



A Better Tomorrow

2026 | Sustainable Development Report

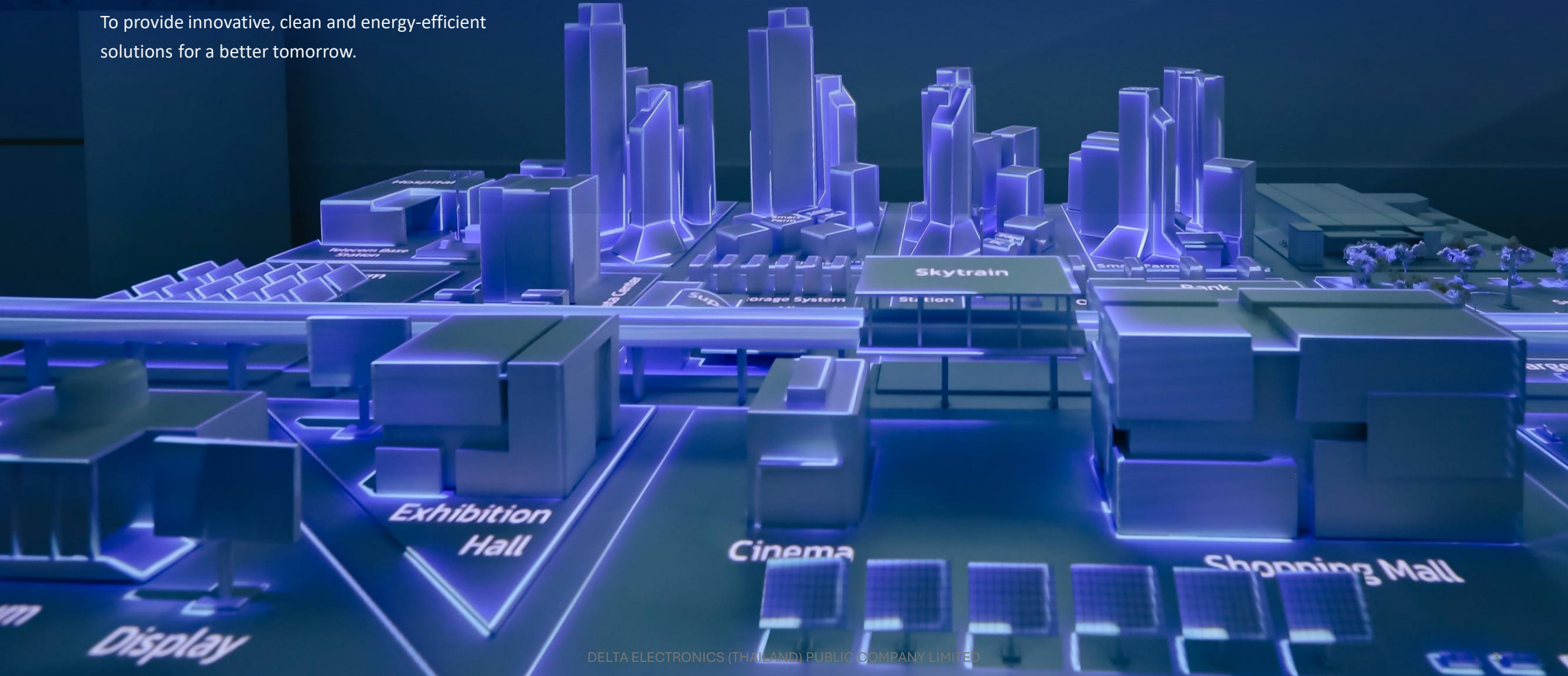
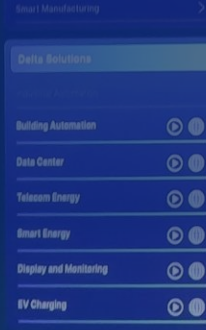


DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

SYMBOL:	DELTA
LISTED:	The Stock Exchange of Thailand
INDUSTRY:	Technology
SECTOR:	Electronic Components
ISSB SUSTAINABLE INDUSTRY CLASSIFICATION SYSTEM® (SICS®)	Electronic Manufacturing Services & Original Design Manufacturing (TC-ES)
TYPE OF OPERATION:	Manufacturing for export and technology solution provider
HEADQUARTER:	909 Soi 9 Moo 4 Pattana 1 Rd., Bangpoo Industrial Estate (EPZ.) T. Praksa A. Muangsamutprakarn Samutprakarn, THAILAND 10280
REGISTERED CAPITAL:	THB 1,259,000,000 shared at par value of Baht 0.1
PAID UP CAPITAL:	THB 12,473,816,140 shares at par value of Baht 0.1 (As of 31 December 2025)
PROPORTION OF FREE FLOAT:	23.98% (As of 27 February 2026)
THAI CAC STATUS:	Certified member
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WEBSITE:	https://deltathailand.com
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Mission

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



CORPORATE CULTURE

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

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

INTEGRITY

Honestly dedicated to achieving quality with our work, upholding the highest level of professional standards and matching our words with action.

INNOVATION

Looking forward to discover future possibilities, embracing continuous learning to innovate on creative solutions and breaking through the status quo.

COLLABORATION

Creating synergetic partnerships that achieve shared goals with agility and precision, putting partners, clients and users at the center of our collaborative efforts.

INCLUSION

Open to diverse perspectives, respecting of differing opinions and inclusive of various backgrounds that offer unique contributions.

EMPOWERMENT

Achieving our own success by empowering others to realize their own goals, encouraging active and enthusiastic growth to fulfill everyone's potential.

Our values guide how we work and grow, helping us create better solutions and stronger collaboration across teams and regions. With this foundation, we are moving steadily toward a future of sustainable growth and lasting impact.



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FOREWORDS

Dear valued stakeholders,

The year 2025 reinforced how climate volatility, geopolitical uncertainty, and rapid technological change are increasingly shaping the global business environment. Severe flooding in Thailand and India, along with Thailand's first significant earthquake, further highlighted the growing physical risks of climate change and the importance of resilience and preparedness.

In response to these realities, Delta has continued to sharpen its focus on integrating climate-related risks into our long-term strategy. We are strengthening enterprise risk management, emergency preparedness, and the resilience of our facilities and supply chains to protect our people, ensure business continuity, and support the communities in which we operate.

These efforts are guided by our recognition that climate change remains one of Delta's most material ESG risks. During 2025, we advanced both climate adaptation and decarbonization through improved energy efficiency, increased use of renewable energy, and more robust operational and investment planning. We firmly believe that reducing emissions must go hand in hand with preparing for the physical impacts of a changing climate.

As climate impacts intensify, they are also accelerating regulatory change and reshaping global supply chains. In this context, we are deepening collaboration with our suppliers to enhance ESG transparency, promote responsible sourcing, and strengthen value-chain resilience. We view our suppliers as essential partners in reducing Scope 3 greenhouse gas emissions, while also exploring targeted initiatives to build their climate adaptation capabilities and advance circular economy practices.





At the heart of these initiatives are our people. In 2025, we continued to prioritize employee health, safety, and skills development, while further strengthening ESG governance, data integrity, and cybersecurity to meet rising stakeholder expectations in the digital era. Beyond our own workforce, we are also sharing sustainability knowledge through educational initiatives that support the next generation in developing the capabilities needed to live and thrive sustainably in a rapidly changing world.

Together, these actions reflect our commitment to embedding sustainability into strategic decision-making. Going forward, Delta will remain focused on climate adaptation, decarbonization, resilient supply chains, social contribution and responsible business practices. These priorities are essential to achieving our long-term goals and creating lasting, sustainable value.

Thank you to our employees, partners, and stakeholders for your continued trust and support as we continue to build a resilient and future-ready Delta.

A handwritten signature in blue ink, appearing to read 'Victor Cheng', is positioned above the printed name.

Cheng An (Victor).
Chief Executive Officer

Chairman of Risk and Sustainable Development Committee

01

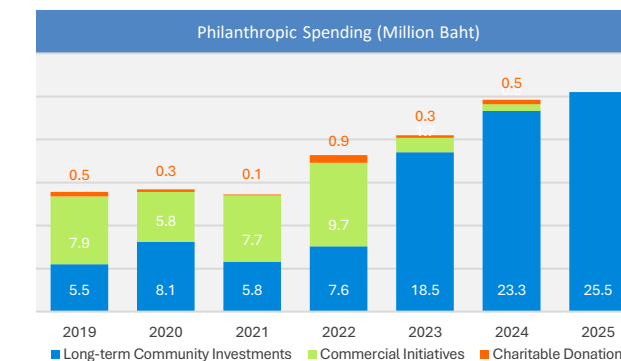
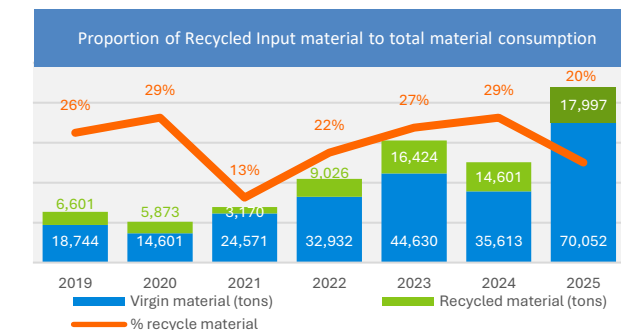
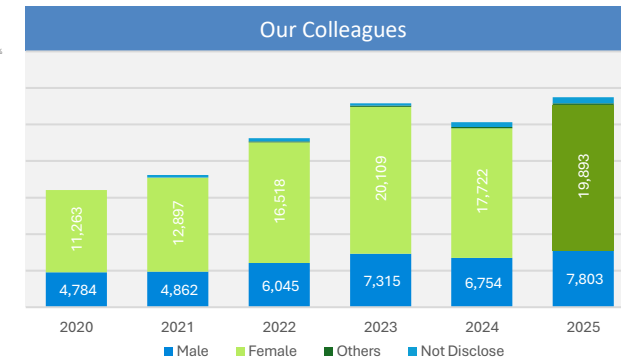
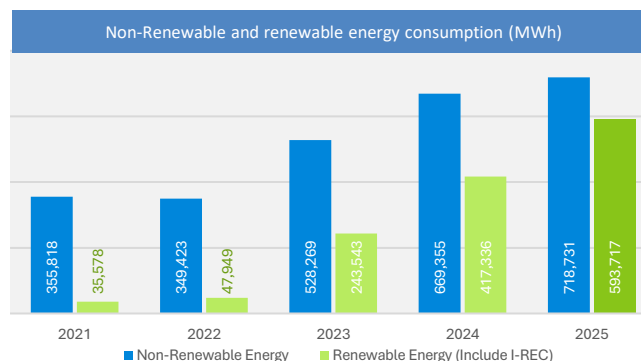
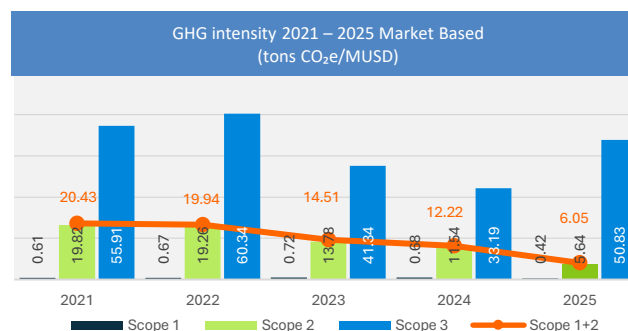
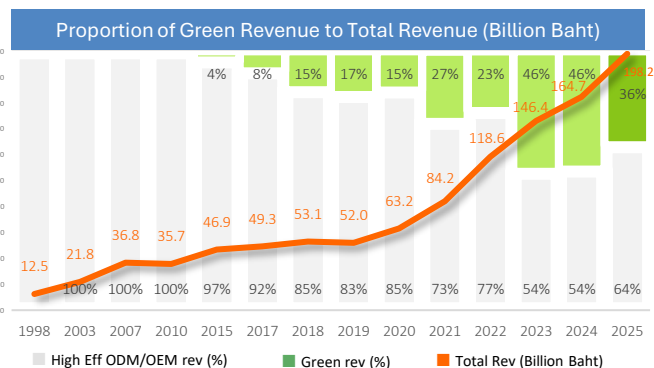
OVERVIEW



AT GLANCE

- Global economic growth will likely moderate over the mid-term. According to the IMF's January 2026 update, global real GDP growth is forecasted at 3.3% in 2025 and 2026. The improved forecast reflects a balance between shifting trade rules and the mitigating effects of government spending and private sector agility.
- Delta informed its shareholders in recent AGM dated 8 April 2026 that The Company has established the strategic priorities for 2026 as follows:
 - To achieve strong double-digit growth through diversified products and solutions for global and regional customers, driven by disciplined cost management, expanded production capacity, and increasing demand, particularly in AI-related products.
 - Two new manufacturing plants located in the Wellgrow Industrial Estate, Chachoengsao, were successfully completed.
 - Expand manufacturing and research & development operations in Thailand and India
 - To position AI-related products as a key growth driver;
 - To recruit, develop, and upskill the Company's personnel;
 - To strengthen local leadership across Southeast Asia countries to deepen market penetration and enhance customer service; and
 - To invest in initiative to achieve targets under RE100 and SBTi frameworks
- India's revenue reached an all-year high in Q4 2025, delivering an additional 15% YoY growth. Performance was supported by wins across Industrial Automation and Data Center segments, with the Data Center business emerging as a key contributor. Telecom Infrastructure Solutions (TIS) exceeded its Q4 targets, delivering 110% of budgeted revenue, driven by telecom power systems and data center infrastructure projects.
- In 2025, the Company continues to promote anti-corruption awareness through campaigns, participation in the "Demand a bribe, we will report" initiative, and training on competition law. Anti-corruption policy training has also been expanded across Southeast Asia. In addition, the Company promotes transparency and disclosure to stakeholders through events such as Delta ESG Forum 2025 and Suppliers Day 2025 and has submitted its 3rd application for Collective Action Against Corruption (CAC) certification.

For more information on the 2025 executive summary is publicly available at our [Press Release](#) and Minutes of the [2026 Annual General Meeting](#).



KEY MILESTONES

1988

- 1998 Establish Delta electronics (Thailand) PCL.

1995

- Listed in Stock Exchange of Thailand as “DELTA”

2003

- Acquire ASCOM Energy system AG
- Start operation in India

2007

- Establish manufacturing plants in Slovakia

2011

- Achieved ISO14064-1 standards
- Achieve ISO 5001 Standard

2012

- Start solar energy business
- First wind turbine inverter installed in Europe
- Achieve 80 Plus Platinum for its high-efficiency power supply

2013

- Started industrial solutions business in South-east Asia

2017

- Merge Delta Power Solutions India with Delta Electronics India
- Establish R&D Center in USA
- LEED certified at Thailand HQ

2019

- Certified member of Thai CAC
- Implement ISO27001
- Invest in new factory in Krishnagiri, Tamil Nadu, India

2020

- Establishment of Covid- and Emergency Taskforce Team
- Listed in MSCI sustainability indexes
- Leader Rank in Global Child Forum 2020 SEA Benchmark
- M&A Eltek Australia

2021

- Achieve UL2799A ZWTL, Platinum class
- Listed in DJSI World and Emerging Indices, ICT Industry
- Thailand Best Employer Award
- Rudrapur plant achieved 108% production target

2022

- Enhance renewable energy mix through REC purchasing
- SBTi Net-zero Commitment approved

2023

- Achieve RE41
- Establish 3rd party Whistleblowing channels
- Utilize Internal Carbon Pricing mechanism to fasten renewable energy mix
- CDP disclosure cover 100% of manufacturing site

2024

- Achieved RE58
- Winning Prime Minister's Best Industry Award
- The only company from Thailand listing in the Fortune Asia Future 30
- Expansion of Plant 8 and R&D Center for EV Manufacturing and Innovation
- Expand R&D operation sites in India
- Became the largest electronics manufacturer by market capitalization on the Stock Exchange of Thailand

2025

- Achieved RE69
- Expand ESG and GHG report coverage to cover 100% of our subsidiaries.
- GHG scope 1 and 2 reduction 32% from based year 2021
- Achieve UL 2799 ZWTL Gold class

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, 2025, the company has THB 12,590,000,000 in registered capital with THB 12,473,816,140 in paid-up capital at THB 1 par value per share.

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

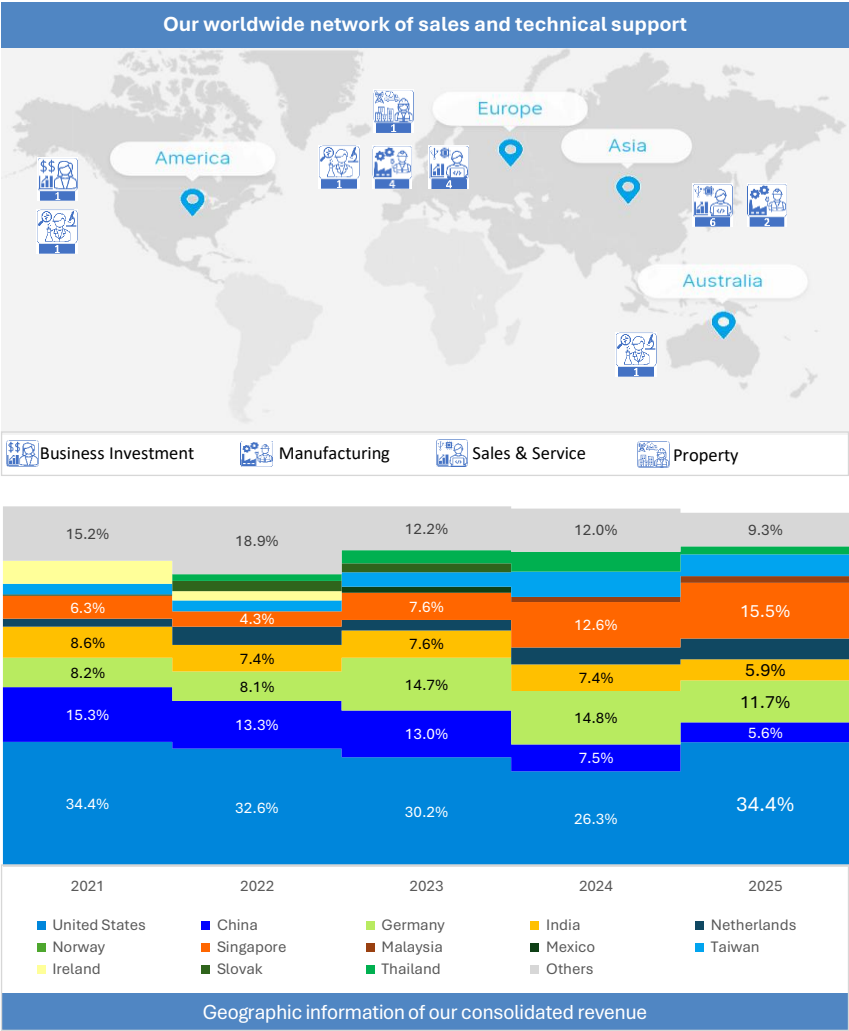
Significant investments and projects undertaken in 2025 include:

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

Delta continually reviews and adjusts its business and investment strategies based on market dynamics and regulatory changes. In 2025, the company capitalized on the surging demand for AI technology ,driving growth in the next generation data center portfolio. To grasp business opportunities from global growing demand to meet carbon neutral target, the Group had significant capital commitments amounting to Baht 18,898 million, EUR 15 million or approximately Baht 563 million and INR 2,369 million or approximately Baht 831 million in respect of the building construction, purchase of machinery and equipment, assets under installation and under construction valued 7,162 Million Baht. This significant investment was not only to support the global growth in renewable energy demand but also help our regional customers to reduce GHG scope 3 from the logistics process.

Our worldwide network of sales and technical support teams are located in Asia, the USA and Europe. These teams are backed by centrally located design-engineering centers that diagnose problems during the design and production stages. This can be demonstrated by Delta Thailand’s latest investment structure disclosed in [Annual Report 2025 & Form 56-1](#) page 27-32 To keep our stakeholders informed, Delta Thailand’s major shareholders has publicly disclosed at [Share Capital and Shareholding](#).

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



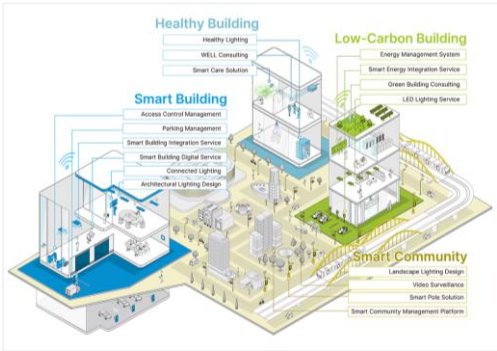
POWERING GREEN INNOVATIONS

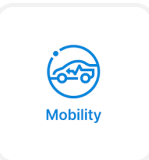
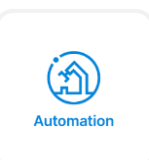
Delta continues to enhance product energy efficiency and develop integrated green energy, energy-saving products and solutions that help customers improve energy efficiency, reduce energy consumption and achieve cost-effective performance. Building on our expertise in designing and developing high-efficiency power electronics, Delta leverages its power management technologies to develop products and solutions that support the transition toward a low-carbon economy while enhancing quality, reliability and customer value.

Since 2010, Delta has increasingly focused on addressing climate change through smarter and greener solutions and has progressively expanded its solution business since 2015. This includes the development of electric vehicle charging, renewable energy, energy storage and other energy-efficient solutions, reflecting the growing demand for technologies that support energy efficiency and the low-carbon transition.

We commit ourselves to advancing power and electronics technologies to provide “smarter” products and solutions with high efficiency. These help make a “greener” and more environmentally friendly way of life possible. We collaborate with our partners by listening to their needs and developing energy-efficient solutions, while 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.



Delta's Business Segmentation Mapped to EU Taxonomy Activities		
	Delta Segment	The power electronics segment is a business segment which designs, manufactures, and sales of power supplies applied to computer, server, office automation equipment and household electric appliances.
	EU Taxonomy	<u>Manufacture of electrical and electronic equipment</u> Contribution : Circular economy
	Delta Segment	Mobility segment (former was electric vehicle solution under power electronics segment) is a business segment which designs, manufactures, and sales of power supplies applied to e-Drive System and Power Electronics System in driving electric vehicle.
	EU Taxonomy	<u>Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)</u> Contribution : Climate mitigation
	Delta Segment	Infrastructure segment is a business segment which designs, manufactures, and installations of information and communication technology infrastructure and energy system infrastructure.
	EU Taxonomy	<u>Installation, maintenance and repair of renewable energy technologies</u> Contribution : Climate mitigation
	Delta Segment	Automation segment is a business segment which designs, manufactures, and installations of industrial and building automation
	EU Taxonomy	<u>Provision of IT/OT data-driven solutions</u> Contribution : Circular economy
Others segment : Small component for electronics and electric devices. Others 0.25% Automation 2.53%		
% to 2025 consol revenue Power electronics 63.50% Infrastructure 16.87% Mobility 16.85%		

According to the EU Taxonomy, Delta's collectively ensures "Do No Significant Harm" across Climate Mitigation, Climate Adaptation, Water, Pollution Prevention, Biodiversity, and the Circular Economy. Relevant minimum safeguards include the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the ILO Fundamental Principles and Rights at Work, and the International Bill of Human Rights, in compliance with point (17) of Article 2 of Regulation (EU) 2019/2088.

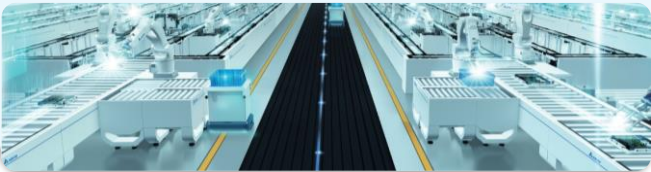
INNOVATIONS FOR BETTER TOMORROW

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



Industrial Automation Solutions

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



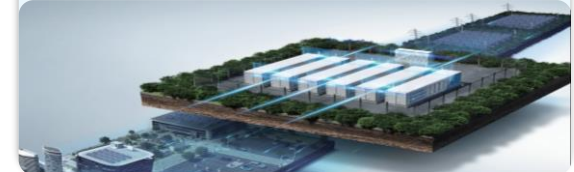
Building Automation Solutions

- Smart Building
- Smart Community
- Low-Carbon Building
- Healthy Building
- Smart Surveillance - Delta SmartPASS
- Connected Lighting
- Healthcare



Smart Energy Solutions

- Energy Storage Solution
- EV Charging Solution
- Energy IOT



Display and Monitoring Solutions

- Display System Solutions
- Display System Integration



Data Center Solution

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



Telecom Energy Solution

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



EV Charging Solutions

- Residential Charging
- Commercial Charging
- Public Charging



OUR BRANDS

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

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

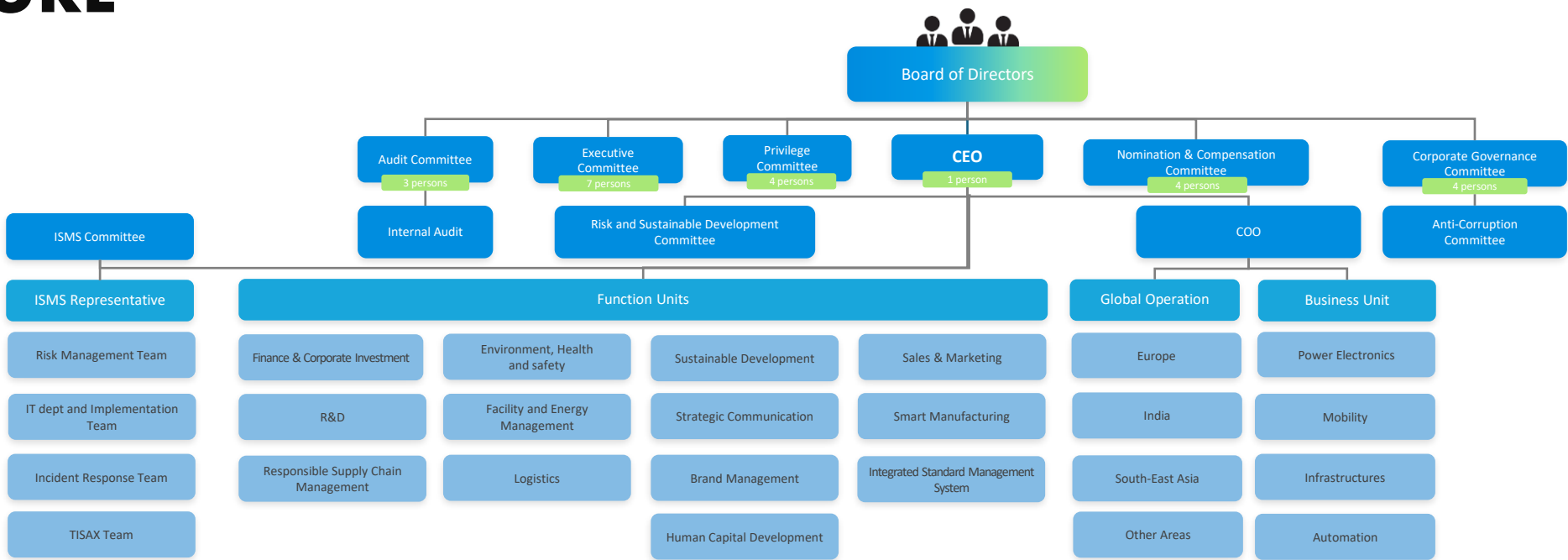
Our strong belief in Delta’s brand drives the synergy of leading technology and business partner cooperation in our ongoing creation of ultra-efficient and reliable products and services including power and component products, industrial automation, energy management systems and consumer electronics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

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

Delta Thailand ranked 14th among Thailand’s 50 most valuable brands, with a brand value of USD 957 million, according to Brand Finance. The recognition reflects the strength of Delta’s brand and market presence, supported by its continued focus on innovation, sustainable technologies, and long-term value creation.



OUR STUCTURE



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

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

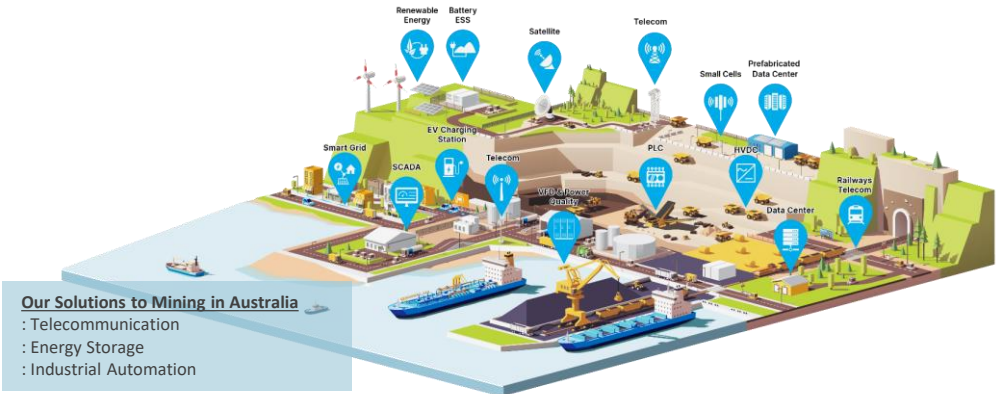
In response to the evolving regulations of the energy transformation era, Delta established a Government Relations function in 2023 to oversee the changing landscape of ESG laws and regulations. This function collaborates with other departments to monitor laws and regulations, which are critical factors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

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

SUCCESS STORIES

As the complexities of the Industry 4.0 era continue to evolve, customers worldwide increasingly turn to Delta's products and solutions to enhance energy efficiency, drive growth, and strengthen competitiveness. This surge in demand is driven by a global push for sustainability and eco-friendly practices, compelling businesses to seek innovative technologies aligned with these goals. Our expanding project portfolio highlights our achievements across diverse sectors, including industrial automation, data centers, green buildings, smart factories, telecom power, monitoring and displays, EV charging, and renewable energy solutions.

At Delta, we leverage our global R&D and manufacturing synergies in our unwavering commitment to deliver maximum value to our customers. Our core expertise in energy management and power electronics fuel our innovation and support our ongoing mission to provide innovative, clean, and energy-efficient solutions for a better tomorrow. Moreover, our long-term vision aligns with global climate goals, as we continue to develop sustainable technologies that support the worldwide transition to net-zero emissions.



Delta's Ultra-Fast EV Charger Certified by German Eichrecht



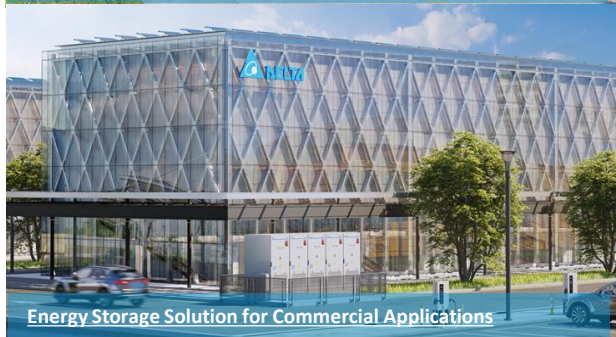
First EV Charging Solutions Certified by Philippine Safety Standard



Tackling PM2.5 with Innovative Technology



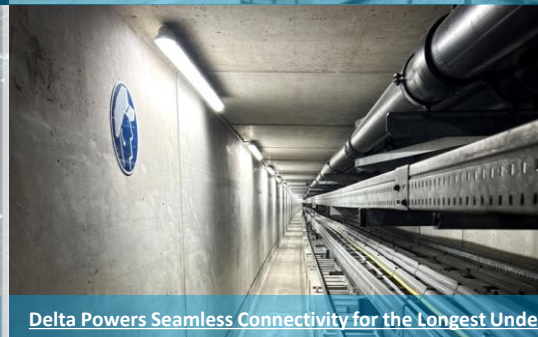
Delta and Elyor Group adDcade of Collaboration Empowering Solar Growth in Francean Enduring Partnership with prove impact



Energy Storage Solution for Commercial Applications



Vari°ROW: All-in-One Micro Datacenter Technology



Delta Powers Seamless Connectivity for the Longest Underwater Tunnel in the Netherlands



02

CORPORATE GOVERNANCE



BOARD OF DIRECTORS

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

Board Competence

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

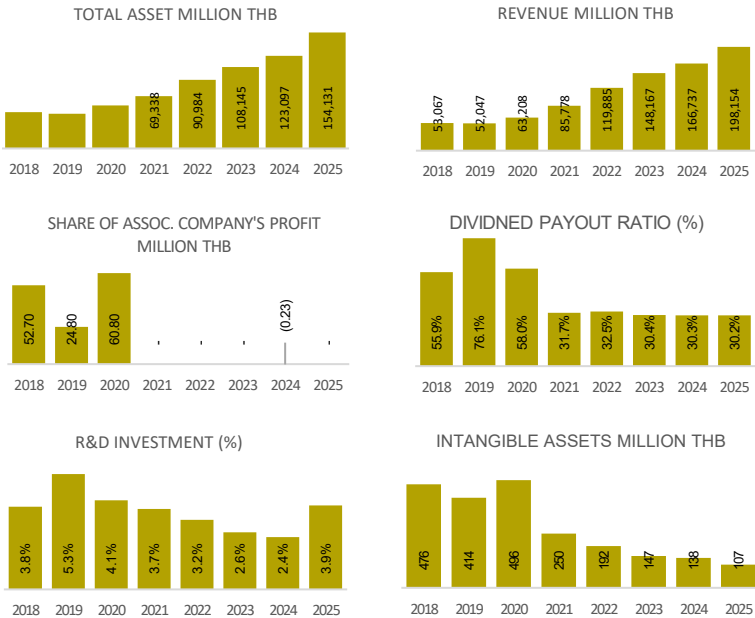
The company organizes internal and encourage the BOD members to participate external training by relevant institutions such as the SET, the SEC and the Thai Institute of Directors Association (IOD). At present, there are 7 directors from 9 directors attending the training courses related to the duty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

Selection of Directors

The Board of Directors assigned the Nomination and Compensation Committee to search, select and nominate qualified candidates to be a director or member of any committee. The committee selections are considered on the basis of whether that person is knowledgeable and experienced in areas such as accounting, finance, management, strategy and possess individual skill and expertise in line with the company’s business and strategies without restrictions on gender, race, or nationality. In addition, the NCC also consider any committee’s association of social group to ensure none of them is membership of under-represented social groups, cross-shareholding with suppliers The company has prepared a skill matrix to define the requirements for members of its Board of Directors to aid in the Board nomination process. To ensure a fair and inclusive selection process for the Board of Directors, Delta is committed to human rights principles, including gender equality. Since 2024, Delta strengthened Board diversity by appointing a female Board member, Mrs. Saowanee Kamolbutr, to the Board of Directors at the Extraordinary General Meeting (EGM) held on 7 June 2024, contributing to the achievement of the Company’s [BOD diversity](#) objectives.



2025 Key Economic Performance



In 2025, during the Annual General Meeting held electronically, the shareholders approved the appointment of a female executive director with experience in international business management and research and development. Additionally, a male director with expertise in the hard industry and law and regulatory compliance was also appointed. The company consulted with shareholders to consider and approve these appointments to replace directors retiring by rotation. The resolution was passed with an average approval rate of 99.9% from the shareholders present and voting. This ensures compliance with the Board Diversity Promotion Policy and aligns our Board of Directors' qualifications with our long-term strategic goal of achieving resilient growth. Each of the nine directors brings knowledge and expertise in various professional disciplines, in line with the company's corporate governance policies, supporting all aspects of sustainable growth.

Structure of BOD

Delta Thailand has a single board (one-tier-system) comprises nine directors; four are executive directors, two non-executive director and 3 independent directors . The remaining five are non-executive directors, including three independent directors who comprise over one-third of the Board and 3 female directors ([Annual Report](#) page 147). CEO and Chairman roles are split with clearly separated responsibilities: the Chairman of the Board and the CEO are two different individuals. In line with the company's [Corporate Governance Policy](#), the roles and responsibilities of the Chairman and the CEO must be held by different individuals, and their powers, duties, and responsibilities are defined clearly and separately to enhance accountability and transparency.

Since 7 June 2024, 99.81% of Delta's shareholders approved the appointment of Mrs. Saowanee Kamolbutr to the Board of Directors and continues to serve in this role through 2025 in . This appointment elevated the proportion of female representation on the Board to 33.33%, thereby exceeding the company's target of achieving at least 30% female membership. Beyond advancing gender diversity, this appointment reflects Delta's commitment to its [Board of Director Diversity Promotion Policy](#), which emphasizes the selection of directors with diverse expertise and

backgrounds. This policy is strategically aligned with the company's long-term objectives, including the expansion of green revenue, the pursuit of carbon neutrality, and the equitable consideration of stakeholder interests amid an increasingly volatile, uncertain, complex, and ambiguous (VUCA) global environment.

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

Roles and Responsibilities

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

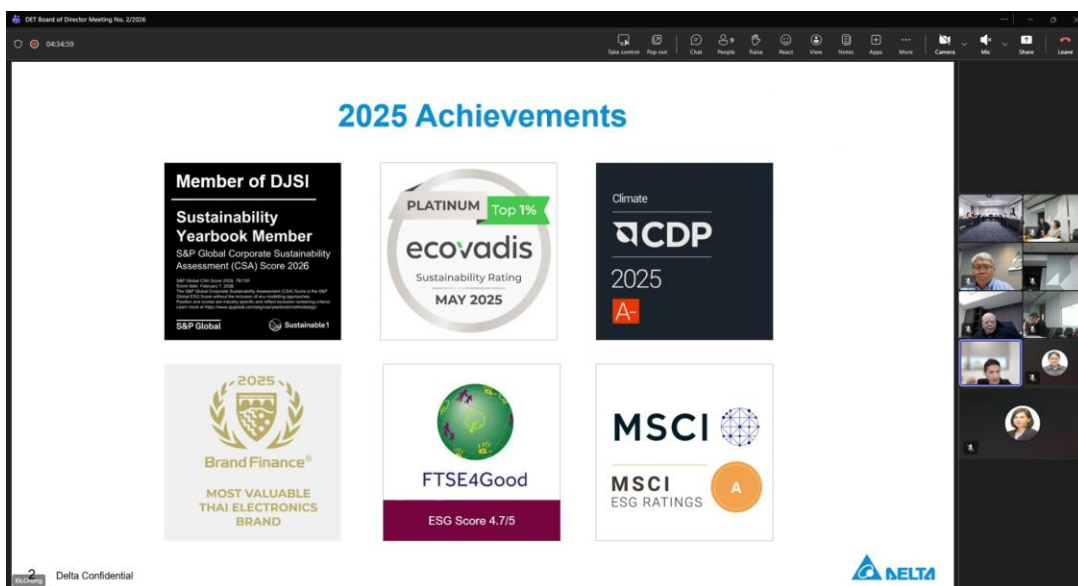


BOD's Authorization

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

BOD Meeting

Annually, in February, The Board of Director request all subcommittees to report their progress again sustainability target. In 2025, the Board of Directors held a total of seven meetings, during which matters related to sustainability were considered.



Representatives of the Risk and Sustainable Development Committee and Corporate Governance Committee presenting the 2025 ESG performance to the Board of Directors through online session

At the Board of Directors' Meeting No. 1/2025 held on 14 February 2025, the Chief Executive Officer, who also serves as Chairman of the Risk and Sustainable Development Committee (RSDC), assigned two RSDC representatives to present the company's 2024 ESG performance and planned initiatives supporting the long-term ESG strategy. All nine directors were present and actively participated in the discussion. The Board acknowledged the presentation and approved the ESG agenda, which included the following topics:

- The proportion of green revenue in relation to overall company revenue and progress toward long-term sustainability targets.
- Updates on ESG risks based on the World Economic Forum framework, enterprise risk assessments, and key risk indicators.
- New laws and regulations with potential impacts on product innovation, business processes, and financial performance, including the carbon tax, Corporate Sustainability Reporting Directive, and the European Green Deal.
- Environmental and social impacts of site operations and mitigation measures to address them.
- Review of 2024 material issues and identification of priority topics for 2025, aligned with the company's long-term sustainability goals.
- Operating expenditures and progress related to RE100, EV100, internal carbon pricing, and other carbon neutrality initiatives.○ Progress made in anti-corruption efforts.
- Summary of social contributions and social investment activities during 2024.
- Talent development and workforce management programs.

In the same meeting, the COO assigned the Company Secretary as the representative to Corporate Governance committee to report the progress of business ethics violations from cases dating back to 2022. Further evidence and additional offenders were identified, prompting an investigation. As a result, three violations of the Code of Conduct were identified, leading to disciplinary action against vendors and employees involved in bribery, conflict of interest, business disciplinary violations. These cases were related to procurement, the maintenance team, and fixtures related team over the past year. Detail of other issued acknowledged, discussed and approved by the BOD in 2025 is available in our [Annual Report](#) page 182.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

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 85.71% for good governance. In 2025, seven meetings had held with an average attendance rate of 96.82%. More information on the meeting attendance is publicly available at our recent [2025 Annual Report & Form 56-1 2025](#), page 183-184.

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

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

Areas of assessment include Board duties, Board structural composition and individual member’s qualifications, job performance, professional development, and teamwork. Other areas of member’s assessment are meeting attendance, general knowledge and expertise as well as proactive action in areas of responsibility.

Each Board member shall be able to provide their input to assessment independently. After the assessments, the evaluation forms will be submitted to the Company Secretary for tabulation and the results will be presented to the NCC with action plans to address the gaps, if any, for deliberation and onward submission to the Board.

In 2025, the Board had outstanding 99.48% of group assessment and 100% of individual member performance result. The Board of Directors acknowledged the results of both group and individual level assessments and discussed possible areas for improvement. These two types of assessments have been adopted to Risk Management Committee and Sustainable Development Committee as well.

Yearly, Delta Board of Directors’ responsibility is assessed by the Thai Institute of Directors Association. In 2025, Delta achieved 102% score while overall listed companies’ [score of BOD’s responsibility](#) was 73%.

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Independent Director Representation and Oversight

In 2025, independent directors comprised 33.33% of Delta's Board of Directors, representing three independent directors out of a total of nine Board members. Mrs. Tipawan Chayutimanta, Chairperson of the Audit Committee, Mr. Somchai Harnhirun, and Mrs. Saowanee Kamolbutr attended all four Audit Committee meetings held during the year.

In fulfilling their independent oversight responsibilities, the independent directors provided constructive perspectives and recommendations on several matters of strategic and emerging importance, including:

- Global minimum tax: Benchmarking practices among leading companies in managing the OECD global minimum tax requirements and considering measures to mitigate potential impacts on shareholders.
- Renewable energy: Evaluating renewable energy sourcing partners that could support Delta's progress toward its net-zero target.
- Logistics and supply continuity: Strengthening preparedness for logistics routes and resource import lead times in response to evolving global conditions and updates to customs procedures.
- AI-related technologies and market developments: Considering global developments and market commentary regarding AI-related vehicles and data center technologies, and their potential implications for the company's business performance and strategic direction.

The Board of Directors welcomed these perspectives and assigned the relevant C-level executives and management teams to develop appropriate plans and procedures in response to the identified matters. This approach strengthens the Board's oversight role and supports informed decision-making, cross-functional collaboration, and continued enhancement of Delta's governance and business resilience.

The independent directors' diverse perspectives and constructive insights provide an important external viewpoint to support balanced Board deliberations, strengthen oversight of emerging opportunities and risks, and contribute to informed decisions that support Delta's sustainable growth and long-term value creation.



MANAGEMENT COMMITTEES

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

Executive Committee

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

Find Executive committee charter on our website and more information on the executive committee is publicly available at our [2025 Annual Report](#), page 204. In 2025, the Executive Committee considered and approved the following matters: The appointment of directors in subsidiary and the increase capital in joint venture company, etc.

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 [2025 Annual Report](#), page 202. The committee have considered/reviewed the paper of corruption investigation to be submitted Private Sector Collective Action against Corruption (CAC).



Sub Committees' Performance

Nomination and Compensation Committee

This Committee consists of three members, two independent directors and one executive director, to review the remuneration policy and determine both fixed and variable remuneration of the directors of the company and members of the sub-committee. Up to 2025, there is no claw back provision for deferred share policy, sign-on bonuses or recruitment incentive payment and termination payment. The Committee also defines the qualifications, structure, size and composition of the Board members and attracts qualified candidates for Board of Directors’ consideration. The Term of office shall follow the Annual Director Election.

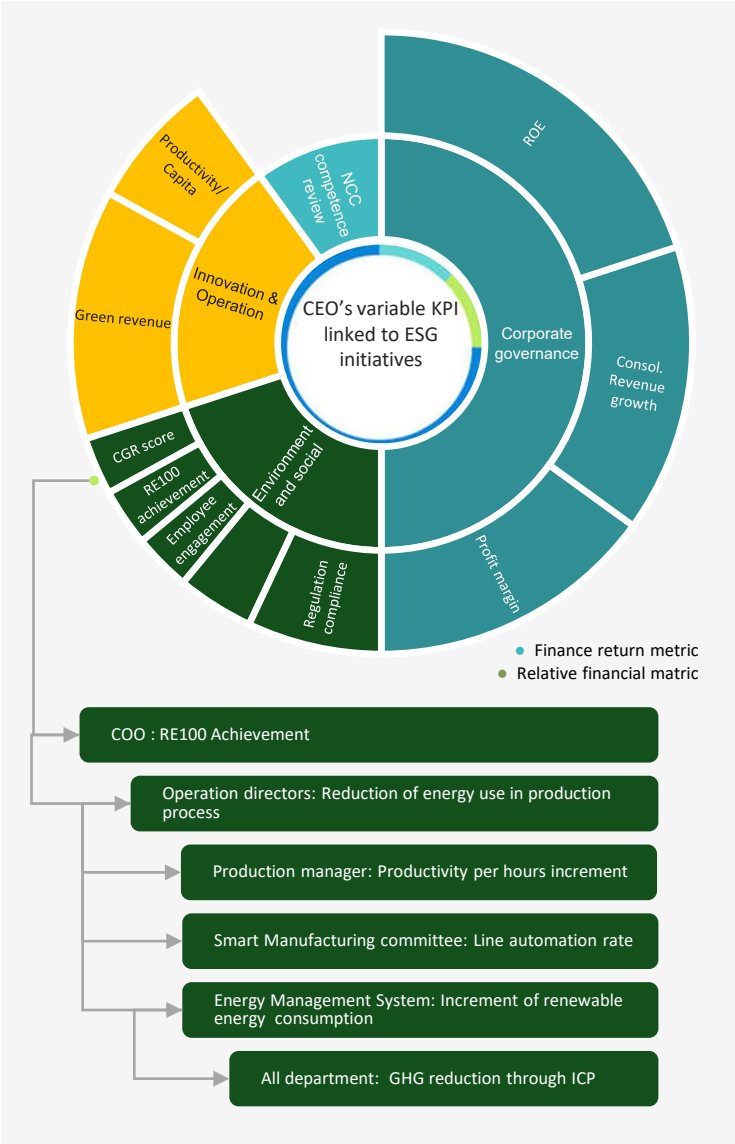
The Board of Directors assigns the NCC to evaluate the President’s Key Performance Indicators (KPI). The NCC works together with the President to set the President’s KPI with consideration to his/her role as the Chairman of the Sustainable Development Committee.

The CEO’s KPI covers economic, environmental, and social aspects, which are aligned with the company’s sustainable development targets such as revenue, profit, return on equity, regional business, social benefit optimization, and environmental impact reduction performance. The proportion of financial return metrics to relative financial metrics that varied the CEO’s compensation in 2025 was 70:30. In the reporting period, the financial return metrics included consolidated revenue and green revenue, productivity per capita, ROE, and profit margin. Meanwhile, the relative financial metrics compared the CEO’s performance to peers in terms of overall ESG performance, such as CGR score, listing in world-recognized indices, and RE100 achievement. To strengthen our ambitions, these metrics and targets were deployed to related executives and management, including every level of our employees. In line with the company’s policy for all employees, these variable compensations can be subject to clawback if any violation of the Code of Conduct is identified within a five-year period.

With variable performance considered, President and other executives’ deferred bonus is paid out in April after which the income was earned for their January – December performance period. Based on these predefined targets, longest performance Period for Variable CEO Compensation is 5 years. Find more detail from [remuneration policy](#), page 7. More information on the Corporate Governance committee is publicly available at our [2025 Annual Report](#) page 133.

In 2025, remuneration of Chairman of the Board, non-Executive Director, executive director, independent director and Audit committee chairman had 100% approved by the company’s shareholders in its Annual general meeting. The Ratio of the annual total compensation for Delta President, Executive and management to the median annual total compensation for all employee was 1.8* (2024: 1.7). The increase in annual total compensation for both management and employees primarily reflects the collective achievement of the Green Revenue performance, cross-border technology transfer and RE100 target, driven by the dedicated efforts of the CEO, former CEO, and the broader teams. There is no portion of the CEO and employee’s short-term incentive deferred in the form of share or stock option.

* Compared with the highest non-executive employee level.



Privilege Committee

The Privilege Committee consists of four members to optimize shareholders mutual benefit while complying with law and regulation, Delta set up privilege Committee to consider, review, promote and supervise the measures for requesting a tax or non-tax privilege from Thai Government, state enterprise or other connected entity. The full roles and responsibilities can be found from committee charter. More information on the Privilege Committee is publicly available at our [2025 Annual Report](#), page 208.

Corporate Governance Committee

To systematically drive transparency within Delta Group, the Corporate Governance Committee has been set up in early 2019. The committee consists of four members: two non-executive directors and two executive directors. The Committee has reviewed whether the company’s Corporate Governance Policy, Code of Conduct, and Anti-Corruption Policy are appropriate, adequate, and regularly updated. This includes overseeing of how to promote them to employees and provide advices for the company for clear understating and actual implementation. More information on the Corporate Governance committee is publicly available at our recent [Annual Report](#) page 106.

In 2024, Delta leverages online conference technology to facilitate discussion among sub-committees. The attendance rates of the sub-committees have been reported accordingly. For more information about Delta’s sub-committees, please visit: <https://deltathailand.com/en/board-management>.

Risk and Sustainable Development Management Committee

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

In 2025, 6 majors' operation risks by business with 2 critical concerns had communicated to the highest governance. In addition to consideration of impact and likelihood of the ESG-related risk in daily business process, emerging risk of air pollution in Bangkok and surrounding areas which will impact DET’s operation, employees’ health yet exposes another business opportunity had reported to the BOD as well. More information on the Risk Management committee is publicly available at [2025 Annual Report](#), page 211.

Information Security Management System Committee

Information Security Management System (ISMS) Organization, to manage information security within DET and align with Global Information Security Organization, The ISMS Organization shall effectiveness identify and clarify with role and responsibility within Organization with supported by DET management team and CIO. Senior management shall provide direction, resources, and oversight to maintain and improve the ISMS and ensure information security compliance. They shall also drive security improvements and support business continuity decisions during disruptions. The ISMS team works closely with the Delta Thailand Group Chief Technology Officer and the Industrial and Building Automation Solution Engineering teams to provide information security consultation and promote best practices for AI-embedded solutions. R&D and Solutions Sales Engineering members also participate in the ISMS working team, supporting cross-functional collaboration and information security practices. The Committee’s activities and performances is reported to the Risk and Sustainable Development Committee at least once a year.

MANAGEMENT COMMITTEE

Sustainable Development Committee

In addition to periodical meeting, ESG issues are frequently discussed within the Delta group through various on-line platforms. The CEO, who serves as Chairman of the Sustainable Development Committee, and four members delegate sustainable development commitments to respective managers, develop and review strategic sustainable development plans, monitor and continuously improve CSR-in-process and ESG-related initiatives, and prepare detailed reports for the Board of Directors on a quarterly basis and/or as needed. ESG target are embedded into the committee members' performance assessments and linked to their remuneration execution.

Recognizing the critical role of information technology and information security play significant roles in facilitating sustainable development and ensuring transparency, the Chief Information Technology Officer (CIO) has joined the Delta Sustainable Development Committee. With the CIO's support, on-line platforms for both internal and external stakeholder engagement have been developed using appropriate technologies and securities measures. All the sub-committees agree to follow the Board of directors' good practices, , which require each member to maintain a minimum required meeting attendance rate of 90% to ensure effective and accountable governance.

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INFORMATION GOVERNANCE



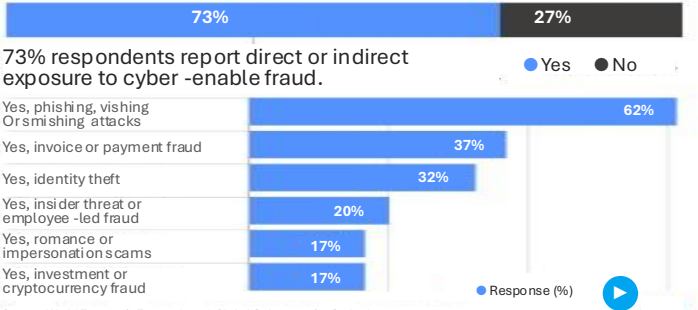
Although Delta does not generate revenue from online activities such as e-commerce, IT security has become increasingly vital to the implementation of Delta Smart Manufacturing (DSM) and effective communication with our stakeholders. The integration of online and robotic processes, AI, and Human-Machine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

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

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

Globally, cyber-enabled fraud is reaching record highs

Have you or anyone in your professional/personal network been affected by cyber-enabled fraud in the past 12 months? (select all that apply)



Factors Contributing to Cybersecurity Risk

Although our operations maintain a low vulnerability level through ISO 27001 certification and oversight by the ISMSC Committee, the broader geopolitical landscape continues to influence cybersecurity and data privacy strategies, heightening both the likelihood and severity of potential risks. Should such risks materialize, the consequences could affect our reputation and, over the long term, the revenue of our Industrial Automation and Building Automation business groups.

- **Geoeconomic Tensions:** Increased geopolitical tensions heighten cyber threats, requiring immediate and ongoing protective measures due to the high likelihood of attacks affecting national security and business continuity.
- **International Regulations:** Compliance with evolving data privacy regulations, like GDPR, is essential for competitiveness and stakeholder protection. Ongoing compliance is crucial to avoid severe penalties and reputational damage.
- **Supply Chain Vulnerabilities:** Geopolitical tensions can disrupt global supply chains, increasing cybersecurity and data privacy risks. Immediate and ongoing assessments are necessary due to the high likelihood of operational impacts.
- **Artificial Intelligence (AI):** While AI enhances operational efficiency, it also poses cybersecurity risks from potential malicious use. As AI is integrated into our target products to support green revenue growth, safeguarding AI systems is critical to our long-term objectives.

INFORMATION GOVERNANCE

Impact of IT Security on Sustainability Targets

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

The confidentiality of customers' trade and technology information further heightens the importance of cybersecurity, as any data breach could compromise customer trust and result in significant financial and reputational damage. Given the immediate and ongoing nature of cybersecurity threats, constant vigilance is required to safeguard these sustainability goals, as the likelihood of incidents remains high, and the potential impact is critical. Due to these protective measures, none of our website users' customer data are used for secondary purposes. However, data of over 40,000 users who engage with our social media channels may be utilized by those platforms for automated advertising algorithms, in accordance with their own policies.

Impact of IT Security on Stakeholders

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

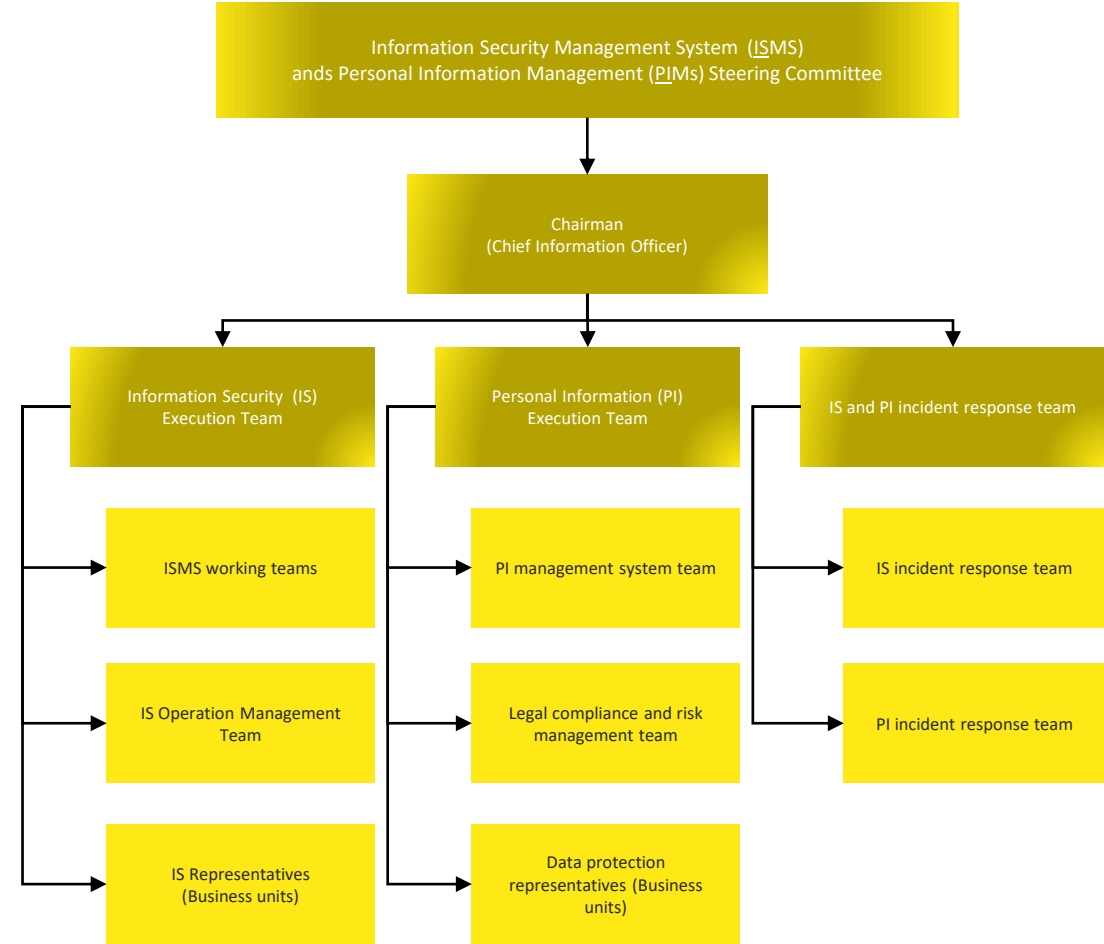
Customer Trust	Transparency in Reporting	Regulatory Compliance	Influencing Behavior	Lifecycle Management
Strong cybersecurity protects sensitive data and ensures reliable product information, strengthening customer trust in eco-friendly products. Data protection supports long-term customer engagement	Accurate data management supports transparent carbon footprint reporting and strengthens stakeholder trust. Breaches can compromise data integrity, leading to misrepresentation and loss of stakeholder trust.	IT security supports regulatory compliance and strengthens responsible governance. Ongoing compliance helps mitigate legal risks, avoid penalties, and support long-term sustainability performance.	Secure data practices enable tracking of purchasing behavior, providing insights to promote eco-conscious choices. Reliable data supports informed decision-making and sustainability engagement.	Data protection safeguards information across product development, use, and recycling, supporting effective lifecycle management. Secure data enables better environmental performance and circularity practices.

Cybersecurity Protection Framework

The company's cybersecurity controls cover six key security domains: Identities, Devices, Applications, Network, Data, and Infrastructure. These domains provide comprehensive protection for information assets and critical systems against unauthorized access, cyberattacks, data loss, and service disruption. Overall, these six security domains form a comprehensive cybersecurity framework that supports the protection of critical information assets, operational continuity, regulatory compliance, and stakeholder trust.

Identities	Devices	Applications	Network	Data	Infrastructure
Identity and access controls are implemented to ensure that only authorized users can access systems and information based on their assigned privileges.	Endpoint and connected-device security measures are applied to protect devices from malware, unauthorized access, and other cyber threats.	Security controls are applied to business applications to prevent unauthorized access, vulnerabilities, and improper modification of applications or processes.	Network security controls are implemented to protect communication channels and network environments from unauthorized access, intrusion, and cyberattacks.	Data protection measures are implemented to maintain the confidentiality, integrity, and availability of business, customer, and sustainability-related information.	IT infrastructure and critical systems are protected to maintain system availability, resilience, and business continuity.

INFORMATION SECURITY MANAGEMENT SYSTEM COMMITTEE



Practical Due Diligence for Cybersecurity and Data Privacy

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

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

Ensuring Cybersecurity and Data Privacy Throughout the Value Chain

Ensuring cybersecurity and data privacy across the entire value chain requires a comprehensive approach. The simplest online service that we use to communicate with 100% of total customers are e-mail, tele-conference applications and online manual/instruction for our product and solutions. Collaboration with suppliers is essential to ensure they understand and are prepared to address the risks of misinformation and disinformation alongside standard cybersecurity practices. The timeframe for establishing these collaborative efforts should be medium to long-term (3-12 months), as the likelihood of supply chain vulnerabilities remains high, which could have a critical impact on operational integrity.

CYBERSECURITY AND DATA PRIVACY SECURITY

Measures to ensure our cybersecurity and Data Privacy Security



Identify

- Awareness of Global risk and sector risk
- Mapping and prioritization of process exposure to information risk
- Information classification
- IT networks division into sub-networks (e.g. public, private, or departmental networks) based on the sensitivity and importance
- Identify critical users/ data holders



Protect

- Independent external audit in accordance with ISO270001 and related best practice
- Adhere to SEC and SET data disclosure rules
- Information security-related business continuity plans
- Integrate information use into the Code of Conduct and key agreements
- 100% employees pass information security awareness training with full score and renew the training pass certificate yearly
- Restrict user access and data delivery by authorization level



Detect

- Internal audits of the IT infrastructure and/or information security management systems
- Establish specific organization to control data
- Information control at server level
- Daily information security scan to 100% users
- Schedule critical users test
- Vulnerable analysis, Pain test, phishing test and practice recovery plan annually



Respond

- Establish specific organization/ person to control data
- Information control at server level
- Randomly test critical users
- Vulnerable analysis and practice recovery plan annually



Recover

- Develop a recovery plan for each level of information security issues
- Implement a remedy procedure for stakeholders affected by information security breaches

Delta incorporates information security requirements into our [procurement agreement](#) to strengthen the protection of confidential information. Article 7, "Confidentiality," of the procurement agreement provides requirements for suppliers to protect confidential information belonging to both Delta and its customers. Supplier assessments and [training](#) are conducted to enhance third-party partners' awareness and preparedness in managing information security and data privacy risks.

Implementing strict access controls and data encryption is crucial for sensitive data. In the reporting period, the company also announced instruction of "Harnessing the potential of generative AI to securely use ChatGPT" to raised its employee's awareness of using generative AI. The timeframe should be immediate, as the risk of breaches is high with potentially critical consequences. As of December 31, 2025, no supplier has had their business relationship discontinued due to personal data or an information breach or bribery.

Delta implements measures to protect sensitive information, including access controls and data encryption. During the reporting period, the Company also introduced the instruction "Harnessing the Potential of Generative AI to Securely Use ChatGPT" to raise employees' awareness of the responsible and secure use of generative artificial intelligence. These measures support the Company's approach to preventing information security and data privacy risks and mitigating potential impacts from security incidents.

As of December 31, 2025, no supplier had its business relationship with Delta discontinued due to personal data breaches, information security breaches, or bribery-related incidents. In addition, 100% of buyers and workers were trained on their roles and responsibilities in information security and confidentiality protection, reinforcing awareness of information protection requirements across relevant functions.

Delta also maintains measures to secure communication channels and strengthen incident response capabilities for cybersecurity and misinformation-related risks. The Company's approach covers the identification, protection, detection, response, and recovery stages to support management of potential cybersecurity and data privacy incidents.

The Communications Procedure, including media guidelines, supports the appropriate management and protection of information communicated through internal and external channels. Delta also monitors social media to identify potential unauthorized disclosure or sharing of information and maintains social media-related controls to support responsible communication and protect the Company's reputation.

Stakeholders who identify concerns or potential risks related to data privacy and Delta's business can report them through dpo@deltathailand.com or delta@whistleblowing.link. Delta provides mechanisms to protect the anonymity of whistleblowers throughout the reporting and investigation process.

IT SECURITY CULTURE

Cultivating an IT Security Culture and Employee Participation

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

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

All employees must complete annual IT security training with a 100% passing score, ensuring a knowledgeable workforce ready to identify cybersecurity threats. In 2025, training courses on IT and personal data security constituted 123,809 hours, representing 10.7% of the total training hours provided by the company to its employees. This annual training enhances our security culture. Critical users handling sensitive data undergo bi-monthly assessments with dummy phishing links and simulated scenarios. Over three years, no data leaks occurred among these users.

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

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

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



INFORMATION GOVERNANCE

Cybersecurity Incident Preparedness and Operational Resilience: The Information Security Management System Committee (ISMS-C) reports its performance to the CEO, who serves as the Chair of the Risk and Sustainable Development Committee, on an annual basis.

Cybersecurity Risk Management and Controls: In 2025, we engaged an external party to conduct 4 URL penetration tests and 75 vulnerability and information security tests. More than 1.8 million cyber-attack attempts and 497 attempts to send personal or confidential data were successfully detected and handled, with no monetary loss. More than 4,200 phishing emails reported by employees also provided further evidence of the effectiveness of our Information Security training and efforts to promote IT literacy. Employees who reported phishing emails received non-monetary rewards accordingly. The Company implements cybersecurity risk management and controls, including information security awareness training, penetration testing, vulnerability scanning, security vulnerability assessment and remediation, patching, and security monitoring. The IT Department provides employees with guidance and reminders on phishing email awareness, information security cautions when using software, email URL/link protection, maintaining test environment security, and security vulnerability and upgrade notifications.

Performance and Targets: In 2025, the Company recorded zero cases or incidents related to cybersecurity or customer data breaches. This performance is aligned with our target of achieving zero confidentiality data leakage, successful cyber-attacks, internal information and personal data breaches, and zero monetary loss from disinformation, misinformation, and investment solicitation by 2030. In addition, the Company did not experience any material financial losses resulting from personal data breaches, data mismanagement, or misinformation incidents.

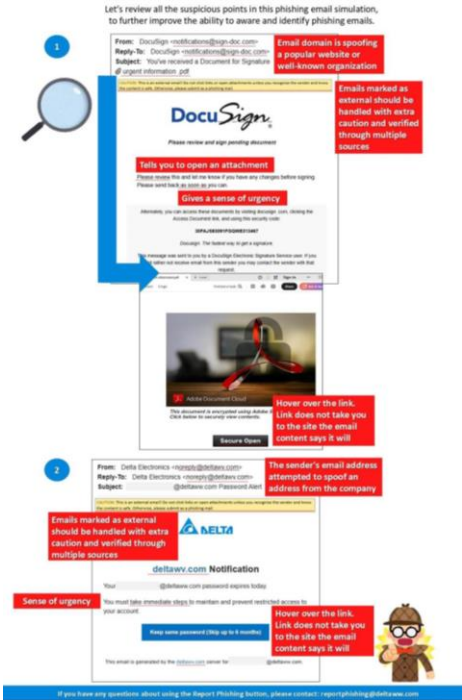
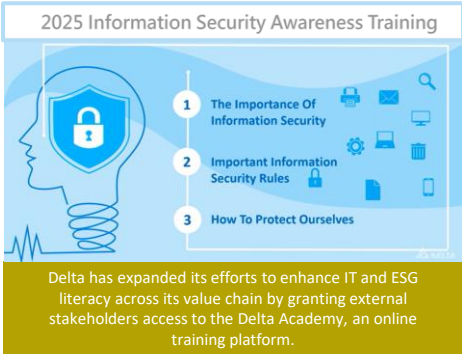
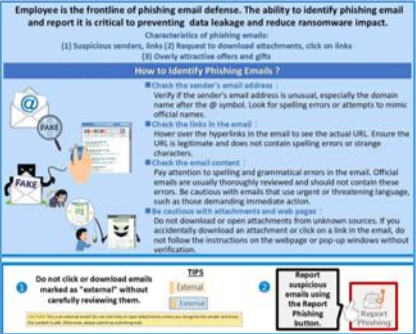
Disciplinary Measures: To uphold this commitment, the Company has established disciplinary actions, legal proceedings, and a clawback policy to address cases of information abuse or leakage. As of December 31, 2025, no employment agreement had been terminated due to a personal data or information breach or bribery.

Cybersecurity Incident Preparedness and Operational Resilience: The Company maintains an Information Security Incident Response and Handling Standard and a Business Contingency Plan to support effective response and business continuity in the event of information security incidents or operational disruptions. The Company also maintains Information Security Vulnerability Management Procedures to identify, assess, and address technical vulnerabilities. In addition, Delta Thailand has established and applies an Information Security Management System (ISMS) in accordance with ISO/IEC 27001 for the management of ERP information systems, data center, and infrastructure facilities. Delta complies with ISO 27001 requirements for malware protection, system backups, and technical vulnerability management.

Emerging Technology Risks: By fostering a culture of security awareness, implementing practical due diligence measures, and ensuring robust protection throughout the value chain, the Company safeguards its sustainability efforts and creates lasting value for stakeholders. The Information Security Management System Committee also monitors the potential adverse impacts of AI technologies and plans appropriate mitigation measures.



Delta employee uses facial recognition to access a data storage area. Employees have acknowledged and consented to the duration, use, and processing of their biometric data.



ANTI-CORRUPTION

Anti-corruption, ethics, and transparency are crucial for a technology company in the energy transformation era, particularly as it targets eco-friendly growth and carbon neutrality by 2030. These principles protect the company's credibility amid risks such as geopolitical conflicts over resources, climate change, natural disasters, and biodiversity loss. Upholding ethical standards and transparency helps maintain stakeholder trust, prevent financial and reputational harm, and align with global sustainability goals, supporting innovation and long-term growth in a challenging global environment.

Delta monitors the [Corruption Perception Index \(CPI\)](#) to have precaution and track corruption and bribery situation in the countries we invested. The Company has extended these measures to its subsidiaries in India and Slovakia, covering the remaining 50% of its manufacturing sites, to mitigate potential risks of corruption and all forms of bribery since 2023. The Company evaluates 5 potential corruption risk areas, strengthens internal controls, and performs necessary activities to implement its zero-tolerance approach while protecting tangible and intangible assets for sustainable growth. Annual integrity risk assessments are conducted across departments and subsidiaries, supported by internal audits, monitoring, and compliance reviews.

According to our public shareholding disclosure, there are no individual government institutions or founding family members owning more than 5% of voting rights. Although the Company has no limitation on directors' liability, we disclose the [number of shareholding](#) (page 204-217) of the Board of Directors, executives, and personnel with interest on an annual basis. From 2017 to 2025, the Company has made no contributions to or expenditures on political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns, anticompetitive behavior, violations of antitrust and monopoly laws, or public policy and legislation. Delta Thailand and its subsidiaries' association memberships are reported to the Sustainable Development Committee and publicly disclosed on an annual basis.

Delta Thailand's Board of Directors has approved the [Anti-Corruption Policy](#), which aims to clarify the Company's commitment to combating all forms of corruption. The policy has been communicated to all Board members and executives at the Thailand headquarters since 2016 and applies to directors, management, employees, and relevant business partners, prohibiting all forms of corruption, both directly and indirectly. Delta has set a zero-corruption goal to further advance its sustainability. The Company is committed to conducting its business with transparency and integrity. Anti-corruption training and awareness programs are provided to employees to reinforce ethical conduct and corruption prevention. The Company also provides whistleblowing channels for reporting suspected misconduct or corruption.



งดรับของขวัญ

"ขอบคุณค่ะ"

ขอขอบคุณทุกท่านเข้าใจ
นโยบายการกำกับดูแลกิจการของเดลต้า

"No, thanks"

To Gift

Thank you for your understanding of Delta's
corporate governance policy





100%

- All employees at all sites passed the anti-corruption post-test, achieving at least an 85% score.
- Board member, consultants, business partner and all Employee appraisal systems integrates compliance/codes of conduct.
- Anti-corruption criteria are included in all procurement contracts during the approval process.

Procurement agreement made by incorporate code of conduct and anti-corruption criteria.

2 cases Confirmed breach case, Conflicts of Interest, Money Laundering or Insider trading.	2 Confirmed incidents of business partner's contract termination or not renew due to corruption issue	103,878 2025 Learning Hours regarding the CoC, Business Ethics and Anti Corruption Policy	2 cases Confirmed employee dismissals or disciplinary actions for corruption.
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ANTI-CORRUPTION

Anti-Corruption Policy

To strengthen confidence and maintain high standards of integrity and ethical conduct, Delta has established an anti-corruption and business ethics framework. The Board of Directors has approved the Anti-Corruption Policy, which sets out the company's commitment and direction to preventing and combating all forms of corruption. This commitment has been communicated to directors, executives, and employees in Thailand since 2016 and is supported by corporate policies, codes, and management practices.

Delta is committed to maintaining the highest standards of integrity and ethical conduct in its operations and upholding a zero-tolerance toward corruption. The company has implemented measures to foster transparency, accountability, and fairness throughout its value chain. Delta's codes of conduct and policies cover anti-corruption and bribery, conflicts of interest, information confidentiality, fair competition and antitrust, anti-money laundering, insider trading, whistleblowing, and environmental, health, and safety matters. These policies and measures support legal and regulatory compliance, guide employee behavior and business decision-making, and reinforce our commitment to conducting business in a transparent, fair, and ethical manner. Through communication, oversight, and implementation of its governance framework, we seek to embed an integrity culture across the organization and business relationships.

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

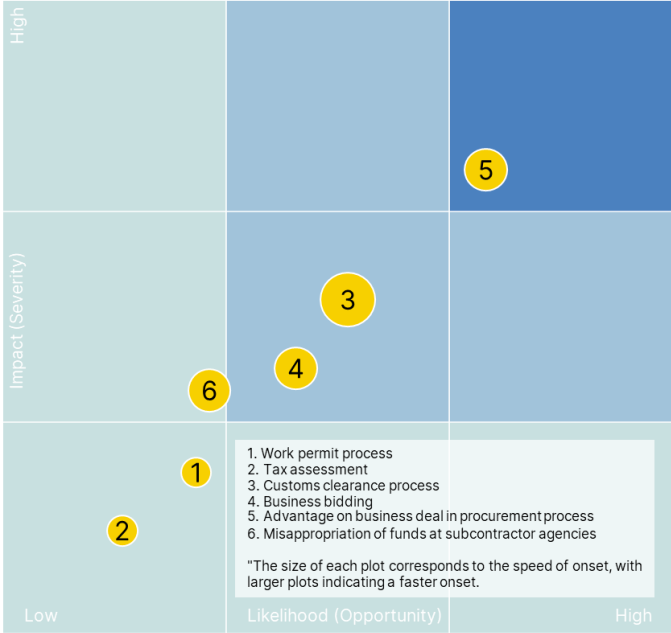
CORRUPTION RISK

Due to our rapid growth, which has led to the construction of new manufacturing plants, the procurement of new materials, hiring new worker through subcontractor agencies and the application of recognized legal processes and standards, we maintained the risk likelihood to 4/5 (2023: 4/5) and the impact level to 5/5 (2022: 5/5). The company has implemented the COSO Enterprise Risk Management framework across all business processes in daily operations to mitigate corruption risks and ensure transparency and traceability in high-risk areas such as purchasing, resource utilization, and reimbursement. Additionally, Delta maintains political neutrality by refraining from aligning with any political party or influential leader and does not use company capital or resources to support political parties or politicians, whether directly or indirectly. Periodic 100% risk assessment and internal monitoring has been placed as part of four countermeasures, ensuring proactive identification and mitigation of potential governance risks across business units and functions.. However, the company Delta design various approaches to ensure our employees and related stakeholders have communicated and are aware of our high standard of ethical practice in the business process. In addition to regular ethic commitment as a part of employment agreement and code of conduct training as part of new staff orientation, our Corporate Governance Committee has appointed an Anti-corruption working team since 2019.

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

To mitigate ethical and corruption risks, Delta continued it effort to achieve ZERO tolerance target throughout 2050. On July 19, 2023, the company announced an opportunity for employees who have engaged in fraudulent activities or bribery involving suppliers or vendors, including borrowing or lending money and receiving or giving monetary or valuable items, to confess or clarify their actions. Employees are encouraged to report such violations to the company at delta@whistleblowing.link by the end of July 2023. On September 28, 2023, Delta announced the engagement of Integrity (Thailand) Limited, an independent third-party whistleblowing service provider, to ensure that the system remains secure, confidential, and independent for anonymous disclosures. This 24/7 service extends beyond our employees to include our suppliers, business partners, and the public sector.

In order to implement transparent business operations, the Company draws up the Code of Conduct for directors, directors of sub-committees, management and all employees of the company and its subsidiaries. It defines guidelines for Delta employees on all levels to perform and helps them carry out their duties and assignments with integrity, trustworthiness, transparency, good morals and ethics. The company also implements mandatory integrity and annual Code of Conduct training for all employees, reinforcing a culture of compliance and integrity. In 2025, 100% of Delta Thailand’s employees has acknowledged and signed the Anti-Corruption Commitment on-line commitment. This training requires all employees to understand the context and contents of corruption, bribery, fraud, money laundry and related activities that conflict with our ZERO tolerance goal and passes a 100-pont test each year. 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.



Existing Employees • Anti-corruption commitment signing • 100% Code of conduct training (online/offline) on annual basis • Digital media campaigns • Bulletin board notices • Direct emails • Employee Relations Line Group Intranet updates • Whistleblowing channels	New Employee • Code of Conduct and Anti-corruption included in employment contract • Covered in new staff orientation • Anti-corruption commitment signing • Code of conduct training (online/offline) • Whistleblowing channels
Subsidiaries • Code of conduct training (online) • Risk and Sustainable Development Committee meetings • Participation in risk and anti-corruption assessments • Direct email communications • Whistleblowing channels	Public & Society • Joining Thai Collective Action Against Corruption's certified member • Whistleblowing channels
	Business Partners • Code of Conduct and Anti-corruption included in new supplier registration • Incorporated into procurement agreements • Communication of No Gift Policy • Whistleblowing channels

ENSURE NORM OF TRANSPARENCY

Depending on the relevance of the complaints, the Board's Secretary will gather and submit the complaints to the Anti-Corruption Committee, the Executive Committee, the Audit Committee or the Board. The company has established a policy to protect the complainant, the details of the complaint will be kept confidential and get appropriate protection 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. 2/2026, the Board Secretary informed the Board that the company has continued monitoring business ethics violations. Further evidence and additional offenders were identified, prompting an investigation. In 2025, additional evidence and individuals involved were identified, leading to the investigation of 3 cases. The Company has taken disciplinary action against the suppliers and employees who violated the Code of Conduct and engaged in bribery.

The company has implemented corrective measures for the procurement system and introduced proactive measures to prevent vendor and employee misconduct. These measures include online bidding, job rotation, increased interaction between top management and vendors, signing contracts to promote awareness of honesty, the establishment of [a third-party whistleblower system](#), increasing communication channels both internally and externally, and other mechanisms aimed at fostering a culture of integrity and preventing corruption within the organization. In addition, the company has introduced rewards for whistleblowers and set a goal to eliminate corruption by 2027, which will be reported to the Board of Directors. There have been no complaints received regarding anti-trust, or fair competition. During the reporting period, five cases were received through whistleblowing channels:

January-November 2025: A case involving abuse of power in violation of the Code of Conduct was reported. Following investigation, the Company found repeated use of inappropriate language, emotionally unstable behavior, and intimidation toward subordinates. As corrective action, reporting lines were reassigned to provide a more appropriate working environment and reduce the risk of recurrence.

April 2025: Illegal activities involving underground lotteries, loan sharking, and participation in a Ponzi scheme were reported as violations of applicable laws, regulations, and Company rules. The employees involved acknowledged the misconduct and voluntarily resigned.

May 2025: A case involving abuse of authority and harassment in violation of the Code of Conduct was reported. The investigation identified the use of threatening language toward employees, including statements implying authority to terminate employment, which created fear and contributed to a hostile working environment. Corrective actions included a verbal warning and behavioral improvement measures.

November 2025: Concerns were raised regarding the transparency and fairness of the recruitment process within HR. The matter remains under review by the Company.

January 2026: An allegation of misconduct by a Facilities Officer in violation of the Code of Conduct was reported. An investigation was conducted; however, insufficient evidence, including CCTV footage and witness statements. Therefore, no disciplinary action was taken.

Delta Stands Against All Forms of Corruption

At Delta, compliance performance plays a crucial role in shaping individual career development and rewards. Employees who demonstrate strong adherence to compliance and ethical standards are positively recognized through performance evaluations, which may lead to promotions or bonuses. Conversely, violations of the Code of Conduct or failure to meet compliance requirements can result in disciplinary actions, including dismissals. In accordance with applicable local work rules, the violating employee may also be held accountable under local civil and/or criminal law.

To reinforce this culture, ethical behavior and compliance awareness are formally embedded into performance KPIs, ensuring all staff are held accountable. The Employee Relations (ER) Department, through Employee Communication, regularly promotes awareness of the company's anti-corruption policy. All Delta employees are obligated to report any potential corruption risks or misconduct by employees or third parties through designated [reporting channels](#). Delta maintains secure and confidential reporting channels for employees and external stakeholders to raise concerns related to misconduct, ethics, or corruption. Reports are investigated thoroughly and handled with strict confidentiality, and protection measures are in place. Employees are assured a safe environment to voice concerns or provide feedback without fear of reprisal or retaliation.

For whistleblowing, the company offers a reward of up to THB 1,000,000

- Illegal Behavior include:

- Gambling is strictly prohibited
- Loan sharking is not permitted
- Participation in illegal lotteries is forbidden
- Drugs and intoxicants are strictly banned
- Stealing any company property is strictly banned

Employees who provide credible information leading to an arrest will receive a 3,000 THB reward.

Channel for Reporting Employee Misconduct

If you witness or suspect any behavior that is illegal, unethical, violates company policies, or breaches regulations – including corruption, bribery, conflicts of interest, systemic collusion, mishandling of personal data, or violations of human rights and labor rights.

Please report it via:

Report.it@deltaww.com

***Your information will be treated with strict confidentiality.**

ENSURE NORM OF TRANSPARENCY

The company communicates its anti-corruption expectations and business ethics requirements to suppliers and business partners through formal letters requesting their cooperation in complying with the Company’s anti-corruption guidelines and applicable laws and regulations including: 1) Avoid conflicts of interest by submitting a self-report to the Company if relatives are involved in a business transaction with Delta; 2. Whistleblowing through complaint channels; and 3) No gift policy requests that suppliers refrain from sending any gifts and gratuities to company management, employees, or their family members during the New Year and other festive occasions.

Suppliers Day Driving Ethical, Transparent, and Sustainable Supply Chain Collaboration

To align with the company’s values and strengthens collaborative business practices, Delta Thailand hosts the annual Suppliers Day in August 2025 at Bangpoo, Samutprakarn, with live streaming for global participants. The event welcomed over 400 supplier companies, including 105 local suppliers attending onsite and 315 overseas suppliers joining online.

The event aimed to reinforce Delta’s commitment to ethical business conduct, as well as to transparent and sustainable business practices. The half-day session was designed to align suppliers with Delta’s Code of Conduct and foster long-term, trust-based partnerships. Key highlights included a pre- and post-test questionnaires to assess supplier understanding, a management statement from Delta leadership, and an interactive Q&A session. Insights gathered from the event will guide future engagement, training, and partnership development.

The Company remains committed to promoting ethical business conduct across its operations and value chain through communication of anti-corruption expectations to employees, suppliers, and business partners, supported by accessible whistleblowing channels and established governance processes. Reported concerns are reviewed in accordance with applicable procedures, while corrective and preventive actions and lessons learned are incorporated into ongoing improvements of internal controls, employee awareness, and stakeholder engagement. Through these efforts, the Company continues to strengthen transparency, accountability, and a culture of integrity.

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Join us in promoting fair business practices
Build an organizational culture free from corruption

Demand a bribe, we will report.

Every whistleblower's voice is a vital step toward creating a just Thai society.

Report corruption. Help end it together.

