



A Better Tomorrow

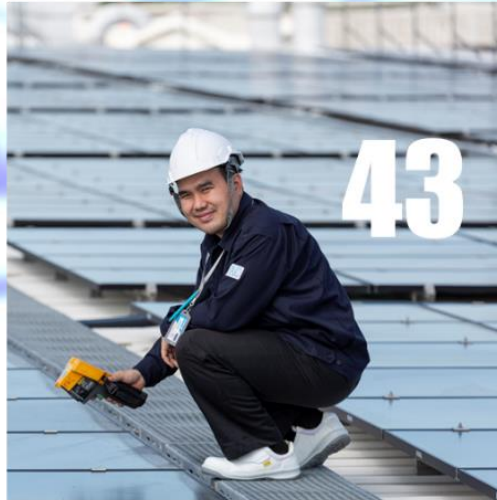
2022 | Sustainable Development Report



Delta Electronics (Thailand) PCL.

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Listed: The Stock Exchange of Thailand
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Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

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

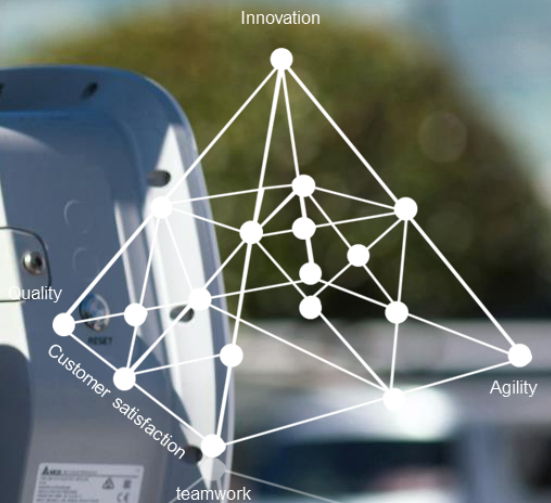
Fully leverage global value network and collaborate to achieve mutual goals

Customer Satisfaction

Anticipate customer needs and exceed expectation

Mission

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



Brand Promise

Smarter. Greener. Together.

"Smarter"

is our continuous innovation in power electronics technology.

"Greener"

represents Delta's mission since our founding.

"Together"

is our business philosophy in building long-term partnership with our stakeholders.



Forewords

The year 2021, was a challenging time for Delta as we found ourselves in a balancing act between working with our supply partners to ensure continuous delivery while continuing to invest in sustainable development that benefits our customers, employees and society. Throughout the pandemic and into the new normal, Delta Thailand prioritizes protecting our people and invests in safety and health to allow employees to provide for their dependents and communities without compromising their health.

Short-term, we have fast-tracked vaccination for all our employees, on a voluntary basis, to reduce infection rates during successive COVID-19 infection waves and the arrival of new variants. Currently, over 90% of our workforce has received at least one vaccination dose.

We have also worked with our partners to manage risks due to shortages of semiconductors and key components and COVID-19 lockdowns of both our key supplier production sites and logistics hubs in Southeast Asia and China. This year, the fracture of interstate relations is causing a rise in energy price that further exacerbates the logistics situation and affects prices.

Our medium-term strategic goals are to continue with COVID-19 vaccination for our people in response to the risk posed by new variants. In Thailand, we have successfully completed our company-wide vaccination drive and are now working with public health authorities to offer booster shots. To strengthen our supply chain resilience, we will focus efforts on material validation including material source localization and finding substitutes or recycled materials to reduce overreliance on limited global material resources.

At the same time, we initiate frequent discussions with our key partners that create shared value and a shift in our logistics model and network that taps into synergy to fulfill our planned raw material availability and order targets.

Over the long-term, Delta Thailand will continue to increase the ratio of our green business while leveraging on our increased efficiencies and development to decrease our carbon footprint and mitigate the negative impact on the environment. Delta's RE100 target is 100% renewable electricity throughout our entire global operations by 2030. By 2021, the ratio of revenue from our green products and solutions has grown to 27% and we aim to reach 30% by 2023.



All other Delta products and solutions will continue to deliver the highest possible energy efficiencies to reduce energy and material wastages.

Meanwhile, Thailand has a target of 30% for renewable energy share in final energy utilization in 2036. In addition, the government's 30/30 smart mobility policy aims to produce 725,000 EVs and 675,000 electric motorcycles, or 30% of all auto production in 2030. This policy also includes the domestic manufacture of batteries.

For many years, we have put sustainability at the heart of our operations with Delta's Risk Committee including sustainability aspects in our risk assessment covering our organization's corporate governance, social and environmental aspects. Our prevention and contingency measures for ESG risk and uncertainty enable us to have an agile response to unexpected disruptions. This long-term commitment to sustainability in our vision and strategy allows Delta to always uncompromisingly deliver on our promise of, "Smarter. Greener. Together." to our stakeholders. Delta's sustainable growth and profitability, in addition to international recognitions for our ESG efforts during the height of the pandemic period, can attest to the effectiveness of our Sustainable Development strategy.

In our continuous pursuit for excellence, we have applied the Governance Risk Compliance (GRC) and COSO ERM for better risk management in our operations in recent years. This not only examines the impact and likelihood of risks but also includes preparation for any worse case scenarios with effective emergency preparedness and a business recovery plan. Global ESG risks that affect Delta's sustainable growth listed in the World Economic Forum Executive Opinion Survey include:

- Debt crisis in large economy risk: Impacts revenue and operation cost which we address with effective cash control

and FX management and advanced technology development for tax privilege and product affordability.

- Digital inequality risk: Impacts operation cost, revenue and recognition. We address this by promoting STEM education development in Thailand with the Delta Automation Academy which offers Thai engineering student training at Delta labs and the international Delta Cup.
- Human-made environmental damage and Climate change failure risks: Impacts our operation cost, revenue, health and safety. We address this by compliance with international standards including ISO 14067:2018 (carbon footprint of products), ISO 14064 (greenhouse gas inventory disclosure), ISO 50001 (energy management). We continue to invest in R&D for greener products and solutions and work with the IEAT and our local communities for biodiversity conservation and energy/environment education.

By harnessing the power of collaboration, Delta has successfully managed risk and navigated multiple challenges to continue satisfying our global customers and reaching new milestones in our sustainability journey. We would like to thank the following organizations for their recognitions:

1. S&P Global for the Bronze Class Sustainability Award 2022 Sustainability Yearbook. Delta Thailand is proud to again be the only Thai company in the yearbook's "ITC Electronic Equipment, Instruments & Components" sector.
2. The London Stock Exchange Group (LSEG), FTSE Russell for inclusion into the FTSE4Good Index Series 2021.
3. The U.S. Green Building Council for the LEED (Leadership in Energy and Environmental Design) Gold certification in the New Construction category of our new Plant 7 in Wellgrow Industrial Estate, Chachoengsao.
4. The Ministry of Energy for the 2020 and 2021 Thailand Energy Award (TEA) in five categories.

5. The Asian Network for Quality (ANQ) for the ARE-QP Award in recognition for excellence in quality promotion at the 19th ANQ Congress 2021.

6. HR Asia for the HR Asia Best Companies to Work for in Asia Award 2021 in Thailand.

7. The Thaipat Institute for inclusion into the 2021 ESG100 Universe.

In addition to the above, we would like to thank all the government and private organizations who assessed and gave recognitions to Delta Thailand in 2021.

Finally, I would like to thank everyone at Delta for their dedication to excellence each day and commitment to our mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow." Your everyday actions to protect your teammates and satisfy our customers are some of the most important factors that make Delta a successful and sustainable organization. I look forward to achieving many more sustainability milestones in Thailand together with you.

Yours sincerely,



Jackie Chang
President

and Chairman of Sustainable Development Committee
Delta Electronics (Thailand) PCL.



01. THIS IS DELTA

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



Overview

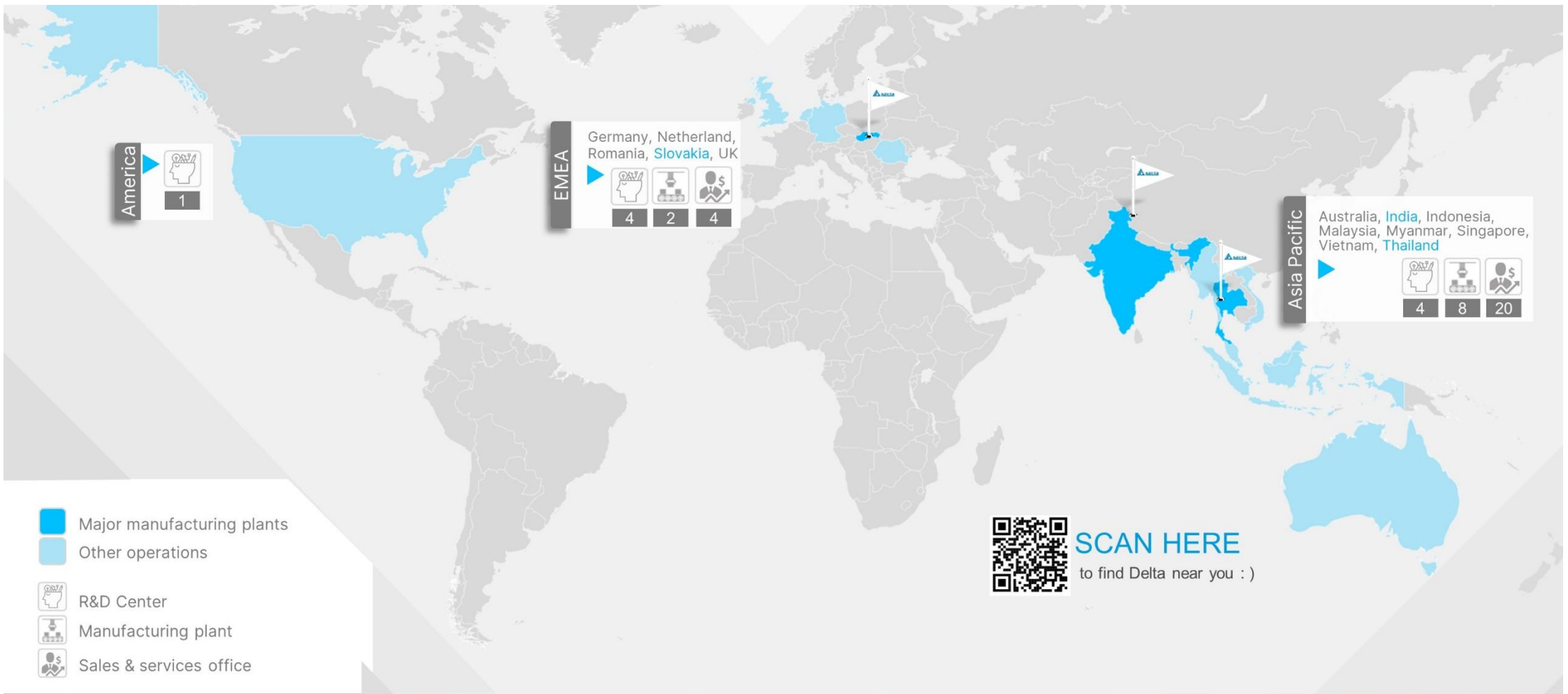


Delta Electronics (Thailand) Public Company Limited ("Delta" or "Delta Thailand" in the following content) is a manufacturer and exporter of power supply, electronics equipment and parts. The company was inaugurated on June 16, 1988, with THB 40 million in initial capital and converted to a public limited company on September 23, 1994, and listed on the Stock Exchange of Thailand on July 24, 1995, under the symbol of "DELTA". As of December 31, 2020, the company has THB 1,259,000 in registered capital with THB 1,247,381,614 in paid-up capital at THB 1 par value per share.

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

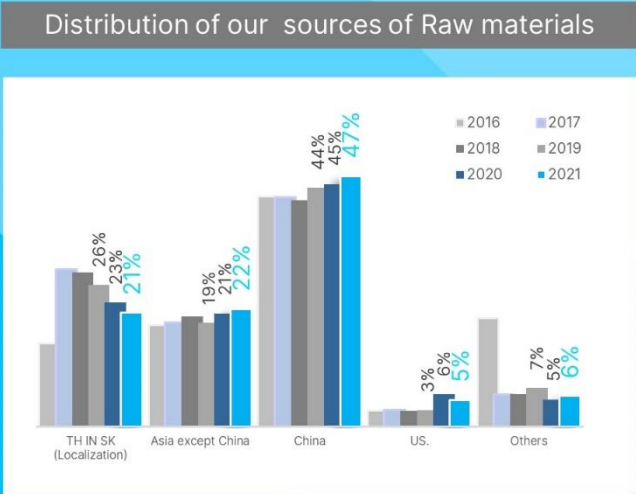
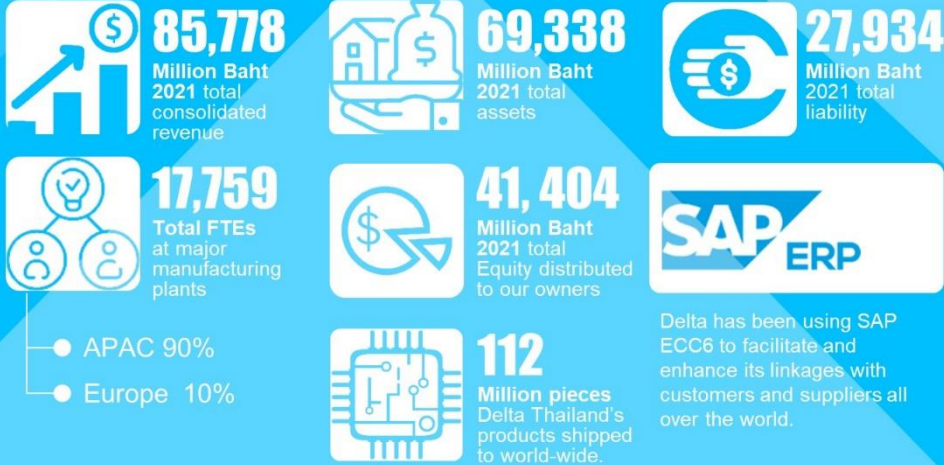
At present, the company has 2 main plants in Thailand, our headquarters in Bangpoo Industrial Estate, Samutprakarn and another plant in Wellgrow Industrial Estate, Chachoengsao. Our overseas plants are in India (Rudrapur, Gurgaon and Hosur), Slovakia (Dubnica nad Váhom and Liptovsky Hradok).





* In 2019, Delta start its operation in 3 new factories in Krishnagiri, India; Yangon, Myanmar and Samutprakan, Thailand to supply core components and mechanical parts to its factories in South-east Asia regions. After 5 year (by 2024) of introduction stage, these 3 factories should be material to our supply chain and creating positive impact on our profitability, cost management and environmental footprint control.

Global operations





Since 2014, Delta is undergoing a gradual but successful business model transition from being mainly an ODM supplier to a key solutions provider in Southeast Asia and Australia regions. As a result, the retention of top 20 ODM customers who are still the main revenue contributors have maintained consistently above 80% for three years in row.

In 2019 Delta Electronics (Thailand) PCL. received Conditional Voluntary tender offer (CVTO) from Delta Electronics Int'l (Singapore) Pte. Ltd. at the offer price of THB 71 per share. The CTVO implementation has not made any major change to the Delta Thailand's organization size, capital structure, ownership, operation and supply chain in the reporting period. However, in 2020, the COVID-19 pandemic and raw material shortage due to climate change slightly disrupted Delta's target to increase material localization.

On 31 March 2020, a meeting of the Board of Directors of the Company passed a resolution to proceed with the incorporation of a subsidiary, Delta Electronics India Manufacturing Private Limited, to

engage in the manufacturing and trading of electronics products. The subsidiary was incorporated in India with a registered capital of INR 1.1 million and the Company having a 100% shareholding.

In January 2021, Delta Electronics India Manufacturing Private Limited called up 100 percent of the par value of the shares and received payment of share capital of INR 1.1 million, or approximately Baht 0.5 million, on 15 January 2021.

On 24 July 2020, a meeting of the Company's Board of Directors passed a resolution to merge two subsidiaries in Australia, Delta Electronics (Australia) Pty. Ltd. and Eltek Australia Pty. Ltd., with the merged business to belong to Eltek Australia Pty. Ltd. The subsidiaries' merger was completed on 1 April 2021.

On 22 April 2021, Delta Electronics (Australia) Pty. Ltd., which is now in the process of dissolution, changed its name to "Delta Electronics (Holdings) Australia Pty. Ltd." and Eltek Australia Pty Ltd.

changed its name to "Delta Electronics (Australia) Pty. Ltd.". The merger had no impact on the consolidated financial statements nor ESG performance because it was a merger of subsidiaries within a group of companies under common control.

Our worldwide network of sales and technical support teams are located in Asia, USA and Europe. These teams are backed by centrally located design-engineering centers that diagnose problems during the design and production stages. This can be demonstrated by Delta Thailand's latest investment structure disclosed in our [Annual Report](#) page 10 To keep our stakeholders informed, Delta Thailand's major shareholders has publicly disclosed at <https://tinyurl.com/yx97a23h>.

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



Powering green innovations

From its expertise in designing and creating high-efficiency power supply, Delta leverages our market leading power supply technology to create greener product and solutions that enhance quality, reliability, customer satisfaction and necessary ESG actions for our stakeholders. Since 2010, the company realized its potential to relief global climate change with smarter and greener solutions. Consequently, Delta gradually phased in to solution business since 2015 with healthy growth in EV, green and energy-efficient solutions which are potential opportunity implied from the company's awareness of Climate Change impact to broad society.

What is power Supply?

The purpose of a power supply is to supply electric power for a device that we use. There are many varieties of devices and power supply types. Some types are the Linear Power Supply, i.e. Transformer, Non-Linear Power Supply and Switching Power Supply. In short, power supply is a device that supplies electricity to various electrical devices and converts AC voltage to DC voltage to meet the needs of various electrical equipment for DC voltage (voltage goes to the device's capacitors or internal components)

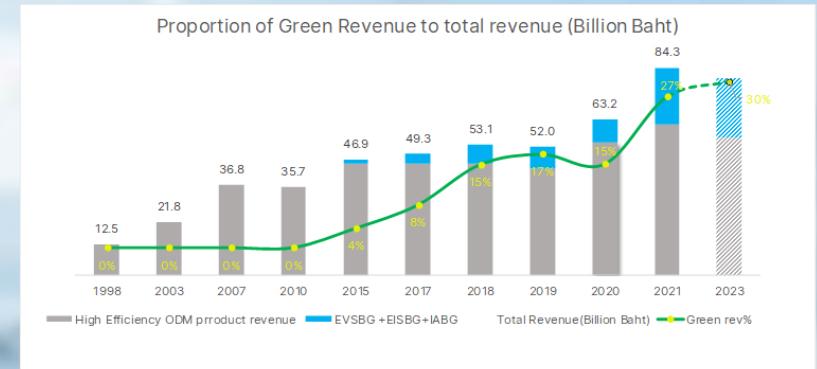
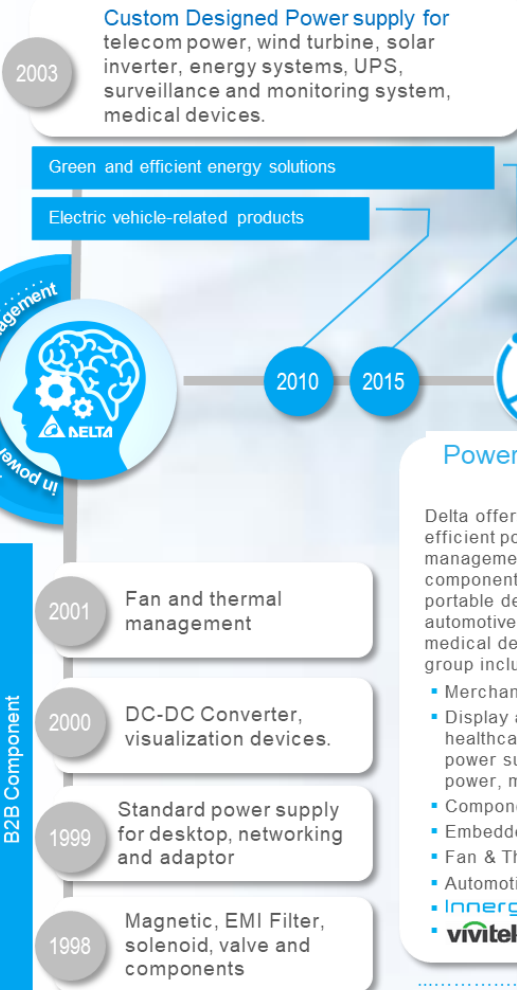
Why Switching Power Supply?

The main advantages of Switching Power Supply or Switching Mode Power Supply (SMPS) are high efficiency of 80-100%, which means the input is almost as much as the output. It is light, compact, which can be installed in a variety of devices.

Why Delta?

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

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



Power Electronics

Delta offers a full range of ultra-efficient power suppliers, thermal management and electronic components and system for portable devices, appliances, automotive electronics and medical devices. Products in this group includes

- Merchant and mobile power
- Display and visualization healthcare devices, mobile power supplies, industrial power, medical power
- Component
- Embedded Power
- Fan & Thermal Management
- Automotive electronics
- **Innertek**
- **vivitek**

Automation

Delta is one of the fastest growing industrial automation solutions innovators in the world. We leverage power and automation technology to develop all-inclusive building automation and controls.

- Industrial Automation
- Equipment control and visualization, network, control, drive and motion, field device
- Building automation
- Building management and control, LED lighting, intelligent surveillance

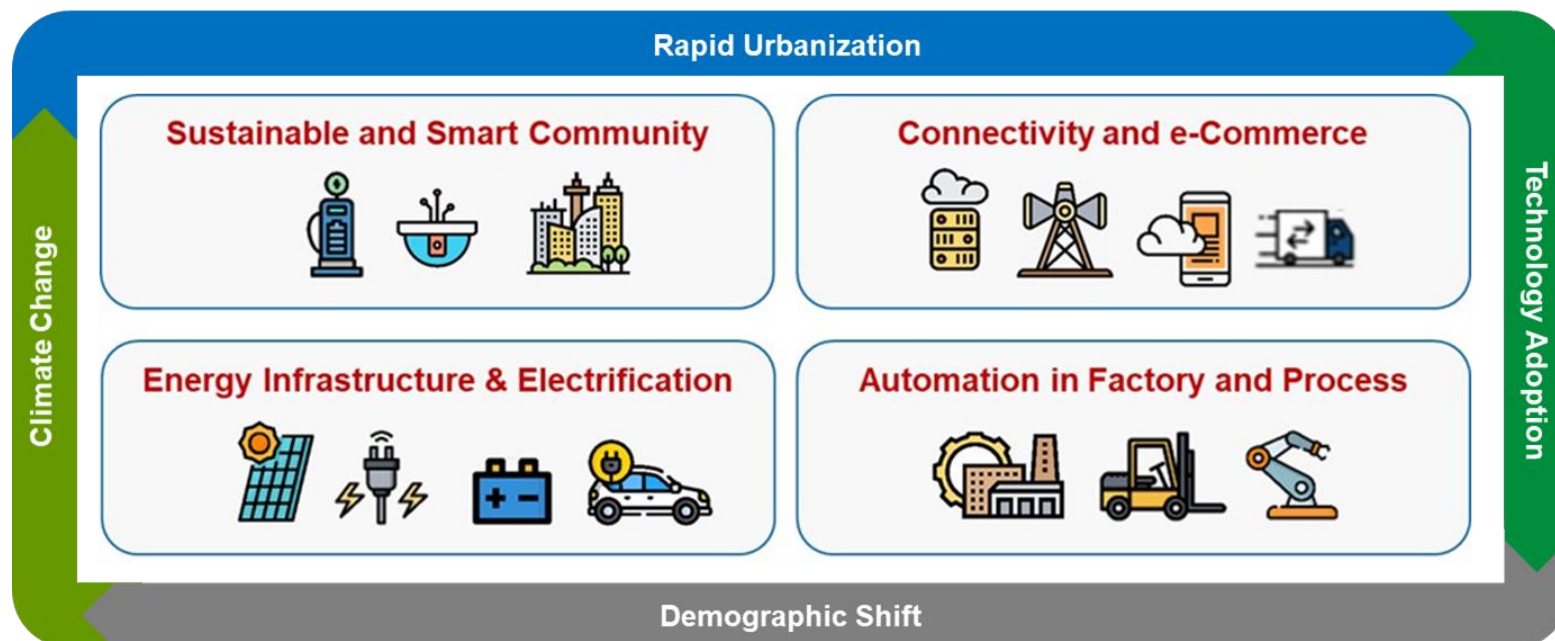
Infrastructure

Delta is a world-leading provider of telecom power, uninterruptible power systems, datacenter infrastructure. We also have best-in-class renewable energy solutions and EV charging solutions.

- ICT Infrastructure
- Telecom power systems, networking system, UPS and datacenter infrastructure,
- Energy Infrastructure
- EV charging, energy storage system, renewable energy, high power motor drive

Integrated solution

Innovations for Better Tomorrow



Industrial Automation	Data Center	Telecom Energy	EV charging	Display & monitoring	Building Automation	Smart Energy
<ul style="list-style-type: none"> • Factory automation solutions • Machine automation solutions • Process Automation Solutions 	<ul style="list-style-type: none"> • Micro data center • POD • Containerized data center • Power container 	<ul style="list-style-type: none"> • Outdoor ECO cooling enclosure • Renewable energy power system • Outdoor telecom power solutions • Site monitoring and control system 	<ul style="list-style-type: none"> • Residential charging • Commercial charging • Public charging 	<ul style="list-style-type: none"> • Display system solutions • Display system integration 	<ul style="list-style-type: none"> • Building automation • Lighting design • Smart street light • Connected lighting • Smart surveillance & Delta SmartPass • UNO Indoor Air quality monitoring 	<ul style="list-style-type: none"> • PV solutions • Energy storage solutions • EV charging solutions • Energy IoT solutions



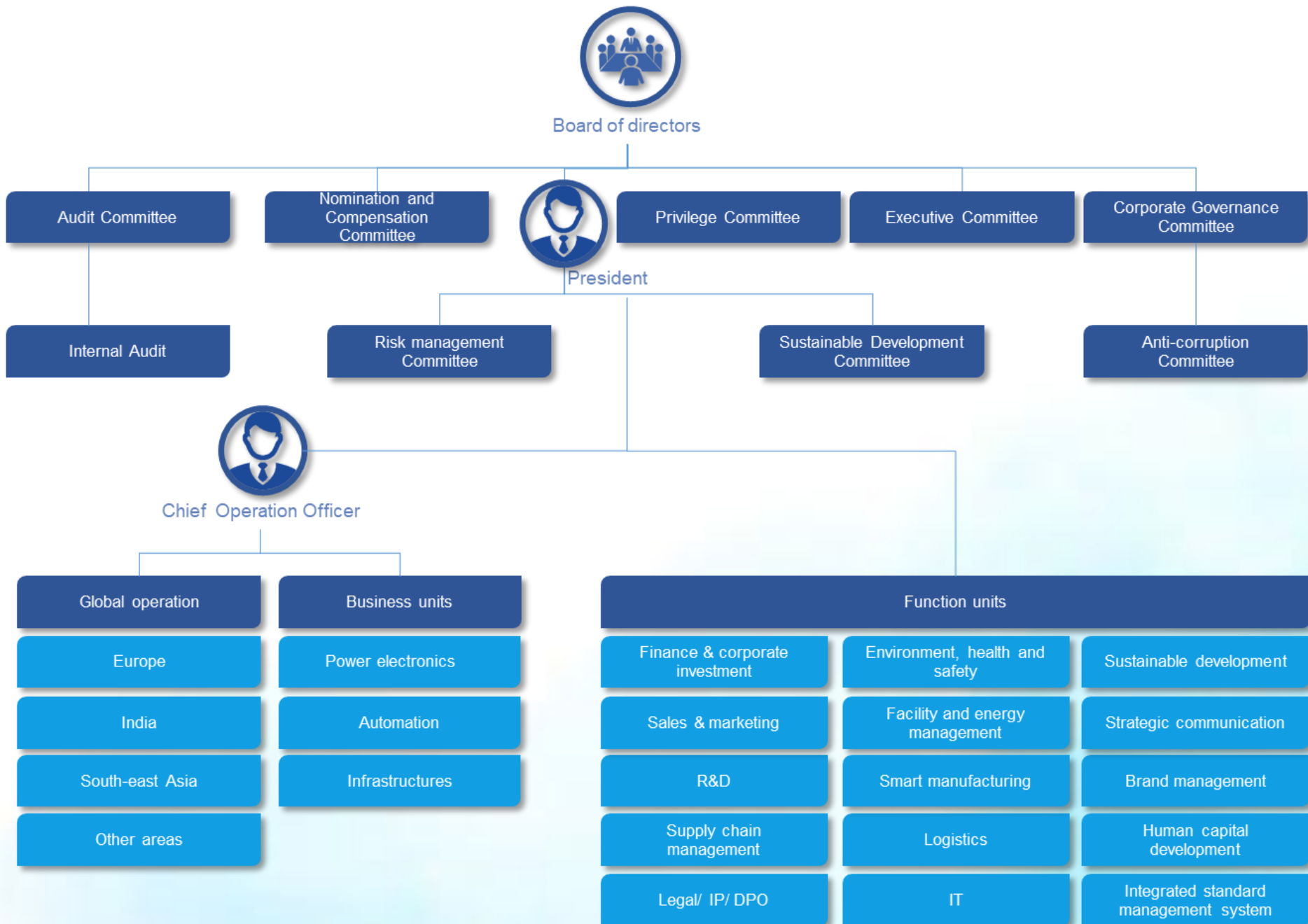
The Brand

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

"To provide innovative, clean and energy-efficient solutions for a better tomorrow." is both our corporate mission and our commitment to environmental protection. Delta commits to its brand promise of "Smarter. Greener. Together." in our core value and product development inspiration. Our brand not only embodies what we demand of ourselves, but also is a commitment to our investors, customers, and employees alike. Our strong belief in Delta's brand drives the synergy of leading technology and business partner cooperation in our ongoing creation of ultra-efficient and reliable products and services including power and component products, industrial automation, energy management systems and consumer electronics products that support a smart and environment-friendly future.

Delta partners with our subsidiaries and business associates to increase Delta's global brand value and recognition through Delta brand products and solutions. In B2C scope, Delta Thailand and its subsidiaries have acquired world leading brand of electronics component, visualization, consumer electronics and IOT technology-related brands to enhance continuous growth to Delta's brand from 2016-2019. These merger and acquisitions not only help Delta to strengthen its brand image and market presence; but also another way to strengthen our value chain of innovation among Delta group. Up to the reporting period, there was of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship. Delta Thailand's corporate brand value has recognized by Chulalongkorn University's Thailand Top Corporate Brand Award, Hall of Fame for its brand valued over THB 50 billion for 5 years in row.





Our Structure

In spite of global presence and wide range of products, solutions and businesses, Delta set up simple organization for delegating authority for economic, environmental, and social topics. Through flat reporting lines policy, strategic target and directions from the highest governance body has communicated to senior executives and other employees with various approaches.

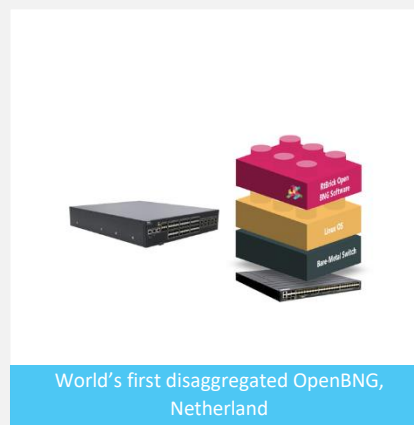
Though all Delta's executive-level position has responsible for economic, environmental, and social topics up to their functions, Sustainable Development (SD) Office had founded to connect smarter and greener values chain among related functions and its subsidiaries across the globe. This significant development demonstrate the company strong passion to boost up its performance in sustainable development matters.

Due to the rising concern of individual privacy and information security in the digital economy era, in 2019, Information Security Management Committee meeting resolve to invite its legal manager to acting for Data Protection Officer (DPO). The DPO is responsible for collaborate with data-related function, IT and HRD; for instance, to conducting data protection impact assessments, monitoring the organization's compliance with relevant data privacy rules including monitor data privacy risks arising in our organization's activities. Due to the assigned person/s' independency, the acting DPO will be Delta's reliable point of contact for data subjects and supervisory authorities.

In 2021, Delta established the Privilege Committee to consider, review, promote and supervise the measures for requesting a tax or non-tax privilege from Thai Government, state enterprise or other connected entity. One of the Privilege committee's key task is to review the balance of investment benefit against the social and environment impact accordingly to each target site's [policy](#) to optimize mutual benefit for both Delta and our stakeholders.

Last year, Delta restructured its [Risk Management Committee](#) since we realized realize that an effect ive environmental, social, and governance (ESG) strategy supports better financial performance and long-term business success. In additiona to meet our stakeholder's expectation, The ESG risk management also help the company to identify, manage and mitigate many environmental and social risk which may interrupt our long-term target to increase green revenue while decrease greenhouse gas from our business processes.



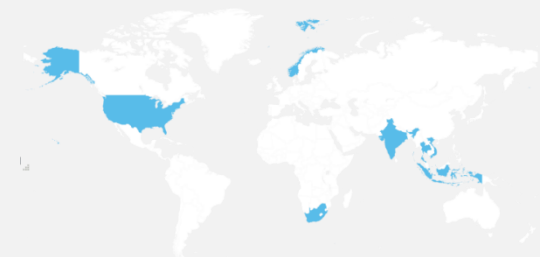
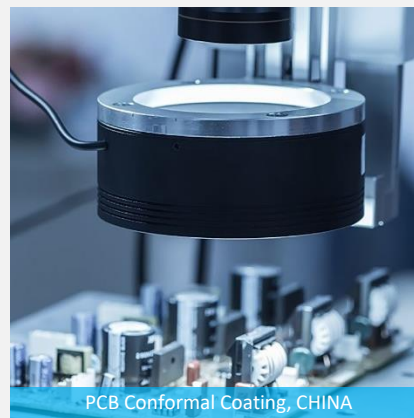


Success Stories

In the ever-emerging complexity of the Industry 4.0 era, customers around the world are seeking Delta products and solutions to maximize energy efficiency, drive growth and boost competitiveness. Our growing project portfolio is a testament to our successes in a wide range of areas including industrial automation, datacenters, green buildings, smart factories, telecom power, monitoring and displays, EV charging and renewable energy.

Delta teams leverage global R&D and manufacturing synergies in our relentless push to deliver the most add value to our customers. Our core competencies in energy management and power electronics power Delta innovation, providing the impetus for our ongoing journey "to provide innovative, clean and energy-efficient solutions for a better tomorrow".

<Click on each caption to learn more about our success stories>

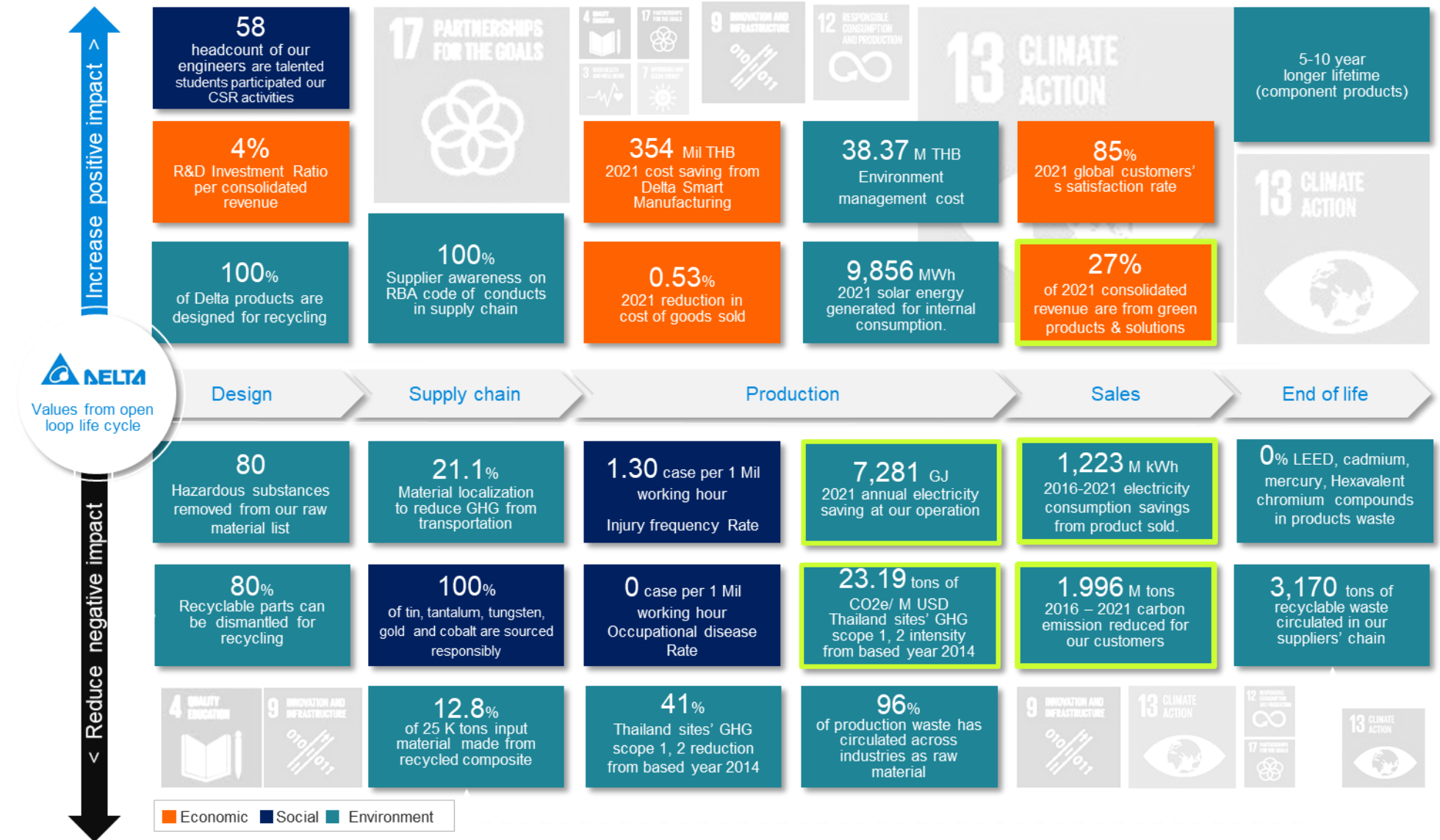


02. SUSTAINABLE DEVELOPMENT

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



Our 2021 effort to limit 2°C climate change by 2050





The matters

Through daily business process, feedback from related public disclosure, various communication channels, trade events and partnership with leading institute; our stakeholders' voices help us realized the material issues in extended view.

Delta Thailand has adopted AA1000SES 2018 principle to communicate with both direct stakeholders who have a visible role in the organization, regulation, e.g. operational personnels, communities and entities that influenced or be impacted by it the services; and indirect stakeholders who are interested and echo their needs in Delta's performance through various approaches.

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.

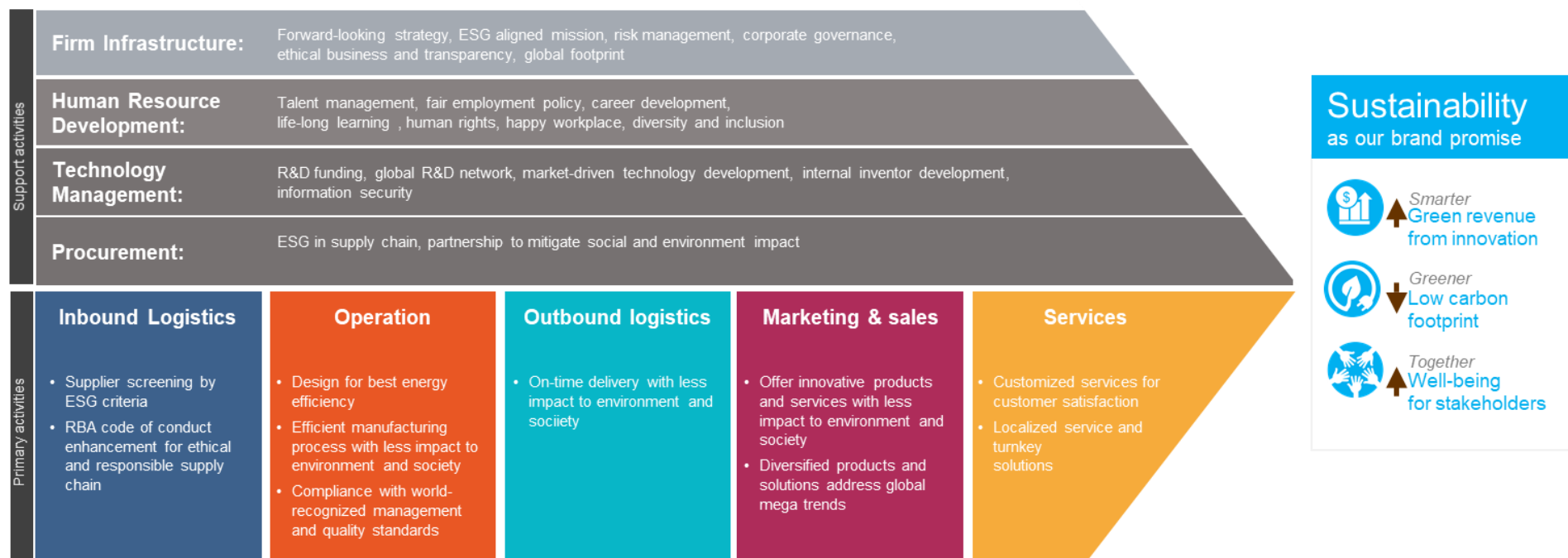
Step 1: Design the material analysis

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 manufacturing factories in India and Slovakia. Our sites in these countries cover 100% of our manufacturing process that contribute to 98% of the Company's consolidated financial performance.

Step 2: Value chain analysis

To ensure our capability to response to provide innovative, clean and energy-efficient solutions for better tomorrow,











We analyze our business activities to see our potential and gap to deliver the promise value to our stakeholders while balance the company's competitive advantage.

Delta also consider its adhered risks, the World Economic Forum's [The Global Risk Report](#) and emerging issues to realize potential long-term impact of these risks to our business context and related stakeholders. In 2021, 12 emerging risk in business process happened in the 2nd half of 2021 had reported to the Board of Directors. Meanwhile, Risk management committee and related working team keep focusing on related environment risk accordingly to the [Nations IPCC's forecast](#) that average global warming of 0.2°C is expected for each of the next two decades. A total of 25 climate topics were collected in 2017 through the aforementioned procedures. After ranking the comprehensive risks and upon internal confirmation, a total of 11 major risks have been identified. These risks encompass policy and legal risks, technology risks, market risks, and physical risks as following:


Step 3: Identification of initial list

List sustainable development issues related to Delta Thailand's sustainable development in ESG aspects according to GRI Standard, Dow Jones Sustainability Index Assessment for ITC Sector, SET Sustainability Awards, Responsible Business Alliance (formerly EICC) Code of Conduct and the Securities and the Exchange Commission of Thailand's Corporate Governance. We implemented Media stakeholder analysis (MSA) to benchmark our list of material issues with peers, our customers and competitors in the same industry. In 2021, due to the air pollution, COVID-19 emergence, global policy changes to response to the pandemic and the rise of virtual currency; there are 30 major issues for investigation included in the company's questionnaire. These 30 issues had used to sum up the frequency of our stakeholders' contact during the reporting period.



WEF risks	Risk category	Impact	Likelihood	2021 vs 2020	Link to DET's Initial list/ 2021 Material issue	Impact to DET's	Mitigation Action	Opportunity	Organization level KPI
 <ul style="list-style-type: none"> - Climate action failure - Extreme weather events - Human-made environmental damage - Biodiversity loss and ecosystem collapse 	<ul style="list-style-type: none"> - Environmental risk - Geopolitical risk - Strategic risk - Financial risk - Operational risk - Compliance risk 	H	H	●	<ul style="list-style-type: none"> - Operation eco-efficiency - Economic performance - Employment policy and human rights promotion - Ethics, integrity, COC - Social Contribution 	<ul style="list-style-type: none"> - Revenue - Operation cost - raw material validation - Industry stigmatization - Carbon tax - Worker's health and safety 	<ul style="list-style-type: none"> - Promote RE100 among Delta Group - Policy to invest in manufacturing plant in eco-friendly zone - Implement KM/ KA/ KL and ECRS - Robust eco-friendly life style at work and community - Study internal carbon pricing practice - Promote importance of collaboration to implement IPCC RCP2.6 scenario as much as possible - Study internal carbon pricing practice - Comply with international standard to manage resources, process and GHG inventory - Disclose envi performance accordingly to recognized standard. - Closely monitor global updated regulations and standards. - Prepare emergency and recovery plan to prevent worker safety and well-being as well as our operation - Engage related stakeholder to promote recycled input material use. 	<ul style="list-style-type: none"> - Growth in green revenue - Customer's satisfaction in process - Attract talent with sustainable mi - Increase pool of local i-rec - Value-added in Brand recognition - RE100 and SBT implementation 	<ul style="list-style-type: none"> - GHG intensity reduction - EI intensity reduction - WI intensity reduction - VOC intensity reduction - Renewable energy mix increment - Reduce HZ waste from design stage - Hours of STEM stem education for both employee and community - Number of environmental violation case - % of recycled input material use
 <ul style="list-style-type: none"> - Debt crises in large economies - Fracture of interstate relations - Collapse of a systemically industry important - Prolonged economic stagnation 	<ul style="list-style-type: none"> - Economic risk - Geopolitical risk - Strategic risk - Financial risk - Operational risk - Compliance risk 	M	H	●	<ul style="list-style-type: none"> - Economic performance - Supply chain management - Operation eco-efficiency - Ethics, integrity, COC - Social Contribution 	<ul style="list-style-type: none"> - Revenue - Operation cost - Business ethic in value chain - Difficulty in financial tools application - Possibility to face new category of tax policy 	<ul style="list-style-type: none"> - Retain customer satisfaction - Increase local customer portfolio - Effectively manage FX rate 	<ul style="list-style-type: none"> - increment of order transferred from sites in counterpart regions 	<ul style="list-style-type: none"> - Green revenue/ total revenue - Customer satisfaction rate - % of new customer in local areas - Gain/ loss in Fx rate - % Supplier localization
 <ul style="list-style-type: none"> - Infectious diseases 	<ul style="list-style-type: none"> - Economic risk - Societal risk - Geopolitical risk 	H	M	●	<ul style="list-style-type: none"> - Economic performance - Employment policy and human rights promotion - Occupational health and safety - Social contribution 	<ul style="list-style-type: none"> - Revenue - Operation cost - Supply chain management - Social contribution - Industry stigmatization - Worker's satisfaction 	<ul style="list-style-type: none"> - Increase worker's vaccination % - Increase communities' vaccination % - Closely monitor regional/ country policy/measurement to handle local COVID-19 situation. - Participate Thailand's factory sandbox to recover operation - Prepare emergency and recovery plan to prevent worker safety and well-being as well as our operation 	<ul style="list-style-type: none"> - increment of order transferred from sites in counterpart regions - Growth in revenue of medical product line/ solutions 	<ul style="list-style-type: none"> - % of vaccination at workplace - Number of vaccination in surrounded 'community - Number of COVID-19 fatality at workplace.
 <ul style="list-style-type: none"> - Severe commodity shocks - Geopolitization of resources 	<ul style="list-style-type: none"> - Economic risk - Geopolitical risk - Strategic risk - Financial risk - Operational risk 	H	H	●	<ul style="list-style-type: none"> - Supply chain management - Economic performance - Operation eco-efficiency - Innovation management 	<ul style="list-style-type: none"> - Revenue - Operation cost - R&D Investment - Import tax 	<ul style="list-style-type: none"> - Collab with DET group, suppliers, customer and educational institute, business sector and government to develop substitute material and promote circular economy. - Promote stem education in the regions we operate 	<ul style="list-style-type: none"> - Stable material validity for production. - Lower material cost - Expansion of partnership in component engineering field - Development of eco-friendly material to release climate change 	<ul style="list-style-type: none"> - % Supplier localization - % recycled input material - Hours of OHS education for both employee and community
 <ul style="list-style-type: none"> - Digital inequality - Failure of technology governance 	<ul style="list-style-type: none"> - Technological risk - Strategic risk - Compliance risk - Other (Ethics and integrity) 	H	M	●	<ul style="list-style-type: none"> - Ethic, integrity, COC - Employment policy and human rights promotion - Innovation management - Supply chain management 	<ul style="list-style-type: none"> - Intelligent properties protection - Slower tech transformation 	<ul style="list-style-type: none"> - 100% IT literacy training for workers - Comply with ISO27001 - ISMS committee establishment - Provide free wifi for all workers at workplace. - Establish various communication channels eg. facebook, instagram for workers. - Provide affordable and scalable data center solution to market. - Develop relevant and local content in addition telecommunications infrastructure - Promote innovations geared towards overcoming the digital divide - Establishment of workable partnerships between all information and communication technology stakeholders 	<ul style="list-style-type: none"> - Implementation of smart manufacturing and business process digitalization. 	<ul style="list-style-type: none"> - Hours of STEM Education for both employee and community - Number of information breach case
 <ul style="list-style-type: none"> - Collapse or lack of social security systems - Erosion of social cohesion 	<ul style="list-style-type: none"> - Societal risk - Strategic risk - Operation risk 	L	M	●	<ul style="list-style-type: none"> - 'Employment policy and human rights promotion - Occupational health and safety - Ethics, integrity, COC - Social Contribution 	<ul style="list-style-type: none"> - Lower participation in value chain to implement environmental footprint reduction - Higher social security cost to maintain worker satisfaction - Higher requirement in collective bargaining process to cover workers' higher living cost - Industry stigmaization 	<ul style="list-style-type: none"> - Define talent gap compared with our strategic target. - Frequently engage our stakeholders through online channels. - Increase media assessability for workers to learn macro/ public economy situation. 	<ul style="list-style-type: none"> - Skill workers for tech transformation. 	<ul style="list-style-type: none"> - Direct economic value generated and distributed - Hour of innovation dissemination and volunteers.



WEF risks	Risk category	Impact	Likelihood	2021 vs 2020 ¹	Link to DET's Initial list/ 2021 Material issue	Impact to DET's	Mitigation Action	Opportunity	Organization level KPI
 Employment and livelihood crises	<ul style="list-style-type: none"> - Societal risk - Operation risk - Strategic risk 	M	L	●	<ul style="list-style-type: none"> - Employment policy and human rights promotion - Innovation management - Ethics, integrity, COC - Social Contribution 	<ul style="list-style-type: none"> - Talent & skill worker shortage - Slower tech transformation and innovation development - Higher hiring cost - Higher training cost - Lower code of conduct in business process 	<ul style="list-style-type: none"> - Adjust compensation and benefit and work environment to be more attractive. - Define talent gap compared with our strategic target - Develop talent management program to boost up better career path for present workers. - More frequent communicate with worker on our risk strategy, target and other development to project workers own future/ - Expand job opportunity to community - Prepare spare workforce to be ready for "the Great Resignation" scenario after long COVID situation - Robust Happy 8 activities among DET group - Engage talent from local and regional universities. 	<ul style="list-style-type: none"> - Skill workers for tech transformation. - Worker higher participation in social and environmental program - Higher referral rate in new employee recruitment - Shorter recruitment period to get the right person to work - Sufficient workforce for growth in long term. 	<ul style="list-style-type: none"> - Employee engagement rate. - Employee turnover rate - Hiring cost - Training cost

Note 1: Compared with previous year when impact x opportunity ● Lower risk ● Higher risk ● Same level of risk

Step 4: Execute the material analysis Communication with stakeholders

Delta Thailand has adopted ISO 26000 and AA1000SES 2018 principle to communicate with both direct stakeholders who have a visible role in the organization, regulation, operation people, communities and entities that use the service or are impacted by it; and indirect stakeholders interested in Delta's performance.

Since 2019, Delta established [Stakeholder engagement guideline](#) to systemize its consultation process with its stakeholders on economic, environmental and social topics. The consultation is delegated to related departments/functions eg. HRA, Volunteer working team, Employee relation team and Corporate governance Committee, to get their stakeholder feedback and

reported to Sustainable Development committee meeting at least once a year. Finally the result of Sustainable development response to their stakeholders' expectation will be summarized and reported to the Board of Director at least once a year.

After the stakeholders prioritization process, their material expectations will be 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.



