



Taskforce on Climate-Related Financial Disclosures Report 2022

Delta Electronics (Thailand) Public Company Limited

Since our Taiwan HQ the publication of the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2017, Delta Thailand study the principle and methodology of disclosing information on climate governance, strategies, risk management, and key indicators according to the 4 elements of TCFD and partially disclose in its 2020 Sustainable Development Report that was published in 2021.

Officially, Delta Electronics (Thailand) PCL. became TCFD supporter since February 2023.

Governance

The Delta ESG Committee, under the jurisdiction of the Board of Directors, is Delta's highest-level internal climate risk and opportunity supervision body. The Committee comprises a number of board members, operational team members, Chief Sustainability Officer (CSO), regional operations directors, and functional directors. The CSO reports to the board on a quarterly basis on climate change trends and Delta's climate related management progress.

The majority of the board has a long-standing interest in climate change and has a full understanding of its importance and impact. The board takes climate change issues into account when considering major capital investment projects, including the construction of green buildings, solar energy facilities, and green energy investments

The Corporate Sustainability Development Office under the ESG Committee is responsible for following international climate change trends, as well as promoting and coordinating projects related to climate change and renewable energy. The business groups are responsible for developing various energy-efficient products and solutions, and developing products and services that contribute to climate change mitigation and adaptation. The Energy Management Service Department is responsible for providing energy efficiency improvement services.

In addition, Delta Electronics Foundation participates in important international climate change conferences each year to gain insight on the development of climate change policies and scientific research.

Climate Risk Assessment and Strategies

To understand which of the many climate change risks Delta should prioritize and address, we conduct a major survey every 3 years and a review every year to identify key climate risk items. Delta's latest company climate risk survey was completed just before the end of 2021. For this survey, our optimization measures include:

- **Collecting relevant cases from around the world and adjusting the issues to keep up with the times (as shown in the table below):** The number of policy and regulatory risks has been reduced from 12 to 8 items, technology risks from 3 to 2 items, business reputation risks from 3 to 2 items, and market risks increased from 3 to 6 items, while physical risks remain at 4. For example, in recent years, investors are actively focusing on corporate performance on climate change, so we have included "lack of contribution from company on climate change, which affects investors' and banks' willingness to invest" as one of the inventory items.
- **Redesigned risk impact level:** Quantitative thresholds are used to design the financial impact levels (including revenue, costs, and assets), and the maximum impact level is set at 0.5% to 1% of Delta's consolidated revenue.
- **New quantitative difficulty indicator added:** The availability of quantitative information will be critical to achieving the desired monetization of impacts for TCFD in the future. We have established a judgment flowchart to assist departments in considering the data that may be used for each climate change risk.
- **Using international databases:** Supplemented by an online climate risk information platform, we assess immediate and long-term physical risks on a larger geographic scale for Taiwan, Mainland China, Thailand, San Francisco of California, USA, and India.
- **Organizing TCFD education training and workshops:** Held the training and workshops in Mandarin and English, and invited Thailand to participate for the first time.