- Whistleblowing Channel for All Stakeholders: Customers, Partners, and Business Associates
Website : <https://delta.whistleblowing.link/>
E-mail : delta@whistleblowing.link
- For Employees
E-mail : report.it@deltaww.com



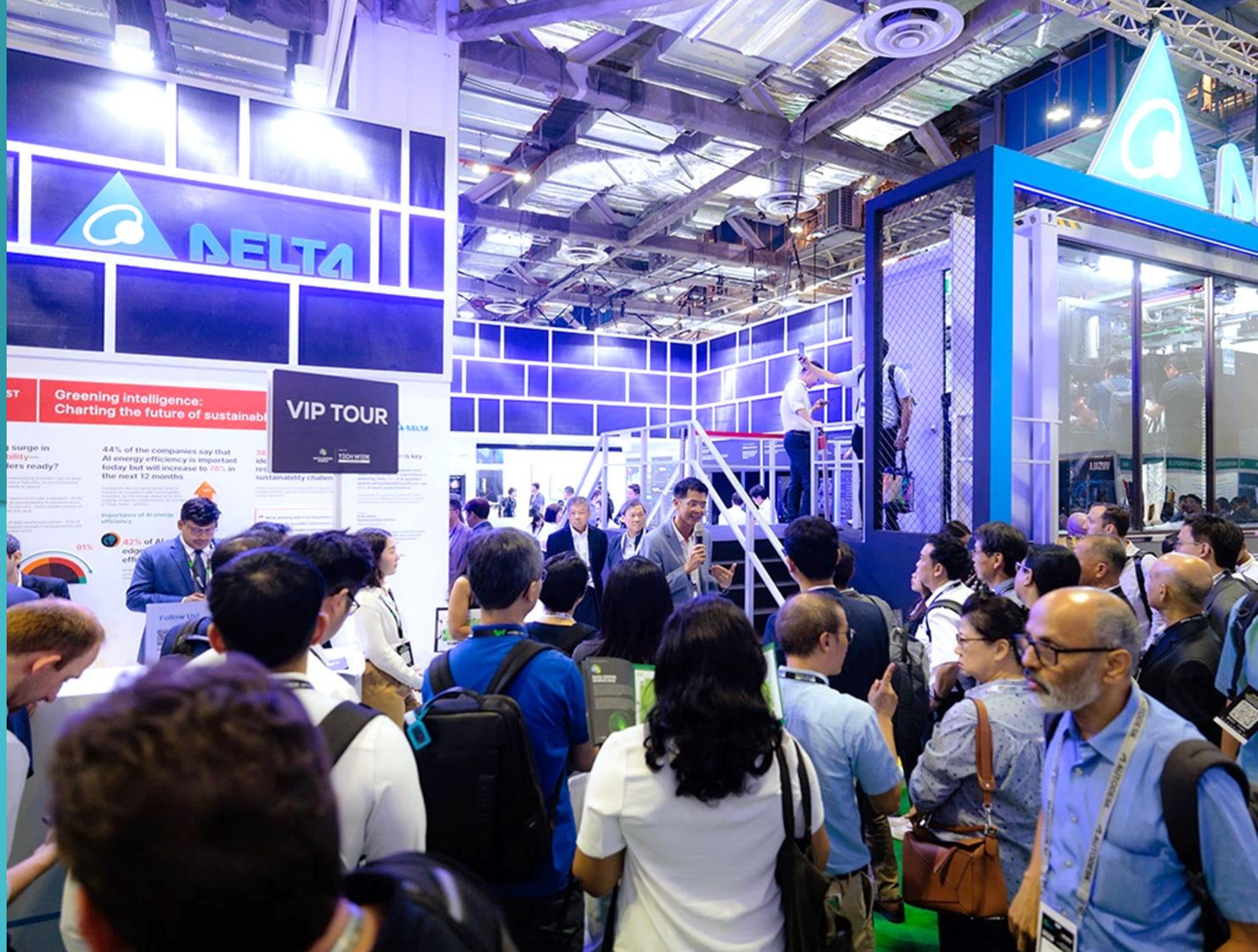


#เรียกรับ...เราร้อง #แจ้งเบาะแส #CAC

- Do Good . Do Right . Fight Corruption -

03

SUSTAINABLE DEVELOPMENT



OUR PROGRESS



THE MATTERS

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

Step 1: Identify and Engage Stakeholders

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

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

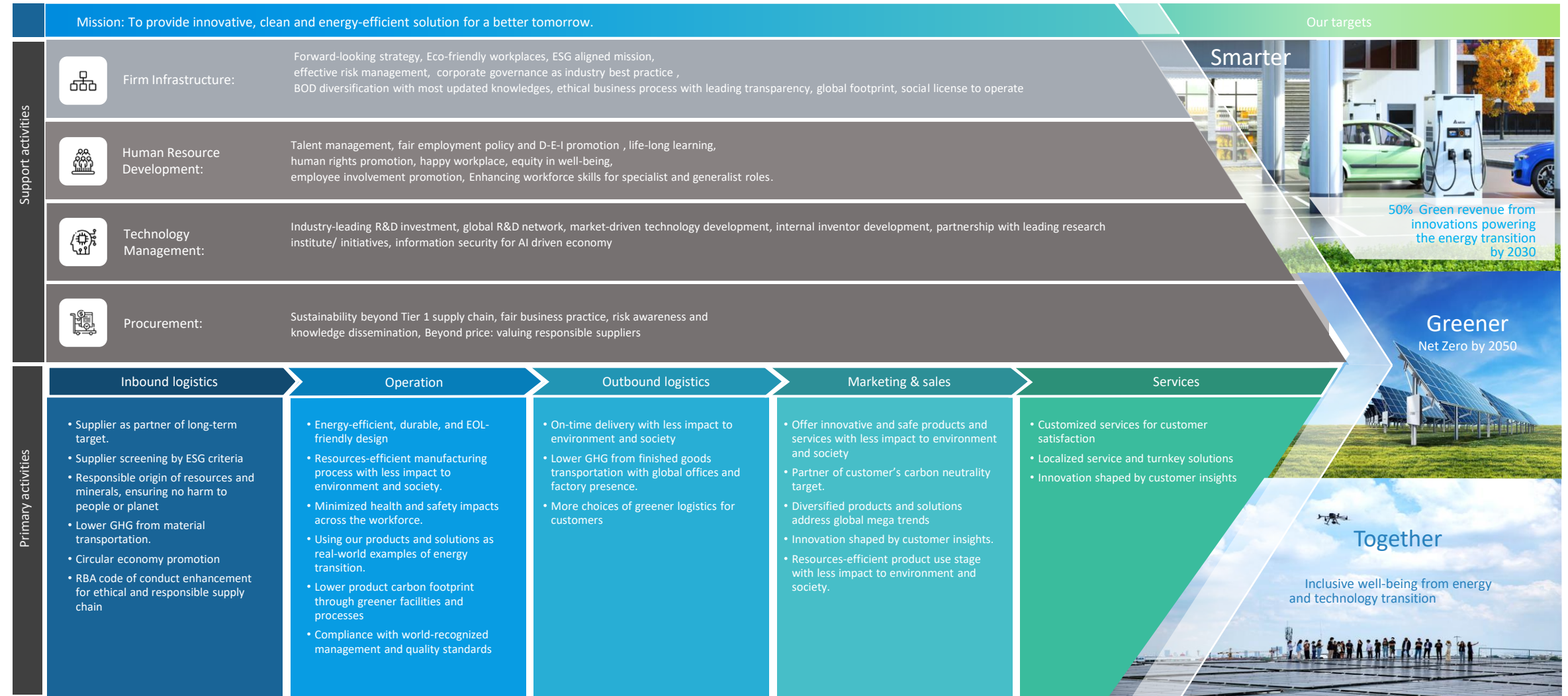
Step 2: Compile a List of Potentially Relevant Sustainability Issues

The ESRS provides a sector-agnostic list of sustainability matters, and Delta must also identify entity-specific issues. We consider our sectors, locations, and value chain to identify relevant matters, using previous assessments, internal documentation, and external sources like ESG ratings. To review relevant sustainability matters, we employ tools and initiatives such as PESTEL Analysis and study recognized ESG risks from sources like the [WEF Global Risk Report](#), [WWF Biodiversity Risk Filter](#), [WRI Water Stress](#), [Human Rights Watch](#), [Transparency CPI Index](#), DJSI, FTSE4Good, and CDP. Collaborating with specialists helps us create an actionable shortlist for further assessment. Later, sector-specific ESRSs will guide us in addressing additional relevant matters.



THE MATTERS

OUR VALUE CHAIN



THE MATTERS

Building on the economic performance presented in our latest [2025 Annual Report](#) and our strong commitment to Green Revenue, we have identified 13 sustainability issues that have influenced our performance in recent years, are currently influencing our performance, or have the potential to do so in the future. These issues are closely aligned with our long-term strategic objectives and reflect the evolving concerns and expectations of both internal and external stakeholders.

1) Energy transition progress and energy efficiency	2) Sustainable supply chain management
3) Progress to Net Zero	4) Waste management and circular economy
5) Process automation and human capital development	6) Safety and health amidst fast transferred projects and technologies
7) Labor rights and fair employment practices	8) Water risk management
9) Innovation in sustainable Technologies	10) Cybersecurity and data privacy
11) Regulatory compliance and policy advocacy	12) Community capacity development
13) Diversity, equity and inclusion	

Step 3: Identify impacts, risks, and opportunities

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

Step 4: Assess Impact

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

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

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

Step 5: Assess Financial Opportunities and Risks

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

Step 6: Draw Up the Materiality Overview

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

MATERIAL ISSUES IMPACT ASSESSMENT

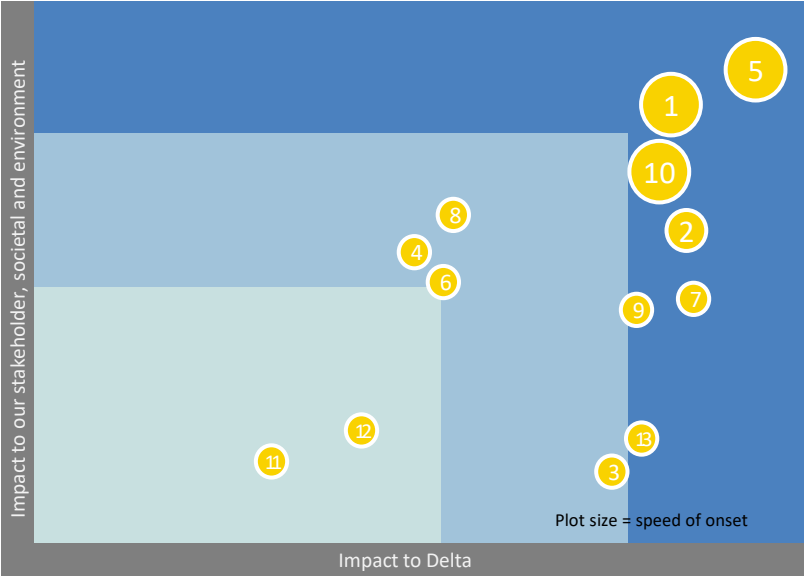
Material Topic	Impact Description	Impacted stakeholders							Stakeholder impact value		Company's impact value		Sub-category of impacts					
		Delta	Employee	Customer	Supplier	Shareholder	Creditor	Regulator	Community and society	Environment & Biodiversity	Positive (Opportunity)	Negative	Positive (Opportunity)	Negative	Actual potential	Short-term/ Long-term	Intended/ unintended	Reversible/ Non-reversible
1. Energy Efficiency and Renewable Energy	- Ensure sufficient energy for manufacturing activity, tech solution use for market and community while minimize environment impacts. - Ensure Net Zero committed target meet in spite of the increasing demand of energy for tech sector growth.	•	•	•	•	•	-	•	•	•	Invaluable	Invaluable	High	High	A	L	I	N
2. Sustainable Supply Chain Management	- Ensure supply chain resilience, responsible sourcing, and customer sustainability requirements. - Strengthen supplier capabilities to reduce environmental and social risks.	•	•	•	•	•	-	•	•	•	Invaluable	Invaluable	High	High	A	L	I	N
3. Automation and Workforce Transition	- Support workforce transition and future-ready skills amid increasing automation and AI adoption. - Enhance productivity while safeguarding employee well-being and creating opportunities for development.	•	•	•	-	•	-	-	•	•	Medium	Low	High	Medium	P	S	I	R
4. Waste Management and Circular Economy	- Minimize waste and resource consumption through circular practices. - Promote reuse, recycling, and responsible material management.	•	•	•	•	•	-	-	•	•	Medium	High	Medium	Medium	A	L	I	R
5. Carbon Footprint and Emission Reduction	- Reduce GHG emissions across operations and the value chain toward Net Zero. - Advance energy efficiency, renewable energy, and low-carbon solutions.	•	•	•	•	•	•	•	•	•	Invaluable	Invaluable	High	High	A	L	U	N
6. Health and Safety in Automated Workplaces	- Ensure safe and healthy workplaces amid increasing automation. - Strengthen risk prevention and safe human-machine interaction.	•	•	•	-	-	-	•	•	•	Low	Low	Medium	Medium	A	L	U	R
7. Labor Rights and Fair Employment Practices	- Respect labor rights and promote fair employment practices. - Foster employee well-being, development, and constructive dialogue.	•	•	•	-	•	-	-	•	-	Low	Medium	High	High	P	L	I	R
8. Water Resource Management	- Ensure efficient and responsible water use for business operations. - Reduce water impacts and strengthen resilience to water-related risks.	•	•	•	•	•	-	-	•	•	Low	Medium	Low	Medium	P	L	U	N
9. Innovation in Sustainable Technologies	- Develop innovative, energy-efficient, and environmentally beneficial technologies. - Leverage innovation to support the transition to a sustainable economy.	•	•	•	•	•	•	•	•	•	High	Low	High	High	A	L	I	R
10. Cybersecurity and Data Privacy	- Protect information, personal data, and digital systems from evolving risks. - Apply practical AI governance knowledge to our AI-enabled products and solutions, supporting responsible AI use across the customer value chain.	•	•	•	•	•	-	-	•	•	High	High	High	High	A	L	U	R
11. Regulatory Compliance and policy shift	- Maintain compliance with evolving regulations across relevant markets. - Strengthen readiness for policy shifts and emerging requirements.	•	•	•	•	•	•	•	•	•	High	Low	High	Low	P	L	I	R
12. Community Engagement and Social Impact	- Create positive social impact through meaningful community engagement. - Support community resilience, education, and shared value creation.	-	-	-	-	-	-	•	•	•	Medium	Low	High	Low	P	L	I	R
13. Diversity, Equity, and Inclusion (DEI)	- Foster an inclusive workplace that values diverse perspectives and capabilities. - Leverage diverse employee perspectives to develop safe, eco-friendly, and user-friendly solutions.	•	-	•	-	•	-	-	•	•	Medium	Low	High	High	A	L	I	R

Step 7: Strategic Implications and Board Communication

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

Our materiality assessment results, signed off by the Board of Directors on 15 February 2025, will guide the communication of identified material issues and their impacts to the Board of Directors (BOD) and management. The BOD and management will acknowledge these without interfering in impact valuation or stakeholder concerns. This information supports informed decision-making, enabling adjustments to strategic plans to mitigate negative impacts and explore sustainable growth opportunities.

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



2025 Material Issue prioritization Result

MATERIAL ISSUES IMPACT ASSESSMENT

Remark: ■ Material Issues

Material Topic	Target Metrics				Output Metrics	
	Target year	Metric for Delta's value creation	Target year	Metrics for External Stakeholder	Target year	Quantitative output from Delta's activities
1. Energy Efficiency and Renewable Energy	2030	- 100% renewable energy consumption - 20% Reduction of Electricity Consumption Intensity	2030	- To limit global warming to 1.5°C, greenhouse gas emissions must peak before 2025 at the latest and decline 43% by 2030. - Net Positive Impact on biodiversity - Meet <u>Thailand's target</u> reduction of energy intensity by at least 25% below BAU in 2030.	2025	- Achieved 69% Renewable Electricity consumption with 60% Target. - Achieved 17% Electricity Consumption Intensity with 10% Target.
2. Sustainable Supply Chain Management	2030	- 25 % GHG scope 3 reduction - Zero material mined from conflict-mineral areas	2030	- To limit global warming to 1.5°C, greenhouse gas emissions must peak before 2025 at the latest and decline 43% by 2030. - Net Positive Impact on biodiversity - Percentage of recycled material used in supply chain - End modern slavery in all its forms including forced labor, human trafficking, and the worst forms of child labor.	2025	- Under way (-109%) GHG scope 3 reduction target with 10% Target.
3. Automation and Workforce Transition	2030	- 40 training hours/ head/ year - 50% women in STEM-related positions	2050	Number of new hired in technology sector	2025	- Achieved 46.4 average training hours/ head/ year - Achieved 44% women in STEM-related positions
4. Waste Management and Circular Economy	2025	30% of recycled material used for our raw material production	2050	Zero new biodiversity depreciation resulting from e-waste.	2025	- Achieved 20.4% Recycle input material in Process
5. Carbon Footprint and Emission Reduction	2030	- 90% GHG emission reduction Scope 1+2 - 25% GHG emission reduction Scope 3	2050	- To limit global warming to 1.5°C, greenhouse gas emissions must peak before 2025 at the latest and decline 43% by 2030. - Net Positive Impact on biodiversity	2025	- Under way 32% GHG scope 1,2 reduction target with 40% Target. - Under way (-109%) GHG scope 3 reduction target with 10% Target.
6. Health and Safety in Automated Workplaces	2030	Zero occupational injury, fatality and illness at workplace	2030	Zero occupational cases in the location we operate Delta impact local <u>SSQ</u> increasing expense.	2025	- Achieved 0 high-consequence work-related injuries - Achieved 0 work-related fatalities
7. Labor Rights and Fair Employment Practices	2030	- Zero human rights violation through Delta's value chain - Equal remuneration and career opportunity at workplaces.	2030	End modern slavery in all its forms including forced labor, human trafficking, and the worst forms of child labor.	2025	- Achieved Zero human rights violation through Delta's value chain
8. Water Resource Management	2030	10% Water Productivity Intensity (WPI) reduction from base year 2020	2030	10% Water Productivity Intensity (WPI) reduction from base year 2020	2025	- Achieved 8% Water withdrawal Intensity with 5% Target
9. Innovation in Sustainable Technologies	2030	50% of consolidated revenue from Green revenue (GHG-reducing and energy transition solutions)	2030	Meet Thailand's 30@30 and <u>BCG</u> targets.	2025	- Achieved 36% consolidated revenue from Green revenue
10. Cybersecurity and Data Privacy	2030	Zero confidentiality data leakage and zero financial losses from disinformation or cyberattacks by 2030	2030	End modern slavery in all its forms including forced labor, human trafficking, and the worst forms of child labor.	2025	- Achieved Zero confidentiality data leakage
11. Regulatory Compliance and policy shift	2050	- Zero revenue loss resulting from fine/ penalty and business sanction. - Brand value increment	2050	Fair business practices in the countries we operate.	2025	- Achieved Zero confidentiality data leakage
12. Community Engagement and Social Impact	2030	- Social contribution expense - Years of operation without community or social opposition	2030	Position filled by local residual.	2025	- Social contribution expense = 24,596,404 THB
13. Diversity, Equity, and Inclusion (DEI)	2030	- Employee retention rate - 50% women in STEM-related positions	2030	No one left behind the green and renewable energy development	2025	- Achieved 44% women in STEM-related positions

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Step 8: Disclosure

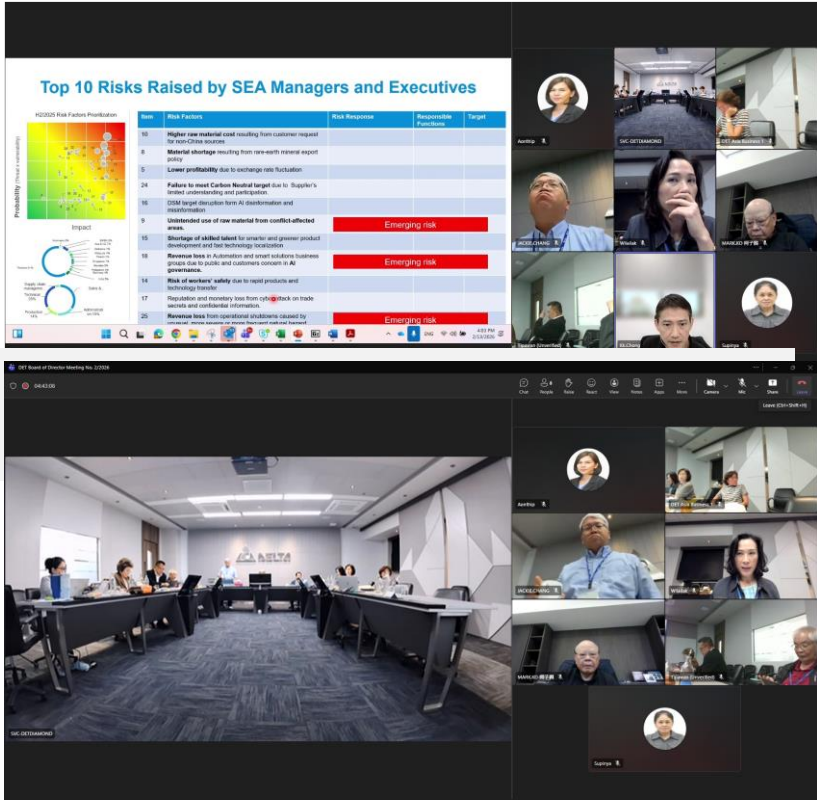
After the Board of Directors (BOD) approved the material issues, Delta's material issues were subjected to verification by an independent auditor. This verification process is undertaken to ensure that the identification and prioritization of our material issues and their impacts have been conducted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

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

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

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

Item	Material issues	Key KPI	Disclosure pages
1	Energy efficiency and Renewable energy transformation	- 100% Renewable electricity use in operation site by 2030 - 20% reduction of Plant electricity consumption intensity (EI) by 2030 (2020 as based) - 100% of Corporate Electrical Vehicles (EV) by 2030	4 , 64 , 88-91 , 113-116
2	Sustainable supply chain management	- Zero responsible supply chain in minerals from RMI-defined conflict areas, zero human rights violations and - Zero raw material sourcing from biodiversity-sensitive zones by 2050 - 30% recycled material use and 20% supplier localization by 2030	71-74 , 76-82
3	Labor Rights and Fair Employment Practices	- Zero human rights violation harassment, discrimination, inhumane treatment, and violation of labor right. - 40 average training hours per employee by 2025.	135 , 143 , 154
4	Carbon footprint reduction	- 90% reduction of SBT Scope 1 and 2 absolute reduction by 2030 (2021 as based year) - 25% SBT Scope 3 absolute reduction by 2030 (2021 as based year) - 90% SBT Scope 1, 2 and 3 absolute reduction by 2050 (2021 as based year)	4 , 64 , 90-91 , 99-104
5	Cyber security and data privacy	- Zero monetary loss from disinformation, misinformation, and investment solicitation by 2030 - Zero confidentiality data leakage and zero financial losses from disinformation or cyberattacks by 2030	27-32



On 15 February 2025, the Board of Directors approved the material issues and their impacts on both stakeholders and the company. Additionally, the Risk and Sustainable Development Committee introduced the principles of the Corporate Sustainability Reporting Directive (CSRD) and the updated reporting regulations, outlining the approach to presenting double materiality, which will be disclosed in our Sustainable Development Report.



OUR COMMITMENT

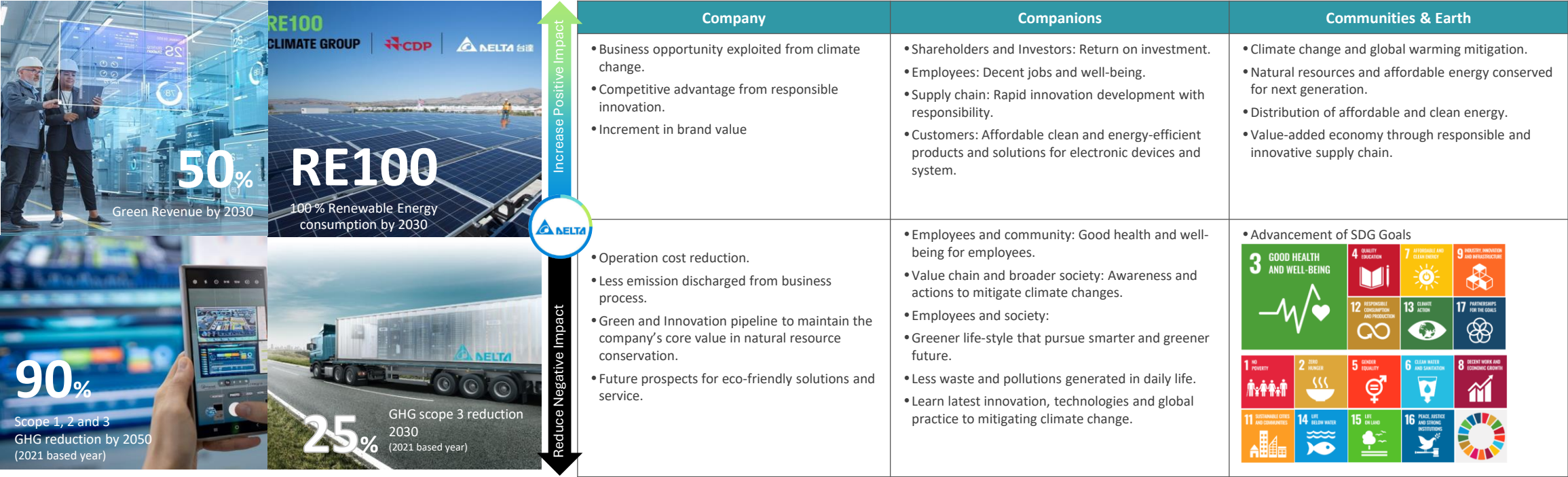
Delta Electronics (Thailand) Public Company Limited is committed to conducting business according to the company's Corporate Social Responsibility Commitment. The commitment shall provide guidelines for the directors, management, and employees to operate our business ethically with transparency, accountability,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

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

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

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

OUR COMMITMENT



Delta's commitment to achieving a net-zero emissions target across the entire value chain by 2050 also strengthens the company's capability to deliver a net positive impact by 2025.

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

To achieve its strategic goals of green revenue and Net-zero throughout the value chain, Delta adheres to three core ideals: Smarter. Greener. Together. Since 2004, every employee has been guided by these core concepts, which underpin Delta's commitment to social progress and effective adaptation to change. Delta set a target to increase green revenue from its products and solutions portfolio to 50% of total revenue by 2030 while concurrently reducing the environmental footprint of its business processes. This focus encompasses areas such as solar energy, data centers, and industrial automation systems that meet the needs of both businesses and the broader community. Over the past 20 years, the demand for Delta's energy-efficient products and solutions has grown, with revenue increasing by 6.37% since 2015. In 2025, the performance of green revenue constituted 36% of the company's total revenue.

RISK AND SUSTAINABLE DEVELOPMENT ORGANIZATION

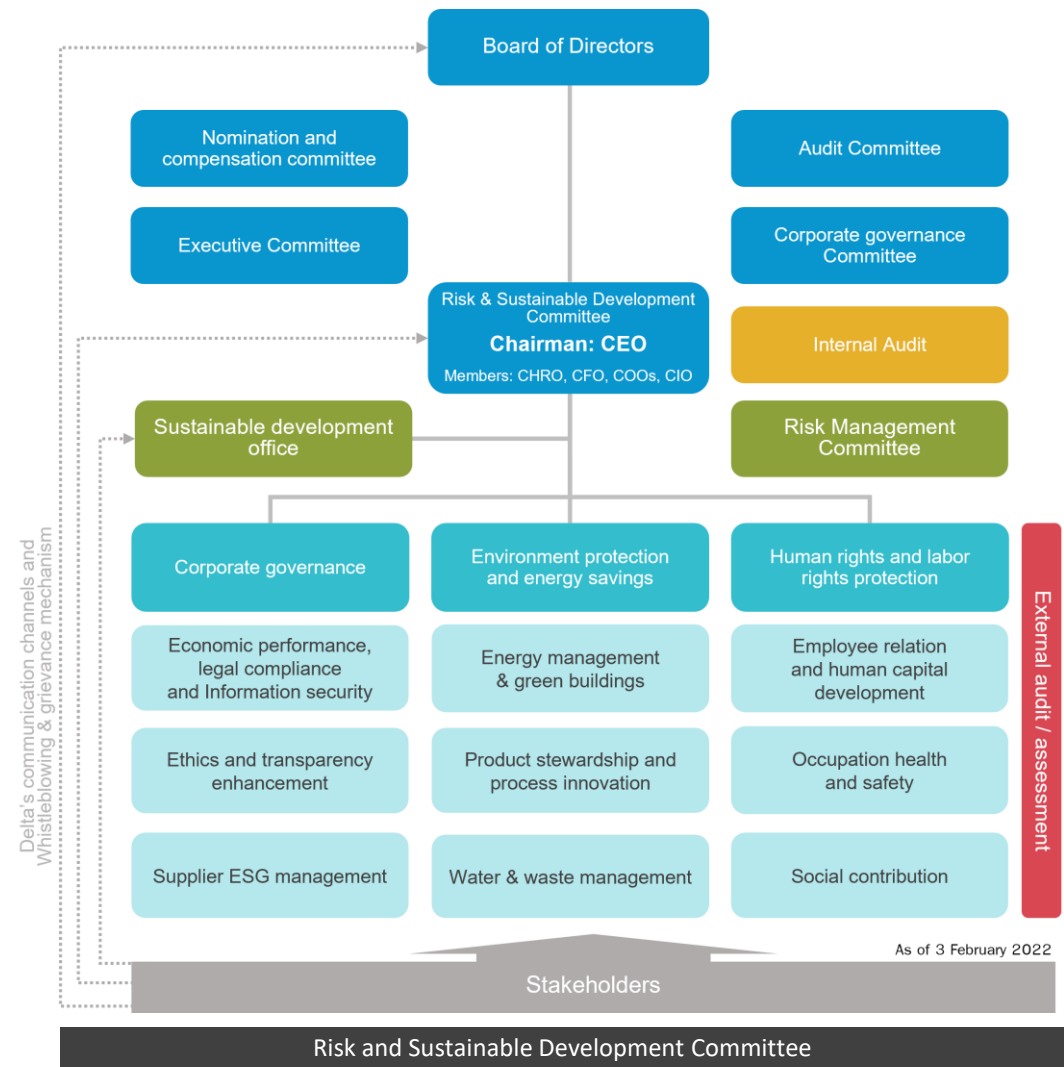
According to ISO 26000 guideline, Delta has established a sustainable development organization for the full implementation of our Global sustainability development Strategy. The main body in the organization is the SD Committee which includes the company President, Chief Human Resource Officer (CHRO),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

The SD Committee secretary proposes benchmarking procedures for the company’s CSR projects and from time to time communicates the global sustainable development practices to the committee for their reference. The committee secretary is responsible for arranging quarterly CSR meetings to inform the SD Committee and operational leaders on the progress of each company CSR project. In addition, the committee secretary will follow up on and compile ESG risk, critical concern and the results of each project in an 2025 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>.

On 15 February 2025, the Board of Directors approved the company’s enterprise risk objectives, confirmed key risk prioritization, and endorsed related response strategies, including material Key Risk Indicators (KRIs), reinforcing Delta’s commitment to robust and transparent risk governance.

For further details on departmental responsibilities regarding specific risk factors, please refer to the [Delta Group Risk Management Policy](#)



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

Key global trend impacted Delta's sustainability

- Gеоeconomic confrontation**
- Economic downturn**
- Extreme weather & natural disaster events**
- Biodiversity loss and ecosystem collapse**
- Adverse outcome of AI technology**
- Global Risks Report 2025**

Top 10 Risks Raised by SEA Managers and Executives

Risk	Risk Factors	Risk Response	Responsible Functions	Target
1	Higher raw material cost resulting from customer request for non-CHINA services			
2	Material shortage resulting from raw-earth mineral export policy			
3	Lower profitability due to exchange rate fluctuation			
4	Failure to meet Carbon Neutral target due to Supplier's limited understanding and participation			
5	ESG target discrepancy from AI development and implementation			
6	Unintended use of raw material from conflict-affected areas	Emerging risk		
7	Revenue loss in Automation and smart solutions business growth due to price and customer concerns in AI implementation	Emerging risk		
8	Risk of workers' safety due to rapid production and technology change			
9	Reputation and monetary loss from cyber attack on trade secrets and confidential information			
10	Revenue loss from operations and business caused by customer, service quality or service speed related demand	Significant risk		

THE RISK

On 20 February 2025, Delta collaborated with experts from the Thailand Development Intelligence Services to provide training for our directors, executives, and management in the Southeast Asia region. The training focused on "Global Economy and Megatrends: Risks and Opportunities" in order to enhance their understanding of the risks, impacts, and opportunities presented by megatrends and the global context as they relate to their respective functions and business units. A total of 162 executives and managers from our global operations participated in this educational initiative.

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

To cultivate an effective risk culture at the leadership level at Delta, the CEO and management emphasize its importance by supporting and promoting the implementation of various communication channels and activities to enhance stakeholder participation from the top down.

Annually, employees and functional heads engage in risk audits to ensure compliance with ISO 45001 and ISO 50001 standards. The organization leverages technologies such as the Document Management System (DMS), the Delta Employee Touchscreen Kiosk, and the Delta Line Official account to promote risk management best practices and drive innovation.

TOP THAI EXPORTS TO US COULD FACE HIGHER IMPORT TARIFFS

Top 20 products that Thailand have surplus with US and tariff differential in 2024

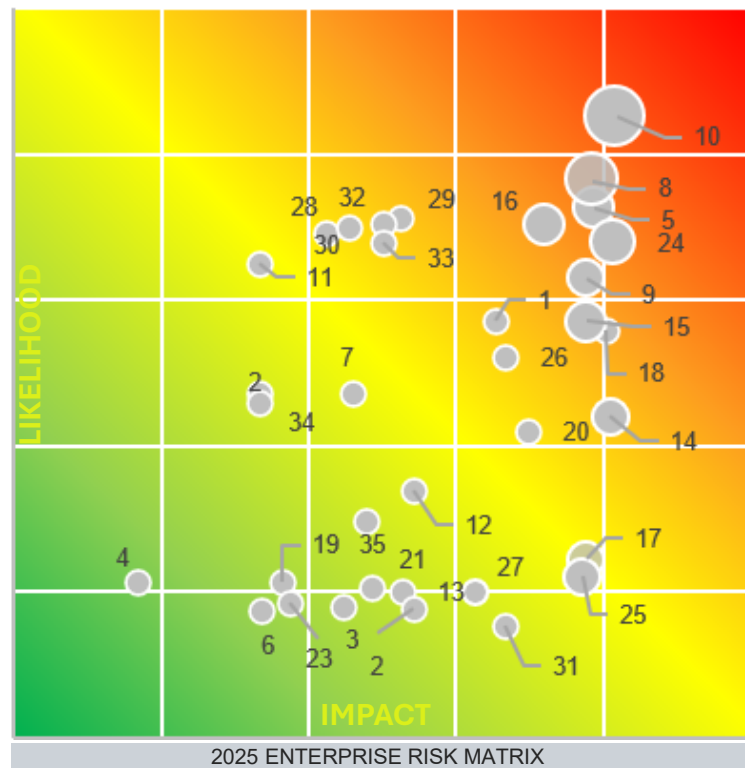
No	HS Code	Product label	Trade surplus with US (USDmn)	% of Thai exports to world	Thailand-US MFN tariff difference
1	8517	Telephone sets, including telephones for cellular networks or for other wireless networks	6,809.7	59.2%	0.0%
2	8471	Computers and units thereof	5,977.9	40.6%	0.0%
3	4011	New pneumatic tyres, of rubber	3,306.0	47.7%	8.5%
4	8541	Diodes, transistors and similar semiconductor devices	2,987.9	47.0%	0.0%
5	8504	Electrical transformers, static converters and inductors	1,972.4	43.2%	6.2%
6	7113	Articles of jewellery and parts thereof	1,287.2	28.7%	-4.6%
7	8415	Air conditioning machines	1,255.9	18.6%	8.6%
8	8473	Computer parts	1,208.3	51.6%	-0.1%
9	8525	Transmission Apparatus For Radiotelephony, Radiotele	1,101.7	39.0%	0.0%
10	8443	Printing machinery	1,049.5	31.1%	-0.7%
11	1006	Rice	800.9	12.4%	40.8%
12	2309	Preparations of a kind used in animal feeding	764.9	29.0%	6.9%
13	8537	Boards, panels, consoles, desks, cabinets for electric control or the distribution of electricity	755.5	28.5%	6.0%
14	8708	Parts and accessories of the motor vehicles	740.9	15.9%	23.8%
15	8418	Refrigerators and equipment	731.0	34.3%	20.7%
16	1604	Prepared or preserved fish	693.7	21.6%	-5.1%
17	4015	Articles of apparel of vulcanised rubber	584.1	39.0%	3.2%
18	8528	Television receivers	568.1	37.1%	11.9%
19	9403	Other furniture and parts	538.9	78.7%	18.3%
20	4001	Natural rubber	531.5	10.6%	1.1%

Note: MFN Tariff difference = Average MFN Tariff of Thailand - Average MFN Tariff of US

20 February 2025, 2 directors and 162 SEA executives and managements participate Annual Training session by Thailand Development Research Institute Economic Intelligence Service (TDRI-EIS) subjected Global Economy and Megatrends: Risk and Opportunity conducted by Kirida Bhaopichitr, PhD. T

In 2025, Delta provided 63,494 training hours for risk management, representing 4.8% of total training hours, all at no cost to employees. To encourage participation and feedback on key residual risks, including energy conservation and health and safety initiatives, both monetary and non-monetary rewards were introduced. Employees contributing to the DMS platform were eligible for Jewel awards, with the total jewels accumulated determining winners for the "Delta Knowledge Management Contest Award," which included certificates of appreciation and monetary rewards. Other key risks are disclosed in our [Annual Report](#) page 38-54.

THE RISK



Item	Risk Factors
10	Higher raw material cost resulting from customer request for non-China sources
8	Material shortage resulting from regional rare-earth mineral export policies leading to Unintended use of raw material from conflict-affected areas.
5	Lower profitability due to exchange rate fluctuation
24	Failure to meet Carbon Neutral target due to Supplier's limited understanding and participation .
16	Industrial automation conversion and business group's target disruption form AI governance concern and stigmatization
9	Revenue loss from operational shutdowns caused by unusual, more severe or more frequent natural hazard.
15	Shortage of skilled talent for smarter and greener product development and fast technology localization
18	Revenue loss in Automation and smart solutions business groups due to public and customers concern in AI governance.
14	Risk of workers' safety due to rapid products and technology transfer
17	Reputation and monetary loss from cyber attack on trade secrets and confidential information.

Geopolitical challenges remain a significant source of emerging risks across multiple dimensions. The World Economic Forum's Risk Report and PESTEL analysis indicate consistent trends in the global risk landscape. Major economic policies, including "America First" and "Made in China," have influenced regulatory frameworks and practices worldwide, including environmental, social, and governance (ESG) matters, particularly climate change mitigation. Worst-case scenario analyses indicate potential impacts including increased social polarization, reduced international cooperation on climate change, shifts in global supply chains, and changes in manufacturing footprints.

Geopolitical and environmental risks, including climate change and biodiversity loss, continue to create global uncertainty. Natural disasters, emerging infectious diseases, and potential future pandemics may further increase disruption. These developments highlight the importance of adaptable risk management, supply chain resilience, and investment in sustainable innovation to support long-term business continuity.

Delta Electronics (Thailand) Public Company Limited applies the COSO Enterprise Risk Management framework, ISO 31000, and the Governance, Risk, and Compliance (GRC) framework to manage global uncertainties and support sustainable growth. The Delta Group Risk Management Policy ("the Policy") provides a systematic approach to identifying, assessing, mitigating, and communicating risks, with the aim of maintaining residual risks at manageable and acceptable levels.

The Board of Directors provides strategic oversight of the Company's risk management framework and has established the Risk and Sustainable Development Committee (RSDC) as an independent committee responsible for risk management policies and implementation. The RSDC follows the Three Lines Model, with clearly defined roles and accountabilities to strengthen risk governance. The Corporate Governance Committee, Nomination and Remuneration Committee, and Audit Committee review and support the RSDC's performance and effectiveness at least twice a year. On February 15, 2026, the Board approved the objectives and targets of the risk management framework, endorsed the prioritization of key risks, and reviewed risk response strategies and risk management performance indicators with significant operational impacts.

EMERGING RISKS

Operation stop due to natural disaster

The global rise in natural disasters, driven by more frequent and severe climate events such as floods, storms, and heatwaves, presents a significant operational risk. For Delta, whose production facilities are concentrated in Thailand, India, and Slovakia, any major disruption caused by extreme weather could result in temporary shutdowns, supply chain delays, or reduced production capacity. Such events not only threaten the company's ability to meet customer demand but may also lead to revenue losses, increased operating costs, and heightened risks to worker safety. They could further affect progress toward the company's green revenue growth and greenhouse gas (GHG) reduction targets. Recognizing this risk, Delta integrates climate resilience into its enterprise risk management framework, including site-specific assessments, business continuity planning, and supplier diversification to minimize the potential impact of natural disasters on global operations.

Given the market's increasing emphasis on sustainability, mitigating biodiversity impacts is vital. A KPI of zero rare earth elements (REEs) and metal non-tier-1 suppliers in key biodiversity areas is crucial for compliance and reputation. To manage this risk, we conduct supplier location analyses, require tier-1 suppliers to disclose mineral origins, and perform on-site audits for compliance. We monitor supplier ESG performance through the Conflict Minerals Reporting Template (CMRT) and provide biodiversity conservation training. Lastly, we will terminate relationships with suppliers who violate environmental laws, reinforcing our sustainability commitment.

First Geohazard Experience

In 2025, Delta Thailand experienced its first earthquake. There was no financial or asset loss and no material loss. Operations were temporarily suspended for approximately 1.5 hours to ensure employee safety. Employees successfully followed the evacuation procedure and reached the designated assembly points without injury, enabling operations to resume appropriately after the event.

In May 2025, flooding affected the Bangpakong sites following prolonged and irregular rainfall, together with local drainage constraints associated with rapid urbanization. Flood levels were higher than in previous years and the event has recurred around the operating area. While the facilities, warehouses, and employees remained safe, transportation routes around the factories were disrupted, creating challenges for employees, suppliers, and the continuity of material deliveries. During the event, the R&D center remained fully operational, while the new factory operated partially.

To strengthen supply chain continuity, Delta encourages suppliers to utilize the company's consignment warehouse and register on the SAP shared module, enabling suppliers to access their inventory balances and use system records to support cost and payment processes. The company also uses an IoT-based water-level monitoring system to support early awareness of flood conditions. Employees can follow the company's official LINE account to receive timely updates on local conditions, emergency measures, and operating hours during emergency events.

Delta has also strengthened communication with external stakeholders during emergencies. Official information letters are provided to customers, suppliers, and major investors when appropriate, while the company communicates situation updates and official announcements to the public and other stakeholders through its official Facebook channel. These communication channels support timely, consistent, and transparent information sharing during disruptions.

Business continuity measures also extend to employees and critical operations. Delta has invested in IT infrastructure and digital tools that enable office employees to work from home when site access is affected. In addition, industrial automation production capabilities provide important support for maintaining planned productivity and operational continuity during periods of disruption.

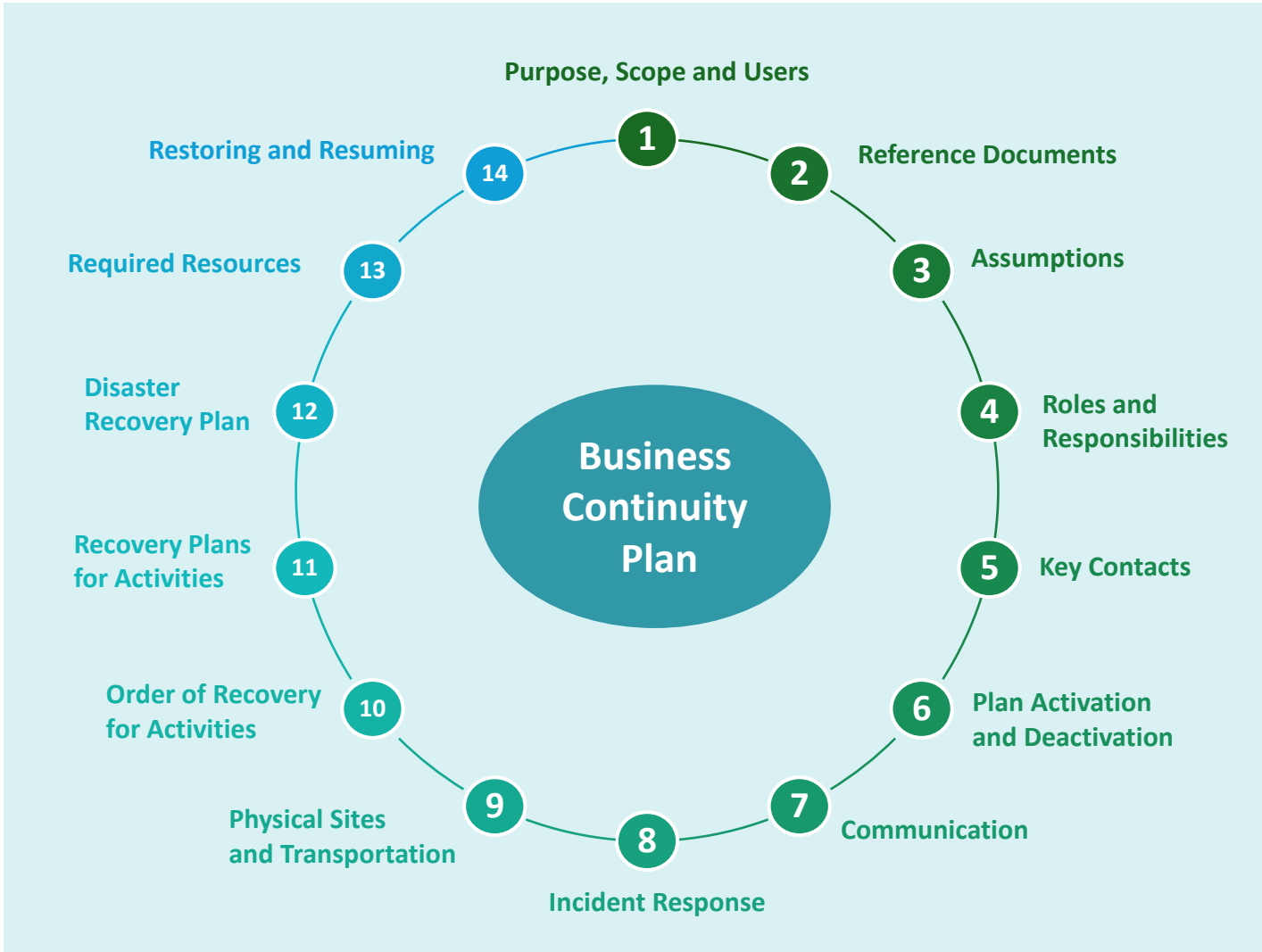
Delta further collaborates with the Industrial Estate Authority of Thailand (IEAT) and neighboring companies to establish flood evacuation routes and identify potential facilities and resources that can provide mutual support during emergencies. For flood events and other force majeure events arising from natural disasters, the company maintains employee support measures, including no deduction of wages, diligence bonuses, or year-end bonuses when employees are delayed in reaching work due to the event.

Based on lessons learned from these events, Delta has continued to strengthen physical preparedness by investing in essential emergency facilities and equipment, including backup generators, water pumps, boats, and 24-hour security personnel to monitor and communicate developing situations. These measures support the company's resilience by combining risk assessment, early warning, business continuity, employee support, supply chain preparedness, digital capabilities, and collaboration with local stakeholders.

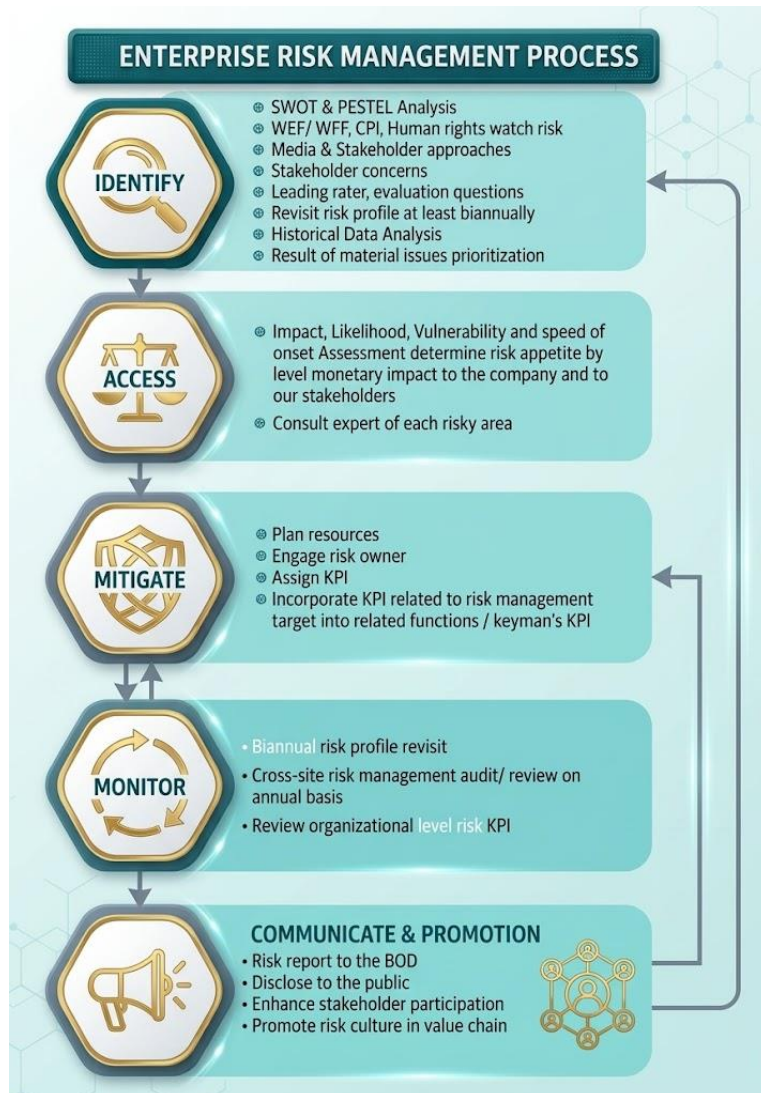
EMERGING RISKS



On May 30, 2014, Delta engaged the Secretary General and experts from Taiwan's National Science and Technology Center for Disaster Reduction to share their first-hand experience regarding earthquake-resistant construction and disaster preparedness at Mae Fah Luang University. Following these expert consultations, Delta integrated advanced geohazard and severe natural disaster mitigation strategies into the design of its new facility, successfully enhancing its structural resilience. [Find more.](#)



THE RISK



Our key risks

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

For the 2024-2025 period, we have identified both potential and actual risks that may influence our long-term objectives for green revenue growth and our ambitious greenhouse gas (GHG) reduction targets, as detailed in the following matrix.

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

New environment and social regulations/ standards come into forces

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

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

THE RISK

Company-specific risk: Industry stigmatization of AI governance

Delta identified AI governance as a company-specific and emerging business risk through external risk intelligence, including the World Economic Forum (WEF) Global Risks Report and Allianz Risk Barometer, together with AI-related requirements raised through customer questionnaires. The risk is assessed as having high magnitude and high likelihood, reflecting the increasing importance of responsible AI, data protection, cybersecurity, transparency, accountability, human oversight, and management of potential adverse consequences. These expectations may increasingly influence customer confidence, product qualification, and adoption of AI-enabled automation and smart solutions. If not adequately addressed, Delta may face additional customer requirements, delayed adoption, reduced business opportunities, increased governance and compliance costs, and potential revenue impacts.

At the same time, Delta recognizes the rapid development of AI as an important growth opportunity. Although the Industrial Automation and Building Automation Solutions businesses contributed less than 5% of consolidated revenue in the reporting year, the Company sees significant potential for these businesses to expand as demand for AI-enabled automation and smart solutions accelerates with the rising demand of intelligent solutions.

Strengthening AI governance and responsible AI practices therefore supports both risk management and the Company's readiness to capture emerging market opportunities.

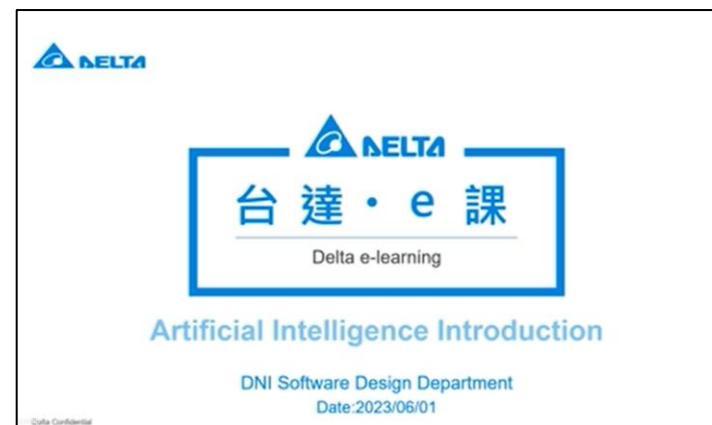
Existing Actions and Preparedness Delta has initiated the development of an AI Governance Policy to establish a structured approach to responsible AI management. In 2025, Delta conducted an internal, simplified AI governance assessment across its Southeast Asian offices, using selected ISO/IEC 42001 requirements as a reference framework. The assessment was an internal improvement exercise and was not intended for ISO/IEC 42001 certification. It provided a practical baseline for identifying opportunities to strengthen AI governance, risk management, accountability, and responsible AI practices. AI governance awareness is also incorporated into the Company's Information Security Awareness Training. During the reporting period, 100% of employees completed the training and achieved the required full score of 100 out of 100 points in the post-test. Since 2023, Delta has also provided global employees with training on AI applications and responsible AI practices through its online academy.

Delta will continue to strengthen AI governance across relevant business and product processes, including AI risk assessment, human oversight, data protection, cybersecurity, transparency, accountability, and monitoring of potential adverse consequences. Customer engagement will also be strengthened to understand evolving AI governance expectations and incorporate relevant requirements into product and solution development.

Key indicators include customer AI governance requirements and questionnaires, AI-related incidents or complaints, regulatory and industry developments, progress in implementing AI governance controls, customer adoption trends, and employee training completion and assessment results. Through these measures, Delta aims to strengthen organizational preparedness, maintain customer confidence, and support the responsible growth of its Automation and Smart Solutions businesses. This approach is intended to enable Delta to manage emerging AI governance expectations while strengthening its readiness to participate in the expanding AI-enabled automation and smart solutions market.



Delta Future Industry Summit 2025 brought multi-stakeholder collaboration to strengthen AI governance in Southeast Asia, bringing together policymakers, business leaders, industry experts, and academia to share perspectives and advance responsible AI, smart manufacturing, and sustainable industry development.



Since 2023, Delta has promoted responsible AI use through its global online academy, helping employees understand AI applications in our solutions and prepare for potential AI-related adverse consequences.

THE RISK

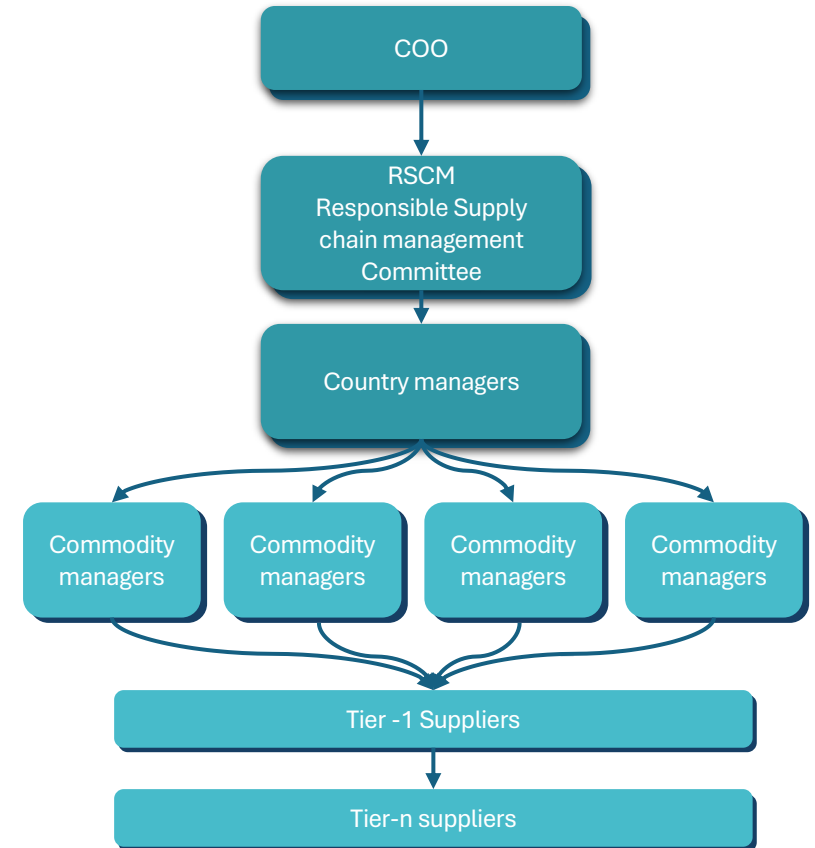
Company-specific risk: Unintended use of raw material from conflict-affected areas.

Delta identifies mineral sourcing as a supply chain risk arising from its reliance on minerals, precious metals, and rare earth elements for electronic components and products. Spending analysis and 2025 material consumption data indicate that suppliers use substantial quantities of mineral-based materials to manufacture components supplied to Delta, reflecting growing technology demand. Delta assesses this risk based on magnitude, likelihood, business relevance, supply chain exposure, and geographic location. Geopolitical tensions and increasing demand for critical minerals, together with their strategic use in international economic negotiations, may affect mineral availability, trade conditions, and pricing. Regulatory weaknesses, supply disruptions, corruption, and human rights concerns in mining regions may further increase the risk of illegal mining, unfair labor practices, unsafe working conditions, and adverse environmental impacts. Based on this assessment, Delta rates the potential magnitude of the risk as high and its likelihood as medium.

Delta does not source minerals directly from Artisanal and Small-Scale Mining (ASM) operations and has established responsible mineral sourcing practices to strengthen supply chain transparency and traceability. The Company requires relevant suppliers to provide information on the origin and supply chain of minerals through the Responsible Minerals Initiative (RMI) reporting process and the Extended Minerals Reporting Template (EMRT). Recognizing that mineral-related risks may originate beyond Tier-1 suppliers, Delta extends its responsible sourcing requirements and due diligence to relevant upstream supply chain actors. This enables the Company to improve visibility of mineral origins and identify and assess potential exposure across multiple supply chain tiers and geographic locations.

Delta also applies supplier requirements covering ethical sourcing, human rights, and anti-corruption. Supplier assessments, self-assessments, and on-site audits provide additional information for monitoring supplier-related exposure and responsible sourcing practices. For the reporting year, 100% of the identified smelters supplying materials to Delta Group suppliers that were associated with 3TG, cobalt, and mica completed the applicable EMRT reporting requirements, providing information on the relevant minerals and their supply chain sources.

Through these processes, Delta monitors and manages responsible mineral sourcing risks while strengthening mineral traceability and responsible sourcing practices across relevant supply chain tiers.



EMERGING RISKS

Biodiversity depreciation resulting from drastic increment of raw material mining

The global urgency for energy and technology transformation requires greater use of earth minerals, prompting suppliers to expand into new areas of extraction. However, such mining activities can severely damage biomes, accelerating biodiversity loss and threatening long-term environmental sustainability. This creates a critical risk for Delta, as biodiversity depreciation may undermine ecosystems, human well-being, and the company's strategic objectives. As a technology leader committed to eco-friendly growth and carbon neutrality by 2050, Delta recognizes that addressing this risk is essential to maintaining its license to operate and strengthening stakeholder confidence.

Biodiversity loss can result in habitat destruction, species extinction, and irreversible ecological damage. For example, deep-sea mining threatens marine ecosystems and may trigger stricter regulatory actions, financial penalties, and operational delays. With medium likelihood and moderate vulnerability, this risk has the potential to disrupt supply chains and increase costs, further challenging the company's targets for green revenue growth and responsible operations. Our latest [CMRT and EMRT reports](#) highlight five key river basins connected to our tier 4 and tier 5 suppliers: Yangtze with 11 smelters, Yellow with 7, Elbe with 7, Seto Inland Sea with 7, and Hudson with 6. These insights guide our efforts to strengthen responsible sourcing and environmental stewardship. It is also noteworthy that some basins, such as the Elbe, are shared across Germany, Czechia, and Slovakia, emphasizing the importance of international cooperation. To respond to this risk, Delta has adopted the following measures:

- We ensure that the origin of our materials does not involve important or at-risk biodiversity areas.
- Buyers are trained on their roles in ESG and biodiversity conservation, strengthening accountability across procurement functions.
- 100% of employees receive ESG training from their first day, with biodiversity conservation embedded as a core topic.
- All suppliers must acknowledge and sign the Supplier Code of Conduct, which includes biodiversity conservation commitments.
- Since 2024, we engaged with leading organizations such as Thailand's Royal Forest Department, IUCN, and Singapore's St John's Island National Marine Laboratory (SIJNML) to explore opportunities to apply our technologies to biodiversity restoration, while also increasing employee participation in conservation efforts across Southeast Asia.



Delta SD Week 2025 integrated risk training to raise awareness about biodiversity loss and ecosystem collapse. Throughout the week-long event, the team rotated activities across all operational sites in Thailand, engaging 200 workers in risk communication on the interconnected Water, Energy Food nexus. The program emphasized the role of biodiversity in climate change mitigation and its impact on business resilience. As part of an annual training agenda, the theme of Delta SD Week evolves each year to address emerging global risks and urgent sustainability challenges.

Intellectual property and quality against cross-border project transfer

Amid global economic uncertainties, Delta remains committed to innovation and the secure transfer of technology to meet the growing demand for essential infrastructure, including data centers, telecom power, and EV-related businesses. Investment in long-term sustainable innovation is critical to driving growth while supporting the transition to green technologies. As we expand our operations and accelerate production through the China+1 strategy, efficient technology and product transfer become increasingly vital. Ensuring a secure and responsible transfer process across jurisdictions safeguards intellectual property, mitigates regulatory risks, and enables the rapid deployment of advanced solutions in line with evolving market and sustainability demands.

To ensure a seamless transition in production facility relocation, Delta has implemented the Site Transfer Procedure (Document No. 06-034) to provide clear guidance for all personnel and teams. This procedure facilitates the efficient setup of technology, ensures material availability, maintains rigorous quality inspection processes, optimizes workforce management, fosters effective stakeholder communication, and minimizes operational disruptions.

As part of our Knowhow Transfer & Knowledge Sharing strategy, teams from Thailand and India collaborate closely with original product owners, including R&D, production, and technical teams in

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China and other regions. Following the successful implementation of production lines and technology setup, product owner teams remain embedded with the Thailand and India teams for 6–12 months to ensure comprehensive knowledge transfer. This includes process understanding, facility readiness, adherence to quality standards, and alignment with customer requirements.

Additionally, inter-regional quality diagnostics are conducted quarterly to reinforce continuous improvement and maintain consistency across operations. This ensures that Delta’s products and services from our global manufacturing sites adhere to consistent standards and best practices.

Disinformation and misinformation: Fake news and investment fraud

As a risk committee member of a leading tech company and major listed entity in Thailand, it is essential to address the emerging risk of "fake news and investment fraud" due to its significant impact. The rise of artificial intelligence (AI) and deepfake technology has made it easier to spread misleading information, threatening our reputation and potentially causing financial losses for stakeholders. AI and deep fake technology can create false narratives that distort market perceptions and lead to stock volatility, undermining efforts to attract investment in eco-friendly initiatives. Additionally, biased AI systems can compromise decision-making, exacerbating misinformation and jeopardizing our carbon neutrality target by 2050. Focusing on this risk is critical to ensuring our integrity and sustainable growth.

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

Industry Stigmatization of AI Governance

The rapid adoption of artificial intelligence (AI) in industrial automation, building automation, smart manufacturing, and related solutions is increasing expectations for responsible and trustworthy AI governance.

Delta's industrial and building automation solutions may involve AI training, data modeling, and AI-embedded functions to support customers' operational and engineering applications. The primary users are professional customers, engineers, and other adult users aged 18 and above, rather than children or general consumers. Nevertheless, concerns regarding data protection, cybersecurity, transparency, accountability, human oversight, and responsible AI use may influence customer confidence and industry acceptance of AI-enabled solutions.

For Delta, such concerns could affect customer requirements, solution acceptance, and business opportunities if stakeholders perceive insufficient clarity or assurance regarding the governance of AI-enabled technologies. Although industrial and building automation currently represent less than 5% of consolidated revenue, these areas are relevant to the company's future technology development and growth.

In alignment with ISO 31000 and the COSO Enterprise Risk Management (COSO ERM) framework, Delta monitors emerging external developments, customer expectations, and potential impacts on business objectives. The company has developed an AI Governance Policy and conducted a simplified ISO/IEC 42001 readiness assessment across its Southeast Asia offices to identify areas for further improvement. Delta has also initiated a simplified AI governance readiness checklist for suppliers to promote awareness of responsible AI practices across the supply chain and identify areas requiring further attention. AI governance considerations are incorporated into information security awareness and responsible-use practices. Delta works closely with the Group Chief Technology Officer, Industrial Automation and Building Automation Solution Engineering teams, R&D personnel, and solution sales engineers to provide information security consultation and promote responsible practices for AI-embedded solutions. These cross-functional and supply chain initiatives support the continued development of appropriate AI governance practices for professional and industrial applications.

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

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

EMERGING RISKS

net profit and zero debt by effectively managing resources across finance, R&D, and operations, while monitoring exchange rate fluctuations to mitigate potential financial losses.

Internal carbon pricing is essential for managing these financial risks and driving societal and environmental benefits. By assigning a monetary value to carbon emissions, we incentivize carbon footprint reduction, aligning financial decisions with sustainability objectives and protecting shareholder interests. This approach optimizes capital allocation, prioritizes energy-efficient investments, and minimizes exposure to exchange rate volatility. By the end of 2025, Delta successfully utilized its internal carbon pricing mechanism, valued at 261 million baht (2024: 109), to advance its net-zero target, achieving positive societal and environmental impacts without compromising revenue or shareholder returns. We disclose our effort and advancement through ICP mechanism in our [IFRS S2 and TNFD disclosure](#) page 26 and 45.

AI Disinformation and Misinformation

The U.S.-China conflict highlights the risk of AI-driven disinformation for Delta, particularly in its green revenue growth areas like autonomous EV control units, data centers, and automation. Misinformation could damage the company's reputation, disrupt consumer confidence, and impact critical supply chains. As Delta focuses on sustainable technologies, maintaining brand integrity and trust is crucial for advancing its green initiatives, emphasizing the need for robust cybersecurity and transparent communication. To address the risks of AI-driven disinformation, Delta take the following measures:

In line with our growth targets for AI-related business groups, Delta Group has implemented the first draft of its AI policy since 2024, following the OECD guidelines and the EU AI Act. The CTO, Business Group CTO, CO, CHRO, and relevant departments have collaborated to create a plan for establishing an AI committee. The committee members are tasked with strengthening cybersecurity to prevent AI-driven cyberattacks or misinformation campaigns that could compromise brand integrity or sensitive data. Additionally, our headquarters in Taiwan is dedicating efforts to verify ISO/IEC 27701:2019 certification to ensure that all products traded with the Thailand Industrial Automation group comply with the Privacy Information Management System.

- **Monitor Social Media and Online Platforms:** Use AI-powered tools to track and identify potential misinformation or disinformation across platforms, allowing for swift action to counter false narratives.

- **Engage in Public Relations Campaigns:** Develop proactive communication strategies to combat misinformation, highlighting the company's commitment to green technologies and sustainability.
- **Educate Stakeholders:** Provide stakeholders with clear, accurate, and timely information to build trust, ensuring they can distinguish between credible information and potential disinformation.
- **Create a Crisis Response Plan:** Prepare a response plan for misinformation crises, including designated spokespersons and guidelines for addressing public concerns quickly and transparently. As of 31 December 2025, no financial losses were incurred as a result of data privacy issues, disinformation, or misinformation.

Emerging Business Revenue

Policies in major economies have raised stakeholder concerns about mobility sector growth, which also impacts our strategic goal of achieving 50% green revenue from products and solutions by 2030. US. Increased investment in oil and gas and the reservation of raw materials for domestic technology production have disrupted global supply chains. China's "Made in China 2025" policy strengthens its EV industry through subsidies, tax incentives, purchase mandates, and infrastructure investment, positioning China as a leading EV manufacturer and exporter. Trade policies also impact the sector. Since 2016, tariffs on Chinese auto parts and vehicles have remained, with additional 2025 measures raising EV import tariffs to 100%, reshaping market dynamics.

To release this concern as well as know our own progress to the green revenue target, the company adjust its disclosure of revenue by Segment information to demonstrate the progress of mobility business which used to be included in infrastructure business. The company also applies several measures to maintain healthy growth.

- **Strengthen Supply Chain Resilience**
- **Expand Market Reach & Customer Base**
- **Accelerate Product Innovation & Differentiation**
- **Strengthen Strategic Partnerships**
- **Engage in Policy Advocacy & Regulatory Support**

EMERGING RISKS

Delay in meeting the commit SBTi

U.S.-China tensions may delay Delta’s science-based targets by disrupting access to critical raw materials and technology, essential for eco-friendly products. Trade barriers, tariffs, and sanctions could increase costs and cause delays, diverting focus from long-term sustainability goals to short-term crisis management, hindering progress.

Trade tensions between the U.S. and China pose significant challenges to Delta’s ability to meet its science-based targets. Supply chain disruptions may restrict access to low-carbon materials, necessitating alternative sourcing strategies. Regulatory divergence across key markets could create compliance challenges, requiring continuous policy monitoring. Increased costs from tariffs and trade restrictions may impact investment in sustainability initiatives, making financial risk mitigation essential. Additionally, geopolitical instability could slow technology transfer, affecting the adoption of critical innovations and demanding proactive collaboration and contingency planning. Furthermore, the limited availability of Renewable Energy Certificates (RECs) in key regions may hinder carbon neutrality commitments, requiring diversification of renewable energy procurement strategies.

- Supply Chain Diversification: Secure access to low-carbon materials by sourcing from multiple regions with stable trade policies.
- Regulatory Monitoring: Dedicated teams track policy changes to ensure compliance and proactively adjust strategies.
- Financial Risk Mitigation: Implement strategic cost management and investment prioritization to safeguard sustainability initiatives.
- Technology Transfer & R&D Enhancement: Strengthen in-house innovation and collaborate with global partners to prevent delays in adopting new technologies.
- Renewable Energy Procurement: Expand onsite solar generation and diversify REC acquisition to mitigate supply constraints and maintain carbon neutrality progress. The company also participate in the associations that are working with the government sector and other think tanks to enhance the potential of RE energy generation.
- Internal Carbon Pricing (ICP): Implement an internal carbon pricing mechanism to accelerate infrastructure adaptation while minimizing financial impact on stakeholders. As of December 31, 2025, we have underway and maintain to achieve our Science-Based Targets Initiative (SBTi) goal for the year, with ongoing efforts to close the remaining gap.
- Delays in passing legislation, Thailand's Energy Regulatory Commission (ERC) to support the government's UGT2 services currently prevent the purchasing of renewable energy.



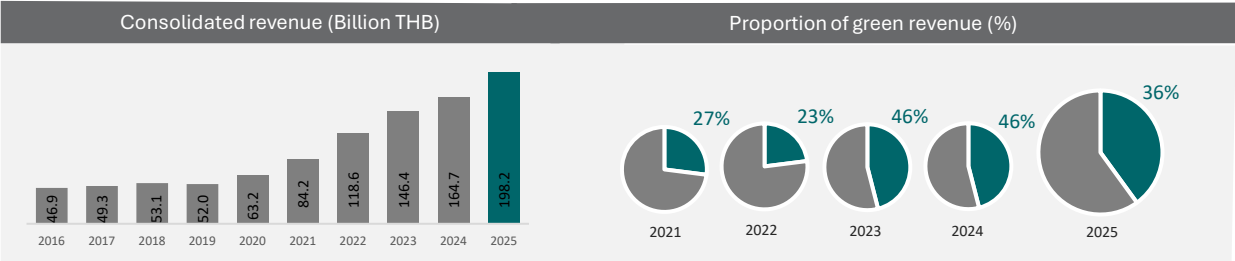
FROM RESPONSIBILITY TO SUSTAINABLE GROWTH

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

For fast transition to a lower-carbon economy, Delta maintains its research and development cost at approximately 4 percent of its consolidated revenue to develop, continues merger and acquisition and invest in global operation to re leading efficiency and greener products and solutions that use fewer natural resources, lower emission, response to market and customers' climate adaption for good health and well-being amidst climate change and technology breakthrough. Through the mentioned adoption, Delta gained more opportunities in new markets that can be illustrated by Delta's Thailand new high [revenue of 6,274 Million US Dollar in 2025](#) and Delta Group's physical assts and intangible assets gained from the [acquisition of a critical material company in 20245 that value over 4,880 Million US dollars](#). This M&A also help lower GHG from material transportation and increase the percentage of [material localization](#) for Delta Thailand.

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

In parallel with various programs to increase Delta Smart Manufacturing (DSM) production line, Delta Group set an internal carbon pricing (ICP) at 300 US dollars per ton to power investments in negative carbon technology and innovation in R&D. In the reporting year, we had 146 projects included in our ICP scheme valued 7.83 Million US dollars. We intend to neutralize residual emissions and further mitigate emissions beyond our value chain with offsetting and investing in permanent carbon removal.



Note

- Green revenue contributed by the revenue from EV, Green and efficient energy solutions revenue (renewable, EV charging, Data center, Industrial automation, Energy storage systems)
- High efficiency ODM products revenue.
- The green revenue reported accordingly to the company's performance breakdown by business group presented to the Board of directors on 13th February 2026

FROM RESPONSIBILITY TO SUSTAINABLE GROWTH



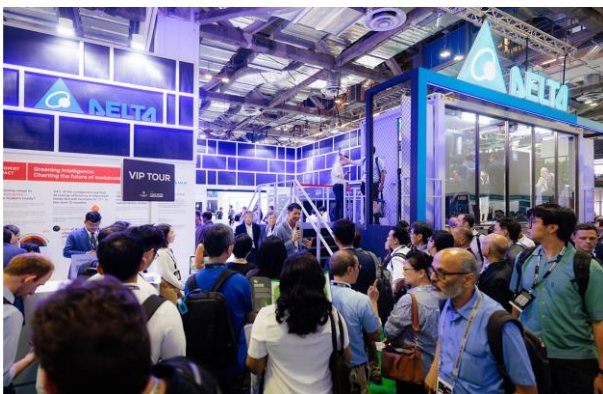
Delta Future Industry Summit 2025 Charts Southeast Asia's Transformation through Sustainable AI, Smart Manufacturing and Energy

In 2025, Delta Electronics (Thailand) PCL hosted the Delta Future Industry Summit 2025 under the theme “Transforming Industry with AI, Automation & Energy in Southeast Asia.” The event brought together policymakers, business leaders, industry experts, and academic representatives to explore how sustainable AI, smart manufacturing, and energy resilience are accelerating Southeast Asia’s transition toward a more intelligent, connected, and sustainable society. As industries across the region navigate both digital transformation and sustainability challenges, the summit highlighted the growing role of AI, automation, and energy management in enabling responsible industrial growth. Through knowledge exchange, best-practice sharing, and regional collaboration, the event reinforced Delta’s commitment to advancing innovation and supporting Southeast Asia’s transition toward a smarter, greener, and low-carbon future.



GPSC and Delta Thailand reach an agreement to jointly study renewable energy solutions, promoting clean energy innovations

GPSC and Delta have entered into a mutual agreement to jointly study the procurement of renewable energy under On-site solution with Direct PPA or TPA, aiming to achieve the target of RE100 by means of innovative energy technologies that can be applied as effective tools for the comprehensive energy management, for the low-carbon production and export sectors, and for the preparedness to deal with strict global trade rules that turn to favor environmentally friendly products. The study plan shall emphasize all kinds of renewable energy, e.g., solar energy, wind energy, etc., and sustainable cooling system that are suitable and compatible with energy management technologies, such as energy storage system, along with the installation of a transmission system and the solutions for comprehensive energy and cost management. This will lead to the increase of efficiency in energy use and stability in the supply of electricity for manufacturing sector. Meanwhile, all of the aforementioned must comply with the export regulations in order to prevent environmental impacts from the production process. In addition, GPSC and Delta have an intention to develop the projects that help minimize greenhouse gas (GHG) emissions so as to head towards carbon reduction together.



Delta Electronics Showcases Energy-Saving Power, Cooling and Infrastructure Solutions for High-Density, Sustainable Data Centers

Delta Electronics (Thailand) PCL is presenting its broad and highly integrated portfolio of energy-efficient power, cooling, and infrastructure solutions for next-generation AI and high-performance computing data centers at Data Centre World Asia 2025. Key highlights include a 20-foot Containerized Data Center and a Power Train Unit for AI edge applications. The former features Delta’s state-of-the-art liquid-to-air (L2A) coolant distribution unit (CDU) with up to 80kW cooling capacity while the latter boasts a modular design scalable up to 2,400 kW. The entire showcase enables cloud service providers and enterprises not only to expand their digital capacity with lower operational costs, but also to advance their sustainability goals.

FROM RESPONSIBILITY TO SUSTAINABLE GROWTH

Delta Electronics (Thailand) integrates sustainability into its corporate strategy and business operations, recognizing that long-term business success depends on creating value for society, the environment, and stakeholders across the value chain. Since the President communicated Delta Thailand’s sustainability vision to business partners and employees at the Annual Partner Meeting on 28 December 2016, sustainability has become an integral part of decision-making and collaboration throughout the value chain.

Building on this commitment, Delta aligned its business strategy with priority Sustainable Development Goals (SDGs), focusing on SDG 4, SDG 7, SDG 9, SDG 12, SDG 13, and SDG 17 from 2017, and expanding its commitment to include SDG 3 (Good Health and Well-being) in 2021. At the Group level, Delta Electronics has established science-based greenhouse gas reduction targets and committed to achieving 100% renewable electricity by 2030, supporting the transition to a low-carbon economy through greenhouse gas reduction, energy efficiency, climate resilience, and responsible resource management.

Through collaboration with customers, suppliers, employees, business partners, and local communities, together with stakeholder engagement, continuous improvement, and transparent ESG governance, Delta advances sustainable innovation, creates long-term value, and contributes to the United Nations Sustainable Development Goals while strengthening stakeholder trust.

	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 
UNSDG Targets, we support	3.b.1) Proportion of the target population covered by all vaccines included in their national program 3.8.1) Coverage of essential health services 3.9.3) Mortality rate attributed to unintentional poisoning	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	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	9.2.2) Manufacturing employment as a proportion of total employment 9.4.1) CO ₂ emission per unit of value added	12.2.2) Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP 12.4.2) (a) Hazardous waste generated per capita; and (b) proportion of hazardous waste treated, by type of treatment 12.5.1) National recycling rate, tons of material recycled	13.2.1) Number of countries with nationally determined contributions, long-term strategies, national adaptation plans and adaptation communications, as reported to the secretariat of the United Nations Framework Convention on Climate Change	17.16.1) Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals
Our Activities	- Daily workplace health and safety reviews (ISO 45001) - Occupational health services and annual health check-ups - Vaccination and communicable disease prevention programs - Hazard identification and chemical safety management - Emergency preparedness and response. - Employee health and well-being programs. - RBA Code of Conduct implementation across the supply chain. - Continuous occupational health and safety improvement.	- Equal access to learning and development opportunities. - Technical, digital, and leadership skills training. - Continuous upskilling and reskilling programs. - Learning Management System (LMS) for employee development. - ICT and digital competency development. - Student internship and Delta Academic.	- Constructing sustainable clean energy systems - Developing solar power and renewable energy solutions - Discovering new business opportunities in clean energy - Promoting renewable energy adoption and energy efficiency	- Sustainable manufacturing infrastructure development - Energy-efficient and low-carbon technology innovation - Manufacturing efficiency improvement and CO₂ emission reduction. - Digital transformation and workforce capability development.	- Resource conservation and efficiency improvement. - Waste reduction, reuse, and recycling initiatives. - Hazardous waste management and responsible treatment. - Sustainable material and packaging optimization. - Environmental performance monitoring and stakeholder engagement.	- Assessing climate risks and opportunities to enhance business resilience. - Implementing climate adaptation and mitigation measures. - Reducing GHG emissions through energy efficiency and renewable energy initiatives. - Advancing low-carbon technologies and solutions. - Integrating climate strategy into business operations and risk management.	- Participating in global sustainability partnerships and initiatives. - Collaborating with customers, suppliers, and stakeholders to promote sustainable development. - Enhancing a smarter and greener value chain through stakeholder engagement. - Sharing sustainability knowledge and best practices. - Building long-term partnerships to achieve sustainability goals.

FROM RESPONSIBILITY TO SUSTAINABLE GROWTH

Carbon Neutral Initiatives by 2030

The Thailand Voluntary Emission Reduction Program (T-VER) was launched in 2013 by the Thailand Greenhouse Gas Management Organization (TGO) as a project-based voluntary scheme to encourage GHG reduction and promote the carbon market in Thailand. The scheme is harmonized with international standards, ISO 14064-2:2019 and ISO 14064-3:2019. Carbon credit can be traded in the domestic carbon market. Delta has been participating and registering in T-VER since 2014. There is a total of 9 projects that had been registered in T-VER and it is proximately accredited 11,161 tons CO₂e carbon credits that had been reduced from those projects.

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



Net ZERO Target

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

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

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

FROM RESPONSIBILITY TO SUSTAINABLE GROWTH

Delta's Participation at COP30 to Advance Climate Solutions through Innovation

Delta participated in the 30th Conference of the Parties (COP30) of the United Nations Framework Convention on Climate Change (UNFCCC), held in Belém, Brazil, marking its 18th consecutive year of engagement in the global climate conference.

As an official observer to the UNFCCC and the Convention on Biological Diversity (CBD), Delta showcased its "AI for Green" approach, highlighting coral restoration, green building, and sustainable AI initiatives that support climate adaptation and biodiversity conservation. Delta also organized official side events in the COP30 Blue Zone in collaboration with international organizations, research institutions, and industry partners to exchange knowledge on nature-based solutions, climate resilience, and sustainable technologies. Through these activities, Delta strengthened stakeholder engagement, promoted cross-sector collaboration, and shared practical solutions that contribute to climate action, biodiversity conservation, and sustainable development.



Do more with less

Since climate change threatens all industries with far-reaching impacts on power system design, markets and operations, Delta realizes our potential to mitigate climate change impact by reducing our greenhouse gas and related environment footprint in our daily operation. As a supporter of [climate-related disclosures](#), we disclose climate-related information covering governance, strategy, risk management, and metrics and targets, aligning with the four core elements of [IFRS S2 Climate-related Disclosures Report](#) 2025. We embrace climate change related-risk management in accordance with IPCC's RCP 2.6 and RCP 8.5 scenarios by applying COSO Enterprise Risk Management, as well as, considering the climate-related scenario IEA NZE 2050, IEA 2DS, IEA SDS, and others.

In addition, Delta responded to the Paris Agreement's long-term temperature goal and the Science Based Targets initiative, [SBTi](#) that aimed to keep the global average temperature increase to "limit global warming to 1.5°C", together with Thailand's climate commitments under its Second Updated Nationally Determined Contribution (NDC), targeting a 30% reduction in greenhouse gas emissions by 2030, or up to 40% with international support, while further strengthening its climate ambition through [NDC 3.0](#), in line with the Thailand Ministry of Energy's Thailand Integrated Energy Blueprint (TIEB) which comprises five integrated master plans: Thailand Power Development Plan ([PDP](#)), Energy Efficiency Development Plan ([EEDP](#)), Alternative Energy Development Plan ([AEDP](#)), Natural Gas Supply Plan ([Gas Plan](#)), and Petroleum Management Plan ([Oil Plan](#)). We conduct feasibility studies and apply green technologies to improve our own process efficiency and energy saving together with increasing our alternative clean energy sources usage.

Our 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.

04

RESPONSIBLE
SUPPLY CHAIN



RESPONSIBLE SUPPLY CHAIN ENHANCEMENT

To enrich responsible supply chain for competitive quality, technology, delivery, cost, human rights, environment impact mitigation, and ethical society, Delta Electronics (Thailand) PCL. and its subsidiaries maintain a robust management system to implement, monitor, and report compliance with Delta’s Supplier Code of Conduct (CoC), including documented procedures, training, and internal auditing. We integrate ESG performance into supplier evaluation and procurement decision-making processes, communicate the CoC requirements clearly to their personnel, subcontractors, and relevant stakeholders, and cascade these expectations throughout their own supply chain, and encourage compliance with 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 and human rights, provides safe and healthy work environment, and advances sustainable development.
- Comply with all applicable 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 overall supply chain competitiveness.
- Commit to social well-being activities and encourage employee participation to support community and promote industry development.