Item	Raised issues	Raised by / Stakeholder Relevance										Approaches	Stakeholder's Interest/ Concern (Y)										Possibility of issues	Impact to DET	Impact description	Delta's Opportunity / Response
		Employees	Customers	Suppliers	Shareholder/ n	Creditor	Media/ Analyst	Community	Regulators/ Aut	NGO	Public/ Society		Groups Stakeholder interested/ innovative	Economic perfo	Ethics, integrity, COC	Innovation	Management	Supply chain management	Operation eco-efficiency	Employment policy	IT Security	OHSAS				
1	Economic performance against the inter-states political situation, climate change and infectious diseases crises	-	▲	▲	▲	-	▲	-	▲	▲	▲	0 Telephone, IR, Opportunity day	▲	▲	▲	▲	▲	▲	▲	▲	▲	-	5	5	+ Business growth in spite of economic decline during lockdown period. + Maintain company competence and trade secret. + Smoothen work process and relationship among related network + Customer satisfaction.	• Full trial of emergency preparedness plan for further development. • Strengthen collaboration among supply chain.
2	Environment footprint of Delta products	-	▲	-	▲	-	-	-	-	▲	-	0 IT.helpdesk, Training, email	▲	▲	▲	▲	▲	-	▲	▲	-	5	5	+ Business growth in spite of economic decline during lockdown period. + Maintain company competence and trade secret. + Smoothen work process and relationship among related network + Customer satisfaction.	• Develop worker's literacy in IT security. • Full trial of IT security-related tools.	
3	Raw material validity against global commodity shock	▲	▲	▲	▲	-	▲	-	▲	-	-	0 Sales representative, IM-EX department, Central Purchasing Committee, suppliers@deltathailand.com	▲	-	▲	▲	▲	▲	▲	▲	-	5	5	+ Business growth in spite of economic decline during lockdown period. + Worker's loyalty when everyone can get through this situation without fatality. - Workprocess hiccup due to WFH trail. - Higher investment in cost of health and safety.	• Full trial of emergency preparedness plan for further development. • Strengthen collaboration among supply chain.	
4	Safety & health practice during COVID-19 pandemic	-	▲	▲	-	▲	▲	▲	▲	-	-	0 On-line survey, EHSMR committee, Employee relation committee, COVID-19 Task Force team, Safety Officer, Production morning meeting, Coffee Talk (session with President)	▲	▲	▲	▲	-	▲	▲	▲	▲	5	5	+ Business growth in spite of economic decline during lockdown period. + Worker's loyalty when everyone can get through this situation without fatality. - Workprocess hiccup due to WFH trail. - Higher investment in cost of health and safety.	• Full trial of emergency preparedness plan for further development. • Fasten digital transformation among daily processes. • Fasten critical worker identification process that will benefit workforce compensation plan, talent development plan. • Fast development of work	
5	Information security and information literacy to reduce digital divide and adverse tech	▲	▲	▲	▲	▲	▲	▲	-	-	▲	0 IT.helpdesk, Training, email	▲	▲	▲	▲	▲	-	▲	▲	-	5	5	+ Business growth in spite of economic decline during lockdown period. + Maintain company competence and trade secret. + Smoothen work process and relationship among related network + Customer satisfaction.	• Develop worker's literacy in IT security. • Full trial of IT security-related tools.	
6	Job availability for local workforces	▲	-	-	-	-	▲	▲	▲	▲	▲	0 Facebook, Telephone, LinkedIn, HRA representatives	▲	-	-	-	-	▲	-	-	▲	5	3	+ Sufficient workforce for ramp up demand + Higher opportunity to get workforce to ready to digital transformation. + Career development of existing operators - Subcontractor's call for equal career development to Delta operator	• Open for subcontractor application for short -time order ramp up • Availability of quality and loyal worker from internal recruitment. • Design more variety career development courses	
7	Investment of renewable energy and RE100	-	▲	-	-	-	▲	▲	▲	-	-	0 Questionnaires, Opportunity Day	▲	-	▲	-	▲	-	-	-	▲	5	3	+ Continuity of GHG reduction effort - Insufficient manpower due to COVID-19 prevention measurement.	• Maintain leading environmental performance in spite of the pandemic situation. • Lower operation cost against order ramp up • Fasten transformation of energy mangement platform from HMI to machine	

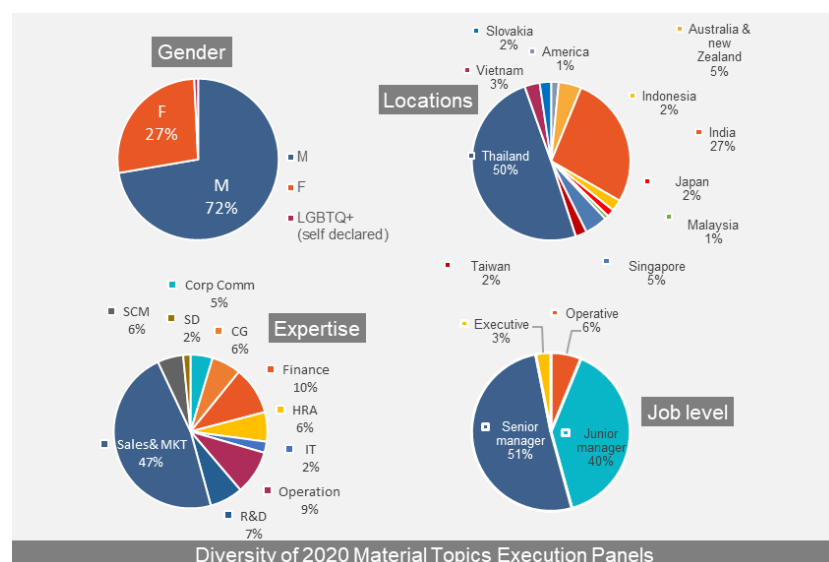


Item	Raised issues	Raised by / Stakeholder Relevance										Approaches	Stakeholder's Interest/ Concern (Y)										Possibility of issues	Impact to DET	Impact description + Positive - Negative ? Unknown	Delta's Opportunity / Response
		Employees	Customers	Suppliers	Shareholder/ Investor	Creditor	Media/ Analyst	Community	Regulators/ Authorities	NGO	Public/ Society		#Groups Stakeholder influenced by interactivity	Economic performance	Ethics Integrity COC	Innovation Management	Supply chain management	Operation efficiency	Employment policy	IT Security	OHSAS	Social Contribution				
8	Compensation and benefit for subcontract worker	▲	-	-	-	-	▲	-	-	-	-	0 Employee reaction dept., Union representatives, stakeholder engagement survey	-	▲	-	-	-	▲	-	▲	-	5	5	+ Sufficient workforce for ramp up demand - Subcontractor's call for equal career development to Delta operator	<ul style="list-style-type: none">Establish Employee Relation unit to help all type of worker to understand their rights.Track subcontract worker's performance to plan their career path development.	
9	Collaboration for CSR projects	-	▲	-	-	-	-	▲	▲	▲	▲	0 e-mail, telephone, meeting with external stakeholders, feedback through CSR teams, stakeholder engagement survey	-	-	▲	▲	-	-	-	-	▲	5	5	+ More opportunity for experience-based training for each project representative team. + More partner for further project, process and product development. + Social license to operate. + Higher opportunity to disseminate advance technology knowledges. ? More frequent engagement by external parties.	<ul style="list-style-type: none">Develop soft skill and cross-field training courses to strengthen worker's competence as well as career part development.Develop worker compensation and welfare base on their service/ learning hours.	
10	Labor practice against ramp up demand of tech goods	▲	▲	▲	-	-	▲	-	▲	-	-	0 Compensation committee meeting, Employee relation line group, Vendor Quality Team's online engagement. Stakeholder engagement survey	▲	▲	-	▲	-	▲	-	▲	▲	5	5	+ Business growth in spite of economic decline during lockdown period. + Worker's loyalty when everyone can get through this situation without fatality. - Workprocess hiccup due to WFH trail. - Higher investment in cost of health and safety.	<ul style="list-style-type: none">Employee loyaltyHigher efficiency of employeesSmoother operation with less conflict with labor unions.	
11	Human rights in business process	-	▲	▲	▲	-	-	-	▲	▲	-	0 Customer Survey, Meeting with external party, investor survey	▲	▲	-	▲	▲	-	▲	▲	▲	1	5	+ Business growth in spite of economic decline during lockdown period. + Worker's loyalty when everyone can get through this situation without fatality. - Workprocess hiccup due to WFH trail. - Higher investment in cost of health and safety.	<ul style="list-style-type: none">Employee loyaltyHigher efficiency of employeesSmoother operation with less conflict with labor unions.	
12	On-time delivery during global lockdown and port concession.	-	▲	▲	▲	-	-	-	-	-	-	0 Sales representative, IM-EX department	▲	-	▲	▲	▲	▲	▲	▲	-	5	5	- Higher freight cost impacting operation cost and profit margin.	<ul style="list-style-type: none">Additional pools of high-competence freights and forwarders.Synergize DET and its front offices's network for further collaboration.Reduction of customer complaints on long lead-time as B2B provider.	
13	Personal data protection policy	▲	▲	-	▲	-	-	▲	▲	-	▲	0 Telephone, ER, COVID-19 survey, local health office visit	▲	▲	▲	▲	-	▲	▲	▲	-	5	5	+ Operation smoothness amid the pandemic situation.	<ul style="list-style-type: none">Human rights literacy among organizationFasten worker utilization of company's communication channels.	
14	Interested in being Delta Suppliers	-	-	▲	-	-	-	-	-	-	-	0 email, letter, telephone	▲	▲	-	▲	▲	-	-	-	▲	5	1	+ Broader pool of suppliers against shorter sourcing process + Fasten supplier localization process.	<ul style="list-style-type: none">Develop supplier registration platform and online supplier requirement	



Delta prioritizes 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.

In 2021, we engaged our stakeholder through various approaches and 132 managers and directors at front sales and services offices to execute our 2021 material topics. Before the execution, recent ESG kpis and activities have shared among the meeting. This is to ensure that our material topic meet GRI's principle of Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness in spite of massive unpredictable issues and uncertainty disrupted by the COVID-19 pandemic in different locations. By this process, our material topics have executed carefully by representatives of these operation sites with variety of business context, cultures, countries' policies, expertise and emergency issues they were facing daily. The of the executive panel's diversity can be demonstrated as following:



Step 5: Material issue validation

The result of materiality prioritization indicates that 8 from 14 issues have been expected and interested by the Company's stakeholders with relevance to our business goal. Due to the COVID-19 disruption in 2021, stakeholder's interest and concern of eco-efficient operation had


declined. However, the Execution panels meeting agreed that our responsibility to natural resources conservation is the most significant issue to maintain the company's competences, raw material for production and social license to operate; this issue has added as Delta's materiality. Finally, the 9 material issues had disclosed in this report in detail.

2021 Sustainable Development key performance had reported to the Board of Director meeting dated 15 Feb 2022.



Material issues	Disclosure page
Economic performance	13,19,30,35,
Ethics, integrity, Code of Conduct	35-41
Innovation Management	45-55, 68,71-75, 79-89
Supply chain management	56-66
Eco-friendly operation	43-91
Employment policy	93-124
IT Security	77
Occupational health and Safety	109 -119
Social Contribution	92-140





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

Our commitment

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

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

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

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





Remark: revised GHG intensity and Energy consumption intensity target accordingly to Delta's committed Science-based target and RE100 activity

Delta Thailand has continued improving its products, processes and business models to increase productivity and generate profits while reducing costs. The company commits to providing the best return to its stakeholders and we receive local, national and international honors for outstanding performance. Sustainable growth in the ever-changing business environment to meet global needs is necessary for the company in the long-term. Delta is integrating sustainable development strategies with our business strategies. We focus on product development and continuous CSR in our business processes to address emerging risks. To achieve our strategic goal while promoting value in the value chain, Delta is responding to three key core company ideals: Smarter. Greener. Together. and our Mission Statement.

Since 2004, every employee bases their daily operations on our core company concepts which form the DNA of Delta culture and drive our social progress and effective responses to change. In 2015, Delta set targets to increase green revenue from its products and solutions portfolio up to 30 percent of total revenue by 2023 while reduce environment footprint from our business process. These products and solutions areas include Solar Energy, Datacenter and Industrial Automation systems that respond to the needs of businesses and the wider community. With the growth of valuable business opportunities in the past 20 years, Delta's energy efficiency products and solutions rose 6.37% from 2015 when this amount of revenue have acknowledged. Finally Delta's green revenue account for 27% of the company's total revenue in 2021.

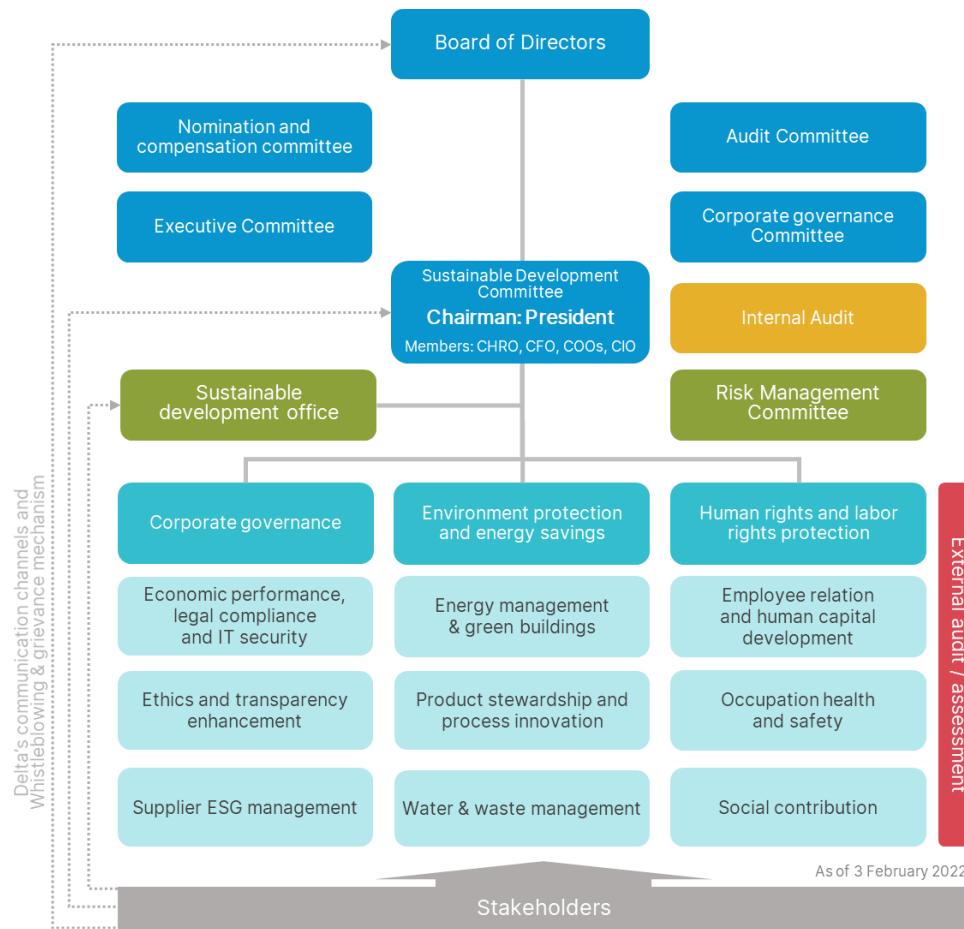


Sustainable Development Organization

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

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

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



1. Since IT security and on-line communication does matter to corporate strategy, Delta has include Chief Information Technology officer (CIO) into its SD Committee structure.
2. Sustainable Development organization body officially established in 2018 to drive internal ESG performance development and ESG disclosure among Delta Thailand Group.
3. Due to Thailand Cyber Securities Acts, personal Data Protection Acts. OECD BEPS Action 13 and other updated regulations, Delta has include its legal manager (acting DPO) into its SD Committee structure.
4. The COVID-19 pandemic, higher requirement of OHS standards and trend off emerging disease highlights the importance of stakeholders health and safety, Delta separate OHS working team from HRD works to fasten OHS decision making for any possible emergencies.
5. According to the committee meeting in Oct 2021, SD committee has assigned by the President to be responsible for enterprise risk management in social and environmental aspect, SD committee and Risk management Committee has merged. The focused ESG risks will be reported to the President, Audit Committee and the BOD at least twice a year.



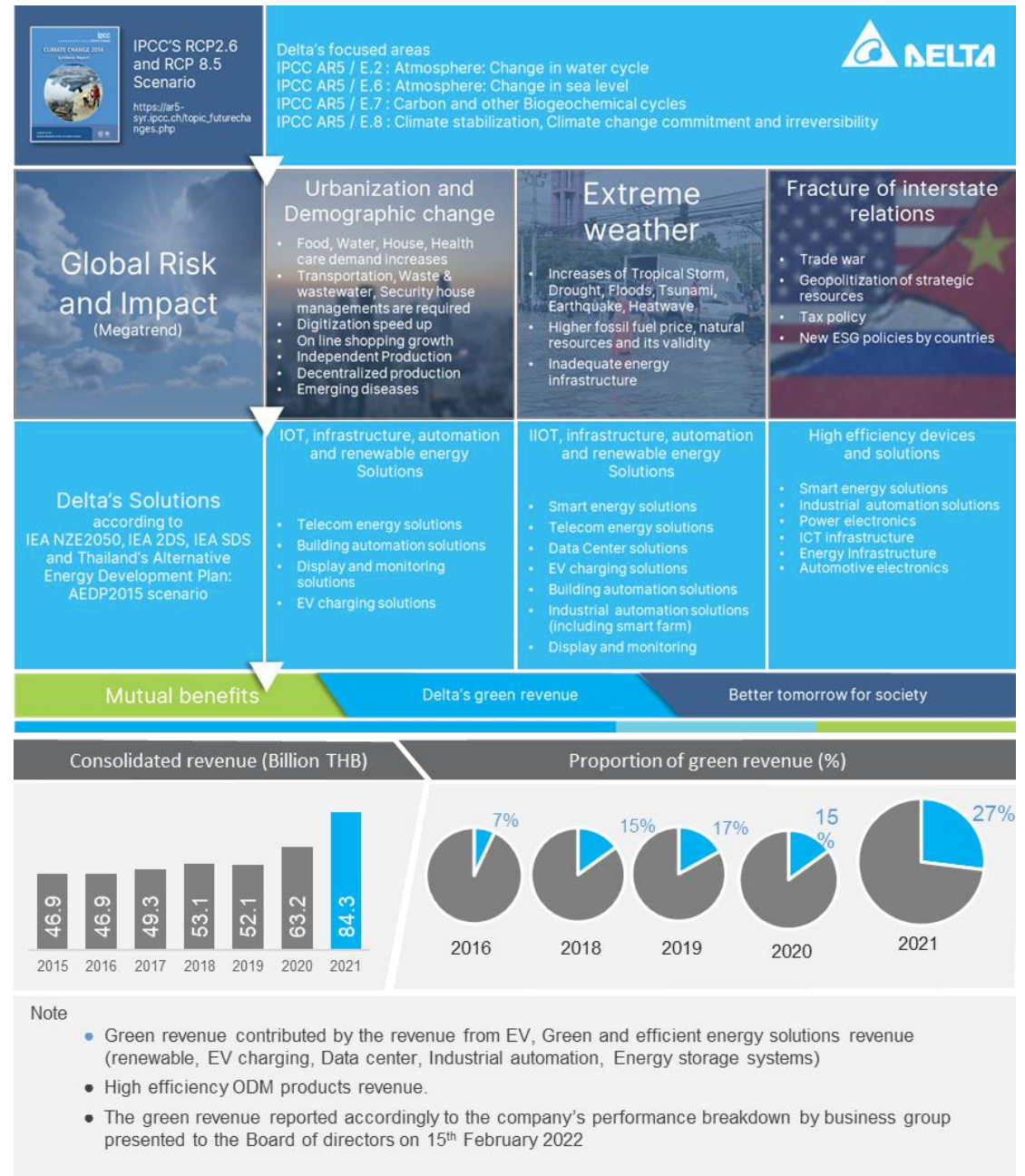
From responsibility to sustainable growth

According to IPCC's RCP 2.6 and RCP 8.5 scenarios, Delta embraces risk management, supply chain management, innovation and stakeholder's expectation together with responsibility for ESG aspects as sustainable innovation. Delta synergizes its technology to response to social needs in environment conservation while mitigate climate change impact. Delta has invested 100 million Baht in average since 2015 to make its operation greener. Meanwhile, the company maintains its research and development cost at approximately 4-5 percent of its consolidated revenue to develop smarter and greener products and solutions for the mentioned purpose

COVID-19 and climate extremes was the additional challenge of preparing for and responding to disasters.

On August 29, 2021, heavy rains caused flooding in the Bangpoo Industrial Estate where four Delta Thailand factories and two warehouses are located. The rapid urbanization in the coastal Bangpoo and Praksa areas has disrupted the water flow in the local canal network. In 2020, heavy rainfall caused floods in the Export Zone of the Bangpoo Industrial Estate. Flood water did not reach Delta Thailand headquarters, but some materials and non-operating machines at our other locations were affected. As of August 31, 2021, all production equipment and facilities in all Delta Thailand Bangpoo plants are not affected by the flooding and will resume production operation from night shift.

This force majeure flooding event has mainly affected our operations in both work stoppage and materials damage which delay our production schedule.





Not only Delta, but flood and changes in sources of water resulting from climate change is forecasted to impact to the countries across the globe. According to [2021. EM-DAT: The Emergency Events](#) Database published by the Université catholique de Louvain (UCL) – CRED, Monsoon Floods in Thailand has created around 48 Billion USD economic losses from 2001-2021. From the same report, 1,894 mortality resulting from flood in 3 countries; India, China and Pakistan. In addition, from [IPCC's Synthesis Climate change Report \(AR5\)](#), the fractions of the global population that will experience water scarcity and be affected by major river floods are projected to increase with the level of warming in

the 21st century. [In urban areas climate change is projected to increase risks for people, assets, economies and ecosystems, including risks from heat stress, storms and extreme precipitation, inland and coastal flooding, landslides, air pollution, drought, water scarcity, sea level rise and storm surges \(very high confidence\).](#)

Climate change will amplify existing risks and create new risks for natural and human systems. Risks are unevenly distributed and are generally greater for disadvantaged people and communities in countries at all levels of development. Increasing magnitudes of warming increase the likelihood of severe, pervasive and irreversible impacts for people, species and ecosystems. Continued high emissions would lead to mostly negative impacts for biodiversity, ecosystem services and economic development and amplify risks for livelihoods and for food and human security.



Delta Cloud-based Smart Water Level Monitoring System

Smart Water Level Monitoring System which leverages [Delta's industrial cloud router](#), and [DIACloud](#) service to offer precise monitoring and control for [Smart water pump](#)

stations. This will help provide the Bangpoo Industrial Estate's more precise data on water levels in the canal network to prevent flooding.

In 2018, Delta donated the Smart Water Level Monitoring System to the Bangpoo Industrial Estate's Eco Green Network. Delta is a member of the network that includes the IEAT Bangpoo Office and 352 companies in the area. This network aims to synergize environment protection efforts and boost the collaboration between the government and private sectors to mitigate the impact of floods and other natural disasters. In 2021, we make the solutions even smarter and greener by donating an original Smart Water Level Monitoring System to help flood prevention at Bangpoo Industrial Estate.

Delta Develops Solar Water Pump Solution to Support Thailand's Rural Development

Delta Electronics (Thailand) PCL. developed an original solar power electric water pump solution for a customer providing well water to remote communities in support of the Thailand government's rural development policy.

Delta developed this solar power water pump as a solution for lifting liquid from low to high levels in applications such as village wells. The solution utilizes solar energy, which is converted into electrical energy through photovoltaic panels. Delta's MS300 standard compact vector control drive and inverter manages the alternating current or direct current used in this system and adjusts the output power as well as the speed of the water pump. The solution also includes the Delta KPC-CC01 digital keypad for easy control.

A major advantage of Delta's solar water pump solution is that it uses clean renewable energy at no cost. With no recurring



cost for solar power electricity, the MS300 can reduce total energy consumption by over 40%. The Delta MS300 also has an integrated controller that reduces costs compared with competitor models that require a separate controller. It also features a Maximum Power Point Tracker (MPPT) function for over 20% more efficiency.

Dealing with Extreme weather's impact on health and food security by Delta Smart Farming Solutions

Delta has recently presented its 12-meter containerized smart plant factory in Singapore which is another milestone marking Delta's commitment to sustainability. The container showcases Delta's ambition to transform vegetable farming with smart automation technologies to fuel sustainable urban agriculture. With Delta's fans, thermal management solutions, LED lighting and automation technologies, the plant factory reduces water consumption by 5% compared with traditional agriculture methods.

With the recirculating hydroponic system reusing the nutrient solution, Delta's plant factory only needs 2%-5% of the water typically consumed by outdoor farming. Hydroponics also allows precise control of the inorganic fertilizer to reduce environment pollution. In addition, the water for cleaning the produce reduced considerably as indoor farming effectively prevents environmental pollution. Delta's plant factory operation leverages industrial automation technologies extensively. For example, the smart monitoring system utilizes Delta's sensors to detect a variety of environment factors in real time. The generated data activates the auto-adjustment by Delta's PLCs, and is also visualized by the SCADA system VTScada in an intuitive way. Many of the production processes are automated, such as the automated tray transfer system and the auto-sowing equipment.








Regarding operation management, the Delta Manufacturing Execution System DIAMES is mobilized for one-stop management of all key elements a plant factory requires. In addition to environment monitoring, human resources, production scheduling, alarms, and material controlling, product traceability and cost analysis are also enabled. With the Web interface, managers can easily monitor and operate it via mobile devices. The flow line workstations and the analysis of work processes to predict the operator's work hours and actions are other common elements in industrial automation.

As an industrial solutions provider, we are under process to bring such sustainable technology for health and food security to Thailand and other countries we operate.



Towards Sustainable Development Goals

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

Our Activities	SDG KPIs we support	Committed SDGs	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	7 AFFORDABLE AND CLEAN ENERGY	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
									
			3.b.1 Proportion of the target population covered by all vaccines included in their national programme 3.8.1 Coverage of essential health services 3.9.3 Mortality rate attributed to unintentional poisoning Delta strives to improve wellbeing at the workplace with ISO45001 compliance and the signing of the RBA agreement by our business partner. During the COVID-19 pandemic, employee and stakeholder health is a top priority for Delta Thailand. In 2021, Delta offered free voluntary COVID-19 testing and vaccination for over 90% of employees and subcontractors.	4.3.1 Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill Inclusive and equitable quality education, relevant skills, including technical and vocational skills, updated knowledge leading to decent jobs which reduce inequality in the society. Higher opportunity from quality education help ones to access the developing infrastructure in the changing global technology and world environment. Delta promotes education and life-long learning for its employees, employee's families and undergraduate students by promoting; 1.) basic and STEM education 2.) environment education 3.) talent cultivation mechanism 4.) experience-based learning Finally, life-long learning will be a noble pursuit that will keep ones healthy life even after retirement.	7.1.2 Proportion of population with primary reliance on clean fuels and technology 7.2.1 Renewable energy share in the total final energy consumption Constructing a reliable and sustainable clean energy system is one of the global focus. Delta dedicates developing solar power and renewable energy solutions, and discovering new business opportunity from these green solutions. Delta also provides affordable renewable energy and industrial automation solutions for leading research institutions to extend affordability opportunity to access clean and modern energy in rural areas and developing countries.	9.2.2 Manufacturing employment as a proportion of total employment 9.4.1 CO2 emission per unit of value added Accelerating industrial innovation and assisting in the construction of resilient infrastructure are the best solutions for companies facing the dual pressure of climate change and sustainable development. Strengthen innovation ecosystem by enhancing future innovator pool to advance green technology industry while mitigate environmental impact. Delta has implemented and internal incentive system to continuously accumulate innovative energy-saving solutions for global customers. It applications include smart manufacturing and modal shift transportation to reduce carbon in logistics process.	12.2.2 Domestic material consumption 12.4.2 Hazardous waste generated per capita and proportion of hazardous waste treated, by type of treatment 12.5.1 National recycling rate, tons of material recycled Sustainable consumption and production are the basis for sustainable business operations. Delta upholds its mission "To provide innovative, clean and energy efficient solutions for a better tomorrow". To mitigate global environmental challenges including air pollution, water and natural resources scarcity, the company has implemented sustainable consumption and production into daily operations through promoting eco-efficient operation measures, procurement localization, circular economy enhancement in supply chain, green building promotion and green life-style throughout the organization.	13.3.2 Number of countries that have communicated the strengthening of institutional, systemic and individual capacity-building to implement adaptation, mitigation and technology transfer, and development actions Property responding to climate change and its impact, and taking countermeasures are a major challenges for the company's sustainable business strategy. Delta response to climate risk by adaptation and mitigation, and continue to identify climate change opportunities. In addition, Delta uses "COP21", "Carbon Footprint for Organization (CFO)", "voluntary carbon reduction scheme (LESS)" and "Carbon Disclosure Project (CDP)" and participation in climate change-related policy as strategies to carry in-side-out strong action.	17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals Delta participated in global partnerships to help activate sustainable development. In business process, Delta enhance smarter and greener value chain through various approaches of communication to our stakeholders. Delta participates in national and international sessions on climate change and sustainable development. We collaborate with leading organizations to develop essential infrastructures for greener and inclusive future. The company also share our knowledge and practices with business and social sectors to create broader greener impact for next generation's well-being.



03. CORPORATE GOVERNANCE

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



Corporate Governance

Corporate governance systems ensure that a company is effectively and transparently managed in the interests of shareholders (including minority shareholders). On the one hand this includes checks and balances that enable the Board of Directors to have appropriate control and oversight corporate-wide responsibilities.

Board Competence

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

The company organizes internal and encourage the BOD members to participate external training by relevant institutions such as the SET, the SEC and the Thai Institute of Directors Association (IOD). In 2021, 4 out of 9 of our directors attended training courses that related to director roles and responsibilities, emerging risk and Delta's long-term strategic goals. Please find "Training" portion of the [Board of Directors' Qualification and Competency Matrix](#).

Selection of Directors

The Board of Directors assigns the Nomination and Compensation Committee (NCC) to search, select and nominate qualified candidates to be a director or member of related committees. The committee member selection have made regardless of gender, race and nationality based on whether the candidate is knowledgeable and experienced in areas such as accounting, finance, management, strategy and possesses individual skills and expertise in line with the company's business and strategies. In addition, the NCC also consider any committee's association of social group to ensure none of them is membership of under-represented social groups, cross-shareholding with suppliers The company has prepared a skill matrix to define the requirements for members of its Board of Directors to aid in the Board nomination process. To ensure that selection of Board of Directors is fair, Delta commits to basic human rights principles including gender equality. In April 2018, one female director with experience in finance, accounting and



tax has on-boarded. This is to ensure the achievement on company's objectives [BOD diversity](#) and a solid company structure with good corporate governance standards. Each of the nine directors possesses knowledge and expertise in various professional disciplines that are in-line with the company's corporate governance policies and cover all aspects of sustainable growth.

In 2021 Annual General Meeting, the company consult our shareholders to consider and approve the appointment of directors to replace the directors who will be retired by rotation. Resolution in this agenda shall be approved by the majority votes of the shareholders attending the meeting and casting their votes. Finally, appointment of three directors has approved with 99.6% score in average.

Structure of the BOD

Delta's one-tier-system Board of Directors comprises nine directors; three are executive directors. The remaining six are non-executive directors, including four independent directors who comprise over one-third of the Board. With one female director who is onboard in April 2018. The target number of independent directors, according to the company's practices of the Board of Directors, is no less than one-third of the total number of board members. The Board must have at least three independent directors according to the regulations of the Stock Exchange Commission and the Stock Exchange of Thailand. Explicit definition of the "independence" publishes on [Corporate Governance Policy](#) page 17-18. To ensure the independence and competence of the BOD members, Delta has recheck it's BOD members qualification by consolidating a [Board of Directors' Qualification and Competency Matrix](#). Finally, it is concluded that the independency of the BOD meet SET and SEC's requirement.

Roles and Responsibilities

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

BOD's Authorization

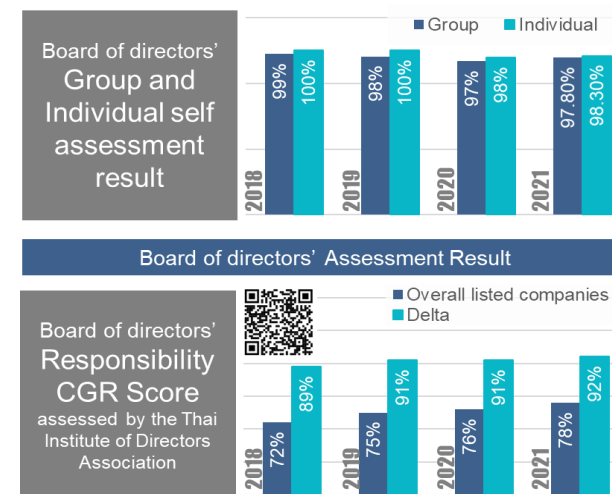
The Board of Directors can authorize matters under their scope of authority stipulated by law, the Company's Articles of Association and the shareholders' meeting resolutions. Such matters include defining and reviewing corporate vision, operating strategies, operating plans, risk management policy,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

Board of Directors Performance Assessment

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

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

2. Individual self-assessment of the Board of Directors members



Areas of assessment include Board duties, Board structural composition and individual member's qualifications, job performance, professional development and teamwork. Other areas of member's assessment are meeting attendance, general knowledge and expertise as well as proactive action in areas of responsibility. After the assessments, the evaluation forms will be submitted to the Company Secretary for tabulation and the results will be presented to the NCC with action plans to address the gaps, if any, for deliberation and onward submission to the Board. In 2021, the Board had outstanding 97.8% of group assessment and 98.3% of individual member performance result. The Board of Directors acknowledged the results of both group and individual level assessments and discussed possible areas for improvement.

Yearly, Delta Board of Directors' responsibility is assessed by the Thai Institute of Directors Association. In 2021, Delta achieved 91% score while overall listed companies' score of BOD's responsibility was 77%,



BOD Meeting

The independent directors' service term is limited to a maximum of nine years or three consecutive terms. Appointed directors cannot hold a director position in over three companies listed on the Stock Exchange of Thailand. Board meetings are conducted at least once every quarter to review the company's business and ESG-related performance and discuss important strategic issues including their risk and opportunity.

According to the Corporate Governance Policy and the BOD's agreement, the minimum attendance rate for every Board of Director member is 90% for good governance. In 2021, five meetings had held with an average attendance rate of 97%.

Sub-Committee

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

Executive Committee

The Executive Committee of the company consists of five members to operate and manage the business of the

company in compliance with company's objectives, Memorandum of Association, policies, regulations, notifications, order as well as the resolution of the Board of Directors. The Committee also establishes policies, business plan, directions, strategies, budget and the main organization structure and authority of each department within the company including the organization chart in order to propose to the Board of Directors for its consideration and approval. Besides, the Committee monitors and follows up the result of the operation of the company to be in accordance with the policies. To ensure that a company is managed in the interests of its shareholders, directors, CEO and executive committee members have requested to report their ownership of the company's share accordingly to SEC's best corporate governance practice.

Audit Committee

The Audit Committee of the company consists of three members and all the members are independent directors. The Committee reviews the company's financial reporting and consider the capability and independence of an external auditor, review that the company complies to the law on securities and exchange, the regulations of the SET and other laws related to the company business and do any other matters assigned by the Board of Directors. The service term of an independent director is no longer than 9 years or no more 3 consecutive terms and qualifications and responsibilities of the Committee as prescribed by the Stock Exchange of Thailand. More information on the Audit committee is publicly available at our recent [Annual Report](#) page 94.

Nomination and Compensation Committee

This Committee consists of three members, two independent directors and one executive director to review the remuneration policy and determine the remuneration of the directors of the company and members of sub-committee. Up to 2021, there is no clawback provision nor deferred share policy. The Committee also define the qualifications, structure, size and composition of the Board member and attracting qualified candidates for Board of Directors' consideration. The Term of office shall follow the Annual Director Election.

The Board of Directors assigns the NCC to evaluate the President's Key Performance Indicators (KPI). The NCC works together with the President to set the President's KPI with consideration to his/her role as the Chairman of the Sustainable Development Committee. The President's KPI covers economic, environmental and social aspect which are varied by the company's sustainable development targets such as revenue, profit, return on equity, regional business, training and development, social benefit optimization and environmental impact reduction performance. With variable performance considered, President and other executives' deferred bonus is paid out in April after which the income was earned for their January – December performance period. Find more detail from remuneration policy page 7.

More information on the Corporate Governance committee is publicly available at our recent [Annual Report](#) page 94-95.



In 2021, remuneration of Chairman of the Board, non-Executive Director, executive director, independent director and Audit committee chairman had 100% approved by the company's shareholders in its Annual general meeting. The Ratio of the annual total compensation for Delta President, Executive and management to the median annual total compensation for all employee was 11.03. Ratio of increment in annual to total compensation for our highest paid individual to the median percentage slightly increase in annual total employee was closely monitored.

Corporate Governance Committee

To systematically drive transparency among Delta Group, Corporate Governance Committee has set up in early 2019. The committee consists of three members, one non-executive director and two executive directors. The Committee review whether the company's Corporate Governance Policy, Code of Conduct and Anti-Corruption Policy are appropriate, adequate and regular update. This includes overseeing of how to promote them to employees for clear understating and actual implementation. More information on the Corporate Governance committee is publicly available at our recent [Annual Report](#) page 95.

Privilege Committee

To optimize shareholders mutual benefit while complying with law and regulation, Delta set up privilege Committee to consider, review, promote and supervise the measures for requesting a tax or non-tax privilege from Thai Government,

state enterprise or other connected entity. The full roles and responsibilities can be find from

<https://deltathailand.com/en/committee-charter>

Risk Management Committee

Risk Management Committee is reporting to consists of 13 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. In 2021, 12 major operation risks by business with 2 critical concern had communicated to the highest governance. In addition to consideration of impact and likelihood of the ESG-related risk in daily business process, emerging risk of air pollution in Bangkok and surrounding areas which will impact DET's operation, employees' health yet expose another business opportunity had reported to the BOD as well. More information on the Risk Management committee is publicly available at our recent [Annual Report](#) page 96.

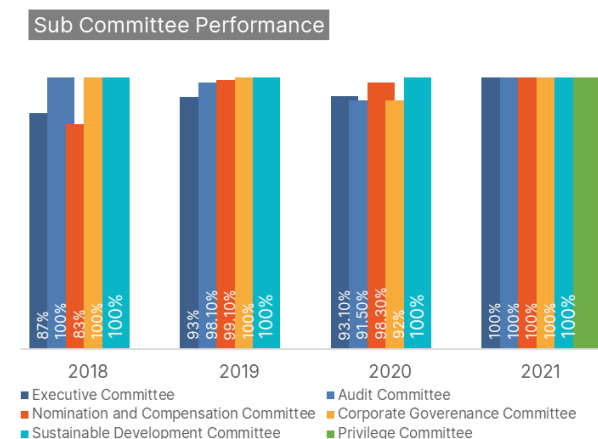
Sustainable Development

Committee In addition to periodical meeting, ESG issues are frequently discussed among Delta group through various on-line platform Sustainable Development Committee consists of four members to delegate sustainable development to respective managers, develop and review strategic sustainable development plans, monitor and

continuously improve CSR-in-process and ESG-related initiatives and annually and/or any time that is necessary to present a detailed report to the Board of Director.

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

In 2021, Delta utilize online conference technology to facilitate our sub-committee's discussion. The sub-committees' attendance rate has reported as following. Find more information of Delta's sub-committees at <https://bit.ly/2WiFuRo>



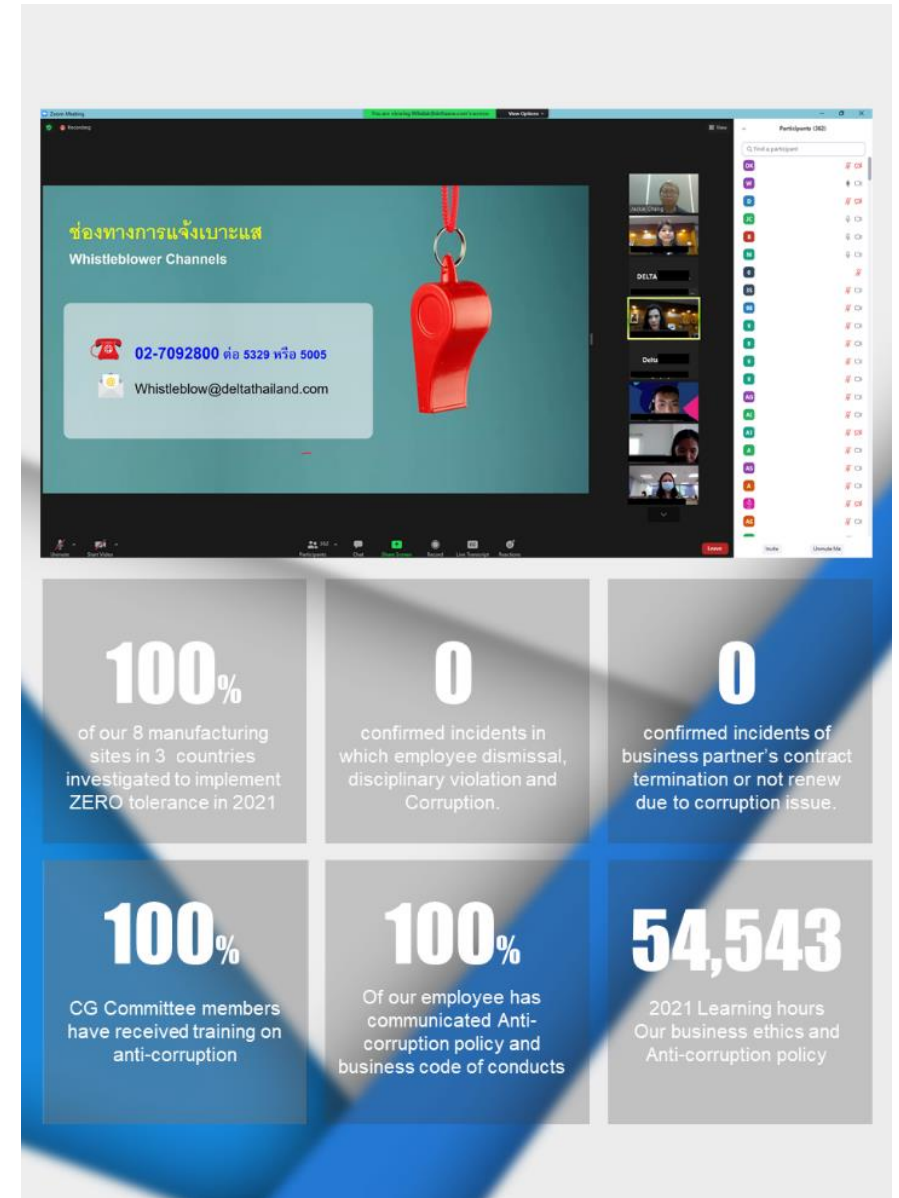
Ensure Norm of Transparency

The COVID-19 pandemic has revealed the fragility of global supply chains arising from raw material scarcity, production and transportation disruption, and social distancing. Firms need to carefully anticipate the difficulties during recovery and formulate appropriate strategies to ensure the survival of their businesses and supply chains.¹ Debt crisis in large economy, stagflation, and extreme weather and geopolitization of resources intensify existing interdependencies, radically alter market structures, and potentially increase the returns to corruption.

Delta has observed [Corruption Perception Index](#) to have precaution and track corruption and bribery situation in the countries we invested. In 2021, its subsidiaries in India and Slovakia (another 50% manufacturing sites) to mitigate potential risk of corruption and all the form of bribes. The company evaluation the potential 5 risky areas, strengthen up our control and perform necessary activities to implement our ZERO TOLERANCE target while maintaining its tangible and intangible assets for sustainable growth.

According to our public shareholding disclosure, there is no individual governmental institutions nor individual founding family members owning more than 5% of voting rights. In 2017-2021 the company does not make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns, anticompetitive behavior, violation of anti-trust and monopoly or public policy and legislation. Delta Thailand and its subsidiaries' list of [membership of association](#) has report to the Sustainable development committee and publicly disclosed on annual basis.

Delta Thailand's Board of Directors has approved the Anti-Corruption Policy which aim to clarify the company's goal to combat all forms of corruption had communicated to all the Board of Director and Executives based in Thailand headquarter since 2016 Delta has set a zero corruption goal to further develop our sustainability. The company commits to conducting its business with transparency and integrity.



¹ Kumar, S. P., Chowdhury, P., Moktadir, A., & Laud, K. H. (2021, August 2). *Supply chain recovery challenges in the wake of COVID-19 pandemic*. National Library of Medicine. Retrieved February 5, 2022, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8437773/>

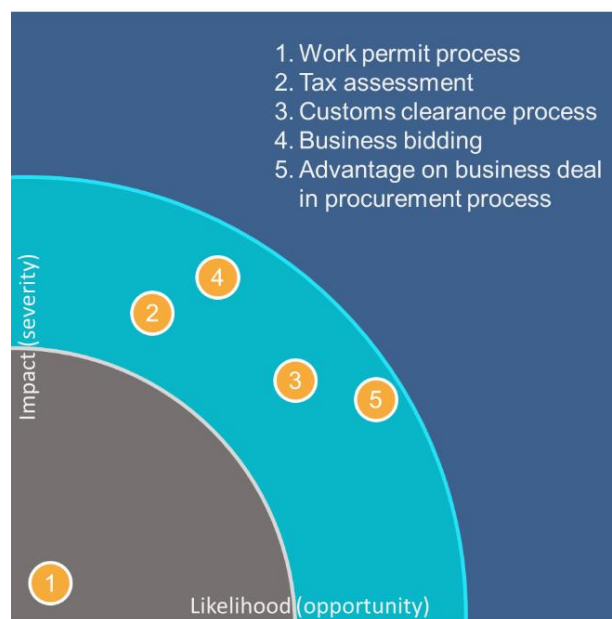


To enhance our stakeholders' confidence, Delta Thailand's policy prohibits directors, directors of sub-committees, management, personnel and related business partners of the company to act or consent to any form of corruption and all the form of bribery. Our corporate codes of conduct cover discrimination, confidentiality of information, conflicts of interest, antitrust/anti-competitive practices, money laundering and/or insider trading/dealing, environment, health and safety and whistleblowing.

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At risk likelihood 3/5 (2020: 2/5) and impact level 3/5 (2020: 3/5), the company applied the COSO Enterprise Risk Management to all business processes in its daily operations to mitigate corruption risk and ensure transparency and traceability in high-risk areas such as purchasing, resources use and reimbursement. In addition, Delta operates its

The company initiated an agreement between the purchasing department and suppliers named The Procurement and Supplier



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. Periodic 100% risk assessment and internal monitoring has placed as part of for countermeasures. However the company

Delta design various approaches to ensure our employees and relate stakeholders have communicated and aware of our high standard of ethical practice in business process.

In addition to regular ethic commitment as a part of employment agreement and code of conduct training as part of new staff orientation, in 2019, our Corporate Governance Committee appointed an Anti-corruption working team. The team launched the Anti-Corruption Commitment Program to

Covenants in 2001 and later changed to Integrity Undertaking to build a healthy procurement system and avoid the negative



ensure that employees are aware of their duties and responsibilities and perform their jobs with honesty and integrity. The commitment had implemented through both reliable on-line platform and physical training with black and white signatory commitment.

Since 2017, accumulated 11,122 employees (75% of Delta Thailand's total employees) has educated and sign the Anti-Corruption Commitment on-line. This training help our employees to understand the context and contents of corruption, bribery, fraud, money laundry and related activities that conflict with our ZERO tolerance goal. Consequently, the knowledge from this training help to reduce the numbers of unrelated whistleblowing case that also help the working team to focus on related issue accurately.

influence of human factors on normal business. The agreement is an acknowledgment by both parties to 100% of the our 1,856



active suppliers had educated and signed this agreement for common understanding to do business with integrity and without bribery or any unwarranted returns.

During the Delta Annual Partner Meeting dated 13 December 2019, the company covered the topic of anti-corruption to educate suppliers about our anti-corruption policies and stance against corruption. As well as inviting business partners to participate in symbolic expression in combating corruption together. This year the company seeks cooperation from suppliers not to send any gift/gratuity to company management, employees or their family member during New Year and other festival occasions. According to CG Committee 2/2020, The CG Committee advised related working team to engage our active supplier to sign the Anti-Corruption Commitment as well as our employee. Progress of this activities will be disclosed in the next issue of our SD report.

In 2018, Delta has signed on declaration of intent in establishing Thailand's Private Sector Collective Action against Corruption (CAC) on 16 July 2018 and submitted Self-Evaluation Tool for

Countering Bribery to the CAC Board on 12 December 2019 for certification. Since 7 February 2020, the company has listed as a certified member of Thailand's Private Sector Collective Action Coalition Against Corruption. The company has established the following communication channels to allow all employees and stakeholders to provide feedback or file complaints concerning this issue.

- Communication channel for Delta employees

- (1) Head of the unit where the employee belongs to
- (2) Email: HR.GRIEVANCE.SEA@deltaww.com
- (3) Suggestion box
- (4) Employee Relation Department's official Line account

- Communication channel for other stakeholders

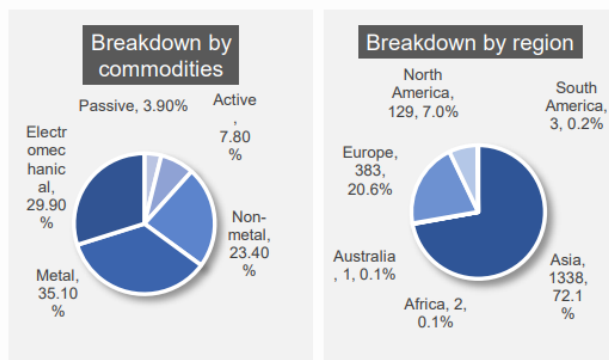
- (1) Opinion Box (PO Box 50, Bangpoo, Samutprakarn 10280);
- (2) Email: whistleblow@deltathailand.com

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

At the Board of Directors Meeting No. 1/2022, the company secretary informed the meeting that in the fiscal year 2021, the company found one case of supplier breached the business code

of conduct by doing business without integrity through the Internal Audit communication channel. Finally, we ended business with the supplier and put him in blacklist. However, the company did not receive any other complaint on corruption, anti-trust, fraud, bribery nor unfair competition.

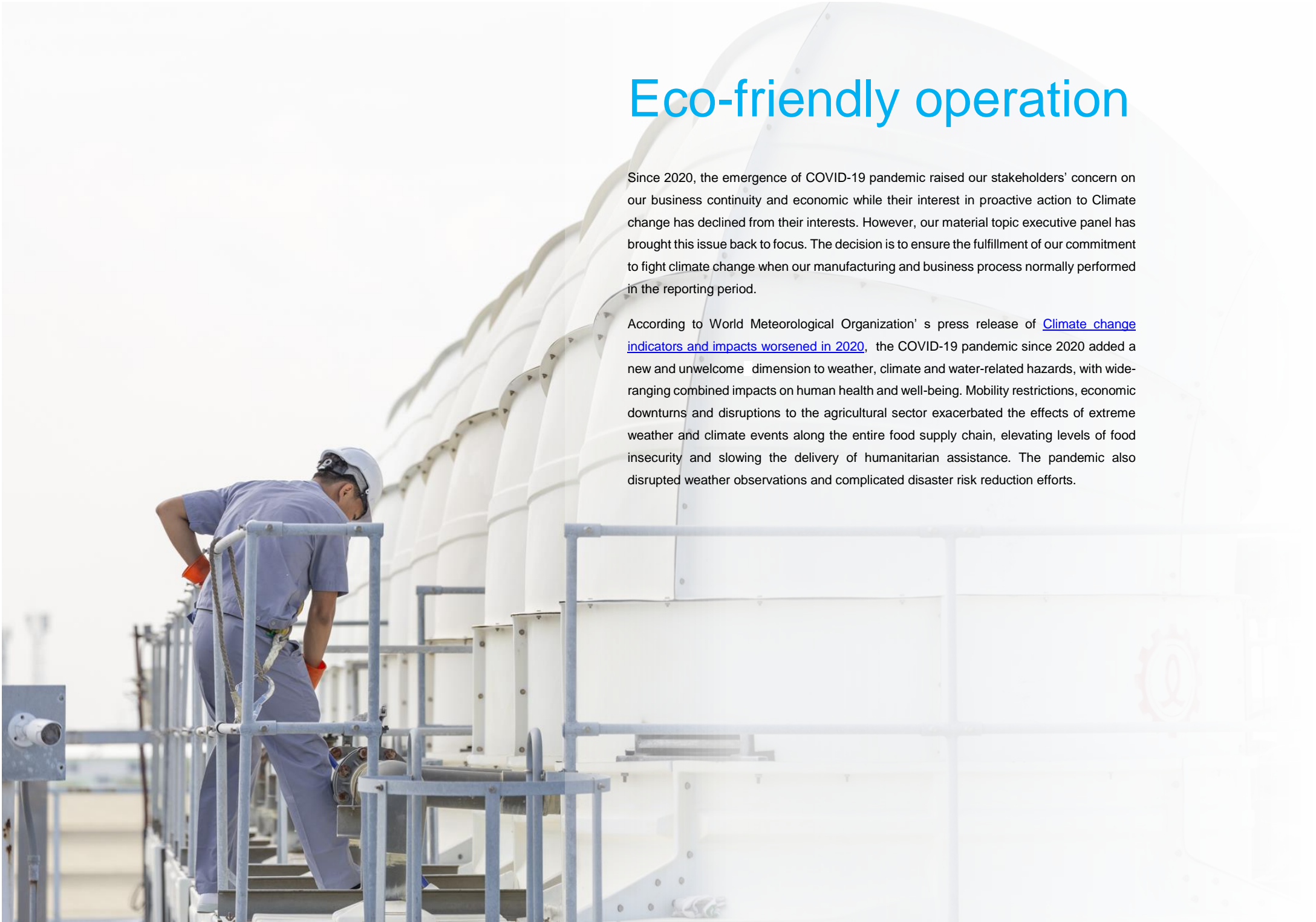
In 2020, there was a public interest in the company's significant increase of the company's securities trading volume and trading price in 2020. Delta had [officially clarify](#) the Stock Exchange of Thailand on 28 December 2020 that we have no significant development which would affect the securities trading volume and trading price. Beside this public's interest, we did not receive any complaints, non-compliance with law and regulation in the social and economic area nor public legal case which brought against the company for code of conduct, anti-corruption and information and confidentiality fraud and abuse during the reporting period.



