-42	Highest governance Body's Competencies and performance evaluation	2016 Annual Report 2016 Sustainable Report	56-63 17-18



G4 Indicator	GRI Content Index	Public Domain / Report	Page
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	2016 Sustainable Report	18-19
G4-44	Processes for evaluation of the highest governance body's performance	2016 Sustainable Report	18-19
G4-45	Highest governance body's role in the identification and management sustainability development	2016 Sustainable Report 2016 Annual Report	15, 22, 24
G4-46	Highest governance body's role in reviewing the organization's risk management processes .	2016 Sustainable Report	18, 60, 48
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	2016 Sustainable Report	15
G4-48	Position that formally reviews and approves the organization's sustainability report	2016 Sustainable Report	15
G4-49	Process for communicating critical concerns to the highest governance body.	2016 Sustainable Report	36-39
G4-50	The Nature and total number of critical concerns that were communicate	2016 Sustainable Report	39
G4-51	Remuneration policies and type of remuneration for the highest governance body and senior executive.	2016 Annual Report	59-60
G4-52	Process for determining remuneration	2016 Annual Report	59-60
G4-53	Stakeholders Engagement on remuneration, including the results of votes on remuneration policies and proposals, if applicable.	<a href="http://www.deltathailand.com/imgadmins/shareholders_file/DELTA_shareholders_file_en_2017-04-12_10-33-18.pdf">http://www.deltathailand.com/imgadmins/shareholders_file/DELTA_shareholders_file_en_2017-04-12_10-33-18.pdf</a>	7-8
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct .	<a href="http://www.deltathailand.com/about_corp_code.php">http://www.deltathailand.com/about_corp_code.php</a>	all
		<a href="http://www.deltathailand.com/about.php">http://www.deltathailand.com/about.php</a>	all
		2016 Sustainable Development Report	6
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and related matters	<a href="http://www.deltathailand.com/about_corp_code.php">http://www.deltathailand.com/about_corp_code.php</a>	all
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and related matters	<a href="http://www.deltathailand.com/about_corp_code.php">http://www.deltathailand.com/about_corp_code.php</a>	all
		<a href="http://www.deltathailand.com/about_corp_anti_c">http://www.deltathailand.com/about_corp_anti_c</a>	all

#### Remark

2016 Annual Report public domain : [http://www.deltathailand.com/pdf/ir/2016/EN/Annual\\_Report\\_2016\\_EN.pdf](http://www.deltathailand.com/pdf/ir/2016/EN/Annual_Report_2016_EN.pdf)

2016 Sustainable Development Report public domain : [http://www.deltathailand.com/pdf/csr/SDR2016\\_EN.pdf](http://www.deltathailand.com/pdf/csr/SDR2016_EN.pdf)

### เศรษฐกิจ

ประเด็นที่เป็นสาระสำคัญ	Public Domain / Report	Page
Innovation Management	2016 Sustainable Development Report	54
Risk Management	2016 Sustainable Development Report	28

### สิ่งแวดล้อม

ประเด็นที่เป็นสาระสำคัญ	Public Domain / Report	Page
Environment Policy and Management System	<a href="http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf">http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf</a>	P. 2 Energy Conservation Policy
Operation Eco-efficiency	<a href="http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf">http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf</a>	P. 2 Environmental Policy

### สังคม

ประเด็นที่เป็นสาระสำคัญ	Public Domain / Report	Page
Supplier Management	<a href="http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf">http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf</a>	P. 21 Policy of Remuneration and Welfare P. 22 Policy of Human
Occupational Health and Safety	<a href="http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf">http://www.deltathailand.com/pdf/CG_DET_revised_E_2015.pdf</a>	P. 4 Equitable treatments to employees P. 20 Policy of Working

## Economics

G4 Indicator	Description	Public domain/ Report	Page
G4-EC1	Direct Economic value generated and distribute	2016 Annual Report	7
G4-EC2	Financial implication and other risks and opportunities for the organization's activities due to climate change	2016 Sustainable Development Report	81, 95
G4-EC3	Coverage of the organization's defined benefit plan obligations	2016 Sustainable Development Report	100
G4-EC4	Financial assistance received from government	<a href="http://www.deltathailand.com/pdf/ir/annual/annual_2015.pdf">http://www.deltathailand.com/pdf/ir/annual/annual_2015.pdf</a>   BOI previledge	102
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	2015 Sustainability Development Report	100
G4-EC6	Propotion of senior management hired from the local community at significant locations of operation	2016 Sustainable Development Report	100
G4-EC7	Development and impact of infrastructure investments and services supported	2016 Sustainable Development Report	33, 88, 96
G4-EC8	Significant indirect economic impacts, including the extent of impacts	2016 Sustainable Development Report	33, 54, 88, 96
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	2016 Sustainable Development Report	63