Delta continuously strengthens its ESG governance across the supply chain through risk-based due diligence, transparent disclosure, measurable sustainability targets, and continuous improvement. We enhance raw material traceability and ensure transparent environmental and social reporting. By 2050, Delta aims to build a fully responsible supply chain with ZERO minerals from RMI-defined conflict areas, ZERO human rights violations, and ZERO raw material sourcing from biodiversity-sensitive zones. These expectations are communicated to suppliers, with compliance monitored and ESG performance integrated into supplier evaluation and improvement processes.

The company targets 30% recycled material use and 20% supplier localization to reduce environmental impact and strengthen local partnerships. Supplier localization particularly supports our commitment to the Science Based Targets initiative (SBTi) by helping us reduce absolute Scope 3 greenhouse gas emissions by 90% by 2050 from a 2021 base year. Delta works closely with metal and thermoplastic suppliers to increase certified recycled content, sourcing materials such as steel, aluminum, copper, PE, PC, PBT, and corrugated cartons under Global Recycled Standard (GRS) and Recycled Claim Standard (RCS) certifications. These efforts are key to cutting emissions across all scopes by minimizing extraction impacts, reducing transport distances, and promoting a more circular, locally rooted supply chain.



RESPONSIBLE SUPPLY CHAIN ENHANCEMENT

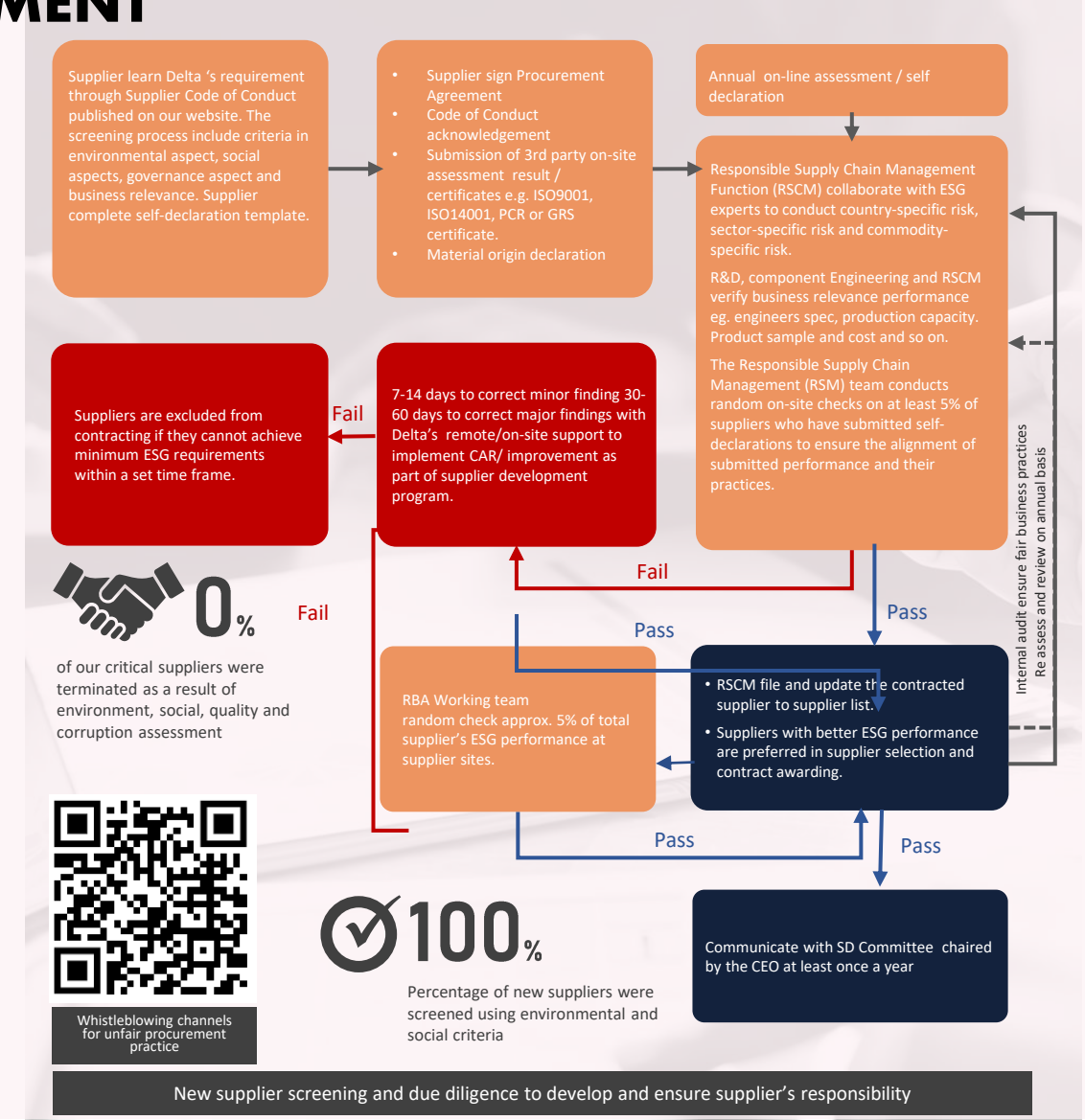
New Supplier Assessment

Delta requires all key suppliers to comply with its Code of Conduct and anti-corruption expectations. Supplier assessment processes include integrity evaluations and review of compliance performance to ensure alignment with Delta’s governance standards and sustainability objectives.

Well-managed supply chain does not only help Delta but also our customers in term of competitive quality, technology, delivery, cost, human rights and social responsibility. Climate and demographic change lead to raw material scarcity and high competition among global supply chain. Delta views suppliers as long-term partners as described in our [Supplier Code of Conduct](#) and [Delta Supplier Social Responsibility Management](#) 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.

Delta formed an [agreement](#) between its purchasing department and 2,117 active suppliers to ensure integrity in its supply chain. All buyers and related staff involved in the purchasing process have been properly trained in their roles under the supplier ESG programs. The Procurement and Supplier Covenants promote a healthy procurement system that avoids the negative influence of human factors such as bribery or unwarranted returns on normal business

Due to increased global interest in becoming Delta’s suppliers, we created an [online Supplier Registration Platform](#). This platform informs potential suppliers about our strict ESG requirements and builds a pool of candidates to speed up sourcing amid raw material shortages and supply chain disruptions. For existing suppliers, Delta engages them to sign related ESG agreements with evidence attached. They have also been informed that random on-site audits may occur after signing.



RESPONSIBLE SUPPLY CHAIN ENHANCEMENT



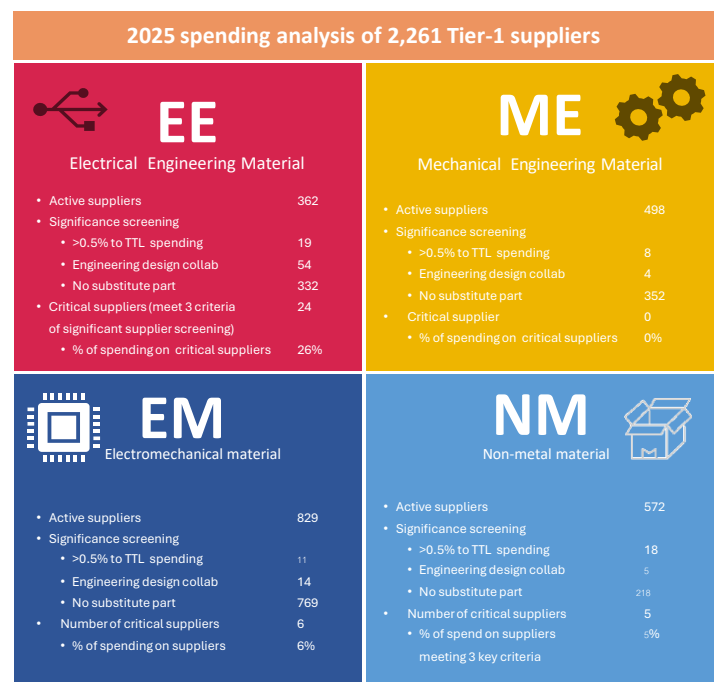
Amidst energy transformation, climate change, evolving regulations, and market demands, suppliers frequently questioned how to sustain long-term business with reasonable margins and a stable supply chain amid resource constraints, technological shifts, and intense competition. The Responsible Business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

Since 2014 Delta promotes RBA VAP 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 have implemented 100% critical supplier RBA audit in 2024.

Delta request all new suppliers to submit their certifications in Quality, Environment, and Occupational Health & Safety accomplished from third-party on-site audit and sign the company’s “Integrity Statement” and “[Responsible Business Alliance Commitment Statement](#)”. However, medium and small-sized enterprises (SMEs) and suppliers that are not listed as critical suppliers may request an exemption from these requirements on a case-by-case basis. Delta also encourages existing suppliers to have the above-mentioned certificates.

Critical and significant supplier identification process
In 2024, Delta had 2,117 active suppliers.

RESPONSIBLE SUPPLY CHAIN ENHANCEMENT: TIER-1 SUPPLIERS

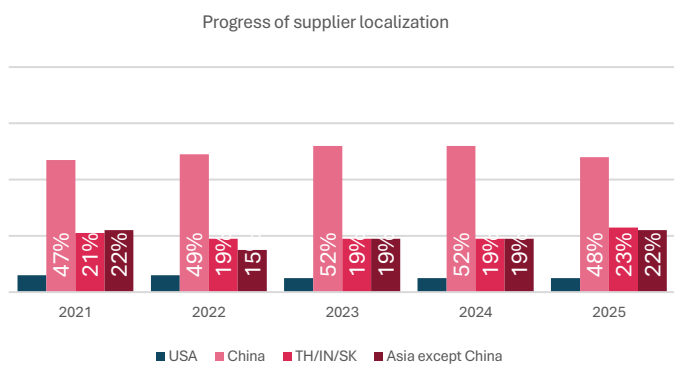
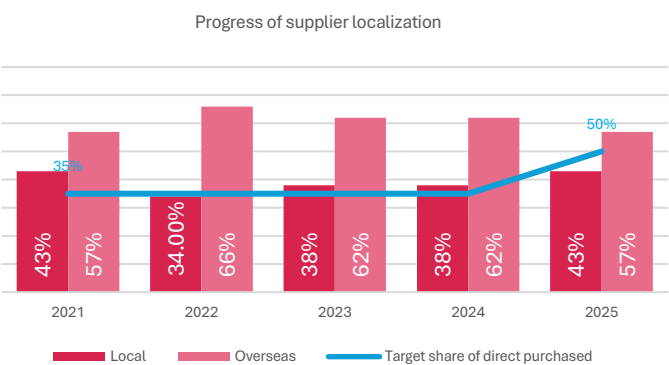
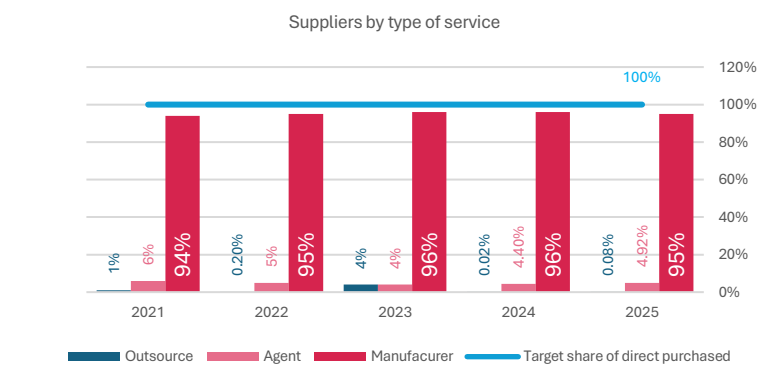


To understand supply chain risks and dependencies from a general, economic point of view, Delta undertakes its annual procurement **spending analysis** of its 100% suppliers to secure its productivity performance, cost management and sustainability management accordingly RBA code of conduct. Over 2,732 million US dollars was the cost of raw material we spend for raw material from 2,168 active suppliers for all manufacturing and R&D sites in 2025. 46% of our material used for production process in 2025 were electrical engineering material (EE) follow my electromechanical parts, non-metal and metal part respectively. Moreover, this spending analysis helps Delta to ensure its independence from the potential ESG risks in our supply chain.

For effective communication, ESG-related issues control, Delta major raw material and component had supplied by direct manufacturers rather than agents and outsourced suppliers. For direct control of our supplier’s ESG responsibility, Delta aims to have 100% tier-1 supplier in 2030. In 2025, Raw material and component direct suppliers and manufacturer counted as our tier-1 suppliers was 95%.

To enhance ESG performance of critical supplier type 1 (high purchase volume & cross-business unit supply) while closely monitoring critical supplier type 2 (Critical component, co-design component, single source suppliers, mold suppliers or similar) and type 3 (non-substitutable suppliers and newly introduce suppliers) competence, Delta continues to adopt purchasing localization is highly required. According to these criteria, we define 100% of our EE suppliers as our critical supplier in economic aspect. Localization is Delta practical way to establish close linkage to local partners, improve social and economic development in the community and reduce the environmental footprint of our operation. Delta target to maintain one-third (35%) of total localized suppliers by 2030.

In 2025, 23% of direct materials had purchased for our major production sites in Thailand India, Slovakia and surrounding countries of these sites. Regarding these 3 major procurement practices, either risk as nature of business process or emerging risk in supply chain can be effectively mitigated. With smooth and collaborative supply chain, agile action to fulfill Delta requirement and customer satisfaction has stably retained.



RESPONSIBLE SUPPLY CHAIN ENHANCEMENT

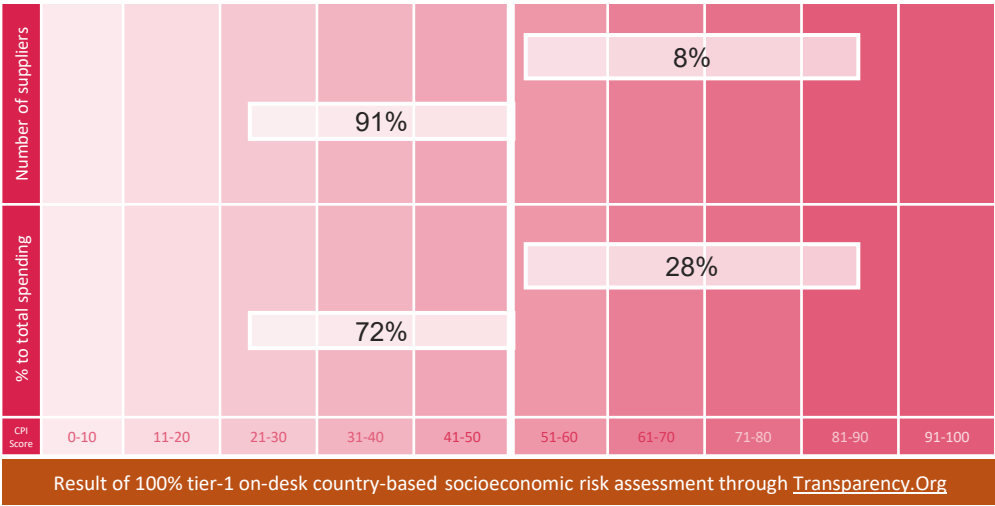
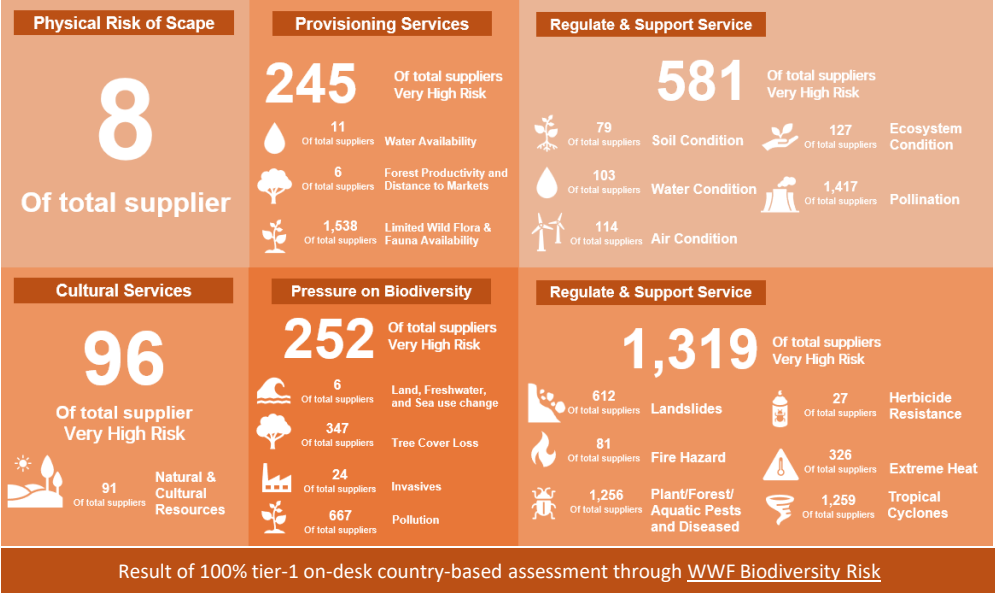
Supplier Risk Assessment

Country-specific risk assessment is vital for building a responsible supply chain in the electronics industry, where environmental, social, and governance (ESG) risks differ widely by region. It helps companies identify and prevent negative impacts like pollution, unsafe labor, and weak regulation, especially in countries with less strict laws. This enables focused due diligence in high-risk areas to avoid contributing to environmental harm, forced labor, or unethical raw material sourcing.

Country-specific risk awareness also allows companies to design supplier development programs tailored to each region’s ESG challenges. It ensures resources, training, and engagement are allocated where most effective, aligning supplier programs with global standards while addressing local needs for a more resilient and ethical supply chain.

Delta annually assesses all active suppliers using internationally recognized tools such as the WWF Biodiversity Risk Filter, combined with requirements like raw material origin declarations and ISO 14001 certification. In 2025, the WWF tool showed 252 suppliers operate in areas with the highest biodiversity pressure (rated 5/5), and 667 are in areas facing serious pollution risks. For large-scale manufacturers in these zones, we require pollution inspection results, total VOC reports, or equivalent audits. From this data, Delta identified 8 critical suppliers in the finalized Scape Physical Risk summary. This targeted risk insight helps optimize supplier development and resource allocation based on local environmental priorities.

Governance risks are assessed through Transparency International’s Corruption Perceptions Index (CPI). Our 2025 review found over 71.8% of suppliers are in countries scoring below 50, signaling elevated governance risks. To address this, Delta enhances anti-corruption efforts by promoting third-party whistleblowing, rewarding ethical behavior through incentives and order reallocation, and requiring high-risk suppliers to sign integrity agreements and report unethical practices. This fosters a more responsible, transparent, and resilient global supply chain.



RESPONSIBLE SUPPLY CHAIN ENHANCEMENT

Physical Risks	Biodiversity Risk Filter (BRF) Indicators	Impact/Dependency	Electronics & Semiconductor Manufacturing	Automotive, Electrical Equipment & Machinery Production	Electric Energy Production - Combustion (Biomass, Coal, Gas, Nuclear, Oil), Geothermal Energy	Electric Energy Production - Hydropower	Electric Energy Production - Solar, Wind	Metals & Mining	Transportation Services
Provisioning Services	1.1 Water Availability	Dependency	4	4	5	5	3	5	4
	1.2 Forest Productivity and Distance to Markets	Dependency	0	0	4	0	0	4	2
	1.3 Limited Wild Flora & Fauna Availability	Dependency	0	3	0	0	0	0	0
	1.4 Limited Marine Fish Availability	Dependency	0	0	0	0	0	0	0
Regulating & Supporting Services - Enabling	2.1 Soil Condition	Dependency	0	0	0	0	0	0	0
	2.2 Water Condition	Dependency	2	2	2	3	2	2	2
	2.3 Air Condition	Dependency	3	3	3	2	3	3	3
	2.4 Ecosystem Condition	Dependency	0	0	0	0	0	0	0
	2.5 Pollination	Dependency	0	0	0	0	0	0	0
Regulating Services - Mitigating	3.1 Landslides	Dependency	3	3	3	3	3	3	4
	3.2 Wildfire Hazard	Dependency	3	3	3	3	3	3	4
	3.3 Plant/Forest/Aquatic Pests and Diseases	Dependency	0	0	0	0	0	0	0
	3.4 Herbicide Resistance	Dependency	0	0	0	0	0	0	0
	3.5 Extreme Heat	Dependency	3	3	4	3	3	4	4
	3.6 Tropical Cyclones	Dependency	3	3	3	3	3	3	4
Cultural Services	4.1 Tourism Attractiveness	Dependency	0	0	0	0	0	0	0
Pressures on Biodiversity	5.1 Land, Freshwater and Sea Use Change	Impact	1	1	1	5	3	5	5
	5.2 Forest Canopy Loss	Impact	1	1	4	4	1	5	5
	5.3 Invasives	Impact	0	0	0	2	0	2	3
	5.4 Pollution	Impact	5	5	5	3	4	5	4
Environmental Factors	6.1 Protected/Conserved Areas	Impact	3	3	5	4	4	5	5
	6.2 Key Biodiversity Areas	Impact	2	2	4	3	3	4	4
	6.3 Other Important Delineated Areas	Impact	2	2	4	4	2	4	4
	6.4 Ecosystem Condition	Impact	2	2	4	4	2	4	4
	6.5 Range Rarity	Impact	1	1	3	3	3	3	2
Socioeconomic Factors	7.1 Indigenous Peoples (IPs); Local Communities (LCs) Lands and Territories	Impact	3	3	3	5	3	5	5
	7.2 Resource Scarcity: Food - Water - Air	Impact	1	1	1	1	0	2	1
	7.3 Labor/Human Rights	Impact	2	2	2	2	2	4	2
	7.4 Financial Inequality	Impact	2	2	2	2	2	2	2
Additional Reputational Factors	8.1 Media Scrutiny	Dependency	1	1	2	2	2	5	1
	8.2 Political Situation	Dependency	2	2	3	3	2	3	3
	8.3 Sites of International Interest	Dependency	2	2	3	3	2	3	3
	8.4 Risk Preparation	Dependency	2	2	2	2	2	2	

The [WWF Biodiversity Risk Filter](#) Indicator enables Delta to assess commodity-specific risks by identifying high-biodiversity-risk areas linked to the sourcing of key materials such as metals, plastics, and electronic components. This tool helps the company integrate biodiversity considerations into its responsible sourcing strategy, especially for materials that may originate from areas with sensitive ecosystems or weak environmental governance. By doing so, Delta can prioritize due diligence, guide supplier engagement beyond Tier 1, and improve supply chain transparency. The indicator also supports alignment with emerging biodiversity-related regulations and frameworks such as the CSRD and TNFD, reinforcing the company's broader commitments to sustainable growth, eco-friendly product development, and carbon neutrality. 2024 sector –specific result shows that 1,520 EE, ME and EM suppliers with high dependency on metal and mineral to produce their product should watch up the next-tier supplier' mining activities that create significant impacts on pressure on biodiversity , environmental factor and socioeconomic factors.

In parallel, Delta require our suppliers that use metal a adopts the [Conflict Minerals Reporting Template \(CMRT\)](#) and [Extend Mineral Reporting Template \(EMRT\)](#), which is a serious industry-standard requirement in the electronics sector. The CMRT enables the company to trace and report the use of tin, tungsten, tantalum, gold (3TG), mica and cobalt in its products, ensuring that these minerals are sourced responsibly and not linked to armed conflict or human rights abuses. By collecting information from smelters and refiners, Delta can meet regulatory and customer expectations while reducing risks associated with conflict-affected and high-risk areas. When used alongside the Biodiversity Risk Filter, the CMRT helps Delta strengthen its ESG due diligence by addressing both social and environmental risks across its global supply chain. On Annual basis, we disclose the Human rights Due Diligence with CMRT template on our [public domain](#).

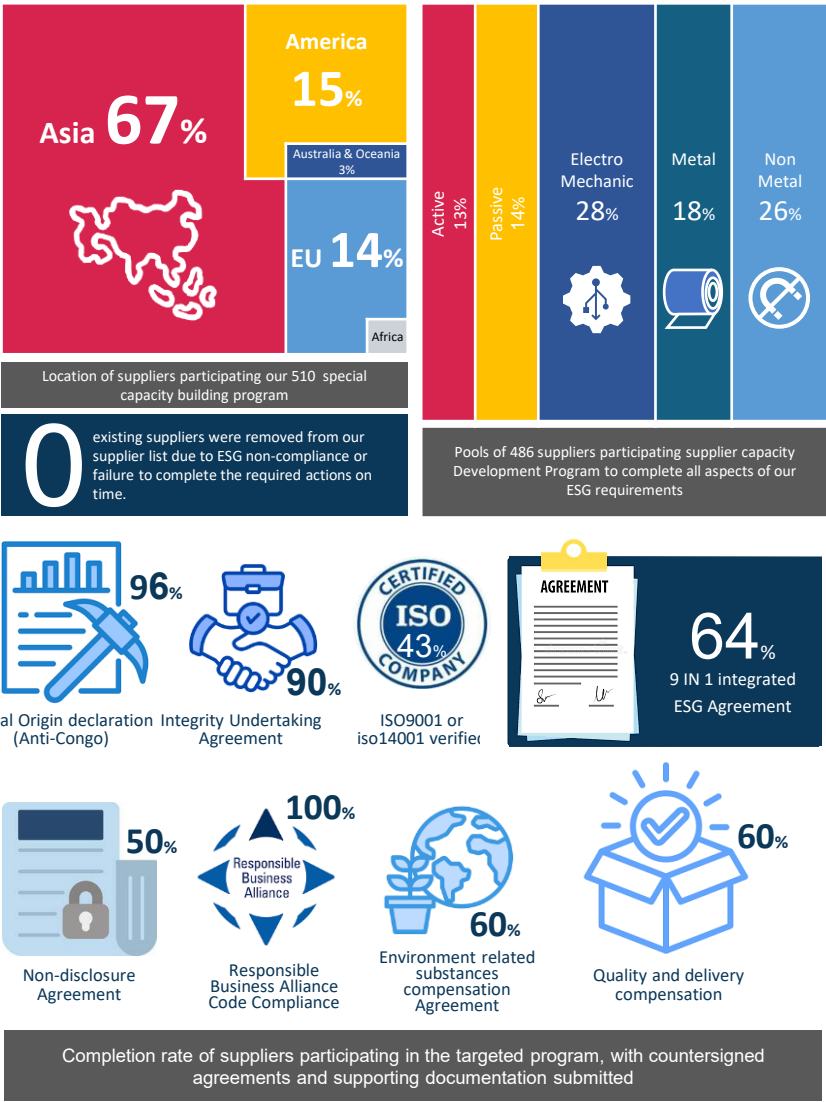
RESPONSIBLE SUPPLY CHAIN ENHANCEMENT

Social and Environmental Risk Assessment

Up to 2025, 100% of our new suppliers that were screened using social and environmental criteria aligning with **RBA 8.0** , responsible mineral initiative, Thai CAC anti-corruption checklist, media stakeholder analysis to learn their association to other parties that may lead to anti-competitiveness practice. Purchasing practices towards suppliers are reviewed to ensure the alignment of company’s practices with its own Supplier Code of Conduct to avoid potential conflicts with ESG requirements. In addition to desk assessment company also considered the result or certificate gained from 3rd party assessment including Supplier on-site audit or assessments carried out and accredited by an independent accredited auditing body (3rd party assessment) and related ISOs and industry’s practice. certificates, RBA VAP audit, UL ZWTL .

In recognition of our 35 years of operations in Thailand, our company acknowledges that some long-standing suppliers had not yet been fully aligned with our current responsible sourcing practices. To address this, the Responsible Supply Chain Management Committee (RSCM) introduced Existing Suppliers Coaching and Capacity-building Programs to help these suppliers meet the same ESG requirements expected of newly engaged partners. After completing due diligence and fulfilling all necessary criteria, suppliers signed updated agreements to reflect their improved compliance and eligibility for expanded business opportunities. To support their resource planning and address concerns regarding the potential impact of assessment outcomes on order allocation, the progress toward securing their countersigned agreements is being proactively facilitated and closely monitored to ensure a smooth and inclusive transition.

To accelerate this development process, the RSCM changed the review frequency of agreement progress from monthly to weekly. By the end of 2025, 485 suppliers, accounting for 24% of our total supplier base or 63% to total spending in 2025, were participating in the program. Updates on coaching progress and number of agreements completion versus 100% sign-back target were reported to the Risk and Sustainable Development Committee to support ongoing strategic oversight.



NUMBER OF SUPPLIERS POTENTIALLY EXPOSE TO ESG RISK

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

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

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

Result of significant supplier screening	Definition	2025		
		No. of Suppliers	% to total suppliers	% to total spendings
Total Suppliers	Active suppliers in the reporting year	2,261	100%	100%
Total % of suppliers assessed via Supplier Desk Assessments	Suppliers whom their ESG performances were investigated by using questionnaire and media stakeholder analysis.	2,261	100%	100%
Potential Environmental Risk (location-based desk assessment)	Suppliers whom their locations are listed in WWF Biodiversity Risk Filter - Country Profiles	496	21.9%	48%
Potential Social Risk (country-based desk assessment)	Suppliers whom their locations are listed in The Human Rights Watch’s annual World Report	1,042	46.1%	91%
Significant Tier 1 Suppliers	Suppliers with high-volume transactions, who collaborate with us to develop new energy-efficient and eco-friendly parts, and for whom no alternative sources are available.	369	16.3%	43.8%
Suppliers assessed with substantial potential negative environmental impacts	Potential environmental risk suppliers are those with a risk score (annual transaction × number of risk categories) higher than the average score of all suppliers.	161	7%	40%
Suppliers assessed with substantial potential negative social impacts	Potential environmental risk suppliers are those with a risk score (annual transaction × number of risk categories) higher than the average score of all suppliers.	76	3.4%	38%
Supplier on-site assessment	-	21	0.93%	3.1%
suppliers received and implemented corrective action plan	-	3	0.13%	0.48%
Significant Non-Tier 1 Supplier	-	36	-	18%

NUMBER OF SUPPLIERS POTENTIALLY EXPOSE TO ESG RISK

Delta integrates supplier assessments into its supply chain management to ensure compliance, transparency, and continuous improvement in environmental, social, and governance (ESG) performance. All assessments are aligned with recognized industry and multi-stakeholder standards, such as the Responsible Business Alliance (RBA), Responsible Mineral Initiative, WWF biodiversity risk, Children Rights in Business Process and Human Rights Watch's annual report.

As part of the new supplier screening process, Delta requires certifications resulting from independent accredited auditing bodies (3rd party assessments). Examples include ISO 9001, ISO 14001, and ISO 14064. To maintain compliance over time, suppliers must confirm their adherence to these standards through 100% annual self-declarations.

In addition, Delta conducts supplier desk assessments with systematic verification of evidence. This includes observing the supplier's standards certifications, financial position status, and environmental and social certifications, together with supporting documents on ESG policies, practices, and disclosures. For energy-efficient (EE) suppliers defined as critical, we also observe public news in the mining industry. Furthermore, EE suppliers are required to declare the origin of minerals including tin, tungsten, tantalum, gold, cobalt, and mica through the CMRT platform. In 2025, we found that 1.8% of reporting refiners were located in risk countries, though not in the specific high-risk provinces identified by CMRT.

Since EE suppliers are mostly large listed companies, we also observe their greenhouse gas inventory reports and disclosures on energy, water, and waste that are publicly available. Reports from both specific branches and headquarters are acceptable to Delta. In 2025, we noted a slight upward trend in emissions, energy and water consumption, and waste generation, but these levels remained under control.

For higher-risk or identified critical suppliers, Delta complements desk reviews with on-site assessments, carried out by our own employees or contracted consultants (2nd party assessments). In 2024, we conducted on-site audits with 11 companies. Findings from these visits highlighted improvement opportunities in three key areas

1. Information security and personal data. At one site, copies of employee ID cards were stored in an area without restricted access. As this was a minor finding, Delta provided IT security and PDPA training, recommended a lockable cabinet or improved access control, and gave the supplier 7 days to implement corrective actions. The supplier responded promptly, providing updated practices and supporting documentation.
2. Work instructions. In some cases, posted instructions were not in a language easily understood by workers. Though most instructions included photos showing how to operate, accurate translation is crucial for worker safety. Delta advised suppliers to provide clear instructions in the appropriate language, and the identified suppliers were able to deliver alternative-language versions within 1 to 3 days.
3. Environmental substances management. One supplier had chemicals on site not related to Delta's products. We requested evidence of safe storage, usage, and disposal systems, and delivered technical training on the risks of environmental substances. Because this required both storeroom improvements and strengthened chemical issuance systems, we allowed a 90-day implementation period with weekly progress checks. The supplier successfully met all requirements within the timeframe.

These audits reinforced Delta's collaborative approach, ensuring that identified gaps were addressed through training, technical support, and regular follow-up, resulting in stronger supplier ESG practices. Where non-compliance or performance gaps are found, suppliers are required to implement corrective action or improvement plans. Delta provides support and guidance to help suppliers close these gaps and strengthen their ESG capacity, driving long-term sustainable growth in the supply chain.



In 2025, Delta's Regional Supplier Management specialist conducted on-site training and audits at a supplier's facilities to ensure compliance with Delta's requirements on the prohibition and restriction of environment-related substances in raw materials. Following the session, the specialist also provided technical consultation and remote coaching to support the supplier in implementing corrective actions, then returned to verify their progress.

THE IDENTIFIED RISK

From our on-desk audit and media stakeholder assessment, Delta has determined that energy-efficient (EE) components are critical for several reasons spanning economic, environmental, and social dimensions. Although these EE suppliers are typically large corporations that comply with recognized standards, the environmental risks associated with their operations often lie within their next-tier suppliers. Furthermore, the World Economic Forum (WEF) has highlighted additional risks, such as involuntary migration, interstate conflict, climate change, and the adverse consequences of technological advancements, which can exacerbate these challenges. Historical global events, such as the 2014 U.S. election and the emergence of proxy wars, have further demonstrated how major powers extend support to other nations in conflict in exchange for access to critical resources and minerals—making the intersection of geopolitics and supply chain sustainability even more evident. Additionally, the potential for corruption in the supply chain poses further challenges that require careful consideration.

Commodity-based risk

Raw materials are key cost drivers in passive electronic component production. Changes in material prices, availability, and supply conditions may affect production costs and supply chain resilience. Key materials are grouped into metals, precious metals, and other commodities.

- 1. Metals** constitute an important group of materials used across passive electronic components. Nickel is primarily used as an electrode material in multilayer ceramic capacitors (MLCCs), while copper is used in selected MLCC electrode and termination systems and other electronic components. Aluminum is mainly used in aluminum electrolytic capacitors for power and electronic applications. Zinc is used in selected ceramic materials and metal oxide varistors for circuit protection. Silver is also used in selected electrode and termination systems, particularly in specialized and high-reliability components. Accordingly, market demand, availability, and supply conditions for these metals are relevant considerations in managing material costs and supply continuity.
- 2. Precious Metals** Precious and specialty metals are used in selected applications where specific electrical and performance characteristics are required. Palladium is used in selected MLCC electrode systems, particularly for high-reliability applications, while ruthenium is used in thick-film chip resistors and resistor networks. Tantalum is used in tantalum capacitor anodes, where responsible sourcing and supply chain transparency are important considerations. The availability and market conditions of these materials may influence cost exposure and therefore require appropriate supply chain management.
- 3. Crude Oil** Influences the broader petrochemical and plastics value chain and may affect the cost of polymer-based and film dielectric materials.

Monopoly Risks in High-Tech EE Component Supply Chain

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

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

- 1. Systematic observation of market uncertainty** Establish regular monitoring of commodity prices, supply conditions, and emerging market developments to support timely procurement and business planning.
- 2. Diversification of Suppliers:** Develop relationships with multiple suppliers across different regions to reduce dependency on any single source. This includes fostering partnerships with emerging suppliers or investing in supplier development programs to create alternatives. The company target to have 40% supplier located in Asian by 2030.
- 3. Strategic Sourcing Agreements:** Negotiate long-term contracts with key suppliers to secure stable pricing and supply conditions. This can include clauses that ensure priority access to critical components during shortages.
- 4. Innovation and Substitution:** Invest in research and development to explore alternative materials or technologies that can substitute for non-substitutable components, reducing dependency on monopolistic suppliers.
- 4. Vertical Integration: Consider** integrating vertically by acquiring or partnering with suppliers of critical components. This approach can offer greater control over the supply chain and reduce risks associated with market concentration.
- 5. Collaboration and Alliances:** Join industry consortia or alliances to collaborate on shared risks, particularly in R&D and sourcing, to leverage collective bargaining power and resource pooling.
- 6. Intellectual Property Protection:** Strengthen internal controls over sensitive technological and trade information to protect against leaks or competitive disadvantages, ensuring that partnerships are mutually beneficial and secure.

THE IDENTIFIED RISK

Invasion of New Biomes for Raw Material Extraction

In 2025, geopolitical tensions and the continued global transition toward a low-carbon economy increased attention to critical minerals and rare earth elements (REEs), which are essential inputs for electronic components and clean technologies. Growing demand, resource constraints, and geopolitical competition may increase supply chain exposure, particularly where mineral extraction is concentrated in geographically sensitive or conflict-affected areas. As non-renewable resources, the responsible sourcing and long-term availability of these materials remain important considerations for supply chain resilience.

At the same time, the expansion of rare earth mining activities in neighboring areas near the Thai border has raised cross-border environmental concerns, including potential heavy-metal contamination and changes in water quality in rivers flowing into northern Thailand. Mining-related land disturbance, sediment runoff, and extreme rainfall have also contributed to concerns regarding unusual and more frequent flooding in the region. These developments highlight the interconnected environmental and supply chain considerations associated with critical mineral sourcing and reinforce the importance of responsible sourcing, supply chain transparency, and environmental risk monitoring.

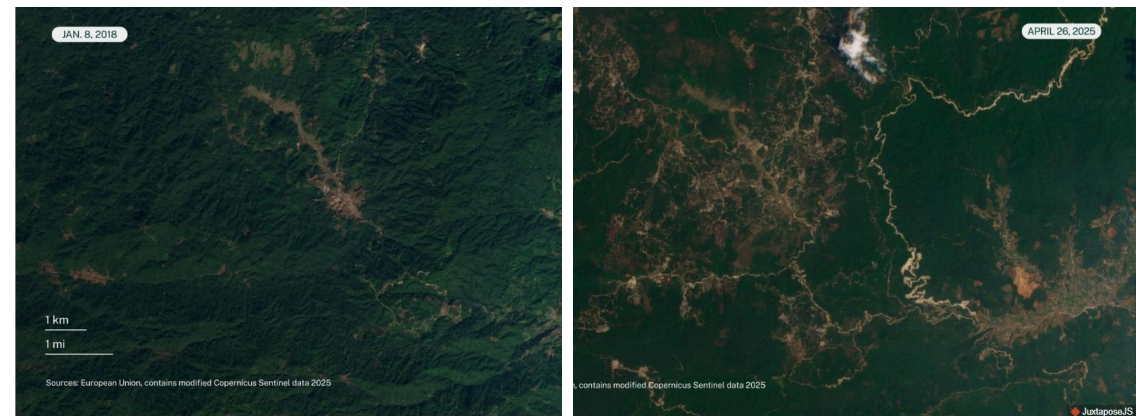
The onset of risks related to the diminishing availability of rare earth elements (REEs) and the associated geopolitical competition can be relatively rapid, especially given the current pace of global demand for these critical materials. As the demand for REEs continues to rise, driven by the technology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

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

In accordance with [Delta Group's Biodiversity Policy](#) and [Environment, Health and Safety Policy](#), in 2025, Delta identified 235 critical non-tier one suppliers. These suppliers in subsequent tiers, such as smelters, that provide essential minerals to tier-1 suppliers. The critical minerals involved include cobalt, copper, lithium, nickel, and rare earth elements (REEs). We based of [WWF Biodiversity Risk Filter](#) and [Earthwork.org's report](#) and CMRT

template and learned that these 29 smelters are located in biodiversity conservation areas, including regions where risk of deep-sea mining.

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



[Mongabay](#), Satellite data show burst of deforestation in Myanmar rare earth mining hotspots

THE IDENTIFIED RISK

Human Rights Considerations in Critical Minerals Mining

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

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

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

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

1. Conduct [human rights due diligence assessments](#) on 100% of our beyond Tier 1 and Tier 2 suppliers involved in REEs, metal, and lithium sourcing.
2. Achieve a minimum of 80% compliance with our Supplier Code of Conduct, as measured by annual audits and supplier self-assessments.
3. Engage with at least three local communities or indigenous groups affected by our supply chain operations each year to discuss their concerns and gather feedback on our sourcing practices.
4. Develop and implement a training program for 100% of procurement and sourcing employees, focusing on human rights awareness and ethical sourcing practices by the end of the fiscal year.
5. Conduct training sessions for all suppliers, ensuring that at 100% of them complete the training on human rights and ethical sourcing by the end of Q3 each year. In 2025, 100% of our buyer pass code of conduct and human rights compulsory course training at 100% score threshold.
6. Increase the percentage of employees and suppliers who report understanding the Supplier Code of Conduct and its implications for human rights from 60% to 90% within 12 months of training completion.
7. Publish an annual sustainability report detailing progress on human rights assessments, compliance levels, community engagement efforts, training participation rates, and supplier performance by the end of Q1 each year.
8. Revisit the Human Rights Watch Report to track the location-base progress to Human rights promotion.

THE IDENTIFIED RISK

Conflict Mineral Sourcing

Global developments have shown that conflict and resource security are deeply intertwined. The increasing number of proxy wars and political polarization worldwide highlight the potential for mineral mining in conflict-impacted countries to be used as bargaining tools in the exchange of supplies, weapons, and military support. This not only raises geopolitical and supply chain risks but also increases the possibility of human rights depreciation from armed-conflict mining activities. These realities underscore the urgency of maintaining strong due diligence and responsible sourcing practices to prevent Delta 's supply chain from being linked to such risks.

To ensure its commitment to provide conflict-free products and solutions through 2050, Delta implements a Conflict Mineral Policy that bans the use of Tungsten, Tantalum, Tin, Gold (3TG), mica and cobalt mined from human rights harassment countries accordingly to "Dodd-Frank Wall Street Reform and Consumer Protection Act". The company's suppliers had requested our power supply products suppliers to declare the origin of out a "Metal Origin Survey Form" and to sign a "Responsible Minerals Initiatives (RMI) Agreement". These are very important steps to help mitigate human rights risk, we also help trace the original ores of metals in our supply materials.

By 2025, 100 % of our major material suppliers have signed the "Responsible Minerals Initiatives (RMI) Agreement", It was ensured that no conflict in our metal supply chain and continue to communicate the need for our major materials suppliers to leverage their influence for corporate social responsibility and increase efforts for origin verification of ore products by the RBA or a third party.

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

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

From our on-site audit, Delta observed that several supplier sites in Thailand utilized a higher number of foreign laborers to reduce production costs. Although we did not identify any significant cases indicative of modern slavery or human rights violations, we recommend that our suppliers provide work instructions, announcements, communication channels, and manuals related to labor rights in languages comprehensible to their workers. In 2024, there were no suppliers that discontinued business relationships due to human rights issues. These recommendations have been implemented by our suppliers in accordance with our supplier audit procedures. Finally, 0% of our consolidated revenue involved minerals mined from the RMI-defined conflict areas. [The result of responsible mineral assessment](#) had disclosed on our public domain on annual basis.



THE IDENTIFIED RISK

Modern Slavery labor and human trafficking

In compliance with the U.K. Modern Slavery Act of 2015 and Thailand's Emergency Decree Amending the Anti-Human Trafficking Act, B.E. 2551 and B.E. 2562 (the "Act"), Delta Electronics Thailand and its subsidiaries (collectively referred to as "Delta") have undertaken significant due diligence measures to prevent modern slavery and human trafficking within our business operations and supply chain. As part of our commitment, all suppliers are required to sign a Responsible Business Alliance (RBA) commitment statement, and we continuously monitor our supply chain as a preventive measure. In 2024, we conducted Supplier Desk Assessments involving a total of 2,117 suppliers to identify those at high risk for environmental and social issues. Our evaluations revealed that 548 suppliers, representing 26% of our total supplier base, were classified as critical tier suppliers, with 40 identified for environmental risk and an equal number for social risk. We conducted on-site assessments for 11 of these critical tier suppliers, accounting for 2.8% of this group.

Of the 14 suppliers assessed on-site, 2 (14%) implemented corrective action plans on their employee's welfare issue accordingly to our guidance following the evaluation. The minor human rights issues found at our supplier's sites were work instruction at workstation prepared in the language that worker cannot understand and worker's personal/ legal data stored with weak control. To assist our suppliers in mitigating risks and preventing reoccurrence, our RSM team introduced the principles of the Modern Slavery Act and shared Delta's measures to enhance labor rights in accordance with international standards. Additionally, our RBA verification and consultation team provided expertise in implementing and promoting Delta Thailand's Management System to address the identified findings. The team also conducted follow-up assessments to ensure ongoing improvements. The company has established a target of achieving 100% implementation of the signatory agreement across all commodities, including Electromechanical, Non-metal, and Metal, by the end of 2024.

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

We use the [CMRT](#) 6.31, EMRT 1.3 and PRT 1.1 template for conversion into online questionnaires and the most recently updated list of refineries announced by RMI for the overall assessment. According to our investigation, Delta's supply chain sourced materials from 235 refineries in 2024, which were included in the most recently updated list of qualified refineries. According to the analysis, most of the qualified refineries are located in Asia while others are located in Europe. Delta will keep investigating of alternative sources for these minerals other than conflict-affected and high-risk areas as well as promoting circular economy in our supply chain to reduce virgin mineral mining activity.

100% of our total revenues are from products and semi-finished raw materials containing minerals from suppliers, smelter and refiners that have been verified conflict-free. In addition to this confirmed conformance, we also track these suppliers, smelters and refiners' risk accordingly to OECD's Examples of Procedures to Identify Conflict-affected and high-risk areas (CAHRA) guideline by using the recommended tools such as Global Slavery Index and Global Peace Index (GPI) to realize the risk related to our responsible Minerals due diligence. Through this study, we've realized that our revenue from mobility and infrastructure business group are directly or indirectly at risk to related to the cobalt mined from conflict-affected and high-risk areas as defined by the [GPI](#). However, according to the interstates and ethic conflict in a neighbor country, Delta continues its focus on modern slavery labor and human trafficking in supply chain for long-term.



CIRCULAR ECONOMY PROMOTION

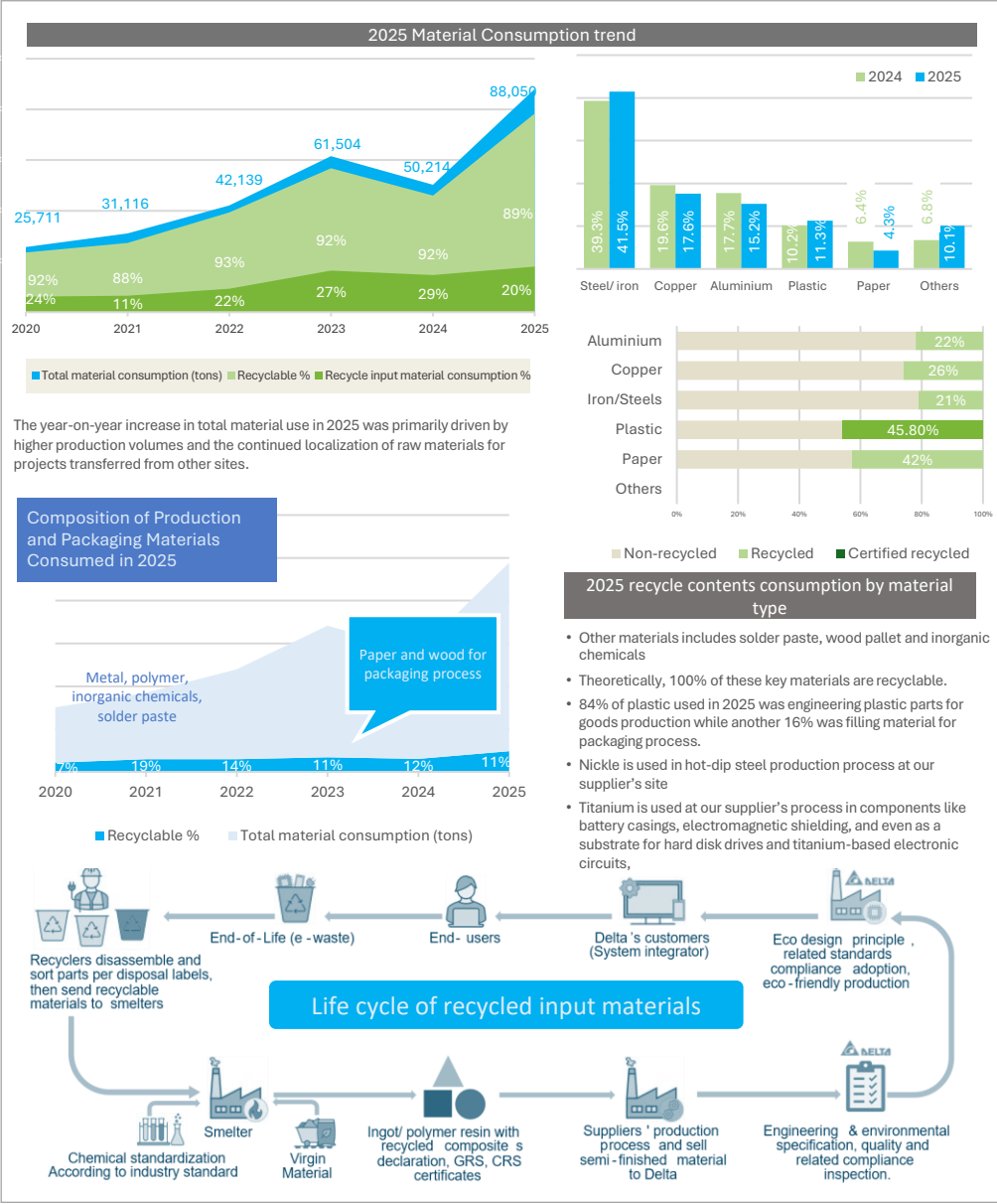
According to the International Energy Agency's (IEA) Sustainable Development Scenario (SDS) assumptions regarding industry sector policies, global collaboration aimed at fostering circular economies through enhanced recycling of aluminum, steel, paper, and plastics, along with improvements in material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

Despite implementing a takeback program for closed-loop recycling, Delta seeks to mitigate its impact on natural resources through efficient recycling practices. As a company that relies entirely on exports, the takeback program would significantly increase total variable costs including personnel, shipping, and customs processing costs while also escalating greenhouse gas (GHG) emissions in Scope 3 for both Delta and its customers. To comply with the Waste Electrical and Electronic Equipment (WEEE) directive, Delta aims to utilize components that are 80% recyclable.

On annual basis, Delta conducts an assessment to prioritize raw materials. Majorly, our raw materials are semi-manufactured parts. Through the supplier self-declaration process and GRS certificate submission, Delta has determined that 17,997 tons of recyclable materials were used by its suppliers in their production processes. This amount constitutes 20% of the total 88,050 tons of total purchased materials in 2025, achieved without adversely affecting material costs, quality, or technology investment. The recycled input materials were utilized as both direct materials and packaging in the production of Delta's products.

Additionally, this engagement has strengthened collaboration with engineering plastic suppliers, who provided Post-Consumer Recycled (PCR) content claims and Global Recycled Standard (GRS) certificates, while expressing their readiness to supply bio-based plastics in response to future customer demand. In 2025, the Company utilized more than 1,800 tons of plastic resins and plastic parts containing certified recycled content. These materials included polyamide, polyimide, polypropylene, polybutadiene, and acrylonitrile butadiene styrene (ABS) resins, which were used in reinforced and thermoplastic components and packaging.

To advance sustainable procurement practices, Delta applies strict specifications for office and stationery supplies. For instance, standardized models of laptops are designated for officers and technical engineers to optimize efficiency and reduce unnecessary variety. All new computers and office assets are required to have a minimum lifespan of five years, extending product usability and reducing waste. Procurement prioritizes eco-friendly items, such as printing paper sourced from responsibly managed farmed trees, as well as laptops and office chairs manufactured from recycled plastic and metal with 10 to 30% recycled content.



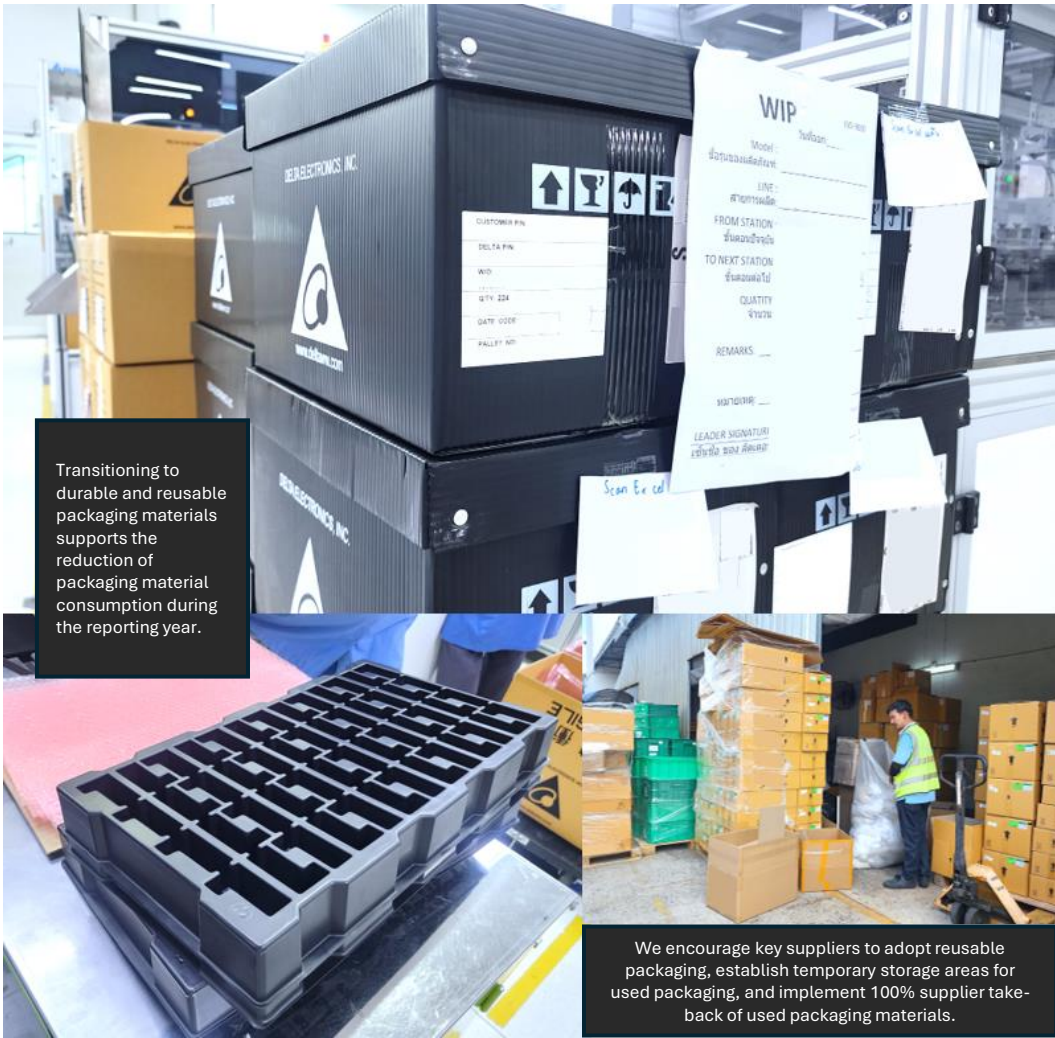
CIRCULAR ECONOMY PROMOTION

The company targets 30% recycled input materials by weight of total purchased materials by 2030, with at least 10% verified by third parties under globally recognized standards. Since 2019, Delta has encouraged suppliers to use and disclose the percentage of recycled input materials in their processes, emphasizing both cost benefits and new business opportunities from circular economy practices. By end 2024, in term of percentage to total weight of each type of material consumption; 100% of recycled steel, 90% of recycled engineering plastic, 0.41% of recycle corrugate board carton had national or internal recognize standard certificates.

One of our key achievements is the development of a [solid-state transformer-based extreme fast EV charger](#). Solid-state battery technology replaces the liquid electrolyte with a solid material, offering the potential to reduce or even eliminate the need for cobalt while enhancing both safety and energy density. We are advancing greener on-board chargers and exploring alternatives to reduce cobalt dependence, such as Lithium Iron Phosphate (LFP) batteries. These cobalt-free batteries, using iron and phosphorus, offer long lifespan, high safety, and cost efficiency, though with lower energy density than cobalt-based batteries. Their adoption also helps reduce the negative environmental impacts of raw material production. This research is progressing alongside our ongoing R&D initiatives in power electronics solutions designed to support hydrogen-based engines, reinforcing our commitment to sustainable innovation in clean mobility technologies.

Delta’s adoption of heat-treated pallets across its logistics process delivers clear environmental and social benefits. Heating the wood’s core to 56°C for 30 minutes eliminates insects, fungi, and bacteria, preventing the spread of pests that could harm ecosystems and agriculture. Unlike methyl bromide fumigation, this non-toxic method leaves no chemical residue, improves pallet durability, and allows safe reuse and recycling. It also reduces demand for new timber, lowering the negative environmental impacts of raw material production. On the social side, it avoids the health risks of fumigation, including accumulated methyl bromide exposure that can harm warehouse employees, while also protecting biodiversity, agriculture, and food security. Together, these practices reduce the negative social impacts of raw material production and reinforce Delta’s commitment to sustainable and responsible operations.

We continue to look forward to greener packaging materials and, in 2024, were frequently asked about the feasibility of bio-based packaging or absorbers for shipment. In collaboration with packaging suppliers and ocean freight providers, our study found strong potential in sourcing, production, and end-of-life management. However, in long sea shipments such as to America, which take 30 to 80 days, fluctuating [humidity can change the chemical properties of these materials](#), leading to acidity or fungal growth that may affect product quality, efficiency, and electrostatic performance. Such issues increase material use and quality-related costs across the value chain. Despite these challenges, we remain committed to research and collaboration to make bio-based packaging a reliable option for international logistics.



CIRCULAR ECONOMY PROMOTION



By the end of 2024, 100% of recycled steel, 90% of recycled engineering plastic, and 0.41% of recycled corrugated board carton, calculated by the total weight of each type of recycled material consumed, had national or international standard certifications. Altogether, these third-party verified materials made up 48% of the total recycled input materials and 14% of the total materials, including both virgin and recycled, used in 2024. Meanwhile, another 52% of recycled material (15% of total consumed material in 2024) Sample of these standard include Japan's Eco Leaf, GRS 4.0, Environmental Claim Validation and the Forest Stewardship Council certification.

Pursuing deforestation-free supply chains is integral to our commitment to achieving net-zero emissions. Utilizing media stakeholder analysis, along with location-based risk assessments from the [World Wildlife Fund \(WWF\) Biodiversity Risk Factor, Corruption Perception Index](#) and [Human Rights Watch](#) in 2024, we determined that none of our suppliers' sites are situated in designated plant or animal conservation areas or biodiversity preservation zones as identified by local governments. We have actively encouraged the use of increased recycled content in our packaging materials. Notably, we have discovered that recycled EPE, PBT, PP, PA66 and recycled corrugated paper pulp have been incorporated into our packaging production. Specifically, 100% of our wooden pallets, constituting 4% of our packaging material, were produced from recycled sources. These packaging materials were utilized for 100% of our products shipped globally in the previous year.

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

NEXT STEP TO CARBON REDUCTION

Delta’s latest product carbon footprint study reveals that the majority of the product’s CO₂e emissions were associated with raw materials used in our production process. Since 2019, we have actively engaged suppliers in our greenhouse gas reduction efforts by promoting electricity optimization, renewable energy adoption, and emphasizing energy efficiency as a shared business opportunity in the green economy.

To support suppliers in reducing Scope 1 and 2 emissions and advancing circular economy practices, our headquarters implemented a policy to track energy performance. Delta Thailand is developing an online platform and training modules to support participation in the Energy Data Disclosure Program, launched in 2023. For Scope 3 emissions, our global distribution centers collaborate with logistics partners to enhance transport efficiency through delivery consolidation, full-truckload optimization, packaging redesign, and optimal route selection. In alignment with our [ISO/IEC 27001 certification](#), we also encourage the use of e-invoicing and digital documentation to reduce material use and the need for physical document delivery.

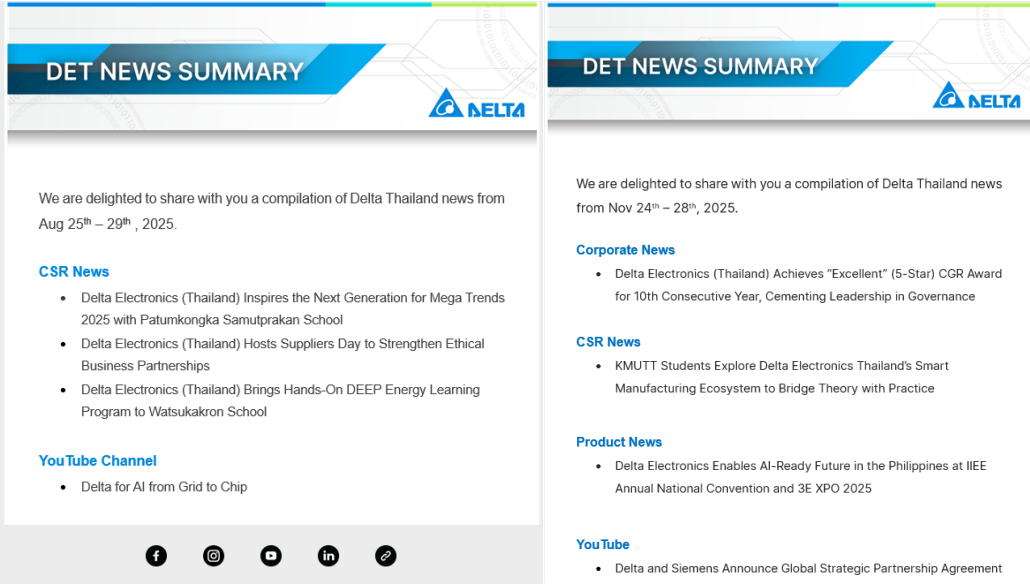
In line with our commitment to responsible sourcing and supply chain transparency, our company has established a structured supplier assessment process that includes both desk-based and on-site evaluations. These assessments are conducted by internal staff and external consultants (second-party assessments), as well as through accredited third-party auditors (third-party assessments). Using recognized ESG assessment and evaluation platforms and methodologies, including [SET ESG Rating](#), [EcoVadis](#), [CDP](#), and [SupplierAssurance.com](#), we evaluate supplier performance to identify improvement opportunities and monitor year-on-year progress. To promote continuous improvement, we provide both remote and on-site support for corrective actions. Ongoing engagement is supported through our monthly newsletter and a dedicated helpdesk (suppliers@deltathailand.com), which serves as a direct channel to assist suppliers in improving their performance and advancing shared progress toward a sustainable, low-carbon supply chain.

Monthly newsletter

A monthly supplier newsletter serves as a strategic communication tool to enhance suppliers’ ESG (Environmental, Social, and Governance) performance. Delta obtains supplier contact information and consent to receive the newsletter during our annual Sourcing Day event, in line with responsible communication practices. Suppliers retain the right to opt out at any time; however, none chose to do so in 2024, reflecting strong engagement and relevance of the content provided.

The newsletter delivers timely updates on ESG regulations, standards, and best practices, helping suppliers stay aligned with our sustainability goals. It also supports capacity building through practical guidance, success stories, and training opportunities. By recognizing supplier achievements and offering a dedicated helpdesk channel, the newsletter promotes active engagement, motivates continuous improvement, and fosters transparency across all supplier tiers. This initiative underscores Delta’s commitment to collaborative ESG development and long-term sustainable supply chain growth.

The newsletter also provides suppliers with clear information on Delta’s supplier ESG program, including assessment processes, key requirements, applicable standards, and available training and support. Suppliers are provided with ESG performance feedback to help them understand their performance, identify areas for improvement, and strengthen their ESG management practices. The newsletter also shares relevant improvement examples and available support to help suppliers enhance their ESG capabilities and performance. These activities support suppliers in building ESG capabilities, improving transparency, and progressing toward continuous improvement in line with Delta’s responsible sourcing expectations.



NEXT STEP TO CARBON REDUCTION



In 2025, the on-site supplier audit was conducted to ensure their complied with Delta's requirement on human right, social, environmental and legal. Our specialist offered technical support to help the supplier implement corrective actions and later returned to verify their progress.

Remote and on-site technical support programs

Since 2022, we have engaged our metal, plastic, and packaging suppliers in structured development initiatives that go beyond compliance. Through close collaboration, we co-implemented the Global Recycled Standard (GRS) and Recycled Claim Standard (RCS) with these suppliers to establish a stable, engineering-qualified circular economy within our supply chain. These efforts have led to a rising trend in the percentage of recycled materials used in our products and a measurable reduction in production waste at targeted supplier sites. Our supplier development process includes ESG information sharing, regular training, and access to performance benchmarks for peer comparison. We also provide continuous remote and on-site support to guide suppliers in implementing corrective and improvement actions, while offering long-term and in-depth technical support programs to build capacity and ESG performance in specific areas such as chemical management, environmental compliance, and resource efficiency. These efforts foster shared responsibility, reduce risks, and enable scalable, measurable improvements across our value chain.

To promote accessibility and transparency, businesses interested in becoming our suppliers can learn about our ESG requirements by reviewing our www.deltathailand.com/en/Supplychain. This dedicated webpage provides access to essential resources such as the Supplier Code of Conduct and online training modules on anti-corruption and cybersecurity awareness. Existing and potential suppliers can revisit this site regularly to stay updated on the latest ESG requirements. For those seeking further information, personalized training, or coaching, our Supplier Management Team can be contacted directly via suppliers@deltathailand.com. Through this open-access approach, we aim to build long-term collaboration and raise overall ESG performance across our supply chain.

Suppliers Day to Strengthen Ethical Business Partnerships

Delta Electronics (Thailand) PCL., recently welcomed over 400 supplier companies to its annual Suppliers Day, held in a hybrid format at DET plant 8 Conference Hall 1 and streamed online for global participants. The event brought together 105 local suppliers onsite and 315 overseas suppliers online to reinforce Delta's commitment to ethical business conduct as well as to transparent and sustainable business practices.

The half-day session, running from 10:00 a.m. to 12:00 p.m., was designed to align suppliers with Delta's Code of Conduct and foster long-term, trust-based partnerships. Key highlights included a pre- and post-test questionnaire to assess supplier understanding, a management statement from Delta leadership, and an interactive Q&A session for both onsite and online participants.

Suppliers Day emphasized Delta's ongoing efforts to build responsible and sustainable supply chains. By equipping suppliers with knowledge and clear expectations, the event supports greater alignment with the company's values and strengthens collaborative business practices.

This initiative forms part of Delta's sustainable development strategy to ensure transparency, compliance, and integrity in supplier relationships. Insights gathered from the event will guide future engagement, training, and partnership development.



NEXT STEP TO CARBON REDUCTION

After explaining Delta’s products and manufacturing development plans, Delta invited the suppliers to explore the IEAT and Delta 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.

Promotion of supplier’s capacity to access to ESG Benchmarking against Peer

On March 13, 2025, the Thailand Supplier Net Zero Roundtable Workshop was held in Bangkok, bringing together more than 50 suppliers from the electronics, PCB, metal, and plastic parts sectors. The event aimed to strengthen supplier capabilities in product carbon footprint calculation, renewable energy adoption, and ESG risk management.

Delta was invited to speak and share its experience as the first supplier in this customer’s network to quantify product carbon footprint according to the ISO 14067 standard. Delta provided practical insights into calculating cradle-to-gate emissions and the importance of transparent data to support compliance and mitigate ESG risks such as regulatory changes and reputational exposure.

A key objective of the workshop was to enhance supplier access to ESG benchmarks against peers. Suppliers were encouraged to engage with platforms like the Carbon Disclosure Project (CDP) and other product-level disclosure tools to improve visibility and performance. Delta shared how PCF-related data can be sourced from ERP systems, particularly from purchasing, production, logistics, and energy modules. For suppliers without advanced ERP capabilities, acceptable evidence for PCF verification includes utility bills, purchase records, transport logs, and equipment specs. The session also offered quick guidance on modeling key ISO 14067 data points such as material input, energy consumption, transport, and waste. Participants were introduced to tools like SimaPro and other online platforms that support standardized datasets, calculations, and reporting to simplify the PCF process for suppliers at any stage of readiness.

The ultimate goal of the workshop was to fast-track Delta and the customer’s shared commitment to achieving net zero emissions by 2050. The event reinforced the importance of collaboration and knowledge sharing as critical steps toward building a more sustainable and resilient value chain.



Delta Thailand representatives collaborate with its key customer to provide training on ESG risks, the necessity of carbon disclosure, and actionable steps for decarbonization across the value chain.

05

ECO-FRIENDLY
OPERATION



TOWARDS 2025 NET ZERO

Amidst increasing stakeholder concern driven by climate action failures, severe weather, and geoeconomic tensions, effective management of environment, energy transition, and natural resources has become critical. This approach not only addresses global supply crises, rising energy costs, and trade tariffs but also unlocks new business opportunities, fostering continuous growth despite industry constraints. By prioritizing eco-friendly operations, we ensure sustainable development, environmental protection, and long-term business success, demonstrating our commitment to combating climate change even as manufacturing and business processes continue as usual.

Productive Response to Climate Change

To ensure our eco-efficient operation reduces negative impact on climate change, Delta learns from our stakeholder requirement, global best practices and utilizes possible technologies to illustrate its brand promise; Smarter. Greener. Together, in our daily operation to mitigate climate change impact. According to Delta Thailand's Risk management report, climate change had been in our focus since 2012 to conserve people's wellness and natural resources for the next generation. Delta aligned with ISO 26000, [ISO 14001](#), [ISO 14064](#), ISO14067 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 plans and periodically measures its environment-related performances to seek improvement in every process following the [Energy Conservation and Greenhouse Gas Reduction Policy](#). Delta also conducts energy audits to identify opportunities for improving energy performance as part of its continuous improvement efforts. With smarter and greener business processes, mutual benefits for Delta, its stakeholders and the world's environment will be inclusively enabled in long term. Since 2021, we have maintained a clean record with no violations of legal obligations and have incurred no fines. This demonstrates our commitment to upholding all regulatory standards and legal requirements.

Furthermore, In order to fulfill Delta's mission statement, "To provide innovative, clean and energy-efficient solutions for a better tomorrow", Delta is always benchmarking ourselves with international standards and best practices in ESG initiatives. Therefore, [Delta has been part of various international sustainability initiatives](#) for example, Delta passed a compliance review by the Science Based Targets initiative (SBTi) in December 2017 as the first company in Taiwan and the 87th in the world to pass the review. Since 2023, Delta updated overall Net-Zero target that passed the compliance review by SBTi.

Delta commits to reach net-zero greenhouse gas emissions across the value chain by 2050 from a 2021 base year. Near-term targets is to reduce absolute scope 1 and 2 GHG emissions 90% by 2030 and scope 3 GHG emission 25% within the same timeframe. Delta also commits to Committed to 100% Renewable Electricity and Carbon Neutrality by 2030 (joined the RE100, a global renewable electricity initiative) and Committed to fully transitioning to electric vehicles by 2030.



0

Case of violations of legal obligations Since 2021

THB of fines related to legal obligations Since 2021

PLAN WITH AWARENESS

Environmental Policy implementation methods and roles:

Delta systematically implements an Environment, Health, and Safety (EHS) management system by evaluating material issues and establishing quantitative targets alongside medium- and long-term strategic objectives. Through structured action plans and strategic prioritization, we ensure operational consistency across the organization. Following the Plan-Do-Check-Act (PDCA) model in accordance with ISO 14001, ISO 45001 and ISO 50001 standards, we maintain transparency and accountability; top management provides regular progress reports to the Board of Directors, fostering a culture of continuous improvement in safety and environmental performance.

Furthermore, the organization facilitates comprehensive training programs to increase EHS literacy among staff. This educational approach helps personnel recognize the environmental consequences of their professional activities, motivating them to adopt sustainable practices and uphold rigorous safety standards.

In alignment with the Paris Agreement, Delta is committed to a sustainable future, specifically aiming to achieve the SBT Net-Zero goal by 2050. To reach this target, we apply effective energy and Greenhouse Gas (GHG) management practices guided by this policy. These efforts are tracked through corporate-level and functional-level Key Performance Indicators (KPIs), which are integrated into the compensation structures for relevant executives and employees to ensure direct accountability. The RE 100 target in 2030 and reduction 20 of Electricity intensity consumption in 2030 are defined to support SBT Net-Zero target.

Delta and its subsidiaries employ an integrated water management strategy that balances supply and demand while respecting community water rights and minimizing environmental impact. The group is committed to a 20% reduction in water consumption by 2030.

Delta and its subsidiaries place a strong emphasis on circular economy practices and waste management, which align with Thailand's Bio-Circular-Green Economy (BCG) Model for sustainable development. As part of this commitment, Delta has set a target to ensure that at zero waste to landfill by 2030.



Furthermore, Delta focuses on the mitigation of air pollution and the preservation of biodiversity through environmental monitoring in strict compliance with regulatory requirements. If performance metrics fall below established standards, the company implements formal remediation protocols. This process includes developing corrective action plans and ensuring transparent reporting to relevant authorities within prescribed legal timelines. Demonstrating our operational excellence, Delta has maintained a record of zero environmental fines or penalties since 2021.

Roles, Responsibilities, and Authorities

The Board of Directors serves as the primary governing authority, while executive leadership and management are responsible for ensuring regulatory compliance, adhering to organizational mandates, and overseeing the effective implementation of this Policy. Ensure the effectiveness of management and the continuous improvement of EHS performance through the implementation of a systematic process for risk identification and prioritization. Execute targeted improvement plans and optimize processes to enhance resource efficiency, particularly in the use of raw materials, water, and energy, while reducing waste and occupational hazards. These actions drive our progress toward climate neutrality and sustainable operations..

The Integrated Management System ensures full compliance with domestic and international regulations, standards, and agreements. This framework is specifically designed to uphold initiatives related to environmental protection, occupational health and safety, and the development of green products.

The Energy, Safety and Environment Team promotes Environmental, Occupational Health, Safety and workplace wellness by maintaining a EHS management system. Identifies risks and opportunities to advance green manufacturing and safe production. Actively engage in waste reduction, water conservation, pollution control and hazard prevention to mitigate occupational injuries and illnesses and mitigate climate change.

Active participation and internal communication by providing essential education and training while facilitating interactive consultations with workers and stakeholders to create awareness and accountability of employees, contractors, and partners regarding environmental, health, safety, and energy management.

The PCF Expert Team collaborates with stakeholders to integrate green technologies and Product Lifecycle across the entire value chain. By upgrading products and services to minimize environmental impact throughout the LCA, including research and development, procurement, manufacturing operations, logistics and distribution, product use, and disposal

The Marketing and SD teams facilitate external collaboration by providing interactive engagement and comprehensive disclosures. These initiatives are designed to enhance stakeholder understanding of environmental protection, occupational health, and energy management.

PLAN WITH AWARENESS

To ensure the effective management of climate-related risks and accelerate our transition to net-zero, the Board of Directors provides strategic oversight to ensure the effectiveness of the risk management framework. The Board has established the Risk and Sustainable Development Committee (RSDC) as an independent body to formulate policies and oversee risk management practices, aiming to minimize both the likelihood and impact of potential risks.

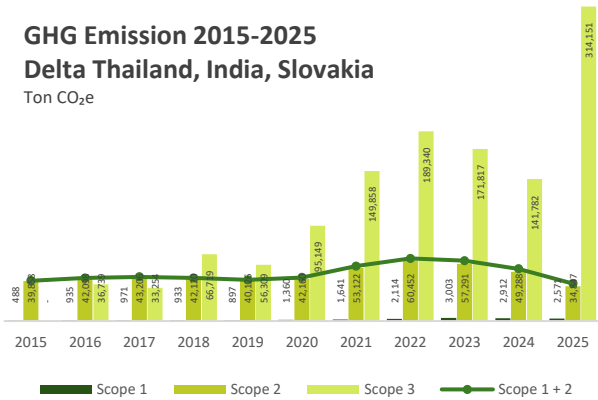
The climate strategic oversight is driven by the board director member, acting as Chief Executive Officer (CEO) and Chair of the RSDC in close collaboration with senior management. To support implementation, the Sustainability Function operates as the secretariat, tasked with:

- Enhancing internal risk and Sustainable Development control mechanisms and monitoring potential risk factors.
- Driving execution in strict alignment with our established risk and Sustainable Development framework.
- Ensuring transparent, ongoing communication with internal and external stakeholders.

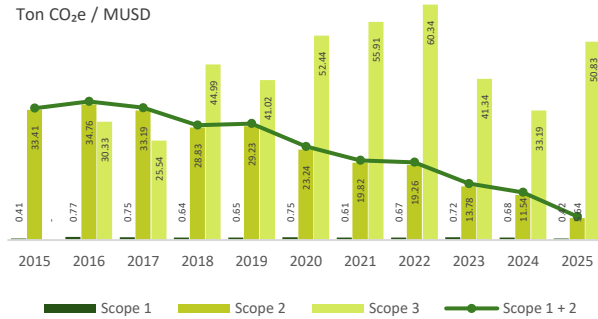
The climate change is identified as a key risk in corporate sustainability management framework. The IEA Sustainable Development Scenario (SDS) and IEA Net Zero Emissions by 2050 (NZE 2050) Scenario were applied for aiming global warming limit while ensuring universal energy access and reduced air pollution achieving global net-zero energy-related CO₂ emissions by 2050. Delta committed to strategic mitigation of negative climate change impacts by benchmark the scenario for decarbonization and encourage eco-friendly operations. Furthermore, the company aligned with the Carbon Disclosure Project (CDP), a global environmental disclosure system, to provide concrete measures and continuously implement advanced energy management strategies. This commitment ensures ongoing improvement of energy usage efficiency while consistently reducing carbon emissions across its operations.

Since 2010, Delta has been systematically collecting and issued the [GHG emission inventory report](#). The report is coverage plants of Thailand, India, and Slovakia which has been transformed to the latest version ISO14064-1:2018. 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.

GHG Emission 2015-2025
Delta Thailand, India, Slovakia
Ton CO₂e



GHG Emission Intensity 2015-2025
Delta Thailand, India, Slovakia
Ton CO₂e / MUSD



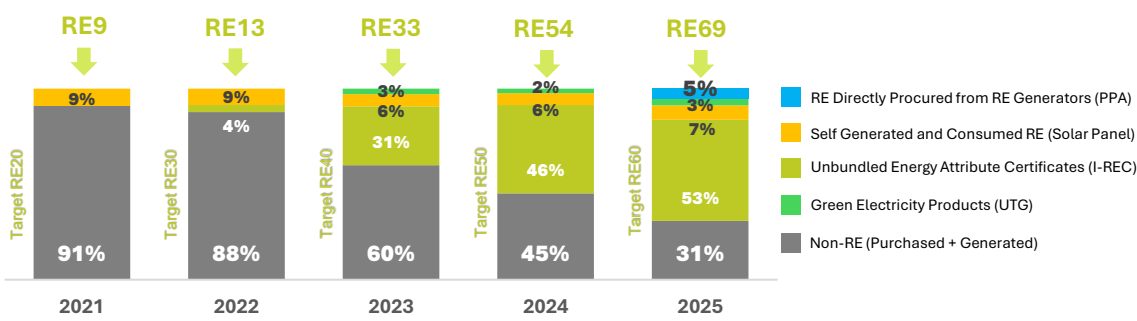
Delta Electronics is committed to achieving [net-zero](#) greenhouse gas emissions across its entire value chain by 2050, using a 2021 base year. By 2025, the Company aims to achieve a 40% reduction in absolute Scope 1 and 2 GHG emissions and 10% reduction in absolute Scope 3 from the 2021 base year. The Company's near-term targets aim for a 90% reduction in absolute Scope 1 and 2 GHG emissions and a 25% reduction in absolute Scope 3 emissions by 2030, all from the 2021 base. For its long-term targets, the Company commits to maintaining at least a 90% reduction in Scope 1 and 2 emissions from 2030 through 2050, and to achieving a 90% absolute reduction in Scope 3 emissions by 2050. With its smarter, greener, together operation, the Company enables mutual benefits for Delta, stakeholders, and the world's environment.

GHG Reduction scope	Scope 1 and 2			Scope 3			Scope 1, 2 and 3		
	Target		Performance	Target		Performance	Target		Performance
SBTi Targets	2030	90% ▼		2030	25% ▼		2050	90% ▼	
Delta Performance	2021	Baseline	0%	2021	Baseline	0%	2021		Baseline
	2022	10%	-14% ▲	2022	2.5%	-26% ▲	2022	3%	-23% ▲
	2023	20%	-10% ▲	2023	5.0%	-15% ▲	2023	6%	-13% ▲
	2024	30%	5% ▼	2024	7.5%	5% ▼	2024	9%	5% ▼
	2025	40%	32% ▼	2025	10.0%	-109.63% ▲	2025	12%	-71.81% ▲

PLAN WITH AWARENESS

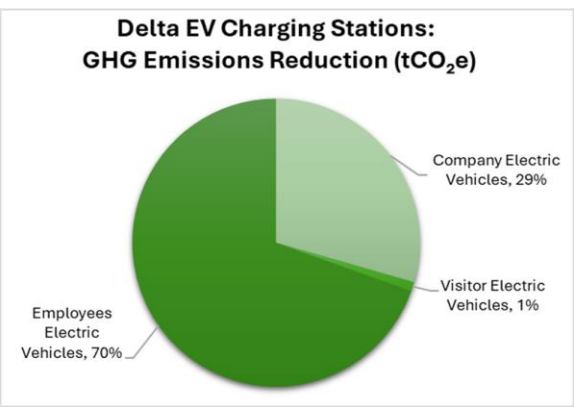
Delta Renewable Electricity (RE100) Roadmap

Delta is on a path to net zero by 2050 with a 2021 baseline. To get there, we're focused on a near-term target by cutting absolute Scope 1 and 2 greenhouse gas emissions by 90% by 2030. Delta has also established quantified targets to address energy savings as part of this overall decarbonization roadmap. A key part of this strategy is achieving 100% renewable electricity by the same year, which will lead to substantial reductions in Scope 1 and 2 greenhouse gas emissions. The methodology include self generate electricity, Power Purchase Agreements (PPA) and Renewable Energy Certificates (REC) and Utility Green Tariff (UGT). In 2025, Delta achieved RE69 by 60% target, with 7% from Solar Electricity self generation, 3% of Green Electricity Product, 5% RE Direct purchased (PPA) and 53% of I-REC. This demonstrates Delta's ongoing use of clean or green energy to reduce its reliance on fossil fuels.



Delta has implemented various initiatives to reduce energy consumption across its operations. In 2025, Delta further strengthened its commitment by supporting the expansion of EV charging infrastructure within company premises. One key initiative is the installation of EV charging stations powered by renewable energy, supporting the reduction of greenhouse gas (GHG) emissions associated with transportation. The charging facilities are available for company electric vehicles, employees' personal EVs, and visitor vehicles, promoting the broader adoption of clean mobility solutions and reinforcing Delta's transition toward a low-carbon society.

In 2025, EV charging stations powered by renewable energy, installed within company premises, helped reduce energy use by up to 79,277 kWh, resulting in a GHG emissions reduction of up to 39.63 tCO₂e. This initiative highlights Delta's ongoing commitment to promoting clean energy solutions and expanding access to sustainable energy for all employees, reinforcing the company's transition toward a low-carbon and environmentally responsible future.



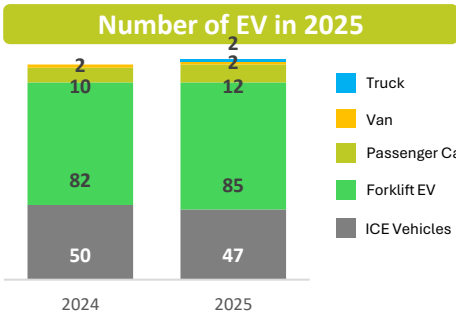
Delta Electricity Vehicle (EV100) Roadmap

Delta Electronics' participation in the EV100 initiative, a global campaign to promote the adoption of electric vehicles (EVs) and charging infrastructure. Delta is a key player in the EV charging solutions market, and their involvement in EV100 underscores their commitment to a low-carbon transportation future.