04. ECO-FRIENDLY OPERATION

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

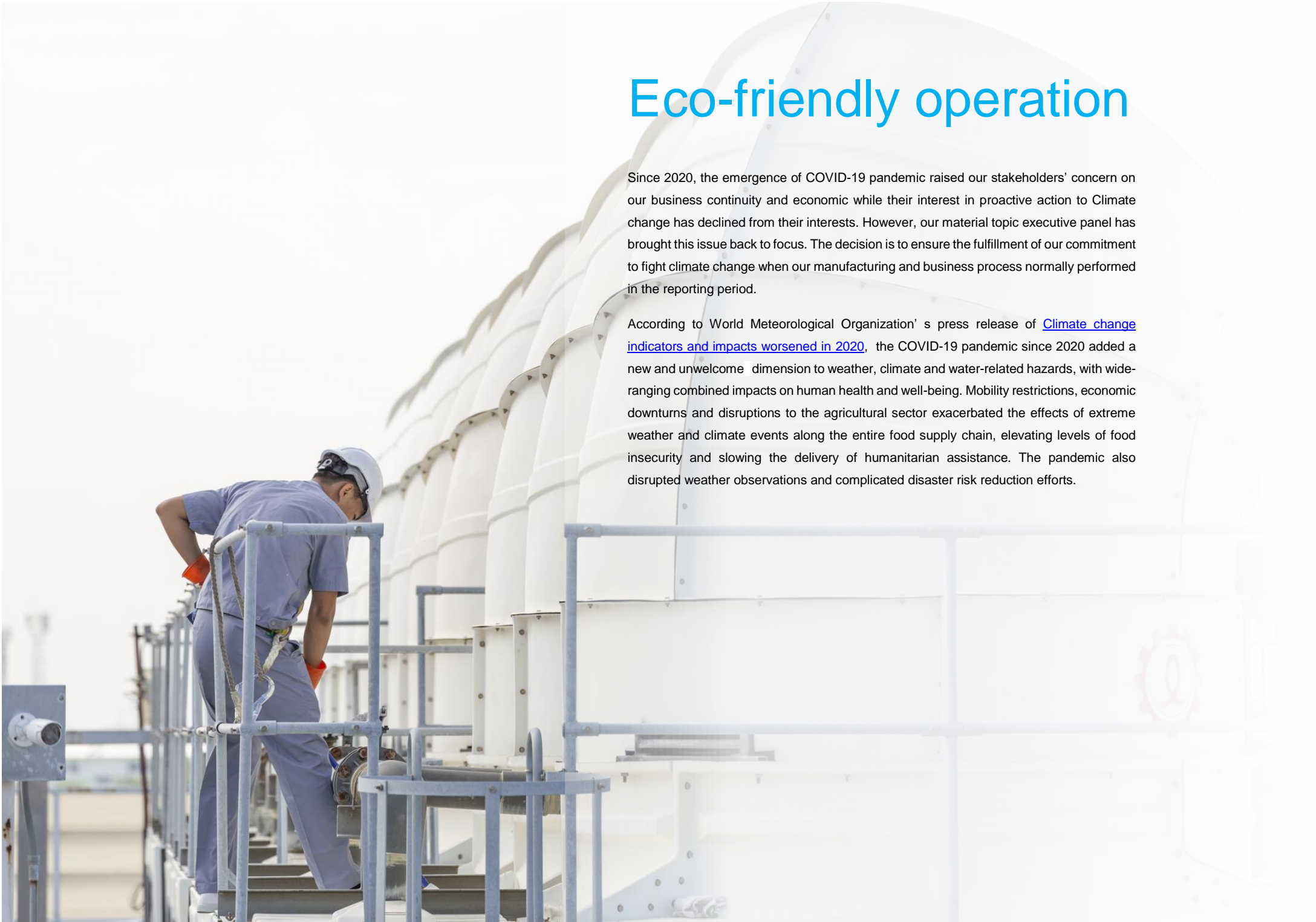




Eco-friendly operation

Since 2020, the emergence of COVID-19 pandemic raised our stakeholders' concern on our business continuity and economic while their interest in proactive action to Climate change has declined from their interests. However, our material topic executive panel has brought this issue back to focus. The decision is to ensure the fulfillment of our commitment to fight climate change when our manufacturing and business process normally performed in the reporting period.

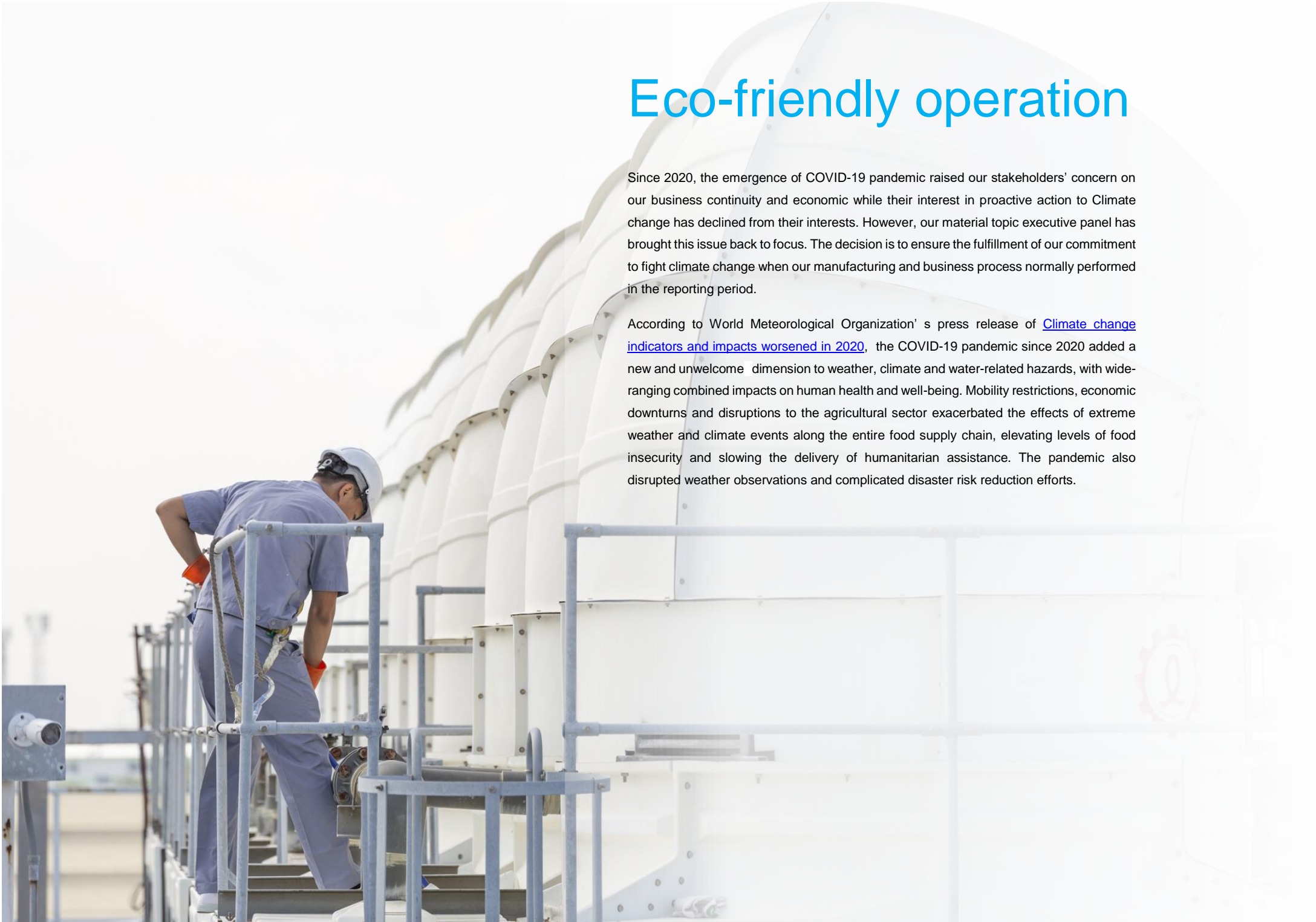
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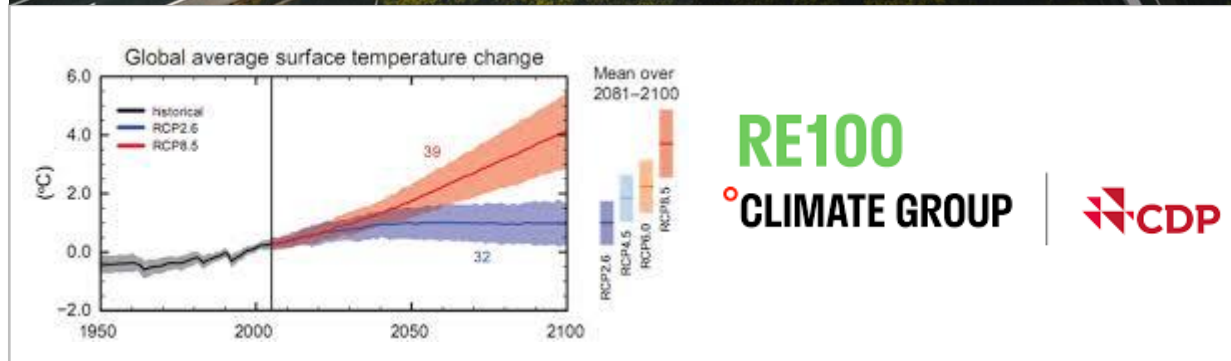
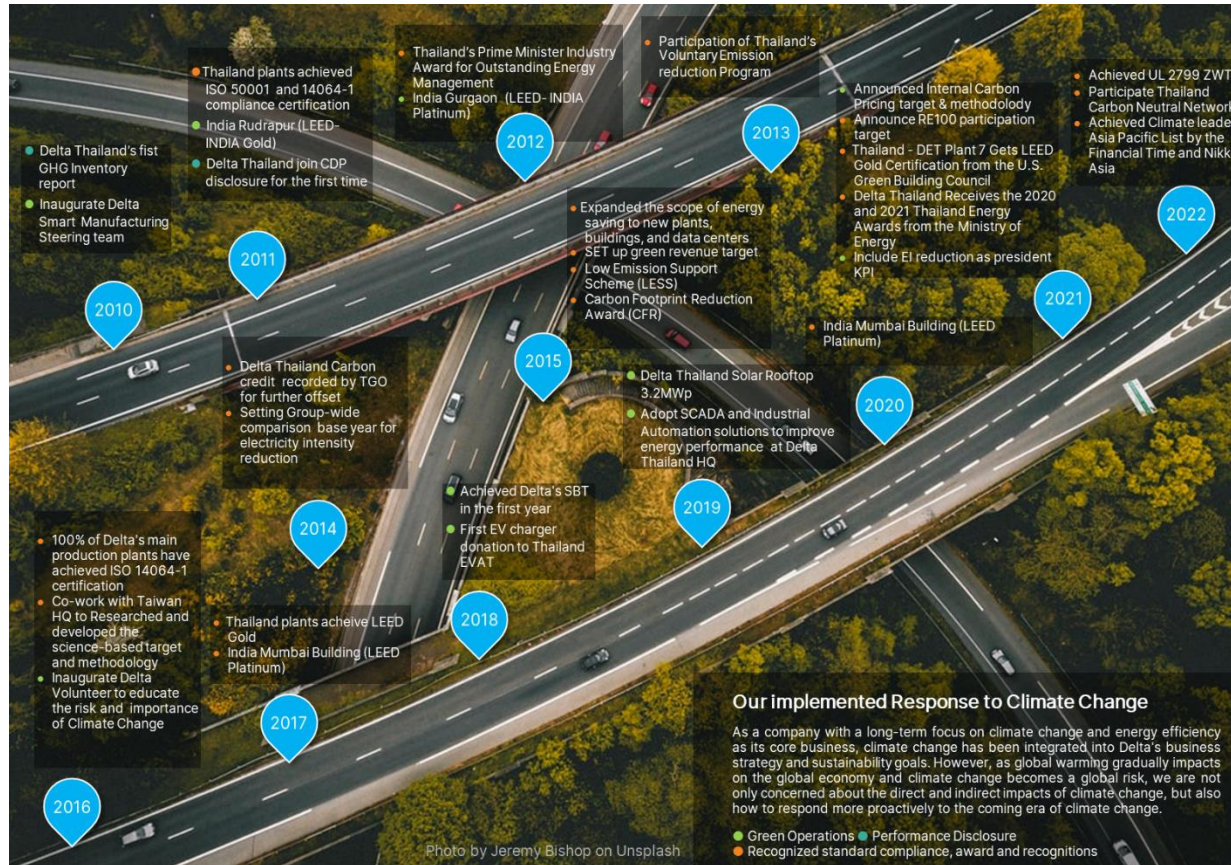
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Proactive Response to Climate Change

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



Environment Policy and Management System

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

The system allows us to cope with various contexts of quality, economic, social and environmental requirements and stakeholders' expectations, which employees at all the levels can continue applying as part of their daily activities. In 2021, there is no non-complied issues accordingly to our certified recognized standards.

Business, codes, initiatives, guideline					
		Delta's Mission & Business Code of Conduct; Environment, Health and Safety Policy			
		The Responsible Business Alliance Code of Conduct			
			ISO26001		
		Management Standard for Environment-related Substances (Doc No. 10000-0162)			
		WEEE and ROHS			
		ISO/IEC17025			
Full & proven Compliance					
		The Responsible Business Alliance Code of Conduct			
			ISO14001		
				ISO45001	
				ISO14064-1	
		ISO14067			
			ISO50001		
Coverage					UL 2799 ECVP
<div>Design</div> <div>Supplier, service providers & contractor</div> <div>Production & Business facilities (including on site waste management)</div> <div>Distribution & logistics</div> <div>EOL management</div>					

Remark:

1. WEE and RoHs standard communicated to our stakeholders through eco-label that our end-of-life product can be easily dissembled and 80% of the dissembled part is recyclable.
2. We base on the validation of standard certificate to declare Full & proven compliance.



Eco-friendly design

Delta Thailand has been consistently investing around 5% (higher than industry's average) in R&D budget and will remain so in the coming years as can be seen in our [Annual Report](#). The annual investment encompasses state of the art equipment, global talent sourcing and development, global R&D facilities enhancement and research activities.

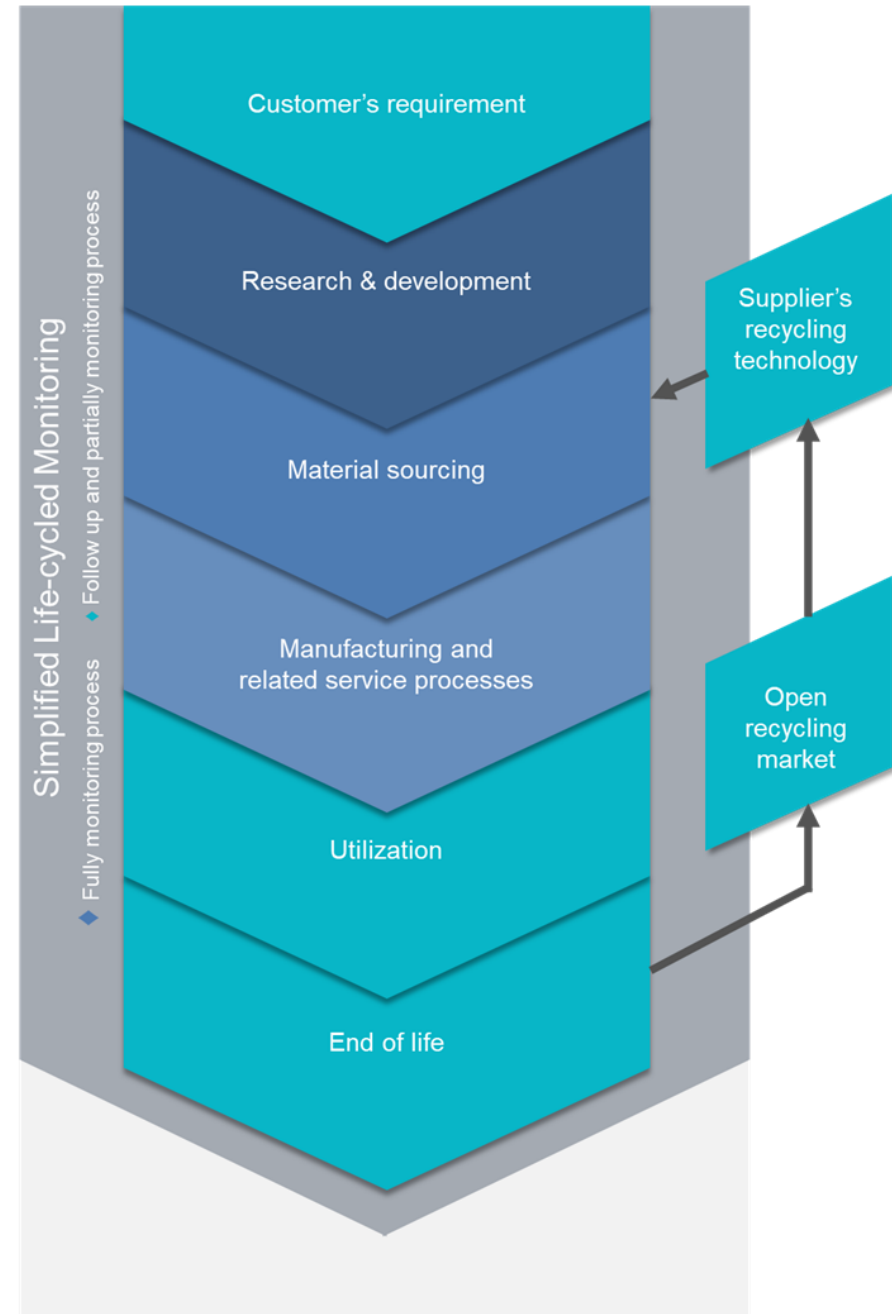
Delta shall continue to collaborate with well-established universities to keep abreast of the latest technologies and in return provide our R&D expertise (from more than four countries) and training for the respective institutions in countries like Germany and Thailand. In addition, with a healthy balance sheet, Delta is constantly looking out for suitable M&A targets. The objective in M&A is not only about growing revenue but more importantly to seek out new perspective in business and product innovations from a healthy and compatible company.

To ensure innovation is in place, Delta targets to

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

The success of new product development (item1, 2) will increase the revenue of the Company. Growth of green revenue and technology optimization to mitigate social and environmental impact are part of CEO's KPI to link with the executive compensation. 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.

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. According to guidance of ISO 14040 international standard divided LCA into several key processes including the definition of the goal and scope, inventory analysis, and impact





assessment and interpretation. Due to the complex nature of supply chain relationships in the electronics industry, Delta knows that a complete LCA will consume enormous amounts of time and resources. Delta has drawn on research by the Society of Environmental Toxicology and Chemistry (SETAC) on LCA methodology and adopted the Screening, Simplified and Streamlined LCA (SLCA) to focus on the issues with the most significant environmental impact, such as GHG emissions, and reduced the amount of data that needs to be gathered. Additionally by using the Simplified Life Cycle assessment (SLCA) methodology, we can accurately identify design or process areas for improvement.

Hazardous and Environment related substances reduction

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

With regard to hazardous substances and chemical safety and control, Delta abides strictly to comprehensive sets of ERS (Environmental Related Substances) procedures and standards according to our [corporate-wide procedures- Management Standards for Environmental Related Substances \(Document No. 10000-0162\)](#) and ERS Management Procedure (Document No. 06-028). Up to 2021, 80 hazardous substances endanger our employee, users and environment had taken out from Delta's book of material.

The Management Standards for ERS (Document No. 10000-0162) is an exhaustive list of internationally banned and controlled substances according to recognized standards. The standards include but not limited to the Regulation (EC) No. 1907/2006 - REACH concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) issued by the EU; the Directive 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.



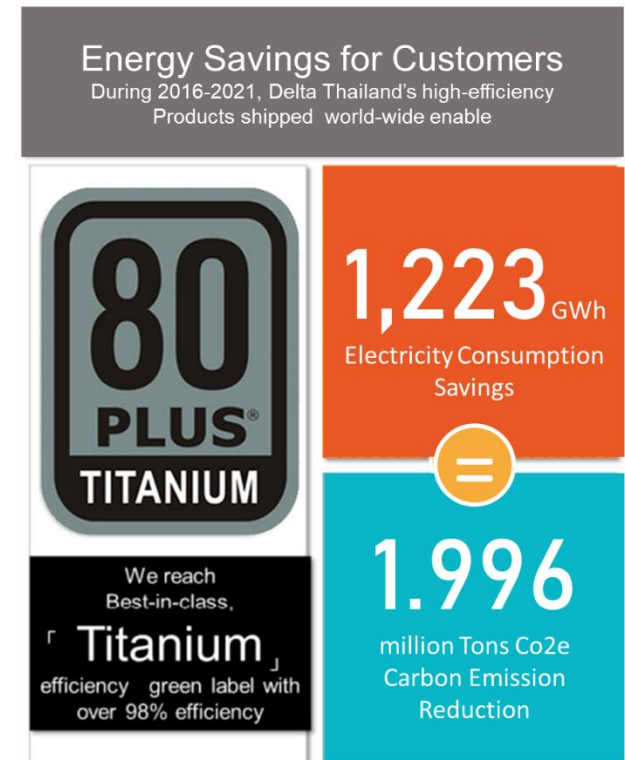
Product carbon footprint

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

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

Delta is strongly committed to our mission “To provide innovative, clean and energy-efficient solutions for a better tomorrow” In 2021, the company sampling our custom designed power supply to compare its product carbon footprint with the same product certified ISO14067 last three years. in pass 3 years helped reduce 21.3% of CO2e generated through this product life cycle. Majorly, this significant improvement is the consequence of the consumption of more recycled energy used in our manufacturing process.

By implementing ISO 14067 (PCF cradle to gate) verification, Delta targets to reduce 10% of product carbon footprint of the sampled products every 3 years. By using IPCC 2013 GWP 100a v1.03 analysis method and SimaPro 9.0.0/ Ecoinvent 3 software, it was found that our effort to improve in raw material phase, manufacturing phase and market phase , the study illustrate that the increasing proportion of renewable / non fossil fuel energy used as production factor help us to reduce 21% of CO2e per product unit. Another major source of CO2e contributor is raw material we use (over 80% of CO2e per product units. With result of the study and [climate change risk scenario information](#), we synergize our teams and customer collaboration to rethink the component design, reduce the material use and seek for lower-carbon substitute parts to implement another 10% reduction for the specimen product.



Product efficiency enhancement

According to [IEA's Sustainable Development Scenario \(SDS Scenario\)](#) assumptions of Industry sector policies, minimum energy performance standards and implementation of system-wide efficiency measures will be all industry new norm by 2025. This norm will be global collective action to implement “well below 2 °C” pathway targeted by the Paris Agreement


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

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

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

In 2021, Delta Thailand had sampling checked its top ten revenue custom design products which cover 10% of Thailand's revenue. The sampling check is to ensure implementation of environmental declaration on its products. Up to 2021 more than 200 of Delta power supply products had obtained 80 plus certification, and some of them achieved the Titanium level launched in volume production. Nevertheless, Delta Key businesses majorly falls at ODM/OEM business section, any label on product is under customers' specification requirement. During the reporting period, there was no incidents of non-compliance concerning product and service information labeling, marketing communication, the health and safety impacts of products and services.

Automotive Electronics & EV Charging




Delta Showcases EV Charging, Energy and Data Center Solutions at Virtual ASEAN Sustainable Energy Week 2021

At the virtual ASEW 2021 event, Delta introduced the 200kW Ultra-Fast EV Charger to the Thailand market. This multi-vehicle ultra-fast DC charger provides EV drivers with the convenience of charging up to four cars at the same time. This new charger has two charge points for DC quick charging (up to 200kW) and two charge points for AC charging (2x22kW) to maximize individual charge rates and reduce waiting times.

- DC City Charger with 50kW/100kW dual interface simultaneous fast-charging and 94% power efficiency.
- AC Max Charger with maximum 22kW output, global charging interface, IP55/IPK08 and compact design.
- H4A solar inverter featuring 4.0kVA power output, 97.5% max energy efficiency and the capability to connect to MyDeltaSolar cloud and app.

ASEAN Sustainable Energy Week is a top regional event for renewable energy, energy efficiency, environmental and EV technology. As a provider of energy-efficient green solutions, Delta offers local customers world-class products, solutions and serviced to support the green transformation of Southeast Asia.







We

help our global customers to make informed purchasing choices.

Find our leading-efficiency Power supplies on plufoadsolutions.com

Australia 

America 

Europe 





POWER SUPPLY
开关电源 交换式电源供应器
P/N 料号 料號: R0501-A0030-11
DATE 日期: 25082015

INPUT 输入 輸入
AC100-240V 7.5A MAX. 47-63Hz

OUTPUT 输出 輸出
+5VSB === 1.0A MAX. 7
+5V === 40.0A MAX.
+12V === 33.0A MAX.

THE TOTAL COMBINED OUTPUT POWER OF THE
+5V, +12V AND +5VSB SHOULD NOT EXCEED 600W.
+5V 和 +12V 和 +5VSB 的組合輸出不能超過 600W
+5V 和 +12V 和 +5VSB 的組合輸出不能超過 600W

台达电子工业股份有限公司
DELTA ELECTRONICS
MODEL 型号 型號: TOPS-600FB A REV 版本: 08F
S/N 序号: ABTT15352248
MADE IN THAILAND 生产地: 泰国 / 生產地: 泰國
製造商: 台达电子工业股份有限公司 仅适用于海拔: 2000m 以下地区安全使用

1. Specification and clear product information is basically in English and Chinese which are used by over 46% of global citizen. (Ref: <https://bit.ly/2vPPQJg>)
2. Product origins.
3. Information of health, safety and environmental handling according to requirement of customers in various regions.
4. Level of product efficiency helping our customer to create positive impact from less energy consumption
5. Disposal instruction of the product
6. Barcode display for data traceability of part/ component source.

Type	Standard/principle references	Key samples	% to sampled products
Type I	ISO 14024	<ul style="list-style-type: none"> Pass/ fail award system third party grant license to use label (typically a logo) Voluntary Multi-issue, based on product life cycle impacts Criteria set and product assessed by third party. 	0%
Type II 	ISO 14021	<ul style="list-style-type: none"> Text statement and/or logo Improvement should be quantified Voluntary Avoid meaningless statement eg. "environmentally friendly" or "Sustainable" Generally single issue but may be multi-issue; must be significant according to ISO standard Self-declared, not third part involvement 	5.3%
Type III 	ISO 14025	<ul style="list-style-type: none"> Quantified information May be presented in variety of forms eg. text graphs, pictorial. Multi-issue, based on life cycle study. Generally B2B, or used in public procurement Self-declared but must be peer reviewed according to ISO technical report 	94.7%

Note: Since Delta Thailand's nature is manufacturing site and 100% exporter, Eco label type I application generally implemented by our end customers.

Eco-labels and Eco-declarations

Consequently, from Delta Group participation in COP21 and various occurrences resulting from climate change; product Safety, health and environmental handling instruction on electronics products is in global regulators and customers focus. According to the company procedure of Product Regulatory Mark Application and Control Procedure (document no. 06-025), 100% Delta products declare related compliances with health, safety and environmental regulations to encourage our worldwide customers to make informed purchasing choice. Content, that particularly might produce an environmental or social impact, safe use of the product and proper disposal; for example, had significantly posted onto our products.

In 2010, Delta launched the "EnergyE" program for rectifiers which offers a energy savings calculator on the product webpage to help customers understand the cost and energy conservation benefits they can achieve by using Delta rectifiers under different scenarios based on the type of power source, number of sites, average load per site and energy cost information. In addition, we added "EnergyE" labels to our Rectifier product catalogs and products with energy efficiency of over 95%, 96%, and 97% to allow easy identification by customers. Delta support informed purchasing choice by applying Ecolabel onto its product.

Up to the reporting period, there was no incidents of non-compliance concerning product and service information and labeling nor incidents of non-compliance concerning marketing communications.



Keep introduce innovative solutions

Amid the global emergency to heavily invest in health and safety and business recover in 2021, Delta still our R&D investments at 3.75% of consolidated revenue with specific focus on our green revenue growth. Revenue from environment friendly is not only help strengthen our business but our global networks to relieve the climate change.

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

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

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

Thailand 4.0 target of the 20year economic reform (2017-2036)

- An average growth rate of GDP in the industrial sector will be not less than 4.5 percent per year
- An average investment not less than 10 percent per year
- an average increase in the export value not less than 8 percent per year
- An average growth rate of total-factor productivity (TFP) not less than 2 percent per year
- The number of New Warriors 4.0 (advance tech startups) of 150,000.

	Target Industries	Delta's Innovative Products & solutions
First S-Curve	Smart Devices	<ul style="list-style-type: none"> • Health care devices • Embed power • Component
	Future Automotive	<ul style="list-style-type: none"> • Automotive electronics • EV Charging solutions
	Health Tourism	<ul style="list-style-type: none"> • Building automation solutions • In-door air quality solutions
	Agriculture and Bio-technology	<ul style="list-style-type: none"> • Process autonomous solutions
	Food Processing	<ul style="list-style-type: none"> • Industrial automation
New S-curve	Robotics and Automation	<ul style="list-style-type: none"> • Industrial automation • Data Center solutions
	Aviation and Logistics	<ul style="list-style-type: none"> • Industrial automation for logistics • Display and monitoring solutions
	Bio-fuels and Bio-chemicals	<ul style="list-style-type: none"> • Smart Energy solutions • Industrial automation
	Integrated Medical Services	<ul style="list-style-type: none"> • Medical power • Industrial automation
	Digital	<ul style="list-style-type: none"> • Data Center Solutions • Telecom Energy solutions • Smart Energy solutions



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

To keep introducing our innovation to the market during the COVID-19 outbreak, Delta started transforming our marketing communication to [virtual events](#), online [training and webinar](#) and [virtual showroom](#) platforms. These interactive channels helped boost up our global customer and public to have more information on our products and solutions while still safe and healthy at their places.

In 2021, Delta brought acclaimed [VTScada](#) Software for Industrial Monitoring and Control to Thailand Market. VTScada is industrial monitoring and control applications software to the Thailand market. VTScada software is by Trihedral, a Canadian company in the Delta Group.



VTScada is a flexible and scalable SCADA software, providing an intuitive interface for real-time monitoring in various industries. It allows users to monitor hundreds of multi-million

I/Os. The software supports over 100 drivers, providing a reliable interface with high customizability and comprehensive functions for industrial monitoring applications.



VTScada is widely used in large power, water treatment and oil and gas industries in North America, providing key application solutions with excellent quality and support that has won it numerous industry awards.

In Thailand, operations managers in the waterworks, energy, chemicals, manufacturing and food and beverage industries can leverage this software platform for better integration and reliability in monitoring and control of mission-critical applications. VTScada's excellent functions, service and ease-of-use offers users savings in both costs and time.



Although Delta's automation (including controlling solution and robot) has invented to help human to be free from health and safety exposure task as well as resources and energy optimization, public anxiety of human being replaced by robot and automation was rising again after COVID-19². In 2021, Delta Electronics (Thailand) PCL. developed an original robot solution to enable a safe touchless Songkran Festival at the Metropolitan Electricity Authority (MEA) Bangkok headquarters. This activity was not only our simple show case of [DRV90L Delta 6-Axis Articulated Robot](#), [Delta Smart sensor](#), [Robot Controller](#) and [VTScada](#) but this robotic solution was our ambassador to relief public concern and reluctance against robot and automation adoption.

² Marsh McLennan, SK Group, Zurich Insurance Group, National University of Singapore, Oxford Martin School, University of Oxford, & Wharton Risk Management and Decision Processes Center, University of Pennsylvania. (2022, January 11). *The Global Risks Report 2022 17th Edition*. World Economic Forum. Retrieved January 12, 2022, from https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2022.pdf





Retain Innovation pipeline

Covid-19 fastened frequent technology break through and changing aspect of customer requirement changeover, innovation pipeline is vital for our long -term growth With over 1,400 patents and countless knowhow, Delta frequently disseminate its cutting edged technologies to develop ICT and related industries infrastructure.

In 2021, Delta organized DET Patents Recognition Ceremony to recognized research and development engineers whose their patents helped our customer to improve efficiency, reduce environment footprint and create added value to Delta's economic performance. Finally, 16 R&D engineers and managers in South-east Asia received both non-monetary and monetary awards. To retain such innovative environment, Delta target to have at least 1 new patent per one business unit on annual basis.

The Covid-19 pandemic highlighted the importance of technology development too response to unexpected events resulting from climate change and disease pandemic. The world—wide outbreak also remind us about the possibility of technology vulnerability that impact youth and next generation well—being. From our genuine willing to enable children and youth's technology literacy, we were interest by broader society in how we use technology to maintain business growth, health, safety and well-being against the global outbreak. This can be illustrated by the increasing numbers of various engagement requested by non-tech institutes visited and engaged us last year.

Since 2016, Delta Thailand sponsored prize-winning teams from Thailand's Chulalongkorn University, Kasetsart University, King Mongkut's Institute of Technology Ladkrabang (KMITL) and King Mongkut's University of Technology campuses in North Bangkok (KMUTNB) and in Thonburi (KMUTT).In 2021- Delta Electronics (Thailand) PCL. sponsored student teams from top universities in Thailand to join the 7th Delta International Smart & Green Manufacturing Contest, also known as Delta Cup, this year. Three teams passed the semifinal contest and won prizes at the virtual finals.

The 2021 Delta Cup theme is "Seeking Smart IIoT Talents" and offers three tracks: "Innovative Machines", "Smart Factory" and "Better Future Living". The Delta Group organizes the annual competition to help students develop innovative automation, smart manufacturing solutions and green technology applications.

The Delta Cup's goal is to increase advance tech innovators among young talents for automation technology by strengthening their design, programming, and debugging skills while integrating theory with practice. In this way, the contest fulfills Delta's mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow" and echoes Delta's brand promise of "Smarter. Greener. Together".



Due to COVID-19 travel restrictions, the Delta Cup was virtual for the first time this year. The three winning Thai teams competed against 100 teams from around the world to win the following awards for their innovative automation projects:

1. Grand Prize: Calamari Team from Mahidol University. This team's project is an Artificial Intelligence (AI) based Flood Prevention Protocol Solution that uses machine learning with a hidden Markov model and the Delta SCADA industrial monitoring and control software.
2. Third Prize: JENO Team from King Mongkut's University of Technology Thonburi (KMUTT). The team's project, Tiny Carrier Robot, is an automated control system that transports necessary supplies including food, medicine and medical instruments to reduce the risk of COVID-19 infection from human-to-human contact. It features QR code scan functions and communication between Delta industrial automation devices including Programmable Logic Controller (PLC) and Human Machine Interface (HMI).
3. Third Prize: Maew Maew Sweety Team from Kasetsart University. The team's project is an automated delivery customer service system for restaurants to maintain social distancing. Delta's PLC, HMI and servo industrial automation devices support the system's main functions.

During 2016-2021, we sponsored 102 participated team, the teams from the three countries vied for top prizes with elite engineering student teams from Taiwan and China. Delta Thailand's business associate, Delta Electronics Inc. organized the 5th Delta Cup under the event theme-Seeking Smart Manufacturing Talents. Delta's offers training and sponsorship in the Delta Automation Academy, Delta Automation Labs and Delta Cup as part of its commitment to develop society and support Thailand's competitiveness in the Industry 4.0 Era. These academic projects also aim to provide work experience to the students who are the industry's future innovators after their graduation. After on-field experience on application, equipment and knowledge adoption, these new generation engineers will be quality blue pillars to advance innovation infrastructure of ICT industry in long-term. With their creative use of Delta automation products for industrial applications, Thai teams participating at the Delta Cup received the following awards from the judging committee comprised of industry, government and academic experts.

Delta offers training and sponsorship to Thai teams in the Delta Automation Academy, Delta Automation Labs and Delta Cup as part of its commitment to develop society and support Thailand's competitiveness in the Industry 4.0 Era.



Responsible supply chain

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

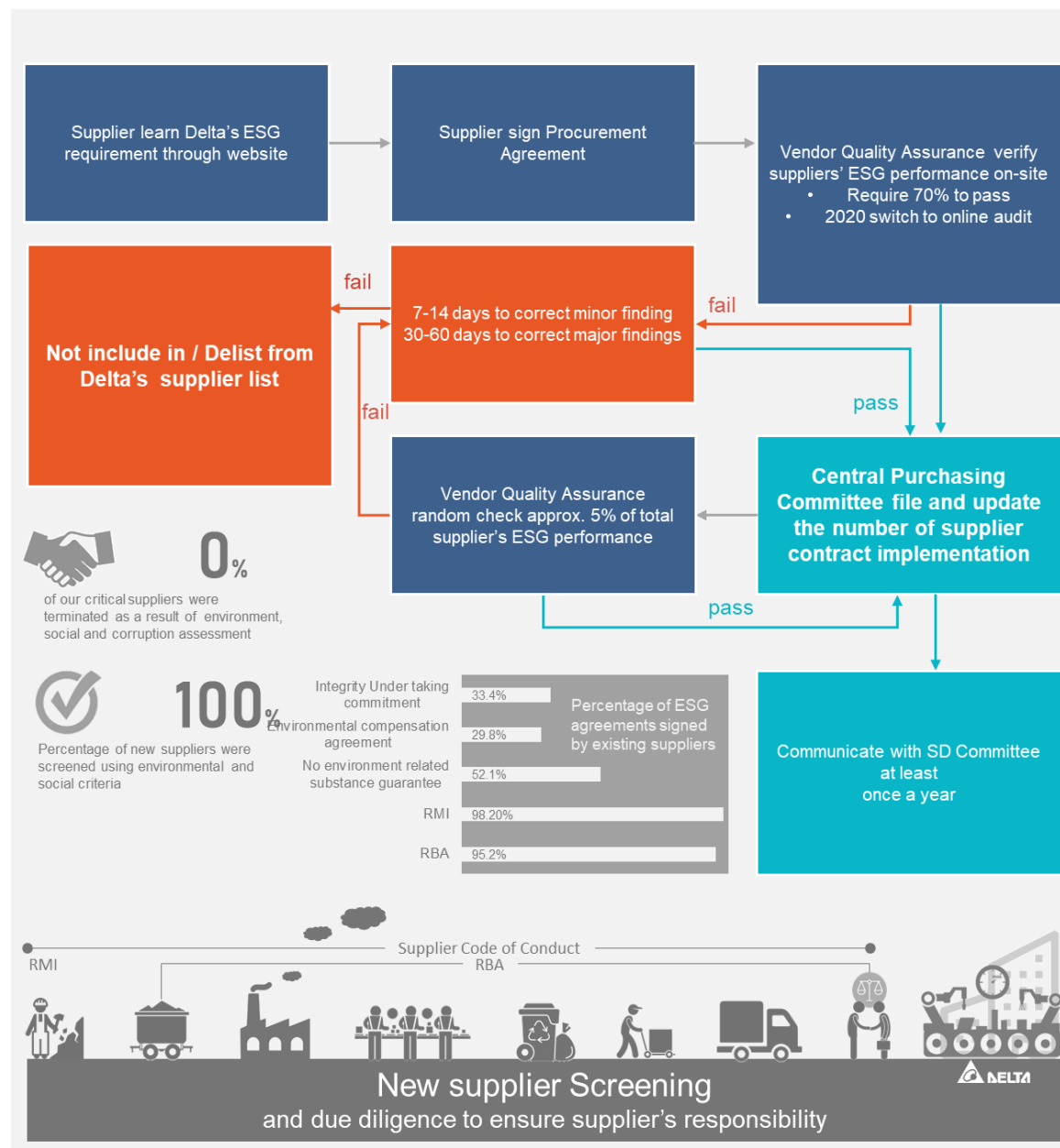
- Uphold Delta's founded mission "To provide innovative, clean, and energy-efficient solutions for a better tomorrow" to implement corporate social responsibility, and actively become Delta's partner in promoting sustainable development.
- Establish a responsible supply chain that protects the environment,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

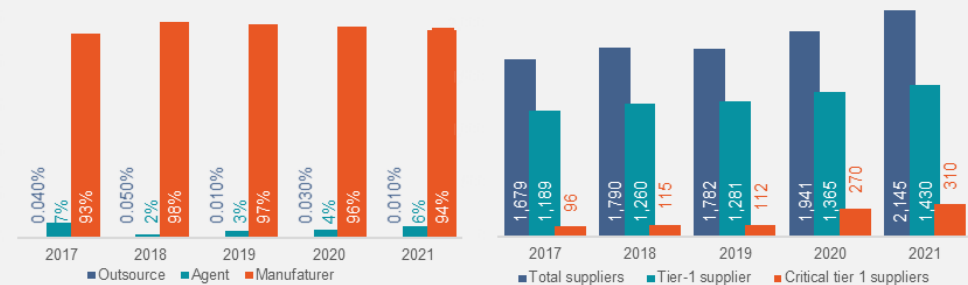
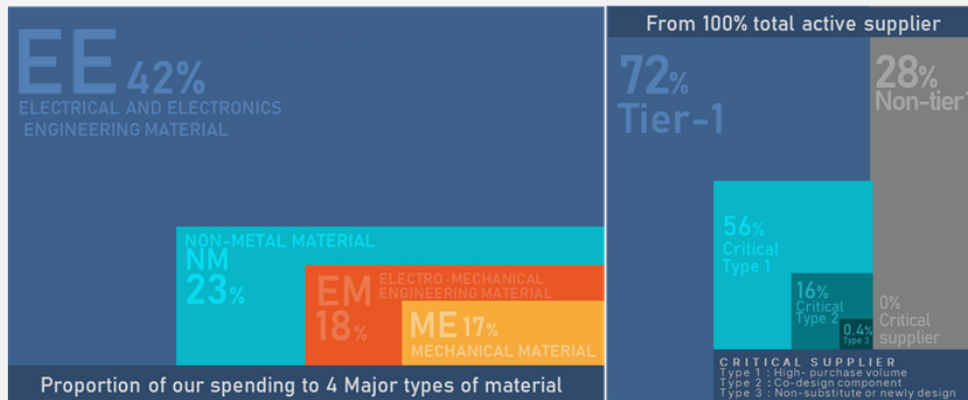


Well-managed supply chain does not only help Delta but also our customers in term of competitive quality, technology, delivery, cost, human rights and social responsibility. Climate and demography change lead to raw material scarcity and high competition among global supply chain. Delta views suppliers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

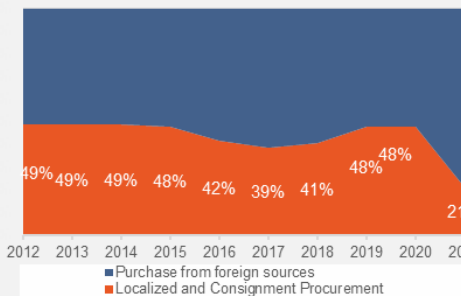
Since 2001, Delta formed an [agreement](#) between its purchasing department and approximate 1,900 active suppliers to ensure integrity in its supply chain. The Procurement and Supplier Covenants promotes a healthy procurement system that avoids the negative influence of human factors such as bribery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

Up to 2021, 100% of our new suppliers that were screened using social and environmental criteria. According to higher frequency of global supplier's interest in being Delta's suppliers, we establish an online [Supplier Registration Platform](#). This platform help those who are interested in joining Delta's supply chain to have precaution about out high requirement of ESG responsibility. Meanwhile, it create a pool of potential suppliers to shorten our sourcing process against global raw material shortage and shocked supply chain due to the COVID-19 outbreak. For the existing suppliers who partner with us before global interest in ESG, Delta engages them to sign related ESG agreement with evidences attached. These suppliers had informed that there may be a random on-site audit at their sites after the agreements had signed

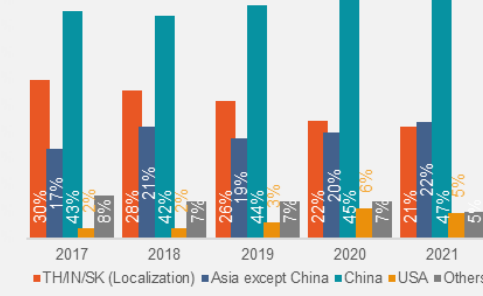




Type of suppliers



Distribution of critical supplier (no critical non-tier 1 supplier)



Geographic spread of our spendings for raw material

Supplier localization Progress



To understand supply chain risks and dependencies from a general, economic point of view, Delta undertake its annual procurement spending analysis of its 100% suppliers to secure its productivity performance, cost management and sustainability management accordingly RBA code of conduct. Over 1,000 Million dollar was the cost of raw material we spend for raw material from above 2,100 active suppliers in 2021. 42% of our material used for production process in 2021 were electrical engineering material (EE) follow my electro mechanical parts, non-metal and metal part respectively. Moreover, this spending analysis, help Delta to ensure its independency from any supplier (not over 5% of total spending) to secure our material validation for order ramp up due to society's need of ITC service during the lockdown period.

For effective communication, ESG-related issues control, Delta major raw material and component had supplied by direct manufacturers rather than agents and outsourced suppliers. For direct control our supplier's ESG responsibility, Delta aims to have 100% tier-1 supplier in 2023. In 2021, Raw material and component direct suppliers and manufacturer counted as our tier-1 suppliers slightly decrease from 72% in 2019 to 70%.

Due to the of the pandemic, port recession and EE material global shortage since 2020, we switched the source of certain raw material to optional but qualified sources in Asia region. However, this order fulfillment attempt caused no significant change in Delta's direct material's supply chain.

To enhance ESG performance of critical supplier **type 1** (high purchase volume) while closely monitoring critical supplier **type 2** (Critical component, co-design component, single source suppliers, mold suppliers or similar) and **type 3** (non-substitutable suppliers and newly introduce suppliers) competence, Delta continues to adopt purchasing localization is highly required. Localization is Delta practical way to establish close linkage to local partners, improve social and economic development in the community and reduce the environmental footprint of our operation. To mitigate supply chain hiccup, Delta target to have one-third (35%) of total suppliers localized by 2023. In 2021, 21% of direct materials had purchased locally for our major production sites in Thailand India and Slovakia. This material localization ratio slightly decline from 24% in 2020. Regarding these 3 major procurement practices, either risk as nature of business process or emerging risk in supply chain can be effectively mitigated. With smooth and collaborative supply chain, agile action to fulfill Delta requirement and customer satisfaction has stably retained.



Responsible supply chain enhancement

"How to have long-term business with reasonable margin and smooth supply chain among natural resources constraint, changed-over technology and high competition market?" was the question recurrently asked by our suppliers during supplier engagement meetings with accounted buyers. RBA code of conduct became our world-class customers' expectation. According to Delta stakeholder engagement questionnaires and frequent customer engagement questionnaire, human right issue especially forced labor in ICT industry was still in broader society's interest.

To this concern, Delta encourage our suppliers to provide their collaboration to enhance Green supply chain. This not only lowers operational costs for us and our suppliers but also increases the competitiveness of the entire supply chain. Finally, the company realized our suppliers' collaborative actions as following

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

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



At 70% point score threshold, our 2021 on-line audit (include paper-based audit) included 100% suppliers. We also sampling check 13 suppliers that submitted their online responses and achieved the top 10 scores. Delta RBA audit team has closed 18 risky areas at our supplier sites. Majorly, these findings are the suppliers risk to environmental, occupational health and safety and labor law violation. However, these suppliers can perform corrective action accordingly to Delta requirement (immediate action after audit for minor findings and up to 60 days for major findings.). 8 minor findings regarding out-date policies and other documentation has fed back to 6 suppliers and their corrective action had implement timely. Finally, accumulated 371 suppliers (19% of total active suppliers) audited who all passed with an average score of 90 points, mean 82 points and highest score 97.61 points. None of our supplier has suspended, disqualified and terminated due to violations our environmental, social, quality and services agreement and corruption.

Since 2019, Delta conduct supplier CSR Assessment to urge boost up suppliers performance of CSR in-process. From this assessment our definition of critical supplier has extend to cover environmental, social and governance ethics. At the first stage, suppliers' CSR assessment has implemented in Tier-1 supplier pool by using criterions aligning to the Responsible Business Alliance code of conduct, 6 UN SDGs that we focus, emerging risk and the emerging events in the reporting period. In addition, we regard these criterion as our risk in supply chain to be monitored and control closely.



Number of suppliers potentially expose to ESG Risk



Note:

- Currently, Delta Thailand has over 2,000 active suppliers
- * KPI available in SD report has verified by independent auditor



Risk in supply chain

Delta uses tools such as [OECD Due Diligence Guidance for Mineral and related risk mapping](#) that considers economic, environmental, and social factors to verify potential risks in the supply chain and strengthen risk management. During the past years, the number of key suppliers for our power supply products that received relevant industry standard certificates has increased every year.

Modern Slavery labor and human trafficking

According to the U.K. Modern Slavery Act of 2015 and Thailand's Emergency Decree Amending the Anti-human Trafficking Act, B.E. 2551, B.E. 2562, (the "Act"), Delta Electronics Thailand and its subsidiaries ("Delta") has performed essential due diligence to prevent modern slavery and human trafficking in our business and supply chain. Though all suppliers are requested to sign an RBA commitment statement, we keep tracking our supply chain as preventive action. In 2021, we online surveyed 100% of Tier 1 and Tier 2 suppliers through an ESG questionnaire to identify those with a high risk for human rights issues in the supply chain. We identified a total of 29 Tier 1 and 10 critical non-Tier1 high risk suppliers, for a high risk rate of 10.9% and 17.9% respectively. To help our supplier to mitigate risk and prevent re-occurrence, our RBA team introduce Modern Slavery Act and share how Delta measure to enrich labor right accordingly to international standards. Since most of the findings are "minor", Delta provide period for corrective action from 1-3 weeks for these suppliers to implement. Finally, all the CAR given have closed.

Excessive work hours is a common management problem in the industry. Our RBA verification and consultation team

provided experience in introducing and promoting Delta Thailand's Management System to address these findings to our suppliers. The team also conducted status followed-up to ensure continued improvement. The company sets target to gain 100% signatory agreement implementation of all commodities include Electro mechanical, Non-metal and Metal in 2023.

To implement our target of Zero tolerance to all the form of Human rights violation through our value chain, Delta encourages our stakeholder and business partners across industries, Delta disclose our declaration of Modern Slavery labor and human trafficking on our [website](#) on annual basis.

Conflict Mineral Sourcing

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

By 2021, 95.2 % (2020: 98.2%) of our major material suppliers have signed the "[Responsible Minerals Initiatives \(RMI\) Agreement](#)". the percentage was slightly decline from 2020 due to the entry of new substitute material and new technology suppliers. It was ensured that conflict metal in our

supply chain yet and continue to communicate the need for our major materials suppliers to leverage their influence for corporate social responsibility and increase efforts for origin verification of ore products by the RBA or a third party.

Though EV battery and [energy storage system](#) is significant to our green growth, Delta Thailand and its subsidiaries in India and Slovakia has no production of any type of the mentioned batteries which cobalt is required. All the battery has source from our [associated company' in Taiwan with Japanese technologies](#) where major minerals like cobalt and copper has sourced from standard suppliers China. These suppliers have committed to our associated company's Conflict mineral policy as part of ESG screening of new supplier agreement. While Delta and its business partner keep investment in research and development substitutional mineral, the parties has [develop](#) the battery's efficiency, containers and product variations for longer lifetime to optimize the consumption of natural resources.

Environment related risk

The company has introduced the IECQ/QC080000 Quality System and promotes a Green Product Management (GPM) system. We implemented the IECQ based on the risk classification of materials and the Green Supply Chain based on the following principles:

- A supplier must have total compliance with local statutory regulations and define its own risk control mechanism.
- A supplier must set up environmental protection, staff health and safety. The supplier must be hazardous substance free (H-F).



A supplier must follow relevant Delta Thailand's standards on managing environment-related substances (such as [10000-0162 Management Standards for Environment Related Substances](#)). The company also leverages the GPM system as a shared platform of environmental information in the supply chain. Delta relays the most recent international environmental requirements, such as the latest controlled substances of EU's RoHS 2.0 and REACH SVHC, to all supplier partners on the platform.

Economic risk

The COVID-19 pandemic caught many Small and Middle-Income Enterprises (SMEs) unaware and unplanned. The pandemic led to restriction of several economic activities in Thailand. The ripple effect of logistic industry, raw material supplies, higher health and safety cost caught up with SMEs, taunted to be a growing economic pillar across the globe.

To smoothen our supply chain whereas our small suppliers can survive, Delta relief our supplier burden by re-consider the credit term and earlier provide our demand to allow them to plan their production factor, logistic mode and so on with reasonable cost, acceptable margin and well-prepared production factor.

From our effort to help our partner, Delta issue official letter to invite our small and medium size suppliers to participate the credit and payment term reconsideration. The characteristics of small and medium enterprises eligible to participate this program are as following:

1. Product manufacturer with number of workers not exceed 200 and revenue not exceed 500 Million THB/year.

2. Sales (whole-seller or retailer) and service provider with number of workers not exceed 100 and revenue not exceed 300 Million THB/year.
3. In the case of doing many types of business such as Product manufacturer and sales (whole-seller or retailer) and/or service provider, Delta consideration will base on the main type of business that majorly contribute to the firm's revenue.

Up to Q2/2022, 425 suppliers including raw material supplier, MRO supplier, contracted service provider participated this program for shorter clearance term or even change term of payment to COD.

Corruption risk

Global tight supply chain, blockage of logistic route, economic stagflation and natural disaster (flood from unseasonal rain) again brought back ethic and corruption risk in to our focus.

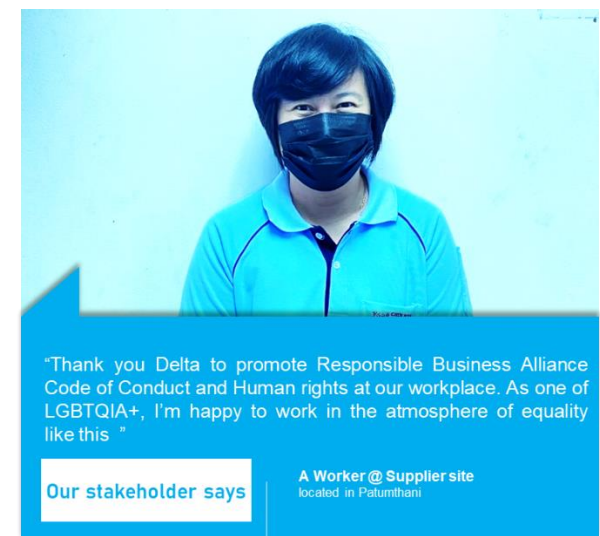
Fraud, bribery and corruption tend to thrive in chaos.³ The COVID-19 pandemic has made the business world a breeding ground for a plethora of risks, with vulnerabilities seeping across several industries. As companies grapple with operational pressure, disruption around cash management, working capital, supply chain and workforce issues; resorting to unethical shortcuts, fraudulent practices, compliance violations and management overrides may be construed acceptable in these extraordinary times. Difficult times call for innovative solutions and it the pressure to stay afloat may supersede the need to conduct business the ethical way.