## Environment

G4 Indicator	Description	Public domain/ Report	Page
G4-EN1	Renewable and on-renewable Materials used to produce and package	2016 Sustainable Development Report	67
G4-EN2	Percentage of Materials used that are recycled input materials	2016 Sustainable Development Report	67
G4-EN3	Energy Consumption within the organization	2016 Sustainable Development Report	105
G4-EN4	Energy Consumption outside of the organization		
G4-EN5	Energy Intensity	2016 Sustainable Development Report	85
G4-EN6	Reduction of Energy Consumption	2016 Sustainable Development Report	85
G4-EN7	Reduction in energy requirements of products and services	2016 Sustainable Development Report	57, 96
G4-EN8	Total water withdrawal by source	2016 Sustainable Development Report	106
G4-EN9	Total number of water sources significantly affected by withdrawal by type:	2016 Sustainable Development Report	106
G4-EN10	Percentage and total volume of water recycled and reused	2016 Sustainable Development Report	106
G4-EN12	Significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside	2016 Sustainable Development Report	33, 55, 57, 76, 94-95
G4-EN13	Habitats protected or restored	2016 Sustainable Development Report	92, 94-95

G4 Indicator	Description	Public domain/ Report	Page
G4-EN15	Direct Greenhouse Gas (GHG) Emission (Scope1)	2016 Sustainable Development Report <a href="http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf">http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf</a>	95 all
G4-EN16	Energy Indirect Greenhouse Gas (GHG) Emission (Scope2)	2016 Sustainable Development Report <a href="http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf">http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf</a>	95
G4-EN17	Other indirect Greenhouse Gas (GHG) Emissions (Scope3)	2016 Sustainable Development Report <a href="http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf">http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf</a>	95
G4-EN18	GREENHOUSE GAS (GHG) EMISSIONS INTENSITY	2016 Sustainable Development Report <a href="http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf">http://www.deltathailand.com/pdf/csr/Greenhouse%20Gas%20Inventory%20Report-2016-05.pdf</a>	79-80
G4-EN19	Reduction of Greenhouse Gas (GHG) Emissions	2016 Sustainable Development Report	94
G4-EN21	NOX, SOX, and other significant air emission	2016 Sustainable Development Report	106
G4-EN22	Total water discharge by quality and destination	2016 Sustainable Development Report	106
G4-EN23	Total weight of waste by type and disposal method	2016 Sustainable Development Report	107
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	2016 Sustainable Development Report	50, 57, 79, 82
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	2016 Sustainable Development Report	106
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforces	2016 Sustainable Development Report	67
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	2016 Sustainable Development Report	65
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and action taken	2016 Sustainable Development Report	64
G4-EN34	Number of grievances about environmental impacts filled, addressed and resolved through formal grievance mechanisms	2016 Sustainable Development Report	106

## Labor Practice

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-LA1	Total Number and rates of new employee hires and employee turnover by age group, gender and region.	2016 Sustainable Development Report	102
G4-LA2	Benefit provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation	2015 Sustainability Development Report	40-41
G4-LA3	Return to work and retention rates after parental leave, by gender	2016 Sustainable Development Report	102

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	<a href="http://www.deltathailand.com/pdf/CG_DET_revised_T_2015.pdf">http://www.deltathailand.com/pdf/CG_DET_revised_T_2015.pdf</a>	28
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	2016 Sustainable Development Report	102
G4-LA6	Type of injury and rate of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	2016 Sustainable Development Report	104
G4-LA8	Health and safety topics covered in formal agreements with trade unions	2016 Sustainable Development Report	55
G4-LA9	Average hours of training per year per employee by gender and by employee category	2016 Sustainable Development Report	44
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	2016 Sustainable Development Report	44-47
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	2016 Sustainable Development Report	102-103
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	2016 Sustainable Development Report	56-58
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	2016 Sustainable Development Report	103

## Labor Rights

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	2015 Sustainability Development Report	87
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	2016 Sustainable Development Report	44
G4-HR3	Total number of incidents of discrimination and corrective actions taken	2016 Sustainable Development Report	103
G4-HR4	The right to exercise freedom of association and collective bargaining	2016 Sustainable Development Report	40
G4-HR5	Child labor, and measures taken to contribute to the effective abolition of child labor	2016 Sustainable Development Report	40
G4-HR6	Forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	2016 Sustainable Development Report	40
G4-HR7	Percentage of security personnel trained in the organization's Human rights policies or procedures that are relevant to operations	2016 Sustainable Development Report	66
G4-HR8	Incidents of violations involving rights of indigenous peoples and action taken	2016 Sustainable Development Report	103
G4-HR9	Total number and percentage of operations that have been subject to human right reviews or impact assessments	2016 Sustainable Development Report	103

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	2016 Sustainable Development Report	65