In 2025, the company made significant progress in transitioning its fleet to electric vehicles (EVs). The number of EV forklifts reached 85 units, which increase of 3 units from 2024, while the EV passenger car fleet grew to 12 units, increase by 2 units. Additionally, marking a new milestone, 2 electric trucks were introduced in 2025 to replace conventional internal combustion engine (ICE) models. With these upgrades, the company achieved an overall EV100 rate of 68%.

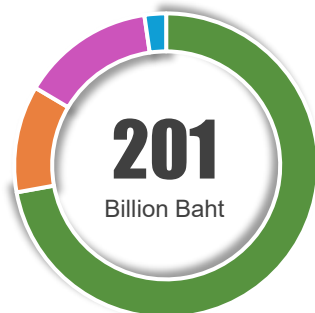
Delta EV100 Target		
100% EV by 2030 Target	2024	2025
EV 100 target (% Yearly)	40%	50%
Fuel Power Vehicle (FPV)	50	47
Electricity Vehicle (EV)	94	101
Delta's Performance : (%)	65%	68%
Achievement	✓	✓

Note: The performance of EV 100 Include Thailand, India and Slovakia



A GREENER PROCESS

2025 Delta's consolidated revenue

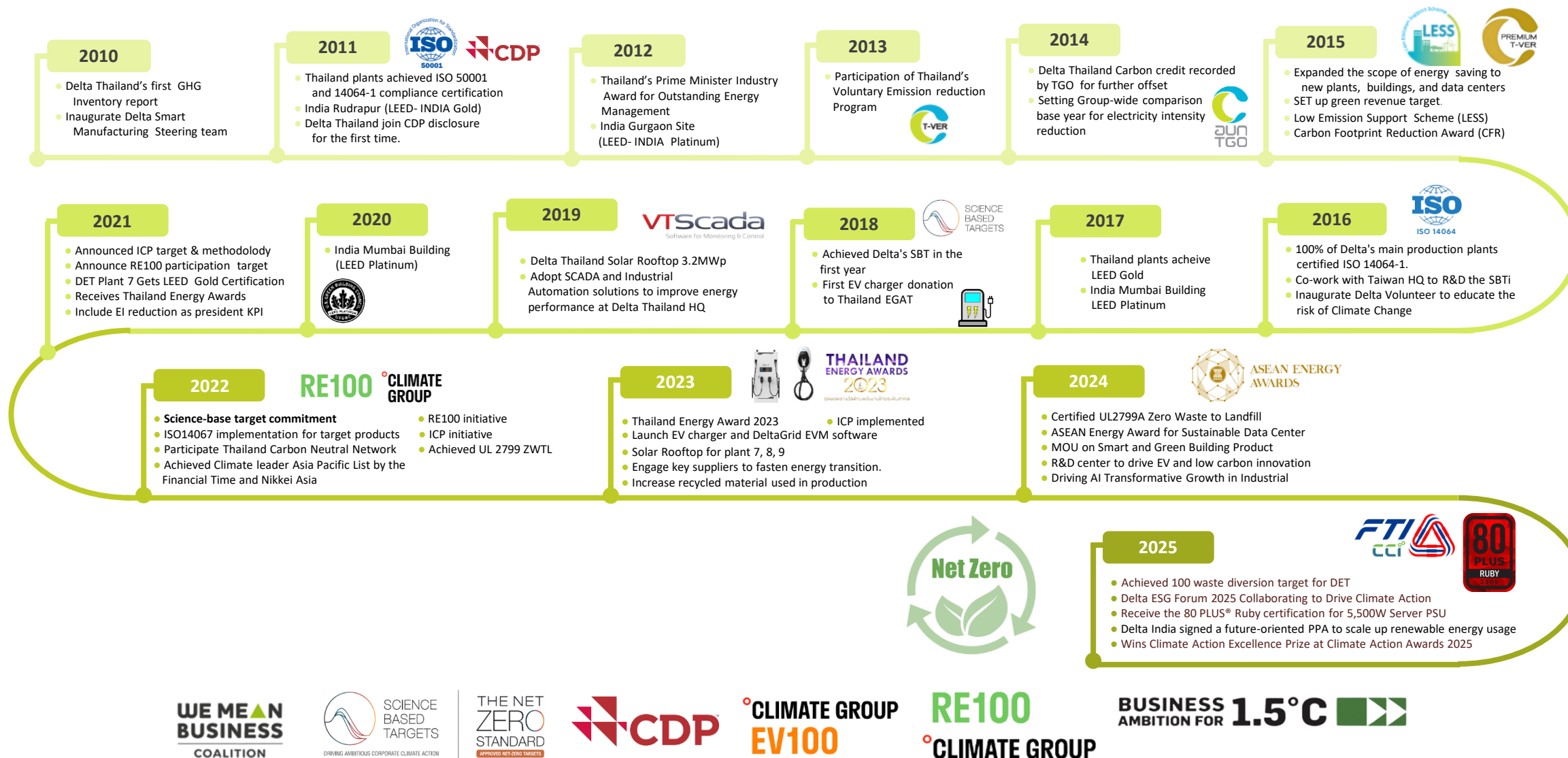


100% of our consolidated revenue is contributed by major sites across 3 countries including production plants in Thailand, India, and Slovakia along with subsidiary sales offices and R&D centers in other countries.

Heightened global risks from climate change and the growing demand for critical materials have underscored the urgent need for the business sector to reduce its negative environmental impact. Consequently, placing global climate change risks as a top focus is paramount. Delta's founding mission, "to provide innovative, clean and energy efficient solutions for a better tomorrow," directly addresses this need. While our existing supply chain remained largely stable, we demonstrated our commitment to growth and efficiency by initiating construction on four new factories as of December 31, 2025. Across all operations, our company carried out eco-efficient practices and continuous efforts to reduce our environmental footprint. Our group-wide environmental policy, published on our website, reflects our sincere dedication and partnership as a global citizen working toward a smarter, greener future.

	Industrial Estate	Plant	Production Area (sq.m)	No. of workers	Production line	(%) Actual production	Location
Thailand 	Bangpoo	BP1:	11,234	1,131	6	75%	13.55277, 100.66937
		DET3:	19,765	2,315	86	87%	13.55555, 100.67026
		BP3:	25,779	822	18	83%	13.55042, 100.6719
		BP5:	52,714	4,741	76	88%	13.547098, 100.67200
	Wellgrow	WG1:	32,167	3,496	100	88%	13.58864, 100.94492
		WG2:	30,000	2,802	33	90%	13.59007, 100.94514
India 	SIDCUL	Rudrapur	9,374	256	12	100%	29.00912, 79.41613
	HSI IDC	Gurgaon	2,291	26	1	100%	28.41522, 77.00155
	SIPCOT	Krishnagiri	21,000	2,004	47	52%	12.60099, 78.11921
Slovakia 	REICO	Dubnica and vahom	10,611	135	16	84%	48.94824, 18.14440
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, Philippine, Romania, Russia, Singapore, Slovakia, Spain, Sweden, Switzerland USA, and Vietnam.			Source of Energy Renewable Coal & Gas I-REC Type of grid operator Government Private Green building ISO Certificate ISO 9001:2015 ISO 14001:2015 ISO 45001:2018 ISO 14064-1				

CLIMATE ACTION JOURNEY



ENVIRONMENT POLICY AND MANAGEMENT SYSTEM

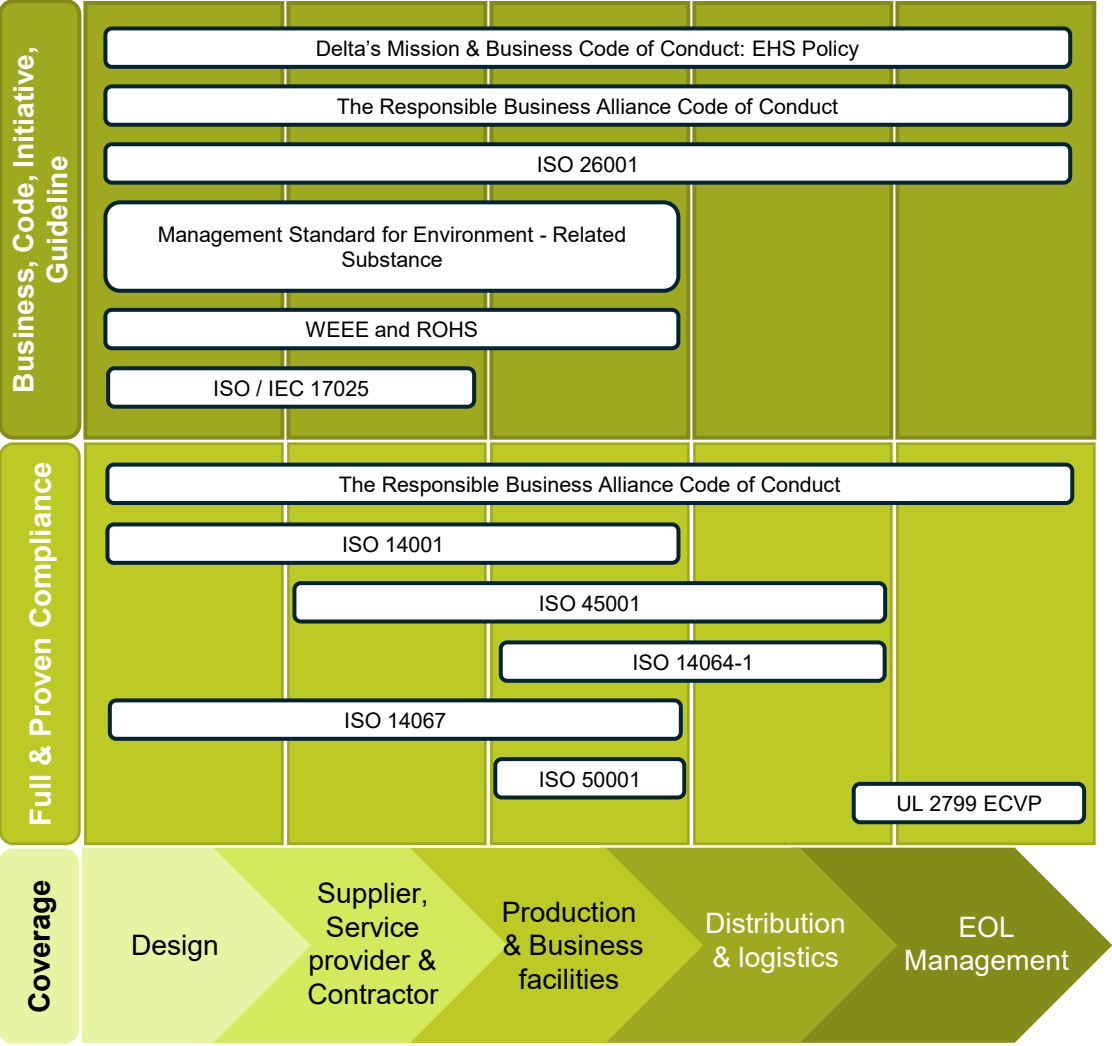
According to the study of SSP1-2.6, SSP5-8.5 and the IEA's NZE scenario, To minimize our environmental footprint and mitigate climate change impact, our business processes comply with internationally recognized standards to deliver our commitment to provide innovative, clean and energy efficient solutions for a better tomorrow from every business process. An eco-efficient operation requires continuous effort in reducing a business' environmental impact. Our [Environmental, Health and Safety Policy](#) is showing our sincere attempt and partnership with global citizens to make a smarter and greener future. With this practical management system, drive business operations on basis of the PDCA principle (Plan/ Do/ Check/ Action).

The system allows us to cope with various contexts of quality, economic, social and environmental requirements and stakeholders' expectations, which employees at all the levels can continue applying as part of their daily activities. Up to 2025, there is no non-complied issues according to our certified recognized standards.

Delta places a strong emphasis on calculating and disclosing Scope 3 GHG emissions, in accordance with ISO 14064-1, as they represent the largest share of our total greenhouse gas footprint. A significant reduction in Scope 3 emissions is therefore crucial for achieving a meaningful decrease in our overall GHG impact. We have set a target to reduce Scope 3 GHG emissions by 25% by 2030 (2021 base year). Achieving this ambitious target requires close collaboration with our partners, working together to curtail GHG emissions across our entire value chain.

Adhering to the UL 2799 Zero Waste to Landfill international standard was a key focus to ensure the majority of Delta's production waste is diverted from disposal. By 2025, every production site in Thailand had successfully achieved UL Platinum level certification. However, our commitment doesn't stop there. Delta is committed to achieve the target of 100% waste diversion rate by 2030, meaning we aim to achieve UL 2799 in Platinum level certification across all our sites within the next 5 years.

Strategic response and compliance with recognize standard



ECO-FRIENDLY DESIGN

Delta Thailand has been consistently investing in R&D and continue collaborate with universities to keep up with new technology, provide R&D expertise to seek out the new perspectives in business and product innovations. Investments in innovation or research and development to decrease energy consumption are considered a key part of this strategy, aligning with our long-term commitment to eco-efficiency.

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

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

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

Strategic Response and Improvement plan

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

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

The 10 Principles of Eco-friendly Design



Resource Efficiency

Prioritize use the efficient resource, optimizing production process by using RE and reducing of energy and water use and minimized waste generation



Life Cycle Assessment

Evaluate environmental impacts of products to end of life recovery, disposal, biodegradation, even in distribution process, by increasing safety, or reducing of environmental impact in storage and transportation process.



Renewable Energy Use

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



Adaptability and longevity

Create products with focus on durability and adaptability to extend lifespan and reduce replacement with provide saving of energy, water, and material.



Material Selection

Choose sustainable, eco-friendly materials that have a low environmental footprint, less water and energy use, have low toxicity, free of hazardous substances, and renewable, recyclable, or biodegradable.



Social and Community Considerations

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



Energy Efficiency

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



Natural resource Conservation

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



Waste Reduction and Recycle

Encourages waste reduction and recycling or upcycling of materials in operation & manufacturing and at the end of product’s life.



Recognized Standards compliance

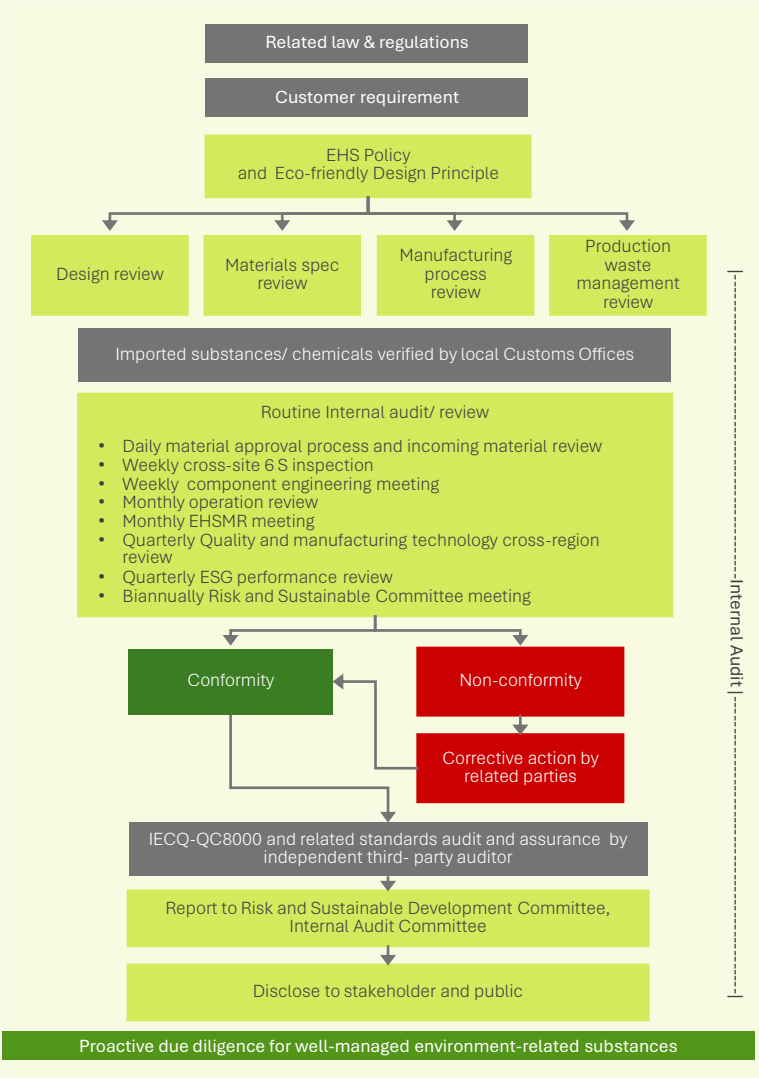
Adhering eco-labeling or green building standards to ensure eco friendly design

HAZARDOUS AND ENVIRONMENT RELATED SUBSTANCES REDUCTION

By 2050, Delta commits to substitute, phase out the hazardous substances used in our products to achieve zero non-compliance with leading environment-related substance standards and regulations, such as the EU REACH Regulation, RoHS Directive, and the Montreal Protocol, for the substances used in our products. Our Life Cycle Assessment (LCA) study reveals that environment-related substances, if unmanaged, can contribute to ozone depletion, employee and user health and safety risks, soil degradation, water quality deterioration, and biodiversity loss. The study also underscores that 100% of our revenue is directly or indirectly linked to products involving these substances, highlighting the importance of strict management and compliance. Such impacts ultimately undermine the basic human rights of future generations to live in health and well-being, reinforcing our commitment to strict compliance and responsible product stewardship.

With regard to hazardous substances and chemical safety and control, Delta strictly follows a comprehensive set of Environmental Related Substances (ERS) procedures and standards, as outlined in our corporate-wide [Management Standards for Environmental Related Substances \(Document No. 10000-0162\)](#) and ERS Management Procedure (Document No. 06-028). The Management Standards for ERS (Document No. 10000-0162) provide an exhaustive list of internationally banned and controlled substances in accordance with recognized regulations. These include, but are not limited to, Regulation (EC) No. 1907/2006 – REACH concerning the Registration, Evaluation, Authorization and Restriction of Chemicals; Directive EU 2022/278 – RoHS on the restriction of certain hazardous substances in electrical and electronic equipment; and Regulation (EC) No. 842/2006 on certain fluorinated greenhouse gases.

Delta incorporates environmental risk criteria in our product development and approval process in accordance with the Management Standards for Environmental Related Substances (Document No. 10000-0162) and ERS Management Procedure (Document No. 06-028). Delta has implemented the Green Product Management (GPM) IT system based on the [IECQ-QC080000 Hazardous Substance Process Management System](#). Apart from reviewing materials testing reports from suppliers, Delta manages parts and components according to their environment-related substance risk level, ensuring proper control of substances listed under internationally recognized standards such as EU REACH Regulation, RoHS Directive, and the Montreal Protocol. Delta sites have also introduced lead-free processes and low-halogen materials to support customers in developing greener and more eco-friendly products.



HAZARDOUS AND ENVIRONMENT RELATED SUBSTANCES REDUCTION

Environment-related substance Management performance

We are committed to transparently reporting our progress toward meeting our 2050 targets, collaborating with industry associations to identify safer substitutes for hazardous substances, and dedicating R&D resources and budget to substitute or phase out these substances. Delta incorporate risk criteria in the development of products and services. Recognizing that these hazardous substances are directly or indirectly related to 100% of our products, we view this challenge as an opportunity to drive innovation and elevate the safety and sustainability of every solution we deliver.

To demonstrate the effectiveness of our Environmental Related Substances (ERS) management, the following table presents our performance results by end 2025. The table includes the list of banned and limited-control substances identified under our ERS standards, together with recommended substitute substances that align with international regulations and best practices. This disclosure reflects our commitment to proactive risk management, transparency, and the continuous pursuit of safer, more sustainable material choices across our products and supply chain. The design engineering team that develops greener products with reduced listed substances or improved efficiency will be rewarded with a patent incentive for approved design improvements. Since disclosing this information in 2015, there have been no confirmed non-conformity cases raised by our customers, no violations of laws, regulations, or standards on environment-related substances in our products and processes, and no fines or penalties incurred.



An expert assigned by the Risk and Sustainable Development Committee conducting an independent sampling checks for formaldehyde (CH₂O) in the material receiving area and packing area to ensure the submitted environment performance.

HAZARDOUS AND ENVIRONMENT RELATED SUBSTANCES REDUCTION

Environment-related substance Management performance

ERS Substances	General Application	Environmental and health Impact	2018		2020		2024		2025		References
			Threshold Limit	Not used	Threshold Limit	Not used	Threshold Limit	Not used	Threshold Limit	Not used	
Delta mandatory banned substances	Solders, electrical contacts, coatings, flame-retardant plastics, flexible PVC cables, and protective finishes		57	27	48	39	45	45	45	45	EU RoHS, EU REACH (Annex XIV, Annex XVII), EU POPs, EU Directives, China RoHS GB/T 26125, US TSCA, Proposition 65, Canada Regulations, Japan CSCL, Norway Product Regulation, HJ 2536-2014, Stockholm Convention, Montreal Protocol, JIG-101
Restrictions for battery	Battery, electrode materials (cathodes/anodes)	Harm the nervous system, organs, and bones, persist in the environment, and bioaccumulate in the food chain.	3	-	3	-	3	-	3	-	Regulation (EU) 2023/1542
Restrictions for package material	Paper carton, wood pallet	Negative impact to soil and water	-	-	-	-	8	-	8	-	Directive 94/62/EC
Chemical substances information – REACH requirement		Human health and the environment from risks posed by hazardous chemicals.	495	1,849	495	1,867	495	1,877	495	1,877	EU SVHC, EU REACH Annex XVII
Polybrominated biphenyls (PBBs)	Flame retardant in plastics for electronics and textiles.	Persistent pollutant; linked to cancer, hormone disruption, and immune effects.	10	-	10	-	10	-	10	-	Directive 2011/65/EU, GB/T 26125
Polybrominated diphenyl ethers (PBDEs)	Flame retardant in electronics, textiles, and building materials.	Persistent pollutant; linked to developmental, thyroid, and reproductive harm.	10	-	10	-	10	-	10	-	Directive 2011/65/EU, GB/T 26125, TSCA section 6(h)
Banned Specific azo and Benzidine- based compounds	Wire insulator	Aquatic and terrestrial ecosystems, as well as human health	41	22	41	22	41	22	41	22	EU REACH Annex XVII, U.S. TSCA
Banned Organostannic (organotin) compounds	Semiconductor manufacturing, sensor technology, and OLEDs.		3	22	3	22	4	23	4	23	EU REACH Annex XVII
List of banned POPs substances	Flame retardants in components like circuit boards and plastics.	Human health/ immune	18	32	11	21	11	42	11	42	POP (EU) 2019/1021, TSCA section 6(h)&8(a), EU REACH Annex XVII, Stockholm Convention POP (EU) 2019/1021
List of banned PAHs	Plastic components, cable coatings, and insulating materials.	Certain PAHs are carcinogenic and can harm skin and respiratory health.	18	-	15	-	18	-	18	-	EU REACH Annex XVII, HJ 2536-2014
List of banned Substances depleting the ozone layer		Ozone depletion	-	135	-	185	-	96	-	96	Annexes A, B, C, E of Montreal Protocol
Sub total			655	2,087	636	2,156	645	2,105	645	2,105	
Total controlled substance			2,742		2,792		2,750		2,750		

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THE LIFE CYCLE ASSESSMENT (LCA)

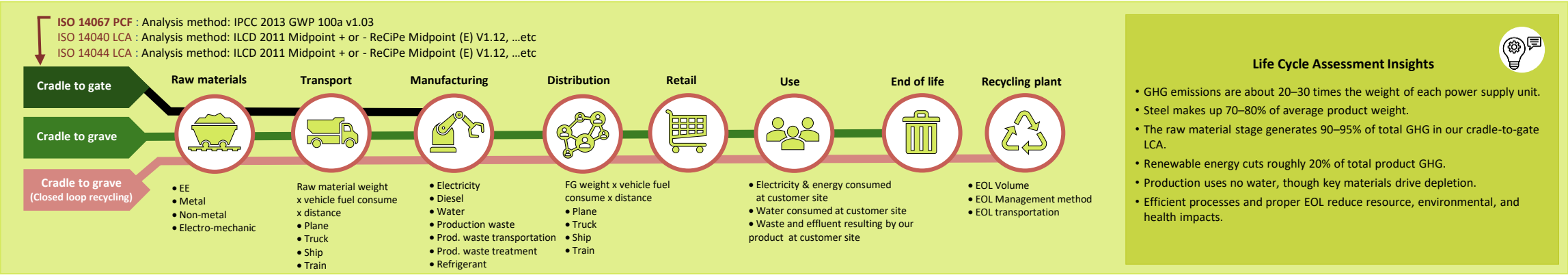
To mitigate related risk as SSP1-2.6 and SSP5-8.5 scenario to limit the climate change lower than 2°C, removing CO₂ from every business process especially the core product is vital. Due to the Climate Action failure, as well as corporate carbon inventory, implementation of product carbon footprint information was frequently asked question raised by our customer, investor and regulator last year. This increasing demand for transparency in product-level climate data has prompted Delta to strengthen lifecycle carbon disclosure and deepen product-level climate integration across the organization.

Product carbon footprint is the best example of the LCA 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. In parallel, we continue to evolve our internal coordination and reporting processes to ensure alignment with international ESG benchmarks and stakeholder expectations.

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

These capacity-building efforts laid the foundation for a broader rollout of PCF assessments across product lines in 2024 and contributed directly to Delta's long-term low-carbon product strategy. By implementing ISO 14067 (PCF cradle to gate) verification, Delta targets to reduce 10% of product carbon footprint of the sampled products every 3 years. By using IPCC 2021 GWP 100a v1.03 analysis method and SimaPro 9.3.0.3/ Ecoinvent 3.8 software, it was found that our effort to improve in raw material phase, manufacturing phase and market phase, the study illustrate that the increasing proportion of renewable / non fossil fuel energy used as production factor help us to reduce 21% of CO₂e per product unit. Another major source of CO₂e contributor is raw material we use (over 80% of CO₂e per product units. With result of the study and climate change risk scenario information, we synergize our teams and customer collaboration to rethink the component design, reduce the material use and seek for lower-carbon substitute parts to implement another 10% reduction for the specimen product.

In 2025, we collaborate with our customers to study full LCA of switching power supply products. These learnings have since been embedded into Delta's product development efforts, with emphasis on upstream material selection, simplified structural design, and improved end-of-life recyclability. In 2025, Delta plans to enhance its methodology by expanding its scope from limited sampling to a comprehensive, business-level approach, with the aim of improving data accuracy. From our product carbon footprint analysis, we found that the GHG emissions are approximately 20–30 times the weight of our PSU products. This insight reinforces the importance of focusing on material efficiency and carbon reduction across the entire value chain.



THE LIFE CYCLE ASSESSMENT (LCA)

Product Efficiency Enhancement

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

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

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

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

PCF Expert Pool

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

In 2023, we expanded the pool of PCF expert at Delta Thailand by organizing a certified training "Quantifying the Carbon Footprint of Products" conducted by BSI Thailand. A total of 40 participants were representative from each business unit. These representative should help our customer to meet CBAM and related directive in declaring the product composite, energy consumption in production process, carbon footprint in their product and identify the potential areas to reduce environmental footprint in the target products. In addition, these participants products. In addition, these participants also learn the impact of our product to land use, water depletion and other ecological consequences as well as human health.

In addition, the PCF Expert Pool representatives linked ERP data to product carbon footprint calculations, highlighting customer data confidentiality. They also presented a product sensitivity analysis for a key product. This analysis detailed the product's ecological impacts, including acidification, global warming, and effects on biodiversity.

In 2025, we build up the PCF expert team include SD, CE, Production and supply chain management. as well as provide LCA software training. To enhance all business unit capacity, Delta listed Simapro as our standard software. In addition to on-desk study, the company also have joint feasibility study with our key customer to improve product carbon footprint by replacing 30% plastic part with bio-plastic and plastic with recycled content.

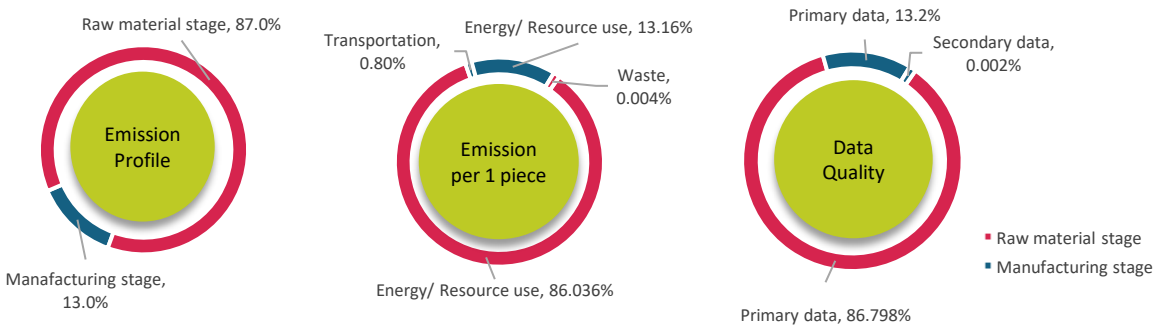
Up to 31 December 2025, we have secured 4 PCF certificates and 55 simplified report templates (non-certified) for target products manufactured at Delta Thailand and 9 certificates for products produced in associated factories imported for trading activities. The renewal of a certificate for a power supply used in data storage systems, first collected in 2018, demonstrates that utilizing renewable energy in production processes has contributed to a reduction of over 20% in the product's carbon footprint (IPCC 2013 GWP 100a v.1.03 / Simapro 9.0.0 Ecoinvent 3 Materiality 5%).

THE LIFE CYCLE ASSESSMENT (LCA)

The following study is presented as a representative Life Cycle Assessment (LCA) study on wall-mounted USB-C charging socket . The goal of this LCA is to evaluate the environmental performance of the product throughout its life cycle, from raw material extraction, manufacturing, and distribution to use and end-of-life treatment. The study supports internal decision-making for product improvement and eco-design, while providing transparent and verifiable environmental information to external stakeholders through the PEP ecopassport® declaration.

Product Carbon Footprint

Product unit weighs 0.192 kg, The GHG emissions are approximately 42 times the weight of our wall-mounted USB-C charging socket .



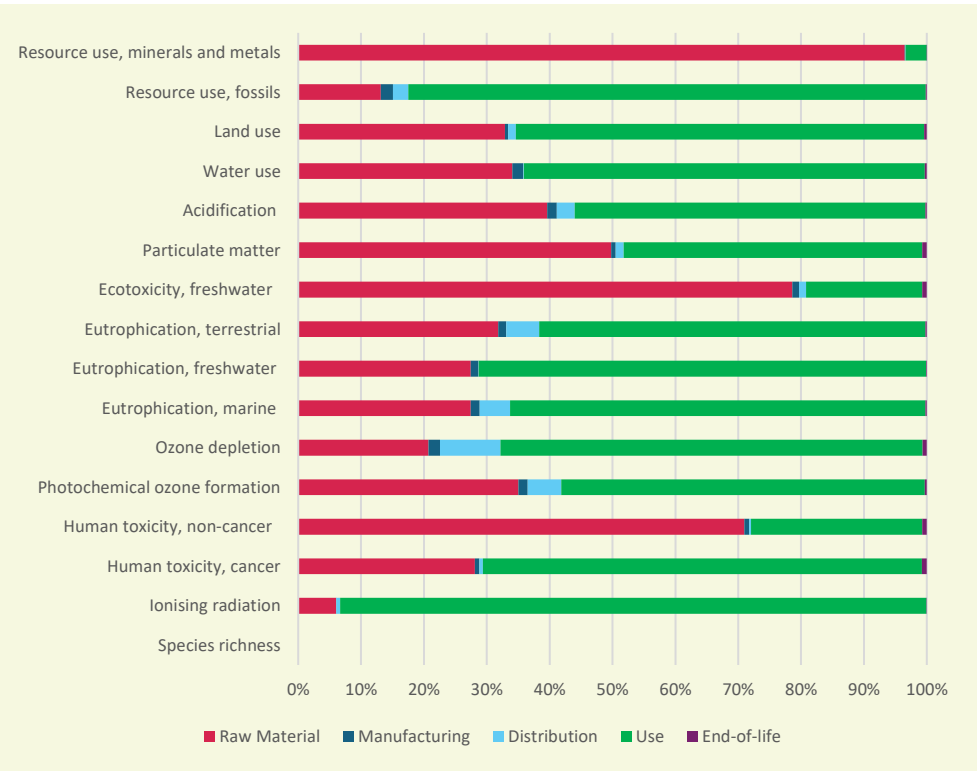
The environmental impacts

The environmental impacts of the Product were assessed using SimaPro software version 9.6.0.1, in accordance with the methodological requirements of the PEP ecopassport® program. The Life Cycle Impact Assessment (LCIA) was performed using the customized method “EPD method EN 15804_2B-PEP_PCRed4”, which is based on EN 15804 + A2 (adapted), IPCC 2021 GTP100, and Cumulative Energy Demand.

The impact results are calculated per functional unit, representing the service delivered by one product over its reference lifetime, and are reported by life cycle stage, including raw material production, manufacturing, distribution, use, and end-of-life. Based on the study, the Global Warming Potential (GWP) results are as follows:

Global Warming Potential (GWP)	Result (kg CO ₂ -eq)
GWP100-fossil	52
GWP100-biogenic	0.04
GWP100-land transformation	0.105

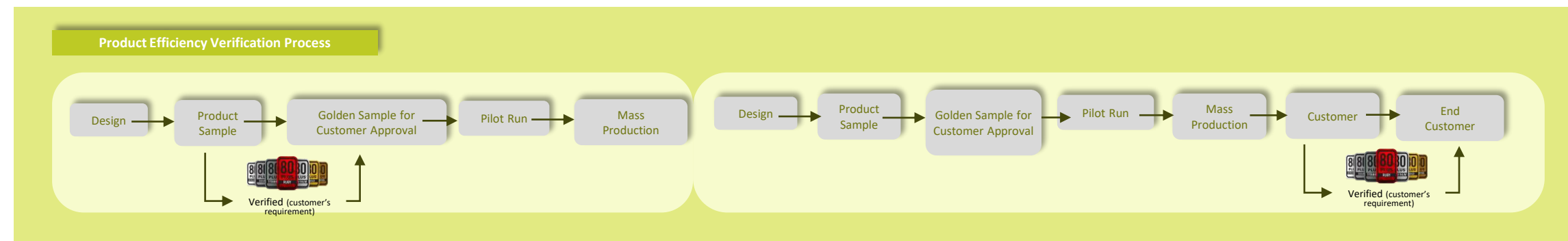
The environmental impacts for all products subject to Life Cycle Assessment (LCA) are systematically assessed across the following impact categories and presented as percentage contributions across the different life cycle stages:



PRODUCT ENERGY USE AND SAVINGS

To assess downstream energy use and efficiency benefits, Delta Electronics Thailand has implemented a new calculation methodology since 2024. This revised approach moves away from the previous estimation method based on ISO 14067, and instead utilizes verified product-level energy efficiency data from the 80 PLUS certification program. In 2025, the company further expanded the scope of this data to include all Delta Electronics models that have received 80 PLUS certification. This evolution enhances the accuracy and transparency of the results by relying on third-party tested and internationally standardized performance benchmarks.

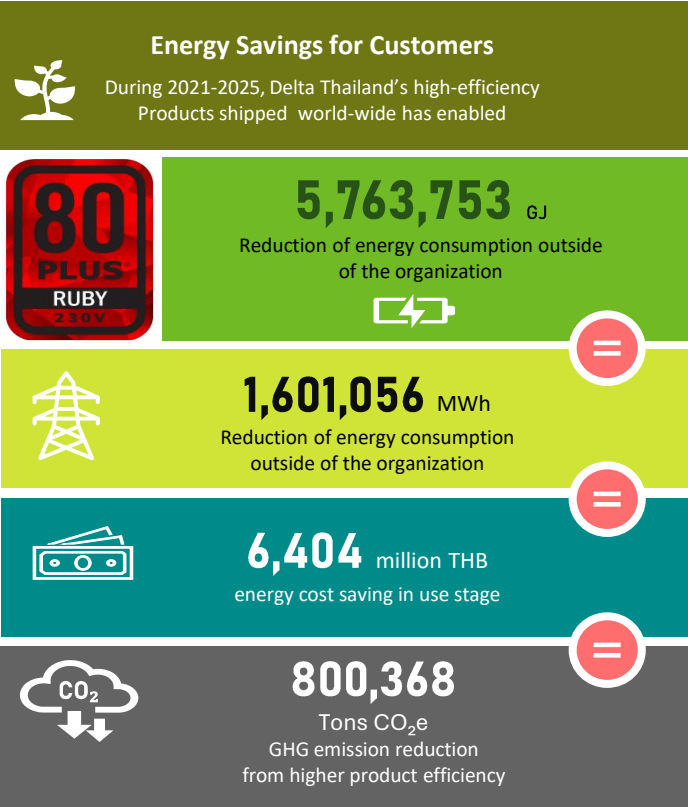
Delta’s product development process follows a structured flow from design to mass production, with energy efficiency prioritized at every stage. We target 100% of our commercial power supply units to achieve a minimum efficiency of 80% at 50% load. When required, products are submitted for third-party testing under the 80 PLUS® certification program, which provides globally recognized validation of power supply efficiency.



The analysis covers 91 models of power supply products certified under various 80 PLUS levels. These products account for the full output of Delta’s Power Supply Business Unit across both Original Design Manufacturing and Original Equipment Manufacturing production. Certified products are primarily used in critical infrastructure such as data centers and telecommunications networks, which operate continuously. Delta assumed a continuous operational profile of 8,760 hours per year (24 hours per day, 365 days a year).

Electricity use was calculated based on the actual certified efficiency rating (at 50% of rated load) of each product model, combined with rated output power and annual usage hours. Sales volumes were extracted directly from the SAP system. Only electricity was considered in this analysis, and energy consumption values were converted using the international standard conversion rate of 1 kilowatt-hour equal to 0.0036 gigajoules. The scope of analysis includes downstream product use in Delta Electronics Thailand . All performance data was verified by an independent third party.

PRODUCT ENERGY USE AND SAVINGS



PRODUCT ENERGY USE AND SAVINGS

Delta’s energy-efficient product designs deliver measurable value by reducing electricity use during the product’s lifetime. This helps customers lower energy costs and supports environmental goals. These savings are calculated using internationally recognized methods and independently verified data. As Delta expands digital tracking of product carbon footprint and energy performance, it remains committed to smart, sustainable design that benefits both people and the planet.

80 PLUS® is a certification program for internal power supply units (PSUs) that verifies high energy efficiency across seven levels. Recognized by ENERGY STAR® and the EU, it helps reduce energy loss, improve product reliability, and support sustainability. It’s a key benchmark for premium, energy-efficient PSUs.

In 2025, Delta Electronics Thailand launched the world’s first product to receive the 80 PLUS Ruby certification. This 5,500-watt server power supply achieved 97.5 percent peak efficiency and a power factor of 0.99 under full load. This reflects advanced design, semiconductor technology, and compact circuit layout.



Model: DTX5500BH50M41
Typical Efficiency
97.29%



Model: DLG2001BM12C31
Typical Efficiency
96.26%



Model: DPS-1300AB-53 A
Typical Efficiency
96.34%

	80 PLUS Certification Achievement				
Year	2025	2024	2023	2022	2021
Silver	1	1	-	-	-
Gold	-	3	4	7	9
Platinum	10	34	11	18	22
Titanium	19	24	15	21	10
Ruby	7	-	-	-	-
Number of Certified PSUs	37	62	30	46	41

SIMPLIFIED AVOIDED EMISSION FRAMEWORK (AEF)

CASE STUDY

Meeting with Indian Colleagues



- Distance: 2,500 km
- Direct Flight Time: 3 hours 40 minutes
- CO₂e emissions: 640 kg of CO₂e per passenger for return flight



- Airport to Krishnagiri site : 80 km
 - Petrol taxi: CO₂e emissions: 48 kg of CO₂e per passenger/ round-trip
- GHG 688 kg CO₂e / person



DELTA'S NOVO CONNECT™

- max 64 participants
 - Energy consumption 0.01kWh
- GHG 0.0781 kgCO₂e /head/ hour

Online meeting

CASE STUDY

EV Truck Driving from Bangpoo to Wellgrow



Distance from Bangpoo to Wellgrow 46 km.

Before Transitioning

- Engine size > 2.0
- Diesel Truck Engine size > 2.0 km/liters

In 2025, Delta deployed a six-wheel electric truck (EV truck) for transportation between its Bangpoo and Wellgrow facilities. The transition from a diesel truck to an EV truck supports the Company's efforts to decarbonize its logistics operations. Compared with a diesel truck, the EV truck reduces greenhouse gas (GHG) emissions by approximately 27.63 kgCO₂e per trip. This initiative is part of the Company's EV100 action plan, supporting its commitment to achieve EV100 by 2030.

Transportation	Emission Factor (kg CO ₂ e/ tkm)	Emission ^{2/} (kg CO ₂ e / 1 trip)
A large six-wheel diesel truck operating under normal conditions with a 100% load capacity.	0.0546 ^{1/}	27.63
A large six-wheel B7 diesel truck operating under normal conditions with a 100% load capacity.	0.0508	25.70
A large six-wheel B20 diesel truck operating under normal conditions with a 100% load capacity.	0.0437	22.11
EV Truck charged with EV charger generating energy from solar rooftop	0	0

Note: ^{1/} The Emission Factor was sourced from the Thailand Greenhouse Gas Management Organization (TGO) website.

^{2/} GHG emissions (kgCO₂e) = Payload (ton) × Distance (km) × EF (kgCO₂e/tkm)

ECO-LABELS AND ECO-DECLARATIONS

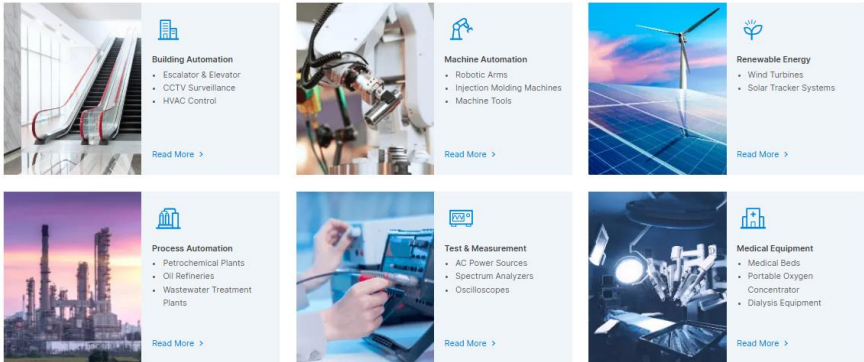


Item	Mark/ Label to ensure recipients of WEEE have e-waste management standards in place
1	Verification of product efficiency
2	Information of substance of very high concern (SVHC) compliance for specific country
3	Conformity of EU safety, health, and environmental protection requirements.
4	External power supply Efficiency mark
5	Korea safety conformity
6	Safety and EMC (Electromagnetic Compatibility) indication
7	WEEE End-of-life waste management instruction
8	Controlled goods safety mark
9	Safety result test verified by independent auditor
10	Regulatory Compliance Mark
11	China Compulsory Certificate mark
12	Safe use in non-tropical climate condition
13	Safe use in areas below 2000 meter above sea level.
14	Product origin
15	Class of installation: double insulation and does not require a safety connection

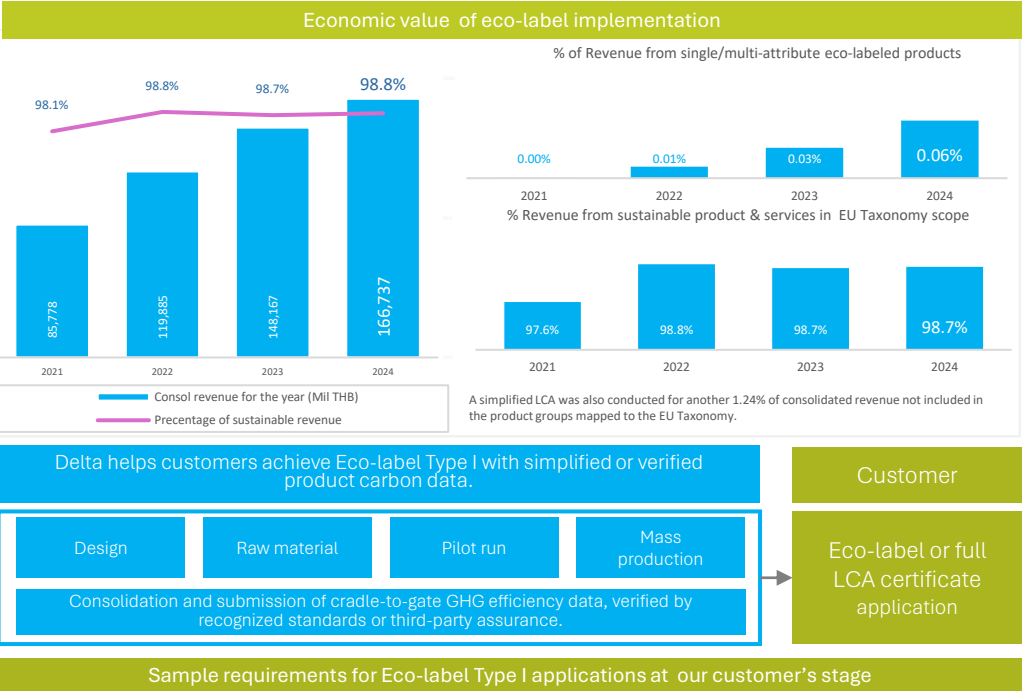
Building on our verified product efficiency achievements, including 80 Plus Titanium certification and ISO 14067 implementation, Delta demonstrates strong capabilities in product design that not only ensure compliance but also support our customers in achieving energy savings during the use stage. Verified efficiency data and life cycle assessments are also key information that our customers use when applying for Eco-label Type I certifications such as ISO 14040, EU efficiency marks, and EPEAT. Such collaboration also raise customer’s awareness on the relation of WEEE and the importance of circularity implementation.

Since its active participation in COP21, where Delta Group demonstrated its commitment to the Paris Agreement through energy conservation, carbon reduction, and green building initiatives, the Group has continuously strengthened its climate leadership by engaging in global climate initiatives. This commitment was further reinforced through its 18th consecutive participation at COP30 in Belém, Brazil, where Delta hosted official side events in the UNFCCC Blue Zone under the theme “AI for Green”, showcasing AI-enabled solutions for biodiversity conservation, coral restoration, climate adaptation, and green buildings. These ongoing efforts reflect Delta’s long-term commitment to environmental responsibility, sustainable innovation, and transparent communication on environmental and product stewardship.

In line with our Product Regulatory Mark Application and Control Procedure (Document No. 06-025), 100% of our products comply with applicable health, safety, and environmental regulations. Clear product labels, regulatory markings, and user instructions are provided to support the safe use, handling, and end-of-life disposal of our products. In addition to standard and safety verified marks, our customers and public that interested in Delta products can access the information of product specification, compliance and end-of-life management at <https://deltapsu.com/en> and www.deltathailand.com.



ECO-LABELS AND ECO-DECLARATIONS



Requirements for EPEAT Climate+™

<https://epeat.net/documents/EPEAT-Climate-Plus-Requirements.pdf>

The EPEAT Climate+ designation is reserved for products that have been verified by an independent third party against the requirements for EPEAT Climate+. First, companies and their products must prove they meet existing EPEAT criteria on climate, circularity, reduction of chemicals of concern, and responsible supply chains. These criteria represent sustainability leadership and address environmental and social impacts across the entire product lifecycle, from the extraction of resources and manufacturing, through product assembly, use, and end-of-life.

In addition to this, companies and their products must prove they meet a unique set of climate criteria based on progressive product design and corporate practices.

- Product carbon footprint disclosure and assurance
- Product energy efficiency (ENERGY STAR product eligibility criteria)
- External power supply energy efficiency
- Battery charger system energy efficiency
- Corporate GHG inventory disclosure and assurance
- Corporate GHG reduction target aligned with climate science
- Energy efficient upstream manufacturing processes
- Manufacturer sourcing of electricity from renewable energy sources

Computers and Displays, Imaging Equipment, Mobile Phones, Servers, Televisions

Data & certifications provided to support customer Eco-label Type I

Delta is an OEM/ODM B2B company, producing strictly according to customer specifications and designs. Accordingly, detailed product-level data belong to our customers and cannot be used to verify Type I eco-labels without their permission and collaboration, including disclosure of downstream data through the end-of-life stage, which is required to obtain a Type I eco-label certification. For this reason, Delta does not generate revenue from Type I eco-labeled products at our manufacturing site and our customers use our single/multi-attribute eco-labels such as ISO 14067, 80 Plus result to apply for eco-label type I by themselves.

Since 2010, our “EnergyE” program has enabled customers to evaluate energy savings from our rectifiers through an online calculator and catalog labeling, making energy-efficient choices more accessible. With these measures, Delta not only provides reliable, high-performance products but also helps customers meet eco-label requirements. Throughout the reporting period, there were no incidents of non-compliance concerning product and service information, labeling, customer privacy, or marketing communications.

Up to 2025, products certified with single/multi-attribute eco-labels such as ISO 14067, 80 Plus, and other Type II and Type III standards accounted for 0.04% of consolidated revenue, representing a decrease from the previous year. This decrease was mainly attributable to the increasing diversity of our product portfolio, including a growing proportion of new products and solution-based offerings. Certain numbers of full LCA were studied in collaboration with our customers for the products in pilot run stage. We also conducted simplified LCA material stage for products mapped to the EU Taxonomy (100% of total revenue) and for other small components sold up to 2025, contributing 100% of total revenue. Overall, Delta’s revenues in 2021–2025 consistently came from sustainable products and services, underscoring the strength of our portfolio and its alignment with the EU Taxonomy’s “substantial contribution” criteria.

KEEP INTRODUCE INNOVATIVE SOLUTIONS

In 2025, Delta maintained an R&D investment of **2.99% of consolidated revenue**, specifically targeting the growth of "green revenue." This strategy enhances business resilience while actively supporting global climate goals.

Climate-Driven Innovation

To address transition risks identified by the IEA, Delta aligns its product development with **Net Zero 2050** and **2°C scenarios**. Our R&D is governed by **friendly philosophies**:

- 1) **Safety & Health:** Adhering to high standards for user protection.
- 2) **Resource Efficiency:** Optimizing raw materials in production and maximizing product energy efficiency.
- 3) **Decarbonization:** Helping users meet **RCP 2.6** targets and navigate energy transitions.
- 4) **Climate Adaptation:** Developing solutions for high-emission scenarios (**RCP 8.5**).
- 5) **Circular Economy:** Designing for recyclability and safe end-of-life disposal.
- 6) **Future-Ready Solutions**

By integrating **digital intelligence** and **high-power density**, Delta has expanded its reach into critical sectors such as **Industrial Wireless Charging**, **E-mobility charging units**, and **Artificial Intelligence**.

Climate-Driven Innovation		Target Industries	Delta's Innovative Products & Solutions	
Thailand 4.0 Smart Industry + Smart City + Smart People Target of the 20 years Economic reform (2017-2036)	First S-Curve	• Smart Devices. • Healthcare and Tourism • Food Processing	• Future Automotive • Agriculture and Bio-Tech	• Healthcare devices, Embed power • Building automation and air quality • Industrial automation • Automotive EV and EV Charging • Process autonomous solutions
	New S-Curve	• Robotics and Automation • Bio-Fuels / Bio-Chemicals • Digital transformation	• Aviation and Logistics • Integrated Medical Services	• Industrial automation • Display and monitoring solutions • Medical Innovation • Logistics Industrial automation • Smart energy solutions • Telecom Energy solutions
Thailand's 30 @ 30 Policy Target since 2022 to 2030	30@30 Policy	Thailand's 30@30 policy is a bold national strategy to revolutionize its automotive industry, aiming for Electric Vehicles (EVs) to comprise at least 30% of total vehicle production by 2030. This ambitious plan has significant implications for the country's economy, environmental sustainability, and industrial future.		EV Powertrain System • Highly efficient EV powertrain solutions. • EV Power Electronics OBCM, DC/DC Converter, OBG and EVCC products. • Traction products including the traction motor, inverter and integrated motor drive. • X-in-1 is the integration of several systems of EV powertrain. EV Charging • AC EV charger, DC Fast charger Energy Storage System (ESS) offers high-efficiency power conditioning capabilities for demand management, power dispatch, renewable energy smoothing, etc.
India's Nationally Determined Contribution - NDC (2031-2035)	NDC (2031-2035)	• Emission Intensity Reduction: A 47% reduction in the emissions intensity of its GDP by 2035 compared to 2005 levels. • Non-Fossil Power: A 60% share of non-fossil fuel-based electricity capacity by 2035.		
Slovakia's National Energy and Climate Plan (NECP)	(NECP) 20230	Targets include a 22.7% reduction in non-ETS emissions, a 25% share of renewables (RES) in gross final energy consumption, Supports investments in energy storage (350 MW local storage) and hydrogen to manage renewable volatility.		
India's National Green Hydrogen Mission (NGHM)	NGHM 2030	To establish a global green hydrogen hub with a production target of 5 MMT per year by 2030."		
			Hydrogen Energy Solution Integrates hydrogen production power supply and Solid Oxide Electrolysis Cell(SOEC) to provide the market with stable, efficient, and affordable hydrogen energy solutions.	

PROCESS INNOVATION

Delta continuously refines its manufacturing processes to reduce material usage, decrease energy intensity, and minimize production waste while delivering greener products to customers. From 2015 to 2025, the company successfully completed over 2,949 automation and ECRS (Eliminate, Combine, Rearrange, Simplify) projects across six major processes. Simultaneously, Delta made a strategic decision to upgrade all its factories to "Delta Smart Manufacturing" (DSM) as part of a five-year plan. This initiative aims to integrate all manufacturing processes digitally with optimal automation, moving beyond single-station upgrades. The integration allows for real-time access to manufacturing data via an IoT platform, enhancing decision-making and operational efficiency.

Since the gradual introduction of more innovative automation processes and robotic arms in 2014, Delta has leveraged big data for predictive analysis to optimize production plans, improve logistics efficiency, enhance machine maintenance, quality control and improvement. In 2025, Delta Thailand achieved improvement in overall manufacturing productivity, largely due to focused investments in process automation and continuous improvement projects. The rapid deployment of these new processes was made possible by thorough planning and research, ensuring minimal disruption to daily production schedules.

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

Beyond process digitalization, Delta has prioritized Lean, Kaizen, and ECRS methodologies and training to further enhance efficiency. Delta provides employee training on technology and innovation, process optimization and risk reduction, and cross-functional failure analysis to strengthen employees' capabilities in identifying improvement opportunities, solving process issues, and implementing innovative solutions. These capabilities are further promoted through the annual Delta Innovation Awards, which recognize employees and teams for innovation in intellectual property, new product development, manufacturing improvements, new business models, and process improvement. In 2025, the 17th Delta Innovation Awards recognized 10 teams and 10 individuals, with monetary and non-monetary rewards. Winning projects have subsequently been adapted into Delta's production processes, further driving innovation and operational excellence.

Quantitative Business Impact of Process Innovation

Historically, these initiatives contributed to a 30% improvement in overall manufacturing productivity in 2023, together with THB 11.6 million in cost savings from ECRS and Delta Smart Manufacturing projects. In 2025, Delta Thailand achieved THB 12.9 million in cost savings from ECRS and Delta Smart Manufacturing projects, while maintaining 0% change in cost of goods sold despite a 20% increase in total revenue. Energy intensity also decreased by 32%, from 1.04 MWh per USD million in 2024 to 0.71 MWh per USD million in 2025.

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



KEEP INTRODUCE INNOVATIVE SOLUTIONS

Delta's competitive edge and leadership in eco-friendly, energy-efficient power devices and solutions stem from a deep understanding of market demands and customer needs, combined with the expertise of our R&D team. To ensure our innovations continued reaching the market, Delta shifted its marketing communications to virtual platforms. We embraced online training, webinars, and virtual showrooms, creating interactive channels that allowed our global customers and the public to access product and solution information safely and conveniently from their own locations.

Innovations for High-Density and Green Operations

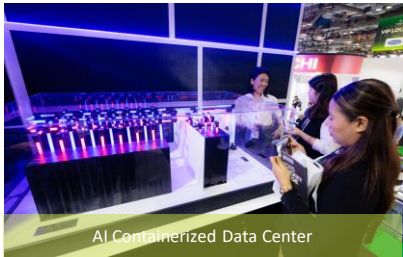
At Data Centre World Asia 2025, Delta presents its integrated portfolio of energy-efficient power, cooling, and infrastructure solutions for next-generation AI and high-performance computing data centers. Highlights include a 20-foot Containerized Data Center and a Power Train Unit for AI. The former features advanced **liquid-to-air coolant distribution unit (CDU)** with up to 80 kW cooling capacity, while the latter offers a modular design scalable up to 2,400 kW. The showcase enables cloud service providers and enterprises to expand digital capacity with lower operational costs while advancing sustainability goals.

The **AI Containerized Data Center** offers enterprises a ready-to-deploy solution that integrates power, cooling, and IT resources into a single, compact package. Designed to bring AI infrastructure directly to customer facilities, the AI Containerized Data Center simplifies implementation and accelerates adoption without the need for extensive retrofits. It integrates power, cooling, and IT resources into a compact, ready-to-deploy solution; supporting High Voltage Direct Current (HVDC) by reducing multiple power conversion stages, thereby achieving higher overall energy efficiency.

Complementing the Center, **Delta's Liquid Cooling solutions** delivers precise, liquid-based thermal management tailored for high-density workloads, ensuring efficient cooling performance for AI-driven computing demand. Delta's in-rack liquid-to-liquid CDUs provide cooling capacity of up to 200 kW per rack, designed for high-density GPU/AI deployments.



Integrated Advanced Infrastructure Solutions



AI Containerized Data Center



Delta's Liquid Cooling Solutions

Delta Unveils Vari°ROW: A Breakthrough in All-in-One Micro Data Center Technology

Delta Electronics (Thailand) announced the launch of Vari°ROW, a next-generation modular micro data center designed to redefine how digital infrastructure is deployed in space-constrained environments and edge locations. By integrating IT, power, and cooling into a single plug-and-play system, Vari°ROW delivers unmatched performance, energy efficiency, and scalability for today's most demanding industries.

As digital transformation accelerates globally, organizations are challenged to deploy IT infrastructure in non-traditional locations such as branch offices, retail outlets, clinics, and telecom sites. Over 50% of new enterprise IT infrastructure is expected to be deployed at the edge by 2025. Meanwhile, data centers currently account for 1–4% of global carbon emissions, with growing scrutiny from regulators and sustainability-focused stakeholders. These shifts are fueling demand for compact, energy-efficient alternatives that support near-user computing and net-zero ambitions.

Vari°ROW integrates compute, storage, networking, UPS, PDU, and precision cooling (5–20 kW) into a single enclosure. This unified design improves cooling efficiency by up to 20%, reducing cold air loss and operating costs compared to traditional setups.

It is suitable for industries such as telecom, banking, healthcare, education, manufacturing, and SMEs, and can be deployed in space-limited locations where conventional data centers are not practical, enabling fast and secure infrastructure expansion.



Aligned with Delta's sustainability goals, Vari°ROW is engineered to reduce energy usage by 20–30%, achieving Power Usage Effectiveness (PUE) as low as 1.6. Its compact, prefabricated design also helps reduce land use and energy waste, supporting customers' net-zero strategies. The first deployment is planned in the Philippines, with strong interest from telecom and finance sectors due to its rapid deployment and operational efficiency.

Aligned with Delta's RE100 commitment and net-zero target by 2050, Vari°ROW reflects the company's focus on delivering low-carbon, high-performance digital infrastructure.

RETAIN INNOVATION PIPELINE

The Delta Education Project was launched over ten years ago, inspired by Delta Thailand's management vision to enhance workforce readiness and better align graduates' skills with industry demands. The initiative aims to shorten onboarding and training periods for new graduates while improving overall operational efficiency.

To achieve this, Delta Thailand has actively partnered with leading local universities, especially engineering faculties, through a variety of integrated academic and industry programs. These include Industrial Automation training, Train-the-Trainer initiatives, the provision of **Delta Industrial Automation laboratory** equipment, participation in the China-originated **Delta Cup** competition, and the **Delta Academy** program that certifies students who successfully complete both training and competitions.

Strategically, Delta Thailand views this project as a long-term investment focused on 3 primary goals:

- Increasing brand awareness within the academic community
- Developing and retaining an innovation pipeline by cultivating industry-ready talent to support both Delta Thailand and the wider Thai industrial sector
- Aligning with national policies aimed at workforce development and industrial advancement



Delta Cup 2025



Delta Academy 2025



Delta Power Electronics Lab Program 2025



Delta Cup 2025

Delta Thailand hosted the Delta Cup 2025, bringing together 72 engineering students from seven of Thailand's leading universities to compete in the second year of the competition. The event has become a premier platform for advancing innovation, technical skills, and collaboration between academia and industry. It also strengthens students' capabilities in electronic engineering by challenging them to apply engineering knowledge and technical skills to real-world projects.

In a single-round format, each team was allocated 10 minutes to present their projects which had been completed prior to the judging day. This was followed by a 5-minute Q&A session with the judging panel. Evaluation criteria focused on innovation, technical execution, creativity, and presentation quality mirroring the expectations of professional industry pitching.



The Delta Academy 2025

The Delta Academy program directly supports the Thai government's vision for Thailand 4.0 and the 20-Year National Strategy, which identify automation, robotics, digitalization, and artificial intelligence (AI) as priority growth sectors for the nation's future. The program also fosters students' competencies in electronic engineering through practical learning and hands-on experience.

The Delta Academy Graduation Ceremony 2025 reaffirmed the importance of collaboration between industry and academia in preparing Thailand's workforce for the digital era. By recognizing excellence and fostering practical learning, Delta Thailand continues to contribute to the country's long-term aspirations in Industry 4.0, smart manufacturing, and sustainable development.



Delta Power Electronics Lab Program 2025

Delta Power Electronics Lab Program is an initiative to establish world-class power electronics laboratories across Thailand's top engineering institutions. King Mongkut's University of Technology Thonburi (KMUTT) now joins a growing network of partner universities including King Mongkut's University of Technology North Bangkok (KMUTNB), King Mongkut's Institute of Technology Ladkrabang (KMUTL), Kasetsart University, Chulalongkorn University, and Burapha University. Together, these partnerships provide students nationwide with access to advanced learning environments that build expertise in electronic engineering and foster innovation and practical industry skills.



RETAIN INNOVATION PIPELINE

Delta Electronics (Thailand), in partnership with the Department of Industrial Promotion (DIPROM) under the Ministry of Industry, officially launched **the Angel Fund Connect 2025**. Renamed to mark its 10th anniversary, the program continues to support Thai Startups by providing financial support, industry partnerships, and real-world testing opportunities to Thai startups, helping them scale their businesses, refine innovations, expand into international markets, and access larger funding opportunities. The program has strengthened Thailand’s startup ecosystem through innovation, sustainability, and global collaboration. By validating solutions in real-world settings, startups can better address market needs, scale more effectively, and strengthen their commercial readiness.

The program aligns with our broader mission of driving innovation in clean technology, green energy, and digital transformation, as we are committed to advancing sustainable and impactful technology. By supporting startups that focus on solutions for climate change, environmental sustainability, and economic resilience, we are investing in a future that benefits both businesses and society. By offering financial support, expert guidance, and industry connections, the program enables Thai entrepreneurs to transform groundbreaking ideas into real-world solutions that contribute to the nation’s economic growth and technological leadership. For Delta employees, it’s a source of pride to see how our company actively shapes the future of Thailand’s startup ecosystem and plays a vital role in nurturing the next generation of innovators.

After the program’s launch, applicants attended a business camp designed to enhance their business management and advanced technology skills. The training covered topics such as the business model blueprint for startups, cultural transformation for the future of work, value proposition and customer canvas, revenue model and data room, financial feasibility canvas, business valuation and market validation, and pitch deck preparation and delivery. Following this, participants took part in a Hackathon, a fast-track innovation development activity in collaboration with funding sponsors. In the final stage, business models and innovative products were showcased during Pitch Day.X

Projects Tackle with Climate Change	2020	2021	2022	2023	2024	2025
 Renewable energy/ energy conservation	6	2	6	2	7	1
 Waste reduction and circular economy	6	6	7	4	8	2
 Natural resource conservation	4	4	5	1	6	0
 Food securities/ food industry	3	3	4	0	7	3
 Health and well-being promotion	8	6	15	2	13	5
Others	3	1	7	0	10	9
Total	30	22	44	10	51	20

Since its launch in 2016, the program has supported more than 200 startups with THB 33.16 million in funding, generating THB 350 million in economic value, facilitating THB 115 million in business expansion, and creating nearly 1,000 jobs and helping bring innovative ideas and leverage advance technology to the commercial market. This year’s edition, titled “Angel Fund Connect 2025,” continues this legacy by expanding the program’s reach to include both startups and content creators working together to drive innovation and digital engagement.



RETAIN INNOVATION PIPELINE

In 2025, Delta continues its commitment to fostering entrepreneurship through the program renamed in commemoration of the 10-year anniversary. Delta has invested THB 5 million in this year's initiative, with THB 4 million allocated to startups and THB 1 million dedicated to content creators to enhance digital visibility and audience engagement. This year marks a new chapter for the program as content creators join the competition for the first time, collaborating with startup teams to strengthen storytelling, branding, and market reach. Separate judging panels for startups and creators ensure that both innovation and communication excellence are recognized as key drivers of business growth. Angel Fund Connect 2025 provides Thai entrepreneurs with access to funding, industry mentorship, and real-world testing opportunities that help scale their businesses and prepare them for international markets.

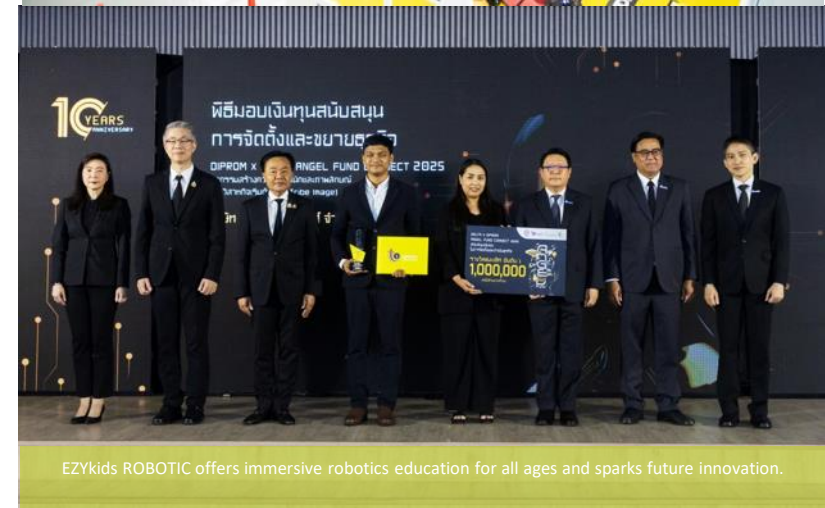
This year's winning startup, Team EYZkids ROBOTIC, represents Thailand's future in technology and education. The team's robotic learning toy, programmed in Python and C/C++, introduces children to coding and robotics through engaging, hands-on play. Their business model integrates proprietary robotic kits as standard equipment in competitions, encouraging widespread adoption across schools and training centers nationwide. The project aligns with Delta's vision to nurture digital talent by turning classroom theory into practical experience and inspiring the next generation of technology creators.

Marking a decade of success, Delta DIPROM Angel Fund continues to showcase strong public and private collaboration through this year's edition, Angel Fund Connect 2025. With policy support from DIPROM and Delta's technological expertise, the program drives long-term impact across key industries. By combining funding, mentorship, and global market access, it reinforces Delta's mission to empower entrepreneurs, advance innovation, and accelerate Thailand's sustainable digital economy.

Angel Fund Connect 2025 is not just an investment in startups, it is an investment in Thailand's future. The top 10 winning teams are as follows:

1. Robotic Toy for kids Based Programming Python C/C++ by EYZkids
2. Merlinium Sensor Machine Trainer by Merlinium
3. Business Intelligence System by Digital Dialogue
4. Corn Paper (Papa Paper) by PaPa Papers
5. Cow's milk products made without cows, animal-free dairy products by CVD Corp
6. DNA Epigenetic Test Kit by WELALA
7. Business Advisor Solution by Venture Lab
8. PARKING ASSET MANAGEMENT by Infilite
9. Produce plastic pellets and composite ropes from plastic waste and agricultural waste by Re waste tech
10. An online doctor consultation application by Smile Migrane

These achievements not only highlight the creativity and technical expertise of the participating teams but also contribute to advancing sustainable innovation, fostering economic growth, and strengthening Thailand's position in the global innovation landscape in line with our sustainability development goals.



2025 ENERGY SAVING

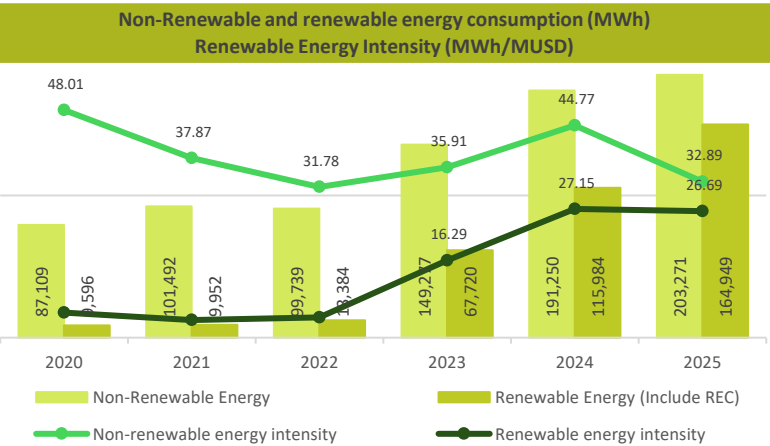
As electricity is the primary energy source for Delta Electronics (Thailand) Public Company Limited and its subsidiaries, we remain committed to reducing both energy consumption and greenhouse gas (GHG) emissions. In 2025, the energy costs¹ represented **0.68%** of our Operational spend². This commitment aligns with our core mission: "To provide innovative, clean and energy-efficient solutions for a better tomorrow."

"Delta has strategically invested in cutting-edge innovation and technology to increase our reliance on renewable energy and decrease consumption of non-renewable sources, thereby lowering our Scope 1 and 2 GHG emissions. This ensures our energy use is both sustainable and intelligent."

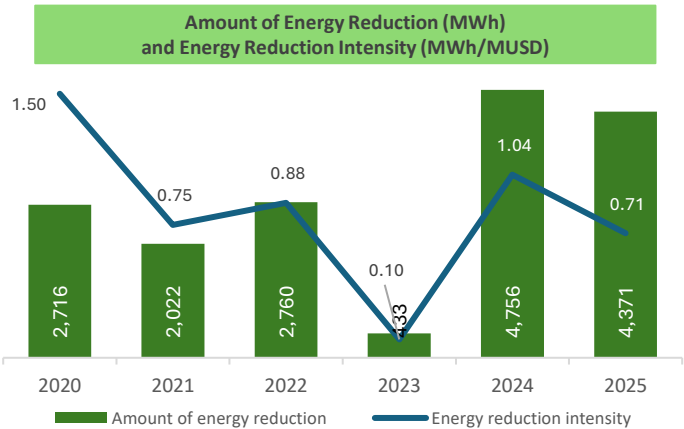
To concretely achieve our mission, Delta has established an ambitious target: to reduce our Electricity Intensity (EI) 20% by 2030, compared to a 2020 baseline. This energy intensity target is a key performance indicator (KPI) for our CEO, COO, plant managers, and facility managers, directly impacting their quarterly incentives, year-end compensation, and long-term compensation and promotion opportunities.

From our challenge target and increase the renewable energy ratio to 100% within 2030. In 2025, Delta consumed non-renewable energy 203,271 MWh and 164,949 MWh of renewable energy. Our non-renewable energy intensity was 32.89 MWh/MUSD and renewable energy intensity was 26.69 MWh/MUSD.

We also implement and certify our company's energy management system in our operations according to the ISO50001 standards to ensure continuous improvement through appropriate measures. This includes regular evaluation of progress in reducing energy consumption to track effectiveness of energy-saving initiatives. In 2025, 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 total of reduced energy consumption was 4,371 MWh with the energy intensity was 0.71 MWh/MUSD with GHG emission could be decreased 2,129 Tons CO₂e.



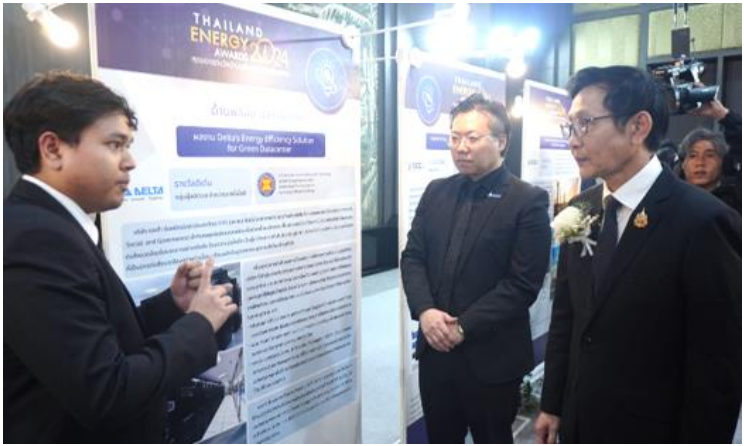
Remark: 1) Energy Cost include Electricity and fuel cost, 2) Operational Spend include Cost of goods sold and Operating costs
3) Heat, steam, and cooling are not purchased or used in the delta manufacturing process.



Delta Electronics (Thailand) was honored with the Thailand Energy Award 2024 in the Creative Energy category for its innovative green data center solutions. The award, presented by the Minister of Energy on December 23, 2025, highlights Delta's role in advancing sustainable technology within the country.

The recognition focuses on the BP2 Data Center, which serves as a model for energy efficiency by integrating several advanced technologies:

- **Cooling Efficiency:** Utilizes hot aisle containment, In-row Cooling (RowCool), and Rear Door Heat Exchangers (CoolDoor) to prevent air mixing and reduce cooling demand.
- **Power Optimization:** Features modular UPS systems to minimize energy loss during backup power operations.
- **Intelligent Management:** Controlled by the InfraSuite Manager (DCIM) platform for secure, optimized performance.
- **Measurable Results:** Successfully lowered the Power Usage Effectiveness (PUE) to below 1.45, indicating a high level of energy efficiency.



ENERGY SAVING IN 2025

To proceed along the path of the Net Zero target by 2050, and Near-term targets aim for a 90% reduction in absolute Scope 1 and 2 GHG emissions by 2030, Delta has established an ambitious target: to reduce our Electricity Intensity (EI) by 20% by 2030, compared to a 2020 baseline, which extend from 2025 due to maintaining the target achievement and the report site coverage expansion. Although total electricity consumption increased in 2025, electricity intensity improved by 20.8% in 2025 compared to 2024, indicating improved energy efficiency despite continued business operations growth.

2025 Delta's ICP Implementation

Delta's ICP pilot project began in 2022 and was fully utilized in Q3 2023 to support Delta's sustainability targets. In 2025, a total of 215 projects were submitted from Delta Thailand and its overseas subsidiaries. Of these, 155 projects were completed by the end of 2025, representing a 72% completion rate. The remaining projects are currently undergoing installation and system testing, which are expected to be completed by 2026.

In 2025, the actual spending reached USD 8,041,881. The accumulated energy savings amounted to 4,371,210 kWh, calculated from the installation completion date of each project through the end of 2025. This equates to a GHG emissions reduction of 2,129 tons CO₂e. An investment of 1 million USD achieves a reduction of 265 tons CO₂e, reflecting the project's carbon reduction efficiency in 2025.

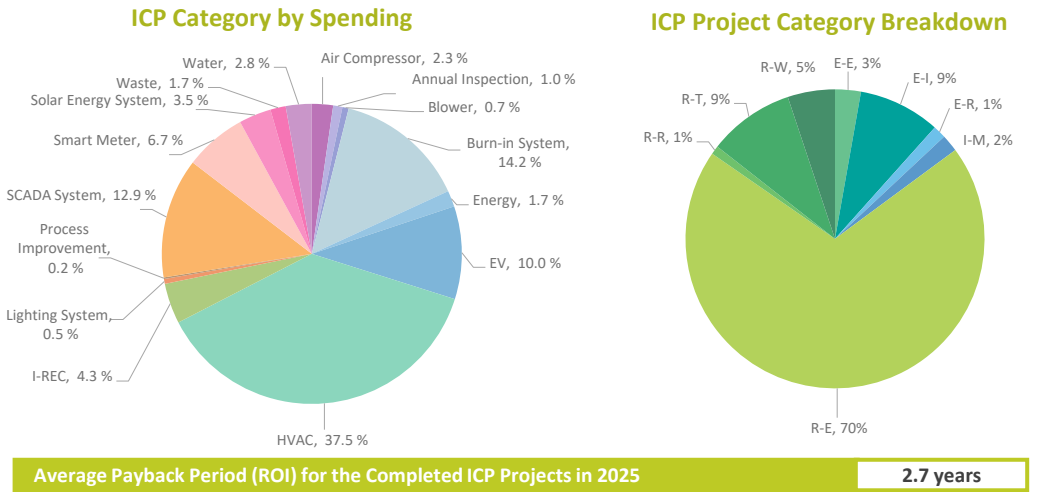
ICP Category	Actual Spending (USD)	Energy Saving (kWh)	Water Saving (m³)	Waste Saving (ton)	GHG Reduction (tCO ₂ e)
Air Compressor	183,470	83,536	-	-	42
Annual Inspection	80,231	-	-	-	-
Blower	54,242	16,992	-	-	8
Burn-in System	1,139,978	640,576	-	-	320
Energy	139,374	254,165	-	-	127
EV	809,017	241,734	-	-	65
HVAC	3,018,880	2,464,073	438	-	1,232
I-REC	349,520	-	-	-	-
Lighting System	42,149	54,546	-	-	27
Process Improvement	13,639	98,244	-	-	49
SCADA System	1,038,830	-	-	-	-
Smart Meter	535,477	-	-	-	-
Solar Energy System	279,419	517,344	-	-	259
Waste	133,038	-	-	19	-
Water	224,617	-	38,282	-	-
Total	8,041,881	4,371,210	38,720	19	2,129

Remark:
1) Energy savings have been calculated from the project installation completion until the end of 2025
2) Electricity rate 5.37 THB/ kWh 3) Exchange rate: 1 USD = 33 THB; 1 USD = 1.31 SGD; 1 USD = 0.89286 EUR; 1 USD = 80 INR

Reduce EI 20% by 2030 Target		2020	Baseline	2021	2022	2023	2024	2025
Reduction Target by year (%)		Based		2%	4%	6%	8%	10%
Electricity Consumption Intensity Target (MWh/MUSD)		46.342		45.415	44.488	43.561	42.635	41.708
Delta's Performance	Electricity Consumption (MWh)	84,082		107,674	105,101	163,733	206,605	236,852
	Electricity Intensity (MWh/MUSD)	46.342		40.17	33.63	39.39	48.36	38.32
	Percent Target Achievement	0%		13%	27%	15%	-4%	17%
Achievement				✓	✓	✓	✗	✓

In 2025, the submitted ICP project can be categorized as follows:

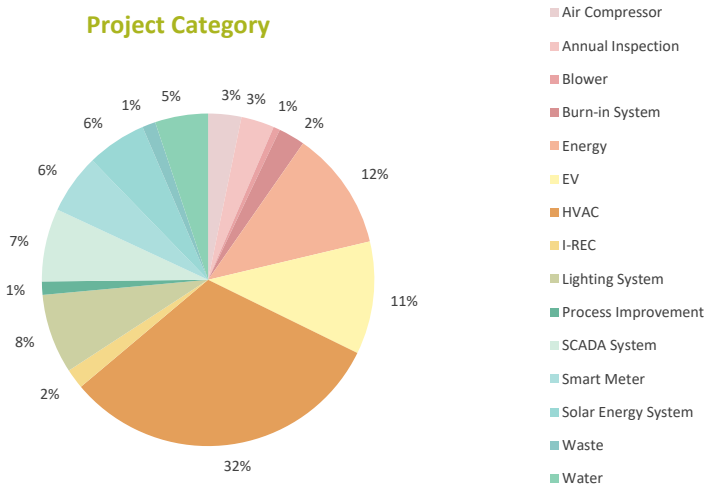
E	Renewable energy and energy technologies development
	E-E Building in-house solar energy equipment
	E-R Purchasing Renewable Energy Certificates (REC)
	E-I Energy Technology Development/ Investment
R	Energy and Resources Management
	R-E Investing in improving the energy efficiency and carbon reduction equipment and energy related monitoring system
	R-R Waste reduction for industrial waste by minimizing waste generation and reducing annual waste-related costs
	R-T Low-carbon transportation and charging devices investment
	R-W Improving the water conservation or renewable energy benefits of utilities and water consuming production equipment and smart management for water-related monitoring
I	Low-carbon innovation and Initiatives
	I-M The development and research of future carbon asset management



ENERGY SAVING IN 2025

Delta’s Internal Carbon Pricing (ICP) is a corporate financial strategy where a company voluntarily assigns a monetary value to its own carbon emissions. This price per ton of carbon dioxide equivalent (300 USD/tCO₂e) is a tool to guide internal decision-making and serve as a fund to reward each unit for carbon reduction initiatives. Therefore, the ICP is a part to drive the environmental concern into a tangible financial metric, integrating climate considerations directly into a company's core business strategy.

In 2025, the completed ICP projects included energy and water saving projects, which can be categorized into three main areas: (1) renewable energy and energy technology development, (2) energy and resource management, and (3) low-carbon innovations and initiatives. The total accumulated energy savings from the ICP Energy Reduction Project were 15,736 GJ with Monetary Saving: 757,898 USD and able to reduce GHG emission 2,129 Tons CO₂e.



Comparison of Energy Saving before and after the implementation of ICP Projects.

Examples of ICP Energy Saving Projects in 2025



Project: Replace Chiller 600 RT

The existing chiller system was replaced with a higher-efficiency unit to reduce electricity consumption. The annual energy consumption before the improvement was 4,976,640 kWh/year, while the annual energy consumption after the replacement decreased to 4,147,200 kWh/year. As a result, the project achieved an annual energy saving of 829,440 kWh/year, representing approximately 16.7% reduction in annual electricity consumption following the implementation of the chiller replacement project.



Project: DET2-Heat Reflection Paint Application to Reduce HVAC Energy Load

A high-performance heat-reflective coating was applied to the 9,834 m² roof area to reduce solar heat transfer into the building and lower the cooling load of the HVAC system. As a result, annual electricity consumption decreased from 2,222,484 kWh/year before implementation to 1,384,751 kWh/year after implementation, achieving annual energy savings of 837,733 kWh/year. This represents an approximately 37.7% reduction in annual energy consumption.



Project: Install Motor 7.5 kW AHU IE2 to IE4 Zone A,B

High-efficiency motors were installed in the AHU (Air Handling Unit) system to improve the energy efficiency of the HVAC system. Annual energy consumption decreased from 1,288,224 kWh/year before the implementation to 889,056 kWh/year after the improvement, achieving annual energy savings of 399,168 kWh/year. This corresponds to an approximately 31.0% reduction in electricity consumption.



Project: Automatic Tube Cleaning System

An automatic tube cleaning system was installed to improve the efficiency of the chiller. Annual energy consumption decreased from 6,132,000 kWh/year before the implementation to 5,518,800 kWh/year after the improvement, achieving annual energy savings of 613,200 kWh/year. This corresponds to an approximately 10.0% reduction in electricity consumption, demonstrating the effectiveness of the action plan in enhancing chiller performance and reducing overall energy consumption.

ENERGY SAVING IN 2025

Energy management activity to rise awareness

Increasing a culture of energy efficiency and environmental conservation remains a key priority, driven through ongoing training and our signature "Energy Week" initiative. These campaigns actively raise employee awareness to support our broader Energy saving, Renewable energy use and greenhouse gas reduction targets. The 2025 Energy Week proved highly successful, engaging 200 employees and earning a remarkable 4.7 out of 5 satisfaction rating.