The pandemic's impact is comparable to the aftermath of the 2008 financial crisis where fraud and corruption increased

significantly. According to the Association of Certified Fraud Examiners (ACFE), a study conducted after the 2008 recession highlighted that the majority of respondents saw an observable increase in the number of frauds. Almost 80% believed that fraud levels increase in times of economic distress. With a sharp fall in markets worldwide, plunging stocks and job losses, many factors then may be relevant right now, which might impact the global economy.

In addition to our anti-corruption policy, President online engagement with suppliers and [supplier management measure](#), Delta Supplier management team and CG committee is studying [UNODC's Corruption Risks in Public health Procurement in the Context of COVID-19 in Pacific Island Countries](#) to strengthen the company's due diligence in procurement process.

3. Forensic & Integrity Services. (2020). COVID-19: unravelling fraud and corruption risks in the new normal. EY India. Retrieved February 14, 2022, from <https://bit.ly/3bR6Vdy>





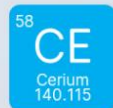
•**Scandium** - used in the manufacture of popular consumer products such as televisions and energy-saving lamps



•**Yttrium** - a silvery metal found in superconductors, lasers, and surgical supplies.



•**Lanthanum** - a highly reactive rare earth element used in the manufacture of telescope lenses and infrared absorbent glass



•**Cerium** - the most abundant of the rare earth elements, used in magnets, electrodes and carbon-arc lighting, as a catalyst in catalytic converters and for precision glass polishing



•**Neodymium** - a soft silvery metal used to create strong permanent magnets for computer disks, microphones and headphones and in the production of powerful infrared lasers



•**Terbium** - a soft, silvery metal used as an additive in rare earth magnets, in some electronic devices and in sonar systems



•**Dysprosium** - one of the most highly magnetic elements used in the manufacture of electronics, computer disks, lasers, commercial lighting and energy-efficient vehicles



•**Holmium** - another rare earth element with powerful magnetic properties, used in the microwave equipment and nuclear control rods

Samples of REEs and how they're being used

Material availability against the outbreak and climate change

Climate change, and rapid rising demand of technological products that affect the limited availability of these element and oil tighten the rare earth element supply (REEs). Featured with unique magnetic, catalytic and optical properties, rare earths are widely used in many high-tech and low-carbon technologies, from hard disk drives, electric vehicles and fiber optic cables to missile guidance system, medical devices, and clean energy technologies. Five rare earth minerals, tantalum, silver, lithium, gallium and indium, are widely used in modern technologies. For example, tantalum has commonly used in the electronic capacitors in computers and mobile phones for its energy-storing capacity. Owing to its low failure rate, it has also used in automotive and aerospace electronics, atomic energy and wind turbines.

Since the 4th quarter of 2020, outstanding potential shortages of semiconductors, multilayer ceramic capacitors, power MOSFETs, and other related components occurred and getting worse with COVID-19 pandemic. MLCC's function in electronic devices is to temporarily charges and discharges electricity. It regulates the current's flow in a circuit and prevent electromagnetic interference between components. Raw materials consumed in the production of mass-produced surface mount passive components are usually made from transition metals, post-transition metals and some rare earth element.

The pandemic also brought an immediate change on global labor, health and safety, and cross-border policies. These changes severely disrupted global logistics, container utilization cycle and again, led to material shortage. This event highlighted the significance of our effort to localize suppliers, manage the consignment procurement and logistics modal shift management. Among the global lockdown and port recession.

The company also conducts in-depth analysis of key suppliers' financial status after the global financial crisis as well as reviewing the supply chain diversification/ geographical distribution of suppliers' production lines in order to reduce the risk of material shortage caused by extreme climate conditions or possible major natural disasters in the future.

In addition to plan for longer lead-time, close monitoring, seek for alternative source and more frequent supplier engagement, our Component Engineering team has assigned to downsize MLCC and capacitor component to optimize the natural resources consumption. Simultaneously, we utilize our global operation network to engage their local cross-border and courier suppliers. Optional routes and courier path connection had carefully planned to mitigate the delay of material and finished goods delivery.



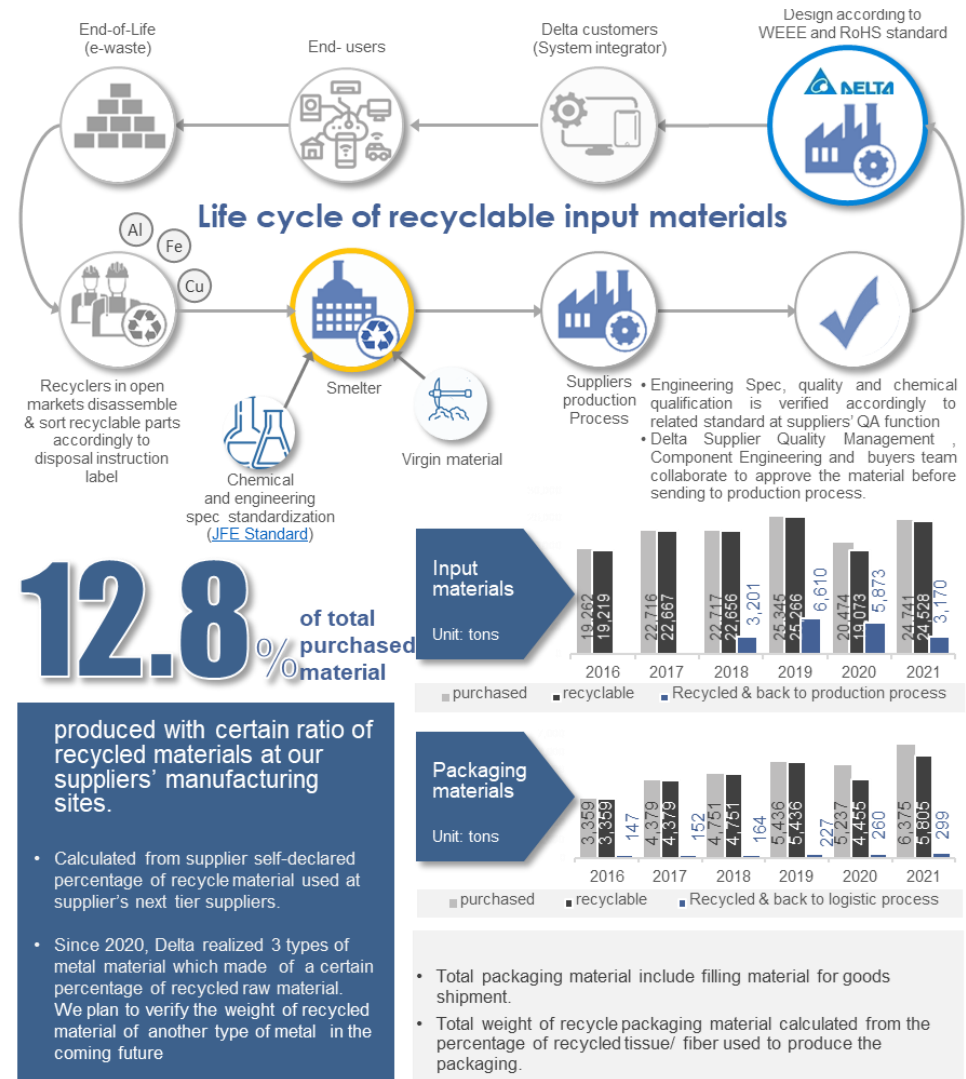
According to IEA's [Sustainable Development Scenario \(SDS Scenario\)](#) assumptions of Industry sector policies, global collaboration to support circular economies through increased recycling of aluminium, steel, paper and plastics, and material efficiency is on of key strategies to implement "well below 2 °C" pathway targeted by targeted by the Paris Agreement.

In spite of takeback program for close-loop recycling, Delta reduce impact to natural resources through close loop recycling. Since Delta is 100% export company, take back program will double total variable cost (eg. people cost, shipment cost, customs process cost) and GHG scope 3 for both Delta itself and our customers. To ensure 80% recyclable part & component as WEEE requirement will be utilized, in 2019, Delta has conducted circular economy session as part of Delta Annual Business Partner event to encourage our supplier to use and disclose the percentage of recycled input material in their process. In the same session, we communicate the cost effectiveness and the new business sector resulting from circular economy practice and disclosure. However, due to 2021 Covid-19 pandemic, the dialogue of circular economy between Delta and our suppliers had decelerated for a while. We target to have 30% of recycled input material to total weight of purchased material in 2030.

From the supplier self-declare process and solder dross recycling project result reported to Operation Vice President, Delta realized that 3,170 tons of recyclable material had used by our suppliers in their production process. This 3,170 tons account for 13% of our purchased recyclable materials in 2021 without any impact on material cost, quality and technology investment cost. This volume of recycled input material was used as direct material for conversion to our product.

Regarding packaging material, 100% of our wooden pallet made of 4% of our packaging material had produced from recycled compositions. These packages of 100% of our products shipped world-wide last year. From this outstanding result, it is discussed among Sustainable development, Component engineering and purchasing function to seek for further possibility to add allowed percentage of recycled material in to supplier's certificate of conformance (COC).

Since 2015, Delta cooperates with major processing factories to reuse packaging materials such as expanded polyethylene (EPE-used as filling packaging) and paper etc. Delta recycles up to 71% of the packaging materials for mechanical products and 30% of packaging for non-metal product.





How our startup's projects help us tackle with Climate change and its consequences	No. of submitted projects		
	2020	2021	2022
Renewable energy / energy conservation	6	2	6
Waste reduction and circular economy	6	6	7
Natural resource optimization, water conservation & smart farming	4	4	5
Food securities/ Food industry	3	3	4
Health and well-being promotion	8	6	15
Others	3	1	7
Total	30	22	44
Winning projects that finally part of Delta's ecosystem (%)	33%	45%	34%

Boost up SMEs' innovation

Delta Thailand, the Ministry of Industry's Department of Industrial Promotion (DIP) and our partners announced the winner of the Delta Angel Fund for Startup 2021 at a virtual awards ceremony. The 22 prize-winning Thai startup teams received a combined total of three million Baht in corporate sponsorship funds from Delta and partners.

Speaking online, Jackie Chang, Delta Thailand President said, "Although 2021 was a challenging year, our Angel Fund has evolved to online virtual events that can continue to help fulfill our mission to discover and foster entrepreneurs and startup talents in Thailand. Angel Fund's mission is to support Thai startups' aspirations through nurturing, guidance and imparting entrepreneurial skills that create solutions for better living."

Throughout the COVID-19 crisis, Delta continues to support Thai enterprises and nurture local talent. The Delta Angel Fund for Startup is a key part of Delta's many collaboration projects with the Thai government and top educational institutions which demonstrates its contribution to Thailand's new normal recovery, Delta's supplier localization effort and aligns with the company's brand promise: Smarter. Greener. Together.

Delta, the DIP and partners then presented certificates and sponsorship funds to 9 top prize-winning teams and 13 participation prize-winning teams.

The First Prize team received 600,000 Baht and other top prize teams received from 500,000 Baht to 100,000 Baht in sponsorship funds. Each Participation Prize team received from 20,000 Baht to 10,000 Baht in sponsorship funds.

Since 2016, Delta has worked with the DIP at the Ministry of Industry to foster entrepreneurs and startup talent in Thailand. During the COVID-19 pandemic, Delta continues to leverage digitalization including virtual and hackathon events to increase the impact of our CSR efforts.



Next step to carbon reduction

From our latest study of product carbon footprint, the biggest portion of CO₂e in our product was from raw material supplied to our production process. In 2019, We communicated our intention to reduce greenhouse gas by optimize electricity consumption and renewable energy solutions to our suppliers. In addition, we highlight the correlation of energy saving to operation cost saving an additional business opportunity in green business to our suppliers.

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

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

Business matching event for new normal recovery

Delta Electronics (Thailand) PCL. and the Thailand Board of Investment (BOI), collaborated to support Thai suppliers by holding a business matching event at Delta's Bangpoo

headquarters. The event aimed to match Delta Thailand with qualified Thai vendors and suppliers and seek opportunities for collaboration to support Thai businesses. This initiative is part of the Industry Linkage Development Division's new E-Linkage campaign under the BOI to support Thailand's economic recovery and Thai manufacturers facing new normal era challenges.



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

Delta manufacturing managers then took the delegation on a tour of the highly automated Delta Smart Manufacturing (DSM) production lines. At the showroom, Mr. Kasemson Kreuatorn, Delta's Senior Regional Manager for Industrial Automation, presented Delta's unique Industrial Internet of Things (IIoT) solutions which use DIACloud communications, control and field devices for factory processes and building management.

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

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

As a major Thailand-based manufacturer and solutions provider, Delta works with the BOI and Thai research and industry partners to develop local solutions which protect medical personnel during the COVID-19 crisis. Delta welcomes local partnership as it leverages its industrial automation and ICT infrastructure solutions to support Thailand's economic recovery in the new normal.



A greener process

The re-occurrence of Thailand's pollution in 2020, broadly reminded the business sector to reduce negative environmental impact and place global climate change risks as a top focus. Delta's founding mission is "to provide innovative, clean and energy efficient solutions for a better tomorrow". Without significant change in our operating locations and supply chain, our company carried out our eco-efficient operation and continuous efforts in reducing our business' environmental impact. Our group-wide environmental policy published on our website shows our sincere effort and partnership as a global citizen to make a smarter and greener future.

2021 Major contributors to Delta's consolidated revenue



98% of Delta consolidated revenue has contributed by our major sites in 3 countries

Source of Energy



Type of grid operator



Green building certification



Slovakia



Dubnica nad Vahom
Production area : 7,087 sq.m
No. of workers : 228
Production line : 21 lines
Actual production : 77% of full capacity



India



Rudrapur Plant
Sector - 5, SIDCUL Industrial Area
Production area : 9,268 sq.m
No. of operators : 156
Production line : 9 line
Actual production : 49% of full capacity

Gurgaon Plant
Sector - 35, HSIIDC Industrial Area
Production area : 6,348 sq.m
No. of operators : 65
Production line : 6 lines
Actual production : 80% of full capacity



Others

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

Thailand



No. of workers : 11,348

Plant 1

Bangpoo Industrial Estate

Production area : 16,884 sq.m
Production line : 17 lines
Actual production : 98% of full capacity

Plant 3

Bangpoo Industrial Estate

Production area : 15,752 sq.m
Production line : 104 lines
Actual production : 88% of full capacity

Plant 5 (HQ)

Bangpoo Industrial Estate

Production area : 34,054 sq.m
Production line : 52 lines
Actual production : 94% of full capacity

Plant 6:

Wellgrow Industrial Estate

Production area : 22,456 sq.m
Production line : 74 lines
Actual production : 80% of full capacity



- Delta major operation sites are in well-management Industrial parks
- These major sites had certified ISO 50001, ISO 14001, ISO 14064-1 and OHSAS18001

23.33

2021 GHG Intensity (scope 1+2) tons CO2e : MUSD production amount.



1,641

GHG Scope 1: tons CO2e



53,122

GHG Scope 2: tons CO2e



103,911

GHG Scope 3: tons CO2e

Electricity intensity Reduction accumulated Since 2015-2021 (base year 2014)

71%

9,856

Solar energy internal use: MWh



7,281

Reduced energy consumption from energy saving projects: Gigajoule



97,818

Total electricity purchase: MWh

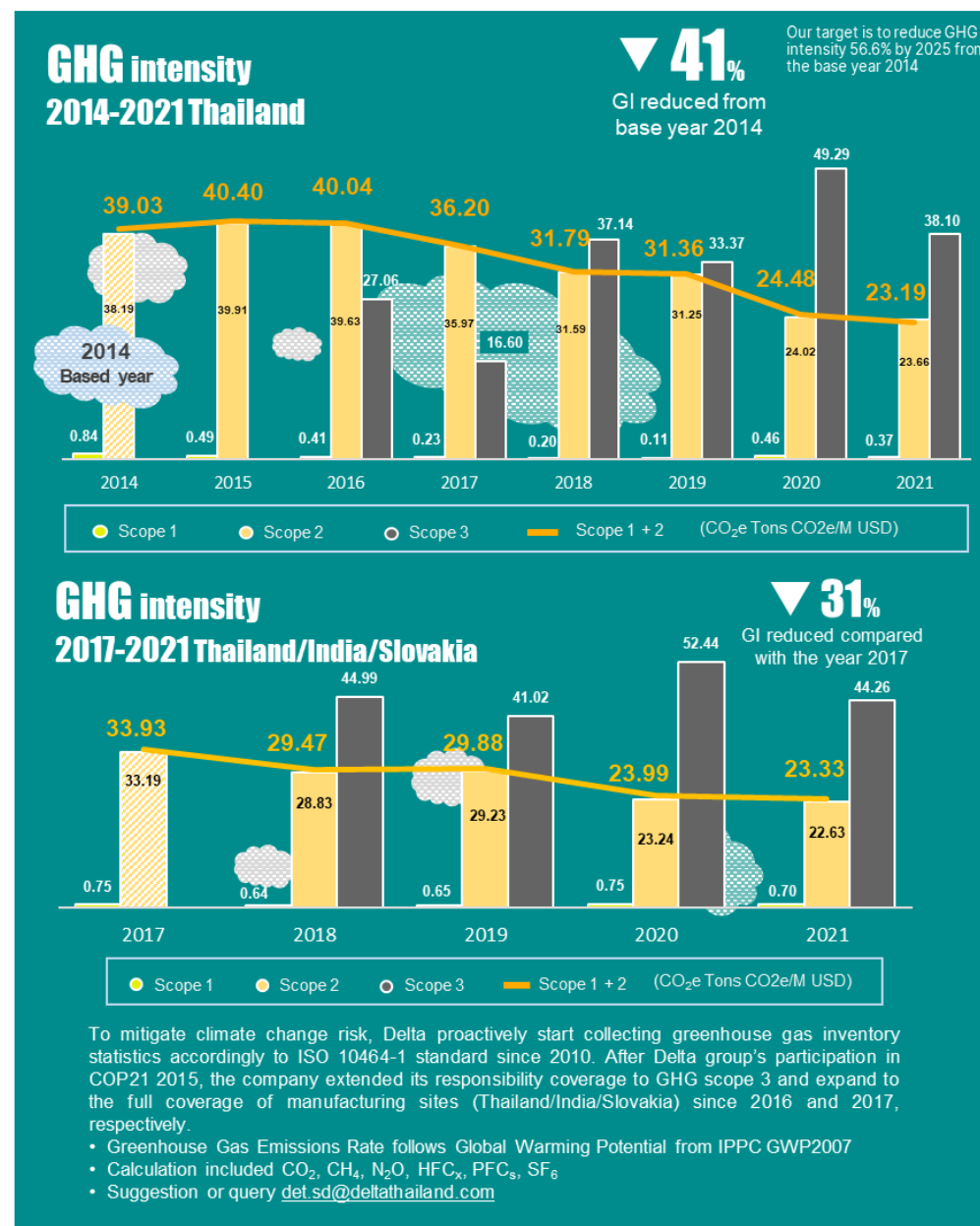
The company extended GHG inventory scope to the full coverage of manufacturing sites (Thailand/India/Slovakia) since 2017. The cases show here is covered 100% of manufacturing sites



Plan with awareness

Delta included climate change as one of the critical risks of corporate sustainable management, we applied IEA NZE 2050, IEA 2DS, IEA SDS scenarios listed in [climate-related scenarios](#) about GHG emissions and ensured our eco-efficient operation to mitigate negative impact of climate change. Delta aligns with the Carbon Disclosure Project (CDP) guideline to provide concrete measures to continuously implement energy management to improve our energy usage efficiency while reducing carbon emissions. Delta started greenhouse gas (GHG) emissions data collection in 2009 and the report of Greenhouse Gas Emissions and Removals (ISO14064-1) since 2010, which has been transformed to the latest version ISO14064-1:2018, with the coverage of plants in [Thailand](#), [India](#), and [Slovakia](#). Our [Greenhouse Gas Inventory Report](#), which declares standards, methodologies, assumptions, and/or calculation tools used, source of the conversion factors used, and third party assurance, has been disclosed on Delta Thailand's website to show our GHG performance for Thailand's sites. Our relentless pursuit of a sustainable business model drove us to submit our [disclosure on climate change](#) related questionnaire to CDP for the first time in 2016.

In response to a tangible reduction in GHG emissions, Delta Thailand set has set the target to reduce GHG intensity that is GHG emissions per 1 million USD production amount Scope 1 and 2, which covers both direct from the part of our operation and indirect emissions from generation of purchased electricity, as 56.6% by 2025 from a base year 2014. At our Thailand's sites, the direct emissions (Scope 1) of 2021 were 802.56 tons CO₂e with its intensity equals 0.37 tons CO₂e/MUSD, indirect emissions (Scope 2) were 50,693.46 tons CO₂e with its intensity equals 23.66 tons CO₂e/MUSD. The GHG intensity (Scope 1 & 2) for Thailand's sites resulted in 2021 was 23.19 tons CO₂e/MUSD, a decrease of 41% from our base year 2014. Delta included our GHG scope 3, which occurred as a consequence of the activities such as transportation, to our report in 2016 to expand responsibility throughout our supply chain and fully covered subsidiaries India and Slovakia in 2017-2021 which the GHG inventory reports for each location are issued retrospectively.

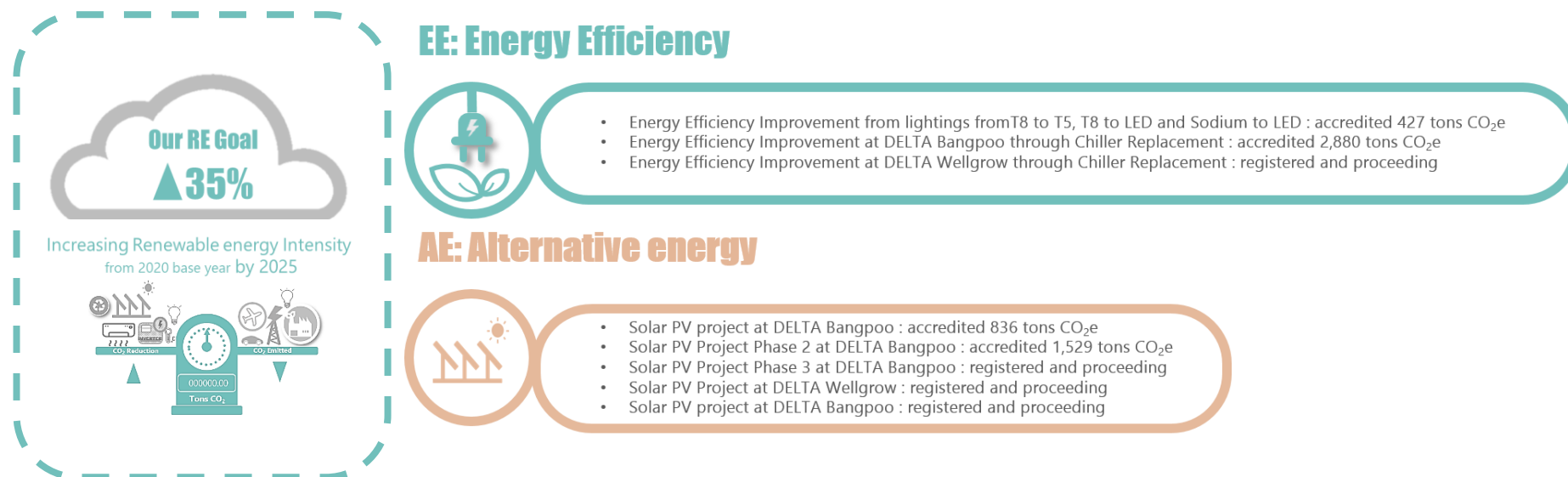


For the full coverage of manufacturing sites (Thailand/India/Slovakia), direct emissions (Scope 1) of 2021 were 1,641.00 tons of CO₂e with its intensity equals 0.70 tons CO₂e/MUSD, and indirect emissions (Scope 2) were 53,122.33 tons CO₂e with its intensity equals 26.63 tons CO₂e/MUSD. The GHG intensity (Scope 1 & 2) for the full coverage of manufacturing sites resulted in 2021 was 23.33 tons CO₂e/MUSD, a decrease of 31% from our base year 2017. Other indirect emissions (Scope 3) of Thailand's site were 81,628.38 tons CO₂e and of the full coverage of manufacturing sites (Thailand/India/Slovakia) were 103,911.38 tons CO₂e with its intensity equals to 44.26 tons CO₂e/MUSD. Delta's emissions disclosure had validated by an independent assurer to ensure data accuracy and transparency reported in [2022 Sustainability in numbers](#), GHG emissions were disclosed on page 8 (GRI 305-1, 305-2, 305-3, 305-4).

The Thailand Voluntary Emission Reduction Program (T-VER) was launched in 2013 by the Thailand Greenhouse Gas Management Organization (TGO) as a project-based voluntary scheme to encourage GHG reduction and promote the carbon market in Thailand. The scheme is harmonized with international standards, ISO 14064-2 and ISO 14064-3. A carbon credit can be traded in the domestic carbon market. Delta has been participating and registering in T-VER since 2014. There are total 8 projects had been registered in T-VER and it is proximately accredited 5,600 tons CO₂e carbon credits that had been reduced from those projects. (Please refer to: <https://tinyurl.com/m75pvxh3>)

Recently in 2021, Delta group (Delta Electronics, Inc., its subsidiaries including Delta Electronics (Thailand) PCL.) have joined the RE100, a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity (please see more detail: <https://www.deltaww.com/en-us/news/14986>) which DET has set the target 35% of increasing renewable energy intensity by 2025 compared with base year 2020.

Carbon Neutral Initiatives by 2025



Do more with less

Since climate change threatens all industries with far-reaching impacts on power system design, markets and operations, Delta realizes our potential to mitigate climate change impact by reducing our greenhouse gas and related environment footprint in our daily operation. We disclosed information on climate governance, strategies, risk management, and key indicators aligning with the 4 elements of TCFD in [2021 Response to Climate Change](#). We embrace climate change related-risk management in accordance with IPCC's RCP 2.6 and RCP 8.5 scenarios by applying COSO Enterprise Risk Management, as well as, considering the [climate-related scenario](#) IEA NZE 2050, IEA 2DS, IEA SDS, and others. In addition, Delta responded to the Paris Agreement's long-term temperature goal and the Science Based Targets initiative ([SBTi](https://sciencebasedtargets.org/companies-taking-action): <https://sciencebasedtargets.org/companies-taking-action>) that aimed to keep the global average temperature increase to well below 2°C, together with, [Thailand's recent pledge in the last COP21 is to reduce CO2 emission by 20-25% by 2030](#) and the national that aimed at integrating with an energy strategy plan according to the Thailand Ministry of Energy Integrated Energy Blueprint (**TIEB**) using 5 integration master plans; PDP (Thailand Power Development Plan), **EEDP** (Energy Efficiency Development Plan), **AEDP** (Alternative Energy Development Plan), GAS (Natural Gas Supply Plan), Oil (Petroleum Management Plan). We conducts feasibility studies and applies green technologies to improve our own process efficiency and energy saving together with increasing our alternative clean energy sources usage. Our strategic plans in reducing our greenhouse gas and related environment footprint in our daily operation and continuing to enhance green revenue from our products and solutions reflect our long-term potentials for adaptation and mitigation the impact of climate change. With our smarter, greener, together operation, we enable mutual benefits for Delta, stakeholders and the world's environment.



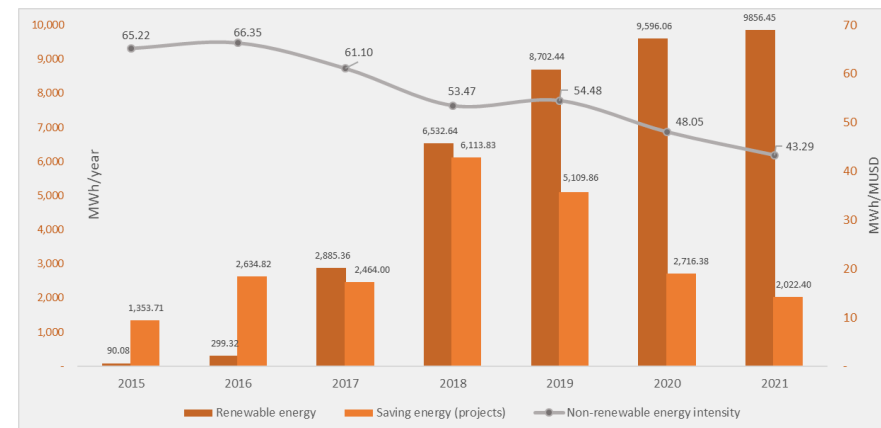
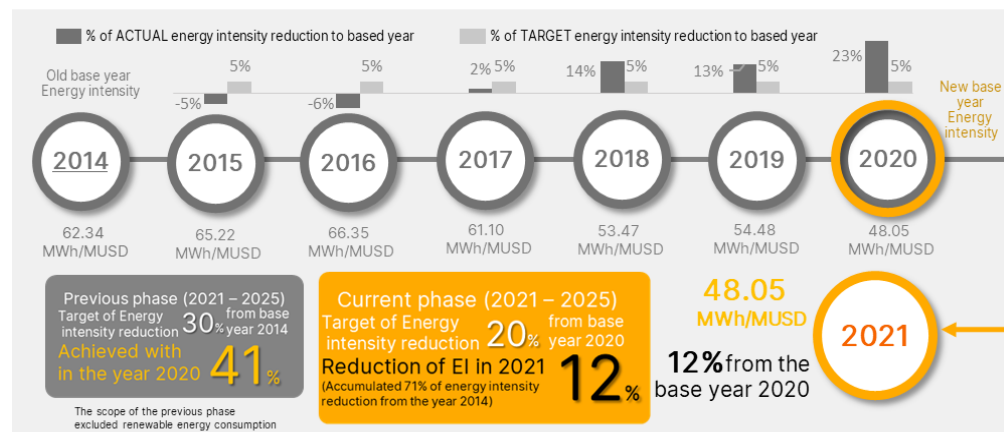
Delta's participation in the U.N. Climate Change Conference (COP26) Glasgow



As Delta has been continuously committed to the development of technologies capable of lowering mankind's carbon footprint, the company participated in the U.N. Climate Change Conference (COP26) Glasgow through the Delta Electronics Foundation by hosting an official side event with Virginia Tech, U.N. Habitat on 8th November 2021. The pact of the event was reaffirming the Paris Agreement temperature goal of holding the rising in the global average temperature to well below 2 °C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels, as well as, the recognition that the limit of global warming to 1.5 °C requires rapid, deep and sustained reductions in global greenhouse gas emissions, including reducing global carbon dioxide emissions by 45 per cent by 2030. Delta, as a global provider of smart energy-saving solutions, shared Delta's target to set up pollution monitoring in cooperation with EV operators to detect PM2.5 and CO levels in streets and ultimately facilitate better air quality for city habitants (please see more detail in: shorturl.at/sAQVY). This is not only for the pledge during the event participation but Delta has committed "To provide innovative, clean and energy-efficient solutions for a better tomorrow." in our long-term corporate culture.



Technological innovation for improving the efficiency of energy & tracing clean energy in 2021



As Delta Electronics (Thailand) Public Company Limited and its subsidiaries (India and Slovakia) use electricity as the main power and fuel to operate our business, we keep in mind that our goal is to reduce energy consumption and greenhouse gas emissions accompanied by our core mission “To provide innovative, clean and energy-efficient solutions for a better tomorrow”. Delta has gradually invested in innovation and technology to increase the proportion of renewable energy use and reduce non-renewable energy consumption, which leads to GHG emissions in scope 1 and 2, to ensure our sustainable and intelligent use of energy. To response to the mission concretely, Delta set an energy (excluded renewable energy) intensity reduction target of 30% within 2020 compared with the base year of 2014. In 2020, Delta achieved the target with an accumulated energy intensity reduction of 41%.

Our next challenge is to reduce 20% of energy intensity (included renewable energy) within 2025 compared with a new base year 2020 and increase the renewable energy ratio to 35% within 2025. In 2021, Delta consumed non-renewable energy 101,630.32 MWh or 365,869.15 gigajoules and 9,856.45 MWh of renewable energy or 35,483.22 gigajoules. Our non-renewable energy intensity, calculated by the consumption of non-renewable energy per 1 million USD of production amount, were 43.29 MWh/MUSD and renewable energy intensity was 4.20 MWh/MUSD.

We also implement and certify our company's energy management system in our operations according to the ISO140001 and ISO50001 standards to ensure continuous improvement through appropriate measures. In 2021, our energy saving projects with the assessment of Energy management, were reported to the Department of Alternative Energy Development and Efficiency Ministry of Energy of Thailand and showed our total of reduced energy consumption was 7,280,640 mega joules which mean our GHG emission reduction was 1,210,608 kgCO₂e per year. We keep tracking our performance of energy consumption (GRI 302-1) and reduction of energy consumption (GRI 302-4) yearly, please to refer: [2022 Sustainability in numbers](#) page 8.

Delta annually participates in the assessment of energy management which reports directly to the Department of Alternative Energy Development and Efficiency Ministry of Energy of Thailand. Since 2015 - 2021, Delta has steadily implemented energy conservation projects which resulted in less electricity consumption compared by production amount (energy intensity) in the mid of the project timeline with the increasing utilization of clean energy via our solar rooftop. Delta Electronics (Thailand) PCL. received the Prime Minister's Industry Award 2020 and 2021 in the Energy Management award. For 2021 we won the category in Energy Supporter Award and Energy Personnel Award (Please see more details in shorturl.at/cft08). We also received the 2021 Thailand Energy Award (TEA) in two categories: Energy Management Team for Designated Factory and Energy Supporter Company. (Please see more details in <https://tinyurl.com/35yes2bt>). The awards demonstrated Delta as a role model for factories, buildings and individuals that are responsible of energy resources for sustainable development.



Energy Saving Projects in 2021

Total saving 7,280,640 MJ of Energy Consumption
244,030 USD of cost 1,210,608 kg CO2e of GHG Emissions

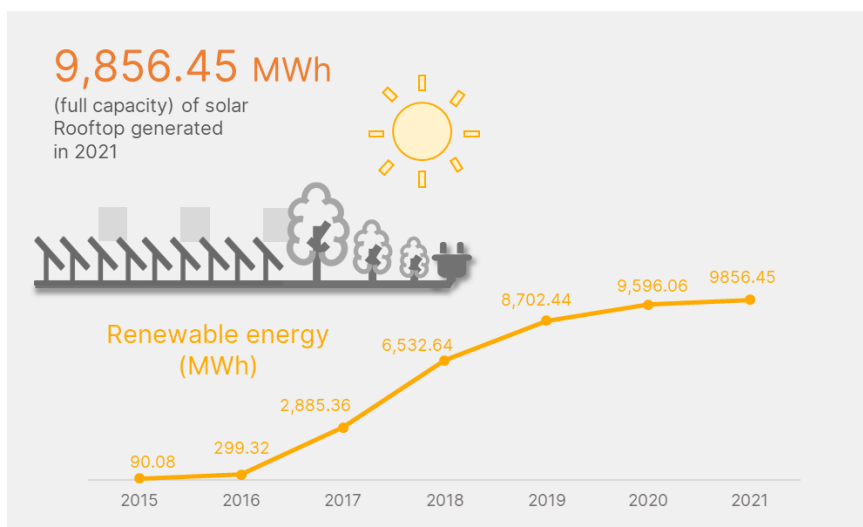
<ul style="list-style-type: none"> Delta changed new chiller 600 RT Reduced energy consumption 2,721,600 MJ per year Monetary saving 452,541 USD per year GHG reduction 687,863 kgCO2e per year 	<ul style="list-style-type: none"> Measurement Method: Using power meter for measurement before and after improvement. Energy saving = $A \times \Delta kW \times (h/y)$ A = set of equipment kW= Testing power usage (reduce up to 80%) h/y = hour per year 	<ul style="list-style-type: none"> Delta changed new air compressor 200 kW Reduced energy consumption 1,080,000 MJ per year Monetary saving 36,199.20 USD per year GHG reduction 179,580 kgCO2e per year 	<ul style="list-style-type: none"> Measurement Method: Using power meter for measurement before and after improvement. $kWh1 = kWb \times hr \times d \times A \times OF$ (Operating factor) EB = $kWh1 \times CE$, EB = $kWh2 \times CE$ EB = electricity usage per year CE = monetary (baht/ B/ kWh) Energy Saving = $kWh1 - kWh2$
<ul style="list-style-type: none"> Delta changed new air compressor 130kW Reduced energy consumption 720,000 MJ per year Monetary saving 24,133 USD per year GHG reduction 119,720 kgCO2e per year 	<ul style="list-style-type: none"> Measurement Method: Using power meter for measurement before and after improvement. Energy saving = $kWh1 - kWh2$ kWh = Power consumption of Air compressor (kWh/year) 	<ul style="list-style-type: none"> Energy management and automation systems of Air Compressor Reduced energy consumption 648,000 MJ per year Monetary saving 21,720 USD per year GHG reduction 107,748 kgCO2e per year 	<ul style="list-style-type: none"> Calculation by using: $P \text{ (Watt)} = E \text{ (Volt)} \times I \text{ (Ampere)}$ x total lamps (before/after) x LF80% (Load Factor)
<ul style="list-style-type: none"> Delta changed cooling tower 750 RT Reduced energy consumption 450,000 MJ per year Monetary saving 15,083 USD per year GHG reduction 74,825 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement Calculate heat loss before and after: Energy saving = $(Qs+Qc) \times h/y$ $Qs = Q \text{ before} - Q \text{ after}$ $Q = ht \times A \times \Delta T$ ht = convection heat transfer coefficient 5.6697 W/m2 A = Air conduction of Ceramic 0.324 W/m2 $Qc = Qs/COP$ COP = Coefficient of Performance = 6.12 kW/kW 	<ul style="list-style-type: none"> Delta changed exhaust blower 10 set Reduced energy consumption 288,000 MJ per year Monetary saving 9,653 USD per year GHG reduction 47,888 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement Energy saving = $\Delta kW \times (h/y)$ kW = Power consumption of Chiller load cooling tower
<ul style="list-style-type: none"> Delta changed hi efficiency exhaust 7.5kW Reduced energy consumption 288,000 MJ per year Monetary saving 9,653 USD per year GHG reduction 47,888 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement. $kWh1 = kWb \times hr \times d \times A \times OF$ (Operating factor) EB = $kWh1 \times CE$, EB = $kWh2 \times CE$ EB = electricity usage per year CE = monetary (baht/ B/ kWh) Energy Saving = $kWh1 - kWh2$ 	<ul style="list-style-type: none"> Delta changed hi efficiency AHU 30 ton 7KW Reduced energy consumption 288,000 MJ per year Monetary saving 9,653 USD per year GHG reduction 47,888 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement. $kWh1 = kWb \times hr \times d \times A \times OF$ (Operating factor) EB = $kWh1 \times CE$, EB = $kWh2 \times CE$ EB = electricity usage per year CE = monetary (baht/ B/ kWh) Energy Saving = $kWh1 - kWh2$
<ul style="list-style-type: none"> Delta changed AHU 3 sets Reduced energy consumption 252,000 MJ per year Monetary saving 8,446 USD per year GHG reduction 41,902 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement. TR = Chiller efficiency (kWTR) $TR = [(500 \times GPM \times 9TR - TS)]/12,000$ Chp = HVAC performance (kW/TR) Chp = kW/TR Energy Saving = $(ChpO - ChpN) \times TR \times OF$ (Operating factor) 	<ul style="list-style-type: none"> VFD control motor CDP, CHP, AHU, and Cooling tower Reduced energy consumption 252,000 MJ per year Monetary saving 8,446 USD per year GHG reduction 41,902 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement. Energy Efficiency Ratio : $TRt = TR2 - TR1$ TR = Chiller efficiency (kWTR) Chp1 = $En1/TR1$ (Chp1 : AHU power usage) Energy saving: $En = (Chp1 \times TR2 \times QTY) - (Chp2 \times TR2 \times QTY)$
<ul style="list-style-type: none"> Delta installed high efficiency motor pump 5 sets Reduced energy consumption 172,800 MJ per year Monetary saving 5,792 USD per year GHG reduction 28,733 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement Energy saving = $\Delta kW \times QTY \times \%LF \times (h/y)$ 	<ul style="list-style-type: none"> Delta changed new cooling tower IE4 motor 5.5 kW for 3 sets Reduced energy consumption 47,520 MJ per year Monetary saving 1,593 USD per year GHG reduction 7,902 kgCO2e per year 	<ul style="list-style-type: none"> Using power meter for measurement before and after improvement. Energy saving = $A \times \Delta kW \times (h/y)$ A = set of equipment kW= Testing power usage (reduce up to 80%) h/y = hour per year
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Apart from our energy saving projects that we have done for many years, our company's sustainable energy activities also focus on promoting the global transition to clean energy and move towards a zero-carbon grid in response to [transition risks scenario](#) reported by IEA. As the scenario IEA SDS in Power sector policies stated that the deployment of renewables would be increased, as well as, the scenario IEA NZE 50 stated that most new clean technologies in heavy industry demonstrated at scale, Delta's RE100 target is 100% renewable electricity throughout our entire global operations by 2030. Our targets for regional operations are Delta Thailand RE35 and Delta India RE30 by 2025, and all regions RE100 by 2030. Through self-generation of solar energy, energy-saving projects and Thailand Voluntary Emission Reduction Program (T-VER), Delta achieved its GHG intensity reduction reached 41 % (Thailand's sites) also, the renewable energy contribution in our operations reached 9% in 2021. Through its core competence in energy-efficient power electronics, Delta continues to foster energy-saving solutions and actively contributes to containing global warming below 2 °C.

In addition, Delta also encourages our energy efficient concepts to society through CSR activities as "[Angel Fund program](#)", the first fund in Thailand created by a private sector in collaboration with the Department of industrial Promotion (DIP). Delta and DIP launched Thai Startups to Angel Fund 2021 and Shark Tank Thailand Season 3. The fund supports new entrepreneurs, SMEs and startup companies to develop local talent and incubate the innovative industry sector. (Please see in the details in <https://tinyurl.com/ynrnt654> and <https://tinyurl.com/32m4fdhv>). Delta Angel Fund for Startup aims to encourage young Thai entrepreneurs to establish business models that leverage advanced technology and develop useful products for commercial use. These align well with the Thailand 4.0 goals and Energy's Thailand Integrated Energy Blueprint (TIEB).



Process Innovation

Delta continuously develop its manufacturing process for less material use, decreased energy intensity, lower production waste and provide greener products to customers.

From 2015 – 2020, the Company had accomplished more than 1,844 automation and [ECRS](#) projects in 6 major potential processes. At the same time, the Company has made a strategic decision to upgrade all Delta factories to "Delta Smart Manufacturing". It is a five-year plan to integrate all manufacturing process digitally with optimum automation rather than just upgrading with single station automation. Such integration aims to enable all data regarding the manufacturing process to be available at any time and in anywhere with IoT platform. Since 2014 when we gradually introduced higher innovative automation processes and robotic arms. The big data collected will be used for predictive analysis to optimize production plan, improve logistic efficiency and enhance machine maintenance process, quality control and many more.

Delta Thailand's overall manufacturing productivity for the factories in 2021 had achieved 30% productivity improvement and 20% conversion cost from the previous year. Our focused investment and effort in process automation and continuous process improvement projects had been the main contributors. 53 majors process with latest automation technologies had implemented to concrete Delta smart Manufacturing line. The rapid deployment of such new processes can be done due to the thoughts and researches put into the concept and implementation phase to ensure disruption on daily production schedule and output will be minimized. Beyond Delta's benefit of stable cost of goods sold, accurately automated process helps to reduce environment negative impact, optimize manufacturing resources and electricity power while our employees' safety had secure from complex and hazardous process .

In addition to process digitalization, Delta has been focusing on Kaizen and ECRS to improve its process efficiency. Annually, Delta group organizes Delta Innovation Awards to drive innovation in its intellectual properties, new product development, manufacturing process improvement and new business model development. In 2021, 47 projects had from Delta's global sites had submitted while 8 teams and 10 individuals granted "The 13th Delta Innovation Award". The 10 teams and 9 individuals of winners had grants monetary and nonmonetary awards. Their projects had adopted to Delta's production process.





Thailand Plant 5

LEED Gold



India Gurgaon Plant

LEED-INDIA Platinum



India Rudrapur Plant

LEED-INDIA Gold



Delta 7, Bangkok, THAILAND

LEED Gold

Delta Electronics (Thailand) Public Company Limited

Green Building Certified

Global warming and rapid urbanization is driving us to seek sustainable solutions while reducing the negative impact of our offices and factories on the environment Delta's innovatively use of our own solutions to create the first factory in Thailand with the LEED (Leadership in Energy and Environmental Design) certification in the EBOM (Existing Buildings: Operations and Maintenance) category. At Delta Thailand's green headquarters, we save energy and reduce our carbon footprint every day by leveraging solutions in renewable energy, automation, DC motor ventilation, smart HVAC and environment management.

The U.S. Green Building Council (USGBC), one of the most recognized green building certification programs in the world, awarded Delta Thailand headquarters with the LEED- EBOM Gold certification after our year-long renovation project that included evaluation, data collection, construction, equipment installation and initiatives to improve energy-management and environment conditions to meet LEED Green Building criteria.

In 2017, Delta Thailand Plant 5 (Headquarter) in Bangpoo Industrial Estate plans had been certified Leadership in Energy & Environmental Design (LEED) Certified by the U.S. Green Building Council (USGBC) in our existing building: Operations and Maintenance (EBOM) - Gold Level category by renovating the building energy-efficiently. For example, smart air-conditioning, lighting, energy-efficient elevators, avoiding invasion plants in the company's landscape and energy management information systems and solutions which are developed by the company are used. Presently, Delta Thailand is the first manufacturing factory in Thailand which has certified LEED-BOM. Delta is willing to share its experience in energy-efficient building, 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.

To ensure sustainable share of renewable energy in the global energy mix, Delta utilizes its expertise in renewable (solar) energy for the energy conservation projects. In Delta's pursuit of replacing conventional energy sources with renewable energy, solar roofs are installed in all the three Thailand factories. All new factories within the group will be built as certified Green building while existing ones will have to work towards the same standard. For example, Delta's Plant 5 in Thailand has attained LEED Gold certification for existing building while India's factories are certified Gold and Platinum.

In 2021, The Delta Electronics (Thailand) PCL. new Plant 7 in Wellgrow Industrial Estate, Chachoengsao has received the LEED (Leadership in Energy and Environmental Design) Gold certification in the New Construction category. Discover Delta group's 27 own green building and 5 donated green building at https://esg.deltaww.com/en/csr_GreenBuilding



Smart Logistics Modal Plan

Since 2020 Delta face a negative impact resulting from the global disease crisis. As reported by the World Bank's [International Finance Corporation](#), COVID-19 pandemic and global lockdown directly disrupted global supply chains. [Cargo was backlogged at China's major container ports](#), travel restrictions led to a [shortage of truck drivers](#) to pick up containers, and ocean carriers [canceled \(or blanked\) sailings](#). The resulting shortage of components from China impacted manufacturing operations overseas. Major industries around the world, including automotive, electronics, pharmaceuticals, medical equipment and supplies, as well as consumer goods, were affected.

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

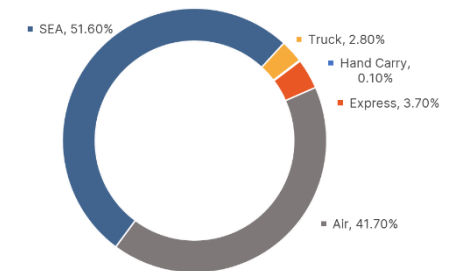
With our attempt to be greener and confident in IT security management, Delta has addressed the value of paperless work by sampling check of e-invoice process for outgoing shipment and realize impacts or our practical logistic management as following:

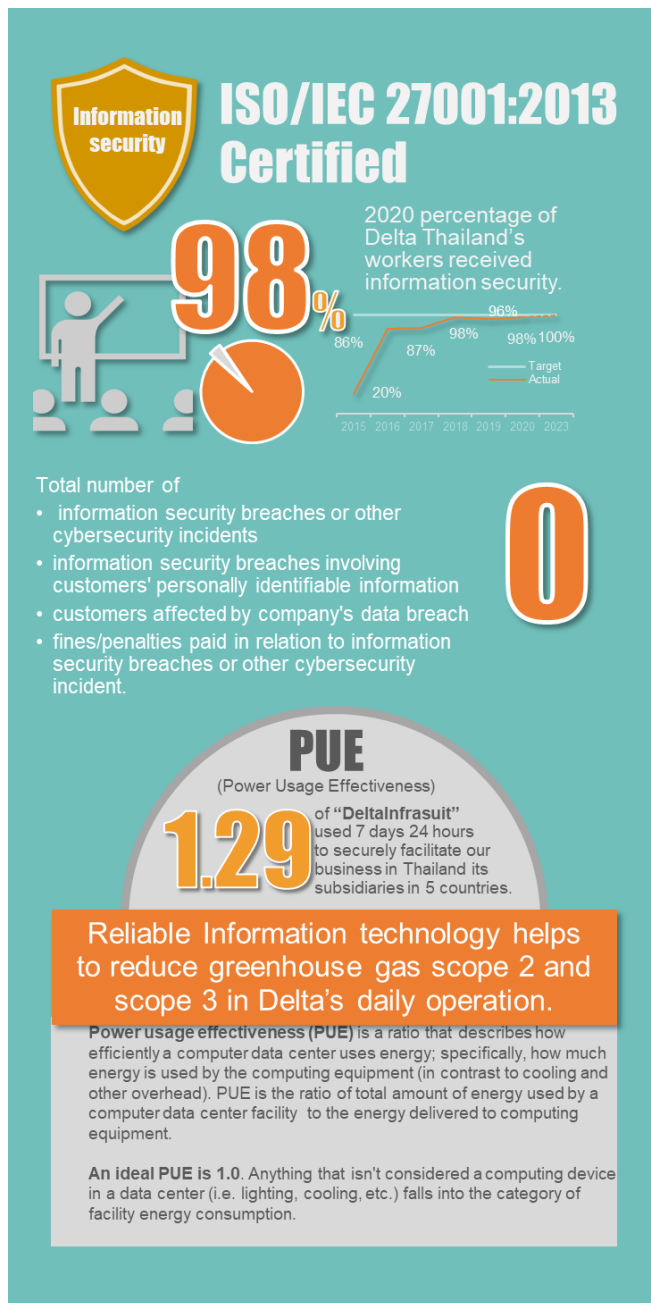
1. Ensure that inbound and outbound shipments are for full truck load (FTL) by loading trucks with as much cargo as possible. By doing this, the number of trips between the production base to port per day is reduced, warehouse cost is saved. Just-in-time production is achieved and minimize empty backhauling.
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 involve intermodal transport. Delta also encourages suppliers to use durable eco packaging to prevent damage to goods and materials during transport. If products are damaged, Delta is responsible for delivering replacements to the customer, which results in an increased transportation cost.
3. Use major carriers and freight forwarders to ensure high quality service standard and green logistics operations. Not only does our choice of freight counterparts guarantee efficiency in 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 environmental-friendly.

In 2021, the COVID-19 outbreak led to the failure of modal shift attempt. Global measures to response to the pandemic crises caused port recession and container shortage. To maintain our customer satisfaction, Delta faced double freight cost to fulfill our customer order. The recession not only led to modal shift failure to have 80% shipment by sea but also compromised our effort to reduced transportation environmental footprint. To minimize this impact, Delta diversify its transportation mode into land, express, hand carry and so on.

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

Transportation mode we used in 2021





Reliable on-line business process On-line communication among Delta group and its business partners is Delta's effective tool to reduce GHG scope 3 from unnecessary transportation and business trip ; for instance, on-site stock checkup, material flow follow up, order fulfillment status, and design and business-related discussion. Delta strengthens its online operation with Zero data breaches target by acquiring ISO/IEC27001 for its information security management system. In addition to Delta own product and solution utilization, 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.

Four of Delta' BOD members has Information Security knowledge background. The Board of directors has assigned the Chief Information Technology (CIO) to be responsible for overseeing cybersecurity within the company. The CIO will collaborate with Information Security Management Committee, Data Protection Officer, Internal Auditors and report to the President to oversee cyber security strategy at least once a year. As Sustainable Development committee member, the CIO and DPO has requested to share information security performance to the SD committee at least once a year as well.

Though we have no e-commerce activity on our online channel, ensure valuable information security and ethical communication. Delta communicate the [Information security policy](#) on our intranet and online training platform. In addition, to raise employees' awareness on this issue, the company target to conduct 100% IT security training to its employees annually. At our website, data privacy policy, use of the collected information, user's choice of privacy and other privacy related information is available. According to our recent study in reporting period, 99% of user and customer directly access our website and access through well known search engine was protected by Delta's ISO2700. We found 1% of our website users who access our site from a referral source with unclear privacy policy may be at risk. However, up to the report period, there was no confirmed case of breaches of [customer privacy](#) identified leaks, thefts, losses of customer data or misuse of intelligence properties from outside parties or regulatory body to Delta's whistleblowing channels, ISMS and DPO.

On top of transportation reduction, intelligence properties protection, trade confidentiality protection and personal data protection, [Delta InfraSuite](#) help the company to optimize energy consumption. According to [a leading research institute survey](#) of 1,600 data center owners and operators found that 2021's average [PUE](#) is 1.67 while Delta's data center performed with 1.29 PUE rate in 2020. This competitive performance finally help the company to reduce GHG scope 2 from IT 7/24 operation where represent approximately 1% of total energy consumption at Delta.



Ensure natural resources conservation

While our stakeholders focus on how we manage our worker health and economic performance, outstanding emergence of pollution and global infectious disease crisis outstandingly raised our awareness of climate change. Global health crisis and strict quarantine measures was not only leading to economies to slow down but also impacted the environment in an intriguing way. During the lockdown across the globes, [air quality in certain regions has improved in recent weeks](#). It can be said that the COVID-19 pandemic offered lessons and opportunities leading to environmental actions.