## Social

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-SO1	Percentage of operations with implemented local community engagement, impacts assessments, and development programs	2016 Sustainable Development Report	49,51
G4-SO2	Location of Operation	<a href="http://www.deltathailand.com/about_global.php">http://www.deltathailand.com/about_global.php</a>	all
G4-SO3	Total number and percentage of operations assessed for risk related to corruption and the significant risk identified	<a href="http://www.deltathailand.com/about_global.php">http://www.deltathailand.com/about_global.php</a>	all
G4-SO4	Communication and training on anti-corruption policies and procedures	2016 Sustainable Development Report	23
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	2016 Sustainable Development Report	23
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	2016 Sustainable Development Report	65
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	2016 Sustainable Development Report	58
G4-SO11	Number of grievances about impacts on society field, addressed, and resolved through formal grievance mechanisms	2016 Sustainable Development Report	103

## Product Responsibilities

GRI G4 Indicator	Description	Public domain/ Report	Page
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	2016 Sustainable Development Report	82
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling	2016 Sustainable Development Report	79, 82
G4-PR5	Customer satisfaction	2015 Sustainability Development Report	61

### Remark

รายงานประจำปี 2559 ที่เปิดเผยต่อสาธารณะ : [http://www.deltathailand.com/pdf/ir/2016/EN/Annual\\_Report\\_2016\\_EN.pdf](http://www.deltathailand.com/pdf/ir/2016/EN/Annual_Report_2016_EN.pdf)

รายงานเพื่อการพัฒนาที่ยั่งยืน 2559 ที่เปิดเผยต่อสาธารณะ : [http://www.deltathailand.com/pdf/csr/SDR2016\\_EN.pdf](http://www.deltathailand.com/pdf/csr/SDR2016_EN.pdf)



บริการธุรกิจตอบรับ

ใบอนุญาตเลขที่ 4/17 ปณ. บางปู  
ค้าฝากส่งในประเทศไม่ต้องผูกตราไปรษณียากร

คณะกรรมการเพื่อการพัฒนาที่ยั่งยืน

บริษัท เดลต้า อิเลคทรอนิกส์ (ประเทศไทย) จำกัด (มหาชน)

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ถ. พัฒนา 1 ต. แพร่ขวา อ. เมือง จ. สมุทรปราการ

10280

▽ พันดาบรอยประ

## Questionnaire

### Sustainable Development Report

1. Your comment on this issue of Delta Electronics (Thailand) Public Company Limited
 

Easiness to understand	<input type="radio"/> Easy	<input type="radio"/> Moderate	<input type="radio"/> Difficult
Attraction of contents	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
Content grouping and chronicle	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
Overall satisfaction to this SD report	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
  
2. Your comment on Delta Electronics (Thailand) Public Company Limited's CSR activities and performance disclosed in this report
 

Economic and governance performance	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
Social Performance	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
Environmental performance	<input type="radio"/> Good	<input type="radio"/> Moderate	<input type="radio"/> Need Improvement
  
3. Which the TOP 3 subjects/ chapters are you interested in ?
  - 1) .....
  - 2) .....
  - 3) .....
  
4. Suggestion for report improvement
  - 1) Additional comment/ suggestion to this SD Report and Delta Electronics (Thailand) Public Company Limited's CSR activities/ performance .....
  - 2) Your suggestion of additional information/ content which should be disclosed in our next SD Report .....
  - 3) Other suggestions .....
  
5. Which group of readers are you in?
 

<input type="radio"/> Business partner	<input type="radio"/> Customer	<input type="radio"/> Creditor	<input type="radio"/> Shareholder/ Investor	<input type="radio"/> Delta Employee
<input type="radio"/> Students	<input type="radio"/> Research/ educational Institutes	<input type="radio"/> Governmental offices	<input type="radio"/> Media	
<input type="radio"/> Community	<input type="radio"/> Personnel with career of managing, performing and reporting Sustainability Development			
<input type="radio"/> Others (Please specify) .....				
  
6. You herewith provide my your basic information to be utilized for SD report improvement as well as being communication channel with Delta Electronics (Thailand) Public Company Limited as following (*voluntary*)
 

Name – Surname ..... Gender ☐ female ☐ male

Age ☐ under 22 yrs. old ☐ 22 – 35 yrs. old ☐ 36 – 46 yrs. old ☐ 46 – 60 yrs old ☐ 61 yrs. old and above

Address .....

e-mail: .....

1. Your information will be kept as confidential matter. Your basic information will be used as communication channel in case additional information/ suggestion required for improving next Sustainable Development Report only. Your privacy will be reserved hence, the company will not sell or share your information for any trading, research or other business purpose.
2. Two communication channels are available for your kind feedback
  - 1) Send printed form to put your comments and send back to us via P.O. Box 50. , Bangpoo together with business reply form provided in the next page
  - 2) Send filled questionnaire back to us in photo form (.jpg, png) or pdf. File via e-mail address CSR-DET@deltaww.com

Share your suggestion on this report  
and the Company's Sustainable Development.

Sustainable Development Committee

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