Online Energy management training provided to employees

Specialized online modules on energy conservation and management are provided to deepen the technical expertise of facility engineers and relevant operations staff. The comprehensive curriculum highlights specific energy-saving solutions and opportunities within factories and production lines, focusing on waste energy management, efficiency calculations for equipment, and energy monitoring and control systems. Moreover, this course equips technical personnel with practical, actionable knowledge to successfully implement energy management protocols directly on-site.



Specialized training to enhance technical expertise

To enhance the technical skills and core competencies of our facility engineers and relevant operations staff, we provide a specialized training course focused on energy management systems include:

- ISO 50001:2018 Requirement & Internal audit
- Solar Rooftop System and Related Regulation
- Energy Conservation knowledge sharing for industrial manufacturing
- Basic of Energy loss evaluation& Identification (Walkthrough Audit)
- HVAC System and Technology for Energy Saving Projects
- Energy Saving Technique for Compressed-air system
- Energy Awareness Training for Line Leader & Supervisor



The training engaged approximately 120 participants representing the Energy Management System (EnMS), Facility, and Production teams. The program yielded excellent results, achieving an 80% examination pass rate and a 90% overall satisfaction score.

Energy management and GHG reduction training provided to employees

New hires at Delta are required to complete foundational ESG training, with a strong emphasis on energy management, as part of their onboarding process. Available both on-site and online, this training ensures that employees understand critical environmental requirements before commencing work. The course covers energy conservation and GHG reduction measures designed to raise awareness and foster eco-friendly habits. In 2025, our Energy Management System training was a great success. A total of 1,021 newcomers attended and gave it a satisfaction score of 4.5 out of 5. A key highlight for many was the tour of the company's solar rooftop.



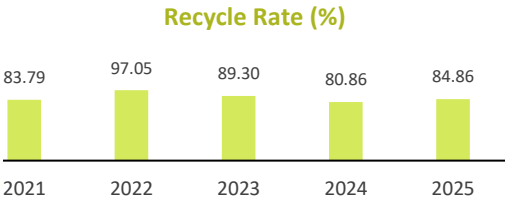
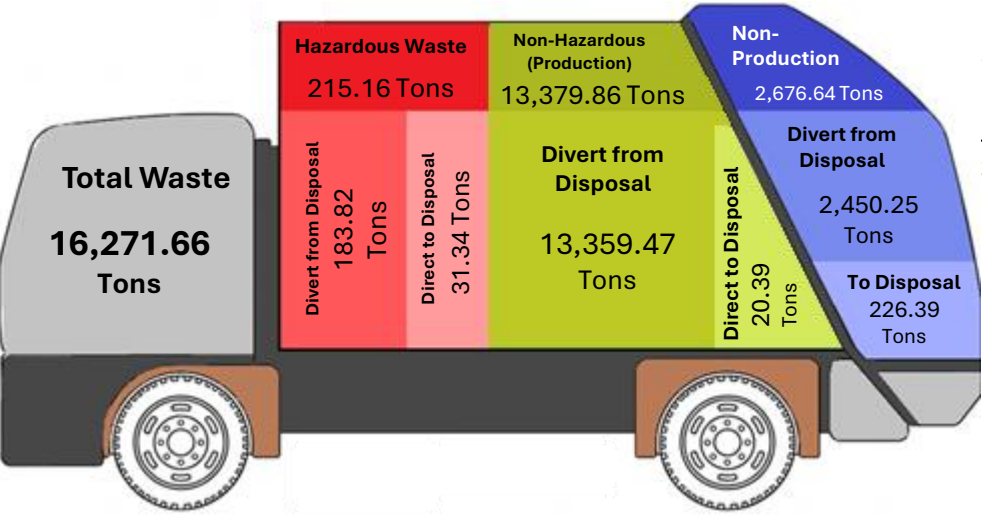
WASTE IN FOCUS

To implement sustainable resource use and minimize waste, Delta prioritizes reducing, reusing, and recycling to reduce environmental impact. Our mission also extends to monitoring waste generation trends from our operations and engaging with stakeholder resources. At Delta's main plants, waste is categorized into three primary types include 1) Production Waste such as metal, plastic, pallets, and packaging from manufacturing plant, 2) Non-Production Waste from office, canteen and rest area, and 3) Hazardous Waste such as electronic residue, glass tubes, and solvents.

Aligning with the International Energy Agency's (IEA) Sustainable Development Scenario (SDS) for the industrial sector, which advocates for policies supporting circular economies through efficient material use and enhanced recycling of aluminum, steel, paper, and plastics, Since 2021, Delta has committed to a target of 100% waste diversion by 2030.

100% Waste diversion rate by 2030 Target	2021	Baseline	2022	2023	2024	2025
Waste Diversion Rate Target (% Yearly)	95.59		96.0	96.5	97.0	97.5
Delta's Performance : Waste Diversion Rate Target Achievement (%)	95.59		97.05	96.46	98.32	98.09
Achievement			✓	✓	✓	✓

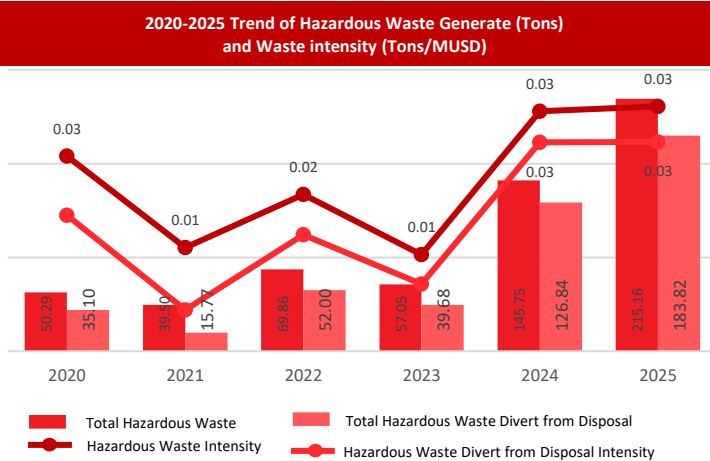
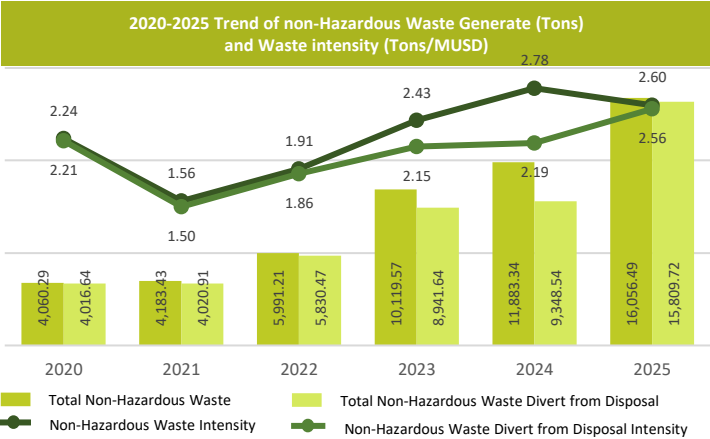
In 2025, Delta generated a total of 16,271.73 tons of waste, representing a 51.8% increase compared to 2024. This rise was driven by expanded production volumes and a broader reporting boundary scope. Despite this increase in volume, our overall recycling rate improved to 4%, reflecting our ongoing efforts to minimize waste and mitigate environmental impacts.



E-Waste management

In 2025, Delta achieved a zero waste to landfill target for all Electronic waste (E-Waste). A total of 82.20 tons of E-waste including PCB edges, batteries, and electronic scrap was generated and 100% diverted from landfills.

E-Waste (Ton)	Incineration W/Energy	Recycle
2025	18.13	64.07



WASTE IN FOCUS

Since 2022, Delta Electronics (Thailand) PCL. received the Platinum Operations of UL2799A Zero Waste to Landfill (ZWTL) validation from UL Solutions, a leading third-party testing and certification company. This recognition was a significant achievement, highlighting Delta's commitment to sustainability. Building on this success, by 2025, all of Delta Thailand's plant sites were verified under the [UL 2799: Zero Waste to Landfill Program](#). This continuous effort demonstrates the company's ongoing commitment to improving waste diversion methods and increasing the waste diversion rate, further solidifying its dedication to reducing landfill waste.

UL 2799 Certification	Diversion Rate	Allowable WTE%	Site Achieved
Platinum	100%	0-10%	Thailand
Gold	95-99%	0-9%	
Silver	90-94%	0-4%	
Certified	>90%	No limit	

*Waste Diversion Rate = $\frac{\text{Total Mass of all Materials that are "Diverted"}}{\text{Total Mass of All Material that is "Discarded"}}$

** Discarded = Diverted + Disposed to Landfill + Incinerated without Energy Recovery

Moreover, due to EU's customer, Delta need to comply the WEEE: Waste Electrical and Electronic Equipment by Directive 2002/96/EC, the regulation and measure to reduce the amount of scrap electrical and electronic products discarded. The Delta's products are designed to allow for the easy separate the components and removal of hazardous components or components with high recyclability value.

Lean Utilization to Reduce Waste

Delta drives environmental stewardship and waste regulatory compliance by embedding the principles of reduce, reuse, and recycle into its packaging strategies. To minimize its environmental footprint, the company actively reduces waste generation at the source, specifically targeting raw material inefficiencies, packaging production, and household waste.

Waste	Method	Disposal and Reduction Status	2025 Achievements
Municipal Waste	Recycle	- Enhance waste sorting trash on facilities and offices to improve waste sorting and recycling. - Cancel plastic spoon	Reduced municipal waste by 344.45 Tons
Production waste	Reduce	- Eliminate plastic-glue injection bag waste by changing glue process from manual to automation glue machine.	The glue plastic bag will be eliminated from the process 1.8 Tons
Container Material Selection	Reuse	- Reuse of Plastic Containers - Replacing purchased corrugated paper containers with reusable plastic containers, thereby reducing packaging waste generation.	Reduced corrugated paper waste by 2.38 Tons
WIP paper	Reduce	- Implement reduce tag WIP in line we able to eliminate WIP. - Implement reduce tag WIP size from A6 to A7.	The WIP paper can be reduced 310 kg from production line
Product raw material	Reduce	- Enhance Eco-Friendly design for products through education and training aimed at reducing waste generated during product design, material selection, and production.	Please refer to Eco-friendly Design Page 92.

WASTE IN FOCUS

Container Waste Reduction through Reusable Containers

Delta reduces waste from single-use corrugated paper containers by replacing corrugated paper containers with reusable plastic containers used for transporting components throughout its manufacturing operations. This initiative reduces reliance on single-use containers and minimizes waste generated from internal material handling activities.

The reusable plastic containers were selected for their durability and suitability for handling and transporting components between production processes. With an average service life of up to 10 years, the containers can be reused multiple times, reducing the consumption of single-use corrugated paper containers and improving resource efficiency.

From 2021 to 2025, the initiative reduced corrugated paper container waste by approximately 3.9 tons and generated cumulative cost savings of approximately 0.97 million THB. By extending the service life of reusable containers, the project promotes circular resource use, reduces waste from material handling containers, and delivers both environmental and economic benefits.

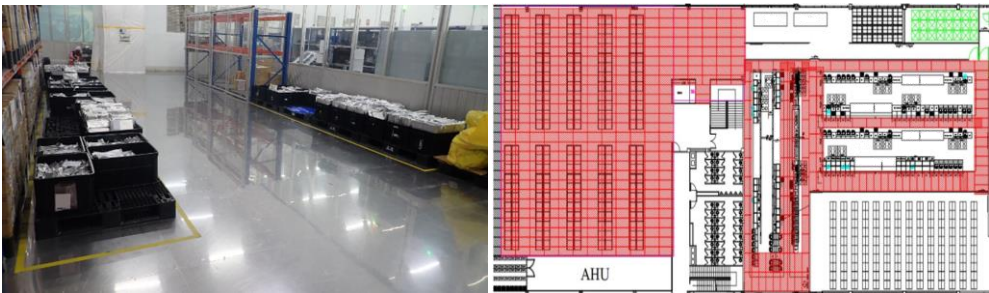
Category	2025	2024	2023	2022	2021
Number of Corrugated Paper Container (pieces)	29,719	6,914	10,923	870	67
Weight of corrugated paper container (kg)	2,378	553	874	70	5
Cost Saving of replacing corrugated paper containers with reusable plastic containers (THB)	591,414	137,591	217,376	17,314	1,328

Note:
1) This assessment is based on a modeling approach.
2) The number of corrugated paper containers was estimated based on the sales volume of a product that requires these containers for internal transportation, using sales volume as a proxy.
3) The weight of each corrugated paper container was estimated at 0.08 kg per container.
4) Cost savings were estimated based on a unit price of THB 19.90 per corrugated paper container.
5) The Company plans to enhance the assessment methodology in future reporting periods by utilizing actual procurement data from the procurement system. This will enable calculations based on actual purchased quantities and costs.



Investment in innovation to minimize waste

To encourage investment in waste reduction innovation, Delta employs an Internal Carbon Pricing (ICP) mechanism to fund employee-driven initiatives. In 2025, a project at the DET2 Warehouse received approval to install stainless steel sheeting over a 1,296-square-meter area, protecting the underlying ESD layer and eliminating the need for frequent floor replacements. Given that the current ESD flooring requires replacement twice a year due to the high usage of hand lifts and forklifts, which caused damage to the ESD flooring. The initiative reduce ESD flooring waste by approximately 8 tons annually, resulting in waste disposal cost savings of 851,994 THB per year.



Integration of Reuse programs to reduce packaging waste generation

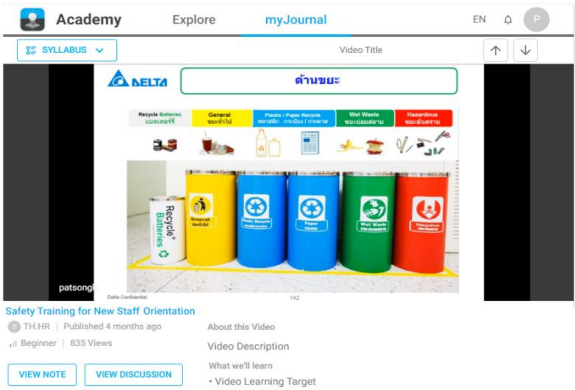
Packaging from incoming raw materials is a major source of manufacturing waste, and its volume often depends on production schedules. To reduce this waste, Delta has collaborated with our vendors to implement a container reuse program. The carton box and wooden pallet were change to plastic for reuse. We receive only the raw materials, returning the plastic boxes, cardboard boxes, and other plastic packaging to the vendor. This initiative means Delta generates no packaging waste from the raw material input process. These are the significant step that will help us achieve our 100% waste diversion rate target by 2030.



WASTE IN FOCUS

Waste management training provided to employees

New hires at Delta are required to complete ESG Training especially waste management as part of their orientation, offered both on-site and online. This ensures they understand foundational requirements before starting work. The training specifically covers waste separation and reduction measures to boost awareness and encourage environmentally friendly practices. Furthermore, since 2021, Delta has enforced a policy mandating that all employees use their own reusable spoons and drinking containers. This initiative aims to reduce plastic waste from the canteen, including single-use spoons, forks, and cups. This policy is clearly communicated to all new employees during their orientation training.



Awareness training for employee on Recycle waste

Delta engages employees at all levels in comprehensive waste management initiatives—focusing on reduction, reuse, and recycling to foster sustainable habits both in the workplace and in their daily lives. These programs empower staff to identify source-reduction solutions that actively divert waste from landfills. Driven by dedicated training modules and the 2025 Sustainable Development Week campaign, 200 employees completed waste management training, underwent knowledge assessments, and contributed personal water-conservation ideas. Notably, 75% of participants successfully passed the evaluation and committed to adopting sustainable behavioral changes moving forward.

EMISSION RELEASE

Refrigerant replacement

Following the guidelines of IPCC 2007 and the ISO 14064 standard, Delta tracks its Ozone Depleting Substances (ODS) within the manufacturing process. In line with the UNEP initiative, which highlights that HCFCs have a lifecycle only about 10% as long as CFC-12, Delta has set a clear target: to replace CFCs with HCFCs in its air conditioning systems to significantly decrease Ozone Depletion Potential (ODP). According to the company's GHG Inventory report, there was no import or export of ODS for Delta's production in 2025. The total ODS emissions for 2025, as verified by a third party based on ISO 14064-1, are presented in the following table.

Refrigerant Change (kg)	Thailand	India	Slovakia
HFC 514a / R514a	365	-	-
HCF R470C	-	20	-
R134a	-	-	24
R32	-	6	-

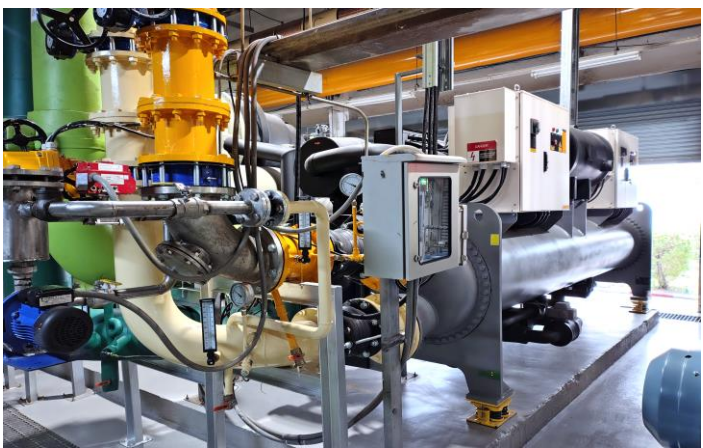


Investment to Reduce Emission

To encourage investment in low carbon innovation, Delta employs an ICP mechanism to fund employee-driven initiatives aimed at minimizing refrigerant emission. In 2025, Delta Thailand had approval 3 projects in DET 5 and DET 7 to replace Chiller for air conditioning system. Beyond improving energy efficiency, we're also replacing from refrigerant R134A and R514A to refrigerant R1234ze to mitigate its damaging impact on the atmosphere.

When consider the properties of refrigerants based on the Global Warming Potential (GWP), a higher GWP means the substance has a greater warming effect on the atmosphere over a given period (usually 100 years) compared to the same mass of carbon dioxide (CO2).

Based on the IPCC Fifth Assessment Report (AR5), the GWP values for **R-1234ze (<1)** and **R-514A (<2)** are significantly lower than that of **R-134a (1,430)**. By adopting this new chiller technology, the organization will mitigate environmental risks and lower its indirect emissions footprint during major servicing and potential refrigerant leakage.



Air Emissions monitoring

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

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

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

Moreover, our commitment extends to safeguarding employee health and the well-being of our neighboring communities. Our production team's investigation pinpointed IPA solvent cleaner (Isopropyl Alcohol) as a major contributor to acetone emissions within our facilities. As a proactive measure, we began collaborating with our vendor in June 2022 to transition to a non-VOC cleaning solvent, aiming for both reduced environmental impact and improved employee wellness.

Beyond emissions released into the atmosphere from ventilation chimneys, we also conduct crucial workplace air pollution monitoring to evaluate potential impacts on employee health. It's noteworthy that in 2025, all workplace VOC levels remained within permissible standards.



OUR EFFORT TO REDUCE VOC

Our company has prioritized the management of Volatile Organic Compound (VOC) emissions since 2015. Through 2018, Xylene and Toluene were specifically identified and correlated with VOCs using US EPA Method 18. Notably, no significant chemical spills were reported from any location during this timeframe. Since 2019, the scope of our monitoring expanded to encompass total VOCs, with Xylene and Toluene remaining key measured parameters, as detected from operational ventilation chimneys.”

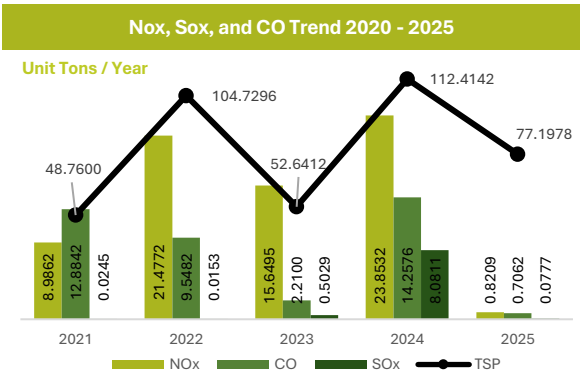
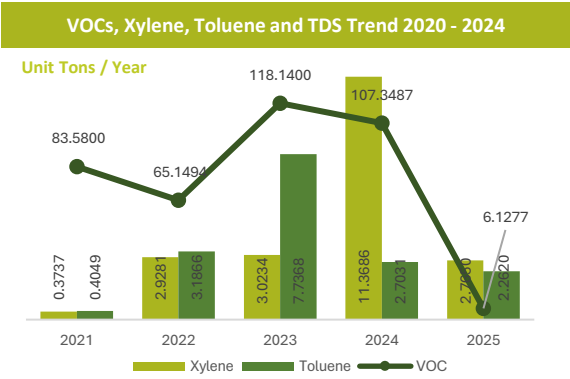
Our primary sources of VOCs in Thailand are volatile organic solvents, including those used as flux removers for printed circuit boards (PCBs) and silicone sealants in our welding processes. In contrast, the VOC emissions at our India site are from diesel engine generator exhaust.

In 2025, several process improvements were implemented in the production line to minimize environmental impact.

First, reducing PCB lead protrusion successfully lowered emissions during the soldering process. Second, changing the cleaning solvent from Acetone to non-VOC cleaning solvent. Third, separating the exhaust systems into dedicated hot air and chemical ducts effectively reduced overall exhaust pollution. Additionally, introducing automated line transfers minimized pollution risks associated with human error.

To monitor these changes, testing methodologies were categorized into three groups based on production conditions: Standard (no chemical chimney), Chemical (chemical exhaust chimney), and Thermal-Chemical (heated chemical exhaust chimney). For the Standard group, VOC emissions no longer pose a compliance risk, resulting in a significant reduction in these pollutants.

By 2025, the total VOC emissions was 6.1277 tons, with an intensity of 0.0010 tons/MUSD. This achievement puts us at 98% of our long-term target to reduce total VOC intensity by 30% by 2030, using 2019 as our baseline. We have categorized the testing methodologies into three groups based on production process conditions:



Reduce VOC intensity 30% by 2030 Target		2019	Baseline	2020	2021	2022	2023	2024	2025
Reduction Target by year (%)		Based		3%	6%	9%	12%	15%	18%
VOCs Intensity Target (Tons/MUSD)		0.06		0.058	0.056	0.055	0.053	0.051	0.049
Delta's Performance	VOCs Amount (Tons)	82.43		76.2	83.58	65.15	118.14	107.35	6.1277
	VOCs Intensity (Tons/MUSD)	0.06		0.0156	0.0312	0.0208	0.0284	0.0251	0.0010
	Percent Target Achievement	0%		74%	48%	65%	53%	58%	98%
Achievement				✓	✓	✓	✓	✓	✓



WE MAINTAIN WATER SECURITY

Production Site		Site Altitude (m ASL)	Water Stress		Drought		Flooding	
			2025	2026	2025	2026	2025	2026
Plant 1	Thailand	1						
Plant 3		1						
Plant 5		2						
Plant 6		4						
Plant 7		4						
Plant 8		1						
Plant GGN	India	242						
Plant RDP		250						
Plant KG		556						
Plant SLK	EU	230						

Water Risk Filter levels Very Low Low Medium High Extremely High

Sample Results of Water Risk Assessments at Major Manufacturing Plants

Our company proactively evaluates its operations and water usage in Thailand, India, and Slovakia to ensure that there is not negative impacts on stakeholders or communities. The World Resources Institute (WRI) was utilized as tools and various climate scenarios, including SSP1-2.6 and SSP5-8.5, to assess physical risks in term of water stress, drought, and flooding. This comprehensive analysis allows us to identify the connections between basin-level risks and our own operational vulnerabilities under diverse future conditions, informing our water management planning.

Water risk, water saving initiatives and target to reduce water consumption has been communicated to 100% operation through our enterprise risk assessment and Internal Carbon Pricing mechanism. In 2025, all of Delta’s operational sites, with the exemption of the Slovakia site, were identified as being in water-stressed basins. Furthermore, the drought risk at the Thailand sites is expected to increase through 2026. Consequently, water-intensive activities must be prioritized, and decisive actions taken for water conservation. The flood risk in Slovakia will rise during 2026, consequently a prevention strategy should be established and implemented.

The data of water withdrawal, water consumption and water recycle project in water stress area will be disclosed in [IFRS S2 Climate-Related and Nature Disclosures Report 2025](#) and [2025 Sustainability in number](#) which public on Delta’s website. These information will be used to evaluate the opportunities for water efficiency improvement.

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

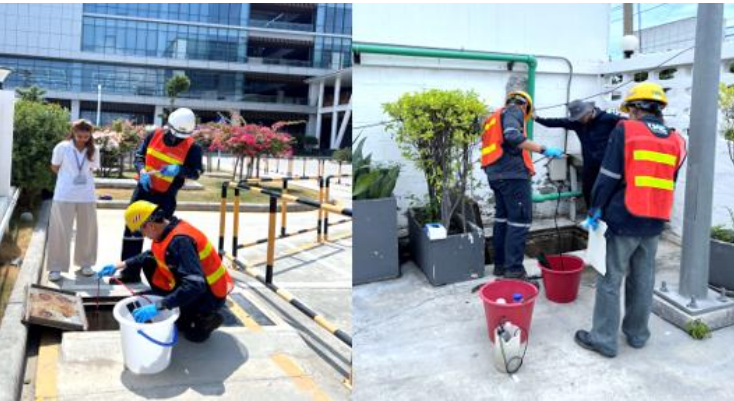
Discharge Water Quality Parameters	Concentration (mg/L)		
	Thailand	India	Slovakia
BOD: Biochemical Oxygen Demand	126.12	12.15	170
COD: Chemical Oxygen Demand	248.25	56.18	453
TDS: Total Dissolve	852.83	2640.33	-
TSS: Total Suspended Solid	73.61	13.58	145

Inspection Standards:
Thailand: Industrial Estate Authority of Thailand No. 029/2567
India: Water (Prevention and Control of Pollution) Act, 1974
Slovakia: Water Act (Act No. 364/2004 Coll) on public water supply and sewage systems.
Note: The wastewater is free of nitrates and phosphates, and pesticides were not detected.

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

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

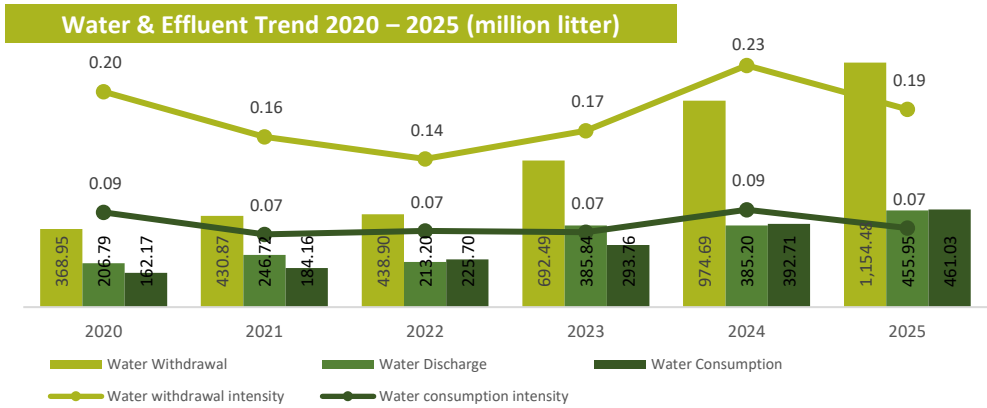
Slovakia’s site wastewater management is assigned to a local third-party according to the recommended from Decree of Slovak: Annex no. 3 of Act no. 55/2004 Coll. Maximum Permissible Rate of Pollution of Industrial Wastewater and Special waters discharged into public sewerage. Since 2015, there is no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



WE MAINTAIN WATER SECURITY

Water Use Assessments: A systematic process deployed by an organization to evaluate and analyze its water consumption footprint. In alignment with ISO 46001, these assessments identify high-consumption activities, evaluate processes that impact wastewater quality, and continuously monitor usage volumes. By data collection for tracking key performance indicators (KPIs), and conducting ongoing reviews, companies can pinpoint strategic opportunities to optimize water efficiency and drive continuous performance improvements.

To reduce the impact of water stress and Drought, Company aims to reduce water withdrawal by 10% within 2030 compared the base year in 2020. The target is extended from 2025 due to maintaining the target achievement and the report site coverage expansion. In 2025, the water withdrawal intensity was decrease 8%.



Reduce WPI 10% by 2030 Target		2020	Baseline	2021	2022	2023	2024	2025
Reduction Target by year (%)		Based		1%	2%	3%	4%	5%
Water withdrawal Intensity Target (million litter/MUSD)		0.203		0.201	0.199	0.197	0.195	0.193
Delta's Performance	Water Withdrawal (million litter)	368.95		430.871	438.905	692.494	974.692	1154.480
	Intensity (million litter/MUSD)	0.203		0.161	0.140	0.167	0.228	0.187
	Percent Target Achievement	0%		21%	31%	18%	-12%	8%
Achievement				✓	✓	✓	✗	✓

WASTEWATER QUALITY IMPROVEMENT

Recycle Wastewater for Cooling Tower

To encourage investment in wastewater innovation, Delta employs an ICP mechanism to fund employee-driven initiatives aimed at minimize water withdrawal and wastewater. In 2025, the DET 5 get an approval for a project replacing existing wastewater treatment system to improve capacity from 10 up to 70 m³/day and percentage of water recycle from 2% to 14%. This project will be able to reduce water withdrawal 21,600 m³/year.

Recycle Wastewater for Sanitary and garden use

Due to stringent environmental regulations in India prohibiting the discharge of wastewater directly into the environment, our facilities have implemented Sewage Treatment Plants (STPs) to treat wastewater in a quality suitable for various non-potable applications such as water closet flushing and gardening. These STP significantly reduce our reliance on fresh water sources. In 2025, the water reuse in GGN, RDP and KG was 2,442 m³, 4,283 m³ and 94,352 m³, respectively.



WASTEWATER RECYCLING, REUSE AND RAINWATER USE

Recycle RO Water for process cooling system

To incentivize investment in wastewater innovation, Delta utilizes an Internal Carbon Pricing (ICP) mechanism to fund employee-led initiatives focused on minimizing water withdrawal and lowering treatment costs. In 2025, the BP3 (DET 5) plant expanded its wastewater treatment capacity by installing a 10 m³/hr Reverse Osmosis (RO) system equipped with a Clean-in-Place (CIP) unit and Chemical Feeding unit. This upgrade enables the recycling and reuse of an additional 70,080 m³ of wastewater annually, thereby decreasing water withdrawal and lowering wastewater treatment costs.



Reuse Water project (Drain water from Cooling Tower)

To conserve water resources, WG2 (DET 7) invested in innovative technology through the ICP mechanism in 2025. By addressing the standard drainage from the Cooling Tower's Blowdown, a FRP Filter Station was installed. This system, which includes a dedicated tank and pump, connects to the RW (Recycled Water) tank for reuse in facility toilets. This initiative recovers 26,805 m³/year of condensate and blowdown water, successfully decreasing water withdrawal and lowering wastewater treatment costs.



Rooftop rainwater use

To conserve natural water resources, Delta implemented an innovative rainwater harvesting and water recycling station at BP1 (DET 1) utilizing the ICP mechanism. The system captures and treats both rooftop rainwater and HVAC condensate drain water, recycle it to support the plant's HVAC cooling tower systems. This circular water initiative successfully reduces municipal water dependency by 5,300 m³ per year, annual utility cost savings of approximately 106,200 THB. Given its highly efficient, low-complexity design, this rooftop rainwater harvesting model is slated for expansion across other manufacturing plants, driving localized resource conservation and supporting Delta's long-term sustainability targets.



WATER CONSERVATION TRAINING PROGRAM

Awareness training for employee on water efficiency

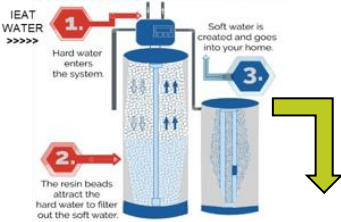
Delta engages employees in water conservation initiatives to raise awareness about reducing consumption in their daily tasks. This empowers staff to identify inefficiencies and innovate solutions for company-wide water reduction. We do this through dedicated training programs and engaging 2025 Sustainable Development Week activities. Through these initiatives, our 200 employees participated in water conservation training, completed assessments, and shared personal ideas for saving water. Notably, 73% of participants passed the exam and committed to adopting sustainable behavioral changes in their daily lives.



WATER QUALITY IMPROVEMENT

Enhance water quality for HVAC system

To optimize HVAC system performance and enhance water quality, BP5 installed a water softening and integrated piping system connected directly to its cooling network. Leveraged through the ICP mechanism in 2025, this investment in innovative water treatment technology significantly improves the quality of the cooling tower's makeup water. By removing mineral hardness, the system prevents scale buildup and fouling within the heat exchangers. This not only optimizes thermal efficiency and reduces overall HVAC energy consumption, but it also lowers routine maintenance costs. Ultimately, the project successfully reduced cooling tower blowdown by 50%, conserving approximately 12,000 m³ of water annually and extending the operational lifespan of the equipment. Moreover, this project saves 24,000 kWh annually, translating to utility cost savings of approximately 480,000 THB.



BIODIVERSITY

Biodiversity loss is accelerating due to climate change, and human overconsumption of natural resources has introduced systemic risks that could lead to ecosystem collapse. To address these critical issues, Delta expanded its long-term focus on climate change by integrating biodiversity into our sustainability strategy. Our commitment to supporting the Sustainable Development Goals (SDGs) remains strong, driven by real actions and our company's core capabilities.

Delta's Board of Directors passed the [Delta Group Biodiversity Policy](#) in 2022 to implement avoidance, minimization, restoration, offset and additional actions within the scope of corporate actions. Delta also works with upstream value chain and partners to achieve No Net Loss (NNL) and We aim to achieve the ultimate goal of Net Positive Impact (NPI) by 2050.

Delta introduced the Taskforce on Nature-related Financial Disclosures (TNFD) framework to establish a framework for nature risk management and disclosure, aligning with the Kunming-Montreal Global Biodiversity Framework (GBF). We will work to identify, assess, manage, and disclose nature-related dependencies, impacts, risks, and opportunities and continue to enhance assessment methodologies to support global biodiversity targets by taking real actions.

Governance	Strategy	Risk and Impact Management
- ESG committee has authority of nature-related risks and opportunities which implement biodiversity plan and report to Board of Directors. - The Departments related to biodiversity has identified include Corporate SD, Finance, Legal, ENMS, GPA and Facility, which play different roles based on responsibility and capabilities.	- Delta has completed an analysis of production sites in Thailand, India, and Slovakia and the tier supplier which there is no site located in biodiversity sensitive areas. - The I-BAT, WRI: Aqueduct Water Risk Atlas of the World Resources Institute, and WWF: Biodiversity Risk Filter were used to biodiversity risk assessment and identified response measures.	The Significant impact-related risks 1) Greenhouse emissions 2) Fossil fuel and electricity usage 3) Freshwater resource usage 4) Generation & release of solid waste 5) Water purification service The Significant dependency-related risks 1) Shortage of fossil fuel supply 2) Shortage of non-biological materials 3) Climate regulation services 4) Insufficient water resource
Matrices and Target		
- We aim to purchase printing paper with non-deforestation certification (e.g. FSC, PEFC, etc.) 100% in 2025 to reach a no deforestation target and have positive impacts on the biodiversity. - In 2026, Delta established a target to restore 50 rai of degraded mangrove forests by 2030, beginning with an initial 10 rai in 2026. - By 2026, we aim to propagate and plant over 1,000 coral fragments in our pilot state of restoration sites. - We plan to reach a no net loss (NNL) and Net Positive Impact (NPI) target in 2050. The overall biodiversity score considers populations of specific target species, area, connectivity, integrity of ecosystems, and credits from Natural Climate Solutions.		

According to our [Environment Health and Safety policy](#), all of Delta's own major sites are located in industrial parks, which minimizes the environmental impact on the local ecosystem, biodiversity and habitats during operations. Delta realizes that protecting biological diversity is important for ensuring natural ecosystems which provide clean water, air and contributes to food security and human health.

Wetlands in Thailand are habitat to the monitor lizard (Varanus salvator), a semi-amphibious reptile protected under Thai law. Delta's headquarters, located in Bangpoo Industrial Estate which adjacent to swamps and fish farms, has a significant

monitor lizard population. They are vital for maintaining environmental balance by consuming carcasses and biological waste, thereby preventing potential plagues, especially after fish deaths due to temperature changes.

Delta has been monitored the living of this species as a biodiversity indicator. We also observe the monitor lizard child that showed the of reproduction in the surrounding area. While the monitor lizard is classified as "Least Concern" by the IUCN, Delta continues to observe their behavior, especially amid climate change and recent offs season flooding, to understand their role in local biodiversity.



Location: Delta Thailand HQ



Awareness training for employee on Biodiversity

Delta actively engages employees across all levels in biodiversity initiatives to raise awareness regarding natural resource conservation and the mitigation of environmental impacts. Due to Delta is located close to the coast and local marine ecosystems, these programs place a strong emphasis on Blue Carbon and mangrove forest conservation. Driven by dedicated training modules and our 2025 Sustainable Development Week campaigns, 200 employees participated in interactive knowledge-sharing sessions focused on the ecological importance of Blue Carbon systems. The initiative achieved great engagement, with 73% of participants expressing high satisfaction and pledging to adopt sustainable behavioral changes to protect the environment in their daily lives.



BIODIVERSITY WITH GREEN BUILDING

As Delta continues to expand its operations to meet growing customer demand, the Company recognizes that new facility development may affect biodiversity through land use change and increased consumption of natural resources, including energy, water, and construction materials. To minimize these impacts, Delta is committed to zero deforestation for operational site expansion and integrates biodiversity and environmental considerations into the planning, design, and development of new facilities. This approach supports the Company's commitment to the Net Positive Impact principle by avoiding and minimizing adverse impacts on ecosystems while promoting resource-efficient operations.

Delta is committed to developing all future manufacturing plants, office buildings, and sponsored buildings as green buildings. Through the application of its energy-efficient technologies and smart building solutions, the Company continuously invests in sustainable building design to improve resource efficiency, reduce environmental impacts throughout the building lifecycle, and provide healthy and comfortable indoor environments for occupants.

Delta adopts the Leadership in Energy and Environmental Design (LEED) certification system as the primary framework for green building development. LEED-certified buildings are designed, constructed, operated, and maintained in accordance with internationally recognized standards covering sustainable site development, water efficiency, energy and carbon performance, materials and resources, and indoor environmental quality. These practices contribute to reducing environmental impacts while supporting operational efficiency and occupant well-being.

Since Delta established the first [green building](#) at the Tainan Science Park in 2006, Delta has developed and donated 35 green buildings and two green data centers worldwide. In 2025, the 66 Tower, which houses Delta's Green Industrial (Thailand) Co., Ltd. office, achieved LEED Gold certification and features Delta's EV Charging Solutions, including the 22 kW AC Max Charger and the 100 kW DC City Charger. In addition, DET 5 successfully renewed its LEED certification in 2025 and achieved LEED Gold certification in 2026, demonstrating Delta's continued commitment to maintaining high standards of sustainable building performance throughout the building lifecycle.



Thailand Plant 5, EEWH-OS Diamond

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



Thailand Plant 7, LEED Gold

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



India GGN Plant , LEED-INDIA Platinum

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

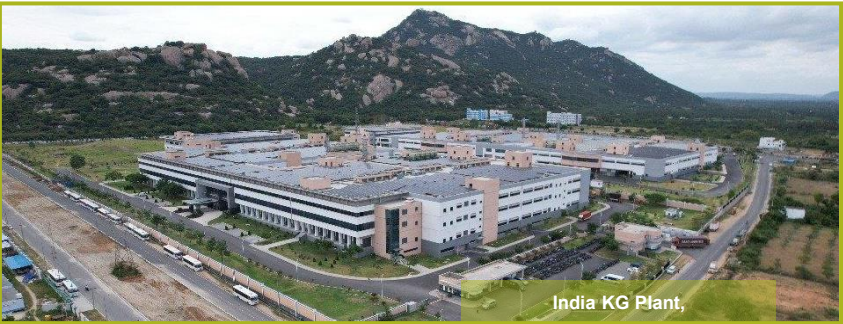


India RDP Plant, LEED India Gold

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



Thailand Plant 8, Plant 9



India KG Plant,

BIODIVERSITY IN VALUE CHAIN

Our suppliers

Delta integrates environmental and deforestation-related requirements into its Supplier Code of Conduct, which is co-signed by 100% of suppliers upon initial onboarding. The requirements are implemented throughout the supplier lifecycle as follows:

Supplier requirements and commitment: The Supplier Code of Conduct establishes environmental and deforestation-related requirements, which are acknowledged and co-signed by all suppliers upon initial onboarding. Suppliers are also required to co-sign environmental violation compensation and integrity agreements, reinforcing their responsibility to comply with applicable environmental regulations and requirements for supplied goods.

Supplier screening and selection: New suppliers undergo media and stakeholder screening to identify publicly reported environmental or deforestation-related incidents before approval.

Environmental requirements and awareness: Delta communicates applicable customer requirements, including the EU Deforestation Regulation (EUDR), to relevant suppliers. Suppliers are informed that paper, cardboard, corrugated packaging, pulp, and other applicable materials must not be sourced from deforestation-related activities. 100% of designers, buyers, and component engineers also receive training on customer requirements and relevant environmental regulatory updates.

Environmental management capability: Suppliers are expected to maintain appropriate environmental management systems, such as ISO 14001 certification, to support systematic management and mitigation of environmental impacts arising from their operations.

Geographic and biodiversity risk screening: Delta collects 100% of supplier operational site information to identify suppliers located in or near areas of significant biodiversity importance and to support further environmental risk assessment.

Supply chain traceability and verification: Delta plans on-site audits or visits to selected next-tier supplier sites to verify declared material sources and strengthen supply chain traceability.

Material sourcing and circular economy: Delta commits to avoiding the use of office paper, building decoration materials, packaging materials, and other applicable materials associated with deforestation. The Company also promotes the use of recycled pulp and other recycled materials among suppliers and encourages recognized third-party certification of post-consumer recycled content, where applicable.

Monitoring and supplier outcomes: Delta monitors supplier compliance with applicable environmental requirements. In 2025, no suppliers were terminated due to environmental regulatory violations or deforestation-related issues, indicating that no such cases resulted in supplier termination during the reporting year.

Our partners/ customers

Customer and partner requirements: Incorporate environmental and responsible sourcing expectations into relevant customer and business partner engagement, particularly where products or solutions are deployed in environmentally sensitive areas.

Site and geographic risk screening: For major projects or solutions involving significant infrastructure development, consider the environmental sensitivity and biodiversity context of the project location, particularly where operations may be located in or near areas of significant biodiversity importance.

Customer engagement and awareness: Communicate relevant environmental expectations and applicable requirements, including responsible land-use and deforestation considerations, to customers, system integrators, and other business partners where relevant to the project.

Responsible solution design: Promote energy-efficient, resource-efficient, and circular solutions that can reduce the environmental footprint associated with infrastructure development and operation. Where applicable, consider material selection, recycled content, product longevity, and resource efficiency in solution design.

Project-level due diligence: For selected high-risk projects, establish a risk-based review of available environmental information, permits, and project requirements to identify potential environmental or biodiversity concerns associated with the customer's site or project.

Traceability and documentation: Where Delta's products contain materials relevant to deforestation-risk commodities, maintain appropriate material and supplier traceability and provide relevant sourcing information to customers when required, supporting their own environmental due diligence and regulatory compliance.

Stakeholder engagement and escalation: Encourage customers and partners to address identified environmental concerns through appropriate corrective actions and provide a channel for escalation where significant environmental or deforestation-related concerns are identified.

Through these measures, Delta can extend its sustainability principles beyond its direct operations and supply chain by supporting customers and business partners in identifying and managing potential deforestation and biodiversity-related risks associated with relevant projects and applications. Delta maintains a whistleblowing channel through which employees, suppliers, customers, business partners, and other stakeholders can raise concerns or report suspected violations of environmental and deforestation-related requirements. Reported concerns are reviewed through the Company's established investigation and escalation processes, with appropriate corrective actions taken where violations are substantiated. Delta may suspend or terminate business relationships with suppliers and business partners involved in deforestation activities or serious environmental violations, particularly where corrective actions are not implemented within 2030.

ENSURE NATURAL RESOURCES CONSERVATION



Delta Electronics Singapore Goes Greener with the NParks OneMillionTrees Initiative

Delta Electronics Singapore deepened its environmental commitment by supporting the OneMillionTrees Movement, a key pillar of Singapore's Green Plan 2030 through the planting of 50 native trees in Clementi West.

The selected native species, including *Syzygium cerasiforme* and *Tarenna fragrans*, were carefully chosen for their ability to thrive in Singapore's ecosystem. These trees help mitigate the urban heat island effect while supporting local biodiversity.

Launched in April 2020, the OneMillionTrees Movement is a nationwide initiative led by the National Parks Board (NParks) to plant more than one million trees across Singapore by 2030. The initiative aims to restore nature within the city by enhancing greenery in streetscapes, parks, and other urban spaces, while strengthening climate resilience.

As of April 2025, more than 700,000 trees have been planted through the collective efforts of government agencies, corporations, and community volunteers. The movement is a key part of NParks' City in Nature vision, which supports the broader goals of the Singapore Green Plan 2030.

Delta Hosts Clean Up and Conserve Nature CSR Activity at Ban Tha Chang Natural Spring

Delta Electronics (Thailand) PCL. demonstrated its unwavering commitment to environmental sustainability through "Clean Up and Conserve Nature." at the scenic Ban Tha Chang Natural Spring in Nakhon Ratchasima, the event brought together employees, and customers to restore and preserve this vital natural resource.

The day-long activity saw enthusiastic participants working hand in hand to clean the riverside and paddle through the spring to remove litter. Volunteers tackled an array of waste plastic debris, glass bottles, cans, and wooden branches covering more than a kilometer of the natural spring. These combined efforts revitalized the area's pristine beauty, ensuring it remains a welcoming destination for eco-tourism and a thriving ecosystem for local wildlife.

Beyond cleaning, the initiative aimed to foster environmental responsibility among visitors and the local community. By highlighting the importance of proper waste disposal and sustainable practices, Delta seeks to inspire ongoing efforts to keep Ban Tha Chang Natural Spring clean and vibrant.



ENSURE NATURAL RESOURCES CONSERVATION



Delta Australia's Green Milestone 600 Trees Planted on Gadigal Land

As part of Delta Electronics Australia's ongoing commitment to Environmental, Social, and Governance (ESG) principles, we are proud to celebrate a major achievement in our sustainability journey.

Recently, our team joined forces with Bayside City Council and Greater Sydney Landcare for a tree planting initiative on Gadigal land. This meaningful event brought together employees, community members, and environmental leaders with a shared vision: to nurture and restore the vital wetlands of our local ecosystem.

Together, we planted 600 native trees, shrubs, and grasses, taking a tangible step towards supporting biodiversity and creating crucial habitats for native wildlife. The event was more than a day of planting. It was a demonstration of how corporate responsibility can directly benefit the environment and community.

This initiative marks a proud milestone for Delta Electronics Australia, further embedding us into Delta's global ESG strategy. It is not just about numbers or trees, it's about the positive, lasting impact we can make when we come together for a greener tomorrow.

Delta Thailand Supports Climate Action through Mangrove Reforestation

In 2026, Delta established a target to restore 50 rai of degraded mangrove forests by 2030, initiating the first phase with a 10-rai planting project this year. To achieve this objective, Delta collaborated with and signed a Memorandum of Understanding (MOU) alongside the Bang Pu Recreation Center and the Quartermaster Department of the Royal Thai Army, officially launching the Delta Mangrove Forest Restoration Project for a Sustainable Ecosystem. Spanning a total project area of 48.3 rai, the restoration and planting schedule will be executed across two phases over a four-year period. This initiative is designed to restore balance to marine, coastal, and adjacent wetland ecosystems, environments that play a critical role in carbon sequestration, natural disaster mitigation, and biodiversity preservation. By actively restoring these ecosystems, the project aims to secure long-term Carbon Credit certification for greenhouse gas emission reductions while fostering the well-being of local communities and future generations. This initiative directly supports United Nations Sustainable Development Goal 13 (Climate Action). Delta remains dedicated to reducing emissions, promoting renewable energy, and protecting biodiversity as part of its long-term sustainability vision to build a smarter, greener future in partnership with local communities.



A GREENER LOGISTICS PROCESS

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.

From reviewing the carbon footprint of 22 products in the reporting period, we found that transporting raw materials accounts for about 2% of total greenhouse gas emissions. Air transport had the highest impact, followed by land and sea. This insight reinforces the importance of choosing the right transport methods to help reduce our overall environmental impact.

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

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



Transportation mode we used in 2025



A GREENER LOGISTICS PROCESS

Delta continues to reduce logistics-related GHG emissions through renewable energy adoption, energy efficiency improvements, and low-carbon transportation initiatives. In alignment with Delta’s RE100 commitment, Thailand’s Alternative Energy Development Plan (AEDP2015), and its Net-Zero ambition, Delta enhances logistics efficiency while strengthening supply chain resilience. As energy costs and carbon reduction expectations increase, Delta collaborates with logistics providers to improve transparency of transportation energy consumption, renewable energy usage, and GHG emissions data. These efforts support the management of Scope 3 emissions from transportation activities and enable the implementation of low-carbon logistics solutions.

Delta works closely with logistics suppliers to identify and implement greener transportation solutions, including lower-carbon ocean freight and road transportation options. In 2025, logistics partners provided annual transportation GHG emission data and verification in accordance with ISO 14064-3, ISO 14067, and the Global Logistics Emissions Council (GLEC) Framework for Logistics Emissions Accounting and Reporting V3.0. These efforts strengthen transportation emission measurement, improve Scope 3 carbon management, and support supply chain decarbonization. Delta also introduced sustainable logistics options to customers through technical sessions, covering low-carbon transportation alternatives and related cost information. These discussions reached customers representing approximately 10% of Delta’s annual revenue. Delta will continue monitoring customer adoption and reporting progress through future sustainability disclosures.

The Delta Group joined the EV100 initiative in 2018 and is committed to transitioning its fleet to electric vehicles (EVs) by 2030. As a manufacturer of EV components and a pioneer in EV charging infrastructure in Thailand, Delta leverages its technology capabilities to support sustainable mobility development. In 2025, Delta Thailand began replacing internal combustion engine (ICE) vehicles with EV trucks and EV pick-up trucks for internal logistics operations. This initiative reduces fossil fuel consumption, lowers direct GHG emissions, and improves operational energy efficiency. Delta will continue monitoring vehicle performance, energy consumption, and emission reductions to support further fleet transition.

Through supplier collaboration, low-carbon transportation initiatives, and the progressive electrification of its logistics fleet, Delta continues to strengthen Scope 3 emissions management, improve logistics efficiency, and advance the decarbonization of its supply chain in support of its long-term Net-Zero ambition.

Year	Our Logistics Development Milestones
2003	Introduce local consignment warehouses service for suppliers.
2006	Upgraded all company-owned trucks to EU4 standard for cleaner transportation.
2010	GHG Protocol training for supply chain management and logistics teams.
2013	Expanded logistics services with a stronger focus on sustainability.
2014	Upgraded all company-owned trucks to EU5 standard for even more environmentally friendly transport.
2016	Verified and disclosed GHG scope 3 in accordance with ISO14064-1
2020	Aligned with Thailand’s transition from 100% diesel to B10 fuel, containing 10% biodiesel.
2021	Replaced wooden pallets in internal logistics with durable, reusable plastic pallets to reduce natural resource use.
2024	Transitioning 96% forklifts to electric-powered (EV) forklifts.
	Partnering with logistics providers to offer lower-carbon road transport options for customers.
	Engage customers to learn reuse/recycling rate of our packaging through product life cycle assessment methodology.
2025	Achieved 68% EV 100 transformation include EV truck, EV forklift and EV passenger car.



Our Logistics Development Milestones

06

BETTER
TOGETHER



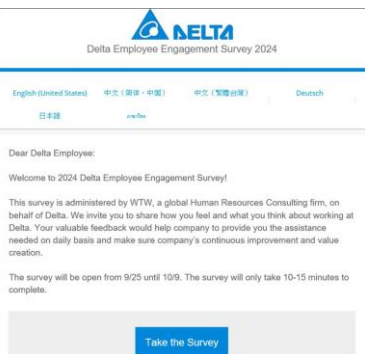
A MUTUAL BETTERMENT

For both Delta and societal, diversity, equity, and inclusion (DEI) are crucial aspects that play a significant role in the context of climate transition. Integrating DEI in our [climate policies](#), [Human rights policy](#), [EHS Policies](#), [Employment Policies](#) and other key practices help address these disparities and ensures that no one is left behind in the transition to a sustainable future. In 2025, according to the Organization for Economic Co-operation and Development, the rapid acceleration of automation has triggered one of the worst job crises since the Great Depression. In addition to slow economic recovery, extreme weather events and major countries confrontation impaired global citizen's cost of living that finally degrade their basic human rights. Numbers of global workforces have been impacted by technology and energy transition to tackle with climate change, vulnerable group like women, children, ethnic minorities and indigenous people are disproportionately affected by income loss and loss of economic opportunities. These crises highlighted the importance of DEI in society and the workplace. We also include all manufacturing sites in our human rights mitigation plans.



Employee Engagement Survey

Employee participation is at the heart of this initiative. The 2024 Global Engagement Survey empowers individuals across Delta to share their voices and shape the future of the workplace. By providing open and confidential feedback, employees play an active role in enhancing communication, strengthening collaboration, and supporting a culture of growth and inclusion. This collective engagement drives meaningful progress and reinforces Delta's commitment to listening, improving, and evolving together.



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

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

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

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

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

OUR COLLEAGUES

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

Diversity in the workplace is all about creating an inclusive environment, accepting every individual's differences, enabling all employees to achieve their full potential and as a result, allowing Delta business to reach its fullest potential. By the end 2025, Delta Thailand and its subsidiaries had a total workforce of around 28,714 FTEs .The distribution of diversity in employee composition can be illustrated as follow:

Our People	Unit	Male	Female	Other	Not Disclose	Total
Total number of employees		7,803	19,893	211	807	28,714
• Permanent employee (salary-based)		5,076	8,225	47	807	14,155
- Thailand	FTE	3,104	7,528	47	0	10,678
- India		1,266	218	0	0	1,484
- Slovakia		706	479	0	0	1,185
- Other		0	0	0	807	807
• Temporary employees		2,727	11,668	164	0	14,559
- Thailand	FTE	1,607	9,442	164	0	11,213
- India		1,120	2,226	0	0	3,346
- Slovakia		0	0	0	0	0
- Other		0	0	0	0	0
• Non-guaranteed hours employees		0	0	0	0	0
- Thailand	FTE	0	0	0	0	0
- India		0	0	0	0	0
- Slovakia		0	0	0	0	0
- Other		0	0	0	0	0
• Full-time employees		7,803	19,893	211	807	28,714
- Thailand	FTE	4,710	16,970	211	0	21,891
- India		2,387	2,444	0	0	4,831
- Slovakia		706	479	0	0	1,185
- Other		0	0	0	807	807
• Part time employees		0	0	0	0	0
- Thailand	FTE	0	0	0	0	0
- India		0	0	0	0	0
- Slovakia		0	0	0	0	0
- Other		0	0	0	0	0

Our People	Unit	Male	Female	Other	Not Disclose	Total
Employees by Age		7,803	19,893	211	807	28,714
- Under 18 years old	FTE	0	0	0	0	0
- 18-29 years old		3,261	9,203	135	95	12,694
- 30-50 years old		4,066	9,731	76	558	14,431
- Over 51 years old		476	959	0	154	1,589
Employee by Level		7,803	19,893	211	807	28,714
- Executives (level P&M)	FTE	205	53	0	590	848
- Middle Management (level S1-S5)		1,086	641	2	52	1,781
- Senior and Operative (level A1-A7)		3,097	1,892	22	165	5,176
- Production Operators		3,415	17,307	187	0	20,909
Employees by Function		7,803	19,893	211	807	28,714
- Administration	FTE	454	399	0	39	892
- Production		2,376	14,518	205	17	17,116
- Sales and service		612	274	2	145	1,033
- Supply chain management		1,019	1,605	4	13	2,641
- Technical		3,342	3,097	0	593	7,032
Employees by nationality / citizenship		7,803	19,893	211	807	28,714
• American	FTE	2	0	0	23	25
• Australian		0	0	0	43	43
• Austrian		0	0	0	0	0
• Bangladesh		0	0	0	2	2
• British		1	1	0	30	32
• Burmese		4	2	0	0	6
• Cambodian		2	1	0	0	3
• Chinese		65	18	0	10	93
• Croatian		0	0	0	0	0
• Czech		0	0	0	0	0

OUR COLLEAGUES

Our People	Unit	Male	Female	Other	Not Disclose	Total
Employees by nationality / citizenship	FTE	7,803	19,893	211	807	28,714
• Dutch		0	0	0	11	11
• Filipino		18	4	0	30	52
• Finnish		0	0	0	0	0
• French		0	0	0	6	6
• German		2	0	0	448	450
• Hongkonger		0	0	0	1	1
• Hungarian		0	0	0	8	8
• Indian		2,348	2,429	0	53	4,830
• Indonesian		2	0	0	12	14
• Italian		0	0	0	1	1
• Japanese		0	0	0	0	0
• Korean		0	0	0	1	1
• Laotian		0	0	0	0	0
• Lebanese		1	0	0	0	1
• Malaysian		7	1	0	1	9
• Nepali		0	1	0	1	2
• New Zealander		0	0	0	1	1
• Nicaragua		1	0	0	0	1
• Pakistanis		0	0	0	12	12
• Polish		1	0	0	0	1
• Russian		0	0	0	10	10
• Saudi Arabia		0	0	0	0	0
• Singaporean		4	0	0	4	8
• Slovak		692	471	0	0	1,163
• Spanish		0	0	0	0	0
• Swiss		0	0	0	0	0
• Taiwanese		199	31	0	3	233

Our People	Unit	Male	Female	Other	Not Disclose	Total
Employees by nationality / citizenship	FTE	7,803	19,893	211	807	28,714
• Thai		4,398	16,917	211	1	21,527
• Ukrainian		2	2	0	1	5
• Uyghur		0	0	0	0	0
• Vietnamese		0	0	0	41	41
• Azerbaijani		0	0	0	1	1
• Belarusian		0	0	0	1	1
• Bolivian		0	0	0	1	1
• Cameroonian		0	0	0	3	3
• Colombian		0	0	0	1	1
• Danish		0	0	0	1	1
• Egyptian		0	0	0	4	4
• Ghanaian		0	0	0	2	2
• Iranian		0	0	0	3	3
• Jordanian		1	0	0	1	2
• Kazakhstani		0	0	0	1	1
• Kosovan		0	0	0	2	2
• Lithuanian		0	0	0	1	1
• Moroccan		0	0	0	1	1
• North Macedonian		0	0	0	2	2
• Portuguese		0	0	0	1	1
• Romanian		0	0	0	18	18
• South African		0	0	0	1	1
• Syrian		0	0	0	3	3
• Tunisian		0	0	0	1	1
• Turkish		1	0	0	4	5
• Prefer not to disclose		52	15	0	0	67

OUR COLLEAGUES

Our People	Unit	Male	Female	Other	Not Disclose	Total
Employee by Religions	FTE	7,803	19,893	211	807	28,714
- Buddhism		4,076	15,614	33	0	19,723
- Christianity		20	9	0	0	29
- Hinduism		8	1	0	0	9
- Islamism		8	13	0	0	21
- Prefer not to say		3,691	4,256	178	807	8,932
Workers who are not employees	FTE	206	280	0	0	486
Percentage of Employees with Disabilities	%	0.6%	0.2%	0.0%	0.0%	0.3%
- Under 18 years old		0.0%	0.0%	0.0%	0.0%	0.0%
- 18-29 years old		0.2%	0.0%	0.0%	0.0%	0.1%
- 30-50 years old		1.2%	0.3%	0.0%	0.0%	0.7%
- Over 51 years old		0.2%	0.1%	0.0%	0.0%	0.2%
Total New Employees	FTE	878	2,467	0	0	3,345
- New hire rate	%	11.3%	12.4%	0.0%	0.0%	11.6%
New Employees by Operation site	FTE	878	2,467	0	0	3,345
- Thailand		820	2,407	0	0	3,227
- India		33	40	0	0	73
- Slovakia		25	20	0	0	45
- Others		0	0	0	0	0
Rate of New Employees by Operation site	%	11.3%	12.4%	0.0%	0.0%	11.6%
- Thailand		17.4%	14.2%	0.0%	0.0%	14.7%
- India		1.4%	1.6%	0.0%	0.0%	1.5%
- Slovakia		3.6%	4.1%	0.0%	0.0%	3.8%
- Others		0.0%	0.0%	0.0%	0.0%	0.0%
New Employees by age	FTE	878	2,467	0	0	3,345
- Under 18 years old		0	0	0	0	0
- 18-29 years old		612	1,935	0	0	2,547
- 30-50 years old		253	522	0	0	775
- Over 51 years old		13	10	0	0	23
Rate of New Employees by age	%	11.3%	12.4%	0.0%	0.0%	11.6%
- Under 18 years old		0.0%	0.0%	0.0%	0.0%	0.0%
- 18-29 years old		18.8%	21.0%	0.0%	0.0%	20.1%
- 30-55 years old		6.2%	5.4%	0.0%	0.0%	5.4%
- Over 55 years old		2.7%	1.0%	0.0%	0.0%	1.4%
New Employees by level	FTE	878	2,467	0	0	3,345
- Executives (level P&M)		14	1	0	0	15
- Middle Management (level S1-S5)		116	65	0	0	181
- Senior and Operative (level A1-A7)		325	235	0	0	560
- Production operators		423	2,166	0	0	2,589

Our People	Unit	Male	Female	Other	Not Disclose	Total
Rate of New Employees by level	%	11.2%	12.4%	0.0%	0.0%	11.6%
- Executives (level P&M)		6.8%	1.9%	0.0%	0.0%	1.8%
- Middle Management (level S1-S5)		10.6%	10.2%	0.0%	0.0%	10.2%
- Senior and Operative (level A1-A7)		10.5%	12.4%	0.0%	0.0%	10.8%
- Production operators		12.4%	12.5%	0.0%	0.0%	12.4%
New Employees by Function	FTE	878	2,467	0	0	3,345
- Administration		75	61	0	0	136
- Production		375	1,894	0	0	2,269
- Sales and service		32	24	0	0	56
- Supply chain management		101	279	0	0	380
- Technical		295	209	0	0	504
Rate of New Employees by Function	%	11.3%	12.4%	0.0%	0.0%	11.6%
- Administration		16.5%	15.3%	0.0%	0.0%	15.2%
- Production		15.8%	13.0%	0.0%	0.0%	13.3%
- Sales and service		5.2%	8.8%	0.0%	0.0%	5.4%
- Supply chain management		9.9%	17.4%	0.0%	0.0%	14.4%
- Technical		8.8%	6.7%	0.0%	0.0%	7.2%
Internal hire rate	%	41.6				
Average Hiring Cost (THB/Head)		11,117				
Total Turnover Employees	FTE	355	969	0	0	1,324
- Rate of employee turnover	%	4.5%	4.9%	0.0%	0.0%	4.6%
Employees turnover by area	FTE	355	969	0	0	1,324
- Thailand		249	906	0	0	1,155
- India		11	14	0	0	25
- Slovakia		84	48	0	0	132
- Other		11	1	0	0	12
Rate of Employees turnover by area	%	4.5%	4.9%	0.0%	0.0%	4.6%
- Thailand		5.3%	5.3%	0.0%	0.0%	5.3%
- India		0.5%	0.6%	0.0%	0.0%	0.5%
- Slovakia		11.9%	10.0%	0.0%	0.0%	11.1%
- Other		0.0%	0.0%	0.0%	0.0%	0.0%
Employees turnover by age	FTE	355	969	0	0	1,324
- Under 18 years old		0	0	0	0	0
- 18-29 years old		188	635	0	0	823
- 30-55 years old		136	308	0	0	444
- Over 55 years old		31	26	0	0	57

OUR COLLEAGUES

Our People	Unit	Male	Female	Other	Not Disclose	Total
Rate of Employees turnover by age		4.5%	4.9%	0.0%	0.0%	4.6%
- Under 18 years old	%	0.0%	0.0%	0.0%	0.0%	0.0%
- 18-29 years old		5.8%	6.9%	0.0%	0.0%	6.5%
- 30-55 years old		3.3%	3.2%	0.0%	0.0%	3.1%
- Over 55 years old		6.5%	2.7%	0.0%	0.0%	3.6%
Employees turnover by level		355	969	0	0	1,324
- Executives (level P&M)	FTE	5	1	0	0	6
- Middle Management (level S1-S5)		49	25	0	0	74
- Senior and Operative (level A1-A7)		80	48	0	0	128
- Production operators		221	895	0	0	1,116
Rate of Employees turnover by level		4.5%	4.9%	0.0%	0.0%	4.6%
- Executives (level P&M)	%	2.4%	1.9%	0.0%	0.0%	0.7%
- Middle Management (level S1-S5)		4.5%	3.9%	0.0%	0.0%	4.2%
- Senior and Operative (level A1-A7)		2.6%	2.5%	0.0%	0.0%	2.5%
- Production operators		6.5%	5.2%	0.0%	0.0%	5.3%
Employees turnover by Function		355	969	0	0	1,324
- Administration	FTE	13	21	0	0	34
- Production		178	790	0	0	968
- Sales and service		10	12	0	0	22
- Supply chain management		38	83	0	0	121
- Technical		116	63	0	0	179
Rate of Employees turnover by Function		4.5%	4.9%	0.0%	0.0%	4.6%
- Administration	%	2.9%	5.3%	0.0%	0.0%	3.8%
- Production		7.5%	5.4%	0.0%	0.0%	5.7%
- Sales and service		1.6%	4.4%	0.0%	0.0%	2.1%
- Supply chain management		3.7%	5.2%	0.0%	0.0%	4.6%
- Technical		3.5%	2.0%	0.0%	0.0%	2.5%
Total voluntary turnover		56.1%	40.9%	0.0%	0.0%	45.0%
- Relocation to home province or abroad	%	6.3%	9.0%	0.0%	0.0%	8.3%
- Dissatisfied with management system		0.0%	0.0%	0.0%	0.0%	0.0%
- Dissatisfied with welfare system		0.7%	0.1%	0.0%	0.0%	0.2%
- Voluntary early retirement		1.3%	2.4%	0.0%	0.0%	2.1%
- End of contract		1.2%	4.2%	0.0%	0.0%	3.4%
- Completion of internship program		3.1%	1.0%	0.0%	0.0%	1.5%
- Family reasons		4.0%	2.0%	0.0%	0.0%	2.6%
- Pursuing new career opportunities		15.1%	11.0%	0.0%	0.0%	12.1%

Our People	Unit	Male	Female	Other	Not Disclose	Total
Total voluntary turnover		56.1%	40.9%	0.0%	0.0%	45.0%
- Own business establishment	%	1.6%	0.7%	0.0%	0.0%	1.0%
- Military service		0.0%	0.0%	0.0%	0.0%	0.0%
- Health reasons		1.5%	1.9%	0.0%	0.0%	1.8%
- Retirement (reaching company retirement age)		0.3%	0.1%	0.0%	0.0%	0.1%
- Long commuting distance		0.7%	0.2%	0.0%	0.0%	0.4%
- Pursuit of further education		2.1%	1.7%	0.0%	0.0%	1.8%
- Exercising the right to privacy in resignation		17.5%	6.6%	0.0%	0.0%	9.5%
- Not interested/less passion in current role		0.0%	0.0%	0.0%	0.0%	0.0%
- Offered with higher package by the other employer		0.0%	0.0%	0.0%	0.0%	0.0%
- Work pressure/ overloaded/ work life balances		0.6%	0.0%	0.0%	0.0%	0.2%
Total involuntary turnover		43.8%	59.0%	0%	0%	55.0%
- Absent over 3 days	%	29.5%	55.9%	0%	0%	45.0%
- Non-work-related employee death		0.7%	0.4%	0%	0%	0.5%
- Unable to meet probationary requirement		1.2%	0.1%	0%	0%	0.4%
- Unable to meet performance expectation		0.5%	0.0%	0%	0%	0.2%
- Ethical or disciplinary action termination		0.2%	0.0%	0%	0%	0.0%
- Others		11.6%	2.5%	0%	0%	5.0%
Parental Leave						
- Employees covered by the policies of parental leave	FTE	7,803	19,893	211	807	28,714
- Employees that were entitled to parental leave		102	240	0	0	342
- Employees that took parental leave		113	435	0	0	548
- Employees that returned to work after parental leave end		104	303	0	0	407
- Employees that returned to work after parental leave and still employed 12 months		18	58	0	0	76
- Rate of Employees that returned to work after parental leave	%	92.0%	69.7%	0	0	74.3%
- Rate of Employees that returned to work after parental leave and still employed 12 months	%	17.3%	19.1%	0	0	18.7%

OUR COLLEAGUES

Remark:

- 1) Information on employee numbers, gender, employee type, religions and other demographic data has been consolidated directly from our payroll system, while information on other workers has been collected from the work permit database.
- 2) There were 2 new manufacturing sites in 2025. The company strictly adheres to the Ministry of Labor's regulations, regarding labor rights management. In cases where Delta, as the employer, relocates its operation sites to another location that significantly impacts on the normal life of employees or their families, the company will provide advance notice to the employee at least 30 days before moving. If the employees do not wish to relocate, the employee has the right to terminate their employment contract by receiving special severance pay at a rate not less than the severance payable to the employee under the Section 118.
- 3) There was no forced workers or workers recruited through non-voluntary immigration affected by major countries confrontation during the reporting period.
- 4) The terminologies of employee categories are as follows.
 - Permanent employees refer to employee with a contract for an indeterminate period (i.e., indefinite contract) for full -time or part-time work.
 - Temporary employees refer to employee with a contract for a limited period (i.e., fixed term contract) that ends when the specific time period expires, or when the specific task or event that has an attached time estimate is completed (e.g., the end of a project or return of replaced employees)
 - Non-guaranteed hours employees refer to employee who is not guaranteed a minimum or fixed number of working hours per day, week, or month, but who may need to make themselves available for work as required.
 - Full-time employees refer to employees whose working hours per week, month, or year are defined according to national law or practice regarding working time.
 - Part-time employees refer to employees whose working hours per week, month, or year are less than the number of working hours for full-time employees.
 - Worker who are not employee include guards, canteen workers, contractor companies' coordinator, logistics companies' coordinators and nurses in the medical room which increase due to warehouse expansion to another warehouse building in Thailand.
- 5) In 2025, increasing number of our FTE were mainly from Thailand and India production site's expansion and the available data from Thailand and R&D center in Germany including Soest and Teningen.
- 6) Major employee-related information has been collected from the Payroll and SAP systems based on ISO 9001 standards.
- 7) The number of workers with disabilities is based on self-declarations supported by disability ID cards issued by the Department of Empowerment of Persons with Disabilities and other organizations in India and Slovakia that established with the same objective.
- 8) By 2030, Delta targets maintaining at least an 80% share of women in the total workforce, 40% representation across all management levels and functions, 30% representation in top management positions, and 50% representation in STEM-related positions.
- 9) Over 96.8% of new employees were recruited in Thailand while another 3.2% were recruited in India, and Slovakia. Over 90% of them were local citizen and 3.4% of them are in management level.
- 10) In 2025, 2,629 FTE (9.2%) of our workforce was in management level. Nationality of these management included Thai 48%, Slovak 14.1%, Taiwanese 8.1%, Indian 3.8%, Chinese 3.2%, Others 22.8%
- 11) In 2025, 93.5% of our colleagues were Asian, collaborating with teammates worldwide.
- 12) For the employee breakdown under 'other' gender category, we identified employees in this group through internal activities and stakeholder engagement initiatives, such as SD Week Quick Quiz, [interview for internal magazine](#), DEI training and Delta club. Approximately 99% of employees in this group were female at birth. Since there was no official record in payroll system, we count this group of employees as female for ESG performance breakdown by gender.
- 13) All employees within the reporting scope are eligible for parental leave benefits. The disclosure covers 98% of the Group's consolidated financial reporting scope. Parental leave data are reported on a headcount basis, while total employee data are based on FTE employees under GRI 2-7.
- 14) In 2025, In Thailand, parental leave entitlements apply to all employees regardless of gender.
- 15) Parental leave entitlements vary by country, with employees receiving fully 120 days paid leave for female employees (60 days paid by the company and 60 days by SSO) and 15 days for males in Thailand, 26 weeks for female employees and 5 days for male employees in India, 2 weeks for males and 34-43 weeks for females in Slovakia. In Germany, males may take parental leave, while females are entitled to 6 weeks before childbirth and 8-12 weeks after childbirth. In Slovakia, both parents are entitled to parental leave until the child reaches 3 years of age.
- 16) Parental leave ended was counted as the end of unpaid parental leave.
- 17) In 2025, Delta Thailand Group's 12-month retention rate for employees who took parental leave was 18.7%, while 6.6% resigned; the remaining 74.7% were still within the 12-month tracking period as of the reporting date.
- 18) The return-to-work rate exceeded 100% due to timing differences between the commencement of parental leave and employees returning to work within the reporting year.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

[Delta's Labor & Human Rights Risk Assessment](#), including the risk matrix and mitigation process, is reviewed annually by the Human Rights Working Team and the SD Committee. To support this, the Company has implemented a group-wide Employment Policy, aligned with ISO 26000 and the RBA Code of Conduct, and disclosed it on its website to ensure employees understand their rights and obligations while providing guidance for business partners in reviewing operational practices. The nine pillars of Delta's Employment Policy to attract and retain innovative and skilled employees are as follows:

1. Law & regulation compliance

Delta complies with applicable labor and employment laws and international standards in every country where 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 \(RBA\)](#), the Universal Declaration of Human Rights, the International Labor Office (ILO) Tripartite Declaration of Principles, the [OECD Guidelines for Multinational Enterprises](#), and other relevant frameworks.

Dedicated Government Relations and Legal functions monitor regulatory developments, provide legal guidance, support compliance across all business operations, engage with government officials, policymakers, and regulatory bodies to influence policy, advocate for the organization's interests, and ensure compliance with relevant laws and regulations. Labor and human rights due diligence is conducted periodically, with findings incorporated into the Company's enterprise risk management process.

Delta provides advance communication and consultation in accordance with applicable legal requirements. For example, in Thailand, employees and their representatives receive at least one month's prior notice before relocation cases in accordance with [Thailand's Labor Act B.E 2541clause 120](#).

Delta implements responsible recruitment practices to protect the rights of local and migrant workers. The Company prohibits the retention of passports, identity documents, and work permits, and does not require employees to pay recruitment fees or related costs. Employment contracts are provided in a language that employees understand before commencing employment, ensuring they are fully informed of the terms and conditions of employment. Delta provides equal employment opportunities, compensation, benefits, training,

and working conditions regardless of nationality or migration status and ensures all employees have access to grievance and whistleblowing channels without fear of retaliation.

Delta promotes a culture of integrity and responsible workplace conduct through regular communication, mandatory training, and employee engagement. All employees are required to complete annual Code of Conduct training and knowledge assessments covering ethical behavior, labor and human rights, anti-corruption, fair business practices, information security, and workplace compliance. Migrant workers receive onboarding and workplace orientation in a language they understand, including employment terms, workplace rules, health and safety, and grievance mechanisms. These efforts are supported by periodic communications from senior management emphasizing ethical conduct and reporting suspected misconduct or corruption, and regular reminders on workplace rules, visitor management, production area access controls, responsible social media use, and awareness campaigns covering labor rights, occupational health and safety, and workplace compliance.



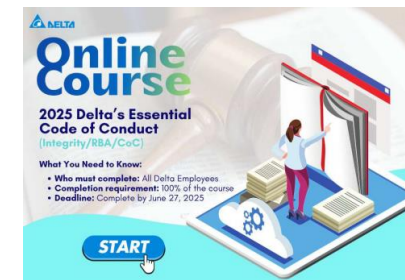
Join us in promoting fair business practices
Build an organizational culture free from corruption

Demand a bribe, we will report.

Every whistleblower's voice is a vital step toward creating a just Thai society.

Report corruption. Help end it together.

- Whistleblowing Channel for All Stakeholders: Customers, Partners, and Business Associates
Website : <https://delta.whistleblowing.link/>
E-mail : delta@whistleblowing.link
- For Employees
E-mail : report.it@deltaww.com



Online Course
2025 Delta's Essential Code of Conduct
(Integrity/RBA/CoC)

What You Need to Know:

- Who must complete: All Delta Employees
- Completion requirement: 100% of the course
- Deadline: Complete by June 27, 2025

START

All Delta employees, including monthly, daily, and subcontractors are required to complete the conflict of interest reporting in accordance with the policy by November 30, 2025.



[Click here to review the policy and declare.](#)

THE 9 PILLARS OF DELTA’S EMPLOYMENT POLICY

Delta maintains policies and management systems that promote ethical business conduct and accountability throughout the organization. Employees are required to acknowledge the Code of Conduct upon joining the Company and complete annual declarations where applicable. Employees are also required to complete an annual Conflict of Interest Declaration to identify and manage potential conflicts. Multiple grievance and whistleblowing channels are available to employees and external stakeholders. Reports are handled confidentially without fear of retaliation and are investigated in accordance with established procedures, including processes for the protection of whistleblowers and confidentiality.

The Company has implemented the [Delta Group Non-Discrimination and Anti-Harassment Policy](#), which establishes zero tolerance for any form of discrimination and harassment through 2050. Comprehensive retraining is provided to all employees, including subcontractors and on-site workers, covering the Code of Conduct, workplace rules and regulations, and information security. To ensure understanding and compliance, participants are required to achieve a 100% passing score, reinforcing their role in upholding the Company's values and ethical standards.

Periodic labor and human rights due diligence is conducted to identify and mitigate potential impacts on employees and other stakeholders. From 2016 to 2023, no cases of child labor, harassment, human rights violations, violations involving the rights of indigenous peoples, employment discrimination, or environmental and occupational health and safety issues such as air quality and noise were reported through the Company's grievance and whistleblowing channels. In 2025, the Company received whistleblowing reports primarily related to the Code of Conduct. All [reported cases](#) were investigated in accordance with the Company's grievance procedures, and appropriate corrective actions were implemented where substantiated.

2. Freely chosen employment

Delta ensures freely chosen employment in accordance with applicable labor laws, the UNGP, and the ILO Core Conventions. Employment at Delta is voluntary with transparent terms and conditions communicated prior to onboarding. Employees have the right to terminate their employment within a reasonable notice period in accordance with applicable laws and company requirements. Delta also provides employees with opportunities to apply for internal vacancies, supporting voluntary career mobility and employees' freedom to pursue career development within the Company. Delta strictly prohibits all forms of forced labor, bonded labor, slave labor, human trafficking, child labor (under 18 years old), retention of identity documents, recruitment fees charged to employees, and any practice that restricts employees' freedom of movement or employment choice across its operations. The Company does not tolerate the withholding of identity documents, recruitment fees charged to employees, threats, coercion, or any practices that restrict freedom of movement or employment choice. Recruitment and onboarding processes include verification measures to ensure compliance with labor and human rights standards.

These requirements are embedded in the Code of Conduct and Anti-Corruption Policy, acknowledged by all employees upon joining, and reinforced through onboarding, regular communication, and internal monitoring. Employees can also raise concerns through established grievance channels without fear of retaliation. Through these measures, the Company aims to maintain a workplace that respects human rights and upholds responsible employment practices.

2025
Code of Conduct
and Anti-Corruption
Policy Version 6

CODE
OF
CONDUCT

Delta is committed to conducting business with integrity and has consistently adhered to the principles of good corporate governance. The company has established policies requiring employees to strictly comply with ethical standards and the anti-corruption policy when interacting with customers, suppliers, partners, or any external parties involved in business dealings. Employees must not engage in or condone any actions that may constitute fraud, corruption, or the misuse of authority for personal gain.

DET employees at levels A1-M6, need to sign The Code of Conduct and Anti-Corruption Policy Version 6 by March 31, 2025.

Click to review the policy and submit your agreement.
Click

Company Announcement

Application for Delta Monthly A1 Leader Role – Year 2025

Dear Delta Employees and Subcontract Employees,

To provide career advancement opportunities and to recognize employees with consistent performance and dedication, Delta Electronics (Thailand) Public Company Limited is pleased to announce the opening of internal applications for the Conversion to Monthly Employee Program (A1 Leader) in accordance with the established selection criteria.

Number of Positions for Year 2025

Number of Positions Open for 2025

- Delta Bangpoo Plant: 285 positions
- Delta Wellgrow Plant: 202 positions
- Total: 487 positions

The company will open applications for both **Delta Daily Employees** and **Subcontract Employees** at the same time. Duration: 2 weeks, from **3 November – 14 November 2025**

Applications from Delta Daily Employees will be reviewed first. If the number of qualified applicants does not meet the company's requirements, Subcontract Employee applications will then be considered accordingly.

Eligible employees can register online via the provided link or QR Code.

Registration period: **29 October – 7 November 2025**

[www.deltaelectronics.co.th/a1leader](#)
(Internal Job Application Form)

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY



Delta Australia held Christmas Party, the party provided a valuable opportunity for us to strengthen our bonds as a team. These moments of fun and camaraderie are what make Delta Australia such a great place to work.



Delta Singapore Wonderland: A Night of Magic, Creativity, and Connection embodied that spirit, bringing together over 140 colleagues and leaders for an unforgettable evening of fun, recognition, and connection.

3. Human Treatment

Delta respects internationally recognized human rights principles, including the Universal Declaration of Human Rights (UDHR), Responsible Business Alliance (RBA) Code of Conduct, International Labour Organization (ILO) labor standards, and the UN Guiding Principles on Business and Human Rights (UNGPR). Delta has established its [Human Rights Policy](#) to ensure the protection, respect, and promotion of human rights across its operations and value chain.

Delta conducts [human rights due diligence](#) to identify, prevent, mitigate, and address potential human rights risks throughout its operations and value chain. The Company is committed to protecting, respecting, and supporting employees, business partners, and vulnerable individuals or groups by ensuring that human rights are respected and that violations in all forms are prevented.

Delta prohibits all forms of harassment, discrimination, and inhumane treatment, including sexual harassment, abuse, slavery, forced labor, corporal punishment, threats, exploitation, and physical or mental coercion. The Company maintains a zero-tolerance approach toward human rights violations and aims to achieve zero harassment incidents across its business processes.

The [Human Rights Policy](#) clearly defines the roles and responsibilities of relevant functions, prevention measures, communication channels, whistleblower protection and confidentiality mechanisms, investigation procedures, disciplinary actions, and remediation guidelines. Delta provides confidential channels for employees and stakeholders to raise concerns. From 2016 to 2025, no cases related to human rights violations, harassment, discrimination, inhumane treatment, or labor rights violations were reported through whistleblowing channels (whistleblow@deltathailand.com).

Since 2019, Delta Electronics Group has provided 100% online training on the Human Rights Policy and Responsible Business Alliance Code of Conduct. Training materials are available in English, Thai, and Chinese to ensure employees understand their rights and responsibilities toward relevant stakeholders. To support employees without regular computer access, training rooms and schedules have been arranged. Employees are required to achieve a 100% post-test score to complete the course, and all participating employees successfully completed the training.

Based on recent assessments conducted across Delta's major operational sites in Thailand, India, Slovakia, and within its supply chain, no permanent or contract workers under the age of 18 were identified in 2025.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

In alignment with Delta Thailand's memorandum of understanding (MOU) with local technical colleges and universities, over 30 youth trainees were engaged to gain practical work experience prior to graduation. These trainees are fully protected in accordance with Thailand's Labor Act B.E. 2541, Chapter 4. For those in technical fields requiring the use of machinery or industrial tools, a designated coach accompanies them to ensure their safety. Their working hours align with those of production operators, with no overtime, and they receive at least the local minimum wage. Upon completion of their accredited training programs, there were no complaints from the trainees or their caregivers regarding any violations of rights.

4. Non-Discrimination

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

Delta aims for ZERO discrimination in our business process. We recruit, appoint, and develop our employees based on their capacities, and treat all in the same way, regardless of race, faith, color, nationality, age, gender, sexual orientation, marriage status, political affiliation or disability. Delta promotes Zero Discrimination through various internal communication channels and employee engagement activities. One example is the "Shine with Pride at Delta!" campaign, which encourages employees to be proud of who they are and celebrates diversity in the workplace. The campaign reinforces Delta's commitment to respecting individual differences and embracing diverse perspectives. As inclusion is one of Delta's core values, the Company strives to create a workplace where everyone feels respected, valued, and given equal opportunities to succeed.