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

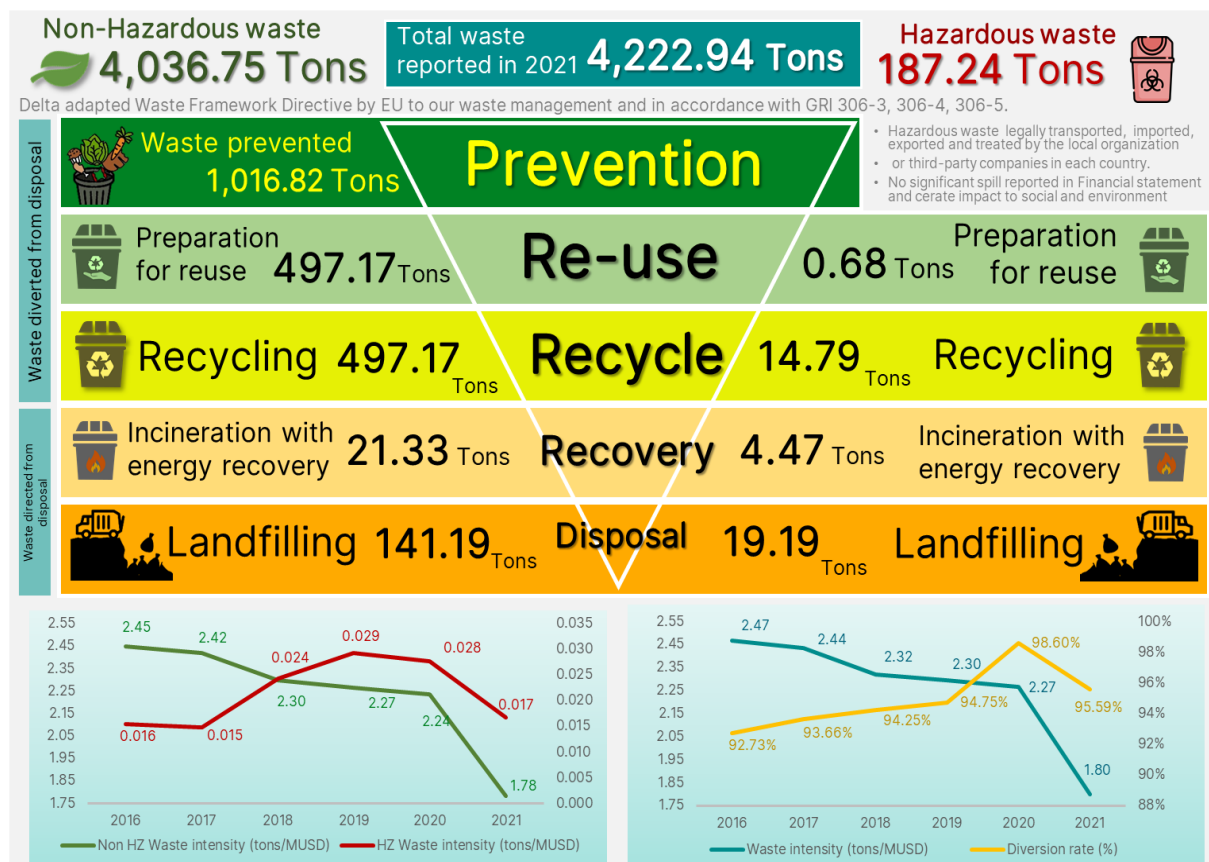
As a public-listed company in Thailand and a global corporate citizen, Delta's commitment to energy-saving and natural resources conservation guide everyone at Delta to a greener lifestyle and practice. We adhered international environment standard such as ISO14001, ISO 14064, ISO 14067 and ISO 50001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



Waste in Focus

Delta recognizes the valuable use of resources by using raw materials wisely as well as limiting the use of environmental-related substances referring to Delta's [Management Standard for Environment-related Substances](#). Delta's mission to ensure the use of stakeholder resources also includes monitoring trends in waste emissions from business operations. All of Delta's main plants divide waste into three categories: production waste, non - production waste and hazardous waste. Production waste includes metal waste, plastic waste, waste pallets, paper, and paper boxes. According to the Department of Hazardous waste includes electronic waste, waste glass tubes and glass, and solvents. The wastes are also sorted, collected, and handed over to local qualified third-party waste treatment businesses.

As the [scenario IEA SDS](#) in industry sector stated policies to support circular economies through increased recycling of aluminium, steel, paper and plastics, and material efficiency strategies, Delta considered and classified 3 metal materials in product components, which are made of a certain percentage of recycled raw material as steel, copper and aluminum which used by our next tier suppliers in 2021 was weighted as 3,170 tons and these input material equals to 12.81% of 24,741 tons of total input material, besides the packaging material, 100% of wooden pallet, paper, and paper boxes are also recyclable in the year 2021.



In 2021, Delta reported waste performance according to GRI 306: waste version 2020 covering 100% of manufacturing sites including Thailand, India, and Slovakia. The waste data (GRI: 306-3, 306-4 and 306-5 version 2020) was disclosed in [2021 Sustainability in numbers](#) page 16. With 2016 based year, Delta targets to reduce 30% of non-hazardous waste (Total disposed waste) in 2023 (5% yearly). In this reporting period, Delta generated a total 4,222.94 tons in waste. Of this, 4,036.75 tons of generated waste were categorized as non-hazardous waste and 187.24 tons was hazardous waste. Non-hazardous waste was disaggregated to be waste prevented by animal feeding 1,016.82 tons, waste reused 497.17 tons, waste recycled 4,006.91 tons, waste to heat recovery 21.33 tons, and waste disposed by secure landfill 141.19 tons. Non-hazardous waste was disaggregated to be waste reused 0.68 tons, waste recycled 14.79 tons, waste to heat recovery 4.47 tons, and waste disposed by secure landfill 19.19 tons (For hazardous waste in Thailand, the method of disposal is determined by The department of Factory Works). At the result, the diversion rate of total waste was 95.59% in 2021. (Diversion rate: waste diverted divided by the total amount of waste).





According to the above stated results, non-hazardous waste intensity was reduced 27.30% compared with the base year 2016. At the same time, the accumulated non-hazardous waste reduction intensity from 2016-2020 was 49.28%. Delta set a target for hazardous waste reduction by 5% in 2023 from the base year 2019. The total hazardous waste intensity in 2021 was decreased 42.54% compared with base year 2019. In addition, Delta is tracking this issue by using waste intensity (waste generation: tons/million USD of production amount) as an indicator, Our waste intensity in 2020 was 2.27 tons per Million USD production amount (tons/MUSD) which decrease 8.15 % from 2.47 tons/MUSD in 2016. As a result, our accumulated waste reduction intensity from 2016-2020 was 22.20%. (Please refer to: [2022 Sustainability in numbers](#) page 14)

Delta Donated Used Carton Box Material to SCG Packaging for Eco-Friendly Furniture

In 2021, Delta Electronics (Thailand) PCL donated 45 tons of used carton boxes material to SCG Packaging Public Company Limited (SCGP) to produce 19 sets of eco-friendly furniture for local community schools. The project to reuse industrial carton box waste can be calculated to equal 765 trees saving, 30,600 kg CO₂e emissions reduction, 1,170,000 liters of water reduction, 63,000 liters of fuel and 180,000 kW of energy saving that would be used to manufacture furniture with traditional production processes. Delta and SCGP would donate the eco-friendly furniture to local schools to benefit the community and teach innovative conservation to Thailand's next generation. In the previous year, Delta joined SCGP's project "United to Fight Against Covid: Transform Used Paper Into SCGP Paper Field Hospital Bed" to help Thai society during the current COVID-19 pandemic while promoting care for the environment. The cooperation reflected the awareness in efficient resources utilization of the companies and supported the management of waste diverted from disposal from Delta's operations. Please see more details in <https://tinyurl.com/yckhwf82>.



Waste management education and technology application for cleaner operation

Apart from reducing our company's waste in production process, our domestic waste is also an important issue to focus on.

To embed the responsibility and roles of waste sorting among our employees, in 2021, Delta held a advance training event for waste sorting and Introduction to GEPP Platform on 11 November 2021. GEPP is one of our winning startup from our Delta Angel Fund in 2018.

The event was led by the lecturer Panjapat Kroongjit, the co-founder of [GEPP SA-ARD](#) and teams to educate company's employees about the 3Rs, proper sorting and the application of GEPP solutions to help company aware and finally reduce both domestic and production waste.

Support services

Service	Frequency
Data input support by GEPP data team	THB/month
GEPP Benchmark report	THB/set
GEPP GRI Format report	THB/month
Less Award document support	THB/set

Service	Frequency
GEPP Collection service	THB/Km
GEPP Traceability report	THB/month

Service	Frequency
GEPP Sorting workshop	THB/workshop
GEPP Sorting VIDEO	THB/user/year

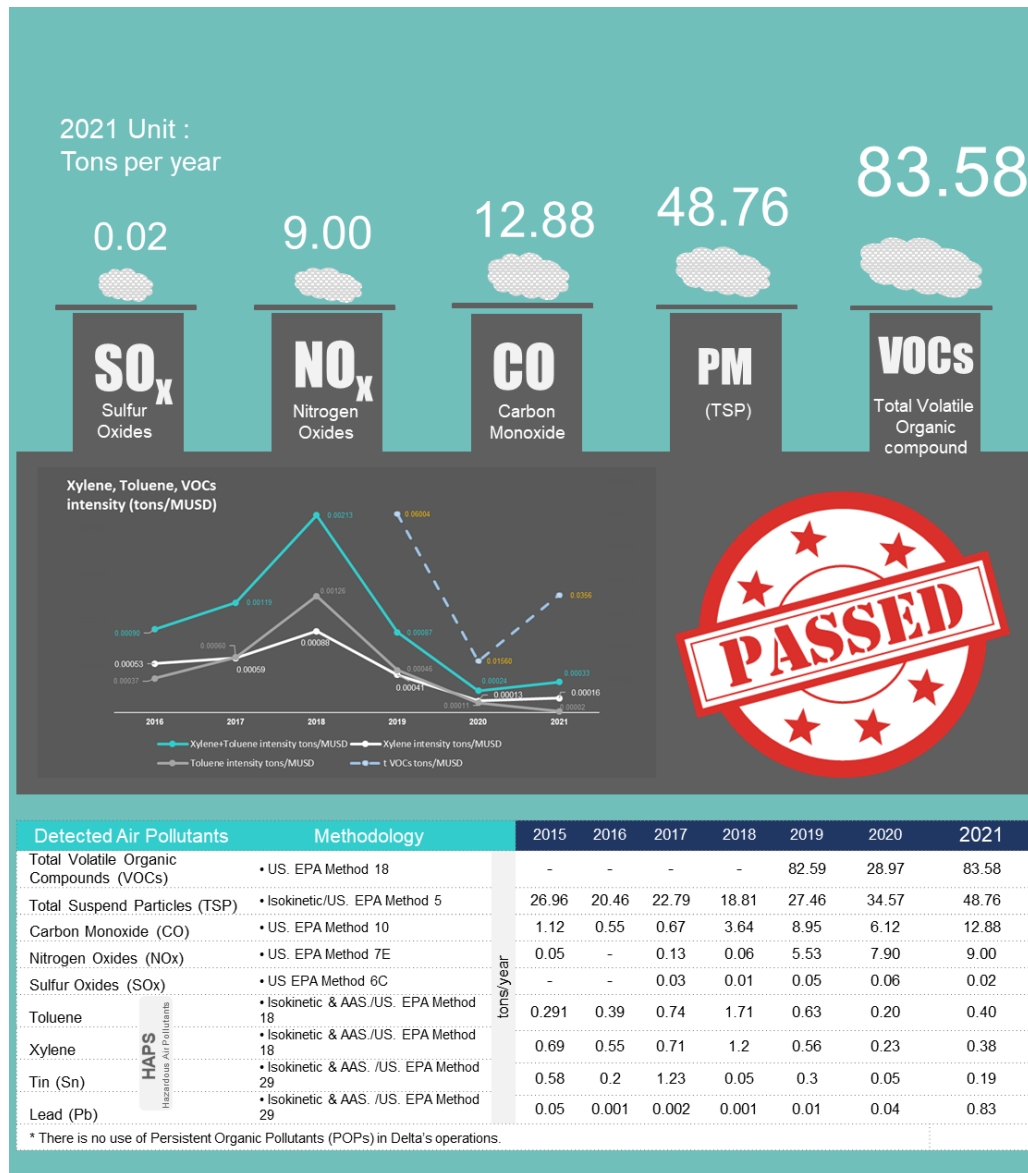
- Max 100 attendees/session
- Sorting Activities with real materials
- Est.1.5 hour/workshop
- Included 3 session Waste Problem, Waste Sorting and How to communicate

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Participants: Aonthip Aorthong, DELTA, Dome, Mayuree Aroon...



We emit less



Refrigerant replacement

In accordance with GRI: 305-6 Delta keeps tracking its ozone depletion substances (ODS) based on the IPCC2007 methodology. According to the UNEP initiative, Delta uses HCFCs to replace CFC to decrease Ozone Depletion Potential. Therefore, during the HCFCs lifecycle, only about 1-10% of CFC-12 is emitted to Ozone. According to the company's 2015-2020 GHG Inventory report, OSDs include Chlorofluorocarbons (CFCs), Halon (CBrF₃), Carbon tetrachloride (CCl₄), Methyl chloroform (CH₃CCl₃), Hydrobromofluorocarbons (HBFCs), trichlorofluoromethane (CFC-11) equivalent), Hydrochlorofluorocarbons (HCFCs), Methyl bromide (CH₃Br), and Bromochloromethane (CH₂BrCl) as defined in the 'Montreal Protocol' was not produced, imported or exported by Delta. Air Emissions monitoring

Delta's business operation is guided by Occupational Safety Health, Hygiene and Environmental Policy, which applied all the visitors and stakeholders within the company's premises for the well-being of everyone as well as environmental impact, and in accordance with the related laws, international standards, the [scenario IEA SDS](#) in power sector policies about stringent pollution emissions limits for industrial facilities. Periodic monitoring of air emissions quality including with Volatile Organic Compounds (VOCs), Total Suspend Particles (TSP), Carbon Monoxides (CO), Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), Toluene (C₆H₅-CH₃), Xylene (C₈H₁₀), Tin (Sn), Lead (Pb) and other Hazardous Air Pollutions (HAPs) discharged at various stations from manufacturing process, is one of our significant tasks listed in our policy.



Delta fully reported Air Emission performance to cover 100% of manufacturing sites (Thailand/ India/ Slovakia) since 2019. Delta Thailand's Air emission results has been measuring and monitoring since 2014, Delta India's Air emission results were fully covered since 2017 and Delta Slovakia's Air emission results were covered in 2019. Their emission data reported from the factories' stacks inspection where VOCs, TSP, CO, NOx, SOx and HAPs had annually/biannually monitored, measured and reported accordingly to their local department of pollution control and [NIOSH standard](#) for each country that Delta operates. To ensure the transparency, accuracy and compliance with the local standard and regulations, Delta's air quality inspection is performed and assured by 3rd party specialized company. Proper methodologies such as US. EPA 5, 6C, 7E, 10, 18, 19 and 29, Charcoal Tube and GC/NIOSH 1501 have been applied to each stationary sources.

In the year 2015 to 2018, Delta indicated VOCs emission as the aggregation of Xylene, Toluene and Isopropyl Alcohol using US. EPA Method 18 as the method was designed to measure gaseous organics emitted from an industrial source. No significant chemical spill reported from any location.

Thailand's sites started actual measurement for total VOCs released from its operations since 2019 and still examined the volume of Xylene and Toluene to further monitoring the progress of VOCs reduction until the present reporting year. Concurrently, VOCs emission from Slovakia's sites was calculated by VOCs [emission factors for burning natural gas](#) and India's sites was calculated by [VOCs emission factors for diesel generators](#).

From 2016 – 2020, The VOCs reduction target was to reduce 5% of VOC yearly (30% in 2023 from base year 2016), computed by the intensity of Xylene and Toluene. The reduction of the intensity of Xylene and Toluene was 73.6% achieved in 2020 compared with base year 2016. The base year was restated to be the year 2019 as Delta plants in Thailand started collecting actual VOCs measurement from stacks in the year.

In 2021, the total VOCs was 83.58 tons VOC per year or equal to 0.0356 tons VOC/ MUSD per year, xylene and toluene were detected as 0.374 and 0.405 tons/year respectively. Consequently, the intensity of total VOCs decreased 41% from the base year 2019 that equals 0.060 tons VOC/ MUSD per year.

Non-VOC cleaning solvent test onsite with vendor



Nitrogen oxides, sulfur oxides, and carbon monoxides were detected as 8.986, 0.024 and 12.88 tons/year in 2021 respectively. Nitrogen oxides, sulfur oxides, and carbon monoxides mostly came from testing /using the generators and boilers to generate heat and hot water for domestic purpose. Delta cautiously chose the innovative condensing gas boiler using at its sites. The boiler is designed to run with natural gas which less emission and low NOx, SOx and CO level (see also: <https://tinyurl.com/y6f34kt3>). Total Suspend particles was reported as 48.76 tons in 2021. Delta Thailand implemented the preventive measurement of PM/TSP in workplace, every 62 square meters (m²) were applied with air purifiers for clean air condition in the workplaces. All Delta's Air emission according to GRI: 305-7 reports and all related indicators met the air quality standard control regulation/requirements. (Please refer to [2022 Sustainability in numbers](#) page 13)

Delta's awareness to reduce VOC

Although, the result of total VOCs intensity achieved its target in 2021, Delta Thailand, where was the source of 99% of total VOCs emissions, aware of employees' health as well as surrounding community wellness due to the increasing amount of total VOCs. We analyzed in depth of the exact VOCs components and found the dominant VOC from company's air emission was Acetone that counted as 95% of total VOCs. It mainly came from the cleaning agent to remove flux residue for Printed Circuit Boards (PCB) during the heating process and using volatile organic solvents such as or silicone sealants, welding processes and others. Environment (ENVI) and Sustainable Development (SD) teams cooperating with production teams to examine the areas and the materials causing Acetone. After defining that IPA Solvent cleaner (Isopropyl Alcohol) was the main usage causing Acetone, the teams engaged a vendor for the replacement of a cleaning solvent to non-VOC type. The non-VOC solvent was provided by the vendor in June 2022 and trials of the new cleaning solvent are still ongoing in Plant DET1, DET3, DET5, and DET6 to ensure product quality as well as environmental impact and employee wellness.

Remark:

(1) Delta Thailand's Air Emission data from stacks had collected and measured accordingly to the Department of Industrial Works' announcement subjects "Standard of air emission discharged from manufacturing factory B.E. 2549" and Thailand Industrial Estate Authority's announcement on "Emission Standard for factory located in Industrial Estate" reference number 46/2541. To calculate the estimation of air pollutants load per year following "Measurement mass balance emission factors engineering calculation" by Pollution Control Department, Bangkok, Thailand. (<http://prtr.pcd.go.th/wp-content/uploads/2020/02/1.-RET-Manual-and-correction-Green-1-1.pdf>)

(2) Delta Electronics India Pvt Ltd. 's Air Emission data from stacks had collected accordingly to Central Pollution Control Board, Ministry of Environment & Forests, Govt. of India, G.S.R.771(E), 11th Dec 2013– Emission Limits for New Diesel Engine up to 800 kW) for Generator Set (Genset) Application and measured methods following IS 11255-1 (1985): Indian Standard Methods for measurement of emissions from stationary sources prescribed by Bureau of Indian Standards. (see also : [IS 11255-1 \(1985\): Methods for measurement of emissions from stationary sources, Part 1: Particulate matter \(resource.org\)](#))

(3) Delta Electronics (Slovakia), s.r.o. Air Emission data from stacks (NOx , SOx and CO) had collected accordingly to Decree of the Ministry of Environment of the Slovak Republic no. 411/2012 Coll., on monitoring of emissions from stationary sources of air pollution and air quality in their vicinity as amended by Decree of the Ministry of the Environment of the Slovak Republic No. 316/2017 Coll. Others emissions results were calculated emission factors from heat input (Natural gas boilers) using Preferred and Alternative Methods for Estimating Air Emission from Boilers (see also in: <https://www.epa.gov/sites/production/files/2015-08/documents/ii02.pdf>) and [EPA AP-42 Chapter 1.4](#)




We maintain water security

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

Delta 2021 Water Conservation Awareness





Delta consumes 0.000165 Million m³ of water to create 1 Million USD revenue



Delta consumes 0.000165 Million m³ of water to create 1 Million USD revenue

	Thailand	India	Slovakia	Total
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Why we care ?

Nearby river basin	<div> WRI Risk min 0 - max 5  </div>	Chao phraya River	Ganges River	Elbe River	 <div> Are you in risky area? </div> <div> Check out Aqeduct Water Risk Atlas https://tinyurl.com/4wtuaasd </div>
WRI baseline water stress level		2-3	4-5	0-1	
Seasonal variability					
Flood occurrence					
Drought severity					
Access to water					
<div> Projected change in water stress (Change from baseline to 2030 *business as usual) The "business as usual" scenario (SSP2 RCP8.5) represents a world with stable economic development and steadily rising global carbon emissions, with CO2 concentrations reaching ~1370 ppm by 2100 and global mean temperatures increasing by 2.6–4.8 °C relative to 1986–2005 levels. </div>					
	Near normal	Near normal	Near normal		

Our Consumption

(Source: figures from municiple water bills and rain water harvestin pond's)

Municipal water (supplied by government)	(m ³)	402,872	1,656	4,780	409,308
- Third- party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	(m ³)	344,385	1,590	4,654	350,629
- Third- party water (Other water> 1000 mg/L Total Dissolved Solids)	(m ³)	58,487	-	-	58,487
Ground water (supplied by local government)	(m ³)	-	11,286	3,620	14,906
- Third- party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	(m ³)	-	11,286	3,620	14,906
- Third- party water (Other water> 1000 mg/L Total Dissolved Solids)	(m ³)	-	-	-	-
Rainwater collected directly and stored by the organization (Source: meter)	(m ³)	6,656	-	-	6,656
Surface water including water collected from wetlands, rivers, lakes, and oceans	(m ³)	-	-	-	-
Wasted water from another organization	(m ³)	-	-	-	-
Total water withdrawal (including rain water)	(m³)	409,528	12,942	8,400	430,870
Water withdrawal for production process	(m ³)	-	-	-	-
Water withdrawal for domestic hygyne purpose	(m ³)	409,528	12,942	8,400	430,870



Think twice before discharge

Total volume of water recycled in toilet flush, gardening and resemble purposes. (Source: meter)	(m ³)	90,485	5,205	-	95,690
Total volume of water reused in Cooling system and backwash process. (Source: meter)	(m ³)	25,799	-	-	25,799
Total volume of water recycled & reused water	(m³)	116,284	5,205	-	121,489
% of recycled & reused water to total water withdrawal	%	0	0	-	0

Ensure quality discharge (80% of water withdrawal planned to be treated before discharge to Industrial park's sewer that lead to its treatment plants)

Discharged from production process	(m ³)	0.00	0.00	0.00	0.00
<div> <div></div> <div>Volume of wastewater is assumed to be 80% of Municipal water and transferred to Third-party who provide wastewater treatment services (IEAT: Industrial Estate Authority of Thailand)</div> <div>wastewater is transferred to their own Sewage water Treatment Plant (STP). The treated water is used in domestic process</div> <div>Transfer to Third-party who provide wastewater treatment services</div> </div>					
Discharged from domestic consumption to Third-party water	(m ³)	242,250	Zero Discharge	4,465	246,715
Total water discharged	(m³)	242,250	0.00	4,465	246,715
Net water consumption (including rain water) (sum of water is not released back to surface water, groundwater, seawater, or a third party)	(m³)	167,278	0.00	3,935	184,155
pH	-	7.49	7.58	9.00	8.02
BOD	mg/L	153.38	16.00	-	84.69
COD	mg/L	294.58	72.20	800.00	388.93
TDS	mg/L	977.33	777.00	2,500.00	1418.11
TSS	mg/L	47.23	33.80	500.00	193.68
Oil and Grease	mg/L	3.03	3.00	0.00	2.01
Wastewater Quality Standard categorized by countries		Thailand*	India**	Slovakia***	
pH	-	5.5-9.0	5.5-9.0	6.0 - 9.0	
BOD	mg/L	500	30	-	
COD	mg/L	750	250	800	CODCr if the BOD5 (ATM) / COD ratio is <0.4
TDS	mg/L	3,000	-	2,500	Dissolved substances (RL 105)
TSS	mg/L	200	100	500	Insoluble matter (NL)
Oil and Grease	mg/L	10	10	-	

Source: *Announcement of the Industrial Estate Authority Estate Authority of Thailand No. 76/2560 (2017) dated July 13, 2017

** General Standards for Discharge of Environmental Pollutions Part- A : Effluents Limits as per CPCB (EPR- 1986 Schedule- VI Part- A/ EPA

*** The Ministry of the Environment of the Slovak Republic according to Annex no. 3 of Act no. 55/2004 Coll. Maximum Permissible Rate of Pollution of Industrial Wastewater and Special waters discharged into public sewerage. (refer to : <https://www.slov-lex.sk/pravne-predpisy/SK/ZZ/2004/55/20040215> and <http://www.povs.sk/zakaznicka-zona/verejne-kanalizacie-a-kanalizacna-pripojka/>)

Remark

- The volume of wastewater is assumed to be 80% of Municipal water and transferred to Third-party who provide wastewater treatment services (IEAT: Industrial Estate Authority of Thailand). The numerical data of discharge (GRI303-4) and subtopics were re-calculated according to GRI 303: water and effluents version 2018 since 2014-2021 to indicate the exact the total volume of discharged water to third-party.
- Delta plant in Rudrapur, Uttarpradesh is in wetland listed in the Ramsar Convention <http://archive.ramsar.org/pdf/sitelist.pdf>
- Endemic species found in Chao praya river https://en.wikipedia.org/wiki/Chao_Phraya_River
- Slovakia's sewage water is transferred to the public sewerage system to be treated by third-party who provide wastewater treatment services for the local district. <http://www.povs.sk/zakaznicka-zona/verejne-kanalizacie-a-kanalizacna-pripojka/>. Thus the water quality indicators, Slovakia's site reports the highest permissible rate of wastewater discharged into public sewerage according to Slovakia's local water quality standard.
- There is no usage of surface water/sea water /produce water for Delta's domestic purposes.

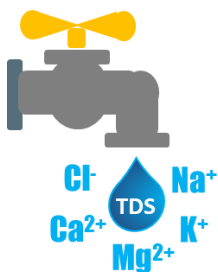


In 2018, our company consolidated information about the [rivers near Delta's major operation sites](#). This information is presented without any right of ownership. All the information in this booklet is from Wikipedia, the world's largest free online encyclopedia, to be used as reference for the Delta Group's sustainable development study and performance improvement on natural resource management tracking. In this booklet, readers can learn the size of nearby water sources, national or international protection status, biodiversity values (such as species diversity and endemism, and public highlighted number of protected species), and value of the water source to local communities and indigenous people. Finally, this resource of consolidated data should help to raise awareness of water and natural resources conservation specific to each area.

In 2019-2021, Delta Thailand and subsidiaries (India and Slovakia) applied the India Water Tool developed by the World Business Council for Sustainable Development (WBCSD) to assess the Water Stress of Delta India's sites and WWF Water Risk Filter and WRI Aqueduct, as per recommendation by WBCSD to do [2019 DET's Water risk assessment result](#) and [2020 DET's Water risk assessment result](#). The most recent version [2021 DET's Water risk assessment result](#) was published on our company's website in 2021. Although Delta's water consumption is used for domestic and sanitary purposes only and has less impact, Delta uses these water tools to analyze its activities both in our operational risks and basin risk assessment. We used the location of the factories and the volume of water used from each source by factories to understand the potential related links between local basin risks and operation risks and other factors for planning water management and ensuring our activities do not adversely impact stakeholders or communities.

The drought of 2021 is a consequence of the rainy season of 2020, which is the least rainfall in 30 years, mainly due to the phenomenon "El Niño" causing both hot conditions and drought in many areas in the north, northeastern, central and eastern regions, causing obvious water shortages especially water in agricultural areas.

The amount of accumulated rainfall in the rainy season 2020, in May 2020 - 31 October 2020) is less than the average cumulative rainfall of 30 years about 16 percent. The effect of the less accumulated rainfall caused a small amount of water stock in large and medium-scale reservoirs during the dry season 2021 (November 2020 - April 2021), especially the Chao Phraya River Basin which resulted in a drought crisis area. The River levels are low that saltwater from the ocean is creeping upstream and affecting TDS (Total Dissolved Solids) in water supplies.

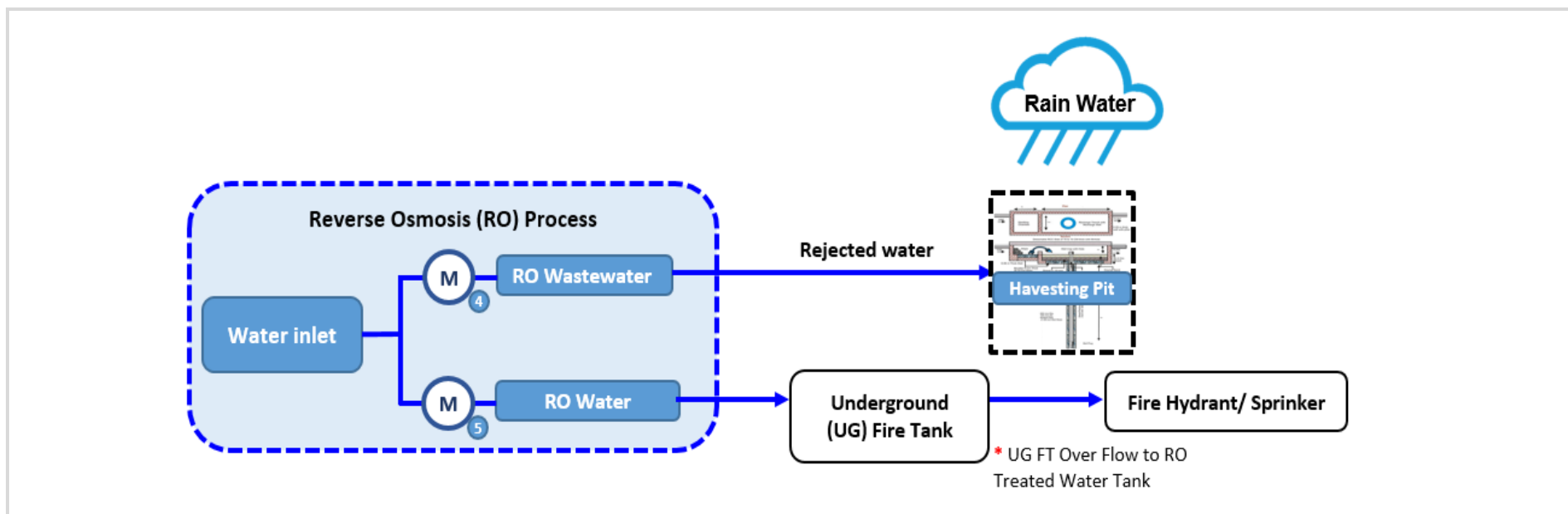


As Delta's factories in Thailand are located in the central region which in the hotspot areas, where the drought impact caused high level of chloride concentration in Chao Phraya River, that is used as a raw water source for the Metropolitan Waterworks Authority and the Provincial Waterworks, we have been monitoring quality of water both input and output water through our domestic water usage.

This is despite the fact that water is not our production factor or used in our manufacturing process. For further actions, we tracked back and reported the total dissolved solids concentration (TSD) from 2017- 2022 (please refer to: [2022 Sustainability in numbers](#) page 15). Due to the drought occurred in Thailand, bio monitoring and online raw water monitoring of Chao Phraya River can be followed up via rwc.mwa.co.th/page/graph/. The tracking showed the high concentration of TSD starting from December of 2019 and January to June 2022.

According to Third-party who provides wastewater treatment services in Thailand (IEAT: Industrial Estate Authority of Thailand), the volume of wastewater is assumed to be 80% of municipal water since 2014-2019, however, to improve reporting accuracy, the volume of wastewater were re-calculated from the actual water discharge (water balance) according to GRI 303: water and effluents version 2020 since 2014-2021 to indicate the exact total volume of discharged water to the third-party. Our discharged water has been handled and professionally treated by local organization/third-party companies in each country, especially for Thailand and India sites. Apart from water quality checks by Industrial Estate Authority of Thailand (IEAT), our discharged water is also examined for heavy metals concentration annually by a third



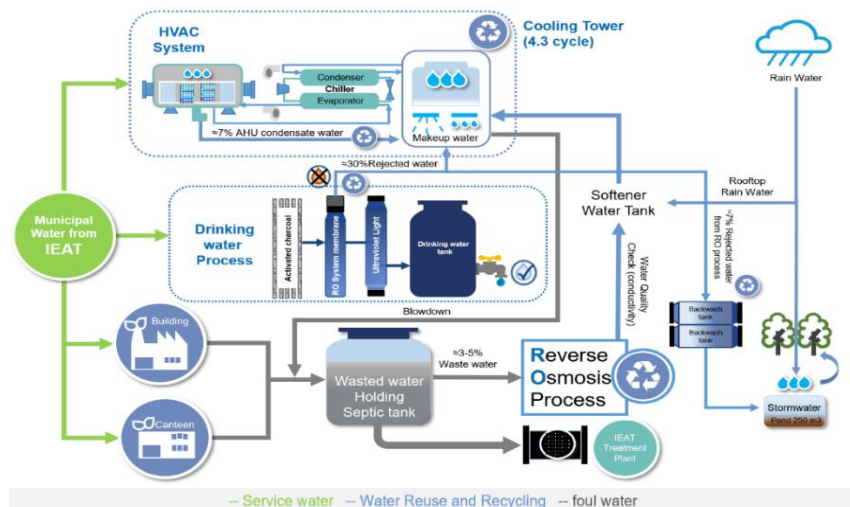


party specialist (Environmental Resource Development Co., Ltd.) to ensure and re-check the safety and quality of water before transfer to IEAT for treatment. (The average results of water parameter for heavy metals from 2017- 2021 was demonstrated in Delta Thailand's [2022 Sustainability in numbers](#) page 15)

For our subsidiaries including India and Slovakia, we have been closely tracking the quality of water discharge for every month of each year. According to each local regulation, India's sites have their own Sewage Treatment Plants (STP). All discharged water goes straight forward to STP through the water treatment process. The treated water is sampled and the water quality is tested by a third-party according to Central Pollution Control Board of India, CPCB (EPR-1986Schedule-VI Part-A/ EPA) and reused as garden irrigation and toilet flushing. Besides, the rejected water from RO (Reverse osmosis) process and rainwater (storm water) are collected. This provides more water to re-charging pits (sub-surface recharge) for groundwater. Slovakia's site waste water management is assigned to a local third-party which is proficient in wastewater treatment according to the recommended values in accordance with Decree of Slovak: Annex no. 3 of Act no. 55/2004 Coll. Maximum Permissible Rate of Pollution of Industrial Wastewater and Special waters discharged into public sewerage. Since 2015, no wastewater from our production process was discharged to surroundings communities and environment. Delta keeps tracking the quality of our discharged water twice a month to ensure that our biodiversity will be preserved when water is discharged to surrounding canals. According to 2015-2021 (retrospective data 2015-2019 in: [2022 Sustainability in numbers](#) page 15), with our professional management and standard in accordance with the regulation. There is no value of water quality indicators is over the limit of average standard as mentioned in the table of total water discharge above.



Delta's Water Reuse and Recycling Program



Delta's awareness of drought in 2021

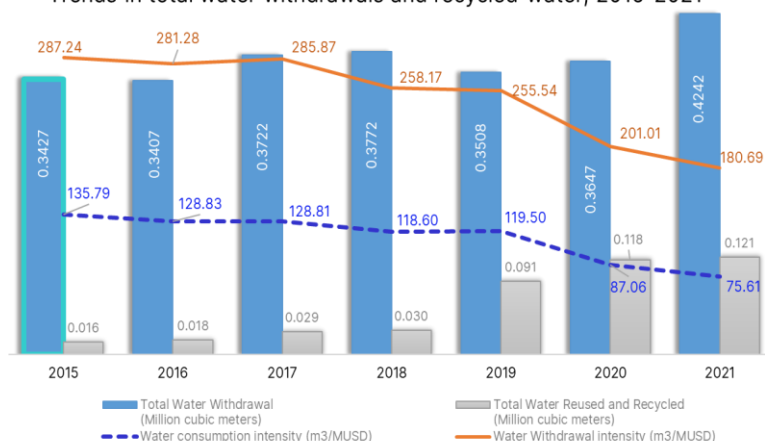
As the drought of 2021 was a consequence of the significantly decreased rainfall in 2020, that was mainly due to the phenomenon "El Niño" causing both hot conditions and drought in many areas especially water in agricultural areas. The water availability and community access to water are important in these situations. Delta tracks the volume of water usage and apply water management to control and movement of water resources to mitigate damage to our stakeholders and nearby local communities to maximize efficient beneficial use. Company strictly implemented to manage input and output water efficiently together with reduction of greenhouse gas emission which causes the global warming and leads to drought phenomenal.

According to Delta group's participation in Paris climate agreement (COP21), Delta takes 2015 as a base year to measure our implementation of various water-saving at main sites, such as recycling the condensed water for cooling tower, Rejected RO water for gardening or irrigation. We adopted water-saving taps and water-saving sanitary wear, 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 RO-system water purifiers.

Previously, Delta set a target to reduce 30% water withdrawal intensity (m^3/MUSD consolidated revenue) in 2020 compared with the base year 2015. We have achieved the reduction of water withdrawal intensity 30% in 2020. Then, our current target is to reduce 10% of water withdrawal within 2025 from new base year 2020. In 2021, the withdrawal intensity decreased 10.1% from the new base year 2020. This result is in accordance with our water consumption intensity which is reduce 13.2% compared to 2015 base year.

Compared with the year 2015 that we started collecting water data, our water withdrawal intensity and water consumption intensity have been reduced 37.1% and 44.3% respectively.

Trends in total water withdrawals and recycled water, 2015-2021

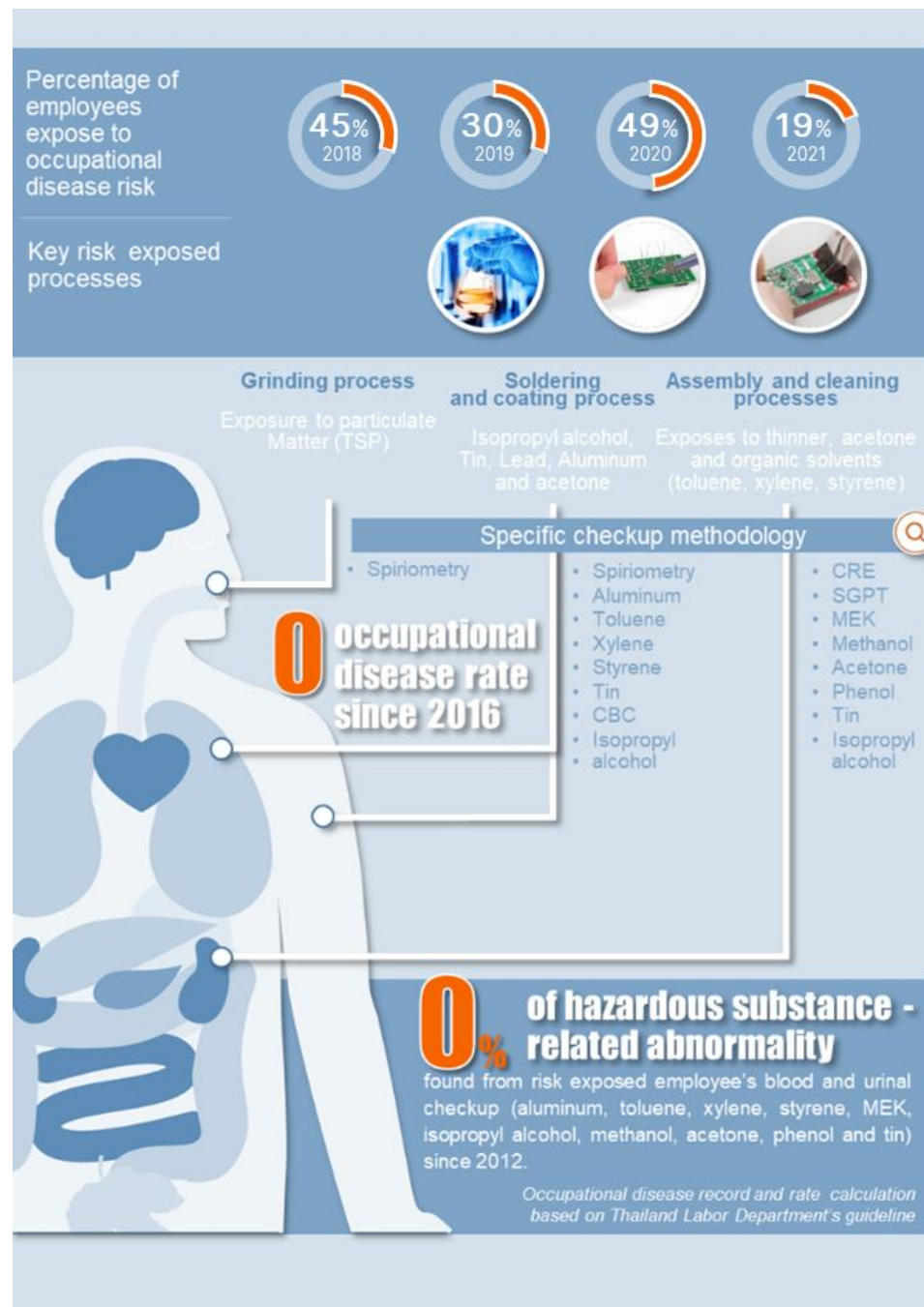


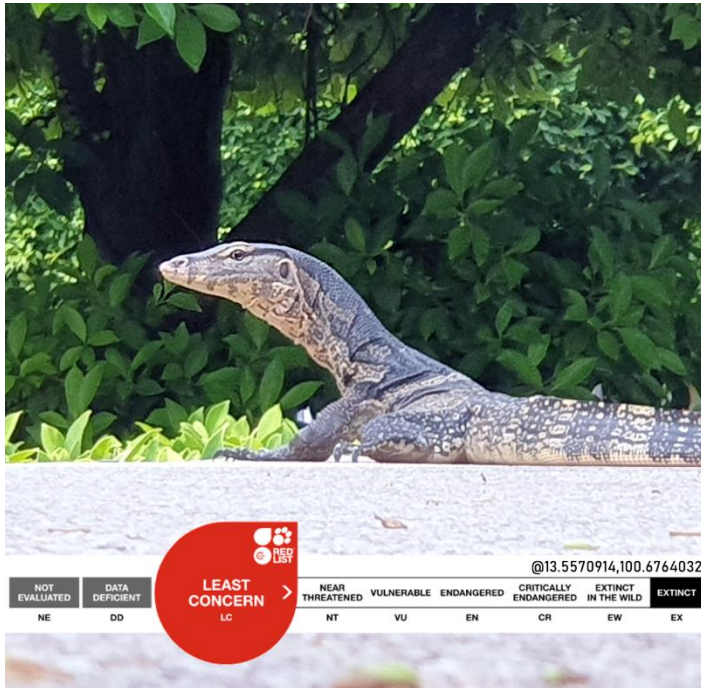
The deeper we check

Delta's eco-efficient operation is not only help to lessen environmental impact, but also mitigate occupational disease rate Delta realizes that 49% of our total Delta employees involved in routine work/ activities which exposure to risk to occupational diseases announced by the Ministry of Labor of Thailand dated August 15, 2007.

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

The company target 0 fatality from work-related ill health. Due to product transfer from other associate sites in Asia to response to the higher demand of networking and telecom power, numbers of our workers who exposed to hazardous factors has significantly decreased from 49% of total Full-time equivalent in Thailand in 2020 to 19% (3,198 FTE employee and subcontract workers) in 2021. The risks these employees exposed in their daily work included noise, particulate matter, mineral oil, acetone, x-ray, ionic ray, lead, tin, light, thinner and heat that determined by independent professional physician with Occupational health safety management representative committee. This group of risky employees had encouraged to participate annual high-risk group checkup performed by independent physicians. 0% of hazardous substances contamination in blood and urine found from recent specific checkup ensures both immediate and chronic effects or diseases from manufacturing, stamping, soldering, labor-intensive work, grinding and chemical-related processes; for instance, had properly managed. This annual action aims to prevent our employees and subcontract from disease caused by chemical agents and specific process such as deafness from sound-intensive work, chronic physical hazard, occupational respiratory diseases, occupational dermatitis diseases, occupational musculoskeletal disorders, occupational cancer and impact on reproductive system. Finally, without any medical treatment required for these specific employees, ZERO occupational disease rate and occupational disease-related fatality had reported for the fifth consecutive years.





Biodiversity

According to our [Environment Health and Safety policy](#), all of Delta's own major sites are located in industrial parks, this minimizes the environmental impact on the local ecosystem, biodiversity and habitats during operations. For transparency in environment management, Delta implemented the "[2022 Sustainability in numbers](#)", a collective result of our environment since 2014 at our public domain. Delta realizes that protecting biological diversity is important for ensuring natural ecosystems which provides clean water and air, and contributes to food security and human health. Biodiversity also contributes directly to local livelihoods, making it an essential factor to reducing poverty, and thus achieve sustainable development.

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

from bacteria.

Climate change poses a threat to the ecosystems where people and animals live. In Thailand 2021, the high temperature and decreasing rainfall lead to droughts and increased freshwater scarcity due to the rising of sea level from 2 coastal areas. This exacerbates coastal erosion rates, flooding, and saltwater intrusion. The droughts might also cause a severe cracking and compaction, acidification, loss of organic matter, and enhanced greenhouse gas (for example methane) emissions and lead to irreversible soil changes, with major impacts on water quality (Reference: <https://tinyurl.com/u9mc6bdw>). Furthermore, drought will cause drying out of wetlands and loss of biodiversity. The Monitor Lizard (*Varanus salvator*) and its natural habitat might be threatened by climate change but there are still unconfirmed factors and insufficient data and need further explore. However, *Varanus Salvator* is listed as a [Least Concern species \(LC\)](#) on the [IUCN Red List](#) and we will keep observe their behaviors during these crisis climate change.

Strong action with partnership

In addition to the IEAT's certificate process to affirm its close monitoring of Delta Thailand's environmental performance, the communication channels "Whistleblow@deltathailand.com <Whistleblow@deltathailand.com>," and "OHSC@deltathailand.com" are always available to the public to report any cases in violation of environment-related regulations or human rights. Delta's Safety Health and Environment Committee was established to drive, monitor, review and improve the company's environment-related issues. The committee also provides appropriate countermeasures for any confirmed cases. Up to 2021, there was no any case of non-compliance with environmental laws and regulations, significant fines for non-compliance with environmental laws and regulations, non-monetary sections for non-compliance with environmental laws and regulations nor cases brought through dispute resolution mechanism.



05. BETTER TOGETHER

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





Better together

The COVID-19 has made it more evident than ever that every single effort of every individual and organization are crucial for better society and environment. The World Health Organization announced Corona Virus which is also regarded as COVID-19 as a disease since February 2021. The COVID-19 impacts the health and the life of the individual and the collective society. This is a completely new environment that affects people's lives, survival and lifestyle issues, and the fulfilment of their needs, where many are subject to severe constraints that cause further destabilization but are vital in the fight against infection. Also, the short-term and long-term uncertainties surrounding countries' economic policies as a result of the COVID-19 situation are of great concern to regulators, businesses, and all economic entities in general. Delta has become increasingly aware of our responsibility for the environmental impact of their operations, products and services and our capacity to contribute to a better society and environment.

The contribution of innovation to natural resources conservation and responsible supply chain does not only create positive impact to Delta, but also create vital impact to Delta's stakeholders. The shared values have not limited to Delta's value chain, but spreads to partnership with global citizen to make a smarter and greener future. In long-term, to unceasingly maintain inclusive well-being against the global changing scenario, Delta personnel's potential and social voluntary participation must be unleashed. In addition to our internal society, sound sustainable development practices enables long-term mutual benefit to its externalities.



Employment with care

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

Diversity in the workplace is all about creating an inclusive environment, accepting of every individual's differences, enabling all employees to achieve their full potential and as a result, allowing Delta business to reach its fullest potential. By the end 2021, Delta Thailand and its subsidiaries had a total workforce of around 16,000 FTEs. The distribution of diversity in employee composition can be illustrated as followings:

Our people	Unit	2021			2020			2019		
		Male	Female	Total/ AVG	Male	Female	Total/ AVG	Male	Female	Total/ AVG
Salary-based workers	FTE	3,266	1,750	5,016	3,187	1,445	4,632	2,861	1,198	4,059
Daily wage workers (FTE)	FTE	424	6,360	6,784	790	5,909	6,699	480	6,999	7,479
Subtotal permanent employee	FTE	3,690	8,110	11,800	3,977	7,354	11,331	3,341	8,197	11,538
Sub-contracted workers (FTE)	FTE	1,172	4,787	5,959	807	3,909	4,716	525	1,380	1,905
Total workforce (FTE)	FTE	4,862	12,897	17,759	4,784	11,263	16,047	3,866	9,577	13,443
Other workers ¹	FTE	-	-	-	41	53	94	46	67	1,905
Permanent Employees by age		3,690	8,110	11,800	3,977	7,354	11,331	3,341	8,197	11,538
• Under 18 years old	FTE	-	-	-	-	-	-	-	-	-
• 18-29 year old	FTE	975	1,131	2,106	1,322	3,456	4,778	1,376	4,601	5,977
• 30-50 years old	FTE	2,464	6,369	8,833	2,563	3,823	6,386	1,866	3,451	5,317
• Over 51 years old	FTE	251	610	861	92	75	167	99	145	244
Permanent Employees by area of major operation sites		3,690	8,110	11,800	3,977	7,354	11,331	3,341	8,197	11,538
• Thailand	FTE	1,874	7,521	9,395	1,860	6,537	8,397	1,902	7,867	9,769
• India	FTE	1,158	88	1,246	1,162	89	1,251	1,110	79	1,189
• Slovakia	FTE	658	501	1,159	955	728	1,683	329	251	580
Employees by level		3,690	12,897	16,587	4,784	11,263	16,047	3,866	9,577	13,443



Our people	Unit	2021			2020			2019		
		Male	Female	Total/ AVG	Male	Female	Total/ AVG	Male	Female	Total/ AVG
● Executives (TH level 10-12)	FTE	38	15	53	28	6	34	19	5	24
● Middle Management (TH level 7-9)	FTE	418	521	939	398	462	860	385	302	687
● Senior and Operative (TH level 3-6)	FTE	1,546	1,290	2,836	2,761	977	3,738	2,100	891	2,991
● Daily employees (TH level 1-2)	FTE	1,688	11,071	12,759	1,597	9,818	11,415	480	6,999	7,479
Employees by job function		4,860	12,897	17,757	4,784	11,263	16,047			
● Administration	FTE	98	50	148	254	205	459			
● Production	FTE	2,527	11,096	13,623	1,660	9,688	11,348			
● Sales and service	FTE	549	235	784	525	125	650			
● Supply chain management	FTE	458	571	1,029	386	551	937			
● Technical	FTE	1,228	945	2,173	1,959	694	2,653			
Employees by nationality / citizenship		4,862	12,897	17,759	4,784	11,263	16,047			
● American	FTE	1	-	1	1	-	1			
● Burmese	head	1	-	1	-	-	-			
● Cambodian	FTE	1	-	1	2	-	2			
● Chinese	FTE	30	4	34	12	4	16			
● Czech	FTE	1	1	2	-	-	-			
● Filipino	FTE	19	4	23	18	4	22			
● French	FTE	1	-	1	1	-	1			
● Indian	FTE	1,768	223	1,991	1,669	121	1,790			
● Japanese	FTE	1	-	1	1	-	1			
● Malaysian	FTE	7	1	8	8	1	9			
● New Zealander	FTE	1	-	1	-	-	-			
● Nicaragua		1	-	1	-	-	-			
● Polish	FTE	1	-	1	1	-	1			
● Singaporean	FTE	5	-	5	6	-	6			
● Slovak	FTE	654	499	1,153	949	729	1,678			
● Taiwanese	FTE	54	17	71	63	18	81			
● Thai	FTE	2,316	12,148	14,464	2,052	10,386	12,438			
Number of disable worker										
● Number of disable workers	head	35	51	86	31	40	71			
New hire rate	%	20.7%	35.6%	31.5%	14.2%	41.2%	33.1%	19.9%	8.5%	11.8%
New Employees by age	FTE	1,006	4,595	5,601	678	4,635	5,313	771	813	1,584
● Under 18 years old	FTE	-	-	-	-	-	-	-	-	-



Our people	Unit	2021			2020			2019		
		Male	Female	Total/ AVG	Male	Female	Total/ AVG	Male	Female	Total/ AVG
● 18-29 year old	FTE	867	4,534	5,401	451	3,507	3,958	381	425	806
● 30-55 years old	FTE	129	57	186	222	1,128	1,350	382	384	766
● Over 55 years old	FTE	10	4	14	5	-	5	8	4	12
New Employees by area	FTE	1,006	4,595	5,601	678	4,635	5,313	771	813	1,584
● Thailand	FTE	862	4,501	5,363	256	4,577	4,833	427	746	1,173
● India	FTE	12	6	18	376	35	411	320	43	363
● Slovakia	FTE	132	88	220	46	23	69	24	24	48
Permanent employee turnover	head	397	429	826	305	385	690	318	506	824
Permanent employee turnover rate	%	10.8%	5.3%	7.0%	7.7%	5.2%	6.1%	9.5%	6.2%	7.1%
Voluntary turnover rate (include resignation, retirement, early retirement, end of contract)	%	99.5%	97.2%	98.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Turnover rate from disciplinary action	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Permanent employees turnover by age	head	397	429	826	305	385	690	318	506	824
● Under 18 years old	FTE	-	-	-	-	-	-	-	-	-
● 18-29 year old	FTE	240	317	557	100	94	194	213	185	398
● 30-55 year old	FTE	146	102	248	180	260	440	96	303	399
● Over 55 year old	FTE	11	10	21	25	31	56	9	18	27
Permanent employees turnover by area	FTE	397	429	826	305	385	690	318	506	824
● Thailand	FTE	149	340	489	144	305	449	194	483	677
● India	FTE	161	34	195	90	10	100	94	11	105
● Slovakia	FTE	87	55	142	71	70	141	30	12	42
Number of employees entitled to maternity / parental leave	FTE	808	11,748	12,556	995	10,595	11,590	329	7,277	7,606
● Number of employees taken maternity / parental leave	FTE	48	85	133	66	277	343	0	273	273
● Number of employees return to work after maternity / parental leave	FTE	48	80	128	63	245	308	0	253	253
Retention Rate	%	0%	0%	96%	0%	0%	90%	0%	0%	93%
Employees covered by Collective Bargaining Agreement	head	70%			75%			76%		
Number of grievances (complaints) about labor practices & Human rights	case	0			0			0		



Remark:

1. There was no change in delta operation sites in 2020. The company strictly adheres to the [Ministry of Labor's regulation to manage the labor rights](#). In case Delta, the employer, relocates its operation sites to another location which significantly impact on the normal life of the employee or his family, the company will give advance notice to the employee at least thirty days before moving. If the employee does not wish to go to work, the employee has the right to terminate the employment contract by receiving special severance pay not less than the rate of severance payable to the employee under section 118.
2. Terminologies of employee categories are as follows
 - 2.1.) Permanent or Monthly employees refer to employees who are included in the salary-based payroll
 - 2.2.) Daily employees refer to employees who are included in the daily-wage payroll
 - 2.3.) Direct employees/laborers refer to employees whose working hours relate to manufacturing standard time and productivity and are mostly stationed in the production lines.
 - 2.4.) Indirect employees/laborers refer to employees in supporting functions which are not related to manufacturing standard time and productivity targets.
 - 2.5.) Other workers include canteen workers and nurses in the medical room which increase due to warehouse expansion to other warehouse building in Thailand.
2. Additional manpower in India resulting from R&D & operation expansion in India (<https://bit.ly/2HYhCqJ>)
3. Training course organized at Delta Thailand's Office
4. Training leave days recorded in payroll system x 8.45 working hours per day. In addition to leave days, Delta support training course fee, travel and accommodation, meal and daily allowance for these employees.
5. In 2021, proportion of senior management hired from the local communities in 3 countries (Thailand, India and Slovakia) was 62% in average
6. Delta Thailand is developing communication process to collect subsidiaries' training information
7. Major employee-related information has collected from SAP system based on ISO 9001 standard.
8. Indicator 401-3, according to Slovakia labor law, maternity leave is available for male workers.
9. In 2020, Delta Slovakia acquire Eltek Slovakia hence 227 male and 234 female worker was under Delta Slovakia's control. However, due to differences in site location, product and services, resources consumption and operational managerial structure, Eltek Slovakia has not been included in the reporting scope in the reporting period of 2020.
10. Number of disabled worker declaration based on the submission of disabled's ID card issue by the Department of Empowerment of Persons with Disabilities and other organizations in India and Slovakia that established with the same objective"



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

1. Law & regulation compliance

To comply with applicable labor or employment laws and international standards wherever it operates. To fulfill this commitment, the Company constantly strives to comply with local regulations and to meet international labor and human rights standards, including the [Responsible Business Alliance Code of Conduct](#) (RBA), Universal Declaration of Human Rights, International Labor Office Tripartite Declaration of Principles, [OECD Guidelines for Multinational Enterprises](#), and more. Minimum 1 month notice for relocation case; for instance, typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them accordingly to [Thailand's Labor Act B.E 2541 clause 120](#). Periodic due diligent has implement to ensure labor rights, human rights and the rights of related stakeholders whom might impacted by our operations. Since 2016 to 2021, no grievance in the workplace such as, but not limited to, a breach of the terms and conditions of an employment contract, raises and promotions, or lack thereof, as well as harassment, human right violation, violations involving rights of indigenous peoples and employment discrimination had raised by employees towards grievance and whistleblowing channels.

2. Freely chosen employment

To prohibit hiring forced labor or child labor, all jobs at Delta are voluntary and employees can voluntarily leave the company within a reasonable period after giving notice. The company 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.

3. Humane Treatment



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

individuals or groups in all our business processes as outlined in the Company's Human Rights policy. We will ensure that human rights are respected and that human rights violations in all forms are prevented throughout the Company and our value chain. In this policy; roles and responsibility of related functions, coverage of prevention, communication channels, Protection of whistleblowers and confidentiality, investigation and penalties and remedy guideline, had clearly communicated. Since we consolidate ESG performance in 2016 up to 2021, no any form of human right violation harassment, discrimination, inhumane treatment, violation of labor right, in had been noted raised through whistleblow@deltathailand.com

Since 2019, Delta Electronics Group conduct 100% on-line training subject Human Rights Policy and Responsible Business Alliance Code of Conduct. The online training material has prepared in English, Thai and Chinese to ensure its global employees full understanding of their rights and their responsibilities to related stakeholder. To reduce digital divide, training rooms and schedule has arrange for non-computer-user employees. The course require 60% score of posttest to pass. Finally, 100% of the participated employees has passed the course.

According to our recent survey implemented with our major operation sites in Thailand, India and Slovakia and our supply chain; none of these sites used the permanent and contract workers with age of under 18 years old in 2021. However, according to Delta Thailand's MOU with local technical colleges and universities to provide youth's work experience before their graduate, 34 trainees attached to our operation teams have protected accordingly to the requirement of [Thailand's Labor Act B.E 2541 Chapter 4](#). After these students' training period completed their credited training program, there was no complaint regarding the violation of the students' rights from the students themselves nor the complaint from their caregivers.



4. Non-Discrimination

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



Delta aims for ZERO discrimination in our business process. We recruit, appoint and develop our employees based on their capacities, and treats all in the same way, regardless of race, faith, color, nationality, age, gender, sexual orientation, marriage status, political affiliation or disability. Due to business expansion in 2021, official (monthly) employees account for 28% of the total while another 72% were in production, operation and other function positions. Workers are 27% males and 73% females. Direct employees account for 72%. 18% of our permanent employees are under the age of 30 while age of another 7% is over 50. Without any new worker with age under 18, 96% of our 5601 new workers is under 30 years old. This make significant change to the average age of our workers from 41 (2020) to 34 (2021) years old in average. For management, 71% are native to the country where they are employed and 43% are female. 86 disables were working with us in 2021. According to our

recent survey, no employees declared themselves as indigenous people.

5. Working hours

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

In the reporting period, the company had studied its worker's working hour by using sampling check method. Delta employee had not required to work overtime on a working day and/or holidays unless the employee's prior consent is obtained on each occasion, exceed overtime had found. In spite of validity of employees' voluntary OT applications, their overtime records are not over 36 hours a week accordingly to Thailand's local regulation, Delta aim to align with RBA code of conduct regarding working hours by using following measures:

In the reporting period, the company had studied its worker's working hour by using sampling check method. Delta employee had not required to work overtime on a working day and/or holidays unless the employee's prior consent is obtained on each occasion, exceed overtime had found. In spite of validity of employees' voluntary OT applications, their overtime records are not over 36 hours a week accordingly to Thailand's local regulation, Delta aim to align with RBA code of conduct regarding working hours by using following measures:

1. Before the working period, employees will raise their overtime requisition and/or RBA working hours waive request form through OA system. The forms must get approval by related supervisors, without the mentioned approval, the company will not responsible for their overtime pay and related supporting facilities.

2. Plant manager and operation vice president will have weekly OT summary from payroll system for workforce planning.

3. The company utilizes Delta Smart Manufacturing system and on-line application to shorten certain process while facilitating 24-hours operation run. Cloud-based real-time material stock balance check, auto component insertion, cloud-based production process simulation; for instance, can help to release labor-intensive tasks and shorten the reporting line for smooth operation.

4. The company keep training its operation to have overall skills through their related process. With clusters of multi-skill operators, skilled workforces can replace each other. 5. In certain/ urgent condition that exact employees is required for overtime work, the supervisors/managers will consider skilled labor overtime record. If that operators' OT excess the OT limitation, other operator will be replace to have the job done.

6. Compensation and Benefits

According to the company's Remuneration and Welfare Policy which is in-line with [Thailand's Labor Act B.E 2541 Chapter 4](#). Thailand's National Wage Committee Notification on Minimum Wage Rate (No.9) Delta Electronics (Thailand) Public Company Limited places great importance on the remuneration package of its employees to ensure reasonable remuneration based on individual performance and in line with the Company's operation performance.



Since the agreement signing day, all new employee will be informed about their role, working day, code of conduct, communication channel and their compensation and benefit by access [Welcome onboard!](#), a guidebook for new employees and will be repeated on the Orientation day. In addition, the Company also places importance on remuneration by market benchmarking so that remuneration is fair within the organization and competitive with other companies. The Company has set the following guidelines:

1. Employment and Hiring shall be conducted with consideration for the necessity and appropriateness of a job. The hired employee must have the academic background, experience and ability to fit the position. He/she must also possess qualifications in accordance with the Company's rules and regulations;

2. Command line and job division: The Company shall organize a command line and job division so that a job's scope of responsibility and position are clear and suitable to the nature of the Company's business operation. The Company shall regularly review this part of its policy.

3. The Company manages remuneration, salary and wages fairly by taking into account factors such as qualifications, experience, job grade, position, responsibility and individual performance; when benchmarking with the salary rate of other companies with a similar business nature; the domestic wage rate, market conditions and demand and the Company's operation performance. In addition, the Company reviews the remuneration package in collaboration with labor unions

every year. 100% of Delta employee receiving regular performance and career development reviews

4. The company consider setting up compensation schemes for management and other employees to provide long-term incentives when appropriate, such as employee stock ownership plan (ESOP). In 2010, Delta raised the proposal of employee's stock option plan as agenda item 2 into its 1/2010 [Extraordinary General Meeting of Shareholders](#). The proposed stock option is to create unity among directors and employees in many locations of the company and its subsidiaries as one team, one company. With the company's significant growth at that time, there will be many new businesses and new teams to add to create more value. As in the past 2 ESOP scheme in year 2000 (DELTA-W1) and year 2005 (DELTA-W2), providing directors and employees with additional incentives through the grant of warrants has been a proven effective tools in maintaining and promoting loyalty as well as improvement of personal competency for continued success and growth of the Company. This agenda item must be approved with not less than three-fourths of the votes of the shareholders attending the meeting and having the right to vote. On the other hand, shareholders holding an aggregate number of shares exceeding 10 percent of the votes of shareholders attending the meeting must not oppose the offering of warrants to the directors and employees of the Company and its subsidiaries under ESOP 2010. Finally, the objection of this Agenda item was made by the amount of 117,875,122 votes, representing 10.74% of the total votes of the shareholders attending the meeting, this Agenda item

was disapproved. However, due to the company's healthy growth, the company keep studying ESOP.

5. Welfare: The Company has a policy to take care of its employees' health and working environment to ensure their performance and efficiency. The Company also has policy to lighten costs by providing welfare for the employees that is comparable with similar companies in the same industry or as prescribed by the laws. In addition, the welfare committee conducts monthly reviews of employee welfare.

Since 2020, Delta conducted a study of ratio of basic salary and remuneration of women to men and gender pay gap to prove our policy of equal remuneration. According to our data in payroll system, our ratio of entry level wage compared to local minimum wage for both male and female worker at Thailand sites in 2021 was 1:1. we studied of how much our women in each job level get when a male worker get 1 THB. The result of this study show that when male worker get 1 THB basic salary, woman get THB1.02 in average. Thus, the average gender pay gap in 2021 was less than 0%. In addition, when male worker get 1 THB compensation and bonus, female worker get 0.99 THB in average. Thus, gap ratio of women compensation to men was lower than 0.1.

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



In addition to standard life insurance and healthcare (including disability and hospital admission), operative and executive staff are eligible for short-term and long-term incentives based on their years of service and ESG performance. According to the 2016-2021 financial statement, the company's provision for long-term employee benefits is set at an average of 3% of consolidated revenue (7% of basic salary). To optimize benefit and maintain transparency, the jointly-establish fund has managed by TMB Bank Public Company Limited. (Find 2021 Annual Report page 164). As at December 2021, the weighted average duration of the liability for long-term employee benefit of the company and its subsidiaries is 9-22 years (Delta Thailand's : 0.8- 14 years)

Compensation and welfare for Delta Employees

	Employee benefit	Performance-based	Frequency					Eligible for			
			Daily	Monthly	Quarterly	Yearly	Irregularly	Daily employee	Staff	Management	Executive
Short-term	Diligent bonus ¹	●	●	●				▲	▲		
	Yearly diligent bonus ¹	●				●		▲	▲		
	Productivity achievement incentive	●		●				▲	▲	▲	
	Quarterly incentive	●			●			▲	▲		
	Language ability and experience surplus entry benefit ²						●	▲	▲	▲	▲
	Patent reward	●					●	▲	▲	▲	▲
	Overtime	●		●				▲	▲		
	Holiday pay and holiday overtime pay	●		●				▲	▲	▲	
	Year-end bonus	●				●		▲	▲	▲	▲
	Annual increment	●				●		▲	▲	▲	▲
	Night shift allowance		●	●				▲	▲	▲	
	Transportation		●					▲	▲	▲	▲
	Uniform and anti-static slippers					●		▲	▲	▲	
	Job-based personal protection equipment		●				●	▲	▲	▲	▲
	Annual checkup					●		▲	▲	▲	▲
	Employees life insurance					●		▲	▲	▲	
	Self medical fee subsidy					●		▲	▲	▲	▲
	Self dental fee subsidy					●		▲	▲	▲	▲
	Living cost subsidy (daily meal)		●					▲	▲	▲	
	Free drinking water *	●	●					▲	▲	▲	▲
	Family funeral support						●	▲	▲	▲	
	Cremetary fund for fatality at work						●	▲	▲	▲	▲
	Meal allowance for business trip						●	▲	▲	▲	▲
Short-term	Breastfeeding facilities		●					▲	▲	▲	▲
	Vacation leave					●		▲	▲	▲	▲
	Training and work-outside expense subsidy						●	▲	▲	▲	▲
	Maternity leave						●	▲	▲	▲	▲
	Graduation leave						●	▲	▲	▲	▲
	Meal allowance for business trip						●	▲	▲	▲	▲
	Free EV car charger *		●					▲	▲	▲	▲
	Dormitory for foreign staff			●				▲	▲	▲	
	Islamic prayer room		●					▲	▲	▲	▲
	Facilities for disables		●					▲	▲	▲	▲
	Friend for friend emergency support						●	▲	▲	▲	
	Annual recreation trip					●	●	▲	▲	▲	▲
	Free alternative language courses (English,Thai, Mandarin)					●	●	▲	▲	▲	▲
Long-term	Family education bursaries					●		▲	▲	▲	
	Medical fee subsidy for family *					●		▲	▲	▲	
	Dental fee subsidy for family *						●	▲	▲	▲	
	Education fee subsidy (for post-graduate degree) *					●		▲	▲	▲	
	Provident fund					●		▲	▲	▲	▲
	Social assurance			●				▲	▲	▲	▲
	Voluntary early retirement package	●				●		▲	▲	▲	▲
	20 years disciplinary reward (2018)*	●					●	▲	▲	▲	▲

Remark:

* Delta's new welfares introduced during 2016-2019. All Delta new employee will be notified

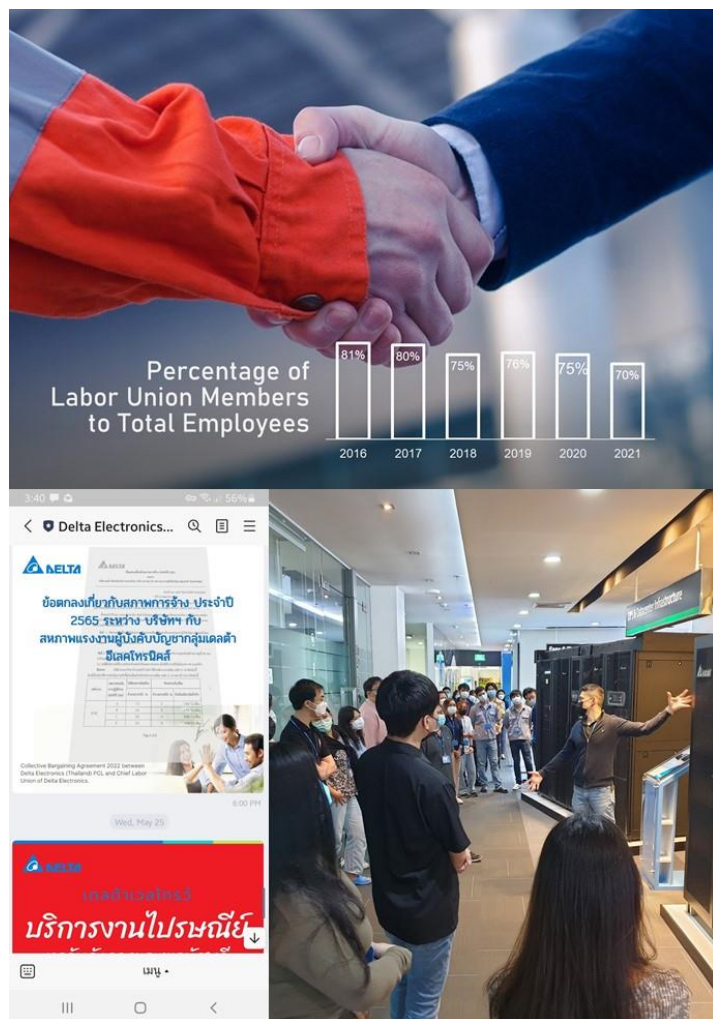
1. Managers and executive level's time records are not considered as compensation and benefit evaluation.

2. Included in salary base.

3. The stated benefits are not eligible for part-time employee

4. More information for long-term provision has published in our 2019 [Annual Report](#) page 151-152





In 2021, in occasion of 50th anniversary of Delta Group's establishment, the company awarded 1,834 long-services employees for their loyalty and outstanding performance. In addition to their years of service, Delta also consider their discipline and ethical records. The gold pedants in difference weights had present to employee with service years of 10, 20, 25 and 30 years. As well as their contribution growing bigger and deeper as time goes by, the value of the prizes we awarded also vast by time.

7. Freedom of Association

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

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

The lower percentage of Delta workers under collective bargaining agreement was resulting from:

1. LESS queries on company's employee-related policies since Delta established an Employee relation department to fully engage its employee with 1.) full times Specialists in employee engagement 2.) various channel to communicate with corporate 3.) Direct and timely communication from corporate to employees via Line Delta Official
2. Over 400 operators (2% of Delta Thailand total FTE in 2021) with the age over 45 and years of service over 15 years voluntarily participate the early retirement program in 2021, 98% of these workers were the union members.
3. Higher rate of new comers in 2021. These groups of worker require certain time for making decision to join the labor unions.

Sub-contractor workers also include in Delta Freedom of Association Policy since all the subcontract agencies is required to comply with RBA code of conduct where Freedom of Association is part of the code. According to the Bureau of Labor Relation's database, it is found that subcontract workers exercise their right of association by registering 3 new labor unions In 2021. However, according the nature of subcontractor worker who frequently come and go among different agencies, members of these subcontractor unions is lower than 2% per total workers of each agencies (headcount as at December 2021).





Paint for Good Deed by OOm Plaeng group: OOm plang group founded by Delta's engineers and technicians since 2012. The name Oom Plaeng means "support the better change". The group had continuously helped to paint other temples. 60 members from manufacturing-orient functions pay their holidays in turn to paint over 10 temples a year. All the resources used by this activity are donated and voluntary supplies by the group's participant.

To keep group's outstanding result and strong action, Delta partially support the paint expense and arrange free transportation to the group. In addition, Delta donated write-off office and computer supplies to the group or donate to communities in rural areas. In 2021, the group collaborate with Delta labor union to implement 3 renovation activities for rural communities' better quality of life.

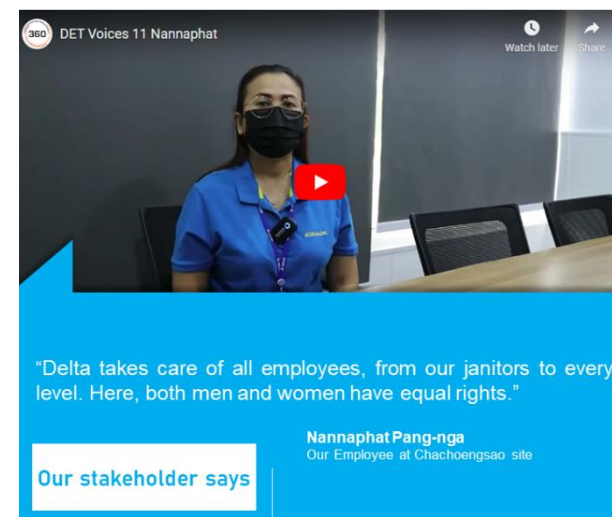


Loykratong with Friends: After the long period of COVID-19 pandemic since 2020, Delta resume 100% on-site work in October last year. It was noticed that the working atmosphere was full of anxiety. A staff started to ask her friend to make a festive workplace during Loykratong festival by dressing Thai costume. The initiative has spreaded from a small group to departments and plants. Finally, all Delta Staff wore their ethnic costumes on that day.

Delta noticed that [A diverse and inclusive culture in the work environment](#) will help to promote collaboration. Having an empowering environment at the workplace proves to each of our women that they can contribute in their own professional capability and assist the company in creating success. The company took part in this initiative by promoting this initiative as part of Delta DEI (Diversity, Equity & Inclusion) program.



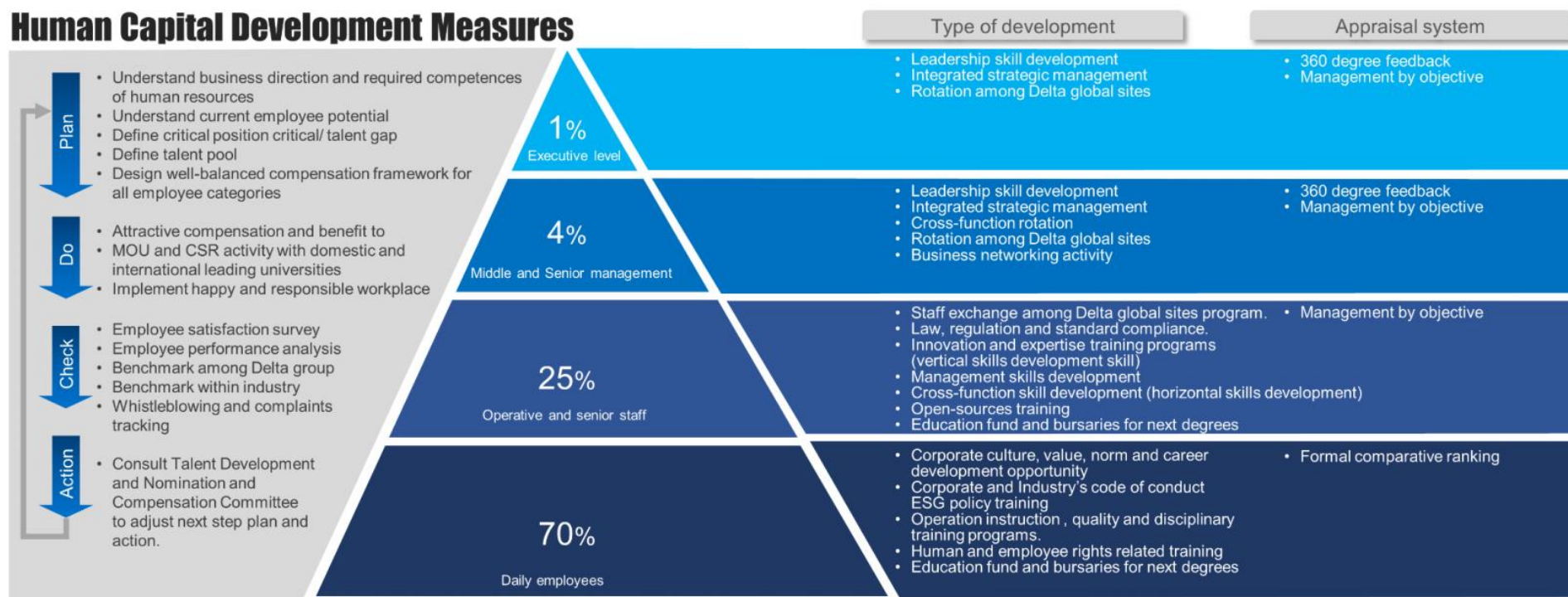
Delta Electronics India organized a special Diwali Pooja and decorated the office to celebrate the auspicious festival of lights: The festival of lights and one of the major festivals celebrated by Hindus, Jains, Sikhs and some Buddhists, notably Newar Buddhists. At Delta India, our employees with different ethic, belief and religions celebrate Diwali together. The idea of this 1st official Diwali at our site is to share prosperity and encourage their stakeholders and employees to get through the health crisis together.



8. Training opportunity

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

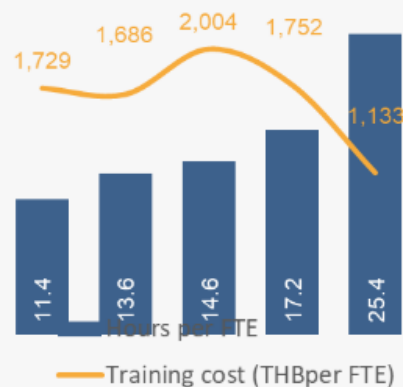
Human Capital Development Measures



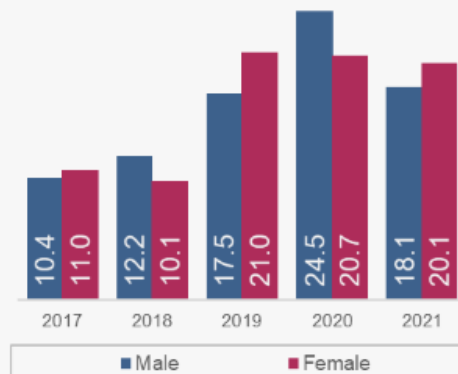
To realize organization's long-term development and conquer future challenges, we provide a comprehensive and solid training platform to our employees. These training resources are distinguished into several different approaches according to different strategies and goals. On one hand is to diminish 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. According to level-based human development scheme 100% of our employee receiving regular performance and career development reviews annually.

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

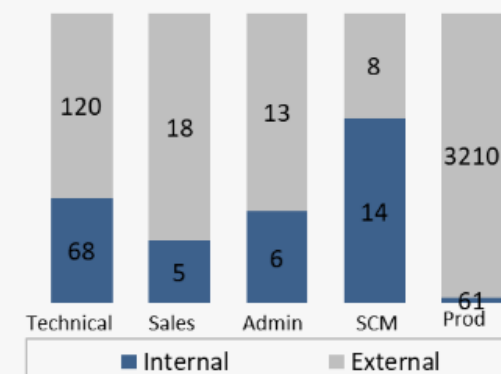




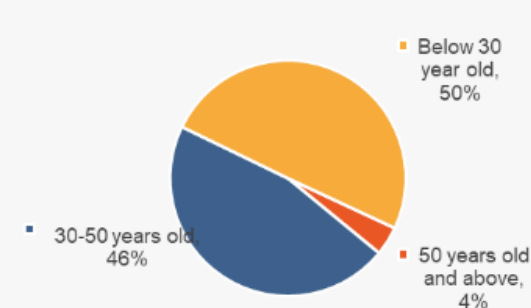
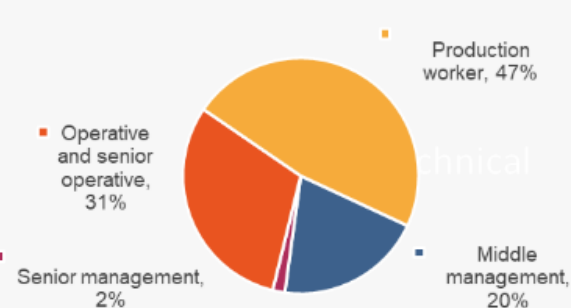
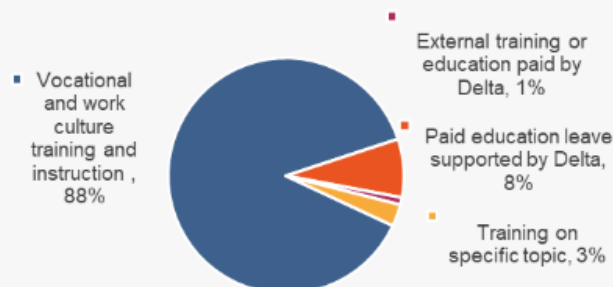
2021 Delta Thailand's
Average learning hours per FTE



2021 Average learning hours
Breakdown by Gender



2021 Position filled by internal vs external
candidates



Our subsidiaries 2021 Average training hours			
Country/Gender	Male	Female	Overall
Slovakia	16.1	12.9	14.8
India	9.7	15.03	10.1



Remark:

- Cost of training included travel fee for training, training material, training application or examination fee, training special program for specific expertise/ ability, and employee's wage calculated based on their paid education leave records.
- Education paid leave cost = median of entitled staff's hourly wage x an individual education leave hours
- In spite of the 7% increment of average training hours per FTE compare with previous year, our average spending on training and development of 1752 THB per FTE was 12.6% reduced.

Average hours of training per year per employee

The COVID-19 has been forcing Delta to speed up the timeline of our digital transformations. When heading to digital transformation, and indeed change management in general, there are multiple players, and they all need to be lined up successfully in order to meet the organization goals. One of the most overlooked elements in digital transformation is the role of training new employees and providing ongoing professional support to existing ones. This is not only for Delta growth, but also of the employee decent work in better career path with us. In spite of the global social distancing practice, Delta fastened its journey to the 40 hours per person per year by increasing the variety of training course and approaches.

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

Orientation

Deep understanding of the company's value, goal, mission and code of conduct encompass our employee to provide better products and service to customers, uphold the company assets, interests and image and contribute to the sustainable operation and development of the company. In addition sustainable development direction, environment and safety regulations, employees' rights, human rights, welfare and benefits, Information security measures, had included into the orientation program for 100% of new-hired employees. In 2021, 121,411 training hours of orientation had provided to Delta new employees.

Statutory and ethic training:

Delta provide a series of timely training according to statutory requirement and RBA regulation. Every employee shall attend at least 1 hour annual training regarding to RBA regulation

(including to uphold Human Right). In 2021, 9% of our 432,934 total learning hours were statutory training hours had recorded. Key courses related to this category of training included training of Labor Relation Act, Workmen's Compensation Act, Labor protection Act, Social Insurance Act and Responsible Business alliance Code of Conduct.

Professional competency-based

Training Delta 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. In 2021, advance skill and training course such as statistical process control, why-why analysis and ISO45001 internal auditor courses had arranged to strengthen our expert in various functions. 100% of security personnel trained in human rights policies or procedures.

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

Self-learning and experience-based Learning

To boost up expert and professional pools in various functions, Delta encourage our employees to attend advanced or continuing studies, provide a sponsorship and flexible working hour program for employees. Delta leverage Corporate 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. Travel fare, accommodation expenses and meal allowance for supporting employee's domestic and oversea learning for each level of employees had clearly announced and available on Delta's intranet. With IT security practice, internet access authority had granted to Delta's talent and specialists when specific on-line learning channels required.

In addition to the variety of training course, Delta utilize its IT platform as the key tools to reach the set target. We synergizing global sites' best practices, knowhow and lesson learned and share on e-learning platform called "Delta Academy". 448 training medias had prepared in English, Chinese, German, Slovak, Thai and Japanese to ensure Delta's global employees understanding on the practices shared.

Delta also constructed an internal Delta Management System (DMS) for storing data in the traditional sense and integrating functions for smart search, document management, and expert communities. It greatly increases the internal knowledge management, promotes inter-department information exchanges, and optimizes internal communication channels. The DMS accumulated 230,085 records of knowledgeable documents and research in 2021. The number of users steadily grew and the number of users in December 2021 increased by 23% from the same period last year. To encourage employees to use the DMS platform, we organized the "Gems Hunt" event for connecting employees through "use", "question", "sharing", and "approval" gems that reward employees for their use of the DMS platform. We then used the gems to analyze user behavior and promote platform optimization. To ensure employee's career development, Delta assess the various tools to 100% of our employees that companies use to measure individuals' performance and to what extent these tools are applied throughout the organization.





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

Programs for upgrading employee skills and transition assistance programs

Delta joined hands with the International Labor Organization (ILO) to implement MOU of "Women in STEM workforce readiness and development programme". ILO addressed that the automotive and ICT, IT-BPO, and electrical and electronics sectors are identified as high-growth in Indonesia, the Philippines and Thailand respectively, presenting significant projected skills gaps and opportunities for growth for women over the next decade. These sectors are rapidly evolving and becoming more innovative, requiring critical soft and technical STEM-related skills. As a result, low skilled-jobs are declining and traditional blue collar jobs are shifting to more skilled occupations. Therefore, the program aims to

improve enterprises' productivity along with career prospects of women in STEM sectors. In turn, productivity is a key source of improved living standards for women and also a major contributor to economic growth. The second phase of MOU aims to upgrade woman employee's soft and technical STEM-related skills. This stage of training will enable opportunity for those who are already in employment but in low-skilled jobs with limited mobility to expand their career. The course comprised of High-end technical skills, or leadership and managerial training for those who are already in supervisory or mid-skilled positions.

As the Covid-19 fasten the technology transformation as well as our timeline to implement Delta Smart Manufacturing (DSM), STEM knowledge is vital for our worker's decent work. Data science, basic statistics, Basic caramel for Automatics Test System and PLC (Programmable logic controller) programming training has added into our training schedule last year.

2. Paid education leave provided by an organization for its employee

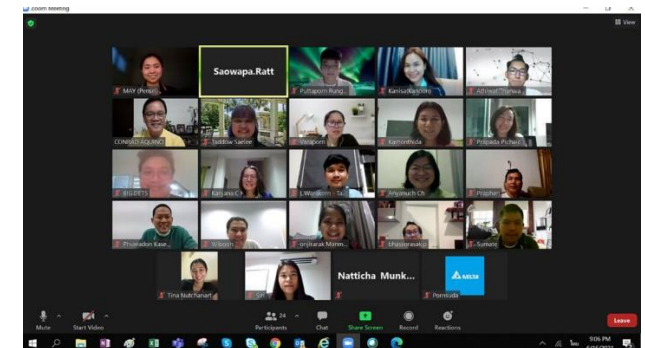
According to our growth and role of Delta Thailand as headquarter of the South-east Asia Region, diversity of knowledge of our workforce is highly required. Delta provide paid education leave with specific leave code. In 2021, 8% of our total learning hours were from paid education and seminar leave.

3. Training or education pursued externally support

In addition to educational bursary granted for our employees annually, to create experts in specific field that

- investment for on-site training is not worth
- the on-site training resources is not meet minimum requirement of the training scope
- the expertise of trainers in the training company is not sufficient
- exact certificate, examination or license required by law and regulations

When training with external parties require, Delta paid for travel fee, expense of training material, the course enrollment and the examination application. In 2021, due to the COVID-19 pandemic that disrupt our on-site learning, we offered free online language courses of Thai, Mandarin and English for our employee. With the company's laptop, VPN application and application fee support, these 119 employee can learn from anywhere. However, to ensure the effectiveness of this investment, it has agreed by the company and employee that employee's attendance rate should be 100% and they have to pass the final test with 80% score. In case these employees cannot meet the 2 criterion, they would pay back the enrollment to the company. Finally, 100% of these employees had successfully pass the course..





4. Training on specific topic

Up to our focused risk, business context, updated law and regulations and stakeholder expectation; training on specific topic has planned. Forms of these training had varied from 1-way communication, In the reporting period, the company had fully support a group of employee to complete their specific external training courses in MS Excel for auditor work, Digital marketing, Win Server and Executive Safety Officers. Code of Conducts, Anti-corruption, Human right policy, RBA and IT security courses had implemented by 100% of our employee. In spite of the disease outbreak, the series of leadership development program had timely completed.

In 2021, Delta raised its bar of STEM education to focused more on specific subject that to climate change mitigation such as data science, UL2799 protocol, ISO14067 protocol and advance industrial engineering for environment footprint minimization. All of our training cost has provided to our worker for free.

‘ STEM education is the key to raising a generation of climate change leaders ’

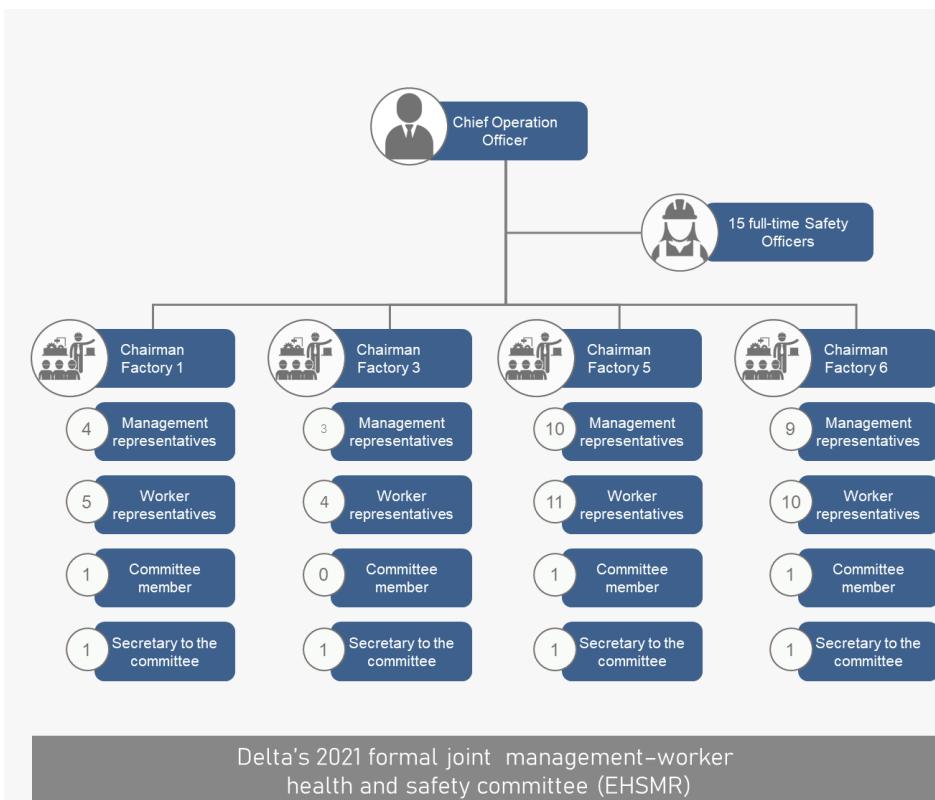
Carolyn Parker, Ph.D.



9. 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. The company organizes internal occupational safety health and environment inspections carried out at each plant in accordance with the [Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety, Health and Environment B.E. 2549 \(A.D.2006\)](#) and [OHS Act B.E. 2554](#) which in-line with [ILO's Code of Practice on Recording and Notification of Occupational Accidents and Diseases \(Code of Practice\)](#).

Delta's corporate mission is "To provide innovative, clean and energy-efficient solutions for a better tomorrow" by continuously implementing world-class corporate social responsibility and sustainable development. The Company complies with the [Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety, Health and Environment B.E. 2549 \(A.D.2006\)](#), Environment Management standard (ISO14001), occupational health and safety standards ([ISO45001](#)) and standards of the industrial sector ([Responsible Business Alliance-RBA](#)). Delta also consider occupational health and safety risk based on our employee's risk exposure in each production and business process to ensure the safety and health standards of food, water and overall employee well-being at the workplace. According to our [Environment, Health and Safety public policy](#), 100% of our employees and subcontractor at our major manufacturing sites in [Thailand](#), [India](#) and [Slovakia](#) complies with ISO45001 standards.



100% of Delta global manufacturing workforce (including sub-contract workers) is controlled by the organization that are represented by formal joint management worker and Environment Health and Safety Management Representatives (EHSMR) Committee. All the member has completed the training program of Occupational Safety, Health and Environment Committee Training conducted by a qualified trainer/ training company in accordance with the Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety Health and Environment B.E 2549. To ensure the quality and effectiveness of EHSMR work, the committee members are require to participate the monthly meeting. Minutes of these monthly meeting with the committee member attendance will be reviewed by the Chief Operation Officer.

In 2021, our EHSMR committee agreed to decentralize the ESH control power to each factory for agile response to the rising health crisis. this inclusive committee consisting of 27 employer representatives and 30 employee and labor union representatives, 3 committee member and 4 secretaries to the committee. These committee members has qualified accordingly to legal requirement. In addition, essential training such as corporate governance policy, legal and standard requirement, human rights, industry code of conduct and other ESG targets has communicated and trained. The committee is responsible for established policy, activities and measures implemented for the prevention, [investigation](#), audit and management of emergencies, work-related accidents, illnesses or injuries. Previously, all the proposal from the committee must be approved by the Chief Operation Officer, the only chairman of the committee. With this EHSMR organization decentralize, implementation of safety procedures for risk-exposure processes, machinery and labor-intensive tasks, management of changes and any activities in resemble mean will be accurately and quickly



executed accordingly to their local context, nature of their operation and emergency. The EHSMR committee report to Chief Operation Officer monthly. Annually, they report key activities and performance to Sustainable Development Committee.

The EHSMR committee provide various [communication channel](#) for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. In addition, these communication channels can be utilized by workers who wish to remove themselves from work situations that they believe could cause injury or ill health. Our communication channels for worker and related stakeholder to contact EHSMR committee are as following:

- email: OHSC@deltaww.com
- Telephone: +662 709 2800 ext. 6401
- Delta Employee relation official Line Group
- Suggestion box
- EHSMR worker representative at employee's site
- COVID-19 hotline: 083-0881750, 083-0575973

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

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

Delta established various periodic activities and audits to ensure inclusive safety and well-being through our operation



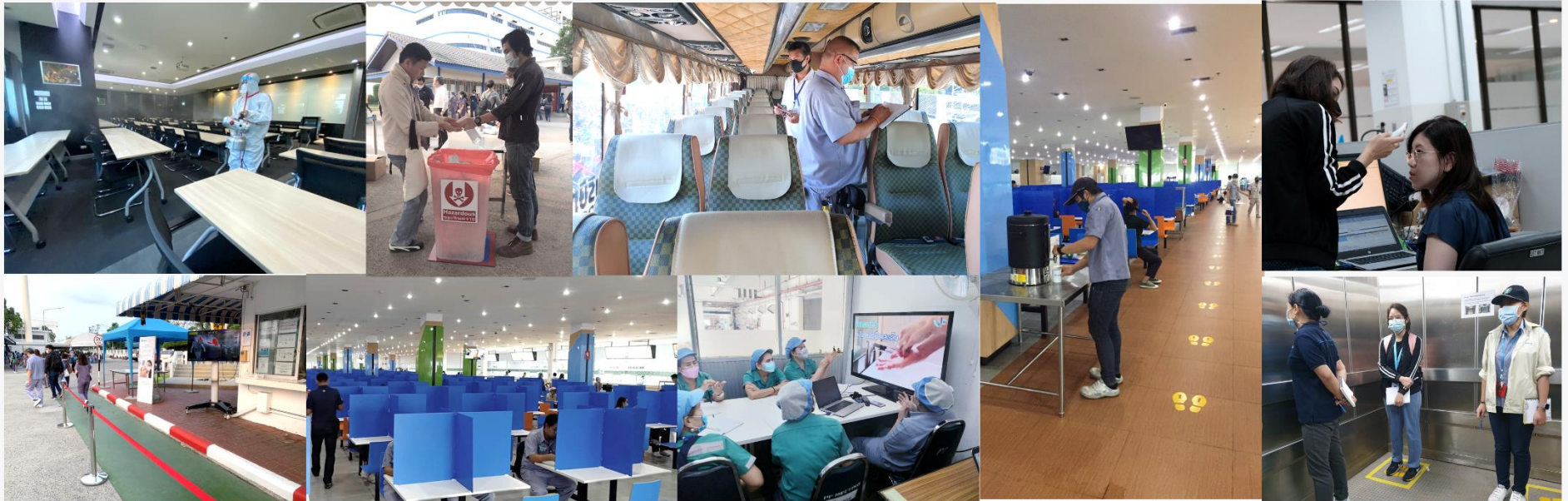


In addition to laws and regulations, standards, guidelines and industry code of conduct we adhere, work and process analysis and internal due diligence to ensure our worker's wellness; delta also engage our stakeholders to learn of their expectation. Feedback from suppliers, customers, visitors and investors ; for instance, help us to achieve high standard of SHE management.

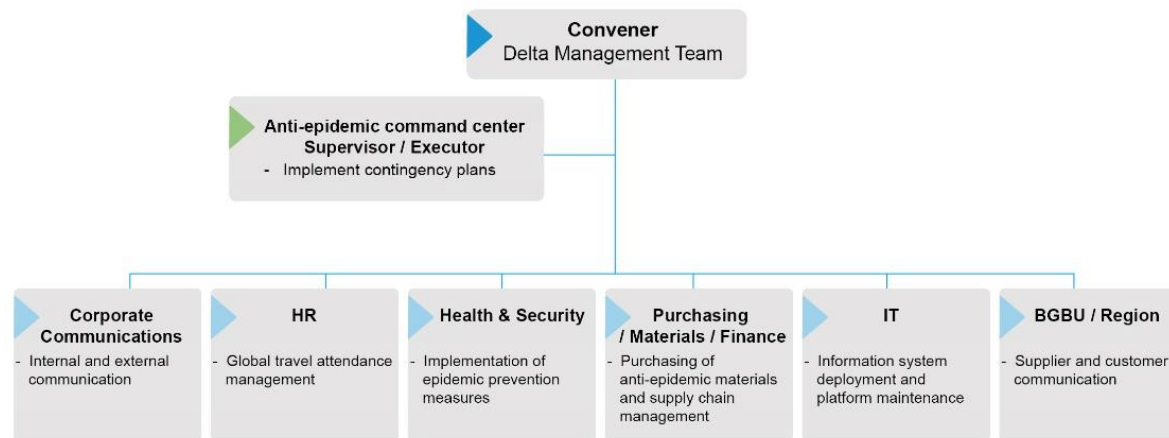
Benchmarking with peers both in the same industry and company with the same size in other industries allow us to fast track develop our employee's health and safety. For example, our quick response to prepare a safer workplace for mitigate the COVID-19 spread have been learned from our peers in other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

At Delta the occupational health, safety and environment is included in our normal risk assessment process. Find additional information from our [Annual Report](#) page 54-60.

Sample of preventive action we implement in 2020 to mitigate COVID-19 outbreak risk at workplace



Delta Anti-epidemic Taskforces



Amidst the COVID-19 Outbreak

Delta target 0 fatality from COVID-19 at our workplace workplace until 2025 when nationwide vaccinations should be complete. On January 30th, 2020, Delta Electronics, Inc. established an internal global command center responsible for the planning, implementation, execution and enhancement of countermeasures to limit the operational and employee health risk of the current Novel Coronavirus crisis. The command center has developed “Delta’s Novel Coronavirus Prevention Plan” for the Company’s global sites. The aforementioned plan includes a crisis alert grading and response system, roles & responsibilities (R&R) for prevention task forces, occupational environment and sanitization management, employee healthcare monitoring and management, business trip and attendance management as well as an internal/external communication management system regarding the crisis.

Delta’s global command center is led by our top management team, and also includes satellite teams led by regional heads from our key regions, such as Mainland China, North East Asia, South East Asia, EMEA (Europe, Middle East & Africa) and the Americas. In regards to our employees in China, the Company has requested employees moving back from places other than their office/factory -located city to submit themselves to quarantine measures for 14 days, in line with local regulations. In addition, the Company has tightened standards for business travel and favored the utilization of audiovisual conferencing equipment for cross-region, cross-team meetings. Moreover, all employees and visitors at Delta’s major operation sites in epidemic regions are required to comply with temperature inspection, sanitizer use and self-health declaration. Further measures involve the constant decontamination of building facilities and epidemic prevention materials preparation. Our measures may be adjusted to comply with local governments’ instructions and fulfill the practices of different facilities in different regions.



Delta has, and will continue communicating constantly with global customers, institutional investors, and other stakeholders in regards to the current Novel Coronavirus crisis and the related impacts thereof. A dedicated section containing the most updated information regarding this matter has also been implemented in Delta's global website.

The Company has also installed electronic signage and other channels of communications such as intranet to update employees about the prevention measures and the progress in handling the situation.

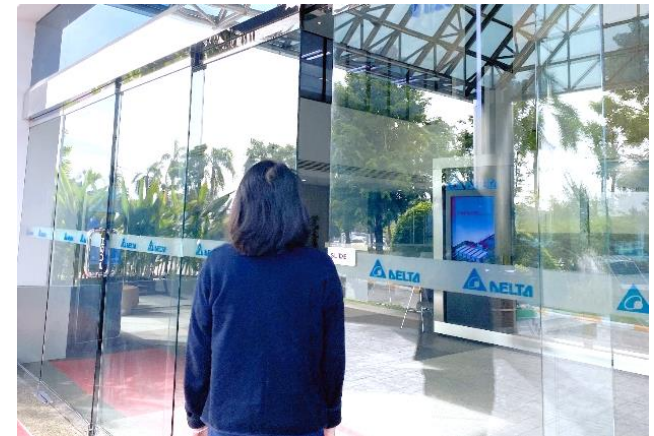
All of Delta's four main production sites in Mainland China have restarted operations gradually on February 10th, 2020. The rest of our factories around the world have not been affected by this crisis. Given the current Novel Coronavirus crisis is still present, our operational sites within Delta will monitor, assess and readjust their production plans in line with the proper government regulations. Delta will take the necessary measures to ensure that our supply chain remains resilient, including the close collaboration between our procurement department and its suppliers. In line with regulatory instructions, our sales offices located in cities currently under regulatory lockdown in China remain closed and their employees at these locations are working from home.

Our global major factories have not been affected by this crisis in 2020. Given the Novel Coronavirus crisis is still present, our operational sites within Delta will monitor, assess and readjust their production plans in line with the proper government regulations. Delta took the necessary measures to ensure that our supply chain remains resilient, including the close collaboration between our procurement department and its suppliers. Our IT infrastructure and smart manufacturing infrastructure with highest IT securities measurement facilitates our global employees in major function to work from anywhere.

As of the first quarter of 2022, over 90.37% of Delta employee and subcontract worker have at least 1 dose of vaccine, 88% have 2 doses while another 49% have more that 2 doses. This is the co-effort between Delta and the Ministry of Labor to boost up herd immunity in Samutprakarn and Chachoengsao provinces. At the end of December 2021, 75% of our workers in average at our major manufacturing sites get at least 1 dose of the vaccine.

Up to 31 December 2021, there no recordable fatality case of Covid-19 accordingly to [OSHA's Emergency Temporary Standard \(ETS\)](#) at Delta's major operation sites in Thailand, India and Slovakia. However, Delta inaugurated Emergency Plan for Communicable Disease Plan Procedure (Document number 06-046) to prevent the risk of any emerging communicable [diseases spread hasten by climate change](#) in the coming future.

In addition to [facilities upgrade at workplace](#), we boost up the Happy 8 activities to relief worker employees after we resume 100% onsite operation in October 2021. The Happy workplace initiative is not only for better mental health, but for preventing non-communicable disease and financial problem that should be the consequences of the outbreak.





Emergency Preparedness and Recovery Plan

Due to the changing context of the world and business, precaution of all the possible emergency case is to ensure well-being of our employees and those who work at our site including business continuity. Delta is spotting, allocating resource and plan preventive action for hazards from potential emergencies which include fire, accident, [chemical spill](#) & chemical waste, explosion, [flood](#), [labor strike](#), [earthquake](#), [tsunami](#), [sabotage and terrorism](#), hurricane, depression, thunderclap, radiation spill and [plague](#).

To evaluate, remove and control these risks before any possible harm, Preparedness Procedure has established as regulation and legislation for preventing To localize any emergencies that may arise and if possible eliminate them; (b) to minimize the harmful effects of an emergency on people, property and the environment. According to the company's public Human Right policy, Delta factories in Thailand has fully incorporated human rights principles, namely RBA's Code of Ethics and ILO's labor standards, into the Company's operations and developed our human rights policy based on the UN's Guiding Principles on Business and Human Rights – UNGP.

In parallel with emergency preparedness and response plan, Delta implements business recovery plan for business continuity. Since in 2018 when the pollution issue pass without any impact to our employee's health nor Delta's operation, the company prepares 5-year roadmap to prepare the organization to be ready for such. This roadmap includes business process digitalization with IT security, occupational health and safety standard upgrade, focusing on science-based study, disseminating eco-efficient practice to the company's stakeholders, and additional performance indicators to be report in Sustainable Development Committee.

From the SMOG pollution issue and the spread of Corona virus, Delta found new business opportunity "Uno", air quality sensor, which response to social emergency needs. The emerged climate change impact leads to change in demographic behavior and new business segment for Delta. Instead of wearing protecting mask when the pollution matter, citizen in metropolitan and manufacturing intensity area require their health security. By close monitoring to pollution-related factors such as humidity, temperature, total volatile organic compounds and quantity of PM 2.5; user will be able to forecast pollution situation in their area leading to proper preparation to save themselves. For additional information, suggestion and complaints on environment, health and safety issue; our Environment, health and safety team is ready to help at White boxes in canteen, office and production line; email OHS@deltathailand.com and HR.grivience@deltaww.com.



Promotion of worker's health

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

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

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

Woman Health and Birth Plan Training

The health and well-being of a mother and child at birth largely determines the future health and wellness of the entire family. The outcome of childbirth, however, is not the only factor of importance in a mother's well-being.

In preparing to give birth, women, knowingly or unknowingly, develop a birth plan. Birth plans training generally include information such as resources required for reproduce, where a woman wishes to give birth, who will attend a birth, and what forms of medical intervention and pain relief will be used. The birth plan is a tool that outlines a woman's expectations for her birth and can open communication between a woman and her care providers, providing the woman with knowledge prior to giving birth.

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



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

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



Welcome Delta's Child Program: Delta provide monetary and non-monetary give to mother who has a newborn baby to maintain their quality of life after the delivery period and impact both their health, mental health and financial status. In return, this program help us to maintain outstanding rate of employee return to work after give birth.