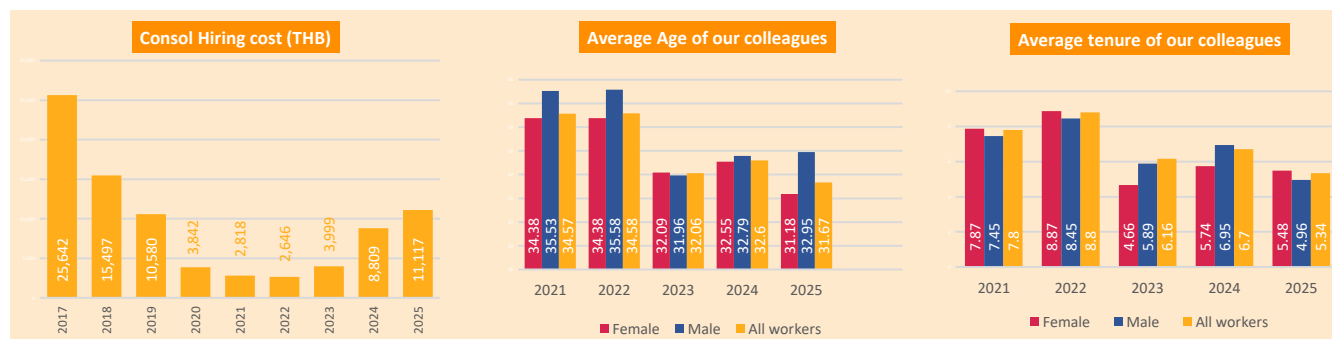
Shine with Pride at Delta!

At Delta, we celebrate the power of being your true self. We respect all forms of diversity and embrace different perspectives, recognizing that an inclusive workplace drives innovation and sustainable growth. Inclusion is one of our core values and is deeply embedded in Delta's culture, enabling every employee to feel respected, valued, and empowered to reach their full potential.



Diversity, Equity & Inclusion

Delta promotes an inclusive workplace where employees of all nationalities and age groups are respected and valued. We recognize that a diverse workforce, combining different cultural backgrounds, experiences, and generations, strengthens collaboration and encourages innovation. Our employment practices are based on individual capabilities, qualifications, and performance, without discrimination based on nationality, age, or any other characteristics protected by law. Delta is committed to providing equal opportunities for all employees throughout their employment journey.



In 2025, on a monthly basis, and with no new workers under the age of 18, 76.1% of our 3,345 new hires were under 30 years old. This has led to a significant change in the average age of our workforce, decreasing from 41 in 2020 to 34 in 2021, 32 in 2022, 34 in 2023, 32.6 in 2024, and 31.7 years old in 2025.

The average tenure of female and male employees in 2025 was 5.48 and 4.95 years, respectively, compared with 5.74 and 6.95 years in 2024.

Among management positions, 82.4% are local nationals (nationals of the country where they are employed), while 30.3% are female. 97 disabilities were working with us in 2025. According to our recent survey, no employees declared themselves as Indigenous people.

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THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

Recognize and Prevent Workplace Harassment

Delta aims for Zero Workplace Harassment and is committed to fostering a safe, respectful, and inclusive workplace for all employees. The Company continuously conducts awareness campaigns, training, and internal communications, as well as the appropriate actions to take when witnessing or experiencing such incidents. Employees are encouraged to report any conduct that may violate individual rights or negatively impact the work environment through the whistleblowing channel. All reports are handled with strict confidentiality, and information related to complainants is accessible only to authorized personnel responsible for the investigation and resolution process.

In 2025, Delta Thailand recorded 2 confirmed incidents of workplace harassment. Both cases were addressed through corrective actions, including verbal warnings and counseling. In addition, the reporting line was reassigned to a new supervisor as a preventive measure to address the inappropriate conduct and reduce the risk of recurrence. The Company places strong emphasis on preventing and managing workplace harassment and provides employees and employee representatives with opportunities to communicate directly with management through Coffee Talk and Khanom Talk sessions. These initiatives, together with various team-building activities, are designed to promote a respectful and inclusive workplace culture, strengthen positive working relationships, and support the long-term elimination of workplace harassment.



Empowering Women



At Delta, we believe that empowering women is not just a celebration, it is a commitment to inclusion, opportunity, and progress. From the manufacturing operations to executive leadership, women at Delta continue to break new ground, drive innovation, and create positive change in every corner of our business. We extend our gratitude to and proudly support the women who lead with courage, curiosity, and compassion. Their contributions strengthen our culture, inspire innovation, and help shape a more sustainable future.

Delta's Workforce, Our Greatest Strength

At Delta, we believe that our workforce is our greatest strength. On Labor Day 2025, we took a moment to recognize the hands and minds that shape our world. Across every site and office, it is the collective strength of our people that drives Delta's progress. Through challenges and change, our teams continue to innovate, collaborate, and support one another, turning a shared purpose into meaningful impact.

Beyond compliance with labor laws, we are dedicated to enhancing employee well-being through benefits, programs, and workplace practices that support health, safety, work-life balance, and personal development. We also value employee feedback and actively listen to the voices of our workforce through regular Employee Engagement Surveys, conducted every two years. The insights gained help us better understand employee needs, strengthen workplace satisfaction, and continuously improve the employee experience across the organization.

To ensure that all employees understand and uphold our values and ethical standards, Code of Conduct training is made readily accessible through the DeltaHi application. This digital platform enables employees to conveniently access learning resources anytime, anywhere, empowering them to stay informed about company policies, ethical practices, labor rights, and expected standards of behavior in their daily work.

เพราะสถานที่ทำงานที่เป็นมิตร เริ่มต้นจากพวกเราทุกคน

การละเมิดในที่ทำงานคืออะไร?
What is workplace harassment?

ความรุนแรงในที่ทำงาน ทำร้ายร่างกาย/จิตใจ บังคับ ทำลาย / Workplace violence physical/mental harm, threats, abusive language.

กลั่นแกล้ง - ใช้อำนาจกดขี่ ละเลย ถูกมองจนรู้สึกอับอาย/โดดเดี่ยว Bullying – using power to oppress, neglect, or demean someone until they feel humiliated or isolated.

การล่วงละเมิดทางเพศ - คำพูด พฤติกรรม ไม่เหมาะสม ก่อให้เกิดอับอายทางเพศในที่ทำงาน Sexual harassment – inappropriate words or behaviors that create a stressful and intimidating work environment.

การเลือกปฏิบัติ เช่น อายุ เพศ รูปร่าง สวมใส่ ความพิการ. Discrimination such as age, gender, body shape, preferences, and disability.

การคุกคาม/สแกมเมอร์ - การรบกวนซ้ำ ๆ ผ่านการเฝ้าติดตาม สื่อสารหรือใช้ข้อมูลส่วนบุคคล Harassment/Stalking – Repeated disturbance through monitoring, communication, or misuse of personal information.

ถ้าคุณเจอ ต้องรับมืออย่างไร?
What should you do if you encounter it?

ปกป้องตัวเองและสิทธิของคุณ Protect yourself and your rights

กล้าพูดและสื่อสารกับผู้อื่นอย่างมีเหตุผล Have the courage to speak and communicate with others reasonably.

เก็บหลักฐานและบันทึกเหตุการณ์ Collect evidence and record the incident

ขอความช่วยเหลือจาก HR , ช่องทางร้องทุกข์ Request for assistance from HR / Complaint channel

สิ่งพฤติกรรมแบบไหนที่พบเจอแล้ว ต้องหนีให้ห่าง?
What behavior should you avoid?

มีพฤติกรรมหมกมุ่นกับสื่อลามก อนาจาร Has an obsession with pornographic or obscene media.

มีภาพ หรือวางสื่อลามกอนาจาร ที่โต๊ะทำงาน หรือมีอยู่ในล็อกเกอร์ส่วนตัว Having or displaying pornographic materials at the workstation or keeping them in a personal locker.

ช่องทางร้องเรียน
Grievance Channel

ติดต่อแจ้งหัวหน้างาน/ฝ่ายกำกับดูแลการปฏิบัติงาน(HR)
Contact your supervisor or Compliance Department

หากพบเห็นหรือถูกละเมิดโปรดแจ้งที่
To report a violation, please send to

Email : Report.it@deltaww.com

SCAN HERE!

ข้อมูลของคุณจะถูกเก็บเป็นความลับอย่างเคร่งครัด
Your identity will remain strictly confidential.

DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

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THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

The company works with focused groups, welfare committees, and regulators to develop and revise compensation and benefit policies to ensure fair welfare for all employees and their families, regardless of gender. At Delta Thailand, employees are entitled to the following family-related benefits:

- 3 days of paid marriage leaves for all couples
- Medical expense reimbursement for family members up to the employee's level
- 120 days of maternity leave (60 days paid by the company and 60 days by SSO)
- 15 days of child-care leave for employees caring for a child with special needs
- 15 days of paid paternity leave to support a spouse during childbirth
- 5 days of paid bereavement leave and benefits in the event of a spouse's death
- The company is also studying the appropriateness of providing leave benefits for children caregivers, including employees who are not the biological parent and same-sex couples



Thailand's Labour Protection Act (No. 9) B.E. 2568 (2025) came into effect on 7 December 2025, strengthening employee welfare and family support. The amendment expanded maternity leave from 98 to 120 days and introduced additional family-related leave benefits. Female employees are entitled to 120 days of paid maternity leave per pregnancy, while employees are also eligible for 15 days of paid leave to support their spouses during childbirth and 15 days of child-care leave for children with special medical needs.

The amendment promotes labor standards, gender equality, and family well-being. Delta has aligned its employment practices with the amended requirements, helping employees balance their professional and personal responsibilities across life stages.

Delta's parental leave policy enables employees to take eligible leave and return to the same or a comparable position upon completion of their leave period. The Company encourages employees of all genders to utilize parental leave and balance work and family responsibilities, promoting gender equality, employee retention, and long-term workforce sustainability while reducing potential caregiving-related career barriers.

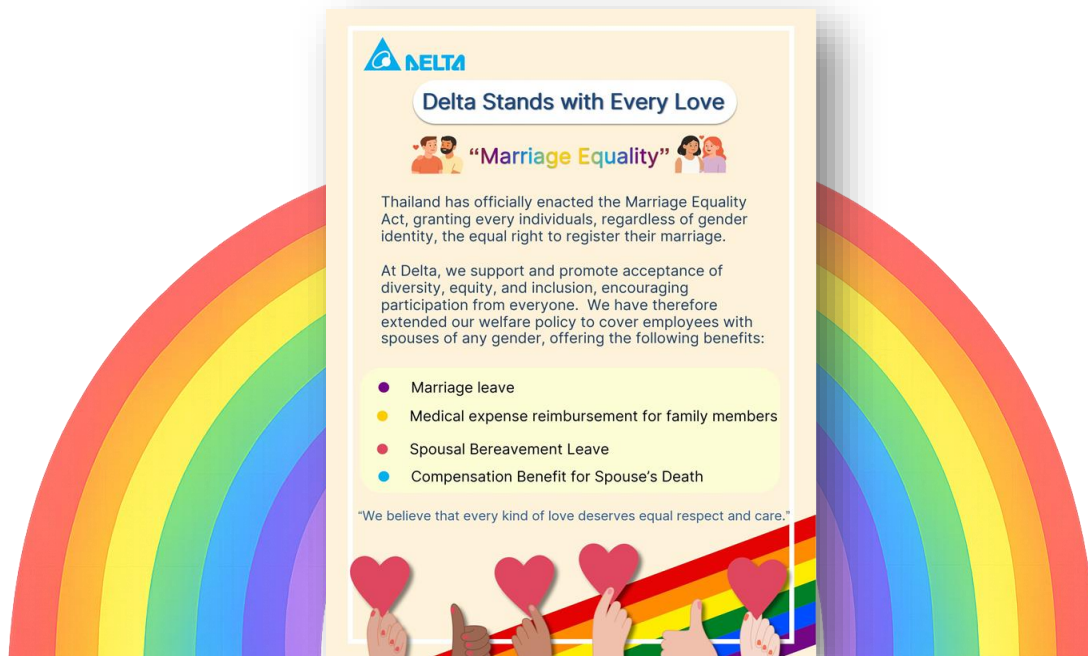
In Thailand, employees entitled to parental leave increased by 60% compared with the previous year, including a 44% increase among female employees. The overall parental leave utilization rate increased by 23%, driven by expanded leave entitlements for both male and female employees, improved employee awareness through communication initiatives, and access to leave information and applications via the Company's mobile application.

Diversity, Equity and Inclusion (DEI)

Thailand's Marriage Equality Law came into effect on 23 January 2025, amending the Civil and Commercial Code Act (No. 24) B.E. 2567 (2024) to grant equal legal rights to same-sex couples and establish a framework for marriage equality and equal family rights. The law reinforces non-discrimination and equal rights regardless of sexual orientation.

While a small number of employees self-identify as LGBTQIAN+ through employee engagement activities, related questions and feedback on employee benefits and welfare for LGBTQIAN+ employees are regularly raised through employee relations channels, Khanom Talk activities, and internal communication platforms.

In response, the Company has updated its compensation and benefits policy to ensure equal access and non-discriminatory treatment for all employees and their families, regardless of sexual orientation or family structure, including spousal and family-related benefits under the Company's benefits framework.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

5. Working Hours

To establish a management mechanism for working hours in line with labor laws and regulations, employees are entitled to at least one day off for every 7 working days, even under special operational conditions. Delta aligns its practices with the Responsible Business Alliance (RBA) Code of Conduct and Thailand's Labor Protection Act B.E. 2541, and is committed to employee well-being and responsible employment practices. The Company monitors employees' working days, working hours, overtime hours, and utilization to ensure compliance and promote a sustainable work-life balance.

Annually, Delta's working hours and holidays are communicated to employees at least 30 days before the start of the next fiscal year. The approved working calendar is published on the Company intranet to support employees in planning their schedules. Working arrangements and leave practices are periodically reviewed based on operational needs, employee feedback, and workforce planning outcomes. Employees, including subcontracted workers, can review their wages, payments, and remaining leave days via the intranet and e-OA application. Any discrepancies may be reported to the payroll department for correction by the 20th of each month.

Although overtime is voluntary, overtime records are managed to ensure compliance with Thai labor law (where applicable maximum limits are observed) and internal working hour guidelines. Delta also aims to align with the RBA Code requirements on working hours through the following measures:

1. Employees submit overtime requisitions or RBA working hours waiver requests through the OA system, subject to supervisor approval, to ensure eligibility for overtime pay and related benefits.
2. Plant managers and operations vice presidents receive weekly overtime summaries from the payroll system to support workforce planning.
3. The Company applies the Delta Smart Manufacturing system and digital tools to streamline operations and sustain 24-hour production with reduced manual workload.
4. The Company provides continuous reskilling and upskilling training to develop multi-skilled operator teams, enhancing workforce flexibility while reducing reliance on overtime.
5. In urgent cases requiring specific expertise, supervisors review overtime records to ensure compliance with limits and assign qualified operators as needed.

Flexible working arrangements are provided for sales and FAE teams in city offices, as well as senior managers and executives (approximately 5% of total FTE), recognizing that their performance is driven by customer engagement, global coordination, and strategic outcomes rather than fixed office hours. These roles do not rely on factory resources such as electricity or production continuity, allowing flexibility without impacting operational efficiency.

In addition, employees who work during weekends or public holidays and choose not to claim overtime may use a designated leave code to substitute their rest day with a weekday, supporting flexible work arrangements and work-life balance. Employees are not required or forced to perform overtime work, which remains strictly voluntary and subject to individual consent.

The Company provides paid annual leave entitlements in accordance with applicable laws and company policy, and managers are responsible for periodically encouraging and monitoring employees' annual leave utilization and entitlements and discouraging leave accumulation to support well-being. This arrangement contributes to productivity, retention, and workforce sustainability, reflecting Delta's commitment to a smarter, greener, and collaborative workplace. The W2 leave code may also be used for work-from-home arrangements under the Company's emergency preparedness plan, with no impact on employee performance evaluations.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

5. Working Hours

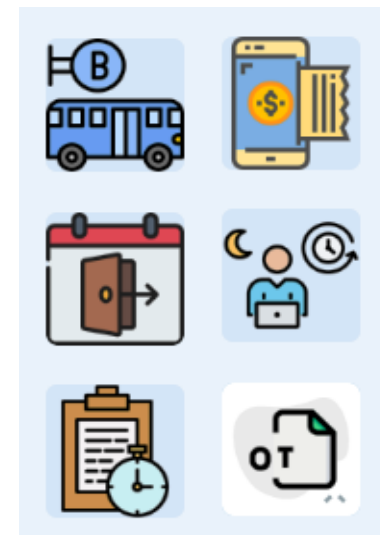
Delta COO and CHRO review working hours with plant managers on an annual basis. During the reporting period, working-hour practices were assessed using sampling-based checks. Employees are not required to work overtime on working days or holidays unless prior voluntary consent is obtained for each occasion. Instances of excessive overtime are monitored and addressed where identified.

In addition to annual reviews, working-hour data, overtime trends, and leave utilization are continuously monitored through payroll and digital HR systems to identify abnormal patterns and support preventive workforce planning. The Company takes measures to avoid or reduce overtime and excessive working hours through workload redistribution, workforce reallocation, and manpower planning adjustments, are implemented when risks of excessive working hours are identified. Employees and subcontracted workers may raise concerns related to working hours, payroll, leave entitlement, and overtime practices through established grievance mechanisms, including whistleblowing channels, without fear of retaliation, in accordance with the Company's Code of Conduct and Human Rights Policy. Confirmed cases are investigated and resolved in line with internal procedures.

Adjustment of Working Hours and Overtime Management Guidelines

To support effective business operations, promote employee wellbeing and quality of working life, and ensure employees have sufficient rest time, as well as foster a sustainable work-life balance, while supporting workforce planning and operational efficiency, and to ensure strict compliance with the relevant provisions of the Thailand Labor Protection Act, the Company, by virtue of its management prerogative, hereby announces the realignment of regular working hours, overtime schedules, and rest periods for both daily and monthly employees, effective from 1 June 2026 onwards.

- **Regular Working Hours:** In accordance with Thailand's Labor Protection Act, regular working hours for general employees shall not exceed 48 hours per week.
 - Day Shift: 07:40 a.m. - 04:40 p.m., followed by a 30-minute rest period and overtime from 05:10 p.m. – 07:10 p.m., not exceeding 2 hours per day.
 - Night Shift: 07:40 p.m. - 04:40 a.m., followed by a 30-minute rest period and overtime from 05:10 a.m. – 07:10 a.m., not exceeding 2 hours per day.
- **Overtime Working Hours:** The Company limits overtime work to a maximum of 2 hours per shift per day and requires a 30-minute break period before the start of overtime work, which is subject to applicable legal requirements, employee consent, and managerial approval.
- **Break Period During Working Day:** Employees shall receive break periods totaling not less than 1 hour per working day. The Company will arrange break schedules on a rotation basis as appropriate to avoid impacts on production processes and operational activities.
- **Total Working Hours:** Total working hours, including regular working hours, overtime work, work on holidays, and overtime work on holidays, shall not exceed 60 hours per week, in accordance with the Company's working hour guidelines.



Delta maintains working hour and payroll management systems to monitor regular and overtime working hours, ensure compliance with legal working hour limits, and ensure employees receive lawful wages and overtime compensation in accordance with applicable laws and the Company's employment policies.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

6. Compensation and Benefits

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

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



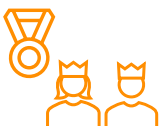
THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

6. Compensation and Benefits

Since 2020, Delta conducted a study of ratio of basic salary and remuneration of women to men and gender pay gap to prove our policy of equal remuneration. According to our payroll system data, the ratio of entry-level wages to local minimum wages for both male and female employees at Thailand sites in 2025 was 1:1, indicating that entry-level wages were aligned with local minimum wage requirements. We studied how much our female employees at each job level receive when a male employee receives 1 THB. The results show that when a male employee receives 1 THB of basic salary, a female employee receives an average of 0.98 THB. In addition, when a male employee receives 1 THB of compensation and bonus, a female employee receives an average of 0.95 THB. The average gender pay gap in 2025 was 2.17% based on basic salary and 5% based on total compensation and bonus. (For further details, see the 2025 [Gender Pay Analysis](#)). Moreover, the company also study [Employee Cost of Living](#) to ensure adequate wages at or above cost of living estimates or benchmarks to the changing economic scenario.

In addition to public information on compensation and benefits, Delta's employee benefits are described below. The Company provides compensation and benefits in compliance with applicable laws, including industry-competitive wages, paid holidays, and statutory welfare benefits. According to [Delta's guidebook for new employee](#) the Company provides standard life insurance and healthcare (including disability and hospital admission). Operative and executive staff are also eligible for short-term and long-term incentives based on years of service and ESG performance. To reduce employees' living expenses, the Company offers a 10 THB meal subsidy for purchases of at least 20 THB at employee cafeterias after face-scan verification. The Company and its subsidiaries have obligations in respect of severance payments upon retirement under labor law and other employee benefit plans. The obligations are determined by a qualified independent actuary using the Projected Unit Credit Method. To ensure transparency in fund management, the Company's Provident Fund is managed by TMBThanachart Bank PCL. (See [2025 Annual Report](#) page 333) As of December 2025, the weighted average duration of the liability for long-term employee benefits of the Company and its subsidiaries is 8–31 years (Delta Thailand: 14 years) (2024: 8-31 years, the Company only: 14 years).

Supporting Employees' Long-term Commitment



The Long-service Awards recognize our colleagues' contribution to our long-term growth, help retain key talent, encourage employees, and increase employee morale. In 2025, the Company recognized 25 Most Remarkable Employees and 1,060 long-service employees for their loyalty and performance. The Long-service Awards are available to Daily Employees, Staff, Management, and Executive employees. In addition to years of service, Delta considers discipline and ethical records. Employees who have received formal warning letters for corruption, ethical violations, or failure to meet ESG targets for three consecutive years are not eligible. Gold pendants of varying weights were presented to employees with 10, 20, 25, and 30 years of service, reflecting their contributions and the increasing value of the awards over time.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

7. Freedom of Association

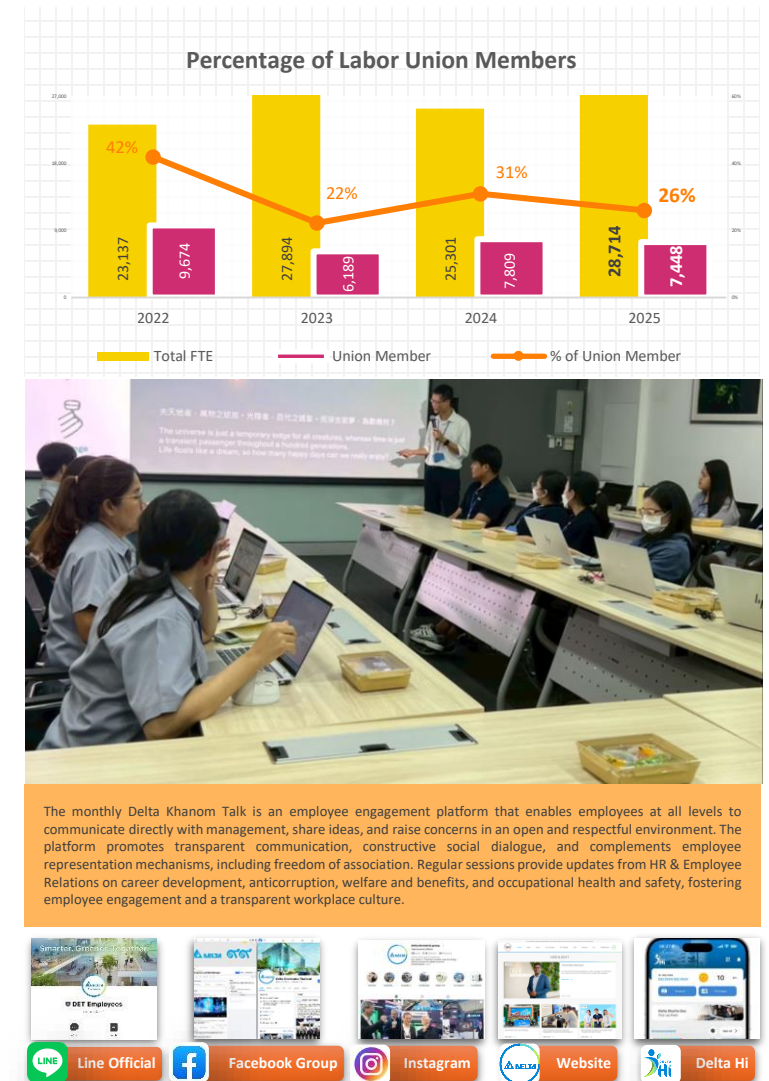
To respect the rights of employees to associate on a voluntary basis, Delta allows its global employees to organize labor unions and established an Employee relation department to fully engage its employee and communication channels according to local regulations. In line with Delta's [Human Rights Policy](#), Clause 1.6, the Company upholds employees' freedom to associate or affiliate with groups whose activities align with the Company's Code of Ethics and do not conflict with the company's Code of Ethics and will not have negative consequences on the Company's image or economic. This commitment applies to 100% of our global sites. Delta continues to actively support diverse employee groups and initiatives led by its workforce throughout the reporting period. Sub-contractor workers are also included in Delta Freedom of Association Policy since all the subcontract agencies are required to comply with RBA code of conduct where Freedom of Association is part of the code. According to the Bureau of Labor Relation's database, it is found that subcontract workers exercise their right of association by registering 3 new labor unions in 2023.

According to our Human Rights Policy, 100% of our workers at global operation sites including manufacturing plant and sales and services offices 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 2025, Delta Thailand Group employed 28,714 full-time equivalents (FTE) across all transactions from 1 January to 31 December 2025. Of these, 7,448 employees (26% of total FTE) voluntarily joined the labor union and were covered by collective bargaining agreements.

The percentage of labor union members decreased compared with the previous year. This change was primarily attributable to the restatement of total FTE data for the period 2022–2025 following the expansion of the reporting boundary to include all employees under the Group, including R&D and sales office personnel. As a result, the total FTE population increased, affecting the reported union membership ratio. Despite the lower percentage, the number of employees covered by collective bargaining agreements remained significant, reflecting the Company's continued commitment to employee representation and social dialogue. In parallel, Delta continues to enhance employee welfare, benefits, and competitive compensation packages to support employees' well-being and financial security.

Following the establishment of the Employee Relations Department, Delta introduced multiple communication channels, both offline and online, including the monthly "Khanom Talk" event, which provides employees with a direct platform to share their concerns and suggestions with executives and management. The Company also launched "DET Employee," its official Line communication channel and [Delta career Facebook](#) page to keep employees informed about site activities, new laws and regulations, available services, and the progress of employer–union compensation negotiations. As a result, queries regarding employee-related policies declined. In 2025, 96.2% of employees who joined the labor union in 2024 continued their employment with the Company through the end of 2025, reflecting a high level of employee retention and sustained workforce engagement.

Through these efforts, Delta continues to uphold freedom of association as a fundamental human rights and promotes a workplace culture built on trust, respect, and meaningful employee participation.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

7. Freedom of Association



In February 2025, Delta Electronics (Thailand) Public Company Limited, together with the Labour Union, joined forces with teachers, students, volunteers, and community leaders, bringing together approximately 100 participants. Their combined dedication and teamwork helped transform the library into a modern, well-equipped space designed to inspire learning and creativity.

The project included infrastructure upgrades, enhanced digital accessibility for interactive learning, and improved electrical systems to ensure safety and efficiency. By providing students with modern educational resources, Delta reinforces its commitment to fostering academic excellence and long-term sustainable development.



In August 2025, Delta Thailand, together with the Monthly Labour Union of Delta Electronics Group, carried out a CSR initiative at Ban Hong Khad Nong Takhian School in Sisaket Province, reflecting its commitment to advancing education, improving community infrastructure, and encouraging employee participation in social development.

Employee involvement played a key role in the program's success. Each activity engages around 40–45 Delta volunteers, who help deliver donations while spending meaningful time with students and teachers. The event concluded with a communal dinner where students, parents, and employees came together in a spirit of cooperation and celebration. By investing in education, enhancing school facilities, and fostering collaboration with local stakeholders, Delta continues to create lasting value for students and society while strengthening its role as a responsible corporate citizen.



At Delta, we believe learning is both a personal journey and a shared experience that builds bridges between people, sparks innovation, and supports well-being. This belief inspired the Delta Book Reading Club, dedicated to fostering a culture of continuous learning and collaboration. A recent highlight for the club was hosting Mr. Sarawut Hengswad, known as Roundfinger, one of Thailand's most admired writers and motivational speakers. With his warmth and wit, Roundfinger engaged over 260 employees, onsite and online, in a session on "Unlock Happy Workplace-Discovering the Key to Success through Happiness." He encouraged participants to reflect on how happiness shapes professional achievement and personal fulfillment. Delta remains committed to cultivating a positive workplace by continuously organizing employee-focused activities that inspire, connect, and create a sense of belonging, fostering innovation and well-being.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

8. Training Opportunity

Delta provides equal opportunities for employee development by offering job-related training programs that enhance employees' knowledge, skills, and competencies aligned with business strategies, innovation, and eco-efficient operations. The Company supports continuous learning through programs covering technical, functional, and soft skills development to strengthen employee performance, engagement, and long-term career growth.

To support organizational resilience and future business transformation, Delta implements a comprehensive human capital development framework with diverse learning approaches, including classroom training, online learning, on-the-job training, and other development initiatives. These programs support continuous upskilling, reskilling, and retraining to help employees adapt to evolving technologies, business requirements, and changing job roles, while supporting workforce transformation and career development. The programs are designed to identify and close competency gaps while building future-ready capabilities in areas such as digital transformation, sustainability, leadership, communication, and operational excellence. Under Delta's level-based employee development framework, 100% of employees have access to training opportunities, supported by annual performance evaluations and career development reviews to identify individual development needs, support career progression, and align employee capabilities with evolving business requirements.

Since 2019, Delta has benchmarked employee training hours against global technology companies. To strengthen its learning culture and maintain competitiveness, the SD Committee established a target of achieving an average of 40 training hours per employee by 2025. Training performance is monitored by employee level and reporting period (annual, quarterly, and monthly) to evaluate progress and enhance program effectiveness.

Human Capital Development Measure and Process		Employee Level	Type of Development	Appraisal System				
				Management by Objective	360 Degree Assessment	Team-Base Performance Appraisal	Formal Comparative Ranking	Agile Conversation
Plan	- Understand business direction and required competences of human resources. - Understand current employee potential. - Define critical position critical/talent gap. - Define talent pool. - Design well-balanced compensation framework for all employee categories.	Executive Level	- Leadership Skill Development - Integrated Strategic Management - Rotation among Delta Global Sites.	Q	Y	M	Y	Y
DO	- Attractive compensation and benefit to MOU and CSR activity with domestic and international leading universities. - Implement happy and responsible workplace.	Middle and Senior Management	- Leadership Skill Development - Integrated Strategic Management - Rotation among Delta Global Sites - Business Networking Activity	Q	Y	M	Y	Y
CHECK	- Employee satisfaction survey. - Employee performance analysis. - Benchmark among Delta group. - Benchmark within industry. - Whistleblowing and complaints tracking.	Middle and Senior Management	- Staff Exchange Among Delta Global Site Program - Law, Regulation and Standard Compliance - Innovation and Expertise Training Programs (Vertical Skills Development) - Management Skills Development - Cross-Function Skill Development (Horizontal Skills Development) - Open-Source Training - Education Funding and Bursaries for Next Degrees	Q		M	Y	Y
ACTION	Contract talent Development and Nomination and Compensation committee to adjust next step plan and action.	Daily Employees	- Corporate Culture, Value, Norm and Career Development Opportunity - Corporate and Industry's Code of Conduct ESG Policy Training - Operation Instruction, Quality and Disciplinary Training Programs - Human and Employee Right Related Training - Education Funding and Bursaries for Next Degrees			M	Y	

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THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

Average hours of training per year per employee

As Delta continues its digital transformation and organizational change, developing employee capabilities remains a key priority. We equip new and existing employees with the skills needed to adapt to evolving technologies and business needs, strengthening business resilience, innovation, and long-term growth. Continuous learning supports career development and promotes decent work through professional advancement opportunities. Despite a substantial increase in our workforce, Delta achieved its target of providing an average of 40 training hours per employee per year by expanding learning programs and delivery methods. Training opportunities are provided equally regardless of gender, age, job function, or nationality.

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

Delta provides a comprehensive orientation program for all new employees to foster understanding of the Company's values, vision, mission, Code of Conduct, and corporate culture. The program covers sustainability, environmental and occupational health and safety, human rights, employees' rights, welfare and benefits, information security, and other mandatory compliance topics. This training enables employees to perform their roles responsibly and contribute to sustainable business growth. In 2025, 100% of newly hired employees completed the orientation program, totaling 111,133 training hours.

Statutory and Ethic Training

Delta provides a series of timely training according to statutory requirement and RBA regulation. Every employee shall attend at least 1-hour annual training regarding to RBA regulation (including to uphold Human Right). In 2025, 7.8% of our total 1,331,774 learning hours were statutory training hours recorded. Key courses related to this category of training included training of Labor Relation Act, Workmen's Compensation Act, Labor protection Act, Social Insurance Act and Responsible Business alliance Code of Conduct.



Professional Competency-based Training

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

A training roadmap and a clear career roadmap are also delivered to employees during the performance management cycle. In 2025, advance skill and training courses such as statistical process control, why-why analysis and fundamental data sign had arranged to strengthen our expert in various functions. 100% of employees received training on human rights policies and procedures.

Leadership competency-based training Design for front-end Research and Development leaders, entry-level supervisor, middle and high-level manager. Focus on corporate's strategic goals, core value and competency delivery aligned with Corporate Multi-language training programs is also delivered. Since the company aims to growth with green solutions assembled from our South-east Asia and global manufacturing site, we add periodic courses and activities to boost inter-site collaboration. These trainings are integrated into a structured competency framework and job-based skill matrix to ensure alignment with organizational capability development and business strategy.

Self-learning and Experience-based Learning

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



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

2025 Training performance

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

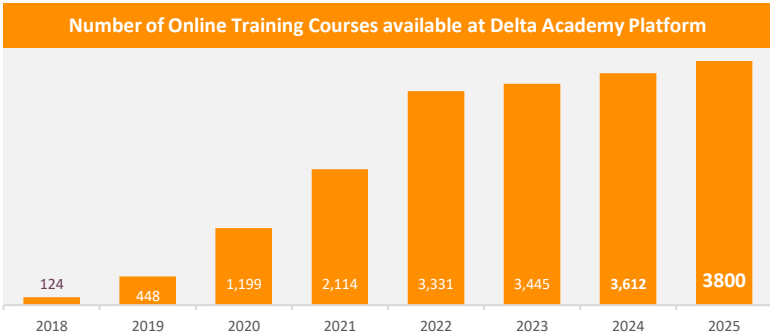
Delta provides employees with access to vocational, job-related and on-demand learning opportunities to support the development of relevant knowledge, skills and competencies. Training opportunities are delivered through a combination of in-person and digital learning channels.

To facilitate employee participation in learning activities, travel expenses, accommodation and meal allowances for domestic and overseas training are provided according to applicable requirements and are communicated through Delta's intranet. Where specific online learning channels are required, access is provided to relevant employees, including talent and specialists, in accordance with IT security requirements.

Delta also uses digital platforms to support continuous learning and knowledge sharing across its global operations. Delta Academy, an e-learning platform, provides access to training and knowledge-sharing materials developed from global sites' practices, know-how and lessons learned. More than 3,800 learning media are available in English, Chinese, German, Slovak, Thai and Japanese to support accessibility for employees across different locations.

In addition, Delta operates an internal Delta Management System (DMS) to support knowledge management, document management, information sharing and access to internal expertise. In 2025, the DMS contained more than 12,000 records, including knowledge documents and research materials. The platform also supports information exchange and knowledge sharing across departments.

Delta Thailand further promotes accessible and engaging digital learning through the Creative E-learning Media Contest, which encourages employees to develop and share online learning content. In 2025, 60 media submissions were received, with five winners selected through employee voting and a judging panel. Monetary and non-monetary prizes were provided to recognize the contributions of participating employees.



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Academy Explore my Journal

Human & Machine working method

Updated Oct 24, 2025 • Published Sep 18, 2024

225 enrollments • 1 hour • 596 views

Information

- Outline
- Concept of Human & Machine working method
- Purpose of Human & Machine working method
- Tools of Human & Machine working method
- Scope of Human & Machine working method
- Type of Human & Machine working method
- The Analysis of Human & Machine working method
- Working flow of Human & Machine working method
- The Starting Point of Human & Machine working method
- Step of Analysis Method
- Sample of improvement
- Warning point

Study Duration: 10 m
Learning Material: 3 materials
Enrollment Duration: Dec 31, 2025
Course Language: English
Video Subtitles: --

Academy Explore my Journal

Mentor Learning Packages

Updated Oct 23, 2025 • Published Jul 2, 2025

You started this course on Sep 25, 2025.

19 enrollments • 0 hour • 110 views

Information

- Outline
- Module 1: Foundations of Mentoring
- Module 2: The Art of Deep Listening & Powerful Questioning
- Module 3: The GROW Model
- Module 4: Giving Constructive Feedback & Managing Challenges

Study Duration: 39 m
Learning Material: 9 materials

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THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

Coaching and mentorship

According to global risks such as economic volatility, rapid technological change, and shifting workforce demographics, Delta would benefit from bringing its global managers together to align strategies, share best practices, and strengthen collaboration across regions. A united leadership network enables faster, more coordinated responses to market disruptions and emerging opportunities. It is equally important to have younger leaders and managers in key roles, as they bring fresh perspectives, adaptability, and strong digital fluency, which are essential for driving innovation, connecting with new customer segments, and ensuring the company remains competitive in a rapidly changing global landscape. In 2025, 2% of our total learning hours were coaching and leadership training. 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.



Teams and networks learning

Employee development extends beyond training through collaborative and experience-based learning. In 2024, Delta established the DET Book Reading Club to foster continuous learning, leadership development, knowledge sharing, and cross-functional collaboration. Open to all employees, including contractual and part-time workers, the initiative promotes inclusive learning opportunities across the workforce.

The club began with 15 members and expanded through voluntary participation. In 2025, the club delivered 30 hours of blended learning through guided onsite reading sessions and podcast-based online learning, engaging 600 onsite participants (+20% from 2024) and 400 online participants (+33%), achieving a 90% satisfaction rate. The sessions encouraged employees to explore the connection between happiness, personal growth, and workplace success while promoting knowledge sharing and continuous learning. Participants reported improved communication, broader perspectives, and stronger cross-team collaboration. Building on its impact, the program continues to expand in 2026 to support employees' evolving learning and development needs.



Post-career pathway program

The retirement age at Delta is 55, and the Company also offers an early retirement program for employees aged 45 and above with at least 10 years of service. Eligible employees who choose to continue working are required to complete skills training and re-qualification programs. For those who decide not to continue their careers with Delta, the Company provides a post-career pathway program to support their transition. The program covers eligible Delta employees and contractual workers, with voluntary participation.

Amid global challenges such as talent shortages, demographic changes, and rapid technological advancements, this program aims to enhance employees' skills, confidence, and preparedness for future career opportunities, entrepreneurship, or a fulfilling retirement. Training includes agriculture skills (e.g. hydroponic vegetable growing and organic compost making), food processing, handicrafts, through hands-on learning at external learning centers, as well as financial literacy sessions delivered by external experts.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

Cultural education

Cultural education strengthens an inclusive, respectful, and connected workplace by promoting awareness and appreciation of local traditions. Each year, Delta celebrates Songkran at its Bangpoo and Wellgrow sites, bringing together executives and employees to participate in traditional activities that reinforce mutual respect and cultural understanding.

The program is open to full-time, contractual, and part-time employees, ensuring inclusive participation across the workforce. By encouraging cross-functional interaction and shared experiences, the initiative enhances employee engagement, strengthens teamwork, and fosters a greater sense of belonging.



Collaborative Learning

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Digital transition program

As part of its digital transformation, Delta launched DeltaHi, an employee engagement platform that provides centralized access to company information, services, and organizational updates. The platform integrates key resources, including company news, events, wellness benefits, and rewards, creating a more connected and seamless digital employee experience.

Designed to be accessible to all employees, DeltaHi promotes inclusive access to digital tools, strengthens internal communication, and enhances employee engagement. By consolidating multiple communication channels into a single platform, the initiative improves information accessibility, operational efficiency, and organizational connectivity, supporting a more collaborative and digitally enabled workplace.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

2025 Training performance

1. Programs for upgrading employee skills and transition assistance programs

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

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

Through these diverse training programs, the Company has successfully preserved institutional know-how across generations, promoted gender equality, consistently advanced its green revenue milestones, reduced emissions in business processes to support the 2050 Net Zero target, maintained high customer satisfaction, strengthened a responsible supply chain, and achieved zero non-compliance with relevant laws and regulations over the years.



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

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

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

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

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

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



3. Training or education pursued externally support

The Company promotes a culture of continuous learning by encouraging employees to enhance their knowledge and skills through internal and external learning opportunities. Annual training plans are developed based on the Company's key risks, business context, evolving legal and regulatory requirements, and stakeholder expectations, ensuring training remains relevant and aligned with organizational priorities. To support employee competence development, Delta fully supports approved external training, including course enrolment, examination fees, training materials, travel, and related expenses.

In 2025, our two ESG specialists participated a two-day, on-site Global Reporting Initiative (GRI) Certified Training Course on GRI Standards 2021 Update, conducted by external institute. The goal is to develop a reliable and traceable ESG disclosure that meets our organization's sustainability performance requirements for all stakeholders. This is a critical step in creating long-term organizational sustainability.



4. Training on specific topics

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

In 2025, to fasten the growth of Green revenue, Delta allocate higher investment in Sales representatives' Value-based Selling training. Series of training and workshops with variety frequency, ESG aspects and skills had designed and deployed to our SEA sales teams to enrich their deep understanding in Delta product and services ESG value and how to provide informed decision making to the customers. Delta's ESG strategy, our committed SDG, megatrend and global challenges, WEF risk disclosure, products and service available at other sites; for instance, are part of Monthly SLCT Meeting, bi-annually SEA sales meeting and Annual Seminar.



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Status of Risks We Have Kept Our Eyes On

Psychosocial impacts are equally significant. Workers may experience stress, anxiety or depression due to fear of job loss, emotional exhaustion from rapid upskilling demands, or difficulties adapting to new work routines. Reduced social interaction and depersonalization can affect well-being, while increased cognitive workload during transitions may lead to fatigue. To address these risks, health and safety management should adopt a human-centered approach, ensuring early worker involvement, clear communication, ongoing training, and active prevention of deskilling to protect both physical and mental well-being in the digital age.

To support our employees' work-life balance and mental health, we ensure that they take their full paid annual leave each year. If employees are unable to use their entitled vacation days, the unused days are "bought back" by the company, with the value calculated as the employee's daily wage multiplied by the remaining vacation days and added to their year-end bonus.

Strong Action with Partnerships

In addition to IEAT's certification process that affirms its close monitoring of Delta Thailand's environmental performance, communication channels such as delta@whistleblowing.link and OHSC@deltathailand.com are always open to the public to report any violations of environmental regulations or human rights.

Delta's Safety, Health and Environment Committee has been established to drive, monitor, review, and improve the company's environmental and safety performance. The committee also provides timely and appropriate countermeasures for any confirmed violations. In 2025, the Company recorded zero injuries related to automated and robotic processes and zero cases of non-compliance related to hazardous substances and RBA working hours requirements. Consequently, there were no cases of non-compliance with environmental laws or regulations, no significant fines, no non-monetary sanctions, and no cases brought through dispute resolution mechanisms. These results reflect the effectiveness of the Company's risk management, operational controls, employee wellbeing initiatives, and regulatory compliance programs in mitigating physical, chemical, and psychosocial hazards across its operations.

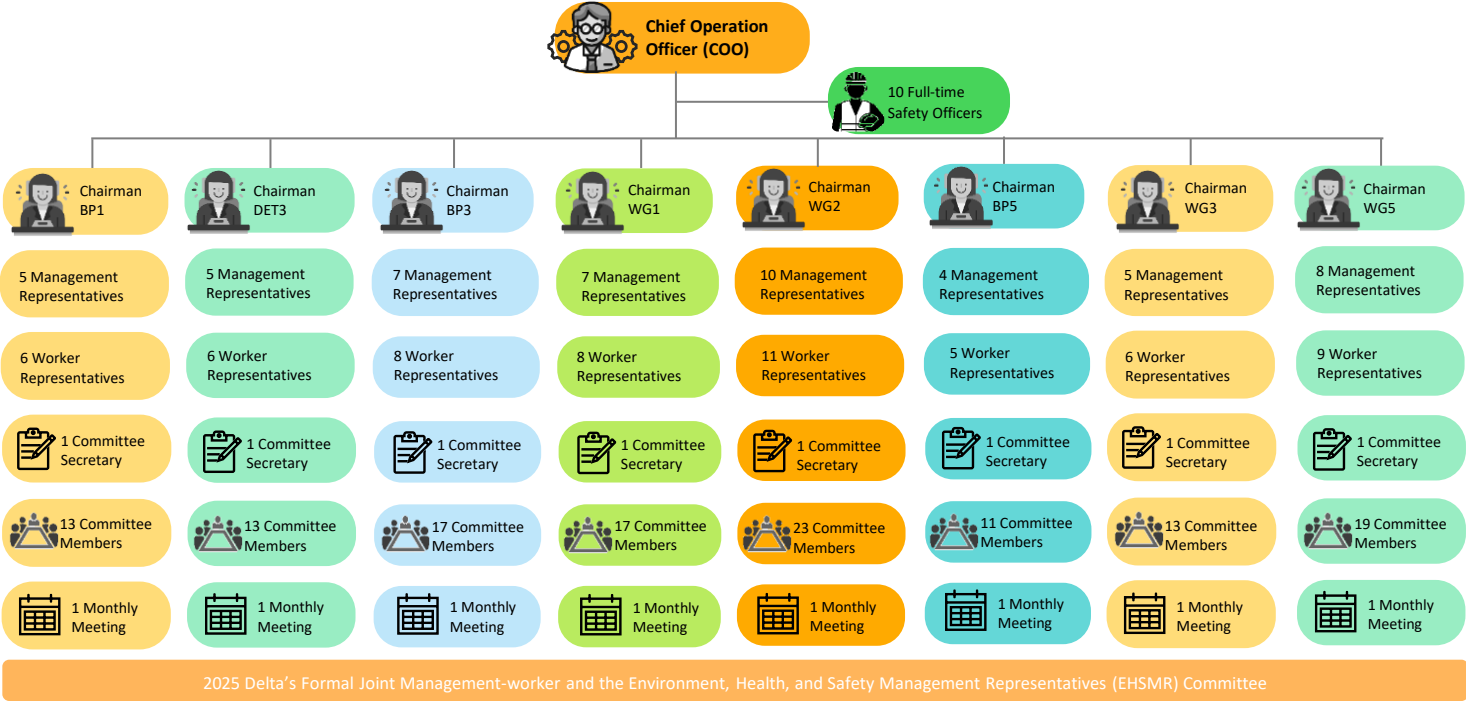


THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety

To provide a safe and healthy workplace, in accordance with required safety and health regulations, we establish and maintain an occupational health and safety management system that defines operational procedures and monitors the continuous improvement implementation in safety and health performance. Delta conducts internal occupational safety, health, and environment inspections at each plant complying with the [Ministerial Regulation on the Provision of Safety Officers, Personnel, Units, or Groups of Persons to Perform Safety Operations in Workplaces B.E. 2565 \(2022\)](#) and OHS Act B.E. 2554 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". We continuously implement world-class corporate social responsibility and sustainable development practices. Our Company complies with [Ministerial Regulation on the Provision of Safety Officers, Personnel, Units, or Groups of Persons to Perform Safety Operations in Workplaces B.E. 2565 \(2022\)](#), Environmental Management Standard (ISO14001), Occupational Health and Safety Standards ([ISO45001](#)), and industrial sector standards, [Responsible Business Alliance \(RBA\)](#).



Delta accesses occupational health and safety risk based on employees' risk exposure in each production and business process ensuring the safety and quality of food, water, and well-being in the workplace. According to our Environment, Health, and Safety policy (OHS policy) ([Thailand](#)) ([India](#)) ([Slovakia](#)), 100% of our employees and subcontractors at our major manufacturing sites in [Thailand](#), [India](#), and [Slovakia](#) comply with ISO45001 standards, verified by independent external audits of health, safety, and well-being.

100% of Delta global manufacturing workforce (including subcontractors) is managed under formal joint management-worker and the Environment, Health, and Safety Management Representatives (EHSMR) Committee. All members of these committees have completed the Occupational Safety, Health, and Environment Committee training conducted by qualified trainers or training companies, in accordance with the Ministerial Regulation on the Prescribing of Standards for Administration and Management of Occupational Safety, Health and Environment B.E 2549. To ensure the effectiveness and quality of EHSMR operations, committee members are required to participate in monthly meetings. The minutes of these meetings, along with member attendance, are reviewed by the Chief Operation Officer.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety

The EHSMR Committee agreed to decentralize ESH control authority to each factory to enable a response to health, safety, and well-being issues in the workplace. This committee comprises 51 management representatives and 59 worker representatives, totaling 110 committee members, along with 8 secretaries and safety officers from each plant. All committee members meet qualification requirements.

In addition, training on corporate governance policy, legal and standard requirements, human rights, industry codes of conduct, and other ESG targets is communicated and conducted. The committee is for establishing policies, activities, and measures related to hazard prevention, emergency preparedness and response, workplace inspections, incident investigation, risk assessment, management of change (MOC), corrective and preventive actions, and the management of work-related accidents, illnesses, and injuries.

Previously, all committee proposals required approval from the Chief Operating Officer (COO), who served as the sole chairperson. Following decentralization, factories are authorized to implement safety measures more promptly for risk-prone processes, machinery, labor-intensive work, contractor activities, facility expansion, equipment installation, process modifications, and new chemicals, ensuring controls are appropriate to local operational conditions. The EHSMR Committee reports to the COO monthly and provides an annual performance update to the Sustainable Development Committee.

The EHSMR committee promotes worker participation and consultation by providing multiple [communication channels](#) for employees, contractors, and relevant third parties to report hazards, unsafe conditions, near misses, and safety concerns. Reports can be submitted via email, employee mobile application, suggestion boxes, or telephone without fear of retaliation. Workers also have the right to remove themselves from work situations they reasonably believe present an imminent danger to their health or safety until appropriate controls are implemented.

Regular Safety, Health, and Environment (SHE) inspections are conducted based on risk and legal requirements. Inspection findings, corrective actions, and follow-up progress are reviewed by management and the EHSMR Committee to support continual improvement.

Table: Safety, Health, and Environment (SHE) Internal Inspections

	Safety	Health	Environment	Reporting line/ Communication channels
Daily	• 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.	• Drinking water quality inspection. • Canteen, food and cooking areas hygiene inspection. • Clinic and ambulance readiness inspection. • Breastfeeding corner inspection.	• Incoming hazardous substance inspection. • Chemical storage inspection. • AHU system inspection. • Air pollution and related factor inspection.* • Scarp room inspection. • Waste and effluence record.	• Supervisor. • Related-department manager.
Weekly	• Facility team (+6S team) meeting.* • Operation weekly meeting. • Safety cross audit.	• OHSAS team meeting. • Operation weekly meeting.	• Environment team meeting. • Operation weekly meeting.	• Department managers.
Monthly	• 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	• New staff orientation. • Emergency route and facilities inspection. • Quality pregnancy knowledge training • Pest control inspection. • Injury and disease rate review • ESHMR Meeting	• New staff orientation. • Stationary 6S audit • Chemical spill inspection. • Energy, water and waste management performance review. • ESHMR Meeting.	• Plant manager. • ESHMR committee. • Operation vice president.
Yearly	• Stakeholder engagement. (labor union meeting, safety week, safety home trip activity, community interview, regulator activity participation, occupational and executive safety personnel 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	• 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.	• 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.	• Labor union. • Related department managers. • EHSMR committee. • Sustainable development committee. • Regulator and public.
Irregularly	• New employee health check. • Civil construction approval process. • Sub-contract work permit sampling check • Emergency case meeting.	• New employee health check. • Civil construction approval process. • Sub-contract work permit sampling check • Emergency case meeting.	• Stakeholder engagement. (education week, community interview, regulator activity participation)	• Sustainable development committee. • Regulator and public.



Our communication channels

for workers and related stakeholders to contact EHSMR committee are as following:

- Email: QHSC@deltaww.com
- Delta Employee mobile application: DeltaHi
- EHSMR worker representative at employee's site
- Telephone: +662 709 2800 ext. 6401
- Suggestion box

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

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

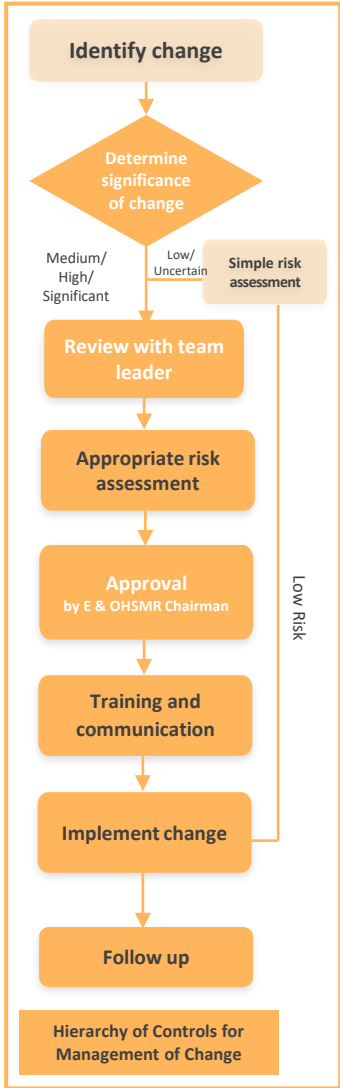
9. Health and Safety

Delta organizes [cross-site audits](#) (internal inspections), conducted jointly by OHS committee members and audit personnel in accordance with formal agreements. According to the audit plan, cross-functional audit teams review EHS documentation, risk assessment results, safety controls and operations, monitoring and measurement activities, and workplace conditions, including air quality, noise levels, lighting, machine and equipment safety, and onsite operations. These audits are implemented as due diligence to ensure compliance with the ISO 45001 management system, [Safety inspection procedure](#), [OHS risk](#), and hazard assessments to identify potential workplace hazards. The audits also verify the readiness of fire protection and emergency response equipment, equipment safety, radiation monitoring, and risk-based occupational health surveillance to maintain regulatory compliance.

In addition to complying with laws, regulations, standards, guidelines, and industry codes of conduct, we conduct work and process analyses and internal due diligence to ensure OHS requirements and wellness provisions apply to employees, contractors, and third parties working within Delta. We engage stakeholders to understand our expectations. Feedback from suppliers, customers through [Suppliers' Social Responsibility Management Measures](#), visitors, and investors helps us achieve our Safety, Health, and Environment management standards. We incorporate OHS criteria into procurement and contractual requirements. Employees participate through occupational health and safety committees and consultation mechanisms.

Benchmarking with peers in the same and other industries enables us to accelerate the development of OHS programs. For example, our timely response to COVID-19 was informed by best practices from countries affected earlier. OHS and environmental (OHSE) factors are integrated into our risk assessment process to prioritize actions and align them with quantified targets. Identified risks are managed using the hierarchy of controls, prioritizing elimination, substitution, engineering and administrative controls, and personal protective equipment (PPE). See the [Annual Report](#) page 40-54 and [OHS Risk Assessment](#).

With our zero accident target, our competent safety officers, in line with human rights policies, conduct regular [investigation and planning procedures](#) to prevent work-related injuries, illnesses, and incidents, and manage change. In accordance with ESH standards and ISO 45001, we monitor injuries among employees and subcontractors using [OSHA methodology](#). Findings from audits, inspections, incident investigations, and risk assessments are used to strengthen preventive measures and continually improve the OHSE management system.



Risk Level Scoring Calculation

Risk level score

=

Chance

×

Violence

Table to show level score of risk : OHS risk Assessment

Chance \ Violence	Difficult (1)	Few (2)	Medium (3)	High (4)
Few (1)	Few (1)	Few (2)	Accept (3)	Accept (4)
Medium (2)	Few (2)	Accept (4)	Accept (6)	High (8)
High (3)	Accept (3)	Accept (6)	High (9)	Not Accept (12)
Very High (4)	Accept (4)	High (8)	Not Accept (12)	Not Accept (16)

Risk Level Specification
1-2 score: Adjust level risk "Few"
3-6 score: Adjust level risk "Accept"
8-9 score: Adjust level risk "High" (Significant Assessment)
12-16 score: Adjust level risk "Not Accept" (Significant Assessment)

Specify level risk : OHS risk Assessment

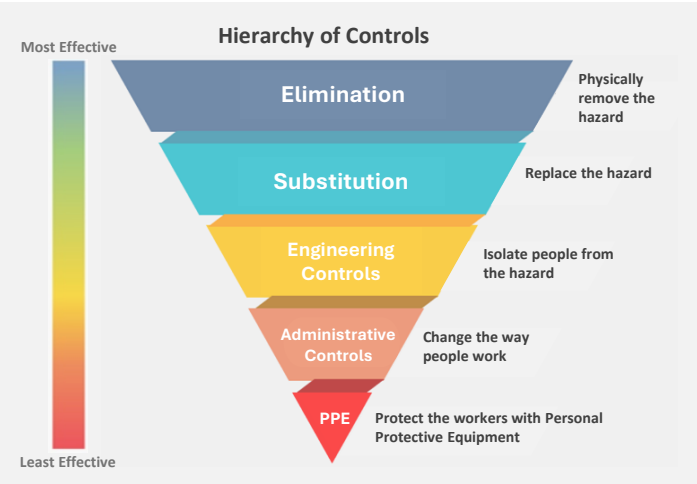


THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Hazard Identification, Risk Control, and Incident Management

Our OSHA approach demonstrates the effectiveness of our strategies, policies, procedures, and continuous improvement under the Management of Change system, supporting safe and healthy operations. Data excludes non-controlled on-site personnel (canteen workers, nurses, auditors, and import-export agents) as they are outside the Company's operational control.

Based on injury type analysis and EHSMR consensus, the following outlines key implementation actions and progress in reducing and preventing occupational health and safety risks in line with targets. For work-related injuries, Delta assumes full responsibility for medical expenses, implements corrective actions, and supports employees in obtaining Social Security compensation.



Chemical Management and OHS & Risk Hazard Control Risk and Hazard Identification and Assessment

With new product introduction and manufacturing processes involving hazardous materials, occupational health, safety, and chemical-related risks are identified and controlled. Delta has established a Management of Change (MOC) process and chemical management in line with ISO 45001 requirements. OHS risks are reassessed whenever changes occur, including new facilities, production lines, equipment, and processes.

Helium gas used in new product production is strictly controlled through engineering measures. Prior to commissioning new facilities and production lines, hazard identification and risk assessment are conducted to evaluate compressed gas hazards, including high-pressure cylinder handling, explosion risk under heat exposure, gas leakage, and oxygen displacement in confined spaces, and potential exposure scenarios. Risk levels are determined through structured risk scoring as part of the OHS system.

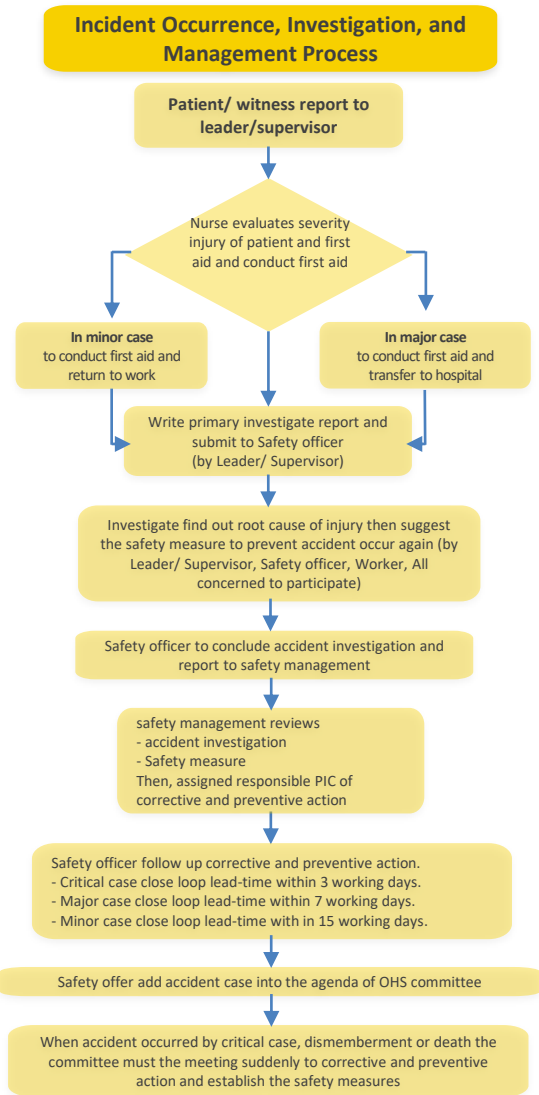
Hazard and precautionary statements from the Safety Data Sheet (SDS), including ventilated and backflow preventive requirements, are integrated into chemical management and chemical safety practices. Hazardous Chemical Labeling and General Knowledge Rules are applied to ensure proper chemical labeling, hazard communication, and employee awareness throughout chemical handling and storage activities.

Preventive measures include:

- Risk assessment prior to operation
- Chemical management, including chemical safety and PPE assessment
- Verification of gas cylinder expiry dates
- Mandatory safety training for relevant workers

Training Course	Agency	Result
Specialist in Hazardous Substances License	Department of Industrial Works	Certified
Gas Controller License Officer	Department of Industrial Works	Certified
Chemical Management	Department of Industrial Works	Certified

- Installation of safety equipment and engineering controls, including gas detectors and machine safety function alert systems



A flow chart of Corrective and Preventive Action related to Environment, health and safety (Evaluation of progress in reducing/preventing health issues/ risks against targets when an accident occurs)

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Hazard Identification, Risk Control, and Incident Management

The Company is committed to maintaining a safe and healthy workplace through a proactive occupational health and safety (OHS) management system aligned with international standards. OHS risks are systematically identified, assessed, and controlled, and are reassessed whenever significant operational changes occur, including new facilities, production lines, equipment installations, process modifications, or the introduction of new chemicals. This is embedded in the Company's Management of Change (MOC) process to ensure that risk controls remain effective under changing operational conditions.

Approach	Objectives	Key Actions
Proactive Approach to Risk Prevention (Management System & Controls)	Minimize workplace risks via strengthened safety governance and culture and risk assessments	- Regular inspections, risk assessments, and strengthened MOC controls to identify hazards and manage risks from new machinery, equipment, chemicals, and process changes, together with integrated labor, ethics, occupational health and safety, and environmental impact assessments to meet regulatory requirements. - Enhanced safety KPIs established by the Safety team to drive continuous improvement in workplace safety performance.
Continuous Improvement for Risk Reduction	Reduce accidents through engineering controls, risk management, safety culture	- Installation of safety technologies and equipment improvements to reduce exposure to physical, chemical, and heat-related hazards, along with workplace hazard elimination through housekeeping, anti-slip measures, safety signage, and segregation of pedestrian and machinery zones. - OHS training, daily Safety Talks, and communication of near-miss incidents and lessons learned to reinforce preventive awareness. - Hazard reporting, improved PPE compliance, and recognition programs such as Zero Accident Campaign to strengthen safe behaviors and employee engagement.
Long-Term Actions to Prevent Risks and Accidents	Eliminate or reduce risks via the Hierarchy of Controls to ensure long-term safety	- Elimination: Process redesign to eliminate hazardous tasks and high-risk manual operations. - Substitution and Process Improvement: Replacing manual handling and lifting with automation, machinery, forklifts, and mechanical aids to reduce ergonomic risks. - Engineering Controls: Installation of machine guards, protective covers, and sensor-based interlock systems to stop equipment in restricted zones.
Incident Investigation and Management Process	Ensure root causes are addressed and recurrence is prevented when work-related accident occurs	- The Safety team conducts incident investigations to identify root causes, assess risks, and define corrective and preventive actions, including MOC updates. - COO, Plant Managers, and representatives review incident findings, corrective actions, and risk controls in the monthly E&OHSMR Committee meeting. - Corrective and preventive action implementation is continuously monitored and tracked until full closure. - Communicate lessons learned, updated safety requirements, and revised controls, and provide training to strengthen awareness and safe practices. - Return-to-work assessments using the 4M framework with job or working hours adjustments, transferred to lower-risk roles, and psychological support.
Management Review and Improvement	Continuous OHS improvement by integrating incident findings into controls and procedures	- Incident learnings are escalated to management review to ensure continuous improvement of the occupational health and safety system. The E&OHSMR Committee monitors corrective action closure, evaluates systemic risks, and ensures alignment with corporate safety objectives. - Incident investigation findings are integrated into risk management systems and procedures, reinforcing a closed-loop cycle that strengthens preventive controls.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Emergency Preparedness and Response and Workplace Improvement

Emergency Preparedness and Response to the 2025 Earthquake

Delta develops and tests emergency response plans to address health-related crises, such as disease outbreaks and natural disasters. These plans align with local regulatory requirements and ISO 45001 standards, ensuring effective and timely responses. The Company has maintained an Emergency Plan for Earthquake and Tsunami since 2015, which is reviewed every 3 years to ensure its effectiveness and relevance to evolving risks. The Emergency Response Team conducts regular preparedness meetings, while earthquake emergency procedures are reviewed and tested through integrated earthquake and fire evacuation drills at least once every 2 years. Climate- and natural disaster-related risk assessments are conducted across manufacturing sites to evaluate potential impacts on employee health and safety and to inform emergency preparedness and business continuity planning.

Following the 2025 earthquake, Delta Thailand activated its Emergency Response Plan (ERP) and Business Continuity Plan (BCP) to protect employees, minimize operational disruption, and ensure business continuity. All employees evacuated and were accounted for. Following equipment safety inspections, no injuries, fatalities, or property damage were reported. No interruption to business functions was identified, and business continuity was maintained through emergency response and recovery procedures. Following equipment and building safety inspections, no injuries or fatalities were reported, and no damage affecting safe operations or business continuity was identified. Lessons learned from the incident were incorporated into the 2025 review of the Emergency Plan for Earthquake and Tsunami, as well as emergency response procedures, risk assessments, and business continuity planning, strengthening resilience and preparedness for future events.

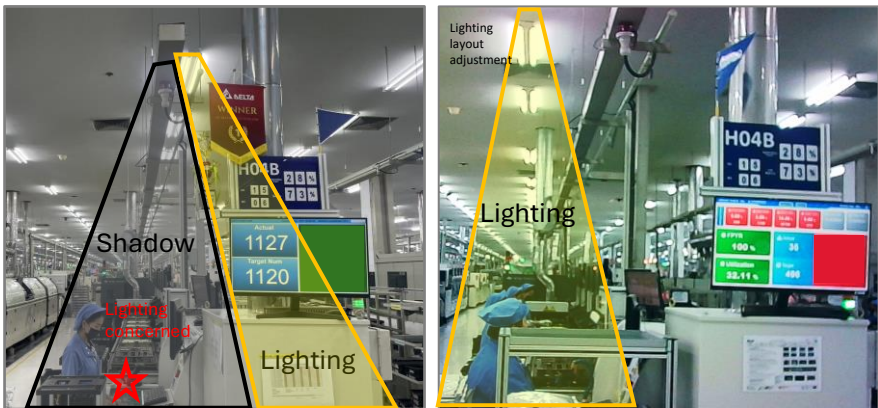
Phase	Key Actions
Before (Prevention and Preparedness)	- Established ERP and BCP aligned with ISO 45001 principles - Defined earthquake evacuation routes and assembly points - Conducted regular emergency drills and employee training - Maintained emergency communication channels for rapid response
During (Emergency Response)	- Activated emergency response procedures immediately after the earthquake - Evacuated employees via designated safe routes - Conducted headcounts and confirmed personnel safety - Temporarily suspended operations in affected areas pending safety verification - Communicated real-time status to management and site leadership
After (Recovery and Continuous Improvement)	- Inspected facilities, equipment, and critical utilities before restart - Implemented corrective and preventive actions (CAPA) - Conducted incident review and lessons-learned analysis - Updated ERP/BCP, risk assessments, and training programs - Strengthened resilience and business continuity readiness

Lighting Improvement Measures for Work Areas

Lighting inspections were conducted across multiple production lines and manufacturing sites within the Company. Areas identified as non-conforming through lux level assessments were prioritized for corrective improvement actions. To improve working conditions and ensure compliance with occupational health and safety requirements, the Company implemented lighting improvement measures. The key measures included:

- Reconfiguration and adjustment of lighting layouts to enhance light distribution and uniformity
- Relocation of lighting fixtures to optimize light direction and reduce operator shadow areas
- Replacement of selected 22W lighting fixtures with 18W energy-efficient units where appropriate illuminance levels could still be maintained

Post-implementation verification was conducted jointly by the Safety team and responsible site engineers through illuminance (lux) measurements at each workstation to confirm compliance with the required lighting standards. As a result, the number of workstations meeting the required lighting standard increased from 13 to 55 out of 88 assessed stations, improving the compliance rate from 14.8% to 62.5%. These improvements enhanced visual comfort, supported workplace safety, and reduced operator strain. Preventive maintenance and periodic monitoring have been established to sustain lighting performance and ensure continuous compliance.



The 9 Pillars of Delta's Employment Policy

9. Health and Safety: Work-related Injuries and Work-related Ill Health Performance

	Unit	2025		2024		2023		2022	
		Delta Employees	Subcontract and Other Workers	Delta Employees	Subcontract and Other Workers	Delta Employees	Subcontract and Other Workers	Delta Employees	Subcontract and Other Workers
Total hours worked	Hours	32,022,917	37,696,026	31,914,337	28,340,247	27,982,922	31,433,604	24,241,820	21,363,718
Number of high-consequence work-related injuries	Cases	0	0	0	0	0	0	0	0
Rate of high-consequence work-related injuries	Per 1,000,000 hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Recordable Injury Frequency Rate (TRIFR)	Per 1,000,000 hours worked	0.28	0.19	0.22	0.49	1.25	1.65	1.16	2.57
Number of lost-time injuries	Cases	9	7	7	14	30	48	41	81
Lost-Time Injury Frequency Rate (LTIFR)	Per 1,000,000 hours worked	0.28	0.19	0.22	0.49	1.07	1.53	1.69	3.79
Number of days lost due to injuries	Days	287	52	93	73	197	241	165	252
Lost Workday Rate (LWR)	Per 1,000,000 hours worked	8.96	1.38	2.91	2.58	7.04	7.67	6.81	11.80
Number of near misses	Cases	126	30	37	21	8	11	6	31
Near Miss Frequency Rate (NMFR)	Per 1,000,000 hours worked	3.93	0.80	1.16	0.74	0.29	0.35	0.25	1.45
Number of work-related fatalities	Cases	0	0	0	0	0	0	0	0
Rate of fatalities as a result of work-related injuries	Per 1,000,000 hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Number of fatalities as a result of work-related ill health	Cases	0	0	0	0	0	0	0	0
Number of cases of recordable work-related ill health	Cases	0	0	0	0	0	0	0	0
Occupational Diseases Rate (ODR)	Per 1,000,000 hours worked	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

2025 Work-related Injuries and Work-related Ill Health Performance:

The LTIFR trend from 2022 to 2025 reflects continued improvement in workplace safety, with a notable decline in incidents among employees and contractors in Thailand, demonstrating progress toward the Company's Zero Accident, Zero Fatalities, Zero High-Consequence Work-Related Injuries, and Zero Work-Related Ill Health targets. Since 2023, as the reporting scope expanded to include India and Slovakia, the overall LTIFR has remained low. In 2025, the reporting scope was further expanded to cover operations in Thailand, Slovakia, India, and Delta's R&D centers in Germany, including Soest and Teningen.

- No high-consequence work-related injuries were recorded among employees and contractors.
- No work-related or transportation-related fatalities were recorded among employees and contractors.
- No fatalities resulted from work-related injuries.
- No fatalities resulted from work-related ill health.
- No recordable cases of work-related ill health were reported.
- The occupational illness and disease frequency rate among employees in Thailand operations remained at 0 per 1,000,000 hours worked.
- Data is collected by Safety Officers in accordance with the ISO 45001 management system and OSHA data collection methodology.
- Additional 2025 occupational health and safety performance data is presented in the [Sustainability in Numbers](#) page 26-39.

Note:

1. Injury investigations cover both commuting and work-related traffic incidents. For statistical reporting, commuting incidents during travel to and from work are excluded, while traffic incidents during business travel or work duties are included in work-related injury statistics. Please refer to the [Sustainability Data - Social: Occupational Injuries and Occupational Diseases section](#).
2. The injury rate is calculated based on 1,000,000 hours worked.
3. Rate of high-consequence work-related injuries: (Number of high-consequence work-related injuries ÷ Total hours worked) × 1,000,000
4. Total Recordable Injury Frequency Rate (TRIFR): (Total recordable injuries × 1,000,000) ÷ Total hours worked
5. Lost-time injuries frequency rate (LTIFR): (Number of lost-time injuries ÷ Total hours worked) × 1,000,000
6. Lost Workday Rate (LWR): (Total number of lost workdays due to injuries (days) × 1,000,000) ÷ Total hours worked. (This LWR calculation is equivalent to the Severity Rate (SR) used in other reporting practices.)
7. Near Miss Frequency Rate (NMFR): (Number of Near Misses ÷ Total hours worked) × 1,000,000
8. Rate of fatalities as a result of work-related injury: (Number of work-related fatalities × 1,000,000) ÷ Total hours worked
9. Occupational Diseases Rate (ODR): (Number of occupational diseases ÷ Total hours worked) × 1,000,000 (Statistics of occupational disease are in accordance with the definition of occupational diseases from relevant local laws and regulations for each facility.)

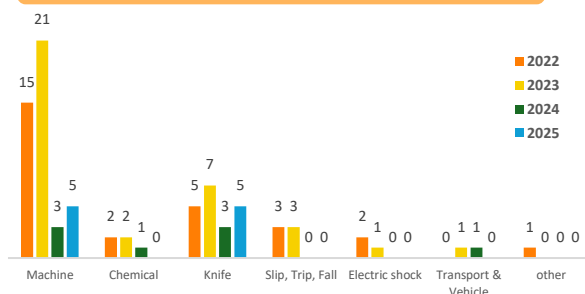
The 9 Pillars of Delta's Employment Policy

9. Health and Safety: Work-related Injuries and Work-related Ill Health Performance

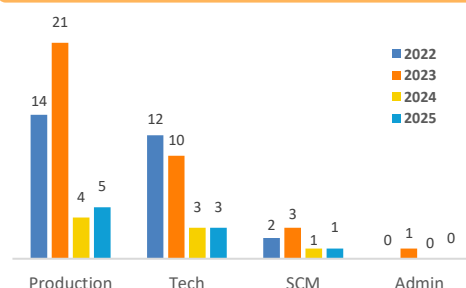
Delta Employees (Permanent)

Including Thailand, Slovakia,
India, and Germany

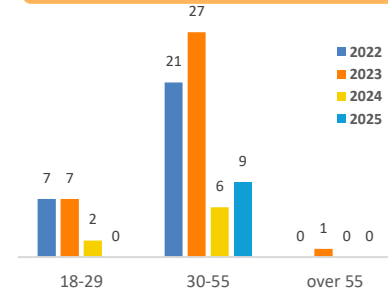
Recordable Injuries Breakdown by Type of Incident



Recordable Injuries Breakdown by Job Function

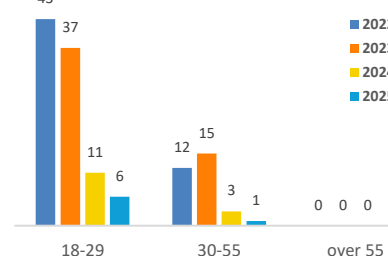
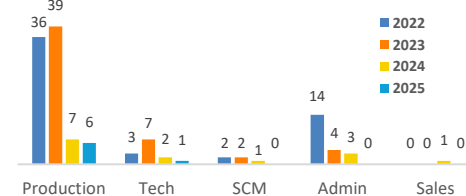
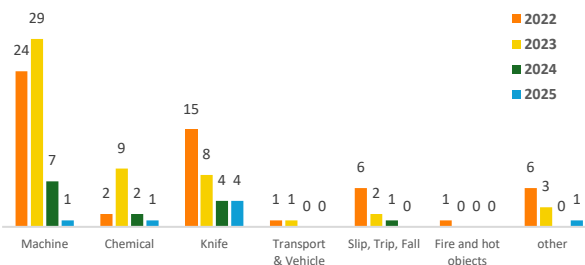


Recordable Injuries Breakdown by Age



Subcontracted and other workers (Temporary)

Including Thailand, Slovakia,
India, and Germany



- Zero Accident Target
- Zero Fatalities
- Zero High-consequence

work-related injuries and work-related ill health

- For both Delta employees and subcontracted workers
- Since 2015, when we started collecting ESG data for public disclosure (10 Years).
- Progress is evaluated against targets for reducing and preventing health issues and risks, supporting our Zero Accident goal for both employees and contractor workers. (zero accident target year: by 2030)

Note:

1. Data is collected by Safety Officers in accordance with the ISO 45001 management system and OSHA data collection methodology. The safety committee is responsible for organizing regular safety meetings, updating risk assessments, reviewing work-related injury cases, and implementing corrective and preventive actions on a quarterly basis, immediately following any work-related injury, and as needed.
2. From 2020 to 2022, the reporting scope covered Thailand only; since 2023, it was expanded to include Thailand, Slovakia, and India. In 2025, the data scope expanded to include Thailand, Slovakia, India, and R&D center in Germany including Soest and Teningen.
3. The LTIFR trend from 2021 to 2025 shows improved workplace safety, with a notable decline in incidents for all workers and subcontractors in Thailand. Since 2023, the data scope expanded to include India and Slovakia, the overall LTIFR remained low.
4. Near-miss incidents are excluded from the reported recordable work-related injuries.
5. Near-miss data for 2017–2018 is not available. In 2025, 156 near-miss cases (close calls) were identified.
6. Injury investigations cover both commuting and work-related traffic incidents. For statistical reporting, commuting incidents during travel to and from work are excluded, while traffic incidents during business travel or work duties are included in work-related injury statistics.
7. A recordable case is counted from the first day the employee or subcontracted worker is unable to perform their regular duties.
8. Reported injury statistics include all types of subcontracted and external workers.
9. Over the past four years, there have been no high-consequence injury cases at Delta Thailand and its subsidiaries that resulted in an absence of more than 60 days.
10. Chemical hazards were primarily due to eye exposure to oligomeric MDI (CAS No. 32055-14-4), a component of epoxy adhesive (DNE-610) used in the core assembly process. Lost workdays were limited to recovery from temporary eye irritation.
11. Zero work-related illness includes both infectious and non-infectious diseases.
12. Reported injury cases exclude those resulting from the pandemic.
13. Most other accidents were resolved at the first-aid stage and are therefore not counted as recordable injuries.

The 9 Pillars of Delta’s Employment Policy

9. Health and Safety: Work-related Injuries and Work-related Ill Health Performance

A total of 16 work-related injury cases were recorded during the reporting period, comprising 8 knife injuries, 5 clamping by machine incidents, 1 machinery injury, 1 chemical exposure case, and 1 other case. The following three cases are presented as representative examples to illustrate the Company’s incident investigation process and management of change analysis.

Type of Injury	Causes of Injury	Number of Cases	Corrective and Preventive Actions to Eliminate and Minimize Risks	Remedial Measures
Chemical Exposure (Oligomeric MDI (CAS No. 32055-14-4)	Human failure	1	Corrective Action All screws on steel plates in the work area were tightened, and inspections were conducted in all areas to identify and rectify similar conditions. Preventive Action - Revise the Operating Instruction (OI) and Work Instruction (WI) to require safety goggles and protective gloves when handling chemicals. - Require chemical drums to be transported by trolley instead of manual handling.	1. Assessment of the original working conditions using the 4M approach - Man: Assess return-to-work readiness after medical evaluation. The employee was deemed fit to continue performing the same job duties. - Machine: Inspect and improve the work area and chemical filling station. Additional warning signs and chemical identification labels were installed. - Material: Use a trolley to transport chemical o reduce manual handling risks and prevent spills. - Method: Revise the work instruction and provide training on proper chemical handling procedures. 2. PPE Requirement: Require employees to wear safety goggles and chemical-resistant gloves when working with chemicals.
Others	Improper workplace/ Process management	1	Corrective Action - Require employees using carts or hand pallet trucks to wear safety shoes. - Limit pallet stacking height to 1.5 meters. Preventive Action - Revise the work instruction and workflow to require forklift use for material transport. - Prohibit manual and small-wheeled carts on sloped surfaces. - Install warning signs and restrict sloped pathways for manual handling. - Provide training on safe material handling practices	1. Assessment of the original working conditions using the 4M approach - Man: Assess the employee’s readiness to return to work based on the physician’s recommendation. The employee may resume the same duties but avoid high-risk tasks and heavy manual work during the initial recovery period. Safety shoes must be worn and all safety requirements followed. - Machine: Use a forklift for material transportation instead of a hand pallet truck. - Material: Control pallet height to 1.5 meters and keep walkways free from vehicles and obstructions. - Method: Revise the work instruction on hand pallet truck use and safe material handling procedures. 2. Workplace Safety Inspection: The Safety Team inspected the work area and identified hazards to prevent tripping and similar incidents.
Machinery injury	Human failure	1	Corrective Action Immediately restrict forklift operation to one unit at a time in the affected work area to reduce congestion and collision risk. Preventive Action - Establish designated forklift routes and traffic control measures in the work area to prevent vehicle–pedestrian interaction and future collisions. - Implement smart forklift safety technologies, where applicable, including fingerprint-based operator authorization, AI-assisted front and rear cameras, and sensor-based collision prevention systems.	1. Assessment of the original working conditions using the 4M approach - Man: The forklift driver was inattentive while reversing, and the other employee was picking up a rack within the forklift operating area. - Machine: The forklift was operated in reverse in an area shared with pedestrian/material handling activities, increasing collision risk. - Material: The rack was handled within the forklift traffic area, creating interaction between moving equipment and manual work. - Method: Work organization and traffic control in the area were inadequate, with insufficient separation between forklift routes and employee work activities. 2. PPE Requirement: Employees in forklift operating zones are required to wear high-visibility vests and safety shoes to improve visibility and reduce injury severity.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Occupational Health and Safety Performance, Targets, and Progress

Performance Area	Management Objectives	2025 Target	2025 Result
Safety Culture Promotion	Promote a safety culture through occupational health and safety training, including new-hire orientation, refresher training, and on-the-job training, supported by the OHS Handbook , to strengthen safety awareness and safe work practices.	100% completion of OHS training for employees and subcontract workers	Achieved
	Zero Harm Workplace; prevent work-related injuries, ill health, and fatalities through effective occupational health and safety management.	• Zero fatalities • Zero high-consequence work-related injuries • Reduce work-related injuries and ill health cases through effective preventive measures	Achieved
Maintaining a Safe Working Environment	ISO 45001 Certification	Maintain valid ISO 45001 certification	Achieved
	Occupational Health and Safety Regulation Violations (number of cases)	Zero cases	Achieved
	Ensure the readiness and effectiveness of workplace safety equipment, including fire extinguishers and firefighting equipment.	100% monthly internal inspection completion	Achieved
	Ensure effective PPE management, proper use, and compliance among employees and contractors exposed to workplace hazards.	100% PPE compliance in designated PPE-required areas	Achieved
	Monitor workplace environmental conditions, including light, noise, air quality, and chemical exposure, to comply with legal requirements and protect employee health.	Full compliance with applicable legal standards	Achieved
Occupational Disease/ Work-related Ill Health	Prevent work-related ill health through exposure monitoring, preventive controls, health surveillance, and medical screening for at-risk workers.	Zero occupational disease cases	Achieved
	Prevent fatalities related to work-related ill health and occupational diseases through effective occupational health management and monitoring.	Zero occupational disease-related fatalities	Achieved
	Monitor employee health conditions and provide appropriate medical support for employees diagnosed with occupational diseases.	100% of employees diagnosed with occupational diseases receive appropriate health monitoring and follow-up	Achieved
	Ensure employees in roles with potential occupational exposure are covered by health surveillance programs.	100% coverage of employees in exposure-risk roles under health surveillance	Achieved
Health Promotion Activities	Safety Week; a management-driven initiative to communicate safety priorities, reinforce the corporate safety culture, and boost employee safety awareness	Conduct Safety Week at least once a year	Achieved

Remark:

1. Covers Delta employees and non-employees whose work and/or workplace is controlled by Delta, including subcontract workers within the reporting scope.