Free Cervical Cancer Screening by Prep and PAP methodology. Cervical cancer is the fourth most common cancer in women. According to the World Health Organization's [study in 2018](#), an estimated 570 000 women were diagnosed with cervical cancer worldwide and about 311 000 women died from the disease. When diagnosed, cervical cancer is one of the most successfully treatable forms of cancer, as long as it is detected early and managed effectively. 2021 was the 6th year we arrange a voluntary on-site free cervical cancer screening for our women.



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



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

As part of breastfeeding program, ex-breast feeding corner users also help to consult the new-face mother to fully utilize the breast-feeding corners and other related facilities.

These tangible results, have earned Delta recognition as an industry role model and as a coach for organizations in Thailand on breastfeeding management and promotion at the workplace.

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



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 establishes a [Happy Workplace policy](#) to continuing its human resource retention activities based on "Happy 8" guidance. The "Happy 8", the guide to human life's balance, aims to encompass our

employees to be happy in their 3 aspects of life. The overlapping aspects; personnel aspect, family aspect and social aspect respectively, should be managed to be in balance. Healthiness, well-being, understanding, morale and professionalism in one's career will be resulting in employee's engagement and retention which will drive the organization to sustainable growth.



My club Activity: As extensive program from Happy workplace, our Employee Relation Department introduced "My Club" activity to learn our employee's interest, enhance positive working environment with good relationship and lower the rate of sick leave and non-communicated disease that impact our productivity. With minimum requirement of 7 members with the common interest, employee can propose the establishment of their club to Employee Relation Department. When the proposal get approval from CHRO, the company reasonably support fund and facilities.



2021 Incident investigation



24,096,711

Working hours in 2021

Delta Thailand Employees

Sub contract workers

16,632,184

Working hours in 2021

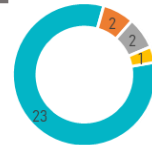
Case by type of injuries

- Slip trip fall
- Knife
- Into M/C
- Chemical
- MC clamp



Case by function

- Production
- Tech
- SCM
- Admin

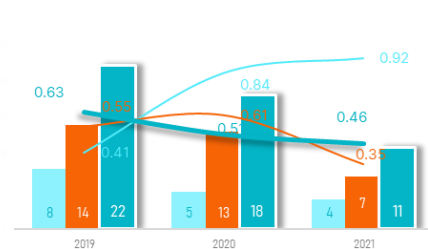


Case by Age

- 30-50
- 18-29
- Over 51



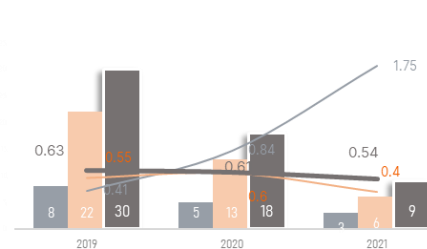
Close-call



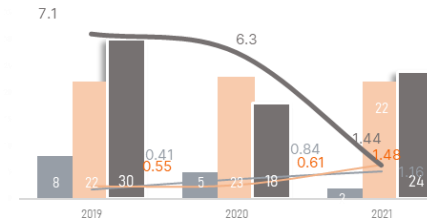
Recordable injury



Close-call

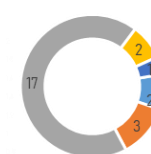


Recordable injury



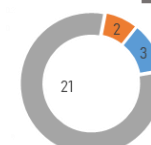
Case by type of injuries

- Slip trip fall
- Knife
- Into M/C
- Chemical
- MC clamp



Case by function

- Production
- Tech
- SCM



Case by Age

- 30-50
- 18-29



2021 Delta employee's injury rate breakdown by type of injury

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

2021 Delta subcontract's injury rate breakdown by type of injury

- Fatalities
- work-related illness
- high consequence work-related injury

0

for both Delta employees and subcontract worker since 2015 when we start collecting ESG data for public disclosure.



Hierarchy of Controls for Management of Change

Incident investigation

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

Major causes of injury	Injury mechanism	Our actions
Knife injury	<ul style="list-style-type: none"> Human failure Improper tools/ equipment 	<ul style="list-style-type: none"> Delete all old model of cutter knife in stationery and tools list and replace with safety cutter. Collect back all the existing cutter knives and replace with safety cutter. Workers who cutter knife is require as part of routine process, must wear cut-resistant gloves and sleeves to protect your hands and arms. Remind the worker that using utility knives to pry loose objects is prohibited. Add instruction of how to use the safety cutter to Safety training material for New Staff Orientation and production worker's work instruction.
Walk into machine	<ul style="list-style-type: none"> Human failure Improper workplace / process management 	<ul style="list-style-type: none"> Workers at the critical station were requested to out from machine at the break (3 breaks a day) Conduct a facility safety audit Provide safety training to all the worker work at the defined critical station. Establish a safety rout path with signs and paints
Chemical injury	<ul style="list-style-type: none"> Human failure 	<ul style="list-style-type: none"> Workers at the critical station were requested to out from machine at the break (3 breaks a day) Line leader and supervisors were request to check their worker's PPE application before the working hours. Re-train the PPE training to injured workers.
Being pinched by machine	<ul style="list-style-type: none"> Human failure Improper tools/ equipment 	<ul style="list-style-type: none"> Workers at the critical station were requested to out from machine at the break (3 breaks a day) Conduct a facility safety audit Replace typical pincher machine with hydraulic machine.

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



OHS Training

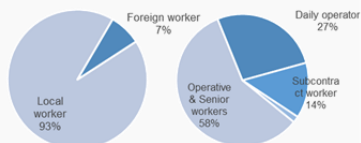
To ensure safety, health and environment related negative impacts either for Delta employees or our surrounded community has systematically mitigated, and reporting directly to the highest management in charge. In 2021, 12% of total 403,170 learning hours were occupational health and safety training hours. 100% of the training were provided free of charge while 88% were provided during paid hours. For exact specific or certified course, we sponsored our worker for transportation fee, training material expense, enrollment expense and examination fee. In 43,700 hours, 18% of this learning hours required the participants to achieve 80% score to pass the post-test. Finally, 100% of these participants met the requirement of the training course.

Due the COVID-19 crisis, Delta use various approaches to ensure healthiness and safety for our worker and stakeholders at our sites. We utilize Safety and Energy Week activity, hourly announcement, Safety & education-line training, live training via conference application, on-site demonstration, instruction poster and bulletin board to fasten the training process to response to COVID-19. To ensure our workers' understanding to the measurement we communicate, The Delta Anti-epidemic Taskforces team perform a sampling test, the result of the test can be illustrated as following:

**Total
324
Participants**



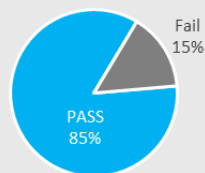
AGE distribution	
Max	54
Min	22
Mean	34
Median	34
Mode	25



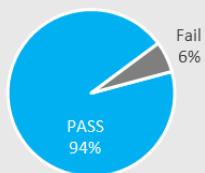
65%

1%

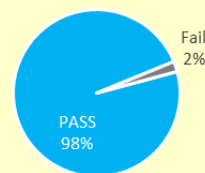
(self-declared)



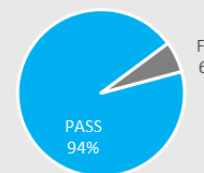
Know what the standards we adhere to plan related procedures



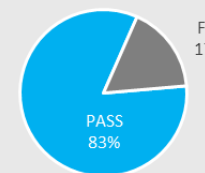
Know COVID-19 caused by virus



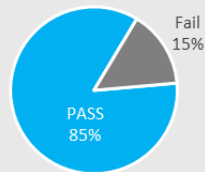
Know the risky behavior leading to infection



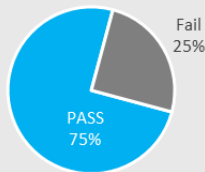
Know minimum intensity of ethyl alcohol that can kill the germ



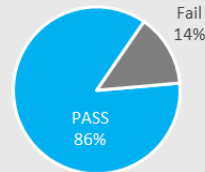
Know where to get free mask replacement when required



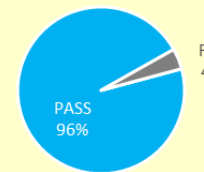
Know what the leave code for applying WFH leave



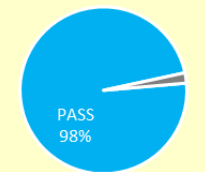
Know the max body temp. to pass worker/visitor screening @ guardhouse



Know the best practice of safe sneeze/ cough.

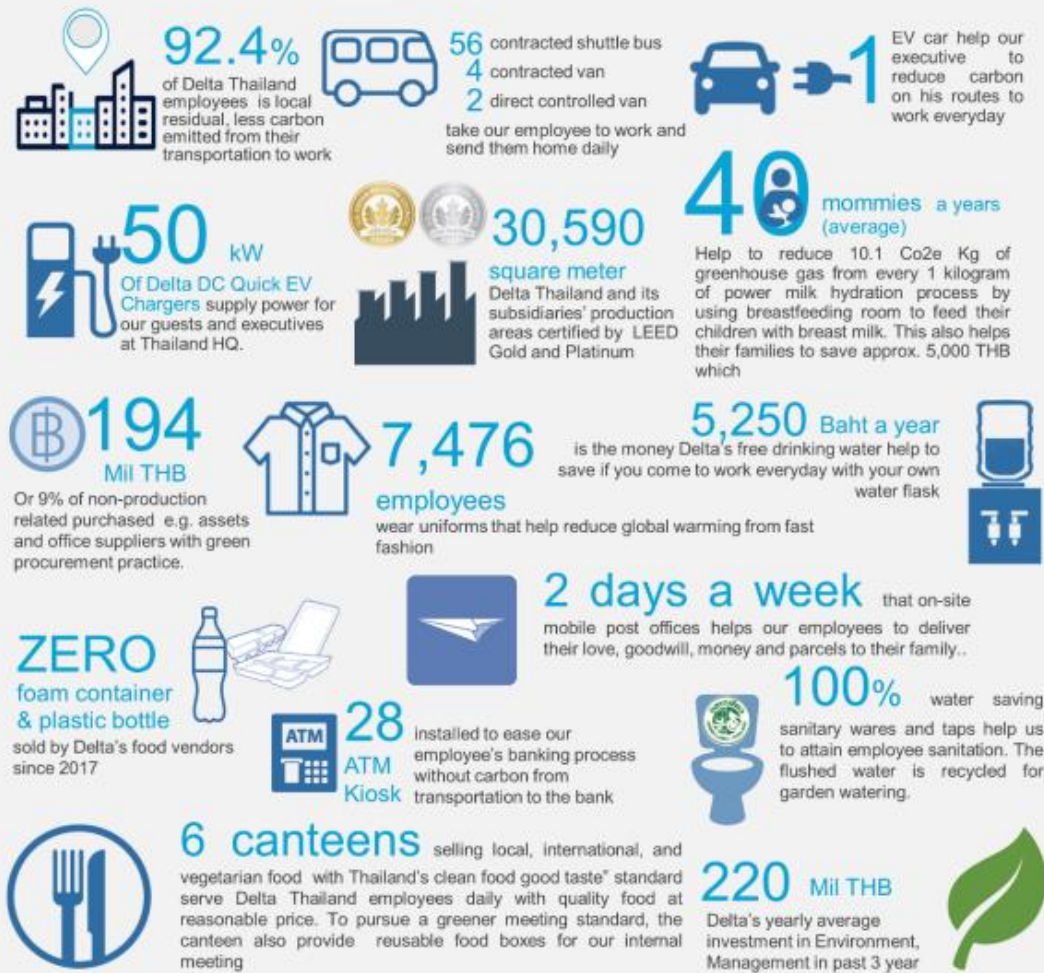


Know minimum days of self-quarantine when required



Know which category of waste bin to dispose a used face mask .





From eco-efficient operation to eco-friendly lifestyle

Eco-friendly habit cultivation

Delta corporate social responsibility commitment does not mean only natural resources saving in our operation process, but also our the devotion 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. From manufacturing-based practices, the result of our sustainable practice had embedded into every single actions at Delta in both organization and individual level.

1. Eco-friendly work environment

Delta's work environment and facilities are not only managed for employee's safety, health and well-being, we also manage our work environment to minimize waste and pollution which may occur from our daily personal life too. Green purchasing products and services that cause minimal adverse environmental impacts. It incorporates human health and environmental concerns into the search for high quality products and services at competitive prices. In 2019, 68% of 194 million baht of our spending solar power and burn in recycling system, 20% was spent for energy star computing devices and testing equipment, 11% spent for high efficiency chiller while another 9% had spent for paper from responsible sources and process, green printing ink, eco-friendly cleaning agent and LED lighting.

Delta HQ (LEED Green Building) invested over 10M Baht to renovate the lobby with the objectives to create an environment to remind our employees about energy and environmental conservations and encourage communications and collaborations. The highly connected lobby provide USB charging points, vertical gardens, ample comfortable discussion areas and demonstrations of Delta energy management. In addition to greener environment, Delta applied its high-efficiency renewable energy, surveillance, networking, display and automation products and solutions to this co-working space to showcase our visitor. To trim down digital divide , free wifi is accessible for all employee and visitor by simply applying OTP for security protection.



2. Extension of stuff useful life

Next to transparency, eco-efficient lifestyle turns to be everyone's norm at Delta. We realized decline trend of cash donation request to SD Committee while the trend of circular economy initiative to optimize stuff usage was higher. Various activities had initiated and run by our employees while SD committee and the company played supporting role for sundry facilitations backup. Following are sample of key activities to extend usage of stuff in collaborative manner.



November 25, 2021- Sincene important part of our Sustainable Development (SD) work at Delta Electronics Thailand is our action to reduce food waste to landfills and promote the "Circular Economy" concept in our local community.

To reach our goals, Delta manages food waste processing at our company canteen with a "FoodCycle" model. This brings

food waste from our canteens to local farmers to use as animal feed. Our food recycling process benefits local farmers and enables us to reduce food waste typically disposed of as general waste to landfills.

Samutprakarn Province, where Delta's plants are located, is next to the coastline making it suitable for inland fisheries and coastal fisheries. According Provincial research in 2018, the most common inland fisheries are for the Nile Tilapia fish species which take up an area of around 19,058.76 acres.

Every year Delta sorts around 620 tons of food waste to give to local farmers to use as animal feed. In this way Delta Thailand is able to reduce our waste to landfill and help our community farmers reduce their animal feed costs by 31%. This is a significant economic contribution to our local farm sector of approximately 1,720,000 Baht per year in animal feed savings.

3. Regeneration of natural systems

In addition to well-managed integrative process, location and transportation, water efficiency, energy and atmosphere, material and resources, indoor environment quality, innovation and regional priority, Sustainable site is another significant factor that drive Delta to the first manufacturing factory with LEED EBOM certified From LEED standard, Delta had learned importance of native plants that provide shelter and food. On the other hand, native plants are the determining factor for what local birds, insects, and animals can live within the community. During 2017-2020, Delta replaced its ornament plants by local plants Turf area had limited to 25% of the total vegetated onsite area. Though the company does not use water as its manufacturing factor, our awareness of water conservation had raised frequently by our investors. Since 2018, the company had consolidates information about water risk at our major operation areas. The study is not only a power tool for us to plan water

conservation resources and activities, but also urge us to think about potential indirect impact that we might create to the society and environment.



Since Delta's headquarter is based in Samutprakarn, one of the coastal provinces located along the Gulf of Thailand. We are well aware that mangrove forests are highly diverse coastal ecosystems that that play a crucial role as a nursery for marine life, thus ensuring bountiful fishing in the future. Without waste water from our production process discharged to public water basin and well-control of emission, the company collaborate with Bangpoo Industrial Estate to reforest Bangpoo coastal mangrove forest yearly. In 2019, 62 Delta employees joined 1,500 participants to reforest *Avicennia alba* at Bangpoo Recreation Center. Bangpoo Induatrial Estate organize this activity annually to sustain coastal ecosystem and biodiversity with collaboration from business and local communities. However, due to the flood issue, this activity has postponed by the IEAT in 2021.





SEA PODCAST

ON AIR

The Second Monday of every month

LISTEN, LEARN, GOT AN INSPIRATION AND SHARE YOUR EXPERIENCE

JOIN US FOR SEA PODCAST EPISODES ON DELTA ACADEMY!

EP.1 (TH) 09 MAY 2022 DIGITAL TRENDS PODCASTER: KRIDSY W.	EP.2 (EN) 13 JUN WORK LIFE BALANCE PODCASTER: DAVID N.
EP.3 (TH) 11 JUL HOW TO EMBRACE CHANGE PODCASTER: WILAILAK F.	EP.4 (EN) 08 AUG STEP OUT FROM THE COMFORT ZONE PODCASTER: JOHNNY TAM
EP.5 (TH) 12 SEP GENERATION TALKS PODCASTER: KITTISAK N. & NUTCHAYA M.	EP.6 (EN) 10 OCT MY BEST TRAVELLING EXPERIENCE PODCASTER: JULIUS LIN
EP.7 (TH) 14 NOV HOW TO "MANAGE" A TEAM PODCASTER: PITISOOK C.	EP.8 (EN) 12 DEC MY CAREER STORY PODCASTER: KEVIN C.M. YU
EP.9 (TH) 19 DEC POSITIVE THINKING PODCASTER: KREETHAKORN S.	

CONTACT PERSON: SEA LEARNING & DEVELOPMENT
PIYASIRI (MAY): PIYWONGF@DELTAWWW.COM #132 5328

4. Sharing best practices

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 has 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. 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, since 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. ESG stories, business move, events and CSR activities can be access easily by our internal and external stakeholders. Up to 31 December 2021, our facebook posts reached 35,591,688 organic reaches by our employee and stakeholders.

Due to our social distancing measurement, in 2021, we plan to transform our annual DETtalk activity to PODCAST channel. This plan has implement in Q2/2022 with variety of speaker's nationality, subjects and languages.



Employee Retention

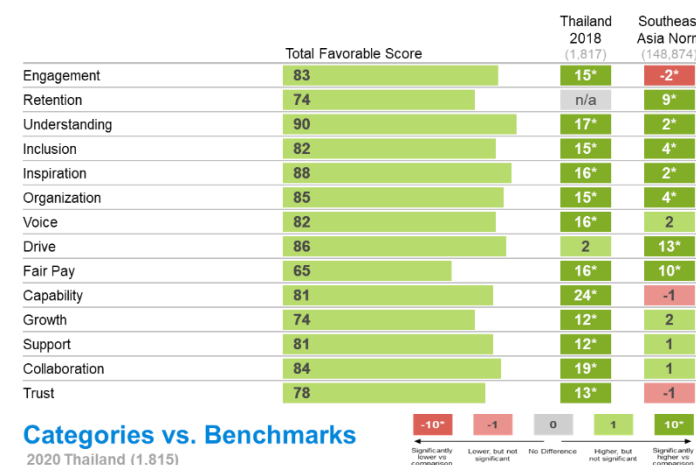
According to Delta's fair employment policy, happy workplace policy and various program to ensure our skilled personnel with eco-efficient awareness will be with us in long term, Delta organize the first Global Employee Engagement Survey in 2018. With 100% coverage, the standard method survey had conducted by renowned external consultancy to provide independent and fair analysis. From basic survey regarding Delta Thailand's employees' satisfaction on their work environment infrastructure which cover 28% of global employee in 2014 and 70% since 2016 , We target to expand the survey coverage to its subsidiary in Slovakia, India and South East Asia business units to meet 100% in 2020. However, this 100% target has met since 2018

The objective of the survey had adjusted to realize its employees' understanding in the company and employee's value, ideals and team-work which reflect their willingness to stay with us in long-term. For timely response to employee's expectation, Delta plan to conduct this survey every 2 year to retain our healthy retention rate. From our latest study employee retention rate is significantly relative to the company's strong return of human capital rate at 6.5 in average in past 3 years.

In 2020, Delta utilizes a [third party engagement methodology and software](#) to engage 1,817 employees from Delta Thailand and 2,840 colleagues from our subsidiaries in India, Slovakia and and South East Asia or 41% of Delta Thailand's global staff or 100% had actively engaged. Ratio of male to female of participant were 57:43 accordingly to staff's gender diversity proportion. According to our invitation list, approximately 95% of the participants are Asian while another 5% are European and Australian. These staffs' year of service, function and nature of their business unit's business had considered as selection criterion as well. 9.25% was the proportion of middle management, 6.55 for supervisor and junior management who participate this survey, 90% were operative and senior operative staff while 0.55% of this pool were working in senior management level.

From 5 point scale, where 4-5 are considered "actively engaged", result of the total 14 categories of 48 questions, scores of all category was higher than 2018. When compared with other companies in South-east Asia, our favorable score in 11 categories were higher than the norm. 3 category of favorable score is lower that norm in SEA in no significant level. These score and in-depth analysis had reported to the CEO, Sustainable Development Committee. Thereafter, the result had discussed and followed up closely by Delta's executives.

In 2021, Delta Human Resource Development, Employee Relation and Sustainable Development committee co-work to design proper approach to extend the employee engagement survey to cover our operators and subcontract worker to learn their expectation simultaneously with new cycle of staff engagement survey in 2022 . The result of these engagements will be utilized for improving HR strategy, compensation and benefit, work environment, training and mentor program to retain our valued human resources with their satisfaction.

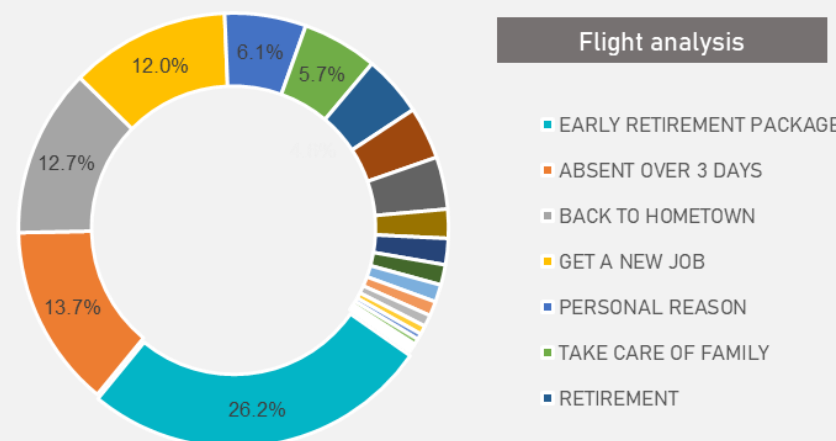
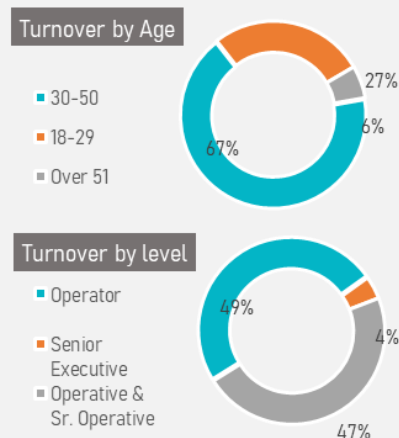
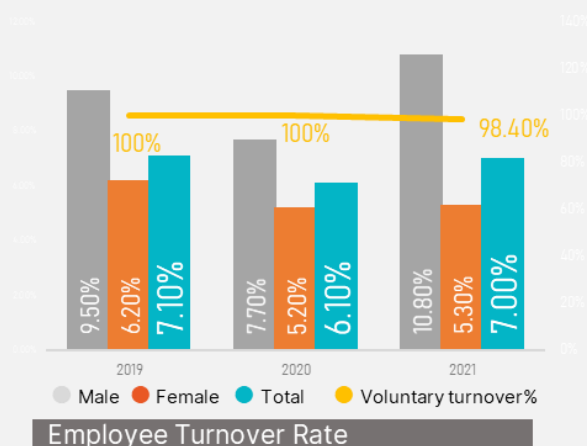




In spite of competitive turnover rate compared to industry peers at 6.1 in 2021, Delta keeps monitoring the reason why our employees made their decision to go.

In 2021, 100% of leavers are voluntary turnover. As every single reason of leaving does matter for effective management of human resources, 2021 exit interview information had collected accordingly. When over 50 years-old retired leavers and headcount of dismissal for disciplinary reasons is not considered.

From exit interview questionnaire and turnover record, in 2021, It is found that 26.2% of our employees enjoy the company's fair early retirement program. This group of leavers led to lower average age of our total worker in 2021. Another 18% found their potential from gained knowledge and experiences, they challenges themselves with new career and their own business. 13% of leavers made decision to back to hometown and take care of their family, 4.3% continue their study for higher degree, 3% of this group of leavers need time for taking care of their health issues while another 6% reserved their right to refuse to answer the exit questionnaire.



Inclusive well-being

Delta Thailand, as an active corporate citizen, carries specialism of making smarter and greener life on its social responsibilities through various CSR activities, projects, and programs which our catering to the needs of its stakeholders. In addition to continuous effort to take care of its customers, employees, suppliers, creditors, societies and environment simultaneously with fair competition to our competitors accordingly to the Company's Fair Treatment Policy; Delta Thailand 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, more impact to larger group of stakeholder and more in-line with external society's directions.

Since 2018, Delta management and SD team have realized that the years of efforts invested in SD have reached a milestone especially with the recognition by Dow Jones Sustainability Indices' outstanding assessment results. Therefore, Delta has derived a more focused strategy that will align our corporate mission and brand promise (Smarter. Greener. Together. with all of the company's SD endeavors. This will ensure a clear and consistent message and action reaching and influencing every level of employees in the company.

To amplify our effort to mitigate global agenda of climate change, Delta disseminate its innovation to and eco-efficient operation expertise to navigate greener communities by make it ; Smarter- Creating innovations that will benefit the society and environment; Greener- energy and environmental conservation and; Together- actively work with our stakeholders for a better tomorrow.

Quality education, affordable and clean energy, industry innovation and infrastructure, responsible consumption and production and partnership to sustainability had taken as our prioritized goals based on our core competence. In 2021, amid the economic disruption by COVID-19, Delta Thailand contributed approximately 13.1 million Baht which slightly decrease 4.4% from 13.8 million Baht in 2020 as measured by the [London Benchmarking Group's LBG](#) Model and [B4SI-CCI](#) guidelines.

60% of the reported amount had contributed to the local and national communities to enhance industry innovation, eco-efficient living and climate action initiatives. This is made up of 41.5% cash donations, (charitable and other donations), and 58.5% non-cash donations, (which include employee time, in kind donations, and certain management costs). Up to the reporting period, there was no non-compliance concerning sponsorship of these programs. Full list of our [2020](#) and [2021](#) philanthropic programs with their input output and impact evaluation is available at our website.



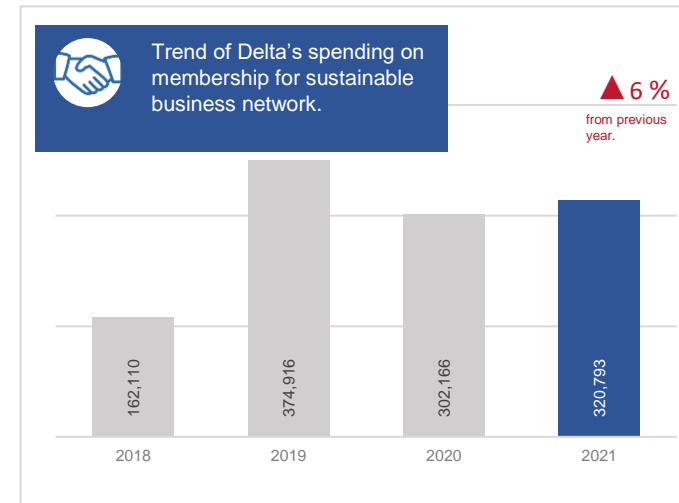
Participation and membership

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

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

In 2021, Delta Thailand's total contributions and spending for association memberships was 320,793 Thai Baht increasing 6% compared with 2020. Major purpose of these spending is to exchange and advocate emerging trend, climate change and innovation issues and sustainable development matter. The contributions are in line with our stated brand promise Smarter. Greener. Together. at 30%, 40% and 30% respectively. The subscribed business networks should help us to strengthen our capability to achieve our publicly committed Sustainable Development goals; SDG4, SDG7, SDG9, SDG12, SDG13 and SDG7. 47% of the spending goes to business related associations while 53% goes to governance and leadership enhancement and sustainable development related associations. None of these spending had paid for politic and tax exemption purpose.

100% of our spending in 2021 had paid for regular annual membership renew and first-time regular membership subscription. The company had not sponsored any membership-related activity in 2021. By organization-level role, 100% of these spending was for maintaining Delta's member level while company's role as the committee of the Thai IOT Association had maintain by one-time membership fee spent in 2019. Delta's major role and responsibility as the committee of these network is to provide its point of view and engage industry partners to boost up knowledge sharing among the industry.



Overview of Delta Electronics (Thailand) Public Company Limited's Membership Status 2021

Item	Organization / Network	Organizational level role			Type of spending				Membership purpose				Relevance to DELTA brand			Alignment with our committed SDG goals					
		Management	Committee	Member	One time membership fee	Routine membership due	Activity sponsorship	Non-monetary supports & others	Business	Politic	Tax exemption	Governance and leadership related	Smarter	Greener	Together	SDG4	SDG7	SDG9	SDG12	SDG13	SDG17
1	Association of Electroindustry in SK	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
2	Bangpoo Industrial Society	-	-	•	-	•	-	-	•	-	-	•	•	-	•	•	-	•	-	-	•
3	CONNEX ED	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	-	-	-	-	•
4	Electrical and Electronics Institute (EEI)	-	-	•	-	•	-	-	•	-	-	-	•	•	•	•	•	•	•	•	•
5	Electronics and Computer Software Export Promotion Council	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
6	Export Promotion Council of EOU and SEZ	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	-	•	-	-	•
7	<u>Electricity Vehicle Association of Thailand</u>	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
8	Happy Workplace Network	-	-	•	-	-	-	-	•	-	-	•	•	-	•	•	-	-	-	-	•
9	Safety and Health at Work Promotion Association (Thailand)	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	-	-	-	•	•
10	SDG-Friendly Business	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
11	Slovak Chamber of Commerce	-	-	•	-	•	-	-	•	-	-	•	•	-	•	•	-	•	-	-	•
12	Sustainability Disclosure Community	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
13	Thai Autopart Manufacturers Association	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
14	Thai Automotive Institute	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
15	Thai Breastfeeding Center Foundation	-	-	•	-	-	-	-	-	-	-	•	•	-	•	•	-	-	-	-	•
16	Thai Chamber of Commerce	-	-	•	-	•	-	-	•	-	-	•	•	-	•	•	•	-	-	-	•
17	<u>Thai Institute of Directors</u>	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	-	-	-	-	•
18	<u>Thai IoT Association</u>	-	•	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
19	Thai Listed Company Association	-	-	•	-	•	-	-	•	-	-	•	•	-	•	•	-	-	-	-	•
20	<u>Thai Photovoltaic Association</u>	-	-	•	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
21	Thai Private Sector Collective Action Against Corruption (CAC)	-	-	•	-	-	-	-	•	-	-	•	•	-	•	•	-	-	-	-	•
22	Thailand Responsible Business Network	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
23	Thailand's productivity Institute	-	-	•	-	-	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•
24	Thai Private Sector Collective Action against Corruption	-	-	•	-	-	-	-	•	-	-	•	•	-	•	•	-	-	-	-	•
25	Thailand Printed circuit Association (THPCA)	-	-	•	-	•	-	-	•	-	-	-	•	•	•	•	•	•	•	•	•
26	The Federal of Thai Industries, Chachoengsao Chapter	-	-	•	-	•	-	-	•	-	-	-	•	•	•	•	•	•	•	•	•
27	The Global language of Business (GS1 Thailand)	-	-	•	-	•	-	-	•	-	-	-	•	•	•	•	-	•	-	-	•



Remarks:

1. The expenses reported above are annual membership fees compiled from Delta Thailand and its subsidiaries recorded in the SAP system as:
 - a. Due and member fee expense
 - b. CSR support / donations
 - c. Other related activities expense as remark in expense reimbursement form with official invoice and receipt attached such as entertainment expenses, printing and copy expenses, travel expenses and legal fees.
2. According to Delta's code of conduct clause 5.1, before establishing business relationships with others, the Company has evaluated the legitimacy, integrity, and operational policy of these organizations whether there are any records of dishonesty, to ensure such entities' business operation is with integrity, transparent, and will not demand, offer or receive bribes. Finally, the implementation of media and stakeholder analysis (MSA) method, none of the mentioned records found.
3. Delta monitors and feedbacks these expenses to each cost center owner on a monthly basis. Each year, Delta Thailand Group's total membership fee, sponsorship expenses including monetary and non-monetary donation are compound and reported to the Chairman of Sustainable Development and Corporate Governance Committee on annual basis.
4. Delta's payment and reimbursement system has designed in accordance with Thai Financial Reporting Standard (revise 2017) which aims at alignment with the corresponding International Financial Reporting Standard.
5. None of these amounts had paid for lobbying, tax exemption, interest representation or similar purposes.
6. Delta does not have any payment to local, regional or national political campaigns / organizations / candidates.
7. All the stated organizations are located in Thailand, India and Slovakia where Delta approximately generates over 95% of its total revenue (2021 financial statement).
8. Since we realize India and Slovakia's membership fee recorded as other expenses in 2021, we restate 4 years of membership fee spent by our subsidiaries in India and Slovakia
9. The 6% increment of membership fee in 2021 caused by first-time membership fee spent to The Global language of Business (GS1 Thailand)





We learn and Share

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

Delta Electronics (Thailand) Public Company Limited, developed the Delta Energy Education Program (DEEP) to build awareness of energy and environment conservation. The program targets elementary students nearby Delta's Bang Poo factory, some of whom are Delta employees' children.

Due to the COVID-19 pandemic, we missed our target to hit 12,000 learning hours to safeguard the children in the COVID-19 from the risk of disease infection. Delta put its effort to transform this activity to an online platform. We took the opportunity of the Delta Annual Scholarship Program 2021 to engage the caregivers and the children themselves about the opportunity to run this program as our plan. However, from 400 population (200 caregivers and 200 primary school students) the result of the survey shows that

- Over 74% of the parent and caregiver thought their children faced too much tension from their on-line classes during the outbreak.
- 95% of the children prefer spending their leisure with off-line activities. 98% of these children will love to participate in the Delta Energy Education Program when the activity is organized at their school.

Delta regards children's right to participate in public decision-making. Finally, we follow the children's voice to postpone DEEP activities until we will be able to properly organize on-site sessions.





February 17, 2021- Delta Electronics (Thailand) PCL. was selected by the DEDE (Department of Alternative Energy Development and Efficiency) under Thailand's Ministry of Energy to participate the press conference and award criteria discussion of Thailand Energy Awards 2021 at the Grand Richmond Hotel in Bangkok.

Mr. Pitsook Chitkasem, Delta Plant Administration Director, represented the company to share Delta's experiences in energy management and successful green factory solutions implementation in a nationally televised interview. The Ministry of Energy designated Delta as a model for green factory projects in Thailand and conducts regular training and promotion of eco-friendly industrial operations in the country.

With the new renovations and measures in place, the Delta Energy Management Team can leverage the company's DIAEnergie system and SCADA solutions to monitor and analyze energy consumption in real time for optimization. Delta also has activities to promote energy conservation and enrich the lives of employees including building lighting and

air conditioning regulation during off hours and water and paper recycling.



March 15, 2021- Delta Electronics (Thailand) PCL. joined hands with the Department of Industrial Promotion (DIP) under the Ministry of Industry to launch the Angel Fund for Startups 2021. This year another company will join Delta to fund winning startups who then get the chance to compete at the Shark Tank Thailand contest for additional investments.

Delta and the DIP have funded startups through the Angel Fund for Startups for the past six years in support of the Thai government's policies to develop local talent and incubate the innovative industry sector. Over the past five years, the Delta Angel Fund for Startups has helped create startup projects generating outstanding economic value of over 500 million Baht.

The Angel Fund program links Thai entrepreneurs with new business ideas with funds and offers intensive business skill-up and innovation incubation activities including a business boot camp with tutoring in a progressive 6-step model. This course trains entrepreneurs to prepare and present their

business model to the private sector, sponsors and investors.



March 16, 2021- Delta Electronics (Thailand) PCL donated 100,000 THB to Samutprakan Hospital to provide COVID-19 protective equipment for doctors, nurses, medical personnel.

Mr. Yongyuth Pakdounjan, Delta Senior Director of Government and Public Affairs Department, represented the company, to deliver the funds to Dr. Patiwat Wongngam, Deputy Director of Samut Prakan Hospital.

This latest donation will help provide further necessary protective equipment for doctors, nurses, healthcare workers and hospital staff who work to combat the spread of COVID-19 in Thailand

In 2020, Delta donated 200 protective face shields for frontline medical personnel and 100,000 THB to the Samutprakan Hospital for COVID-19 protective equipment. Delta commits to supporting its communities and medical workers in Thailand throughout the pandemic crisis.





March 29, 2021- Delta Electronics (Thailand) PCL. signed an MOU for partnership and collaboration with Chulalongkorn University (CU) and the Metropolitan Electricity Authority (MEA) in a joint project to improve the energy efficiency of Delta's air compressor system at its green building headquarters.



May 7, 2021- Delta Electronics (Thailand) PCL. donated 110,000 Baht to the Samut Prakan Provincial Public Health Department to assist local hospitals as part of its Delta 50 Year Anniversary CSR campaign. People are at the center of Delta's business and the company celebrates Delta group's

important 50 Year milestone with a timely campaign to raise awareness on ways to help others and nurture life amid the pandemic.

With the slogan "Plant a Seed of Hope", the Delta Group 50 Year Anniversary CSR campaign invited the public to participate in a special green CSR campaign that uplifts the local community. Participants could donate any amount to get an organic tree-planting kit, and Delta pledged to double the amount for a combined donation to local hospitals.



June 16, 2021 - Delta Electronics (Thailand) PCL donated 100,000 THB and pledged to provide additional supplies for COVID-19 relief to the community at Phraek Sa Municipality in Samutprakarn Province.

Mr. Yongyut Suwanabut, Samut Prakan Province MP, represented the Phraek Sa Municipality government to receive the donation from Mr. Jackie Chang, Delta Thailand President, on June 16. Mr. Yongyut also welcomed Delta's pledge to donate additional supplies to members of the community at Phraek Sa Temple on June 21.

These special donations of funds and supplies aim to help people in the community who have been economically

affected by COVID-19. This latest donation is part of Delta's ongoing COVID-19 support for the community in Samutprakarn Province.



July 16, 2021 - Delta Electronics (Thailand) Public Company Limited opened its new factory in Wellgrow Industrial Estate, Chachoengsao Province as a COVID-19 vaccination center and donated funds to support Thailand's national vaccination program.

As the COVID-19 epidemic continues to spread rapidly in Thailand, the Chachoengsao Provincial Social Security Office supports Delta's prevention measures and requested Delta's new factory as a location to set up a COVID-19 vaccination site. Since July 8, medical professionals and volunteers are providing prompt and convenient vaccination for recipients at this new site.

On July 15, Mr. Jackie Chang, Delta Thailand President, represented the company to donate 100,000 THB to the Chachoengsao Provincial Social Security Office for necessary equipment. Delta offers meals and drinks for the medical team and site facilities with parking to accommodate medical workers and vaccine recipients throughout the program.





July 5, 2021 - Delta Electronics (Thailand) PCL donated 5,210 kg of used carton box material to SCGP Packaging Public Company Limited (SCGP) to produce 350 recycled paper field hospital beds for Thailand's COVID-19 emergency.

SCGP launched the project “United to Fight Against Covid: Transform Used Paper Into SCGP Paper Field Hospital Bed” to help Thai society during the current COVID-19 pandemic while promoting care for the environment. Delta Thailand joins over 60 companies in the country to donate materials to the SCGP project.

The project aims to educate the public about using and managing leftover paper materials for reuse while helping those afflicted with COVID-19 in Thailand. Delta collaborates in initiatives that align with its aims to promote sustainability and support the community. Delta will continue to donate more carton boxes to SCGP whenever there's a need.

The project to reuse industrial carton box waste can save 765 trees, 30,600 kg of CO2 emissions, 1,170,000 liters of water, 63,000 liters of fuel and 180,000 kilowatts of energy that would be used to manufacture furniture with traditional production processes. Delta and SCGP will donate the eco-friendly furniture to local schools to benefit the community

and teach innovative conservation to Thailand's next generation.



July 5, 2021 - Delta Electronics join ESG Network, TGO and representative from Banking sector to share its strategy, practice, target and achievement to mitigate climate change both from is products and process for inclusive well-being in long-term.

In the discussion, Ms. Aonthip Aorthong, Delta's Sustainable Development Manager and ESG Network Committee member , shared the company's aggressive target to support Delta Taiwan to achieve RE100 in 2030. To implement RE100 Dela Thailand has deployed to implement RE35 by 2025.

Delta also introduced its progress to actively adopt Internal Carbon Pricing (ICP) program to its business process in 2022 that lead the meeting to an active discussion about local law and regulation, fair value of carbon price, Renewable Energy Certificate (REC) sourcing, tax benefit to implement a fair and effective carbon offset Delta has comply with ISO 50001 and ISO 14064-1, the company has voluntarily joined TGO's T-ver program since 2014. There were 103 login users join this session.



August 11, 2021- Delta Electronics (Thailand) PCL. joined hands with the Department of Industrial Promotion (DIP) under the Ministry of Industry (MOI) and partners to launch the first-ever virtual hackathon event for the Angel Fund for Startups 2021.

The objective of the Hackathon is to allow industry leaders like Delta to help accelerate Thai startups' potential by sharing unique expertise. In turn, Delta looks for opportunities to form mutually beneficial partnerships with these startups that can contribute to Thailand's economy.

Speaking online, Jackie Chang, Delta Thailand President said, “On behalf of Delta Thailand, I would like to thank our partners and the startups for joining this event. Due to the success of the Delta Angel Fund program, this year we've added the Hackathon segment and we will select winning teams with solutions relevant to Delta and our partner's businesses. We hope that this year's expanded program will give Thai startups even more chances to succeed, even with the challenging pandemic situation.”

In the morning session, 13 teams pitched and six winning teams advanced to compete in the afternoon session finals.



Each of the teams presented their original ideas to create or solve issues. The scores of each hackathon team are combined with their previous pitching round score for a total competition score.



Delta Electronics (Thailand) PCL. and King Mongkut's Institute of Technology Ladkrabang (KMITL) signed a five-year MOU for joint promotion and development of education in IoT system and information technology and engineering. This agreement aims to enhance sustainable economic development in line with Thai government policy.

The MOU's objectives are to facilitate the successful transfer of knowledge from private companies to educational institutions and encourage students to develop knowledge and skills through actual practice. In addition, it aims to support the exchange of knowledge between both sides and develop the potential of both teachers and students in the KMITL Faculty of Engineering.



November 18, 2021- Delta Electronics (Thailand) PCL. hosted a delegation led by Mr. Isao Sekiguchi, President of Nissan Motor Asia Pacific Co., Ltd and Nissan Motor Thailand Co., Ltd, to the Delta headquarters at Samutprakarn. Both sides discussed the latest joint EV Charging developments and actions in the region and explored further collaboration and opportunities for EV charging, smart manufacturing and energy management for factories.

Mr. Johnny Tam, Delta Senior Director and Indonesia Country Manager, welcomed Mr. Isao Sekiguchi and his executive delegation to Delta and introduced the company's operations and businesses. Delta management shared the latest collaborations with Nissan for EV charging in Indonesia and the Philippines. The industrial automation business unit also introduced Delta's automation and energy management solutions for smart and green factory operations.



December 2, 2021-Delta Electronics (Thailand) PCL. joined Thai and international government, financial and industry leaders to discuss key future business and development trends at Bangkok Post International Forum 2021 at Centara Grand at Central World Bangkok.

Speaking at the event, Mr. Jackie Chang said, "The pandemic and climate change are making us rethink our role in creating a sustainable future. Delta has leveraged innovation and digital transformation to protect our people, work with our stakeholders and help our communities. Delta sees sustainable development as the way forward and commits to our RE100 goal to reach 100% renewable electricity consumption by 2030."



December 22, 2021 – Delta volunteer re-visited The Winner House Mental health support for addiction person @ The Winner House Treatment and Rehabilitation Center, Bangkok. The activities aim to support both our volunteer and the patients after the long period of the pandemic. All Delta volunteers joined this activity has educated Children's and Patient Rights before the visit date.

Delta hosted a lunch for all the patients and all officers and supporting staffs. The company also donate cash and bursaries for the patients well-being. The team participate recreational activities including game, concert by ex-patients to cheer up the patients and hard-working public health personnels. On the same say, the official from the Office of the Permanent Secretary Bangkok led the volunteer to explore the patient's produce from their integrated agriculture effort.



Your satisfaction, our pride

Paradigm shift in sustainability requirement turns to be a new normal for long-term business relationship. From the changing scenario of global business, 4Ps (Product, Price, Place and Promotion) are not sufficient customer satisfaction and loyalty.

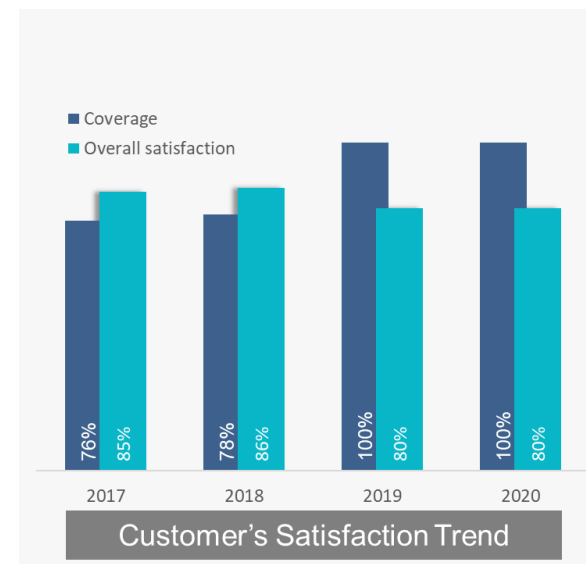
Plenty of non-financial dialogues between Delta and its world-class customers had opened in recent year. In 2021, Delta's sales representative and Sustainable Development Office receives a numbers of questionnaire from the company's customer. Code of conduct, Anti-corruption progress, human rights in supply, hazardous substance control and environmental management; for instance, had repeatedly engaged by our customers. We also received more frequent query about the COVID-pandemic situation at our sites including the business contingency plan and recovery plan. Customer satisfaction is positioned as the central driving force for all the factors, including Innovation, Quality, Agility and Teamwork accordingly to our corporate culture all Delta family aim for. As a result, Delta is constantly driven to foster world-class standard level not just in product and technology but also in social and environmental inclusiveness to meet expectation.

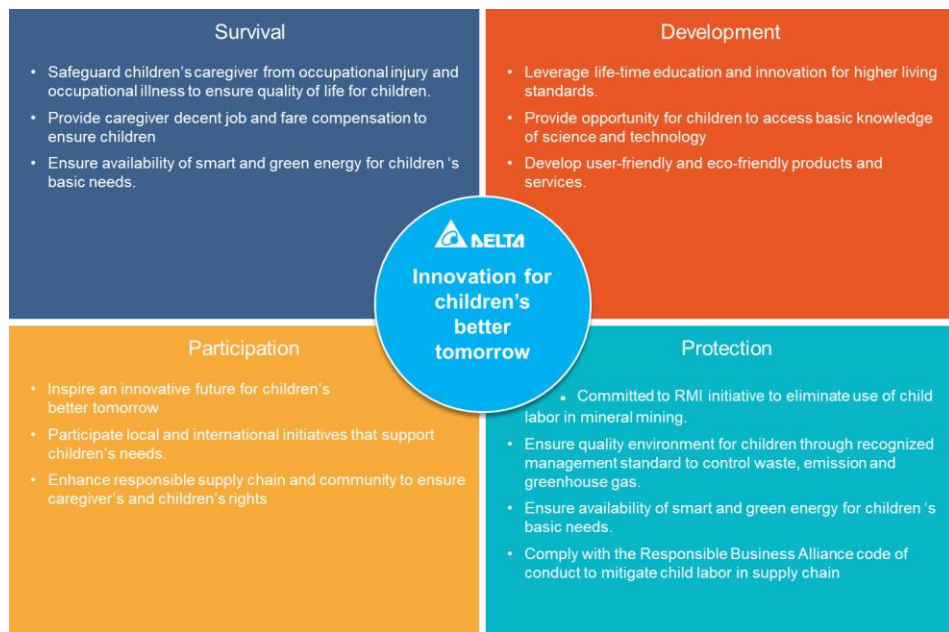
In 2021, Delta conducted [Customer Satisfaction survey](#) by using on-line questionnaire to ensure our business really suit our customer's needs. We expand the coverage of the survey from approx 78% of consolidated sales (Thailand only) to 100%. The candidates had select accordingly to their contribution percentage of Delta's 90% sales revenue in the reporting cycle. With target 1 Bu 1 customer for each region, our selected key customers in APAC, Australia and New Zealand, Europe and America had answer the questions with 100% response rate.

With 80% satisfaction rate as Delta's qualitative target, the survey help to reflect the customer satisfaction level on the company's product, service and business ethics, etc. in different aspect. Meanwhile, there feedbacks from "Other comment" portion, has brought to Sustainable Development Committee, Strategic Marketing, Sales Meeting to seek for further improvement accordingly. Amidst the global outbreak crisis and its high impacted consequence such as port recession, the rising raw material price and immediate policy change in several areas during the first half of 2021 that we conduct the survey, we were able to maintain our satisfaction at 85%.

In addition, it was found that our outstanding customer satisfaction rate correlates with our high customer retention and lifetime value (LTV)*. From the standpoint of customer satisfaction, Delta gains from value-add to its core competencies, including cost-effectiveness, low service requirements, partnerships for sustainability and business that generates referrals for business growth. To help maintain its steady business growth, Delta has tracked the annual customer retention rate of its top 20 clients since 2014. During this reporting period, the company's annual customer retention rate was an impressive 85%.

Remark: * Due to customer's privacy and confidentiality agreement, public disclosure of this information is prohibited.





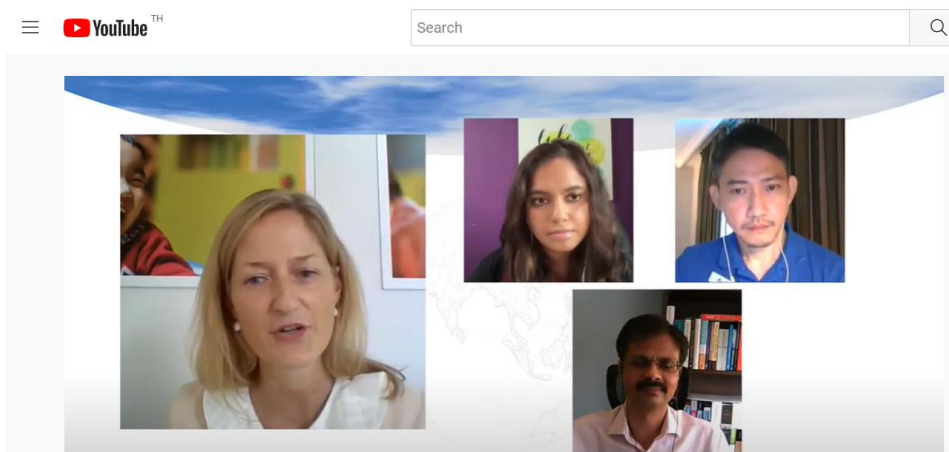
A Better tomorrow for next Generation

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




In 2021, Mr. KK Chong, Strategic Communication and Sustainable Development Director of Delta Electronics (Thailand) PCL., joined the Panelist at RBHR Forum/child rights session, 2 June 2021. This was the consequence of our pioneer effort to integrate Children right as part of our Haman Right policy.

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

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



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

	Stakeholders	Involvement	Issues	Response & Mitigation	Measurement
 Workplace	Employee	<ul style="list-style-type: none"> Employee Employee's Children Child labor 	<ul style="list-style-type: none"> Hazardous substance Human Rights R&D investment (innovative dissemination) Labor's rights (COC) Safety Guard leverage Responsible Business Alliance code of conduct 	<ul style="list-style-type: none"> Children's rights as part of our Human rights policy Happy workplace program for employee's family life balance DEEP (DELTA Energy Education Program) Education fund for employee's family DELTA CUP Informed decision label Compliance to Responsible Business Alliance code of conduct Use raw material from the countries where child labor is prohibited 	<ul style="list-style-type: none"> Successor retention rate Number of new employees from referral program.
	Supplier	<ul style="list-style-type: none"> Child labor 			
 Marketplace	Consumer	<ul style="list-style-type: none"> Children as future users and trend setter 	<ul style="list-style-type: none"> Customer requirement Safety Guard embedded in products and service R&D investment Information securities standards for product and service. Technology product that easy for recycling Technology literacy Children's privacy 	<ul style="list-style-type: none"> ISO 27001 complied WEEE complied DEEP (DELTA Energy Education Program) Product safety standard verification Clear product labelling and instruction for proper safety and environment management Delta industrial automation Academy Industrial Automation Lab and Industrial Automation kits fair-price for local universities. Availability of free application and prologic control (PLC) codes for student to download. Use marketing, advertising and public disclosure that respect Children's rights 	<ul style="list-style-type: none"> Successor retention rate Number of Delta Industrial Automation participants
 Community & Environment	Community	<ul style="list-style-type: none"> Children in local communities and the countries we invest. Children as "social licensor" 	<ul style="list-style-type: none"> Safety Guard leverage Environment, Safety and health Energy Management System Land use 	<ul style="list-style-type: none"> ISO 9000, 14000, 14064, 45001, 50001 complied Availability of emergency preparedness plan to avoid impact to children in local community. Invest and operate in well-managed industrial park. Community/ public relation activity Open House activity 	<ul style="list-style-type: none"> 0 compliants Satisfaction / whistle blowing assessment



Awards and Recognitions

both a Thailand-listed company and global corporate citizen, Delta offers long-term value-add to stakeholders that delivers on the company brand promise: Smarter. Greener. Together. The growing list of Sustainability Development recognitions and international standard compliances underscore Delta's continuous improvement and long-term vision for sustainable development.