2. Data is collected by Safety Officers in accordance with the ISO 45001 management system and OSHA data collection methodology. Occupational disease cases and related rates are assessed and reported with reference to Thailand Labour Department guidelines.

3. In Thailand, employees working in roles with potential exposure to occupational disease risk factors are covered by workplace exposure monitoring and health surveillance programs.

4. Work-related ill health risk assessment and hazard exposure examination data are unavailable for Delta India and Delta Slovakia due to local medical data protection laws and privacy requirements..

5. No work-related ill health cases were identified during the reporting year; therefore, no main types of work-related ill health were reported.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Occupational Diseases

Delta manages occupational health risks through a risk-based approach covering hazard identification, exposure monitoring, preventive controls, and health surveillance to prevent work-related ill health and occupational disease. In Thailand, 38% of the total workforce in 2025 (21,891 full-time equivalent employees and subcontractors) were identified as working in roles with potential exposure to occupational disease risk factors, based on occupational disease risk categories announced by the Ministry of Labour of Thailand on August 15, 2007.

Employees in these roles may be exposed to risks associated with hazards such as noise, particulate matter, mineral oil, acetone, x-rays, ionizing radiation, lead, tin, excessive light, thinner, and heat. To reduce these risks, Delta has established a Personal Protective Equipment (PPE) [Manual](#) and provides appropriate PPE free of charge to all relevant employees and contractors. Occupational health and work environment training is also provided to new employees and relevant workers to strengthen awareness, safe work practices, and disease prevention.

Delta monitors workplace exposure to hazardous substances and work environment conditions and reviews the materials used in operations to identify and control occupational health risks. Monitoring results are used to improve work practices, strengthen administrative controls, and implement engineering measures where necessary to reduce exposure and prevent occupational illness. These controls also support the management of work environment risks associated with manufacturing activities, including heat and chemical exposure.



WELLNESS TRAINING Stay Prepared with Basic First Aid

The Company invites interested employees and departmental representatives to join the Wellness Training Program for May 2025 on the topic of "Basic First Aid." The training will be conducted by a professional registered nurse and will include simulated emergency scenarios, as well as practical guidance on how to provide immediate assistance to injured individuals in various situations.

Key Learning Topics:

- ✓ Basic first aid techniques for common injuries
- ✓ CPR (Cardiopulmonary Resuscitation) procedures and life-saving techniques
- ✓ Safe and effective use of an Automated External Defibrillator (AED)
- ✓ Emergency response procedures in the workplace

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Occupational Diseases

Occupational health risk assessments and exposure evaluations are conducted by independent occupational health physicians in collaboration with the Occupational Health and Safety Management Representative Committee. Employees identified as higher-risk groups are included in annual health check-ups and targeted medical surveillance programs. In Thailand, these programs cover health risks associated with manufacturing, stamping, soldering, grinding, manual handling, and chemical handling, including potential impacts such as noise-induced hearing loss, respiratory disease, dermatitis, musculoskeletal disorders, occupational cancers, and reproductive health effects. Delta has maintained zero fatalities resulting from work-related ill health and zero recordable cases of work-related ill health since 2016.

In 2025, health surveillance in Thailand found no contamination of hazardous substances in blood or urine among screened employees, indicating that occupational exposure from relevant processes remained effectively controlled during the reporting year. No screened employee required medical treatment related to occupational disease risk exposure. This reflects the effectiveness of Delta's preventive measures, workplace monitoring, health surveillance, and employee protection programs.

At Delta India and Delta Slovakia, the two major manufacturing sites included in this disclosure, operations mainly involve industrial automation and product assembly, and no occupational disease cases were identified during the reporting year. Sales office employees primarily perform office-based and customer service functions and are not exposed to material occupational disease risk factors in the course of their work. Delta targets zero fatalities from work-related ill health and, in 2025, recorded zero occupational disease cases and zero occupational disease-related fatalities, marking the eighth consecutive year with no confirmed occupational disease cases.

- Data is collected by Safety Officers in accordance with the ISO 45001 standard and OSHA data collection methodology. Occupational disease cases and related rates are assessed and reported under Thailand Labour Department guidelines.
- In Thailand, employees working in roles with potential exposure to occupational disease risk factors are covered by workplace exposure monitoring and health surveillance programs.
- Certain work-related ill health risk assessment and hazard exposure examination data are not available for Delta India and Delta Slovakia due to local medical data protection laws and privacy requirements.
- 0% of employees and workers covered by the reporting scope were affected by work-related ill health during the reporting year; therefore, no work-related ill health cases or main types of work-related ill health were reported.

Key Risk Exposed Processes	Grinding process	Soldering and coating processes	Assembly and cleaning processes
Chemicals Exposure	Particulate matter	IPA, Tin, Lead, and Acetone	Adhesive (glue), Assembly and cleaning process
Specific Checkup Method	• Spirometry	• Spirometry • Aluminum • Toluene • Xylene • Styrene • Tin • CBC • IPA	• CRE • SGPT • MEK • Methanol • Acetone • Phenol • Tin • IPA



THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: OHS Training

Health and safety training is a key part of Delta's approach to protecting workers during the climate transition, as climate change increases risks from severe weather, flooding, chemical incidents, and operational changes associated with new technologies and processes. To address these risks, Delta integrates climate-related OHS into training, awareness-building, and emergency preparedness.

Following its focus on communicable and emerging disease prevention in 2020–2021, Delta expanded its OHS training under the [Company's Health and Safety Manual](#) (Pages 80–264). The training covers safety induction, fire safety, emergency response and evacuation, chemical, electrical, machine and forklift safety, lockout/tagout (LOTO), working at height, confined space entry, first aid and CPR, workplace safety risks, climate-related hazards, disaster preparedness, and safe practices for new technologies and business processes.

Delta provides all workers with inclusive and equitable access to health and safety training, including fire-fighting, occupational health and safety laws, and annual fire drills. In 2025, Delta conducted OHS training and promotional activities for employees and relevant parties to strengthen awareness, preparedness, and incident prevention. Specialized external experts were engaged to support training and drills on severe weather and flood response, chemical leakage preparedness, and emergency response procedures. In total, Delta provided 89,043 hours of OHS training in 2025, representing 6.8% of the Company's total training hours, with 100% of employees receiving training free of charge.

Objective	Training/Drill*	Thailand	India	Slovakia	Germany
Emergency Preparedness	Basic fire fighting, Fire drill, Electric Shock drill, Chemical/ Nitrogen/ Radiation/ Oil leakage, Food poisoning, First aid	30	7	3	3
Workplace Safety and Risk Control	Overhead crane control, Forklift, Safety in workplace for newcomer	9	1	1	2
Leadership Competency	Safety Officer at Management Level, Safety Officer at Supervisor Level	10	-	-	-
Awareness Promotion	Safety & Energy Week	2	-	-	-
Total		51	8	4	5

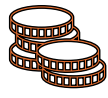
*Remark: Training and drill sessions are counted by factory and consolidated by country.



89,043 Hours
OHS Training hours



6.8%
of total training
hours in 2025 were
OHS training hours



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

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Promotion of Worker's Health

Delta provides health and safety services to ensure employees' long-term health and well-being. These include free personal protective equipment (PPE), medical and dental care, insurance coverage, safety officers, on-site medical room, free annual health check-ups, first-aid kits, on-site Automated External Defibrillators (AEDs), ambulance services, accessible facilities for persons with disabilities, recreational spaces, employee clubs, health training, and work injury leave without impact on incentives or bonuses. These measures reflect the Company's commitment to promoting employee health and well-being across the workforce.

In addition, Delta offers voluntary health promotion programs. With approximately 70% of employees being female, we place emphasis on quality pregnancy and motherhood programs. By 2030, Delta aims to strengthen access to sexual and reproductive health services, including family planning information and education, and to integrate reproductive health into relevant programs and strategies.





CARE FOR YOUR
Mental Health

เพราะสุขภาพใจของคุณก็สำคัญ

“ความเครียด ความกังวล หรือความรู้สึกโดดเดี่ยว
ไม่จำเป็นต้องเผชิญคนเดียว”

“You don't have to face stress, worries, or loneliness on your own.”

Delta Wellness Center พร้อมดูแลใจคุณ

บริการให้คำปรึกษาโดยนักจิตวิทยา
เพื่อรับฟังปัญหาและช่วยคุณหาทางออกอย่างปลอดภัย

“Counseling service with professional psychologists –
here to listen and help you find solutions in a safe space.”

ตารางให้บริการนักจิตวิทยา
Psychologist Service Schedule

Plant	Date	Time
บางปู (BP)	BP2 (DET5) วันอังคาร (Tue)	09:00 – 12:00
	BP3 (DET8)	13:00 – 16:00
เวสต์ไทร์ (WG)	WG2 (DET7) วันพุธ (Wed)	09:00 – 12:00

Delta Care for your Mental Health

Delta places strong emphasis on employees' mental health and overall well-being, recognizing that psychological well-being is a key foundation for quality of life, employee engagement, and sustainable work performance.

The development of the Company's mental health support system was informed by insights from employee engagement surveys, which highlighted the importance of strengthening psychological support mechanisms and promoting a supportive working environment. In response, Delta implemented a structured mental health program under the "Care for Your Mental Health" initiative.

Under this initiative, Delta has established the Delta Wellness Center, which is accessible to all employees. The center provides confidential psychological counseling services delivered by external professional psychologists who are available on a weekly basis. Employees can access the service through scheduled telephone appointments or walk-in visits.

In 2025, 93 employees utilized the counseling services, reflecting growing awareness and acceptance of mental health support within the organization. The service is communicated through internal announcements and visible promotion at health clinics across all sites, encouraging employees to seek support.

Beyond individual counseling, Delta strengthens mental health awareness through regular wellness programs, including annual well-being activities, stress management sessions, and knowledge-sharing sessions featuring external psychologists and motivational speakers.

To enhance mental health support, Delta provides training for managers to strengthen their support for employees across different generations and communication styles. The Company also implements anti-stigma campaigns to promote psychological safety in the workplace, encourage open dialogue, and reduce barriers to seeking help. In addition, a referral system is in place to ensure employees can be guided to appropriate support channels.

This approach reflects Delta's commitment to embedding mental health into its broader human capital strategy. It supports workforce resilience, enhances employee engagement and retention, and strengthens organizational effectiveness by fostering a more adaptive and productive working environment.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Promotion of Worker's Health

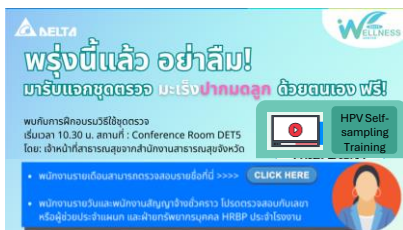
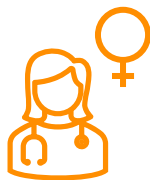
Welcome Delta's Child Program

Delta supports employees with newborn children through the Welcome Delta's Child Program (Quality Pregnancy Training), providing non-monetary and monetary support to promote new mothers' physical, mental, and financial well-being after childbirth. In 2025, the program supported 334 employees with newborn children, contributing to a 68% return-to-work rate after maternity leave.



Free Cervical Cancer Screening

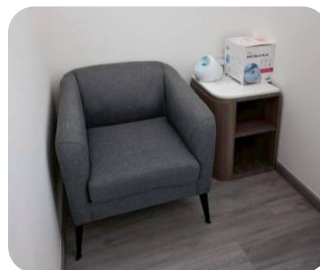
Delta provides voluntary, free on-site cervical cancer screening using Pap smear methodology for female employees aged 35 and above, including full-time employees and subcontract workers, ensuring equitable access to preventive healthcare. The program promotes early detection, timely medical consultation, and women's health awareness as part of the Company's well-being initiatives. In 2025, the program marked its 10th consecutive year.



Breastfeeding Corner

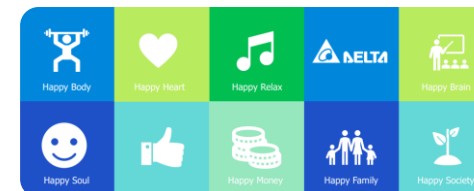
Delta provides breastfeeding support for female employees from their first day of employment, including both full-time employees and subcontract workers. Employees who plan to have children receive guidance on proper nutrition and breastfeeding practices. Delta has established breastfeeding corners since 2008 in support of the Ministry of Public Health's Quality of Life for Working Woman Promotion Project. Breastfeeding rooms are available across all Delta Thailand factories, with nurses providing guidance on breastfeeding practices, nutrition, and related support for new mothers. The Company encourages and facilitates employees to provide breast milk for their infants for at least six months after birth.

As part of the breastfeeding program, former breastfeeding corner users share their experiences and provide guidance to new mothers to maximize the use of breastfeeding facilities and related support. These efforts have positioned Delta as an industry role model and a workplace breastfeeding management and promotion coach for organizations in Thailand. Delta Thailand is also exploring the expansion of parental leave benefits for male employees to further strengthen its commitment to employee health and well-being.



Delta Happy 8 Workplace

Our employees are fundamental to Delta's innovation, operational excellence, and long-term sustainable growth. Guided by the Group's human capital strategy, Delta Thailand is committed to developing employee capabilities, enhancing well-being, and fostering an inclusive and engaging workplace. To support employee well-being and retention, the Company implements the "Happy 8 Workplace" program, based on Thailand's "Happy 8" framework, which promotes balanced well-being across personal, family, and social dimensions. By supporting employees' physical and mental well-being, work-life balance, and professional development, the program strengthens employee engagement, retention, and organizational resilience. The initiative remained in place throughout 2025, benefiting all employees.



**Delta
Happy 8
Workplace**

Worker Participation through Coffee Talk

The Coffee Talk program enables employees and employee representatives to openly discuss health, safety, and workplace well-being concerns with management. Employees are encouraged to report unsafe conditions and suggest improvements. Management provides guidance or assigns relevant teams to investigate and implement corrective actions. This program promotes worker participation, open communication, and the continuous improvement of occupational health and safety.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

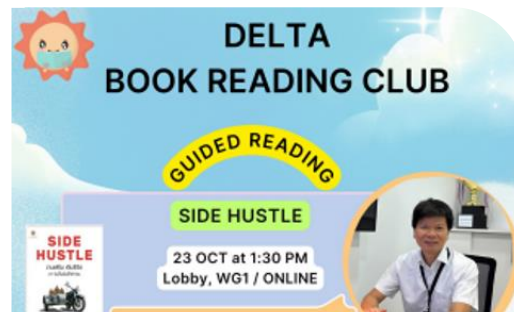
9. Health and Safety: Promotion of Worker's Health



Badminton Competition 2025



Singing and Dancing Contest 2025



DET Book Reading Club

Health Knowledge-Sharing Sessions on Mental Health and Well-being, Physical Health, Nutrition, and Preventive Care



Health Screening
ตรวจสอบสุขภาพเบื้องต้นและประเมินความเสี่ยงโรค
Basic health screening and health risk assessment

Mind & Wellness
เช็คสุขภาพใจ เรียนรู้การจัดการความเครียด
Mental wellness check, stress management, work-life balance



Promoting Influenza Vaccination



Football Club



Delta My Club



Nurse and Emergency Response Team



Discount from local health-promotion businesses

Delta My Club

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

Discount from local health-promotion businesses

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

Singing and Dancing Contest 2025

Delta Thailand encourages all employees to join the upcoming singing and dancing contests. These activities are open to everyone and offer a chance to showcase talent and creativity. Beyond the competition, they aim to strengthen connections among colleagues, foster a positive and engaging workplace atmosphere, and support overall well-being across the organization.

Nurse and Emergency Response Team

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

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Employees Well-being in the Face of the Global Cost of Living Crisis

Delta Thailand recognizes that rising living costs, inflation, and economic uncertainties may affect employees' financial security, physical health, and mental well-being. To address these challenges, the Company implements employee well-being initiatives aimed at reducing financial burdens, supporting healthy lifestyles, and fostering a positive and inclusive working environment. Through its Happy Workplace framework, Delta organizes activities under the Happy Brain, Happy Money, and Happy Body pillars to promote holistic employee well-being. These initiatives include continuous learning and personal development, financial literacy and planning programs, and health promotion activities that encourage healthy lifestyles and long-term well-being.

To strengthen employees' financial well-being, Delta provides Provident Fund training, financial and investment training, annual performance bonuses, enhanced medical benefits, and assistance in obtaining home loans through partner banks at preferential rates, helping employees save time and resources. The Company also promotes open communication through the Coffee Talk program, where employees and employee representatives engage with management to discuss concerns, employee well-being, and opportunities for continuous improvement.

Happy Brain

- Coffee talk with the management/ Plant Manager
- Learning & Development Roadmap
- Delta Academy (e-Learning)

Coffee Talk
with our CEO & COO
June 27, 2025 | 14:00 - 16:00
Conference Hall room, DET5 (Center)
Or join us at Lobby DET1, DET3, DET8 for DET6-7 at M06 Room

"The 7 Habits of Highly Effective People"
Personally Guided by the Chairman - Now Available on eLearning!
《高绩效人士的七个习惯》
董事長親自導讀 · eLearning 上線!
Click and start learning now

Language Online Learning
01 02 03 04 05 06 07
REGISTER NOW

Happy Body

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

BADMINTON COMPETITION 2025
Swing Your Way... Fun For Everyone!
รับสมัครเพียง 18 ทีมเท่านั้น
ONLY 18 TEAMS, FIRST COME FIRST SERVED
20 JULY 2025 AT 3 - 6 PM
at TOPGOLF MEGACITY near Megalanga

Delta Wellness Day
สุขภาพดี เริ่มต้นได้ที่เดลต้า
พบกับกิจกรรมสุขภาพสุดยิ่งใหญ่แห่งปีของเราแล้ว! ในงาน "Delta Wellness Day" วันที่ 29 สิงหาคมนี้ พร้อมกิจกรรมตลอดทั้งวัน ที่ทั้ง บางปู และเวลโกรว์
Good health starts at Delta!
Join us for the biggest wellness event of the year. "Delta Wellness Day" on August 29. Enjoy a full day of health-focused activities at both Bangpoo and Wellgrow locations.
6:30 - 13:00 hrs
พบกับเชอร์วอลสุขภาพจากโรงพยาบาลชั้นนำ ตลอดจนบริการสุขภาพ และประเมินสุขภาพฟรี Visit health check-up booths from leading hospitals, featuring physical fitness tests and mental health assessments. DET8 8:30-15:00 hrs

Happy Money

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

ขอเชิญลงทะเบียนเข้าร่วมสัมมนา "หลักทรัพย์บัวหลวง ชวนห่วงใย ใส่ใจสุขภาพการเงิน"
Exclusive Seminar: "Bualuang Securities Cares: Financial Wellness for a Better Life"
Discover insightful topics for every stage of life!
A good life begins with financial planning
Designing a secure and comfortable retirement
Portfolio strategies to achieve your life goals
Tax-saving opportunities through Thai ESGX funds
พบกับหัวข้อที่น่าสนใจและตอบข้อสงสัยทุกช่วงชีวิต
ชีวิตดีดี เริ่มต้นด้วยการวางแผนการเงิน
ออกแบบชีวิตให้สนุก มีโอกาสทางสังคม
จัดพร้อมอาหาร พักผ่อนทุกกายสบาย
ลงทะเบียนผ่านบัตร Thai ESGX
ลงทะเบียน / WG 11 M-06 Room DET6 13.30-15.30 น.
ลงทะเบียน / BP 12 Conference hall DET5

Eastspring Pitchbook Investment Outlook
Presented by Investment Strategy Team

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Employees Well-being in the Face of the Global Cost of Living Crisis

Promoting employees' mental health is essential not only for fostering innovation, productivity, and employee retention but also for ensuring organizational resilience in a rapidly changing industry. Employee engagement surveys have reinforced the importance of mental well-being amid rapid technological changes and evolving work environments. In response, Delta continues to expand its employee well-being programs to promote mental health awareness, encourage work-life balance, and provide a supportive workplace that enhances employee engagement, resilience, and overall well-being.

In response to increasing food and living costs resulting from global inflation and supply chain disruptions, Delta continues to provide financial support to help reduce employees' daily living expenses. Since 2023, the Company has operated the "First Meal of the Day" program. In 2025, the program was enhanced by introducing a THB 10 meal subsidy for employees who purchase meals of THB 20 or more at company canteens using face scan (facial recognition) for identity verification. This initiative improves access to affordable, nutritious meals while helping alleviate employees' daily living costs.

Through these initiatives, Delta aims to strengthen employee well-being, maintain workforce resilience, and support a healthy, productive, and engaged workforce.

WELLNESS ACTIVITY 2026

Healthy People, Stronger Workplace

ขอเชิญเข้าร่วมกิจกรรมส่งเสริมสุขภาพ
โดยร่วมมือกับสำนักงานหลักประกันสุขภาพแห่งชาติ (สปสช.)
You are invited to join our Health Promotion Activity
in collaboration with National Health Security Office (NHSO)

17 มิ.ย. 2569
June 17, 2026

10:00-14:00

อาคารจอดรถ ชั้น 1
FL.1 Parking Area
(WGP-A)

กิจกรรมภายในงาน | Booth Activity

- Health Screening**
ตรวจสุขภาพเบื้องต้นและ
ประเมินความเสี่ยงโรค
Basic health screening and
health risk assessment
- Mind & Wellness**
เช็กสุขภาพใจ เรียนรู้การจัดการ
ความเครียด
Mental wellness check, stress
management, work-life balance
- Women's Health**
ตรวจคัดกรองมะเร็งเต้านม
และเชิงปากมดลูก
Breast & cervical
cancer screening

พร้อมพบกับบริการจากหน่วยงานต่าง ๆ
เช่น สำนักงานประกันสังคม คลินิกสุขภาพ และอื่น ๆ
อีกมากมาย
Information booths from partner organizations
and health institutions

อย่าลืมนำบัตรประชาชนมาด้วย
เพื่อใช้สิทธิในการรับบริการ อาทิ ตรวจและฉีดวัคซีน
มะเร็งปากมดลูก และบริการสุขภาพอื่น ๆ
Please bring your national ID card to use your rights for health services
such as breast cancer screening, cervical cancer screening, and other health services.

อบรมครรภ์ คุณภาพ

เพื่อเตรียมความพร้อมสำหรับคุณแม่และลูกน้อยในครรภ์
Quality Pregnancy Training
Preparing You for a Healthy Pregnancy Journey

ห้องอบรมสำหรับพนักงาน
List of Lactation Room

- ✓ BP1 (DET1) ชั้น 1 (1st Floor)
- ✓ DET3 ชั้น 2 (2nd Floor)
- ✓ BP2 (DETS) ชั้น 1 (1st Floor)
- ✓ BP3 (DETS) ชั้น 1 (1st Floor)
- ✓ WG1 (DET6) ชั้น 1 (1st Floor)

ลงทะเบียน
REGISTER NOW

16 กันยายน
September 16

Conference Hall (BP2)
เวลา 13.30 - 16.00 น.
Time 01:30 PM - 04:00 PM

บางปู
Bangpu

15 ตุลาคม
October 15

MO6 (WG1)
เวลา 13.30 - 16.00 น.
Time 01:30 PM - 04:00 PM

Wellgrow

สอบถามข้อมูลเพิ่มเติมที่ฝ่ายทรัพยากรบุคคล
For more information, please contact Employee Relations

WG: Thanadorn Email: thanap@deltaeas.com
BP: Kamngorn Email: kamngap@deltaeas.com

ขอเชิญชวนชาวเดลต้าฯ ร่วม บริจาคโลหิต

We invite you to participate in the blood donation

กำหนดการบริจาคโลหิตประจำปี 2568 เดือนสิงหาคม
Blood Donation Schedule: August 2025

August 08	เวลโกรว์ / WG สิงหาคม 2568 เวลา 09:00 - 14:00 น. Time: 09:00 AM. - 02:00 PM.	August 19	บางปู / BP สิงหาคม 2568 เวลา 09:00 - 14:00 น. Time: 09:00 AM. - 02:00 PM.
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FOOD DISCOUNT SYSTEM UPDATE

อัปเดตระบบส่วนลดอาหาร

ขณะนี้ระบบสแกนใบหน้าสำหรับรับส่วนลดมื้ออาหารสามารถใช้งานได้เต็มรูปแบบแล้ว
พนักงานสามารถใช้การสแกนใบหน้าเพียงอย่างเดียวเพื่อรับส่วนลดได้ตามปกติ
โดยส่วนลดสามารถใช้ได้เมื่อมียอดซื้อขั้นต่ำ 20 บาท

The facial recognition system for meal discounts is now fully operational.
Employees can use facial scanning only to receive their discounts as usual.

The discount applies with a minimum
purchase of 20 THB per transaction.

THE 9 PILLARS OF DELTA'S EMPLOYMENT POLICY

9. Health and Safety: Emergency Preparedness, Response, and Recovery Plan

In response to the evolving global and business landscape, Delta takes proactive measures to safeguard employee well-being and maintain business continuity. We systematically identify hazards, allocate resources, and implement preventive controls for potential emergencies, including fires, chemical spills, medical incidents requiring CPR and AED intervention, machinery and forklift-related risks, floods, labor unrest, earthquakes, and pandemics. As outlined in our [Worker's Health and Safety Manual](#), the emergency preparedness framework is publicly disclosed to ensure transparency for employees, business partners, and stakeholders, demonstrating that all foreseeable risks are assessed and addressed through structured mitigation measures.

Delta's Preparedness Procedure, established in alignment with applicable regulations and international best practices, is designed to prevent, respond to, and minimize the impacts of emergencies on people, assets, operations, and the environment. In accordance with our [Human Rights Policy](#), all Thailand operations adhere to the Responsible Business Alliance (RBA) Code of Conduct, International Labour Organization (ILO) standards, and the UN Guiding Principles on Business and Human Rights (UNGPR), reinforcing our commitment to safe and responsible operations. Complementing this, Delta implements a Business Recovery Plan to ensure operational continuity and resilience. Delta has developed a 5-year roadmap focusing on digital transformation, IT security improvement, occupational health and safety enhancement, eco-efficient operations, and strengthened sustainability indicators under the Sustainable Development Committee.

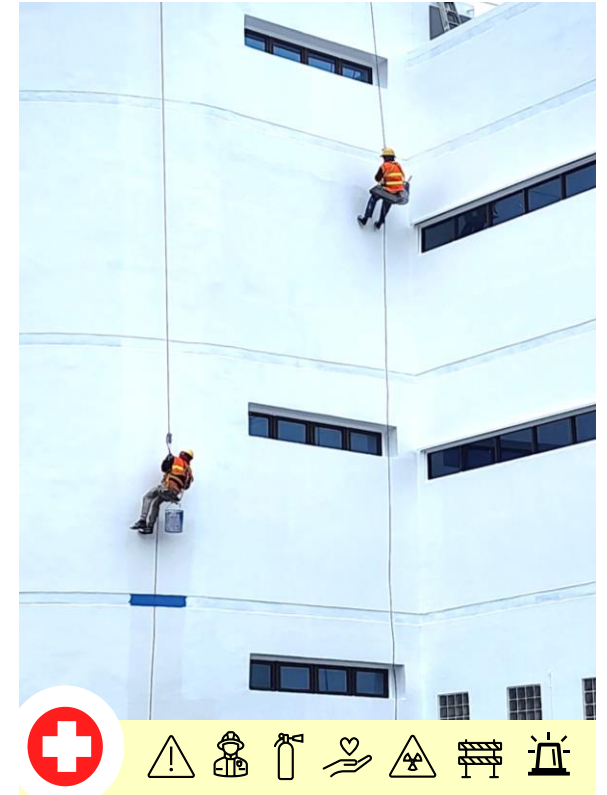
To address climate-related risks, including unseasonal rainfall and flooding, Delta developed the [Smart Water Level Monitoring System](#), leveraging industrial cloud infrastructure and DIACloud services for real-time monitoring and control of water management systems. This solution has enhanced flood prevention capabilities in the Bangpoo Industrial Estate and supported coordinated risk mitigation across neighboring facilities, significantly reducing operational, environmental, and safety impacts. Since 2022, no material losses or disruptions have been recorded from such weather events.

Emergency Preparedness and Response to the Earthquake

Regarding risk management, Delta has further strengthened its earthquake preparedness by integrating seismic scenarios into facility-level Emergency Response Plan (ERP) drills and business continuity simulations. These include structural safety verification protocols, rapid evacuation procedures, headcount accountability systems, and post-event engineering inspections for critical infrastructure and production equipment. The approach ensures that earthquake-related risks are managed consistently alongside other high-impact scenarios, with emphasis on early response coordination, employee safety assurance, and rapid operational recovery.

In 2025, Delta conducted a rehearsal of its updated emergency preparedness framework, incorporating emerging risks from advanced technologies. The simulation covered high-risk scenarios such as nitrogen tank explosions, chemical leaks, radiation exposure incidents, electrical hazards, confined-space evacuation, and communication failures during network outages. Lessons learned were systematically integrated into procedures, training programs, and risk control measures.

Overall, Delta's emergency preparedness and recovery approach is continuously strengthened through risk assessment, scenario-based training, and operational learning. This ensures readiness for both conventional and emerging risks, enhances organizational resilience under climate and technological uncertainties, and supports the long-term continuity and sustainable success of the company.



For additional information, suggestion and complaints on environment, health and safety issue; our team is ready to help at White boxes in canteen, office and production line; email OHSC@deltathailand.com and HR.grievance.SEA@deltaww.com.

ECO-FRIENDLY HABIT CULTIVATION

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

1. Eco-friendly work environment

Delta's work environment and facilities are not only managed for employee's safety, health and well-being, we also manage our work environment to minimize waste and pollution which may occur from our daily personal life too. Green purchasing products and services that cause minimal adverse environmental impacts. It incorporates human health and environmental concerns into the search for high-quality products and services at competitive prices. In 2025, We spent 145.35 million baht on energy-saving practices across the entire production plant. This includes renewable energy projects (solar rooftop and solar streetlights installation), air conditioning ventilation systems (high-efficiency IE4 motors and magnetic chillers), air compressors (smart air compressor management), heat reduction improvements in the production line (heat insulation) and EV transformation (EV truck, EV forklift, and EV management car).

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



ECO-FRIENDLY HABIT CULTIVATION

2. Extending the Useful Life of Assets through Reuse

As part of Delta’s resource efficiency and circular economy approach, written-off office assets that remained functional were repurposed for educational use instead of being disposed of as waste. In 2025, following facility expansion, automation upgrades, and workplace renovations, Delta identified office furniture, computer monitors, and other usable assets that had reached the end of their accounting useful life and redistributed them to schools in underserved communities.

The initiative was implemented through collaboration among the Sustainability Development Committee, employee volunteers, labor union representatives, and employee relations officers. Employees were invited to nominate schools in their hometown communities, and selected schools were identified through an internal coordination process based on needs and accessibility. Delta facilitated the donation and delivery of usable assets to help improve access to educational resources in rural communities.

In 2025, Delta donated approximately 3.4 metric tons of written-off but usable assets to 13 schools in 9 provinces. Although these assets had a net book value of zero, their reuse helped extend product life, reduce waste generation, and improve resource utilization. Delta also supported related logistics and operational costs, including collection, refurbishment where needed, and transportation.

In addition to asset donation, Delta employees and labor union representatives participated in school improvement activities, such as minor facility renovation and the handover of educational resources. The initiative generated total contributions of more than THB 1,200,000 and benefited approximately 864 students and 93 teachers through improved access to learning equipment and school resources.

This initiative demonstrates Delta’s effort to integrate waste prevention, asset reuse, and social value creation into operational practice. By extending the useful life of materials and equipment while supporting access to educational infrastructure in rural communities, the program contributes to both circular resource management and broader community development, including opportunities to strengthen STEM-related learning environments and foster students’ interest in science, environmental sustainability, and energy.



Delta donated desktop computers to the school

Delta successfully renovated the E-Library

Delta donated stainless-steel tables and chairs

ECO-FRIENDLY HABIT CULTIVATION

3. Regeneration of natural systems

Alongside well-managed integrative processes, location and transportation, water efficiency, energy and atmosphere, material and resources, indoor environmental quality, innovation, and regional priorities, sustainable site management is a key factor driving Delta to become the first manufacturing facility to receive LEED EBOM certification. From the LEED standards, Delta has learned the importance of incorporating native plants that offer both shelter and food." On the other hand, native plants are the determining factor for what local birds, insects, and animals can live within the community.

During 2017–2023, Delta replaced its ornamental plants with local plants, while limiting turf areas to 25% of the total vegetated onsite area. Although the company does not use water as a manufacturing factor, our awareness of water conservation has been frequently raised by investors. Since 2018, the company has consolidated information on water risks in its major operation areas. The study is a tool for planning water conservation resources and activities and encourages us to consider potential indirect impacts on society and the environment.

Delta has joined the National Parks Board of Singapore’s (NParks) 100k Corals Initiative to support coral reef restoration. Beyond financial support, Delta contributes its industrial automation expertise and engineering solutions to the coral culture facility at the Marine Park Outreach and Education Centre on St John’s Island, aiming to cultivate up to 10,000 corals annually for the next 10 years and beyond. Delta leverages energy-saving systems, industrial automation, and building solutions to collaborate with NParks and coral restoration experts and researchers from the National University of Singapore at St John’s Island National Marine Laboratory (SJINML). This partnership enhances technical capacity for large-scale restoration and helps strengthen reef resilience.

Marine conservation has long been a focus for Delta. In Taiwan, the company and the foundation worked with marine experts to develop coral nurseries and protect coastal reefs, using advanced automation systems to create controlled environments that foster coral resilience and optimal growth conditions. These efforts have significantly contributed to reef restoration in Taiwan’s waters. Recently, Delta even achieved a significant biodiversity milestone by becoming the first corporation in Taiwan to serve as an official observer to the CBD COP16 through the Delta foundation, showcasing its coral restoration efforts and commitment to restoring 10,000 coral colonies by 2025 as part of its ESG strategy.

In 2025, Delta participated in the UN Climate Change Conference (COP30) in Belém, Brazil. Delta shared its coral restoration and green building initiatives through “AI for Green,” including AI applications for coral identification and biodiversity database development. Delta also collaborated with international organizations and experts to explore sustainable ocean development and marine conservation.



In 2026, Delta extended these marine conservation efforts to Thailand through employee engagement activities. These activities included learning sessions and hands-on participation in coral reef restoration, marine life release, and beach cleaning in Chonburi Province. The activities provided employees with opportunities to learn about marine ecosystems and actively contribute to environmental conservation, further supporting Delta’s commitment to environmental sustainability and marine conservation.

EMPLOYEE RETENTION

To support long-term employee retention, Delta implements fair employment policies alongside workplace well-being initiatives and employee engagement programs. Delta conducts an Employee Engagement Survey every 2 years to assess employee engagement, satisfaction, alignment with the Company’s values, teamwork, and workplace experience. Delta Human Resource Development, Employee Relations, and Sustainable Development committees collaborated to expand the annual employee engagement survey. This approach includes operators and subcontract workers, allowing Delta to better understand their expectations alongside those of regular staff. The survey results provide insights into employee expectations and areas for improvement, including employees’ perceptions of workplace support and the extent to which they feel supported at work. These insights help Delta understand workplace challenges and factors that may affect employee well-being and retention, while supporting a positive workplace experience, including employees’ sense of pride in being associated with the Company and sense of inclusion.

To ensure confidentiality and objective analysis, the survey was conducted by Willis Towers Watson. The questionnaire covered 15 dimensions, including the overall employee engagement score and 14 key success factors, using a standard Likert scale and open-ended questions.

The 2024 Employee Engagement Survey received feedback from 25,490 colleagues globally according to our investment structure, with a response rate of 79%. Compared with 2022, the number of responses increased by 4,302 FTE. Overall, Delta maintained a high-performance employee engagement score.

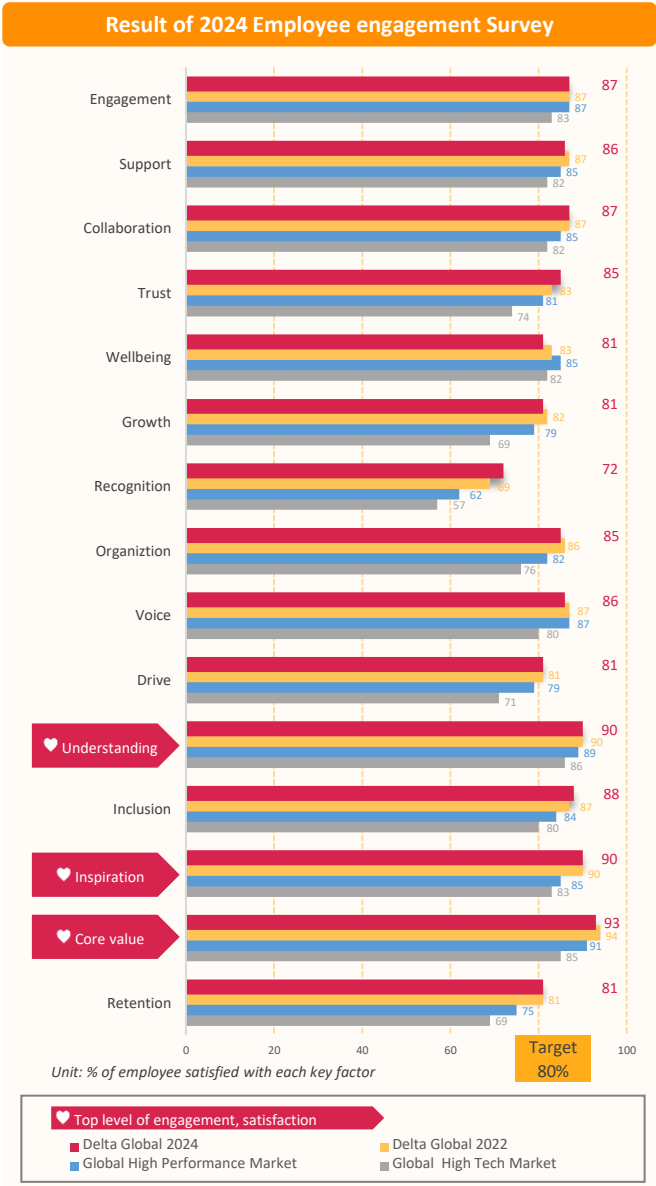
With a target of 80 percent, the overall engagement score reached 87 (2020: 72, 2022: 84), while 13 out of 14 key success factors exceeded the target. The top 3 areas of engagement were Understanding, Inspiration, and Core Value. The 3 most improved categories were Recognition, Trust, and Inclusion. Recognition increased by 3 points compared with the previous survey, although its score remained slightly below the 80 percent target. Delta considers this an opportunity for further improvement and plans to introduce related initiatives in the next survey cycle.

Delta is also developing improvement initiatives for 3 factors with borderline scores, namely Well-being, Growth, and Drive, to support sustainable progress and continued enhancement of the employee experience.

Future Action Plans

Based on the results of the survey, the company plans to implement the following action plans:

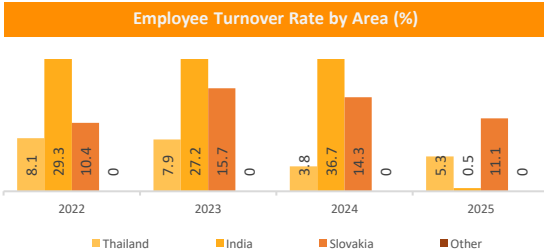
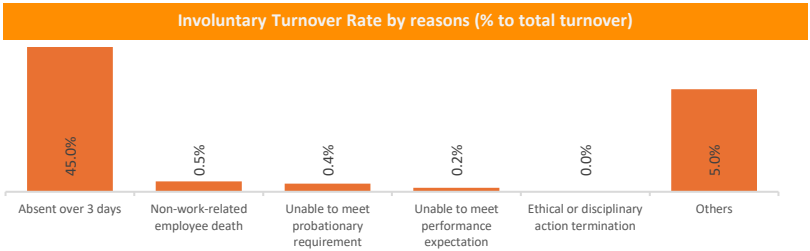
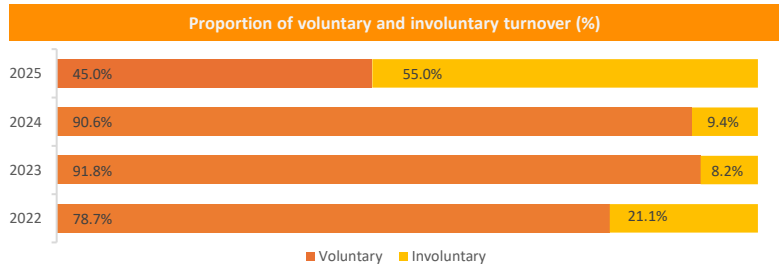
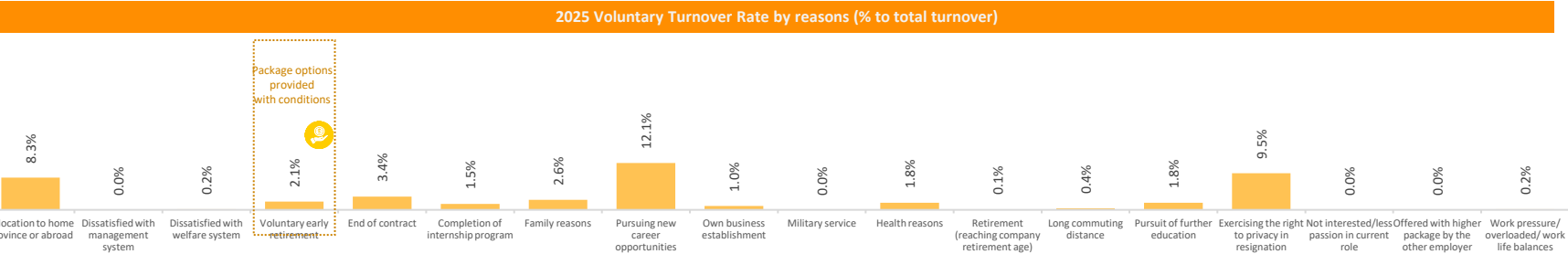
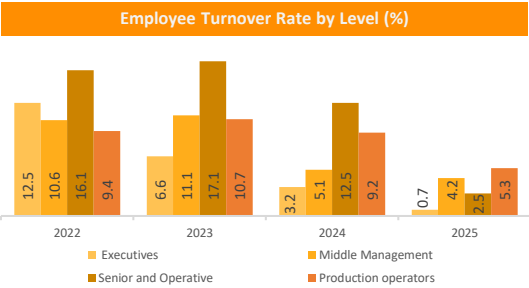
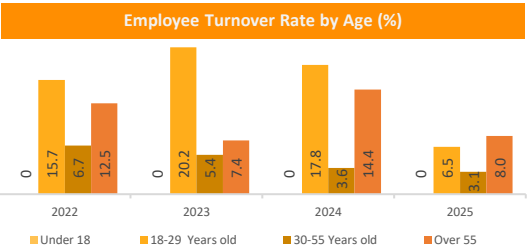
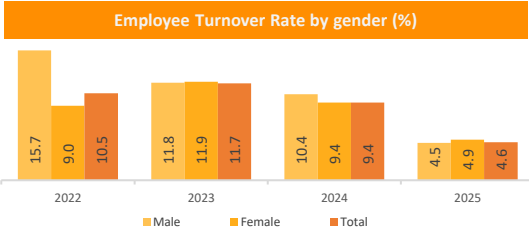
- HR will partner with business units and regional teams to address engagement challenges, strengthen collaboration, and build a more connected workplace.
- We will expand well-being programs, introduce flexible support systems, and improve communication to make well-being initiatives accessible and relevant for all.
- Internal operations will be optimized by streamlining processes, integrating digital systems, and upgrading tools to boost efficiency and support transformation.
- We will enhance growth opportunities through job rotation, overseas assignments, AI-based learning, and broadened recognition programs to recognize and value employee contributions.
- Regular surveys and feedback channels will guide actionable improvement plans, with progress reviewed to support continuous improvement.



EMPLOYEE TURNOVER

The results of the surveys are analyzed to understand employee expectations and workplace challenges and to identify factors that may affect employee retention. The insights are used to support HR strategies, including compensation and benefits, the work environment, and training and mentorship programs. Delta also monitors and analyzes employee turnover and exit interview data to identify reasons for employee departures and potential flight risks. In 2025, Delta systematically collected exit interview data to further inform human resource management and relevant HR strategies. Delta also benchmarks its turnover rate against peers in the industry to monitor employee retention trends and inform relevant HR strategies and initiatives.

In 2025, excluding leavers due to the expiration of their contract periods, the total turnover rate for the Delta Thailand group was 4.6%. Of the employees who departed, 45.0% did so voluntarily, while the remaining 55.0% were classified as involuntary turnover, mainly due to employment termination following disciplinary actions, such as violations of the Code of Conduct and unexcused absences exceeding three days. The automatic termination of employment contracts in such cases, processed through the payroll system, was stipulated in the employment contract agreement and covered during company orientation training for all new employees, regardless of whether they were permanent or contracted staff. To mitigate such disciplinary incidents, Delta implemented a “cool-down period,” under which departing employees are ineligible to reapply for any position within the Company for three months following their departure.



INCLUSIVE WELL-BEING : PHILANTHROPIC ACTIVITY

Philanthropic activity plays a crucial role in supporting and accelerating the climate transition while reducing vulnerability. As the world faces the challenges of climate change, philanthropists and charitable organizations have a unique opportunity to drive positive change and address the environmental, social, and economic impacts of the transition to a low-carbon and climate-resilient future. Corporate philanthropy can also contribute to building resilient communities and supporting an inclusive transition.

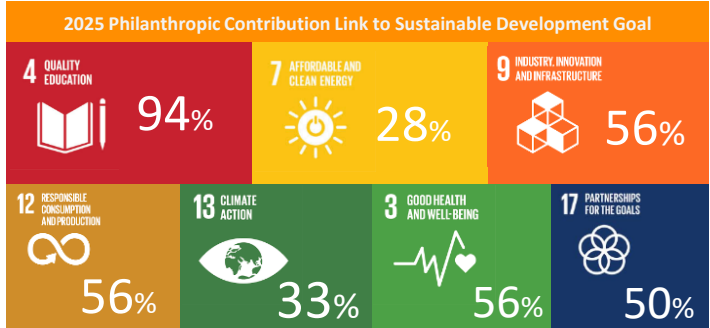
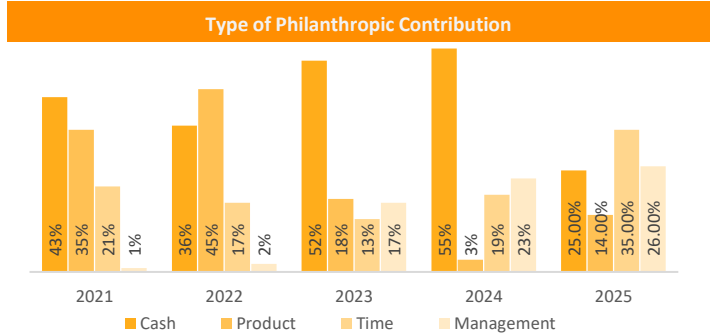
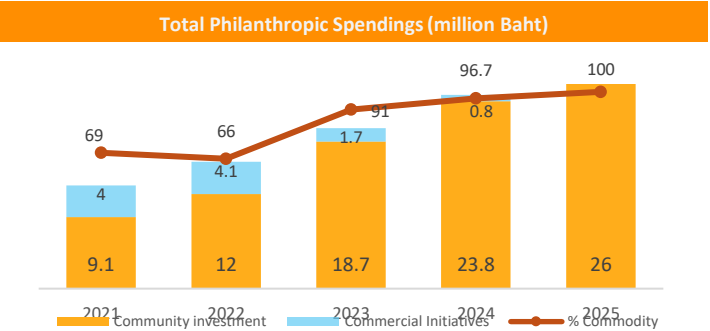
Delta Thailand, as an active corporate citizen, is committed to making life smarter and greener through social responsibility initiatives. The Company implements various CSR activities, projects, and programs to address the needs and expectations of its stakeholders. In addition to its continuous efforts to take care of customers, employees, suppliers, creditors, communities, and the environment, while maintaining fair competition in accordance with the Company’s Fair Treatment Policy, Delta Thailand continues to strengthen its corporate citizenship efforts in alignment with the United Nations Sustainable Development Goals (UN SDGs).

To mitigate vulnerability resulting from transition risks, Delta has developed a more focused strategy that aligns its corporate mission, brand promise, and sustainability endeavors: “Smarter. Greener. Together.” This approach supports a clear and consistent direction for sustainability actions across all levels of the organization. To amplify its efforts to address the global climate change agenda, Delta shares its innovations and eco-efficient operational expertise with communities to support a greener and more resilient society, guided by three principles:

- Smarter – Creating innovations that benefit society and the environment;
- Greener – Promoting energy efficiency and environmental conservation; and
- Together – Actively working with stakeholders to create a better tomorrow.

Based on its core competencies and areas of expertise, Delta prioritizes the following UN SDGs: Quality Education (SDG 4), Affordable and Clean Energy (SDG 7), Industry, Innovation and Infrastructure (SDG 9), Responsible Consumption and Production (SDG 12), and Partnerships for the Goals (SDG 17).

In 2025, Delta invested THB 26 million in philanthropic and community investment initiatives. 100% of the reported amount contributed to local and national communities, supporting industry innovation, eco-efficient living, and climate action initiatives. This included 25% in cash donations (charitable and other donations) and 35% in products and services, including investments in STEM education for society, employee time, in-kind donations, and certain management costs. The remaining amount covered management costs and overheads. During the reporting period, there was no non-compliance related to the sponsorship of these programs. Delta’s [philanthropic programs](#), including their inputs, outputs, and impact evaluations, are available on the Company's website.



INCLUSIVE WELL-BEING

PARTICIPATION AND MEMBERSHIP

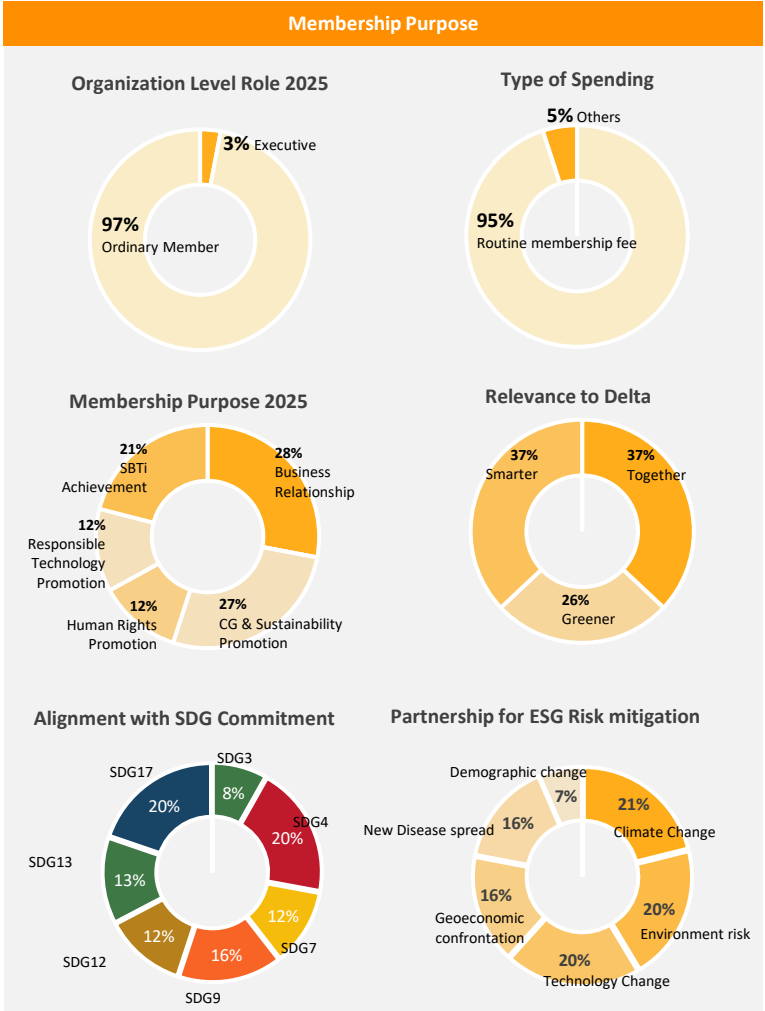
Delta Electronics (Thailand) emphasizes its mission through its precise brand promise, “Smarter. Greener. Together.”, which encompasses our spirit of responsibility in every aspect of our business practices. In actively responding to sustainable development in our business processes and achieving our long-term goals, Delta maintains regular membership with leading organizations at the organizational level.

To create a positive impact through business transparency, we disclose our direct and indirect spending, contributions, and payments to our business networks annually. According to [Delta Group’s Policy Influence Guideline](#), Delta strives to operate its business with political neutrality by not participating in or siding with any political party or influential political leader and by not using the Company’s capital or resources to support political parties or politicians, directly or indirectly.

During the reporting period, Delta Thailand and its subsidiaries’ total contributions and [spending on association memberships](#) amounted to THB 412,026, a 16.3% decrease compared with 2024, due to the Thai Automotive Institute lifetime membership fee paid in 2024, with no payment required in 2025. The purposes of memberships are to exchange knowledge and advocate for emerging trends, climate change and innovation issues, and sustainable development matters. The contributions are in line with our brand promise, “Smarter. Greener. Together.”, at 37%, 26%, and 37%, respectively. The subscribed business networks help us strengthen our capabilities to achieve our committed Sustainable Development Goals (SDGs): SDG 3, SDG 4, SDG 7, SDG 9, SDG 12, SDG 13, and SDG 17. The spending supported business-related associations (28%), governance and leadership enhancement and sustainable development (27%), SBTi achievement (21%), human rights promotion (12%), and Responsible Technology Promotion (12%). None of these expenditures were made for political or tax-exemption purposes.

In 2025, 95% of our spending comprised regular membership fees, including annual renewals and first-time regular membership subscriptions, while the remaining 5% comprised other spending. The company had not sponsored any membership-related activity in 2025. By organization-level role, 100% of these spending was for maintaining Delta’s member level while company’s role as the committee of the Thai IoT Association had maintain by one-time membership fee spent in 2019. In addition, we also disclose our membership without application fee such as our membership in Thailand Carbon Neutral Network , ESG Network by Thai Listed Company and Sustainability Disclosure Community to our stakeholders for transparency. Delta’s major role and responsibility as the committee of these network is to provide its point of view and engage industry partners to boost knowledge sharing among the industry.

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

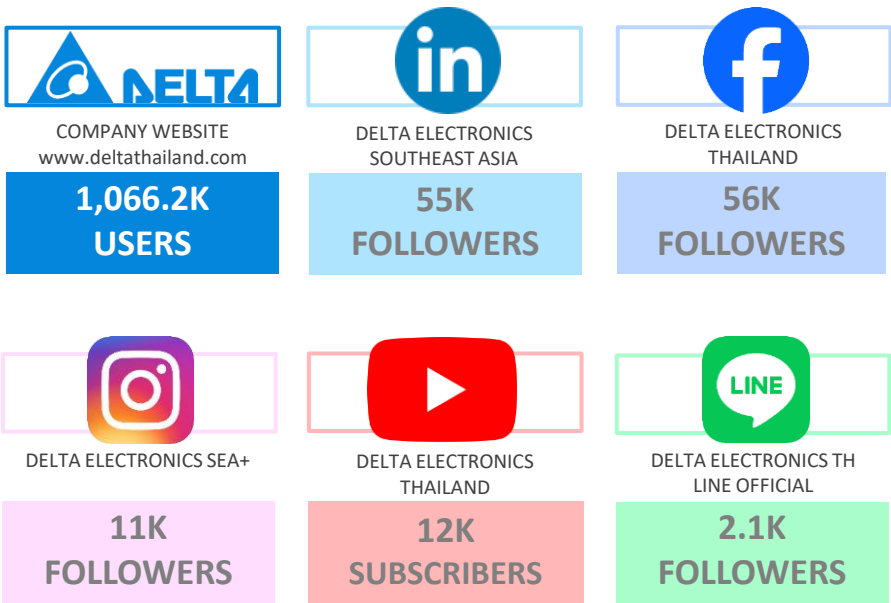


INCLUSIVE WELL-BEING

PARTICIPATION AND MEMBERSHIP : OVERVIEW MEMBERSHIP STATUS 2025

Item	Organization / Network	Organization Level role			Type of Spending				Membership Purpose							Relevance to Delta			Alignment with our committed SDG Goals							Partnership for ESG Risk Mitigation					
		Management	Executive / C-suit / director	Ordinary Member	Life-time membership fee	Routine membership fee	Activity sponsorship	Others	Business Relationship	Political Relation	Tax exemption	CG & sustainability promotion	Human rights promotion	Responsible Technology Promotion	SBTi achievement	Smarter	Greener	Together	SDG3	SDG4	SDG7	SDG9	SDG12	SDG13	SDG17	Climate Change	Environment Risk	Technology Change	Geo-economics confrontation	New disease Spread	Demographic Change
1	Association of Electronics industry in SK	-	-	•	-	•	-	-	•	-	-	•	-	-	•	•	•	•	-	•	•	•	•	•	•	•	•	•	•	•	•
2	Bangpoo Industrial Society	-	-	•	-	•	-	-	•	-	-	•	-	-	•	•	•	•	•	•	-	•	-	-	•	•	•	•	-	•	-
3	Electrical and Electronics Institute (EEI)	-	-	•	-	•	-	-	•	-	-	-	-	•	-	•	•	•	•	•	•	•	•	•	•	•	•	•	-	•	-
4	Electronics and Computer Software Export Promotion Council	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	-	•	-
5	Export Promotion Council of EOU and SEZ	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	•	•	-	•	-	•	-	-	•	•	-	-	•	•	-
6	Electricity Vehicle Association of Thailand	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	-
7	Happy Workplace Network	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	•	•	-	-	-	-	•	-	-	•	-	•	•
8	Safety and Health at Work Promotion Association (Thailand)	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	•	•	•	•	-	-	-	•	•	•	-	-	•	-	-
9	SDG-Friendly Business	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
10	Slovak Chamber of Commerce	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	-	•	-	•	-	-	•	•	•	•	-	•	-
11	Sustainability Disclosure Community	-	-	•	-	•	-	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	-	•	•
12	Thai Autopart Manufacturers Assocation	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	-	-
13	Thai Automotive Institute	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	-
14	Thai Breastfeeding Center Foundation	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	•	•	-	-	-	-	•	-	-	-	•	•	•
15	Thai Chamber of Commerce	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	-	•	•	•	-	-	•	•	•	•	•	-	-
16	Thai Institute of Directors	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	-	•	-	-	-	-	•	•	•	•	•	•	•
17	Thai IoT Association	-	•	•	-	-	-	-	•	-	-	•	-	•	•	•	-	•	-	•	•	•	•	•	•	•	•	•	•	•	-
18	Thai Listed Company Association	-	-	•	-	•	-	-	•	-	-	•	-	-	-	•	-	•	•	•	-	-	-	-	•	•	•	-	•	-	-
19	Thai Photovoltaic Association	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	-	•	•	•	•	•	•	•	•	•	•	•	-
20	ESG Network by Thai Listed Company	-	-	•	-	-	-	-	•	-	-	•	-	-	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
21	Thailand's productivity Institute	-	-	•	-	-	-	-	•	-	-	•	-	•	•	•	•	•	-	•	•	•	•	•	•	•	•	•	-	-	-
22	Thai Private Sector Collective Action against Corruption	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	-	•	-	•	-	-	-	-	•	•	•	•	•	•	-
23	Thailand Printed circuit Association (THPCA)	-	-	•	-	•	-	-	•	-	-	-	-	•	•	•	•	•	-	•	•	•	•	•	•	•	•	•	•	•	-
24	The Federal of Thai Industries, Chachoengsao Chapter	-	-	•	-	•	-	-	•	-	-	-	-	-	-	•	•	•	-	•	-	•	•	•	•	•	•	•	•	•	-
25	The Global language of Business (GS1 Thailand)	-	-	•	-	•	-	-	•	-	-	-	-	-	-	•	-	•	-	•	-	•	-	-	•	-	-	•	-	-	-
26	Thailand Carbon Neutral Network	-	-	•	-	-	-	-	•	-	-	•	-	•	•	•	•	•	•	•	-	•	•	•	•	•	•	•	•	-	•
27	The Federal of Thai Industries	-	-	•	-	•	-	-	-	-	-	•	-	-	-	•	•	•	-	•	•	•	•	•	•	•	•	•	•	•	-
28	Thailand Energy Storage Technology Association (TESTA)	-	-	•	-	•	-	-	•	-	-	•	-	•	•	•	•	•	-	•	•	•	•	•	•	•	•	•	•	-	-
29	Thai RE100 Association	-	-	•	-	•	-	-	-	-	-	•	-	-	-	•	•	•	-	•	•	•	•	•	•	•	•	•	•	-	-
Total contributions and other spending		0	1	29	0	20	0	1	26	0	0	25	11	11	19	29	20	29	12	29	17	23	18	19	29	26	25	25	20	19	8

INCLUSIVE WELL-BEING



Sharing best practices

Internal and external communication is vital for Delta as it enables the seamless exchange of information, fosters collaboration, supports employee engagement and participation, and enhances business performance across the board. Delta Electronics Thailand's strong and strategic online presence across social media platforms, our corporate website, and various digital marketing channels plays a critical role in engaging stakeholders, promoting transparency, and advancing our sustainability commitments. We embrace purpose-driven communication to elevate awareness, promote responsible business practices, and foster meaningful engagement with customers, employees, investors, and the wider community. These platforms feature ESG stories, business updates, CSR activities, and corporate events.

Internally, Delta utilizes an Intranet portal as a primary communication tool for employees, subsidiaries, and Delta Group. The portal provides easy access to company news, policies, updates, codes of conduct, guidelines, and technical resources in local and English languages, supporting accessible communication across our diverse workforce. It also enables efficient top-down communication and supports self-learning. Delta's Office Automation (OA) system is integrated into the Intranet, offering an easy-to-access platform for employee compensation and benefits, such as leave applications, medical reimbursements, and travel claims. In 2023, we introduced the SEA Podcast channel, offering a diverse range of employee-shared experiences in multiple languages and topics, supporting knowledge sharing, employee connection, and an inclusive workplace culture.

Alongside these channels, the Delta Thailand Labor Union, established in 1998, represents employees and provides a channel for employee voice and two-way communication with management. It plays an active role in promoting open information exchange, encouraging dialogue and collaborative problem-solving, supporting employee participation and constructive labor-management relations, and strengthening unity and the company's sustainable growth.

Expanding Communication Through Digital Channels

Our corporate website provides access to company news, sustainability disclosures, investor relations, career opportunities, and product information. We continuously enhance the site's accessibility, searchability, and mobile responsiveness to support inclusive and user-friendly communication for a global audience. We develop digital platforms to keep pace with technological developments, meet evolving stakeholder needs, and enable two-way communication and engagement. Our official social media channels also provide accessible platforms for communicating corporate and sustainability information to employees and other stakeholder groups.

Since 2016, our LinkedIn, Facebook, Instagram, and YouTube channels have been used to communicate corporate updates, sustainability initiatives, and organizational activities. These platforms also support two-way interaction and engagement with employees and different stakeholder groups through accessible and localized content. Additionally, our official LINE account in Thailand facilitates real-time communication and service support, while digital channels support customer relationship management (CRM) through customer contacts, queries, and ongoing engagement. Customer feedback informs improvements to digital communication and service delivery.

To support continuous improvement, we use digital analytics tools to monitor communication reach, campaign performance, and audience behavior. These insights help inform communication planning and improve the effectiveness and accessibility of stakeholder communication. Feedback and insights from digital channels are used to continuously improve communication and engagement.

INCLUSIVE WELL-BEING

We Learn and Share

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

Delta Supports Rural Schools and Communities in Thailand

School's Library Renovation at Bankhoisoong School in Uttaradit Province

In February, Delta collaborated with local stakeholders, bringing together approximately 100 participants to renovate the E-Library at Bankhoisoong School in Uttaradit Province, Thailand. The initiative focused on upgrading the school's library into a state-of-the-art learning hub that supports lifelong learning, skill development, and equitable access to quality education. The success of this initiative was made possible through the collaborative efforts of various stakeholders. Their dedication and teamwork helped transform the library into a modern, well-equipped space designed to inspire learning and creativity.

Delta supported digital education at Ban Thong Sawat School in Ubon Ratchathani Province

In May, Delta carried out a CSR initiative at Ban Thong Sawat School, located in Nong Om Subdistrict, Thung Si Udom District. The project involved the donation of desktop computer sets to help the school strengthen its digital learning environment and improve access to technology for both students and teachers. A team of employee volunteers set up the systems and conducted introductory digital literacy sessions. Their active involvement ensured a smooth integration of the new equipment into the classroom and promoted practical learning for students. The engagement also offered an opportunity for Delta staff to connect directly with the local community, sharing knowledge and fostering collaboration. Teachers and students responded enthusiastically, highlighting the value of hands-on support in making a lasting educational impact.

Delta Transforms Ban Sala School in Surin Province

In November, Delta employees, local volunteers, and community members came together to renovate and refresh classrooms, repaint walls, repair damaged structures, and improve sanitation facilities. Ban Sala School is a vital cornerstone of education in the area, and our efforts help ensure that students, teachers, and parents benefit from a comfortable and supportive learning environment. The activity strengthened our company's culture of volunteerism and social responsibility. Many participants expressed immense pride in being part of a project that directly benefits children and families in need, highlighting the importance of empathy and shared values.



School's Library Renovation at Bankhoisoong School in Uttaradit Province



Delta supported digital education at Ban Thong Sawat School in Ubon Ratchathani Province



Delta Transforms Ban Sala School in Surin Province

INCLUSIVE WELL-BEING



We Learn and Share

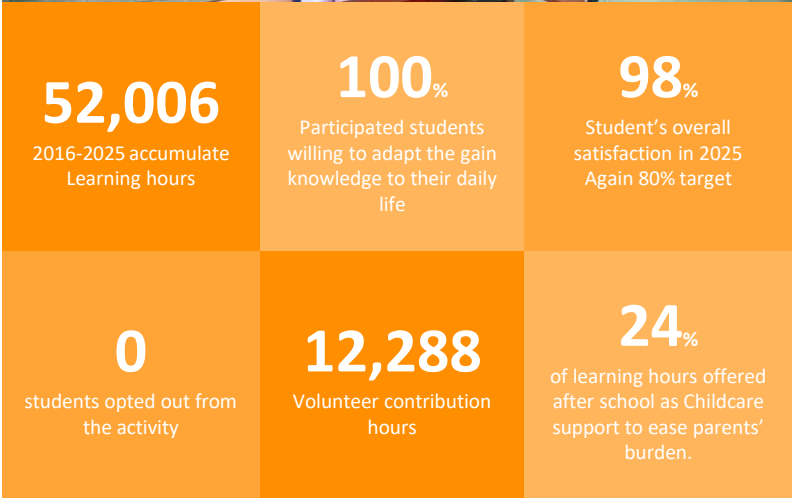
In response to climate-related challenges such as rising temperatures, resource scarcity, and increasing natural disasters, Delta implements the Energy Education Program as part of its community engagement and STEM education efforts. The program aims to strengthen awareness of energy efficiency, renewable energy, and responsible resource use among young people, while supporting the development of future capabilities needed for a low-carbon and resilient society.

Delta employees who participate as volunteers first complete an internal workshop to build the knowledge and skills needed to deliver the program effectively. Supported by this preparation through [online lessons and videos](#), volunteers help develop training materials, interactive activities, and participation-based rewards for students. The program combines classroom learning with hands-on activities to help students apply energy and sustainability concepts in practical settings. Topics cover energy efficiency, renewable energy technologies, and environmental responsibility, with activities designed to encourage problem-solving, creativity, and teamwork. Examples include designing eco-friendly houses, imagining electric vehicle solutions, and creating energy-saving campaign materials. Students also visit Delta’s green building to learn about sustainable building design and observe energy-related technologies in operation.

Participation in the program is voluntary. Before each session, students are informed that they may choose not to participate in any activity or decline being photographed. In 2025, no students requested to opt out. The program also connects with broader community initiatives, including tree planting, waste reduction, and collaboration with local industrial zones, helping extend environmental awareness beyond the classroom.

To support effective delivery, Delta employees who participate as volunteers receive internal training before conducting activities. This includes program orientation, simplified technical learning materials, and online lessons and videos to help volunteers communicate content appropriately for student audiences. Volunteers also receive training on the 10 Principles of Children’s Rights and Business to promote respectful engagement with children and to ensure that activities are conducted in a way that safeguards their rights, safety, and well-being.

In 2025, the program engaged 502 students across Bangkok, Samutprakarn, and Chachoengsao, and achieved a 98% satisfaction rate. Through this initiative, Delta seeks to enhance students’ understanding of sustainable energy and environmental issues, support STEM learning, and encourage interest in future education and careers in science, technology, engineering, and mathematics. The program also provides employees with opportunities to contribute to society through volunteerism, while strengthening internal awareness of sustainability and ESG-related topics.



INCLUSIVE WELL-BEING

We Learn and Share



Delta Thailand and DIPROM Launch Angel Fund Connect 2025 to Propel Thai Startups

March 3, 2025 - Delta Thailand, in partnership with the Department of Industrial Promotion (DIPROM), officially launched the Angel Fund Connect 2025 at Best Western Hotel, Chatuchak. Renamed to mark its 10th anniversary, the program continues to support Thai startups by providing financial support, industry partnerships, and real-world testing opportunities, helping them scale their businesses, refine innovations, and expand into international markets.

The 2025 program highlights the pressing need for technological solutions to address global challenges, particularly climate change and environmental sustainability. Startups are encouraged to develop innovations that contribute to safer, healthier environments and long-term economic resilience. By emphasizing clean technology, green energy, and digital transformation, Angel Fund Connect 2025 supports entrepreneurs in building businesses that are both commercially viable and socially impactful.



Delta Showcases Climate Resilience Leadership at Economist Impact's Sustainability Week Asia 2025

March 26, 2025 - Delta Thailand reaffirmed its dedication to advancing climate resilience and supporting the global shift to net zero at Economist Impact's Sustainability Week Asia 2025, held at Crystal Hall B, The Athenee Hotel, Bangkok. As a key contributor to the region's industrial transformation, Delta leverages its expertise in power electronics and manufacturing to deliver next-generation green solutions.

The company's technologies play a critical role in advancing electrification and digitalization across key sectors. Delta's offerings in industrial automation, data center infrastructure, and electric vehicle (EV) charging help both public and private organizations reduce emissions and improve energy efficiency.



Delta Thailand Hosts the EEI of Thailand to Advance Strategic Collaboration

April 29, 2025 - Delta Thailand welcomed representatives from the Electrical and Electronics Institute of Thailand (EEI) to its Delta Plant 8 for focused discussions on strengthening cooperation in educational development within the evolving electrical and electronics sector. Delta and EEI have worked together for over a decade in the area of product testing. This long-term partnership has strengthened local standards and built technical capacity. The latest engagement expands the collaboration to include education-focused activities, with EEI joining the judging panel for the Delta Cup 2025.

Launched in Thailand in 2024 following the competition's success in China, the Delta Cup provides engineering students with hands-on experience in automation, robotics, and smart solutions. The 2025 theme, "Sustainable Smart Manufacturing" encourages innovation that balances technology with environmental awareness.

INCLUSIVE WELL-BEING

We Learn and Share



Delta Thailand Reinforces 4IR Leadership and Smart Energy Vision at i-Forum 2025

May 9, 2025 - Delta Thailand reaffirmed its role in advancing industrial automation and sustainable innovation at the i-Forum 2025. Hosted by the Faculty of Engineering at Kasetsart University in Bangkok, the forum focused on the theme “Leading the 4IR Revolution: Key Lessons from the WEF Global Lighthouse Network.” The event brought together industry leaders, global experts, policymakers, and academics to explore strategies for enhancing Thailand’s industrial competitiveness through Fourth Industrial Revolution (4IR) technologies.

Delta Thailand shared its practical approach to transformation: “Digital transformation starts with a clear purpose. At Delta, we implement technology in phases to ensure measurable impact and long-term value. True 4IR success also means empowering people, not just upgrading machines.”



Delta Thailand Hosts BOI Delegation and U.S. Media to Showcase Thailand’s Electronics Industry Ecosystem

May 14, 2025 - Delta Thailand welcomed a delegation of U.S.-based media professionals and representatives from the Thailand Board of Investment (BOI) Office in New York at Delta headquarters in Bangpoo, Thailand, as part of a strategic initiative to highlight the strengths of Thailand’s growing electronics sector. The visit was organized in collaboration with the BOI’s Investment Services Center and Foreign Investment Marketing Division.

The delegation was presented with an overview of Delta’s operations, sustainability-focused mission, strategic vision, and leadership in industrial automation, power electronics, and smart energy solutions. The program provided insights into Delta’s capabilities and advancing innovation and nurturing local talent. It also underscored the company’s long-term dedication to sustainable development by integrating cutting-edge technology with social impact to deliver benefits for both society and industry. Delta’s efforts align with Thailand’s broader push to become a hub for high-tech and sustainable industries.



Delta Hosts ESG Learning Tour for IEAT-Led Community Groups and Receives CSR Green Star Award

May 20, 2025 - Delta Thailand welcomed community representatives, local stakeholders, and officials to its Plant 5 headquarters at Bangpoo Industrial Estate for a special ESG learning tour organized by the Industrial Estate Authority of Thailand (IEAT). The visit also formed part of the official evaluation process for the CSR Green Star Award 2025.

The program provided a platform for community groups brought together by IEAT to experience Delta’s sustainability approach firsthand. Participants explored the company’s Environmental Management Plan, circular economy initiatives, workforce development programs, and community engagement strategies, gaining insight into how Delta integrates ESG principles into its operations.

INCLUSIVE WELL-BEING

We Learn and Share



Delta SEA Partner Event 2025: Future Ready

Delta SEA Partner Event 2025 Unites Regional Partners to Embrace a Future Ready Vision

June 10-11, 2025 - Delta Thailand successfully hosted its Delta SEA Partner Event 2025: Future Ready at Delta Chungli Plant 5, Taiwan. This exclusive two-day gathering welcomed key partners from Southeast Asia and the Asia-Pacific to explore emerging challenges and new opportunities in an evolving global landscape.

Held under the theme “Future Ready,” the event focused on strengthening partnerships, fostering adaptability, and advancing shared goals across smart technology, automation, and sustainable infrastructure. The theme reflects Delta’s belief that real progress stems from preparation not prediction. With global economic uncertainty, shifting trade dynamics, and rapid technological acceleration including AI, energy transition, and digital infrastructure Delta draws on decades of practical experience to help its partners respond with clarity and confidence. “Future Ready” is about building practical, scalable, and responsible solutions that meet real-world challenges while enabling long-term sustainable growth.



Delta Thailand welcomed Satree Samutprakan School

Delta Electronics Thailand Empowers Future Innovators Through “Inspiring Innovation for Mega Trends

July 2, 2025 - Delta Thailand hosted 53 students from Satree Samutprakan School for an interactive learning experience under its Inspiring Innovation for Mega Trends 2025 initiative. The program supports Delta’s broader mission to promote STEM capabilities and develop future-ready talent in sustainability and innovation.

During the visit, students explored core topics shaping tomorrow’s industries engineering, energy systems, digital infrastructure, and smart manufacturing. Guided sessions, facility tours, and technology demonstrations gave students a firsthand look at how innovation powers real-world applications and supports global progress.



International CSR & Sustainability (ICS) Summit 2025

Delta Electronics Thailand Showcases Climate Resilience Strategy at ICS Summit 2025

July 11, 2025 - Delta Thailand successfully hosted the inaugural "Delta ESG Forum 2025: Collaborating for a Sustainable Thailand" at Hotel Nikko Bangkok, Thonglor. This invitation-only, closed-door forum brought together senior leaders from government, industry, academia, and media to demonstrate how cross-sector collaboration can drive meaningful Environmental, Social, and Governance (ESG) impact in Thailand.

Throughout the event, attendees gained exclusive insights into Delta’s ESG strategies and global best practices through presentations by the Delta ESG Consulting Office and Corporate Sustainability Division. The forum also featured high-level breakout sessions on key ESG focus areas, led by respected national and international experts, including partners from PwC Thailand, fostering a robust dialogue on transforming sustainability frameworks into actionable local impact.

INCLUSIVE WELL-BEING

We Learn and Share



[Delta Electronics Hosts Delta ESG Forum 2025 to Chart the Course for a More Sustainable Thailand](#)

July 17, 2025 - Delta Thailand held its Delta ESG Forum 2025 under the theme “Collaborating for a Sustainable Thailand.” The event brought together high-level policymakers, industry leaders, and ESG experts to explore solutions that accelerate climate action and strengthen cross-sector partnerships in support of Thailand’s carbon neutrality and inclusive growth goals.

A key highlight of the forum was its focus on cross-industry collaboration and public-private partnerships, featuring three breakout sessions where experts shared insights on Environmental, Social, and Governance (ESG) priorities in Thailand. Delta also presented its global Internal Carbon Pricing (ICP) program of US\$300 per ton of CO₂e, along with sustainability and energy conservation initiatives supporting its roadmap to achieve net-zero emissions by 2050.



[Delta Thailand and King Prajadhipok's Institute Collaborate to Advance ESG Leadership](#)

July 21, 2025 - Delta Thailand reaffirmed its ESG leadership by co-hosting the “Governance in Energy Management and EV Ecosystem Organization” program with the King Prajadhipok’s Institute. Held at the IEAT Bangpoo Office, the event gathered 115 senior officials from key ministries and agencies to discuss strategies for energy governance and EV ecosystem development.

The program brought together representatives from the Ministry of Energy, Ministry of Industry, Ministry of Higher Education, Science, Research and Innovation, Ministry of Natural Resources and Environment, the Secretariat of the Prime Minister, and the Industrial Estate Authority of Thailand (IEAT). Discussions focused on accelerating Thailand’s transition to clean energy and strengthening public-private collaboration for sustainable growth.



[Delta Electronics and Burapha University Launch Power Electronics Laboratory](#)

August 1, 2025 - Delta Thailand with the Faculty of Engineering at Burapha University, has recently inaugurated the “Delta Power Electronics Laboratory”, a state-of-the-art academic and research facility aimed at advancing education and innovation in power electronics. As Delta’s fifth power electronics laboratory across Thailand’s leading universities, this milestone reflects a shared commitment to developing national expertise in power electronics and next-generation engineering talent.

This facility is part of the Delta Power Electronics Lab Program, an initiative by Delta to establish world-class power electronics laboratories across Thailand’s top engineering institutions. Burapha University becomes the fifth university to host such a lab, following partnerships with King Mongkut’s University of Technology North Bangkok (KMUTNB), King Mongkut’s Institute of Technology Ladkrabang (KMITL), Kasetsart University, and Chulalongkorn University.

INCLUSIVE WELL-BEING

We Learn and Share



Delta Electronics Hosts Delta Cup 2025 to Drive Innovation and Talent Development

August 21, 2025 - Delta Thailand hosted the Delta Cup 2025, bringing together 72 engineering students from seven of Thailand's leading universities to compete in the second year of the competition. The event has become a premier platform for advancing innovation, technical skills, and collaboration between academia and industry.

This year, nineteen teams from Chulalongkorn University, Kasetsart University, Mahidol University, Burapha University, King Mongkut's University of Technology North Bangkok (KMUTNB), King Mongkut's University of Technology Thonburi (KMUTT), and King Mongkut's Institute of Technology Ladkrabang (KMITL) showcased working demo projects developed with Delta's advanced industrial technologies.



Delta Inspires the Next Generation for Mega Trends 2025 with Patumkongka Samutprakan School

August 15, 2025 - Delta Thailand welcomed 50 students from Patumkongka Samutprakan School for their first time visit to Delta Thailand, as part of the "Inspiring Innovation for New Megatrends 2025," program. The visit marks a significant step in Delta's ongoing mission to inspire young minds and cultivate the next generation of innovators and technology leaders.

During the day-long program, students immersed themselves in state-of-the-art technologies showcased at Delta's world-class facilities. Through interactive tours of the company's showroom and operational sites, the students explored pioneering solutions in Information Technology, Energy Management, Smart Manufacturing, and Product Innovation. The hands-on experience offered a rare opportunity to see real-world applications of cutting-edge technologies shaping the industries of tomorrow.



Delta Electronics (Thailand) Hosts Suppliers Day to Strengthen Ethical Business Partnerships

August 26, 2025 - Delta Thailand welcomed more than 400 supplier companies to its annual Suppliers Day, held in a hybrid format at DET Plant 8 Conference Hall 1 and streamed online for global participants. The event brought together 105 local suppliers onsite and 315 overseas suppliers virtually, reinforcing Delta's commitment to ethical, transparent, and sustainable business practices.

The event highlighted Delta's ongoing efforts to build responsible and resilient supply chains. By equipping suppliers with clear expectations and practical insights, Suppliers Day strengthens alignment with the company's values and fosters closer, more sustainable collaboration across its global network.

INCLUSIVE WELL-BEING

We Learn and Share



Delta Thailand welcomed executives from MEA and IEAT

Delta Electronics and MEA Collaborate on Energy Infrastructure to Support Expansion in Bangpoo

September 1, 2025 - Delta Thailand welcomed executives from the Metropolitan Electricity Authority (MEA) and representatives from Bangpoo Industrial Estate Authority of Thailand (IEAT) to Delta Bangpu Area 3 for strategic discussions on electricity supply planning and infrastructure development. The meeting focused on ensuring reliable power to support Delta's major new expansion in Bangpoo, which will significantly increase the company's electricity demand over the next few years. By engaging directly with MEA, Delta is reinforcing its commitment to secure energy resilience, operational excellence, and sustainable growth in Thailand's industrial sector.



Delta Thailand Nurtures Next Generation of Thai Engineers to Drive Global Power Electronics Innovation

Delta Nurtures Next Generation of Thai Engineers to Drive Global Power Electronics Innovation

September 10, 2025 - Delta Thailand proudly celebrated the send-off of 18 outstanding students as they embarked on an inspiring academic journey in Taiwan. Selected from eight of Thailand's top universities, these young engineers are set to become Delta's Future Talents in Power Electronics.

After completing their studies, the graduates will contribute their expertise in power electronics to Delta Thailand's R&D Center, driving the company's commitment to innovation and sustainability. This initiative highlights Delta's mission to nurture the next generation of innovators, empowering young talents to thrive in a global environment while contributing to a greener and smarter future.



Delta Thailand joined regional and international leaders at the ITD Southeast Asia Trade and Development Forum 2025

Delta Electronics (Thailand) Contributes Strategic Insights at ITD Southeast Asia Forum 2025

September 11, 2025 - Delta Thailand joined regional and international leaders at the ITD Southeast Asia Trade and Development Forum 2025, held on September 11 at the Dusit Thani Bangkok. The forum, jointly organized by the International Institute for Trade and Development (ITD), the Ministry of Commerce and UN Trade and Development (UNCTAD), brought together policymakers, industry leaders and experts to address how Southeast Asia can navigate shifting global trade dynamics shaped by tariffs, climate regulation and technological disruption.

INCLUSIVE WELL-BEING

We Learn and Share



Delta Thailand Expands DEEP Program to Empower Students with Energy Awareness at Wat Traisamakkee School

Delta Electronics Expands DEEP Program at Wat Traisamakkee School

September 15, 2025 - Delta Thailand continued its commitment to sustainability and community development through Delta Energy Education Program (DEEP), an initiative designed to promote energy literacy among young learners. As part of DEEP, Delta’s employee volunteers visited Wat Traisamakkee School to engage 89 students from Grades 4 and 5 in interactive learning sessions on responsible energy use, renewable energy, and conservation practices.

The program encouraged students to adopt energy-efficient habits in their daily routines and to share their knowledge with family members, extending the benefits beyond the classroom. By blending theory with hands-on activities, DEEP helps nurture environmental responsibility and inspires the next generation to play an active role in building a sustainable future.



Delta Academy Graduation Ceremony 2025 at King Mongkut's University of Technology North Bangkok (KMUTNB)

Delta Electronics Celebrates Outstanding Young Engineers at Delta Academy Graduation Ceremony 2025

September 17, 2025 - Delta Thailand successfully hosted Delta Academy Graduation Ceremony 2025 at King Mongkut’s University of Technology North Bangkok (KMUTNB), marking the fifth anniversary of the Delta Academy program at KMUTNB and the tenth year of the program in Thailand. The ceremony honored outstanding engineering students from seven leading Thai universities and highlighted Delta’s commitment to developing the country’s next generation of industrial automation leaders.