Thaipat Institute's ESG100 Universe 2021 in 7th Consecutive Year of Sustainability Recognition

June 4, 2021 - Delta Electronics (Thailand) Public Company Limited joins 100 of Thailand's best-performing public listed companies for Environmental, Social and Governance (ESG) aspects for the 7th consecutive year in the 2021 Thaipat Institute ESG100 Universe.

Delta is one of the 100 leading companies chosen for the ESG100:2021 list from among 824 SET and MAI listed companies assessed this year by the Thaipat Institute along with property funds and Real Estate Investment Trusts (REITs).

Since its launch, Delta has been in every one of Thaipat Institute's annual lists for most outstanding ESG performers on the Thai stock market. Delta's consistent recognition results from an effective sustainable development strategy and excellent value-add for investor and stakeholders.



Thailand Energy Awards in Two Categories

Delta Electronics (Thailand) PCL. received the 2021 Thailand Energy Award (TEA) in two categories: Energy Management Team for Designated Factory and Energy Supporter Company.

Despite the pandemic, Delta is continuing its energy efficiency improvement activities including its Air Compressor Improvement project in collaboration with the Metropolitan Electricity Authority (MEA) and Chulalongkorn University.

The Energy Management Team for Designated Factory category award recognizes:

- The outstanding performance of Delta's Energy Management department within the company's organizational structure to achieve company energy goals by coordinating both internal and external agencies, supporting and following-up progress in project implementation.

- Delta's Energy Management Committee, with contributions from every department, which is supporting efforts to achieve company energy management goals including recording, control, collection and monitoring, editing and sourcing data for continuous improvement in energy efficiency.

- Delta's Energy Week company-wide activity to promote and raise awareness of energy-saving among all employees.

- Delta's Energy Management annual training budget of over 400,000 THB.

The Energy Supporter Company category award recognizes:

- Delta's appointment by the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy as a guest speaker and lecturer at energy management events and seminars.

- Collaboration with Thailand authorities including the MEA, PEA, DEDE and Ministry of Industry to promote energy management best practices in the industrial sector.

- The Delta Open House event to share energy management best practices with students and companies.

- Exhibition of Delta's industrial energy management solutions at exhibition halls in Thailand.

This is the sixth year for Delta to win the prestigious sustainability award from the Ministry of Energy in recognition of factories, buildings and individuals that demonstrate responsible use of energy resources for sustainable development. Delta has Thailand Energy Awards in 2013, 2017, 2018, 2019 and 2020.





HR Excellence Awards 2021

Delta Thailand Wins HR Excellence Awards 2021 Thailand in Two Categories

Bangkok, Thailand, October 12, 2021—Delta Electronics (Thailand) PCL. won the Gold Award for Excellence in Total Rewards Strategy and Bronze Award for Excellence in Graduate Recruitment & Development at the HR Excellence Awards 2021 Thailand by Human Resources Online.

Delta Thailand competed for the awards with top-tier companies in Thailand, winning the highest recognition for its unique approach to optimizing its Total Rewards Strategy which aims to attract talent, retain and motivate employees. Delta drives sustainable growth by building a good welfare and benefits system and development program for employees to improve morale, productivity and motivation.

Highlights of Delta's compensation and benefits include:

- Annual bonus: Consistently above the Thailand electronics industry average.
- Employee and family medical expenses support for inpatient care, dental subsidy and annual health checkup.
- Annual bursary and scholarships: Support for school tuition of employees' children

Highlights of Delta's recruitment strategy include:

- International Exchange Program: Delta collaborates with top universities in Thailand and Taiwan to offer engineering

students opportunities to train and work at both universities and Delta plants at both locations.

- Employer Branding: Building the reputation and awareness of Delta Electronics Thailand among talent via social media channels, company digital platforms and career events.

Mr. Vichai Saksuriya, Delta Thailand VP of HR & Administration, received the award virtually on behalf of Delta. Speaking online, he said, "At Delta we consider people to be our greatest asset and we invest in improving our employee experience in every way. Our goal is to make Delta a top employer brand in Thailand and our HR department leverages digital platforms to recruit and develop local talent while amplifying our employer brand."



FTSE4Good Index Series 2021 in Fifth Consecutive Year of Recognition for ESG Performance

Delta Electronics (Thailand) PCL. remains a constituent of the FTSE4Good Index Series for the fifth consecutive year following the June 2021 index review by global index provider FTSE Russell.

FTSE Russell confirmed that Delta Thailand was independently assessed according to the FTSE4Good criteria, and satisfied the requirements to remain a constituent of the FTSE4Good Index Series. The FTSE4Good indices are used by a wide variety of market participants to

create and assess responsible investment funds and other products.



Ministry of Labor Awards for Outstanding Management in Work Safety, Health and Environment

Delta Electronics (Thailand) PCL. received safety awards at the Samutprakarn and Chachoengsao Labour Management Excellence Awards 2021 for outstanding workplace safety and occupational health practice.

This year, Delta joined 39 companies in Samutprakarn Province and 597 companies in Chachoengsao Province in the petrochemical, automotive, electronics and food processing industries to win awards.

- Delta Thailand Plant 5: Best Model Establishment Award for Safety, Occupational Health and Work Environment 2021 (Diamond level). This is the sixth consecutive year for Delta to receive this national-level award.
- Delta Thailand Plant 6: Outstanding Model Establishment Award for Occupational Safety, Health and Work Environment (Gold Level). This is the fourth consecutive year in a row for Delta to receive this award.





ARE-QP Award in Recognition for Excellence in Quality Promotion from the Asian Network for Quality

Delta Electronics (Thailand) PCL received the ARE-QP Award in recognition for excellence in quality promotion from the Asian Network for Quality (ANQ) at the 19th ANQ Congress 2021.

Delta joined top companies and educational institutions in Asia to receive the quality promotion award in 2021. Mr. Jackie Chang, Delta Thailand President, received the award on behalf of the company from Prof. Phulporn Saengbangpla, Honorary President of The Standards and Quality Association of Thailand (SQAT).

The ARE-QP Award is one of the highest awards for quality management in Asia and a clear recognition of Delta's best practice and outstanding performance in quality management, personnel management, social responsibility and product quality.

Established in 2002, Asian Network for Quality (ANQ) is a leading regional quality practice and management organization with members from 19 countries. ANQ aims to promote the development of quality management in Asia and has set up two awards: ARE-QP Award (for organizations) and Ishikawa-Kano Award (for individuals).



New Plant in Chachoengsao Receives LEED Gold Certification from the U.S. Green Building Council

Delta Electronics (Thailand) PCL. new Plant 7 in Wellgrow Industrial Estate, Chachoengsao has received the LEED (Leadership in Energy and Environmental Design) Gold certification in the New Construction category.

The Delta Energy Management team leveraged rich experience in industrial energy management to implement an original energy efficiency solution which optimizes energy performance and exceeds baseline energy performance by 28%. This solution includes:

- Energy efficient HVAC system with Delta Variable Frequency Drive (VFD) and high-efficiency motors to boost efficiency. The HVAC system has zero use of chlorofluorocarbon (CFC)-based refrigerant to reduce ozone depletion.
- Natural light building design with energy-saving LED lighting and sensor-activated switches.
- Building automation with flow meters and power meters for intelligent monitoring and energy-saving strategy management.

Delta's new green building has a 45% reduction in water use through measures that include a Rainwater Harvesting

System and wastewater treatment to collect and reuse water for bathrooms and gardening. Toilets have 100% water-saving sanitary ware and use recycled water for flushing.

Green areas make up 30% of the property's total open space. Company vans and shuttle buses transport 85% of employees and bicycle parking is available for up to 5% of all building occupants to reduce pollution and environmental impact from automobiles.

Improved ventilation enhances the building's indoor environment by maintaining a 30% fresh air rate in occupied areas for the comfort and well-being of occupants. Large windows provide clear views of surrounding green areas and reduce electrical lighting use. All indoor areas are non-smoking and outdoor smoking areas are well-defined to protect all from secondhand smoke exposure.



Excellent Score in 2021 Corporate Governance Report for the Sixth Consecutive year

November 25, 2020– Delta Electronics (Thailand) PCL. maintained an “Excellent” score of 94% in the Corporate Governance Report (CGR) of Thai Listed Companies 2021 for the fifth consecutive year. The Thai Institute of Directors Association (Thai IOD), with support from the Stock Exchange of Thailand (SET), conducts the CGR every year to assess corporate governance practices of Thailand's listed companies.





HR Asia Best Company to Work for in Asia Award 2021

November 26, 2021-Delta Electronics (Thailand) PCL. won the HR Asia Best Companies to Work for in Asia Award 2021 in Thailand by HR Asia. The award recognizes companies across Asia with the best HR practices, which demonstrate high levels of employee engagement and excellent workplace cultures.

In the comprehensive assessment, Delta received excellent scores on each of the dimensions: Core (Leadership & Ethics, Culture & Ethics, Active initiatives), Self (Emotional Engagement, Intention & Motivation, Behavior & Advocacy)



World HRD Congress Thailand Best Employer Brand Awards 2021

Bangkok, Thailand, January 12, 2021-Delta Electronics (Thailand) PCL. received the Award for Excellence in Training at the Thailand Best Employer Brand Awards 2021 online ceremony by World HRD Congress.

Delta Thailand competed for the award with top tier companies in Thailand, and over 100 companies in various industries who took part in the program.

The award recognizes the company's original Delta Smart Manufacturing (DSM) Training Academy, which provides a solid training structure and learning roadmap to develop employees and contributes to increased quality and productivity based on innovative technology.



Thaipat Institute Sustainability Disclosure Award for 4th Consecutive Year in 2021

December 17, 2021- Delta Electronics (Thailand) PCL. received the Thaipat Institute Sustainability Disclosure Award 2021 for the fourth consecutive year in recognition of its excellent public disclosure of company performances and coverage of its Environmental, Social and Governance (ESG) aspects in the 2021 Delta Thailand Sustainability Report. Delta was among 105 listed companies and business organizations in Thailand awarded the 2021 Sustainability Disclosure Award.

The criteria for the Sustainability Disclosure referenced from Ceres-ACCA * are: integrity. (Completeness) of content, weight, 45% score on reliability. (Credibility) of content weight 35% score in communication and presentation. (Communication) content weight of score 20%, respectively..

"Finalist" of 2020 Asia Sustainability Reporting Awards



Delta Electronics (Thailand) PCL. listed as the **finalist** of the Asia Sustainability Reporting Award 2020 for the first year in recognition of its best materiality reporting and coverage of its strategy to response to stakeholder expectation in Environmental, Social and Governance (ESG)

aspects in the Delta Thailand Sustainability Report.

An independent panel of judges reviewed 494 entries received from 17 countries across 19 award categories. After the preliminary evaluations, 102 companies from 14 countries made it to the finals. Intensely contested finals produced 40 winners grabbing 57 gold, silver and bronze medals and a Report of the Year award.



06. APPENDIX

Our scope boundary, and
methodology to get the
disclosed KPIs and external
assurance including GRI
content index and KPI
Mapping to related



About the report

Delta Electronic (Thailand) Public Company Limited or “Delta Thailand” or “Delta”’s disclosures annually disclose its Sustainable Development report to transparently communicate our continuous effort to ensure our stakeholder mutual benefit. Since our first stand-alone Sustainable development report launched with GRI-G4 standard in 2016, the company keep improve the accuracy of the report until our previous release with GRI Standard in June 2018. To enhance stakeholders’ participation, this report has prepared in two language, English and Thai (local language). Our previous issues of Sustainable development report are publicly available at <https://deltathailand.com/en/download-sd-report>

Reporting cycle

Annually, in June, Delta Thailand’s annual performance of economic, social, environmental and related achievements between January 1st and December 31th of 2021.

Coverage

Delta’s fiscal year is from January to December. The report therefore covers performance over 1 year period, in accordance with the methodology used in [Delta’s 2021 consolidated financial statements](#) that covered a 12-month period. The scope of this report includes Delta and its subsidiaries in **Thailand and its overseas subsidiaries and associates in India and Slovakia** whose nature of business are **manufacturing and assembly factories** that contribute to major revenue (98%) in consolidated financial statement . Social and Environmental performance has been collected from 7 factories in the mentioned 3 countries.

Reporting standard

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

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

Restatements of information

- There was no major changes resulting from business merger and acquisition, base year change, nature of business nor measurement method during the reporting



Calculation

Annual total compensation = base salary + cash compensation + total fair value of all annual long-term incentives

Mean compensation of all employees & CEO compensation = $\Sigma xi/n$

Percentage of total employees covered by collective bargaining agreements = $\text{Headcount of labor union member} \div \text{total employees} \times 100$

Community investment = Cash contribution + monetary value of products or stuff donation + man cost + overhead cost.

Percentage of the procurement budget spent to local supplier = $\text{Spent amount to local suppliers} \div \text{total spending} \times 100$

Percentage of recycled input materials used = $\text{Total recycled input materials used} \div \text{Total input materials used} \times 100$

Percentage of new suppliers screen by using social criteria = $\text{Total new suppliers screen by using social criteria} / \text{total new supplier in the reporting period} \times 100$

Percentage of new suppliers screen by using environmental criteria = $\text{Total new suppliers screen by using environmental criteria} / \text{total new supplier in the reporting period} \times 100$

Percentage of reclaimed products and their packaging materials = $\text{Products and their packaging materials reclaimed within the reporting period} \div \text{Products sold within the reporting period} \times 100$

Total energy consumption within the organization = Non-renewable fuel consumed + Renewable fuel consumed + Electricity, heating, cooling, and steam purchased for consumption + Self-generated electricity-Electricity, heating, cooling, and steam sold

Energy intensity = $\text{Total energy consumption} \div \text{production amount}$

Reduction of energy consumption intensity = $\text{Reduction of electricity consumption} \div \text{production amount}$

Requirement of energy of sold products = $\text{Average power consumption of sold product} \times \text{average power load rate of sold products}$

Total GHG emissions (Scope 1 and Scope 2) intensity = $\text{Total GHG emissions (Scope 1 and Scope 2)} \div \text{production amount}$

Total GHG emissions (Scope3) intensity = $\text{Total GHG emissions (Scope3)} \div \text{production amount}$

Total Volatile Organic Compounds intensity (t VOCs) = $\text{Total Volatile Organic Compounds} \div \text{production amount}$

Change in water storage = $\text{Total power consumption of sold products of the reporting period} - \text{Total power consumption of sold products at the beginning of the reporting period}$

Water consumption = $\text{Total water withdrawal} - \text{Total water discharge}$

Water consumption intensity = $\text{Total water consumption intensity} \div \text{production amount}$

Total water withdrawal = $\text{Surface water} + \text{groundwater} + \text{seawater} + \text{produced water} + \text{third-party water}$

Water withdrawal intensity = $\text{Total water withdrawal intensity} \div \text{production amount}$

Ratio of water recycled and reused as a percentage of the total water withdrawal (%) = $\text{(Total of water recycled and reused} \div \text{Total water withdrawal)} \times 100$

Total water discharged = $\text{Discharged surface water} + \text{groundwater} + \text{seawater} + \text{produced water} + \text{third-party water}$

Percentage of suppliers with significant water-related impacts from water discharge that have set minimum standards for the quality of their effluent discharge = $\text{Number of suppliers that have set minimum standards for the quality of their effluent discharge} \div \text{Number of suppliers with significant water-related impacts from water discharge} \times 100$

Change in water storage = $\text{Total water storage at the end of the reporting period} - \text{Total water storage at the beginning of the reporting period}$

Production of ODS = $\text{ODS produced} - \text{ODS destroyed by approved technologies} - \text{ODS entirely used as feedstock in the manufacture of other chemicals}$



Total weight of hazardous waste transported by destination
 = Weight of hazardous waste transported to the organization by destination from external sources/ suppliers not owned by the organization + Weight of hazardous waste transported from the organization by destination to external sources/ suppliers not owned by the organization + Weight of hazardous waste transported nationally and internationally by destination between locations owned, leased, or managed by the organization.

Waste intensity = Total amount of waste generated ÷ production amount

Diversion rate of waste (%) = (Total of Waste diverted ÷ Total amount of waste generated) x 100

Percentage of suppliers identified as having significant actual and potential negative environmental impacts = of suppliers identified as having significant actual and potential negative environmental impacts ÷ total numbers of suppliers x 100

Rate of new employee hires during the reporting period = Number of new employee hired during the reporting period ÷ total number of employee x 100

Rate of employee turnover during the reporting period = Number of employee resigned during the reporting period ÷ total number of employee x 100

Return to work rate = Total number of employees that did return to work after parental leave ÷ total number of due to return to work after taking parental leave x 100

Retention rate = Total number of employees retained 12 months after returning to work following a period of parental

leave x ÷ total number of employees returning from parental leave in the prior reporting period x 100

Rate of fatalities as a result of work-related = Number of fatalities as a result of work-related injury ÷ Number of hours worked x 1,000,000

Rate of high-consequence work-related injuries (excluding fatalities) = Number of Work related injuries that the injured worker cannot recover within 6 months (excluding fatalities) ÷ Number of hours worked x 1,000,000

Rate of recordable work-related injuries = Number of recordable work-related injuries ÷ Number of hours worked x 1,000,000

Rate of health illness = Number of occupational illness confirmed by physician ÷ Number of hours worked x 1,000,000

Rate of fatalities as a result of work-related = Number of disease cases as a result of work-related ÷ Number of hours worked x 1,000,000

Average training hours per employee = Total number of training hours provided to employees ÷ Total number of employees

Average training hours per female = Total number of training hours provided to female employees ÷ Total number of female employees

Average training hours per male = Total number of training hours provided to male employees ÷ Total number of male employees

Average training hours per employee category = Total number of training hours provided to each category of employees ÷ Total number of FTEs in category

Percentage of total employees by gender who received a regular performance and career development review during the reporting period = number of specific gender employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific gender x 100

Percentage of total employees by category who received a regular performance and career development review during the reporting period = number of specific category employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific category x 100

Ratio of the basic salary and remuneration of women to men for each employee category = Sum of women employee in specific category ÷ Sum of men employee in that specific category x 100

Percentage of workers who covered by collective bargaining agreement = Number of employees who have registered for labor union membership during the reporting period ÷ total number of employee in the reporting period x 100

Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security = Number of employees who have received formal training in the organization's human rights policies or specific procedures and their application to security ÷ total number of employee in the reporting period x 100



LRQA Independent Assurance Statement

Relating to Delta Electronics (Thailand) Public Company Limited's Sustainability Report for the calendar 2021

This Assurance Statement has been prepared for Delta Electronics (Thailand) Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Ltd. was commissioned by Delta Electronics (Thailand) Public Company Limited (DELTA) to provide independent assurance on its Sustainability Report 2021 (the Report) against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier using AccountAbility's AA1000AS v3 Type 2 approach¹.

Our assurance engagement covered DELTA's operations and activities in India, Slovakia and Thailand (as Head Office) and specifically the following requirements:

- Evaluating the nature and extent of DELTA's adherence to all four AA1000 AccountAbility Principles - inclusivity, materiality, responsiveness and impact.
- Confirming that the report is in accordance with GRI Standards and core option including related universal social responsibility standards principles addressed in ISO 26000
- Reviewing the integrity of DELTA's Mechanisms for advice and concerns about ethics (GRI 102-17)
- Evaluating the reliability of data and information for the selected economic, environmental and social indicators listed below:
- Economics: Human Capital Return on Investment and Community investment (GRI201-1); Operations assessed for risks related to corruption (GRI205-1); Communication and training about anticorruption policies and procedures (GRI205-2) and Confirmed incidents of corruption and actions taken (GRI205-3).
- Environmental: Recycled input materials used (GRI301-2); Energy consumption within the organization (GRI302-1); Reduction of energy consumption (GRI 302-4); Water withdrawal (GRI 303-3); Water discharge (GRI 303-4); Water consumptions (GRI303-5); Direct GHG emissions (Scope 1) (GRI305-1); Energy indirect GHG emissions (Scope 2) (GRI305-2); Other indirect GHG emission (GRI305-3) - Transportation of Raw material and Finished Goods (Ocean and Air Freight only) and Transportation of Business trip by Air Freight; Nitrogen oxides (NOx), Sulfur oxides (SOx) and other significant air emissions (GRI305-7); Waste generated (GRI306-3); Waste directed to disposal (GRI306-4); Waste diverted from disposal (GRI 306-5); New Suppliers that were screened using environmental criteria (GRI308-1).
- Social: Work-related injuries and Work-related ill health (GRI403-9 and 10); Average hours of training per year per employee (GRI 404-1); Percentage of employee receiving regular performance review (GRI 404-3); Ratio of basic salary and remuneration of women and men (GRI405-2); Operations in which the right to freedom of association and collective bargaining (GRI 407-1); Operations with local community engagement, impact assessments, and development programs (GRI 413-1); New suppliers that were screened using social criteria (GRI414-1).

Our assurance engagement excluded DELTA's data and information of the selected indicators (GRI 201-1, 301-2, 403-9 and 403-10) outside of Thailand

LRQA's responsibility is only to DELTA. LRQA disclaims any liability or responsibility to others as explained in the end footnote. DELTA's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of DELTA.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that DELTA has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

¹ GHG quantification is subject to inherent uncertainty.

Note: The extent of evidence-gathering for a moderate level assurance engagement is less than for a high-level assurance engagement. moderate level assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate level assurance engagement is substantially lower than the assurance that would have been obtained had a high-level assurance engagement been performed.

LRQA's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing DELTA's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through reviewing associated records.
- Reviewing DELTA's process for identifying and determining material issues to confirm that the right issues were included in their Report. We did this by benchmarking reports written by DELTA and its peers. We also tested the filters used in determining material issues to evaluate whether DELTA makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing DELTA's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems as well as collaborate opinions for other third parties. We also spoke with those key peoples responsible for compiling the data and writing the Report.
- Sampling facilities and consolidated data and information at DELTA's head office.

Observations

Further observations and findings, made during the assurance engagement, are:

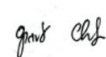
- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from DELTA's stakeholder engagement process to address impacts.
- Materiality: We are not aware of any material issues concerning DELTA's sustainability performance that have been excluded from the Report. DELTA reviews regularly their material issues, against their established and extensive criteria for determining material issues, to reconfirm that their material issues are still relevant. The criteria for determining materiality are not biased to DELTA.
- Responsiveness: DELTA has processes for responding to various stakeholder groups, included establish of GHGs reduction target to its clients and stakeholders.
- Reliability: DELTA uses spreadsheets together with ERP to consolidate data and information associated with the selected economic, environmental and social indicators. DELTA should apply periodically internal verification to enhance the data quality and promote awareness of data and information disclosure throughout the operations.
- Impact: DELTA has processes and KPI's to monitor and measure material issues of concern to stakeholder groups e.g., recycled material usages.

LRQA's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for DELTA and as such does not compromise our independence or impartiality.

Dated: 27 June 2022



Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
22nd Floor, Sirinrat Building, 3388/78 Rama IV Road
Klongton, Klongtoey, Bangkok 10110 THAILAND
LRQA reference: BGK00000755

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The English version of this Assurance Statement is the only valid version. LRQA Group Limited assumes no responsibility for versions translated into other languages.

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GRI Content Index

Structure:

The structure of this report follows the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards 2020"

Mapping tools of related initiatives we claimed in this index:

- ISO26000: [ISO - GRI G4 Guidelines and ISO 26000:2010](#)
- TCFD: [Driving Alignment in Climate-related Reporting \(how GRI Standards can be used to meet the TCFD requirements\)](#)
- CDP: [gri-standards-and-cdp-2017-climate-change-linkage-document.pdf \(globalreporting.org\)](#)
- UNGC: [Making the Connection - Using GRI's Guidelines to Create a COP | UN Global Compact](#)
- SDG: <https://www.globalreporting.org/media/lbvnxb15/mapping-sdgs-gri-update-march.pdf>
- CRBP: [Children are everyone's business 2.0](#)

GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
102-1	Name of the organization	<ul style="list-style-type: none"> This report page 2 Website 			6.4.1, 6.4.2					
102-2	Activities, brands, products, and services	<ul style="list-style-type: none"> This report page 2, 10-15 Annual Report page 1-4, 18-28 Website 			6.4.1, 6.4.2					
102-3	Location of headquarters	<ul style="list-style-type: none"> This report page 2, back cover Annual Report page 3 Website 			6.4.1, 6.4.2					
102-4	Location of operations	<ul style="list-style-type: none"> This report page 11, 67 Annual Report page 42-43 Website 			6.4.1, 6.4.2					Principle 1
102-5	Ownership and legal form	<ul style="list-style-type: none"> Annual Report page 47-49, 133-135 Audit Financial Statement page 18-19 Website 			6.4.1, 6.4.2					
102-6	Markets served	<ul style="list-style-type: none"> This report page 10,11 Annual Report page 47-49, 172 Audit Financial statement page 65 			6.4.1, 6.4.2					
102-7	Scale of the organization	<ul style="list-style-type: none"> This report page 2, 10-11, 13,31,40, 94-97 Annual Report page 3-5, 98 			4.4, 6.4.1, 6.4.2					
102-8	Information on employees and other workers	<ul style="list-style-type: none"> This report page 94-97 Annual Report page 98 			4.4, 6.4.1, 6.4.2			principle 6	8.5, 10.3	
102-9	Supply chain	This report page 58			4.4, 6.4.1, 6.4.2					



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
102-10	Significant changes to the organization and its supply chain	This report page 58,142			4.4, 6.4.1, 6.4.2					
102-11	Precautionary Principle or approach	This report page 18-23			4.4, 6.4.1, 6.4.2					Principle 1
102-12	External initiatives	This report page 19, 24, 29, 39, 48, 80, 86, 97, 111,120,131			4.4, 6.4.1, 6.4.2		CC2.3 b , CC2.3c, CC 2.3 d			Principle 1
102-13	Membership of associations	<ul style="list-style-type: none"> This report page 112-113 Membership of Association disclosure Philanthropic contribution disclosure 			4.4, 6.4.1, 6.4.2					
102-14	Statement from senior decision-maker	This report page 7-8			4.4, 4.7, 6.2	Strategy (a)	CC2.2, CC2.2a, CC3.1, CC3.1e, CC3.1f			
102-15	Key impacts, risks, and opportunities	This report page 14, 23-26			4.4, 6.2	Strategy (a), (b), Risk Management (a), (b), (c), Metrics and Targets (a), (c)	CC2.1, CC2.1a, CC2.1b, CC2.1c, CC2.2, CC2.2a, CC3.1a, CC3.1b, CC3.1c, CC3.1d, CC3.1e, CC3.1f, CC5.1, CC5.1a, CC5.1b, CC5.1c, CC6.1, CC6.1a, CC6.1b, CC6.1c			Principle 1
102-16	Values, principles, standards, and norms of behavior	<ul style="list-style-type: none"> This report page 5, 36 , 40 Corporate Governance Policy Code of Conduct Anti-corruption policy Delta's membership on Thai CAC site Supplier SR Management Measure 		✓	4.4			principle 10	16.3	Principle 1
103-1	Explanation of the material topic and its Boundary	This report page 5,36,40		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)				Principle 1
103-2	The management approach and its components	<ul style="list-style-type: none"> This report page 36-40 Corporate Governance Policy Anti-corruption Policy 		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)				Principle 1



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
103-3	Evaluation of the management approach	This report page 37-39		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				Principle 1
102-17	Mechanisms for advice and concerns about ethics	This report page 40	-	✓	4.4			principle 10	16.3	
102-18	Governance structure	<ul style="list-style-type: none"> This report page 16, 36-39 Corporate Governance Policy BOD Competence Matrix 			4.4, 6.2	Governance (a)	CC1.1, CC1.1a			Principle 1
102-19	Delegating authority	This report page 16, 36-39			4.4, 6.2	Governance (a)				Principle 1
102-20	Executive-level responsibility for economic, environmental, and social topics	This report page 30, 37-39			4.4, 6.2	Governance (a),(b)	CC1.1a			Principle 1
102-21	Consulting stakeholders on economic, environmental, and social topics	<ul style="list-style-type: none"> This report page 19-21,50,52,98-101 Stakeholder Engagement Guideline Shareholder meeting Opportunity day Customer experience survey 			4.4, 6.2				16.7	Principle 1
102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> This report page 31-34 Corporate Governance Policy BOD Competence Matrix Annual Report page 91-97, 186-203 			4.4, 6.2				5.5, 16.7	Principle 1
102-23	Chair of the highest governance body	<ul style="list-style-type: none"> This report page 33 Annual Report page 186-194 BOD Competence Matrix 			4.4, 6.2				16.6	
102-24	Nominating and selecting the highest governance body	<ul style="list-style-type: none"> This report page 32-33,35 Annual Report page 85-87 			4.4, 6.2				16.7 5.5	
102-25	Conflicts of interest	<ul style="list-style-type: none"> This report page 38 Annual Report page 89-90, 111-112 BOD Competence Matrix 			4.4, 6.2				16.6	
102-26	Role of highest governance body in setting purpose, values, and strategy	<ul style="list-style-type: none"> This report page 31-34 Corporate Governance Policy BOD Competence Matrix Annual Report page 91-97, 186-203 			4.4, 6.2	Governance (a)				



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
102-27	Collective knowledge of highest governance body	<ul style="list-style-type: none"> This report page 36 Annual Report page 186 - 198 BOD Competence Matrix 			4.4, 6.2	Governance (a)			4.7	
102-28	Evaluating the highest governance body's performance	<ul style="list-style-type: none"> This report page 37-39 Annual Report page 103-106 			4.4, 6.2					
102-29	Identifying and managing economic, environmental, and social impacts	This report page 16, 24-27, 30			4.4, 6.2	Governance (a),(b), Risk Management (a), (b)	CC2.1, CC2.1a, CC2.1b, CC2.1c		16.7	
102-30	Effectiveness of risk management processes	<ul style="list-style-type: none"> This report page 16, 24-27, 30 Annual Report page 52-54, 200 			4.4, 6.2		CC2.1, CC2.1a, CC2.1b, CC2.1c			
102-31	Review of economic, environmental, and social topics	<ul style="list-style-type: none"> This report page 34 Annual Report page 52-55, 200 			4.4, 6.2	Governance (a), (b)	CC2.1, CC2.1a, CC2.1b, CC2.1c			
102-32	Highest governance body's role in sustainability reporting	<ul style="list-style-type: none"> This report page 27-30 			4.4, 6.2	Governance (a), (b)				
102-33	Communicating critical concerns	<ul style="list-style-type: none"> This report page 21-27 Annual Report page 52-67 			4.4, 6.2					
102-34	Nature and total number of critical concerns	<ul style="list-style-type: none"> This report page 27 			4.4, 6.2					
102-35	Remuneration policies	<ul style="list-style-type: none"> This report page 38 2022 AGM Minutes page 7-10 Annual Report page 97 			4.4, 6.2		CC1.2, CC1.2a			
102-36	Process for determining remuneration	<ul style="list-style-type: none"> This report page 38 2022 AGM Minutes page 7-10 Annual Report page 97 			4.4, 6.2					
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> This report page 38 2022 AGM Minutes page 7-10 Annual Report page 97 			4.4, 6.2				16.7	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
102-38	Annual total compensation ratio	<ul style="list-style-type: none"> This report page 39 Annual Report page 106 2020 AGM Minutes page 7-10 			4.4, 6.2					
102-39	Percentage increase in annual total compensation ratio	<ul style="list-style-type: none"> This report page 34 Annual Report page 97 			4.4, 6.2					
102-40	List of stakeholder groups	<ul style="list-style-type: none"> This report page 25-26 Stakeholder Engagement Guideline 		✓	4.4					
102-41	Collective bargaining agreements	This report page 102			4.4			principle 3	8.8	
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> This report page 25-26 Stakeholder Engagement Guideline 		✓	4.4					Principle 1
102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> This report page 25-26 Stakeholder Engagement Guideline 		✓	4.4					Principle 1
102-44	Key topics and concerns raised	This report page 25-26			4.4					Principle 1
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> This report page 67,142 Annual Report page 47-49, 134 			4.4					Principle 1
102-46	Defining report content and topic Boundaries	This report page 21-27, 67,142			4.4					Principle 1
102-47	List of material topics	This report page 27		✓	4.4					Principle 1
103-1	Explanation of the material topic and its Boundary	This report page 21-27		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)				
103-2	The management approach and its components	This report page 21-27		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)				



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
103-3	Evaluation of the management approach	This report page 21-27		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				
102-48	Restatements of information	This report page 142-127								
102-49	Changes in reporting	This report page 142								
102-50	Reporting period	This report page 2, 142								
102-51	Date of most recent report	This report page 142								
102-52	Reporting cycle	This report page 142								
102-53	Contact point for questions regarding the report	This report page 167								
102-54	Claims of reporting in accordance with the GRI Standards	This report page 142			4.2					
102-55	GRI content index	This report page 146-164								
102-56	External assurance	This report page 145			4.2		CC8.6, CC8.6a, CC8.6b, CC8.7, CC8.7a, CC8.8, CC14.2, CC14.2a			
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> This report page 31,40,125-127 Annual Report page 4-5, 124-132 Membership of Association disclosure Philanthropic contribution disclosure 		✓	6.8.1, 6.8.2, 6.8.3, 6.8.7, 6.8.9		material issue		2.a, 5.1, 5.4, 7.a, 7.b, 8.1, 8.2, 9.1, 9.4, 9.5, 9.a	
103-1	Explanation of the material topic and its Boundary	This report page 9-16, 21-27, 142		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)				



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
103-2	The management approach and its components	This report page 14-15, 25-27		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)				
103-3	Evaluation of the management approach	This report page 25, 31-32		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				
201-2	Financial implications and other risks and opportunities due to climate change	<ul style="list-style-type: none"> This report page 14, 31 TCFD disclosure 			6.5.5	Governance (b), Strategy (a),(b), Risk Management (a),(b),(c), Metrics and Targets (a), (b), (c)	CC5.1, CC5.1a, CC5.1b, CC5.1c, CC6.1, CC6.1a, CC6.1b, CC6.1c	principle 7	13.1	
201-3	Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> This report page 88-89 Annual Report page 141-142 			6.8.7					
201-4	Financial assistance received from government	<ul style="list-style-type: none"> Annual Report page 168-170 								
202-1	Ratio of entry level wage by gender compared to local minimum wage	This report page 88, 109			6.3.7, 6.3.110, 6.4.3, 6.4.4, 6.8.1, 6.8.2			principle 6	1.2, 5.1, 8.2, 8.5	
202-2	Proportion of senior management hired from the local community	This report page 97			6.4.3, 6.8.1, 6.8.2, 6.8.5, 6.7			principle 6	8.5	
203-1	Infrastructure investments and services supported	<ul style="list-style-type: none"> This report page 111 Membership of Association disclosure Philanthropic contribution disclosure 			6.3.9, 6.8.1, 6.8.2, 6.8.5, 6.8.7, 6.8.9				11.2, 2.a, 5.1, 7.a, 7.b, 9.1, 9.4, 9.a	
203-2	Significant indirect economic impacts	This report 17,29,43,93,111			6.3.9, 6.6.6, 6.6.7, 6.7.6, 6.8.1, 6.8.2, 6.8.7, 6.8.9				1.2, 10.b, 17.3, 2.3, 3.8, 8.2, 8.3, 8.5	Principle 10
204-1	Proportion of spending on local suppliers	This report page 50			6.4.3, 6.6.6, 6.8.1, 6.8.2, 6.8.7				1.4, 5.1, 8.3	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
205-1	Operations assessed for risks related to corruption	This report page 36,52		✓	6.6.1, 6.6.2, 6.6.3			principle 8 principle 10	16.5	Principle 10
205-2	Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> This report page 37,93 Anti-corruption policy 		✓	6.6.3, 6.6.7			principle 7 principle 8 principle 10	16.5	Principle 10
205-3	Confirmed incidents of corruption and actions taken	This report page 39		✓	6.6.1, 6.6.2, 6.6.3			principle 8 principle 10	16.5	Principle 10
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	This report page 39			6.6.1, 6.6.2, 6.6.3			principle 8	16.3	
207-1	Approach to tax	<ul style="list-style-type: none"> Tax policy This report page 31-32, 35,112-114 							17.3	
207-2	Tax governance, control and risk management	<ul style="list-style-type: none"> This report page 31-32, 35,112-114 Annual Report page145, 152,166-172 Website 							17.3	
207-3	Stakeholder engagement and management of concerns related to tax	<ul style="list-style-type: none"> Stakeholder engagement guideline 							17.3	
207-4	Country by country reporting	Annual Report page 167							17.3	
301-1	Materials used by weight or volume	This report 58, 64			6.5.4			principle 7 principle 8	12.2, 8.4	
301-2	Recycled input materials used	This report page 64		✓	6.5.4		material issue	principle 8	12.2, 12.5, 8.4	
103-1	Explanation of the material topic and its Boundary	This report page 56-57, 67,142		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)				



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
103-2	The management approach and its components	This report page 56-57		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)				
103-3	Evaluation of the management approach	This report page 56-58, 64		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				
301-3	Reclaimed products and their packaging materials	This report page 64						principle 8	12.2, 12.5, 8.4	
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> This report page 71 - 72 ISO 50001 certificate (Thailand) ISO 14001 certificate (Thailand) ISO 14001 Certification (India) ISO 14001 Certification (Slovakia) 2022 Sustainability in numbers page 8 		✓	6.5.4	Metrics and Targets (a), (c)	CC10.1a, CC11.2, CC11.3, CC11.3a, CC11.4, CC11.5	principle 7 principle 8	12.2, 13.1, 7.2, 7.3, 8.4	
103-1	Explanation of the material topic and its Boundary	This report page 58, 59		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)				
103-2	The management approach and its components	This report page 44, 53-55, 58, 59		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)	CC3.1, CC3.1a, CC3.1b, CC3.1c			
103-3	Evaluation of the management approach	This report page 43, 44, 53-55, 58, 59		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				
302-2	Energy consumption outside of the organization	This report page 67, 68			6.5.4	Metrics and Targets (a), (c)		principle 8	12.2, 13.1, 7.2, 7.3, 8.4	
302-3	Energy intensity	<ul style="list-style-type: none"> This report page 71-72 2022 Sustainability in numbers page 8 			6.5.4	Metrics and Targets (a), (c)	CC10.1a, CC11.2, CC11.3, CC11.3a, CC11.4, CC11.5	principle 8	12.2, 13.1, 7.3, 8.4	
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> This report page 71-73 2022 Sustainability in numbers page 8 		✓	6.5.4, 6.5.5	Metrics and Targets (a), (c)		principle 8 principle 9	12.2, 13.1, 7.3, 8.4	
302-5	Reductions in energy requirements of	This report page 49-50			6.5.4, 6.5.5	Metrics and Targets (a), (c)		principle 9	12.2, 13.1, 7.3, 8.4	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
	products and services									
303-1	Interactions with water as a shared resource	This report page 85-86				Metrics and Targets (a), (c)		principle 8	6.4	
303-2	Management of water discharge-related impacts	This report page 85-89				Metrics and Targets (a), (c)		principle 8	6.4	
303-3	Water withdrawal	<ul style="list-style-type: none"> This report page 85-89 2022 Sustainability in numbers page 9-11 		✓		Metrics and Targets (a), (c)		principle 7 principle 8	6.4	
303-4	Water discharge	<ul style="list-style-type: none"> This report page 85-89 2022 Sustainability in numbers page 11, 15 		✓		Metrics and Targets (a), (c)		principle 7 principle 8	6.3, 6.4	
303-5	Water consumption	<ul style="list-style-type: none"> This report page 85-89 2022 Sustainability in numbers page 12 		✓		Metrics and Targets (a), (c)		principle 7 principle 8	6.3, 6.4	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<ul style="list-style-type: none"> This report page 63, 66, 75-76, 79-89, 91 2021 DET's Water risk assessment result TCFD disclosure EHS Policy 			6.5.6				15.1, 15.4, 15.5, 6.6	
304-2	Significant impacts of activities, products, and services on biodiversity	<ul style="list-style-type: none"> This report page 75,91 2021 DET's Water risk assessment result TCFD disclosure 			6.5.6			principle 8	8, 14.2, 15.1, 15.4, 15.5, 6.6	
304-3	Habitats protected or restored	<ul style="list-style-type: none"> This report page 67, 75,87-89, 91 2021 DET's Water risk assessment result 			6.5.6			principle 8	14.2, 15.1, 15.4, 15.5, 6.6	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<ul style="list-style-type: none"> This report page 91 2021 DET's Water risk assessment result 			6.5.6			principle 8	14.2, 15.1, 15.4, 15.5, 6.6	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> This report page 68-69 Delta Thailand GHG Inventory Report Delta Thailand ISO14064-1 certificate Delta India ISO14064-1 certificate Delta Slovakia ISO14064-1 certificate 2022 Sustainability in numbers page 12-13 		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC13.1, CC13.1a, CC13.1b, CC13.2, CC13.2a, CC7.1, CC7.2, CC7.2a, CC7.3, CC7.4, CC8.1, CC8.2, CC8.9, CC8.9a, CC9.1, CC9.1a, CC9.2, CC9.2a, CC9.2b, CC9.2c, CC9.2d	principle 7 principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> This report page 68-69 Delta Thailand GHG Inventory Report Delta Thailand ISO14064-1 certificate Delta India ISO14064-1 certificate Delta Slovakia ISO14064-1 certificate 2022 Sustainability in numbers page 12-13 		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC13.1, CC13.1a, CC13.1b, CC13.2, CC13.2a, CC7.1, CC7.2, CC7.2a, CC7.3, CC7.4, CC8.1, CC8.3, CC8.3a, CC10.1, CC10.1a, CC10.2, CC10.2a, CC10.2b, CC10.2c	principle 7 principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> This report page 68-69 Delta Thailand GHG Inventory Report Delta Thailand ISO14064-1 certificate Delta India ISO14064-1 certificate Delta Slovakia ISO14064-1 certificate 2022 Sustainability in numbers page 12-13 		✓	6.5.5	Governance (b). Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC13.1, CC13.1a, CC13.1b, CC13.2, CC13.2a, CC3.1a, CC3.1b, CC3.1c, CC3.1e, CC8.9, CC8.9a, CC14.1	principle 7 principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> This report page 10, 25-27, 56-57 TCFD disclosure EHS Policy 		✓	4.4, 5.2		CC1.1, CC1.1a, CC1.2, CC1.2a, CC2.1, CC2.1a, CC2.1b, CC2.1c,			



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
						Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)	CC2.1d, CC2.2, CC2.2a, CC2.2b, CC2.2c, CC2.2d, CC3.1, CC3.1a, CC3.1b, CC3.1c, CC3.3, CC3.3a, CC3.3b, CC3.3c, CC3.3d, CC8.4, CC8.4a			
103-2	The management approach and its components	<ul style="list-style-type: none"> This report page 9, 10, 12, 15, 26-27, 57 TCFD disclosure EHS Policy 		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC1.1, CC1.1a, CC1.2, CC1.2a, CC2.1, CC2.1a, CC2.1b, CC2.1c, CC2.1d, CC2.2, CC2.2a, CC2.2b, CC2.2c, CC2.2d, CC3.1, CC3.1a, CC3.1b, CC3.1c, CC3.3, CC3.3a, CC3.3b, CC3.3c, CC3.3d, CC8.4, CC8.4a			
103-3	Evaluation of the management approach	<ul style="list-style-type: none"> This report page 26-27, 57 TCFD disclosure 		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)				
305-4	GHG emissions intensity	<ul style="list-style-type: none"> This report page 68-69 2022 Sustainability in numbers page 13 GHG Inventory report 			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC12.2, CC12.3	principle 8	13.1, 14.3, 15.2	
305-5	Reduction of GHG emissions	<ul style="list-style-type: none"> This report page 68-69 Delta Thailand GHG Inventory Report Delta Thailand ISO14064-1 certificate Delta India ISO14064-1 certificate Delta Slovakia ISO14064-1 certificate 			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC3.3a, CC3.3b, CC7.2, CC7.2a, CC7.3, CC12.1, CC12.1a, CC12.1b, CC14.3, CC14.3a	principle 8	13.1, 14.3, 15.2	
305-6	Emissions of ozone-depleting substances (ODS)	This report page 82			6.5.3, 6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)		principle 7 principle 8	12.4, 3.9	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	<ul style="list-style-type: none"> This report page 82-84 2022 Sustainability in numbers page 13 		✓	6.5.5	Governance (b). Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	CC12.2, CC12.3	principle 7 principle 8	11.6, 12.4, 14.3, 15.2, 3.9	
306-1	Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> This report page 79-80 Local regulator official endorsement 			6.5.3	Metrics and Targets (a), (c)		principle 8	12.4, 12.5, 3.9	
306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> This report page 79-81 Local regulator official endorsement 2022 Sustainability in numbers page 14, 16 			6.5.3	Metrics and Targets (a), (c)		principle 7 principle 8	12.4, 12.5, 3.9, 6.3	
306-3	Waste generated	<ul style="list-style-type: none"> This report page 79-80 Local regulator official endorsement 2022 Sustainability in numbers page 14, 16 		✓	6.5.3	Metrics and Targets (a), (c)		principle 8	12.4, 12.5, 14.1, 15.1, 3.9, 6.3, 6.6	
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> This report page 79-80 Local regulator official endorsement 2022 Sustainability in numbers page 14, 16 		✓	6.5.3	Metrics and Targets (a), (c)		principle 8	12.4, 12.5, 3.9	
306-5	Waste directed to disposal	<ul style="list-style-type: none"> This report page 79-80 Local regulator official endorsement 2022 Sustainability in numbers page 14, 16 		✓	6.5.3	Metrics and Targets (a), (c)		principle 8	12.4, 12.5, 3.9	
307-1	Non-compliance with environmental laws and regulations	<ul style="list-style-type: none"> This report page 47,58-61, 66-69, 79, 82-84, 74-75 Local regulator official endorsement 			4.6			principle 8	16.3	Principle 7
308-1	New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> This report page 56- 59, 61 Procurement agreement Supplier Management Measure 		✓	6.3.5, 6.6.6			principle 8		Principle 7
308-2	Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> This report page 58-59, 61 			6.3.5, 6.6.6			principle 8		



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
401-1	New employee hires and employee turnover [This Standard includes a Standard Interpretation on how to calculate the rates of new employee hires and employee turnover.]	<ul style="list-style-type: none"> This report page 94-96 Employment policy 			6.4.1, 6.4.2, 6.4.3			principle 6	5.1, 8.5, 8.6	Principle 3
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<ul style="list-style-type: none"> This report page 89,101 Employment policy Welcome onboard, manual for new employees 			6.4.1, 6.4.2, 6.4.4, 6.8.7			principle 8	3.2, 5.4, 8.5	Principle 3
401-3	Parental leave	<ul style="list-style-type: none"> This report page 96, 101 Employment policy Welcome onboard, manual for new employees 			6.4.1, 6.4.2, 6.4.4			principle 6	5.1, 5.4, 8.5	Principle 3
402-1	Minimum notice periods regarding operational changes	<ul style="list-style-type: none"> This report page 97 Employment policy Welcome onboard, manual for new employees 			6.4.1, 6.4.2, 6.4.3, 6.4.5			principle 3	8.8	
403-1 (2018)	Occupational health and safety management system	<ul style="list-style-type: none"> This report page 110 ISO 45001 certificate: Thailand, India, Slovakia 							8.8	
403-2 (2018)	Hazard identification, risk assessment, and incident investigation	This report page 90, 111							3.3, 3.4, 3.9, 8.8	
403-3 (2018)	Occupational health services	<ul style="list-style-type: none"> This report page 90, 115-117 Welcome onboard 							3.3, 3.4, 3.9, 8.8	
403-4 (2018)	Worker participation, consultation, and communication	This report 103,110-113, 120,124							8.8	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
	on occupational health and safety									
403-5 (2018)	Worker training on occupational health and safety	This report 106,116,120								
403-6 (2018)	Promotion of worker health	<ul style="list-style-type: none"> This report page 90, 115-117 Happy workplace policy Employment policy Welcome onboard, manual for new employees 								
403-7 (2018)	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> This report 90, 115-117 Environment, Safety and Health Policy Supplier Management Measure Local community endorsement letter 								
403-8 (2018)	Workers covered by an occupational health and safety management system	This report 109								
403-9 (2018)	Work-related injuries	This report page 117-118		✓						
403-10 (2018)	Work-related illness	This report page 90, 117-118		✓						
103-1	Explanation of the material topic and its Boundary	This report page 90, 117-118, 143, 147		✓	4.4, 5.2	Strategy (a), (b), Risk Management (a), (c), Metrics and Targets (a), (b)		principle 7 principle 8		
103-2	The management approach and its components	<ul style="list-style-type: none"> This report page 26,79,86 CG policy Employment policy Environment, Safety and Health Policy Local community endorsement letter 		✓	4.4, 5.2	Governance (b), Strategy (a), (b), Risk Management (a), (b),(c), Metrics and Targets (a), (b), (c)		principle 7 principle 8		
103-3	Evaluation of the management approach	This report page 90, 117-118		✓	4.4, 5.2	Strategy (a), (b), Risk Management (c), Metrics and Targets (a), (b)		principle 8		



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
404-1	Average hours of training per year per employee	This report page 105		✓	6.4.7			principle 6	4.3, 4.4, 4.5, 8.2, 8.5	Principle 3
404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> This report page 106-108 Employment policy Membership of Association disclosure Philanthropic contribution disclosure 			6.4.7, 6.8.5			principle 8	8.2, 8.5	Principle 3
404-3	Percentage of employees receiving regular performance and career development reviews	This report page 100		✓	6.4.7			principle 6	10.3, 5.1, 8.5	
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> This report page 36, 94-96 CG Policy BOD Competence Matrix Employment policy 			6.2.3, 6.3.7, 6.3.110, 6.4.3			principle 6	5.1, 5.5, 8.5	Principle 3
405-2	Ratio of basic salary and remuneration of women to men	This report page 100		✓	6.3.7, 6.3.10, 6.4.3, 6.4.4			principle 6	10.3, 5.1, 8.5	
406-1	Incidents of discrimination and corrective actions taken	This report page 98			6.3.1, 6.3.2, 6.3.6, 6.3.7, 6.3.10, 6.4.3			principle 6	16.b, 5.1, 8.8	Principle 1,3
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	This report page 58-60		✓	6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.8, 6.3.10, 6.4.5, 6.6.6			principle 3	8.8	Principle 3
408-1	Operations and suppliers at significant risk for incidents of child labor	This report page 135			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.5, 6.3.10, 6.6.6, 6.8.4			principle 5	16.2, 8.7	Principle 1,2, 3



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<ul style="list-style-type: none"> This report page 58-60 Procurement agreement RMI Agreement Supplier Management Measure 			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.10, 6.6.6			principle 4	8.7	
410-1	Security personnel trained in human rights policies or procedures	This report page 106			6.3.1, 6.3.2, 6.3.4, 6.3.5, 6.6.6			principle 1	16.1	Principle 8
411-1	Incidents of violations involving rights of indigenous peoples	This report page 98			6.3.1, 6.3.2, 6.3.4, 6.3.6, 6.3.7, 6.3.8, 6.6.7, 6.8.3			principle 1	2.3	
412-1	Operations that have been subject to human rights reviews or impact assessments	This report page 60, 98			6.3.1, 6.3.2, 6.3.3, 6.3.4, 6.3.5			principle 1		principle 1
412-2	Employee training on human rights policies or procedures	This report page 105			6.3.1, 6.3.2, 6.3.5			principle 1		
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	<ul style="list-style-type: none"> This report page 50 Procurement agreement 			6.3.1, 6.3.2, 6.3.3, 6.3.5, 6.6.6			principle 2		
413-1	Operations with local community engagement, impact assessments, and development programs	This report page 20, 38, 80, 91, 114-120		✓	6.3.9, 6.5.1, 6.5.2, 6.5.3, 6.7.9			principle 1		Principle 7



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
413-2	Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> This report page 20, 38,72, 80, 114 Local regulator official endorsement 			6.3.9, 6.5.3, 6.7.9			principle 1	2.3	Principle 7
414-1	New suppliers that were screened using social criteria	<ul style="list-style-type: none"> This report page 57 Procurement Agreement 		✓	6.3.5, 6.6.6, 6.8.1, 6.8.2			principle 7 principle 8		Principle 2, 3
414-2	Negative social impacts in the supply chain and actions taken	<ul style="list-style-type: none"> This report page 49, 58-60 Supplier Management Measure page 4-13 			6.3.5, 6.6.1, 6.6.2, 6.6.6, 6.8.1, 6.8.2			principle 7 principle 8		Principle 1, 2,10
415-1	Political contributions	<ul style="list-style-type: none"> This report page 112-114 Membership of Association disclosure Philanthropic contribution disclosure 					CC2.3, CC2.3a, CC2.3e, CC2.3f, CC2.3g	principle 8 principle 10	16.5	
416-1	Assessment of the health and safety impacts of product and service categories	This report page 114			6.7.1, 6.7.2, 6.7.4, 6.7.5, 6.8.8			principle 8		Principle 5
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	This report page 114			4.6, 6.7.1, 6.7.2, 6.7.4, 6.7.5, 6.8.8			principle 8	16.3	
417-1	Requirements for product and service information and labeling	This report page 51			6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9			principle 8	12.8	Principle 5,6
417-2	Incidents of non-compliance concerning product and service information and labeling	This report page 51			4.6, 6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5			principle 7 principle 8	16.3	



GRI Standard	Description	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO26000	TCFD	CDP	UNGC	SDG	CRBP
417-3	Incidents of non-compliance concerning marketing communications	This report page 51			4.6, 6.7.1, 6.7.2, 6.7.3			principle 7 principle 8	16.3	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> This report page 77 ISO/IEC27001:2013 certificate 			6.7.1, 6.7.2, 6.7.6			principle 8	16.a, 16.3, 16.10	Principle 6
419-1	Non-compliance with laws and regulations in the social and economic area	<ul style="list-style-type: none"> This report page 42 Local regulator official endorsement 			4.6, 6.7.1, 6.7.2, 6.7.6			principle 7 principle 8	16.3	Principle 6





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บริษัท เทคโนโลยี อีเลคโทรนิคส์ (ประเทศไทย) จำกัด (มหาชน)

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