The Delta Academy Graduation Ceremony 2025 reaffirmed the importance of collaboration between industry and academia in preparing Thailand’s workforce for the digital era. By recognizing excellence and fostering practical learning, Delta Thailand continues to contribute to the country’s long-term aspirations in Industry 4.0, smart manufacturing, and sustainable development.



Delta Thailand and KMUTT announced the opening of Delta Power Electronics Laboratory at KMUTT's Faculty of Engineering

Delta and KMUTT Open Power Power Electronics Laboratory to Drive Innovation and Talent Development

September 22, 2025 - Delta Thailand and King Mongkut’s University of Technology Thonburi (KMUTT) announced the opening of Delta Power Electronics Laboratory at KMUTT’s Faculty of Engineering. This advanced facility is the sixth Delta Power Electronics Laboratory established in Thai universities, highlighting Delta’s mission to bridge academic learning with industrial practice and equip the next generation of engineers with future-ready skills.

Delta recognized for its leadership in power and thermal management, regards the Power Electronics Laboratory as an investment in education and innovation. By providing Thai engineering students with cutting-edge tools and technologies, the company supports both research and practical training. This initiative reinforces Delta’s commitment to sustainability, high-impact learning, and the development of future-ready engineering talent connecting academic theory with real-world application.

INCLUSIVE WELL-BEING

We Learn and Share



Delta Electronics and DIPROM Mark a Decade of Delta DIPROM Angel Fund Partnership

November 3, 2025 - Delta Thailand together with the Department of Industrial Promotion (DIPROM) under the Ministry of Industry, celebrates the 10th anniversary of Delta DIPROM Angel Fund, a program that has strengthened Thailand's startup ecosystem through innovation, sustainability, and global collaboration. Since its launch in 2016, the program has supported more than 200 startups with THB 33.16 million in funding, generating THB 350 million in economic value, facilitating THB 115 million in business expansion, and creating 927 new jobs nationwide. This year's edition, titled "Angel Fund Connect 2025," continues this legacy by expanding the program's reach to include both startups and content creators working together to drive innovation and digital engagement.



KMUTT Students Explore Delta Electronics Thailand's Smart Manufacturing Ecosystem

November 17, 2025 - Delta Thailand welcomed a delegation of 60 students and faculty members from the Department of Control System and Instrumentation, King Mongkut's University of Technology Thonburi (KMUTT) to its advanced manufacturing facility at Wellgrow Industrial Estate on November 17, 2025. The educational visit offered participants an immersive experience in Delta's world-class Smart Manufacturing ecosystem, connecting academic theory with real-world industrial applications.

The program was designed to enhance students' understanding of industrial automation, control systems, and instrumentation, key disciplines at the heart of Thailand's Industry 4.0 transformation. By witnessing the use of data-driven technologies, robotics, and precision control in live production environments, students gained valuable insights into how innovation, efficiency, and sustainability converge in modern manufacturing operations.

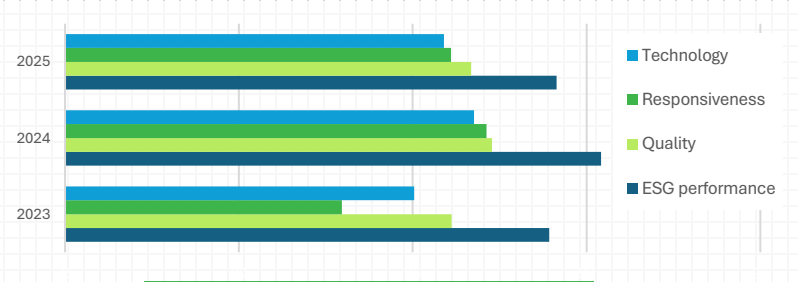
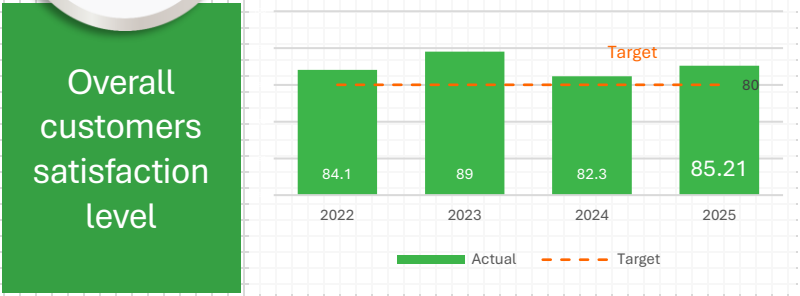


Delta and Siemens to Complement their Power Solutions to Help Customers Data Center

November 19, 2025 - Delta Thailand and Siemens Smart Infrastructure have formalized a global partnership to deliver prefabricated, modular power solutions designed to accelerate the deployment of data center infrastructure, while significantly reducing CAPEX. The partnership will ensure hyperscale and colocation operators enjoy a strategic advantage in the competitive AI and cloud computing data center market, with the highest performance in power management and reliability.

Siemens and Delta are committed to leveraging partnerships which complement their expertise and portfolio to create the best outcomes for their customers. By connecting the dots between major players across the value chain, this partner ecosystem approach fosters innovation and encourages the interoperability required to solve the world's greatest challenges.

YOUR SATISFACTION, OUR PRIDE



Top 3 Performance Highlights Valued by Our Customers

In 2025, in response to the rapid transfer of products and technologies from our associated companies to meet market demand, Delta transitioned the customer satisfaction survey from a centralized corporate process to a decentralized model managed by individual business units. This change followed a pilot program and data collection conducted in 2023. Our analysis indicated that customers in each business unit have distinct expectations regarding products, services, and regulatory requirements. Decentralizing the survey allows for a more accurate understanding of these needs, enabling targeted improvements in each unit's performance.

As part of the CEO's performance evaluation, Heads of Operations and Sales Directors in each business unit were tasked with leading the survey process and reporting results to the CEO on a quarterly basis. Delta set an overall customer satisfaction target of 80 percent. To ensure that our targets and KPIs drive organizational capability rather than simply achieve minimum goals, we benchmarked our measures against those of leading ITC companies and peers within our market capitalization range. The 2025 survey covered 100 percent of customers who directly purchased our products and services, using an online five-point scale to assess satisfaction across seven dimensions including technology, quality, responsiveness, delivery, cost, service, and ESG performance.

To further support digital customer engagement and respond to evolving customer needs, Delta provides convenient, efficient, and transparent customer-facing digital channels, including [online warranty services](#) for warranty checking, [online Customer Contact and Services](#) for submitting customer enquiries, requests, and feedback, reporting issues, and requesting repair or service support, and [online product configuration and solution design platforms](#) for exploring and configuring product solutions.

These channels enable customers to conveniently submit product-related enquiries and queries, access product and service information, configure solutions, track service progress, and receive timely support. Customer feedback collected through these online channels supports product and service improvement, while facilitating after-sales support and service interactions and complementing direct engagement through Delta's sales and service teams. The company tracks information regarding the use of its online services by customers to support service improvement and enhance customer experience.

In 2025, the overall customer satisfaction score reached 85.21, successfully meeting our established target. Notably, we achieved a perfect score in the ESG dimension, reflecting our commitment to ESG compliance and the timely provision of ESG data and information, both directly to customers and through third party assessment portals. Scores exceeding 90 percent were also recorded in responsiveness, technology, and service. Quality and delivery met their respective targets, while cost competitiveness remains an area for further attention. These strong results contributed to a 100 percent year on year customer retention rate among key accounts that represented the majority of consolidated revenue in the previous year.

The survey outcomes and analysis were incorporated into the CEO's performance review and formally reported to the Nomination and Compensation Committee as well as the Board of Directors on an annual basis.

A BETTER TOMORROW FOR NEXT GENERATION

Delta continuously fosters a better tomorrow for children and future generations through the way we operate our facilities, develop and market products, provide services, and contribute to economic and social development. As part of our [Human Rights Policy](#), children are recognized as a vulnerable group requiring specific attention to respect and protect their human rights. Under our Innovation for Children’s Better Tomorrow approach, Delta supports children’s survival and well-being by promoting decent work, safe and healthy workplaces, caregiver support, fair compensation, and a sustainable environment, while contributing to their development through education, lifelong learning, STEM, technology, and innovation. We also promote children’s participation in activities that inspire creativity and innovation, while protecting children through our commitment to eliminate child labor and promote responsible business practices across our operations and supply chain.

In 2025, Delta partnered with a leading organization specializing in children’s rights to conduct Children’s Rights in Business Process training. The purpose was to refresh the knowledge of our volunteers and relevant teams on best practices for protecting and promoting children’s rights in business activities and to strengthen their understanding of how Delta can contribute to children’s survival, development, participation, and protection. The one-hour session covered the ten principles of children’s rights in business, Delta’s role in strengthening these rights, and the connection between employees’ caregiver rights and children’s rights.

A total of 65 volunteers and executives participated, gaining a clearer understanding of their responsibilities in supporting children’s rights and creating a better tomorrow through Delta’s business and community activities. Together, the participants reviewed Delta’s current approach and identified areas for improvement. They concluded that Delta should incorporate considerations of living costs and AI-related issues into its Children’s Rights Support Framework, while further strengthening opportunities for children to learn, participate, and benefit from innovation and technology in a safe and responsible manner. Volunteers and activity managers must also inform children of their right to opt in or out of Delta’s activities.

These recommendations were acknowledged and approved by the Risk and Sustainable Development Committee. Consequently, Delta updated its volunteer training materials and engagement processes to reflect these changes. Through these efforts, Delta continues to strengthen its approach to children’s rights and integrate considerations of survival, development, participation, and protection into its business activities, community engagement, responsible supply chain practices, and efforts to foster innovation for children’s better tomorrow.



Innovation for Children’s Better Tomorrow



Survival • Ensure quality and STEM education for caregiver and children’s quality of life in a tech-driven world. • Safeguard children’s caregiver from occupational injury and occupational illness to ensure quality of life for children. • Provide caregiver decent job, fare compensation and living cost support to ensure children’s well-being. • Ensure availability of smart and green energy including sufficient natural resources for children’s basic needs.	Development • Leverage life-time learning and innovation for higher living standards. • Provide opportunity for children to access basic knowledge of science, technology especially AI adverse consequence. • Develop user-friendly and eco-friendly products and services for caregiver and children’s health and safety.	Participation • Inspire and innovative future for children’ better tomorrow. • Participated local and international initiatives that support children’s need and well-being. • Enhance responsible supply chain and community to ensure caregiver’s and children’s rights.	Protection • Committed to RMI initiative to eliminate use of child labor in mineral mining. • Ensure quality environment for children through recognized management standard to control waste, emission and GHG. • Ensure availability of smart and green energy including sufficient natural resources for children’s basic needs. • Comply with the responsible business alliance code of conduct to mitigate child labor used in supply chain.
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A BETTER TOMORROW FOR NEXT GENERATION

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



Stakeholders	Employee	Supplier	Consumer	Community
Involvement	- Employee - Employee's Children - Child labor	Child labor	Children as future users and trend setter	- Children in local communities and the countries we invest - Children as "Social licensor"
Issues	- Hazardous substance. - Human rights - R&D investment (Innovation dissemination) - Labor's right (COC) - Safety Guard leverage - Responsible Business Alliance code of conduct.	- Hazardous substance. - Human rights - R&D investment (Innovation dissemination) - Labor's right (COC) - Safety Guard leverage - Responsible Business Alliance code of conduct.	- 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 and Children's privacy	- Safety Guard leverage - Environment, safety and Health - Energy Management System - Land use.
Response & Mitigation	- Children's right 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.	- Children's right 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.	- ISO27001 complied / WEEE complied - DEEP (DELTA energy Education program) - Product safety standard verification - Clear product labeling 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 disclose that respect children's right	- ISO9000, 14064, 45001 and 50001 compliance. - 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.
Measurement	- Successor retention rate. - Number of new employees from referral program	- Successor retention rate. - Number of new employees from referral program	- Successor retention rate. - Number of Delta industrial Automation participants	0 complaints. - Satisfaction/ whistleblowing assessment

AWARD AND RECOGNITIONS



Delta Electronics Thailand Achieves Sustainability Disclosure Award

November 28, 2024 - Delta Electronics (Thailand) PCL. received the Sustainability Disclosure Award 2024, marking its seventh consecutive year of recognition since 2017. Presented by the Thaipat Institute, the award recognizes Delta's excellence in sustainability disclosure and its commitment to SDG Target 12.6, which promotes the integration of sustainable practices and transparent reporting into corporate operations.

Delta's achievement reflects the impact of key sustainability initiatives, including its commitments to RE100 and the Science Based Targets initiative (SBTi). These programs are supported by Delta's industry-leading internal carbon pricing policy, which funds projects that improve energy efficiency and advance environmental conservation. Together with Delta's inclusion in the S&P Global Sustainability Yearbook, the recognition reinforces the company's position as a leader in sustainable business practices.



Delta Thailand Receives CSR-DIW Continuous Award 2024

December 13, 2024 - Delta Electronics (Thailand) PCL. received the CSR-DIW Continuous Award 2024 from the Department of Industrial Works (DIW), Ministry of Industry. The award recognizes Delta's sustained commitment to corporate social responsibility (CSR) and sustainable development.

The Department of Industrial Works aims to strengthen the relationship between industrial enterprises and local communities through policies that promote sustainable practices and job creation. The CSR-DIW initiative supports the development of Thailand's industrial sector while ensuring shared benefits for society. This recognition further reinforces Delta Thailand's leadership in responsible industrial practices and its commitment to building a sustainable future.



Delta Thailand Recognized in FTSE4Good Index for Driving ESG Innovation and Sustainable Growth

January 15, 2025 - Delta Electronics (Thailand) PCL. has been included in the FTSE4Good Index Series. Developed by global index provider FTSE Russell, the FTSE4Good Index Series measures the performance of companies demonstrating strong Environmental, Social, and Governance (ESG) practices. These indices are widely used by market participants to evaluate and develop responsible investment products.

Delta Thailand's inclusion in the FTSE4Good Index Series reflects its continued commitment to integrating sustainability into its operations. Through ongoing innovation and a focus on renewable energy and ethical business practices, Delta is contributing to a more sustainable and equitable future for all stakeholders, while advancing toward its targets of 100% renewable energy by 2030 and Net Zero emissions by 2050.

AWARD AND RECOGNITIONS

Delta Electronics (Thailand) Recognized as ASEAN's Top Corporate Brand for 2024

January 31, 2025 - Delta Electronics (Thailand) PCL. has been named ASEAN's Top Corporate Brand of the Year for 2024. This accolade underscores Delta's unwavering commitment to innovation, environmental sustainability, and corporate excellence. The recognition was announced at a ceremony hosted by Chulalongkorn University, honoring the region's most prominent listed companies.

The award ceremony brought together business leaders and executives from across ASEAN to celebrate the importance of corporate brand equity in fostering long-term success and regional competitiveness. Delta's recognition highlights its role as a standard-bearer for sustainable practices and forward-thinking solutions in the region.



Delta Electronics (Thailand) Recognized as ASEAN's Top Corporate Brand for 2024



Delta Plants Recognized for Long-Standing Sustainability Leadership

Delta Plants Recognized for Long-Standing Sustainability Leadership

January 24, 2025 - Delta Electronics (Thailand) PCL. received the 1 Green Star and 1 Gold Star awards for the 9th consecutive year, while Delta Wellgrow achieved the same recognition for the 7th consecutive year.

The IEAT Environmental Governance Program, launched in 2007, has played a key role in promoting sustainable industrial practices across Thailand. By engaging communities and stakeholders in its evaluation process, the program enhances transparency and strengthens trust in the environmental stewardship of industrial estates. This year's recognition highlights the growing importance of aligning industrial development with global sustainability goals.



Delta Plants Recognized for Long-Standing Sustainability Leadership

Delta Electronics Thailand Named to S&P Global Sustainability Yearbook 2025

February 17, 2025 - Delta Electronics (Thailand) PCL. has been included in the S&P Global Sustainability Yearbook 2025, marking its eighth consecutive year of recognition for outstanding environmental, social, and governance (ESG) performance. The Sustainability Yearbook recognizes top-performing companies in sustainability based on their Dow Jones Sustainability Index (DJSI) scores. Delta Thailand is the only company from Thailand in the Electronic Equipment, Instruments & Components sector to receive this distinction.

While this recognition reflects the company's continued progress, Delta views it as one step in a broader journey. The company remains focused on delivering practical solutions that contribute to a more sustainable future, extending its impact beyond corporate benchmarks and aligning with its brand promise of "Smarter. Greener. Together."

AWARD AND RECOGNITIONS



Delta Thailand Recognized in S&P Global Sustainability Yearbook 2025

May 20, 2025 - Delta Electronics (Thailand) Public Company Limited has been recognized in the S&P Global Sustainability Yearbook 2025, marking its tenth consecutive inclusion since 2015. A recognition ceremony was held at Bangkok Marriott Marquis Queen's Park in Bangkok to honor companies featured in the 2025 Yearbook. The event brought together business leaders and stakeholders to highlight corporate leadership in sustainability across industries.

Delta continues to align its operations with internationally recognized sustainability standards while advancing toward its net-zero emissions target by 2050. The company has also steadily increased the adoption of renewable energy across its operational sites. These initiatives reflect Delta's long-term commitment to environmental stewardship and its mission to drive a more energy-efficient and sustainable future.



Delta Thailand Recognized in Thaipat Institute's ESG100 Universe 2025 for 11th Consecutive Year

July 9, 2025 - Delta Electronics (Thailand) PCL. has been selected for inclusion in the ESG100 Universe 2025 by the Thaipat Institute. This marks the 11th consecutive year the company has been recognized as one of Thailand's top 100 sustainability performers based on its leadership in environmental, social, and governance (ESG) practices.

The ESG100 Universe is curated annually by the ESG Rating unit of the Thaipat Institute to identify listed companies and funds that demonstrate strong ESG practices and disclosures. Since its launch in 2015, the list has served as a trusted reference for investors and stakeholders seeking sustainable and responsible investment opportunities.



Delta Electronics Thailand Ranked Among Asia's Top Corporates at the Alpha Southeast Asia 15th Institutional Investor Awards

June 30, 2025 - Delta Electronics (Thailand) Public Company Limited has been recognized by global investors for excellence in investor relations and corporate governance, receiving top honors in the "Most Improved Investor Relations" category at the Alpha Southeast Asia 15th Annual Institutional Investor Awards for Corporates held in Singapore. The awards are based on independent votes from institutional investors and analysts worldwide, reflecting the confidence Delta has built through transparent communications, sound financial practices, and active engagement from senior management.

This recognition underscores Delta's commitment to ESG principles and effective investor engagement. Listed on the Stock Exchange of Thailand, Delta integrates sustainability into its corporate strategy, publishes annual and sustainability reports, and maintains ongoing communication with the investment community to support long-term value creation.

AWARD AND RECOGNITIONS



Delta Electronics (Thailand) Honored on CDP's 2024 Supplier Engagement A List for the Second Time

July 23, 2025 - Delta Electronics (Thailand) PCL. has been named to the 2024 CDP Supplier Engagement “A” List for the second time, reaffirming its leadership in sustainable supply chain management. This recognition places Delta Thailand among the top 6% of companies globally acknowledged for advancing climate action through supplier engagement. Meanwhile, the company continued to make progress in reducing direct operational emissions (Scope 1 & 2), supporting its ambitious target of achieving a 90% reduction by 2030 from a 2021 baseline.

CDP's Supplier Engagement Assessment (SEA) evaluates how effectively companies collaborate with suppliers to address climate risks, implement science-based targets, and drive emissions reductions across the value chain. Delta remains committed to strong governance while advancing supplier engagement, climate data transparency, and upstream emissions reduction initiatives.



Delta Thailand Recognized as Thailand's Leading Electronics Brand in Brand Finance Thailand 50

August 25, 2025 - Delta Electronics (Thailand) PCL. has been ranked Thailand's most valuable electronics brand, with a brand value of USD 957 million, according to the Brand Finance Thailand 50 2025 report. This recognition underscores the company's leadership in sustainable innovation and its transformation into a leading solutions provider supporting a low-carbon future.

Key milestones supporting this transformation include the expansion of sales offices in Vietnam and Indonesia in recent years, as well as the inauguration of Plant 8 and a new R&D Center at Bangpoo Industrial Estate. These facilities were established to support the development of EV power electronics and strengthen local engineering capabilities, reflecting Delta's continued commitment to innovation and alignment with Thailand's vision for smart industry and carbon neutrality.



Delta Electronics (Thailand) Wins Climate Action Excellence Prize at Climate Action Awards 2025

September 19, 2025 - Delta Thailand has received the Climate Action Excellence Prize at the Climate Action Awards 2025, hosted by the Federation of Thai Industries (FTI) during the CCI Climate Change Forum 2025 at M Tower Phra Khanong, Bangkok. This is the first time Delta has been honored with this prestigious award, a recognition of the company's steady progress on its sustainability journey.

Winning the Climate Action Excellence Prize for the first time reinforces Delta's leadership in sustainable industry and underlines its vision to integrate innovation, environmental responsibility, and social progress. By moving decisively toward carbon neutrality and net-zero emissions while engaging in global climate initiatives, Delta is committed to creating lasting value for stakeholders and supporting Thailand's transition to a resilient, low-carbon economy.

AWARD AND RECOGNITIONS



Mr. Victor Cheng, Chief Executive Officer of Delta Electronics (Thailand) PCL., appointed Mr. Jackie Chang, Chief Operating Officer and President, to represent him at the event.

October 8, 2025 - Delta Electronics (Thailand) PCL. announced today that its CEO, Mr. Victor Cheng, has been honored with the prestigious “Top CEO Award” in the Technology Business Sector at the CEO Econmass Awards 2025. This marks the second consecutive year that Delta has received this accolade, reinforcing the company’s leadership in sustainable technology development.



Delta Electronics (Thailand)’s CEO Wins “Top CEO Award” at CEO Econmass Awards 2025

The CEO Econmass Awards, held annually, recognize executives from companies listed on the Stock Exchange of Thailand (SET) whose leadership demonstrates vision, resilience, and meaningful contributions to the country’s economic competitiveness. By highlighting role models across industries, the program aims to promote strong corporate governance and support sustainable growth in Thailand’s private sector.

Receiving the award for the second consecutive year underscores Delta’s position as an industry leader, recognized for its strong management performance, continued business growth, and organizational adaptability. The awards committee also commended Delta’s commitment to good corporate governance and sustainable business practices, noting its alignment with Thailand’s national goals of promoting responsible leadership and long-term economic resilience. The recognition reflects Delta’s ongoing dedication to responsible leadership and measurable progress in sustainable development.



Delta Honored at Industry 4.0 Recognition Awards 2025 for Smart Factory Excellence

September 30, 2025 - Delta Electronics (Thailand) PCL. announced today it has been honored at the inaugural Industry 4.0 Recognition Awards 2025, with the Smart Factory Excellence accolade. Delta Thailand’s recognition highlights its commitment to innovation and sustainable development, advancing smarter, more efficient production systems.

The Industry 4.0 Recognition Awards 2025 facilitates Thailand’s advancement as a regional center for high-tech manufacturing. As the first edition of the award ceremony, Industry 4.0 Recognition Awards honored enterprises that excel in applying advanced technologies to accelerate the transition to Smart Factories. Selection was based on the Thailand i4.0 Index, with 25 enterprises recognized nationwide, including eight located within industrial estates, demonstrating Thailand’s growing adoption of Industry 4.0 practices. The event, hosted at the Carlton Grand Ballroom, Carlton Hotel Bangkok Sukhumvit, highlighted how innovation, technology integration, and sustainability are shaping the factories of the future.

AWARD AND RECOGNITIONS



Delta Electronics (Thailand) Honored with Multiple Wins at HR Excellence Awards Thailand 2025

October 29, 2025 - Delta Electronics (Thailand) PCL. was recognized for its commitment to people excellence with 3 honors at the HR Excellence Awards Thailand 2025, organized by Human Resources Online. The judging panel, comprising senior HR leaders from top regional and multinational companies, commended Delta's forward-thinking strategies and measurable impact on employee experience.

Delta received Gold for HR Retention Strategy, recognizing its people-centered approach to talent retention; Silver for HR Total Rewards Strategy, recognizing flexible compensation and benefits informed by employee feedback and market insights; and Bronze for HR Communication Strategy, recognizing improvements in employee communication, engagement, and employer brand.

Delta's recognition across regional and global HR platforms reflects its continued focus on employee experience, empowerment, and workplace excellence. Better internal collaboration and stronger employer brand recognition are additional outcomes.



Delta honored with Second Consecutive IAA Awards for Outstanding CEO and Investor Relations

November 5, 2025 - Delta Electronics (Thailand) PCL. has been recognized with two prestigious accolades at the Investment Analysts Association (IAA) Awards for Listed Companies 2025: Outstanding CEO and Outstanding Investor Relations (IR) in the Technology and Communication Industry Sector. These awards mark the second consecutive year Delta Thailand has been honored by the IAA, reaffirming the company's leadership excellence and commitment to transparency, innovation, and sustainable growth.

The IAA Awards for Listed Companies 2025 & SET x IAA Seminar 2025 was held at the Eastin Grand Hotel Phayathai under the theme "The Growth Outlook on Thailand's Three Key Industries," the event gathered leaders from Thailand's top-listed companies to celebrate corporate performance, leadership excellence, and best practices in investor relations.



Delta Thailand Achieves "Excellent" (5-Star) CGR Award

November 24, 2025 - Delta Electronics (Thailand) PCL. has been recognized with an "Excellent" (5-Star) grade in the Corporate Governance Report (CGR) assessment for Thai Listed Companies for the year 2025 from the Thai Institute of Directors (IOD). This achievement marks the 10th consecutive year the company has maintained the highest possible rating.

The 2025 IOD CGR survey assessed 844 Thai listed companies, placing Delta among the top tier for its robust governance practices. This decade-long streak of excellence strongly confirms the company's unwavering commitment to ethical business operations, transparency, and consistent responsibility toward all stakeholders.

AWARD AND RECOGNITIONS



Delta Thailand Secures Sustainability Disclosure Award for Eighth Consecutive Year

December 3, 2025 - Delta Electronics (Thailand) PCL. has been honored with the Sustainability Disclosure Award 2025 by the Thaipat Institute. This marks the eighth consecutive year since 2017 that the company has received this distinction, reflecting its unwavering commitment to transparent, high-standard sustainability reporting and Environmental, Social, and Governance (ESG) excellence.

The award serves as a testament to Delta's alignment with Sustainable Development Goal (SDG) 12.6, which advocates for sustainable business practices and the transparent disclosure of sustainability information. The Thaipat Institute grants these awards to encourage listed companies and members of the Sustainability Disclosure Community (SDC) to prioritize the dissemination of ESG information alongside financial performance, thereby fostering long-term stakeholder confidence.



Delta Electronics Thailand Is One of Thailand's Most Attractive Employers

December 22, 2025 - Delta Electronics (Thailand) PCL. has been recognized for the first time as one of the Top 55 Most Attractive Companies to Work For in Thailand, according to the QGEN Thailand Most Attractive Companies (QMAC) 2026 ranking. Delta was ranked at 47th among the Top 55 employers nationwide.

Conducted by QGEN Consultant, a Thailand-based people and organization consulting firm, the QMAC survey gathered over 5,000 valid responses from individuals aged 20-40 across Thailand, including university students, fresh graduates, job seekers, and working professionals. Respondents were asked to name three companies they most want to work for through open-ended responses, without predefined options or evaluation criteria. Rankings were determined solely by the frequency of company mentions, positioning the study as a perception-based benchmark of employer attractiveness.

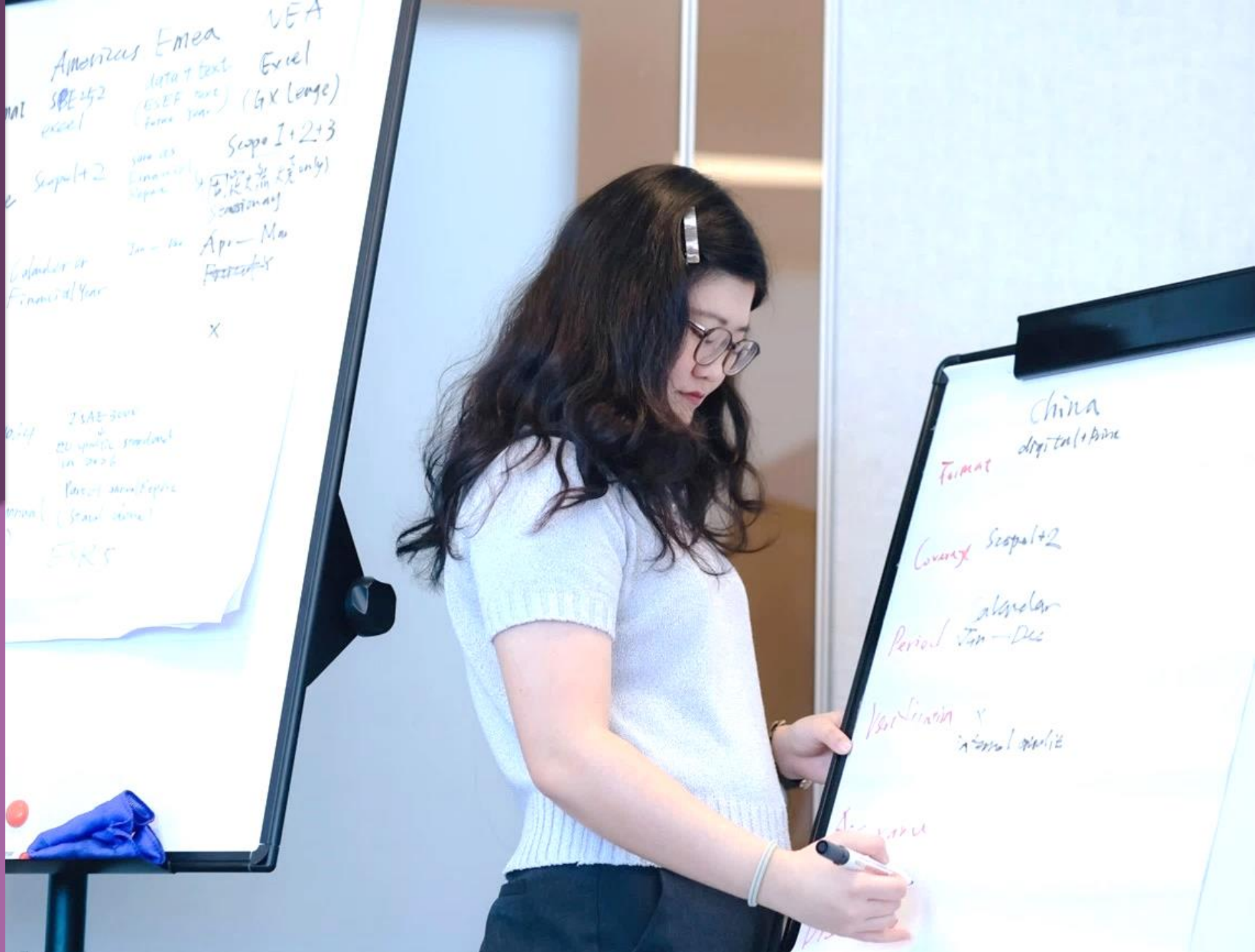


Delta Thailand's Energy-Efficient Data Center Solution Wins Thailand Energy Awards 2024

December 23, 2025 - Delta Electronics (Thailand) PCL. has been recognized at the Thailand Energy Awards 2024 Award Ceremony. At the ceremony, Delta Thailand received the award for its energy-efficient solution for green data centers under the Creative Energy category. The award was accepted on behalf of Delta by Senior Manager, Energy Management Department, highlighting the company's continued leadership in delivering high-performance and environmentally responsible energy solutions.

The event welcomed representatives from 54 awarded organizations, along with government officials, industry partners, and stakeholders. Delta was represented by six staff members from its Energy Management Department, reflecting the team's strong commitment to advancing energy efficiency across operations.Δ

APPENDIX



ABOUT THIS REPORT

Delta Electronics (Thailand) Public Company Limited, referred to as “Delta Thailand” or “Delta,” publishes its Sustainable Development Report annually to transparently communicate our ongoing efforts to create shared value for all stakeholders. Since the release of our first stand-alone Sustainable Development Report in 2016, prepared in accordance with the GRI G4 Standards, we have continuously improved the accuracy and quality of our disclosures. Our most recent report follows the GRI Standards and was published in June 2018.

To support broader stakeholder engagement, this report is available in both English and Thai. Previous editions of our Sustainable Development Reports can be accessed 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 31st of 2025.

Reporting standard

This report follows the GRI Standards: Core Option and is available in both Thai and English. Material topics were identified based on stakeholder feedback through an online questionnaire (<https://goo.gl/HKSqeV>), engagement logs, random interviews, emerging risk reviews, social media, and media analysis.

We used GRI Standards, Dow Jones Sustainability Index, SET Sustainability Awards criteria, and stakeholder concerns to design the questionnaire, collect data, and prepare the report. The GRI Content Index, found at the end of the report, shows where each topic is addressed and links to related sustainable business practices.

To ensure data accuracy, Delta engaged Lloyd’s Register, an independent third party, to verify selected environmental and social indicators.

Significant Developments Impacting ESG Performance

- Full operations commenced at two new facilities—a manufacturing plant and a research and development (R&D) center—located within a 30,400-square-meter area at Bangpoo North Industrial Estate, Thailand. This expansion is expected to significantly impact the company’s Environmental, Social, and Governance (ESG) performance.
- All production activities in Delta Myanmar were relocated to the Thailand production facility. Only sales and service functions remain in Myanmar.
- Addition performance of R&D Center in Germany (Soest and Teningen), with 596 operators which impact environmental performance and increased workforce and in 2025.



Restatements of information

Due to significant changes of responsibility expansion to our manufacturing site in Krishnagiri, India, new R&D center, new manufacturing site in Thailand and all sales offices during the reporting period, we have restated the relevant KPIs for 2022–2024 to reflect these developments and help our stakeholders clearly understand our progress against our growing facilities toward the committed targets.

- Energy indicators
- Water indicators
- Waste indicators
- Greenhouse gas indicators

ABOUT THIS REPORT

Coverage

Delta’s fiscal year runs from January to December. Accordingly, this report covers a one-year reporting period, consistent with Delta’s 2025 consolidated financial statements, which also reflect a 12-month period. The reporting scope includes Delta’s operations in Thailand, together with its overseas subsidiaries and associates, representing 100% of the consolidated revenue reported in the audited financial statements. As Delta’s core business involves manufacturing and assembly, the environmental KPIs presented in this report are based on data from operations in Thailand, India, and Slovakia, which cover all of the Group’s manufacturing locations. The table below summarizes reporting coverage by company and subsidiary in each country, including employee headcount and KPIs externally verified by an independent third party.

Company	Location	Type of Business	FTE (All transaction) (1 Jan - 31 Dec 2025)	Listed / Not listed	Verified KPI																																									
					Foundation			Economics			Environmental														Social																					
					GRI 2-7	GRI 2-25, 26	GRI 3	201-1	205-1	205-2	205-3	301-1	301-2	302-1	302-2	302-3	302-4	303-3	303-4	303-5	305-1	305-2	305-3	305-7	306-3	306-4	306-5	308-1	308-2	401-1	401-2	401-3	403-5	403-9	403-10	404-1	404-3	405-2	407-1	408-1	413-1	414-1	414-2			
Delta Electronics (Thailand) Public Company Limited ¹ (HQ)	Thailand1	- Trading /Marketing & Sales - R&D - Manufacturing - Integration, Biding, Installation and Service	21,850	L	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1. DET International Holding B.V.	Netherlands	Business investment	10	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.1 DET Logistics (USA) Corporation	USA	Trading of electronic products	6	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.2 Delta Energy Systems (Germany) GmbH	Germany	- Marketing & Trading of electronic products - R&D	596	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.2.1 Delta Energy Systems Property (Germany) GmbH	Germany	Property	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.3 Delta Energy Systems (India) Pvt. Ltd.	India	Marketing & Sales of electronics products	-	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.4 Delta Electronics (Slovakia), s.r.o	Slovakia	Manufacturing & Sales of electronics products	495	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.5 Delta Energy Systems (Romania) SRL	Romania	R&D	5	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.6 Delta Electronics (Hungary) Kft.	Hungary	Manufacturing of electric vehicle and electronics products	8	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.7 Eltek s.r.o.	Slovakia	Manufacturing electronics products	690	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
1.8 Delta Electronics (Automotive) Americas Inc.	USA	R&D	15	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2. Delta Energy Systems (Singapore) Pte. Ltd. ²	Singapore	- Business investment - Management and Consultancy Service - Trading of electronics products	4	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
2.1 Delta Electronics (Australia) Pty Ltd	Australia	Local sales & Trading of electronic products	43	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2.2 Delta Electronics India Pvt. Ltd.	India	Manufacturing, Marketing & Sales of electronics products	3,709	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2.3 Delta Electronics (Myanmar) Co., Ltd. ³	Myanmar	Manufacturing of electronics components	0	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2.4 Delta Energy Systems (UK) Ltd.	United Kingdom	R&D	30	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2.5 Delta Greentech (Netherlands) B.V.	Netherlands	Business Investment	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
2.5.1 Delta Energy Systems LLC	Russia	Marketing & Sales of electronic products	10	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
3. Delta Green Industrial (Thailand) Co., Ltd. ⁴	Thailand1	Integration, Sales/Trading, Installation and Service	41	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
4. Delta Electronics (Vietnam) Co., Ltd. ⁵	Vietnam	Trading and solution business	39	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
5. Delta Electronics India Manufacturing Pvt. Ltd.	India	Manufacturing of electronics products	1,122	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
6. Delta Electronics Philippines Inc. ⁶	Philippines	Local sales & Trading of electronic products	30	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
7. PT Delta Electronics Indonesia ⁷	Indonesia	Trading and bid local projects	10	N	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

CALCULATION METHODS

Topic	Calculation Method
1) Annual total compensation	Base salary + cash compensation + total fair value of all annual long-term incentives
2) Average training hours per employee	Total number of training hours provided to employees ÷ Total number of employees
3) Average training hours per employee category	Total number of training hours provided to each category of employees ÷ Total number of FTEs in category
4) Average training hours per female	Total number of training hours provided to female employees ÷ Total number of female employees
5) Average training hours per male	Total number of training hours provided to male employees ÷ Total number of male employees
6) Change in water storage	Total power consumption of sold products of the reporting period - Total power consumption of sold products at the beginning of the reporting period
7) Change in water storage	Total water storage at the end of the reporting period - Total water storage at the beginning of the reporting period
8) Community investment	Cash contribution + monetary value of products or stuff donation + man cost + overhead cost.
9) Diversion rate of waste (%)	(Total of Waste diverted ÷ Total amount of waste generated) x 100
10) Energy intensity	Total energy consumption within the organization ÷ production amount
11) Full-time equivalent	Σ(individual actual working hours for the year/ planned working hours for full year)
12) GHG emissions (Scope 1 and Scope 2) intensity	Total GHG emissions (Scope 1 and Scope 2) ÷ production amount (\$)
13) GHG (Scope3) intensity	Total GHG emissions (Scope3) ÷ production amount (USD)
14) Mean compensation of all employees & CEO compensation	$\Sigma x_i \div n$
15) Percentage of new supplier screen by using environmental criteria	Total new suppliers screen by using environmental criteria ÷ total new supplier in the reporting period x 100

Topic	Calculation Method
16) Percentage of new supplier screen by using social criteria	Total new suppliers screen by using social criteria ÷ total new supplier in the reporting period x 100
17) Percentage of reclaimed products and their packaging materials	Products and their packaging materials reclaimed within the reporting period ÷ Products sold within the reporting period x 100
18) Percentage of recycled input materials	Total recycled input materials used ÷ Total input materials used x 100
19) Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security	Number of employees who have received formal training in the organization's human rights policies or specific procedures and their application to security ÷ total number of employee in the reporting period x 100
20) Percentage of suppliers identified as having significant actual and potential negative environmental impacts	Suppliers identified as having significant actual and potential negative environmental impacts ÷ total numbers of suppliers x 100
21) Percentage of suppliers with significant water-related impacts from water discharge that have set minimum standards for the quality of their effluent discharge	Number of suppliers that have set minimum standards for the quality of their effluent discharge ÷ Number of suppliers with significant water-related impacts from water discharge x 100
22) Percentage of the procurement budget spent to local supplier	Spent amount to local suppliers ÷ total spending x 100
23) Percentage of total employees by category who received a regular performance and career development review during the reporting period	Number of specific category employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific category x 100
24) Percentage of total employees by gender who received a regular performance and career development review during the reporting period	Number of specific gender employee who received a regular performance and career development review during the reporting period ÷ Total number employees of that specific gender x 100

CALCULATION METHODS

Topic	Calculation Method
25) Percentage of total employees covered by collective bargaining agreements	Headcount of labor union member ÷ total employees x 100
26) Percentage of workers who covered by collective bargaining agreement	Number of employees who have registered for labor union membership during the reporting period ÷ total number of employee in the reporting period reported under 2-7-a x 100
27) Production of Ozone-depleting substances	ODS produced - ODS destroyed by approved technologies - ODS entirely used as feedstock in the manufacture of other chemicals
28) Rate of employee turnover during the reporting period	Number of employee resigned during the reporting period ÷ total number of employee x 100
29) Rate of fatalities as a result of work-related	Number of fatalities as a result of work-related injury ÷ Number of hours worked x 1,000,000
30) Rate of fatalities as a result of work-related	Number of disease cases as a result of work-related ÷ Number of hours worked x 1,000,000
31) Rate of health illness	Number of occupational illness confirmed by physician ÷ Number of hours worked x 1,000,000
32) Rate of high-consequence work-related injuries (excluding fatalities)	Number of Work-related injuries that the injured worker cannot recover within 6 months (excluding fatalities) ÷ Number of hours worked x 1,000,000
33) Rate of new employee hires during the reporting period	Number of new employee hired during the reporting period ÷ total number of employee x 100
34) Rate of recordable work-related injuries	Number of recordable work-related injuries ÷ Number of hours worked x 1,000,000
35) Ratio of the basic salary and remuneration of women to men for each employee category	Sum of women employee's salary and remuneration in specific category ÷ Sum of men employee's salary and remuneration in that specific category x 100
36) Ratio of water recycled and reused as a percentage of the total water withdrawal (%)	(Total of water recycled and reused ÷ Total water withdrawal) x 100

Topic	Calculation Method
37) Reduction of energy consumption intensity	(Energy reduction from energy saving project - Total energy consumption) ÷ production amount
38) Reductions of GHG emissions	Present year x 100 ÷ base year
39) Requirement of energy of sold products	Average power consumption of sold product x average power load rate of sold products
40) Energy Cost per Operation Spend	Energy Cost (Electricity and fuel cost) ÷ Operation Spend (Cost of good sold and Operating costs)
41) 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
42) Return to work rate	Total number of employees that did return to work after parental leave x total number of due to return to work after taking parental leave x 100
43) 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
44) Total Volatile Organic Compounds intensity (t VOCs)	Total Volatile Organic Compounds ÷ production amount (USD)
45) Total water discharged	Discharged surface water + groundwater + seawater +produced water + third-party water
46) Total water withdrawal	Surface water + groundwater + seawater +produced water +third-party water
47) Waste intensity	Total amount of waste generated ÷ production amount
48) Water consumption	Total water withdrawal - Total water discharge
49) Water consumption intensity	Total water consumption intensity ÷ production amount

CALCULATION METHODS

Topic	Calculation Method
50) Water withdrawal intensity	Total water withdrawal intensity ÷ production amount
51) 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
52) Efficiency of power supply at 50% load (%)	Output power (W) ÷ Input power (W)
53) Energy consumption outside of the organization (Wh)	Targeted product Output power (W) ÷ Efficiency(%) x Operating hours (h) x Sold unit (pc)
54) Reduction of energy consumption (Wh)	80 plus verified energy consumption - non-80 plus verified energy consumption
55) Average tenure or worker by gender	Summation of X gender worker’s tenure / FTE of worker X gender
56) Average tenure or worker by gender	Summation of X gender worker’s age / FTE of worker X gender
57) Hiring cost per FTE	(Summation of human resource recruitment man cost, advertisement cost, recruitment activity cost, travel cost for recruitment activity, entertainment cost for recruitment activity) / New FTE in the reporting year
58) Revenue from eco-label certified products and service	Sales volume of the eco-label certified products in the reporting year x unit price
59) Near Miss Frequency Rate (NMFR)	(Near Miss incidents × 1,000,000) ÷ Total man-hours worked
60) Occupational Diseases Rate (ODR)	(Occupational Disease Cases × 1,000,000) ÷ Total man-hours worked

ASSURANCE

LRQA

LRQA Independent Assurance Statement Relating to Delta Electronics (Thailand) Public Company Limited's Sustainability Report for the calendar 2025

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 2025 (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 2021 including GRI 3 Double Materiality assessment and related universal social responsibility standards principles addressed in ISO 26000.
- Reviewing the integrity of DELTA's Processes to remediate negative impacts and Mechanisms for seeking advice and raising concerns about ethics. (GRI 2-25, GRI 2-26)
- Evaluating the reliability of data and information for the selected economic, environmental and social indicators listed below:
 - Economics: Direct economic value generated and distributed (GRI 201-1); Operations assessed for risks related to corruption (GRI 205-1); Communication and training about anti-corruption policies and procedures (GRI 205-2) and Confirmed incidents of corruption and actions taken (GRI 205-3).
 - Environmental: Materials used by weight or volume (GRI 301-1); Recycled input materials used (GRI 301-2); Energy consumption within the organization (GRI 302-1); Energy consumptions outside the organization (GRI 302-2); Energy intensity (GRI 302-3); Reduction of energy consumption (GRI 302-4); Reductions in energy requirements of products and services (GRI 302-5); Water withdrawal (GRI 303-3); Water discharge (GRI 303-4); Water consumptions (GRI 303-5); Direct GHG emissions (Scope 1) (GRI 305-1); Energy indirect GHG emissions (Scope 2) (GRI 305-2); Other indirect (Scope 3) GHG emissions (GRI 305-3); 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 (GRI 305-7); Waste generated (GRI 306-3); Waste directed to disposal (GRI 306-4); Waste diverted from disposal (GRI 306-5); New suppliers that were screened using environmental criteria (GRI 308-1); Negative environmental impacts in the supply chain and actions taken (GRI 308-2).
 - Social: New employee hires and employee turnover (GRI 401-1); Benefits provided to full-time employees that are not provided to temporary or part-time employees (GRI 401-2); Parental leave (GRI 401-3); Worker training on occupational health and safety (GRI 403-5); Work-related injuries and Work-related ill health (GRI 403-9 and GRI 403-10); Average hours of training per year per employee (GRI 404-1); Percentage of employee receiving regular performance and career development reviews (GRI 404-3); Ratio of basic salary and remuneration of women and men (GRI 405-2); Operations and suppliers in which the right to freedom of association and collective bargaining (GRI 407-1); Operations and suppliers at significant risk for incidents of child labor (GRI 408-1); Operations with local community engagement, impact assessments, and development programs (GRI 413-1); New suppliers that were screened using social criteria (GRI 414-1); Negative social impacts in the supply chain and actions taken (GRI 414-2).

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

LRQA's Opinion

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

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

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

¹ GHG quantification is subject to inherent uncertainty.

LRQA

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

LRQA's approach

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

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

Observations

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

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from DELTA's stakeholder engagement process to address impacts.
- Materiality: We are not aware of any material issues concerning DELTA's sustainability performance that have been excluded from the Report. DELTA reviews regularly their material issues, against their established and extensive criteria for determining material issues, to reconfirm that their material issues are still relevant. The criteria for determining materiality are not biased to DELTA.
- Responsiveness: DELTA has processes for responding to various stakeholder groups, included establish and monitor of GHGs transition plan as well as progressively improvement in suppliers' management.
- Reliability: DELTA uses spreadsheets and data retrieve from ERP to consolidate data and information associated with the selected economic, environmental and social indicators. DELTA should apply periodically internal verification to enhance the data quality and promote awareness of data and information disclosure throughout the operations.
- Impact: DELTA has process to regularly perform impact evaluation and address where the impact happened in the supply chain.

LRQA's standards, competence and independence

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

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

Dated: 18 September 2026

Opert Chururata

Opert Chururata
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
LRQA reference: BGK00001288

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GRI CONTENT INDEX

Structure: The structure of this report follows the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards 2021"

Mapping tools of related initiatives we claimed in this index:

- ISO2600: ISO [GRI G4 Guidelines and ISO 26000:2010](#)
- IFRS: [Driving Alignment in Climate-related Reporting \(how GRI Standards can be used to meet the TCFD requirements\)](#)
- ESRS: https://www.globalreporting.org/media/z2vmxbks/gri-standards-and-esrs-draft-interoperability-index_20231130-final.pdf
- UNGC: [Making the Connection - Using GRI's Guidelines to Create a COP | UN Global Compact](#)
- SDG: [Linking the SDGs and the GRI Standards](#)
- CRBP: [Children are everyone's business 2.0](#)

GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-1 (2021) Organizational details	• SD Report page 2 • Annual Report, page 128 • Website			6.4.1, 6.4.2		Directive 2013/34/EU			
	2-2 (2021) Entities included in the organization's sustainability reporting	• SD Report, page 92, 211 • Annual Report, page 20			4.4		ESRS15.1 ESRS2 BP-1, 5(a) and (b) i			Principle 1
	2-3 (2021) Reporting period, frequency and contact point	• SD Report, page 2, 211					ESRS1, 73			
	2-4 (2021) Restatements of information	• SD Report, page 211					ESRS 2 BP-2, 13, 14(a) to(b)			
	2-5 (2021) External assurance	• SD Report, page 216			4.4	CC8.6, 8.6a, 8.6b, 8.7, 8.7a, 8.8, 14.2, 14.2a	See external assurance of Directive (EU) 2022/2464			
	2-6 (2021) Activities, value chain and other business relationships	• SD Report, page 11-14, 187 • Annual Report, page 56 • 2025 Philanthropic activities			4.4, 6.4.1, 6.4.2		ESRS 2 SBM-1, 40(a)i to (a)ii, (b) to (c), 42 (c)			
	2-7 (2021) Employees	• SD Report, page 136-139 • Annual Report, page 168		✓	4.4, 6.4.1, 6.4.2		ESRS2 SBM-1, 40(a)iii ESRS S1 S1-6,50 (a) to (b) and (d) to (e), S1 to S2			

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-8 (2021) Workers who are not employees	- SD Report, page 136-139 - Annual Report, page 168			4.4, 6.4.1, 6.4.2		ESRS S1 S1-7, 55 to 56			
	2-9 (2021) Governance structure and composition	- SD Report, page 15, 18-25 - Corporate Governance Policy - BOD Competence Matrix - Annual Report, page 146			4.4, 6.2	Governance (a)	ESRS 2 GOV-1, 21, 22 (a), 23 ESRS Ga, 5(b)		5.5, 16.7	Principle 1
	2-10 (2021) Nomination and selection of the highest governance body	- SD Report, page 23 - Annual Report, page 167 2023 AGM Minute, page 7-10 - BOD Competence Matrix			4.4, 6.2		This topic is not cover by the list in ESRS1 AR 16		16.7, 5.5	
	2-11 (2021) Chair of the highest governance body	- SD Report, page 18 - Annual Report, page 147 - BOD Competence Matrix			4.4, 6.2		This topic is not cover by the list in ESRS1 AR 16		16.6	
	2-12 (2021) Role of the highest governance body in overseeing the management of impacts	- SD Report, page 15, 40, 48 - Annual Report, page 146 - Executive committee charter - Board of Director Charter			4.4, 6.2	Governance (a) (b), Risk Management	ESRS 2 GOV-1, 22 (c), GOV-2, 26 (a) to (b); SBM-2, 45 (d); ESRS Ga, 5(a)		16.7	
	2-13 (2021) Delegation of responsibility for managing impacts	- SD Report, page 48 - Annual Report, page 37 - SD committee charter			4.4, 6.2	Governance (a) (b),	RSRS 2 GOV-1, 22 (c) I; GOV-2, 26 (a); ESRS G1 D1-3, 18 c)			Principle 1
	2-14 (2021) Role of the highest governance body in sustainability reporting	- SD Report, page 19 - Annual Report, page 152				Governance (b),	ESRS 2 GOV-5, 26; IRO-1, 53 (d)			
	2-15 (2021) Conflicts of interest	- SD Report, page 34 - Annual Report, page 140 - Board of Director Charter - BOD Competence Matrix			4.4, 6.2		This topic is not cover by the list in ESRS1 AR 16		16.6	
	2-16 (2021) Communication of critical concerns	- SD Report, page 44 - Annual Report, page 56-64			4.4, 6.2		ESRS 2 GOV-2, 26 (a); ESRS G1 G1-1 AR1 (a); G1-3, 18(c)			
	2-17 (2021) Collective knowledge of the highest governance body	- SD Report, page 18-22 - Annual Report, page 154 - Board of Director Charter - BOD Competence Matrix			4.4, 6.2	Governance (a),	ESRS 2 GOV-1, 23		4.7	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-18 (2021) Evaluation of the performance of the highest governance body	- SD Report, page 21-22 - Annual Report, page 154			4.4, 6.2		This topic is not cover by the list in ESRS1 AR 16			
	2-19 (2021) Remuneration policies	- SD Report, page 23 - Annual Report, page 167 2023 AGM Minute, page 7-10			4.4, 6.2		ESRS 2 GOV-3, 29 (a) to (c) ESRS E1, 13			
	2-20 (2021) Process to determine remuneration	- SD Report, page 23 - Annual Report, page 167 2023 AGM Minute, page 7-10			4.4, 6.2		ESRS 2 GOV-3, 29 (e)		16.7	
	2-21 (2021) Annual total compensation ratio	- SD Report, page 23, 150 - Annual Report, page 167 2023 AGM Minute, page 7-10			4.4, 6.2		ESRS S1 S1-16, 97 (b) to (c)			
	2-22 (2021) Statement on sustainable development strategy	SD Report, page 6-7					ESRS 2 SBM-1, 40 (g)			
	2-23 (2021) Policy commitments	- SD Report, page 46, 88 - Corporate Governance Policy - Code of Conduct - Anti-corruption Policy - Human rights Policy - Sustainability International Initiatives			4.4		ESRS 2 GOV-4; MDR-P, 65 (b) to (c) and (f); ESRS S1 S1-1, 19 to 21, and AR14; ESRS S2 S2-a, 16 to 17, 19 and AR16; ESRS S3 S3-1 14, 16 to 17 and AR11; ESRS S4 S4-1, 15 to 17 and AR13; ESRS G1 G1-1, 7 and AR1 (b)	Principle 10	16.3	Principle 1
	2-24 (2021) Embedding policy commitments	SD Report, page 33-37					ESRS 2 GOV-2, 26(b); MDR-P, 65(c); ESRS S1 S1-4, AR35; ESRS S2 S2-4 AR30; ESRS S3 -4 AR27; ESRS S4 S4-4 AR27; ESRS G1 G1-1, 9 and 10 (g)			
	2-25 (2021) Processes to remediate negative impacts	- SD Report, page 141-180 - Corporate Governance Policy - Anti-corruption Policy - Human rights Policy		✓			ESRS S1 S1-1, 20 (c); S1-3, 32 (a), (b) and (e) AR 31; ESRS S2 S2-1, 17 (c); S2-3, 27 (a), (b) and (e) AR26; S2-4, 33 (c); S3-3, 27 (a), (b) and (e), AR23; S3-4,33 (c); ESRS S4 S4-1, 16 (c); S4-3 25 (a), (b) and (e) AR23; S4-4, 32 (c)			
	2-26 (2021) Mechanisms for seeking advice and raising concerns	- SD Report, page 141-180 - Human rights Policy		✓	4.4		ESRS S1-3 AR32(d) ESRS S2 S2-3 AR 27 (d); ESRS S3 S3-3 AR 24 (d); ESRS S4 S4-3 AR24 (d); ESRS G1 G1 -1, 10 (a); G1-3, 18 (a)	Principle 10	16.3	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 2: General Disclosures 2021	2-27 (2021) Compliance with laws and regulations	SD Report, page 141			4.6, 6.7.1, 6.7.2, 6.7.6		ESRS 2 SMB-3, 48 (d); ESRS E2 E2-4 AR 25 (b); ESRS S1 S1-17, 103 (c) to (d) and 104 (b); ESRS G1 G1-4,24(a)	Principle 7 Principle 8	16.3	Principle 6 Principle 7
	2-28 (2021) Membership associations	- SD Report, page 186-188 - Membership of Association 2025 Philanthropic activities			4.4, 6.4.1, 6.4.2		Political engagement is a sustainability matter for G1 covered by ESRS 1 AR16.			
	2-29 (2021) Approach to stakeholder engagement	- SD Report, page 40-45 - Stakeholder Engagement Guideline			4.4		ESRS 2 SMB-2, 45 (a) I to (a) iv; ESRS S1 S1-1, 20 (b); S1-2, 25, 27 (e) and 28; ESRS S2 S2-1, 17 (b); S2-2, 20, 22 (e) and 23 ESRS S3 S3-1, 16 (b); S3-2 19, 21 (d) and 22; ESRS S4 S4-1, 16 (b0; S4-2, 18, 20 (d) and 21			
	2-30 (2021) Collective bargaining agreements	SD Report, page 151			4.4		ESRS S1 S1-8, 60 (a) and 61	Principle 1	8.8	
GRI 201: Economic Performance 2016	201-1 (2016) Direct economic value generated and distributed	- SD Report, page 33, 61, 186 - Annual Report, page 211-212 2025 Philanthropic activities		✓			This topic is not cover by the list in ESRS1 AR 16			
	201-2 (2016) Financial implications and other risks and opportunities due to climate change	- SD Report, page 114 - IFSR S2 Report 2025, page 46			6.5.5	Governance (b), Strategy (a), (b) Riskmanagement (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS 2 SBM-3, 48 (a) and (d) to (e) ESRS E1, 18; E1-3, 26; E1-9, 64	Principle 7	13.1	
	201-3 (2016) Defined benefit plan obligations and other retirement plans	- SD Report, page 184-185 - Annual Report, page 292			6.8.7		This topic is not cover by the list in ESRS1 AR 16			
	201-4 (2016) Financial assistance received from government	Annual Report, page 158, 325					This topic is not cover by the list in ESRS1 AR 16			
GRI 202: Market Presence 2016	202-1 (2016) Ratios of standard entry level wage by gender compared to local minimum wage	SD Report, page 150		✓	6.3.7, 6.3.110, 6.4.3, 6.4.4, 6.8.1, 6.8.2		ESRS S1 S1-10, 67-71 and AR 72 to 73	Principle 6	1.2, 5.1, 8.2, 8.5	
	202-2 (2016) Proportion of senior management hired from the local community	SD Report, page 136-139			6.4.3, 6.8.1, 6.8.2, 6.8.5, 6.7		Communities economic social and cultural right is a sustainability matter for S3 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 6	8.5	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 202: Market Presence 2016	203-1 (2016) Infrastructure investments and services supported	- SD Report, page 12 - Annual Report, page 53			6.3.9, 6.8.1, 6.8.2, 6.8.5, 6.8.7, 6.8.9		Communities economic social and cultural right is a sustainability matter for S3 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.		11.2, 2.a, 5.1, 7.a, 7.b, 9.1, 9.4, 9. a	
	203-2 (2016) Significant indirect economic impacts	SD Report, page 15, 47, 99-104, 135, 160			6.3.9, 6.6.6, 6.6.7, 6.7.6, 6.8.1, 6.8.2, 6.8.7, 6.8.9		ESRS S1 S1-4 AR41 ESRS S2 S2-4 AR37 ESRS S3 S3-4 AR36		1.2, 10.b, 17.3, 2.3, 3.8, 8.2, 8.3, 8.5	Principle 10
GRI 204: Procurement Practices 2016	204-1 (2016) Proportion of spending on local suppliers	SD Report, page 60-74			6.4.3, 6.6.6, 6.8.1, 6.8.2, 6.8.7		Communities economic social and cultural right is a sustainability matter for S3 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.		1.4, 5.1, 8.3	
GRI 205: Anti-corruption 2016	205-1 (2016) Operations assessed for risks related to corruption	SD Report, page 33-37		✓	6.6.1, 6.6.2, 6.6.3		ESRS G1 G1-1,7; G1-3,16 and 18 (a) and 24 (b)	Principle 8 Principle 10	16.5	Principle 10
	205-2 (2016) Communication and training about anti-corruption policies and procedures	- SD Report, page 154 - Anti-corruption Policy		✓	6.6.3, 6.6.7		ESRS G1 G1-3, AR 5	Principle 7 Principle 8 Principle 10	16.5	Principle 10
	205-3 (2016) Confirmed incidents of corruption and actions taken	SD Report, page 33-37		✓	6.6.1, 6.6.2, 6.6.3		ESRS G1 G1-4, 25	Principle 8 Principle 10	16.5	Principle 10
GRI 206: Anti-competitive Behavior 2016	206-1 (2016) Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	SD Report, page 33-37			6.6.1, 6.6.2, 6.6.3		This topic is not cover by the list in ESRS1 AR 16	Principle 8	16.3	
GRI 207: Tax 2019	207-1 (2016) Approach to tax	- SD Report, page 12 - Tax Policy					This topic is not cover by the list in ESRS1 AR 16		17.3	
	207-2 (2016) Tax governance, control, and risk management	- SD Report, page 12, 25 - Annual Report, page 325 - Tax Policy					This topic is not cover by the list in ESRS1 AR 16		17.3	
	207-3 (2016) Stakeholder engagement and management of concerns related to tax.	Stakeholder Engagement Guideline					This topic is not cover by the list in ESRS1 AR 16		17.3	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 207: Tax 2019	207-4 (2016) Country-by-country reporting	Annual Report, page 307					This topic is not cover by the list in ESRS1 AR 16		17.3	
GRI 301: Materials 2016	301-1 (2016) Materials used by weight or volume	SD Report, page 70, 82		✓	6.5.4		ESRS E5 E5-4, 31 (a)	Principle 7 Principle 8	12.2, 8.4	
	301-2 (2016) Recycled unput materials used	SD Report, page 70, 82		✓	6.5.4		ESRS E5 E5-4, 31 (c)	Principle 8	12.2, 12.5, 8.4	
	301-3 (2016) Reclaimed products and their packaging materials	SD Report, page 82			4.4, 5.2		Resource outflows related to products and services and waste are sustainability matters for E5 covered by ESRS1, AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 8	12.2, 12.5, 8.4	
GRI 301: Materials 2021	3-1 (2021) Process to determine material topics	SD Report, page 70, 82					ESRS 2 BP-1 AR1 (a); IRO-1, 53 (b) ii to (b) iv			
	3-2 (2021) List of material topics	SD Report, page 70, 82					ESRS 2 SBM-3, 48 (a) and (g)			
	3-3 (2021) Management of material topics	SD Report, page 70, 82					ESRS 2 SBM-1, 40 (e); SBM-3 48 (c) i and (c) iv, MDR-P, MDR-A, MDR-M and MDR-T; ESRS S1 S1-2, 27; S1-4,39 and AR40 (a); S1-5,47(b) to(c) ESRS S2 S2-2, 22; S2-5, 42 (b) to (c); ESRS S3 S3-2, 21; S3-4, 33, AR 31, AR 34 (a) S3-5, 42 (b) to (c); ESRS S4 S4-2, 20, S4-4, 31 AR30 and AR33 (a); S4-5, 41 (b) to (c)			
GRI 302: Energy 2016	302-1 (2016) Energy consumption within the organization	- SD Report, page 113-116 - ISO 50001 certificate (Thailand) 2026 Sustainability in numbers, page 1-2		✓	6.5.4	Metrics and Targets (a), (c)	ESRS E1 E1-5, 37; 38, AR32 (a), (c), (e) and (f)	Principle 7 Principle 8	12.2, 13.1, 7.2, 7.3, 8.4	
	302-2 (2016) Energy consumption outside of the organization	- SD Report, page 102-104 2026 Sustainability in numbers, page 1-2		✓	6.5.4	Metrics and Targets (a), (c)	Energy is a sustainability matter for E1 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 8	12.2, 13.1, 7.2, 7.3, 8.4	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 302: Energy 2016	302-3 (2016) Energy intensity	- SD Report, page 102-104 2026 Sustainability in numbers, page 1-2		✓		Metrics and Targets (a), (c)	ESRS E1 E1-5, 40 to 42	Principle 8	12.2, 13.1, 7.3, 8.4	
	302-4 (2016) Reduction of energy consumption	- SD Report, page 102-104 2026 Sustainability in numbers, page 2-3		✓	6.5.4, 6.5.5	Metrics and Targets (a), (c)	Energy is a sustainability matter for E1 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 8 Principle 9	12.2, 13.1, 7.3, 8.4	
	302-5 (2016) Reductions in energy requirements of products and services	SD Report, page 123-126		✓	6.5.4, 6.5.5	Metrics and Targets (a), (c)	Energy is a sustainability matter for E1 covered by ESRS 1 AR16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 9	12.2, 13.1, 7.3, 8.4	
GRI 303: Water and Effluents 2018	303-1 (2016) Interactions with water as a shared resource	SD Report, page 123-126				Metrics and Targets (a), (c)	ESRS 2 SBM-3, 48 (a) MDR-T, 80 (f) ESRS E3,8 (a) AR15 (a) E3-2,15 AR20	Principle 8	6.4	
	303-2 (2016) Management of water discharge-related impacts	SD Report, page 123-126				Metrics and Targets (a), (c)	ESRS E2 E2-3,24	Principle 8	6.4	
	303-3 (2018) Water withdrawal	- SD Report, page 123-126 2026 Sustainability in numbers, page 4-5		✓		Metrics and Targets (a), (c)	Water withdrawals is a sustainability matter for E3 covered by ESRS 1 AR 16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 7 Principle 8	6.4	
	303-4 (2018) Water discharge	- SD Report, page 123-126 2026 Sustainability in numbers, page 4-5		✓		Metrics and Targets (a), (c)	Water discharge is a sustainability matter for E3 covered by ESRS 1 AR 16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 7 Principle 8	6.3, 6.4	
	303-5 (2018) Water consumption	- SD Report, page 123-126 2026 Sustainability in numbers, page 4-5		✓		Metrics and Targets (a), (c)	ESRS E3 E3-4, 28 (a), (b), (d) and (e)	Principle 7 Principle 8	6.3, 6.4	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 304: Biodiversity 2016	304-1 (2016) Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• SD Report, page 127 • IFSR S2 Report 2025, page 35-41 • EHS Policy			6.5.6		ESRS E4, 16 (a) I, 19 (a) E4-5, 35		15.1, 15.4, 15.5, 6.6	
	304-2 (2016) Significant impacts of activities, products and services on biodiversity	• SD Report, page 127 • IFSR S2 Report 2025, page 35-41			6.5.6		ESRS E4 E4-5, 35 38, 39, 40 (a) and (c)	Principle 8	8, 14.2, 15.1, 15.4, 15.5, 6.6	
	304-3 (2016) Habitats protected or restored	• SD Report, page 127 • IFSR S2 Report 2025, page 35-41			6.5.6		ESRS E4 E4-3, 28 (b) and AR 20 (e) E4-4 AR 26 (a)	Principle 8	14.2, 15.1, 15.4, 15.5, 6.6	
	304-4 (2016) IUCN Red List species and national conservation list species with habitats in areas affected by operations	• SD Report, page 127 • IFSR S2 Report 2025, page 35-41			6.5.6		ESRS E4 E4-5, 40 (d) i	Principle 8	14.2, 15.1, 15.4, 15.5, 6.6	
GRI 305: Emissions 2016	305-1 (2016) Direct (Scope 1) GHG emissions	• SD Report, page 90 • Greenhouse Gas Inventory Report 2025 • Delta Thailand ISO14064-1 certificate • Delta India ISO14064-1 certificate • Delta Slovakia ISO14064-1 certificate • 2026 Sustainability in numbers, page 7-9		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E1 E1-4, 34 (c) E1-6, 44 (a), 46, 50 AR 25 (b) and (c) AR39 (a) to (d) AR 40, 43 (c) to (d)	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
	305-2 (2016) Energy indirect (Scope 2) GHG emissions	• SD Report, page 90 • Greenhouse Gas Inventory Report 2025 • Delta Thailand ISO14064-1 certificate • Delta India ISO14064-1 certificate • Delta Slovakia ISO14064-1 certificate • 2026 Sustainability in numbers, page 7-9		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E1 E1-4, 34 (c) E1-6, 44 (b) 46, 49, 50 AR25 (b) and (c) AR 39 (a) to (d) AR 40, AR39 (a), (c), (d), and (f)	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	
	305-3 (2016) Other indirect (Scope 3) GHG emissions	• SD Report, page 90 • Greenhouse Gas Inventory Report 2025 • Delta Thailand ISO14064-1 certificate • Delta India ISO14064-1 certificate • Delta Slovakia ISO14064-1 certificate • 2026 Sustainability in numbers, page 7-9		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E1 E1-4, 34 (c) E1-6, 44 (c), 51, AR25 (b) and (c) AR 39 (a) to (d) AR 46 (a) (i) to (k)	Principle 7 Principle 8	12.4, 13.1, 14.3, 15.2, 3.9	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 305: Emissions 2016	305-4 (2016) GHG emissions intensity	- SD Report, page 90 - Greenhouse Gas Inventory Report 2025 - Delta Thailand ISO14064-1 certificate - Delta India ISO14064-1 certificate - Delta Slovakia ISO14064-1 certificate 2026 Sustainability in numbers, page 7-9			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E1 E1-6, 53, 54, AR39 (c) AR 53 (a)	Principle 8	13.1, 14.3, 15.2	
	305-5 (2016) Reduction of GHG emissions	- SD Report, page 90 - Greenhouse Gas Inventory Report 2025 - Delta Thailand ISO14064-1 certificate - Delta India ISO14064-1 certificate - Delta Slovakia ISO14064-1 certificate 2026 Sustainability in numbers, page 7-9			6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E1 E1-3, 29 (b), E1-4, 34 (c) AR 25 (b) and (c) E1-7, 56	Principle 8	13.1, 14.3, 15.2	
	305-6 (2016) Emissions of ozone-depleting substances (ODS)	SD Report, page 121-122			6.5.3, 6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	Pollution of air is a sustainability matter for E2 covered by ESRS1 AR 16. Hence this GRI disclose is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 7 Principle 8	12.4, 3.9	
	305-7 (2016) Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	- SD Report, page 121-122 2026 Sustainability in numbers, page 7-9		✓	6.5.5	Governance (b), Risk Management (a), (b), (c), Metrics and Targets (a), (b), (c)	ESRS E2 E2-4, 28 (a) 30 (b) and (c) 31, AR 21, AR26	Principle 7 Principle 8	11.6, 12.4, 14.3, 15.2, 3.	
GRI 306: Waste 2020	306-1 (2016) Waste generation and significant waste-related impacts	- SD Report, page 117-120 - UL2799 – Zero Waste to Landfill Certificate			6.5.3	Metrics and Targets (a), (c)	ESRS 2 SBM-3, 48 (a), (c) ii and iv, ESRS ES E5-4, 30	Principle 8	12.4, 12.5, 3.9	
	306-2 (2016) Management of significant waste-related impacts	- SD Report, page 117-120 - UL2799 – Zero Waste to Landfill Certificate			6.5.3	Metrics and Targets (a), (c)	ESRS E5 E5-2, 17 and 20 (e) and (f) E5-5, 40 and AR 33 (c)	Principle 7 Principle 8	12.4, 12.5, 3.9, 6.3	
	306-3 (2016) Waste generated	- SD Report, page 117-120 - UL2799 – Zero Waste to Landfill Certificate 2026 Sustainability in numbers, page 10-12		✓	6.5.3	Metrics and Targets (a), (c)	ESRS E5-5, 37 (a) 38 to 40	Principle 8	12.4, 12.5, 14.1, 15.1, 3.9, 6.3, 6.6	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 306: Waste 2020	306-4 (2016) Waste diverted from disposal	- SD Report, page 117-120 - UL2799 – Zero Waste to Landfill Certificate 2026 Sustainability in numbers, page 10-12		✓	6.5.3	Metrics and Targets (a), (c)	ESRS E5 E5-5, 37 (b) 38 and 40	Principle 8	12.4, 12.5, 3.9	
	306-5 (2016) Waste directed to disposal	- SD Report, page 117-120 - UL2799 – Zero Waste to Landfill Certificate 2026 Sustainability in numbers, page 10-12		✓	6.5.3	Metrics and Targets (a), (c)	ESRS E5 E5-5, 37 (b) 38 and 40	Principle 8	12.4, 12.5, 3.9	
GRI 308: Supplier Environmental assessment 2016	308-1 (2016) New suppliers that were screened using environmental criteria	- SD Report, page 68-69 - Procurement Agreement - Supplier Management Measure		✓	6.3.5, 6.6.6		ESRS G1 G1-2, 15(b)	Principle 8		Principle 7
	308-2 (2016) Negative environmental impacts in the supply chain and actions taken	SD Report, page 71-72		✓	6.3.5, 6.6.6		ESRS 2 SBM-3, 48 (c) i and iv	Principle 8		
GRI 401: Employment 2016	401-1 (2016) New employee hires and employee turnover	- SD Report, page 138-139 - Employment Policy		✓	6.4.1, 6.4.2, 6.4.3		ESRS S1 S1-6, 50 (c)	Principle 6	5.1, 8.5, 8.6	Principle 3
	401-2 (2016) Benefits provided to full-time employees that are not provided to temporary or part-time employees	- SD Report, page 149 - Employment Policy - Welcome onboard, manual for new employees		✓	6.4.1, 6.4.2, 6.4.4, 6.8.7		ESRS S1 -11, 74, 75, AR 75	Principle 8	3.2, 5.4, 8.5	Principle 3
	401-3 (2016) Parental leave	- SD Report, page 139 - Employment Policy - Welcome onboard, manual for new employees		✓	6.4.1, 6.4.2, 6.4.4		ESRS S1 -15, 93	Principle 6	5.1, 5.4, 8.5	Principle 3
GRI 402: Labor/Management Relations 2016	402-1 (2016) Minimum notice periods regarding operational changes	- SD Report, page 139 - Employment Policy - Welcome onboard, manual for new employees			6.4.1, 6.4.2, 6.4.3, 6.4.5		Social dialogue and Collective bargaining are sustainability matters for S1 covered by ESRS1 AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.	Principle 3	8.8	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 403: Occupational Health and Safety 2018	403-1 (2018) Occupational health and safety management system	- SD Report, page 161-173 - ISO45001 certificate: Thailand, India, Slovakia - OHS Policy					ESRS S1 S1-1, 23		8.8	
	403-2 (2016) Hazard identification, risk assessment, and incident investigation	SD Report, page 164-167					ESRS S1 S-3, 32 (b) and 33		3.3, 3.4, 3.9, 8.8	
	403-3 (2016) Occupational health services	- SD Report, page 175-179 - Welcome onboard, manual for new employees					Health and Safety and Training and Skills development are sustainability matters for S1 Covered by ESRS 1 AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.		3.3, 3.4, 3.9, 8.8	
	403-4 (2016) Worker participation, consultation, and communication on occupational health and safety	SD Report, page 175-179						8.8		
	403-5 (2018) Worker training on occupational health and safety	SD Report, page 174								
	403-6 (2016) Promotion of worker health	- SD Report, page 177 - Happy Workplace Policy - Employment Policy - Welcome onboard, manual for new employees					Social protection is a sustainability matters for S1 Covered by ESRS 1 AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T and/or as an entity-specific metric to be disclosed according to ESRS1, 11 and pursuant to MDR-M.			
	403-7 (2016) Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	- SD Report, page 161-173 - Environment, Safety and Health Policy - Supplier Management Measure					ESRS S2 S2-4, 32 (a)			
	403-8 (2016) Workers covered by an occupational health and safety management system	SD Report, page 136-139					ESRS S1 S1-14, 88 (a) 90			
	403-9 (2018) Work-related injuries	- SD Report, page 168-169 2026 Sustainability in numbers, page 26-38		✓			ESRS S1 S1-4, 38 (a); S1-14 88 (b) and (c); AR 82			
	403-10 (2018) Work-related ill health	- SD Report, page 168-169 2026 Sustainability in numbers, page 26-38		✓			ESRS S1 S1-4, 38 (a); S1-14 88 (b) and (d); 89; AR 82			

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 404: Training and Education 2016	404-1 (2016) Average hours of training per year per employee	SD Report, page 154		✓	6.4.7		ESRS S1 S1-13, 83 (b) and 84	Principle 8	4.3, 4.4, 4.5, 8.2, 8.5	Principle 3
	404-2 (2016) Programs for upgrading employee skills and transition assistance programs	- SD Report, page 153-160 - Employment Policy 2025 Philanthropic activities			6.4.7, 6.8.5		ESRS S1 S1-1 AR 17 (h)	Principle 8	8.2, 8.5	Principle 3
	404-3 (2016) Percentage of employees receiving regular performance and career development reviews	SD Report, page 149-150		✓	6.4.7		ESRS S1 S1-13, 83 (a) and 84	Principle 6	10.3, 5.1, 8.5	
GRI 405: Diversity and Equal Opportunity 2016	405-1 (2016) Diversity of governance bodies and employees	- SD Report, page 18, 136-139 - Corporate Governance Policy - BOD Competence Matrix - Employment Policy			6.2.3, 6.3.7, 6.3.10, 6.4.3		ESRS 2 GOV-1.21(d) ESRS S1 S1-6, 50 (a); S1-9, 66 (a) to (b); S1-12 79	Principle 6	5.1, 5.5, 8.5	Principle 3
	405-2 (2016) Ratio of basic salary and remuneration of women to men	SD Report, page 149-150		✓	6.3.7, 6.3.10, 6.4.3, 6.4.4		ESRS S1 S1-16, 97 and 98	Principle 6	10.3, 5.1, 8.5	
GRI 406: Non-discrimination 2016	406-1 (2016) Incidents of discrimination and corrective actions taken	SD Report, page 166-171		✓	6.3.1, 6.3.2, 6.3.6, 6.3.7, 6.3.10, 6.4.3		ESRS S1 S1-17 §97, 103 (a), AR 103	Principle 6	16.b, 5.1, 8.8	Principle 1, 3
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 (2016) Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SD Report, page 151-152		✓	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		'Freedom of association' and 'Collective bargaining' are sustainability matters for S1 and S2 covered by ESRS 1 §AR 16.	Principle 3	8.8	Principle 3
GRI 404: Training and Education 2016	404-1 (2016) Average hours of training per year per employee	SD Report, page 154		✓	6.4.7		ESRS S1 S1-13, 83 (b) and 84	Principle 8	4.3, 4.4, 4.5, 8.2, 8.5	Principle 3
GRI 408: Child Labor 2016	408-1 (2016) Operations and suppliers at significant risk for incidents of child labor	SD Report, page 78, 142		✓	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		ESRS S1 §14 (g); S1-1 §22 ESRS S2 §11 (b); S2-1 §18	Principle 5	16.2, 8.7	Principle 1, Principle 2, Principle 3
GRI 409: Forced or Compulsory Labor 2016	409-1 (2016) Operations and suppliers at significant risk for incidents of forced or compulsory labor	- SD Report, page 78, 142 - 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		ESRS S1 §14 (f); S1-1 §22 ESRS S2 §11 (b); S2-1 §18	Principle 4	8.7	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 410: Security Practices 2016	410-1 (2016) Security personnel trained in human rights policies or procedures	SD Report, page 153-160			6.3.1, 6.3.2, 6.3.4, 6.3.5, 6.6.6		Security-related impacts' is a sustainability matter covered for S3 covered by ESRS 1 §AR 16. Hence this GRI disclosure is covered by MDR-P, MDR-A, MDR-T, and/or as an entity-specific metric to be disclosed according to ESRS 1 §11 and pursuant to MDR-M.	Principle 1	16.1	Principle 8
GRI 411: Rights of Indigenous Peoples 2016	411-1 (2016) Incidents of violations involving rights of indigenous peoples	SD Report, page 142			6.3.1, 6.3.2, 6.3.4, 6.3.6, 6.3.7, 6.3.8, 6.6.7, 6.8.3		ESRS S3 S3-1, 16 (c), AR 12; S3-4 30, 32 (b), 33 (b), 36	Principle 1	2.3	
GRI 413: Local Communities 2016	413-1 (2016) Operations with local community engagement, impact assessments, and development programs	SD Report, page 182, 190-191		✓	6.3.9, 6.5.1, 6.5.2, 6.5.3, 6.7.9		ESRS S3 S3-2 19; S3-3, 25; S3-4, AR 34 (c)	Principle 1		Principle 7
	413-2 (2016) Operations with significant actual and potential negative impacts on local communities	SD Report, page 182, 190-191			6.3.9, 6.5.3, 6.7.9		ESRS 2 SBM-3 48 (c); ESRS S3, 9 (a) i and (b)	Principle 1	2.3	Principle 7
GRI 414: Supplier Social Assessment 2016	414-1 (2016) New suppliers that were screened using social criteria	SD Report, page 68, 73 Procurement Agreement		✓	6.3.5, 6.6.6, 6.8.1, 6.8.2		ESRS G1 G1-2, 15 (b)	Principle 7 Principle 8		Principle 2, Principle 3
	414-2 (2016) Negative social impacts in the supply chain and actions taken	SD Report, page 73 Supplier Management Measure page 5-20		✓	6.3.5, 6.6.6, 6.8.1, 6.8.2		ESRS 2 SBM-3, 48 (c) i and iv	Principle 7 Principle 8		Principle 2, Principle 3
GRI 415: Public Policy 2016	415-1 (2016) Political contributions	SD Report, page 186-188 2025 Philanthropic activities					ESRS G1 G1-5, 29 (b)	Principle 8 Principle 10	16.5	
GRI 416: Customer Health and Safety 2016	416-2 (2016) Incidents of non-compliance concerning the health and safety impacts of products and services	SD Report, page 161-173			4.6, 6.7.1, 6.7.2, 6.7.4, 6.7.5, 6.8.8		ESRS S4 S4-4, 35	Principle 8	16.3	

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GRI STANDARD	DESCRIPTION	Page / Link	Reason for omission	External Assurance	Linkage to other initiatives					
					ISO 26000	IFRS	ESRS	UNGC	SDG	CRBP
GRI 417: Marketing and Labeling 2016	417-1 (2016) Requirements for product and service information and labeling	• SD Report, page 105-106			6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9		'Information-related impacts for consumers and end-users' is a sustainability matter for S4 covered by ESRS 1 AR 16.	Principle 8	12.8	Principle 5, Principle 6
	417-2 (2016) Incidents of non-compliance concerning product and service information and labeling	• SD Report, page 105-106			4.6, 6.7.1, 6.7.2, 6.7.3, 6.7.4, 6.7.5		ESRS S4 S4-4, 35	Principle 7 Principle 8	16.3	
	417-3 (2016) Incidents of non-compliance concerning marketing communications	• SD Report, page 105-106			4.6, 6.7.1, 6.7.2, 6.7.3		ESRS S4 S4-4, 35	Principle 7 Principle 8	16.3	
GRI 418: Customer Privacy 2016	418-1 (2016) Substantiated complaints concerning breaches of customer privacy and losses of customer data	• SD Report, page 27-32 • ISO/IEC27001:2013 Information Security Management certificate			6.7.1, 6.7.2, 6.7.6		ESRS S4 S4-3, AR 23; S4-4, 35	Principle 8	16.a, 16.3, 16.10	Principle 6

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3.4) Completeness of material issues	☐ High	☐ Moderate	☐ Need improvement
3.5) Inclusiveness of stakeholders	☐ High	☐ Moderate	☐ Need improvement
3.6) Balance of the content	☐ High	☐ Moderate	☐ Need improvement
3.7) Key indicator mapping to related initiatives	☐ High	☐ Moderate	☐ Need improvement
3.8) Validity of additional information links	☐ High	☐ Moderate	☐ Need improvement
3.9) Overall satisfaction level	☐ High	☐ Moderate	☐ Need improvement
4. What are your top 3 subjects ae you interested in?
 - 4.1).....
 - 4.2).....
 - 4.3).....
5. How should Delta improve our Sustainable Development Report to suit your requirement?
 - 5.1).....
 - 5.2).....
 - 5.3).....
6. Here's your e-mail addressand you would like to stay connect with Delta's move on these matters:
 - ☐ Press release activity ☐ Annual and Sustainable Development report
 - ☐ Social contribution projects ☐ New product launch ☐ Others.....

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