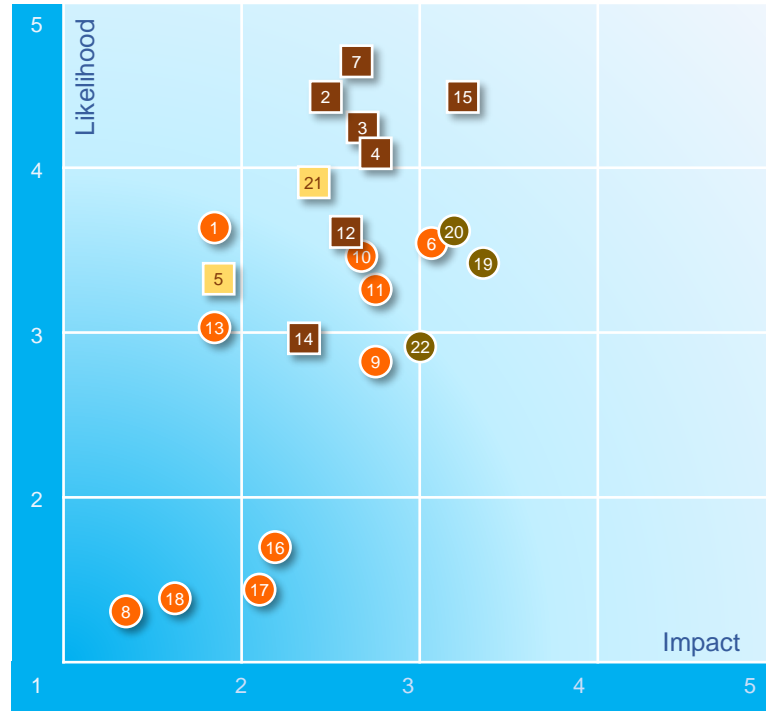




With over 70 representatives from business groups and functional groups, as well as expert opinions and external literature adjustments, the four 4 risks identified were "increasing raw material costs", "renewable energy regulations", "increasing severity of extreme climate events", and "changing rainfall patterns and severe weather patterns". The increase in raw material cost is the second time that it has been determined to be a risk of highest concern after being identified as such in the previous survey. As for the other 3 risks of highest concern, they were elevated from the second highest concern risk level in the previous survey to the highest concern risk level, indicating that the impact of renewable energy, extreme weather, and changes in weather patterns are clearly felt by Delta and require adaptive actions.

Macroscopic physical risks are very difficult to manage through quantification. Risks such as "increasing severity of extreme climate events" and "changing rainfall patterns and severe weather patterns" are more difficult to quantify than "renewable energy regulations" and "increased raw material costs". With further analysis, each business group is affected by climate change risks differently. Delta's industrial automation, fan and thermal management, and electric vehicle solutions business groups are the most sensitive to climate change risks. If we analyze the physical risk by operational location, the Yangtze River basin in China suffered more damage in 2021 due to local floods, reflecting the reason for the higher score in China, followed by Taiwan and then Thailand.

Delta Climate Risk Analysis Matrix



- **Transition Risks** : High difficulty in quantifying impact
- **Transition Risks** : Low difficulty in quantifying impact
- **Physical Risks** : High difficulty in quantifying impact
- **Physical Risks** : Low difficulty in quantifying impact

Risk Type		Climate Risk Item	Risk Group	
Transition Risks	Policy and Regulatory Risks	1. International sector agreements	L	
		2. Voluntary agreements	M	
		3. Uncertainty surrounding regulation and policies.	M	
		4. Carbon tax and related regulation.	M	
		5. Requirement of decreasing greenhouse indirect emissions (water and waste reduction)	L	
		6. Mandates on and regulation of existing products and services	M	
		7. Renewable energy regulation	H	
		8. Exposure to litigation	L	
	Technology Risks	9. Substitution of existing products and services with lower emissions options	L	
		10. Costs to transition to lower emissions technology	L	
	Market Risks	11. Customers change supplier selection criteria.	L	
		12. Customers change product specification requirements.	M	
		13. Shifts in consumer preferences to low-carbon products	L	
		14. Emissions reduction requirements to suppliers	L	
		15. Increased cost of raw materials	H	
		16. Investors evaluate climate change efforts (e.g. ESG performance) in making investment decision.	L	
	Business Reputation Risks	17. Stigmatization of sector	L	
		18. Corporate image affected by news about climate change.	L	
	Physical Risks	Immediate Physical Risks	19. Increased severity of extreme weather events as cyclones and floods	H
		Long-Term Physical Risks	20. Changes in precipitation patterns and extreme variability in weather patterns	H
			21. Rising mean temperatures	L
			22. Rising sea levels	L

Risk Item	Climate Risks and Impacts	Response and Derivative Opportunities
<p>Policy and Regulatory Risks</p>	<p>Policy and regulatory risks are easier to monitor than other risks. Out of all policies, we pay special attention to Nationally Determined Contributions (NDCs) and stay ahead of policies to prioritize compliance and avoid violations. Delta's plants are currently not included within the scope of carbon taxes or mandatory carbon trading. Products are also not directly placed under management. However, once they are placed under management, it may increase operating costs, increase management expenses, and lead to the inability to implement prompt response measures or even penalties due to the inability of renewable electricity supply to meet demand or lack of transparency in policies.</p> <p>In 2021, more benchmark customers are asking about Delta's carbon reduction targets both in corporate level, product level and the proportion of renewable electricity. However, renewable electricity is a new challenge for humanity. With the lack of transparency in the global market and price of renewable electricity, how to obtain renewable electricity that meets the requirements of customers and international evaluation, as well as being environmentally-friendly and how to take care of ecological needs with limited land resources are some of the derivative risks that we are concerned about.</p>	<ul style="list-style-type: none"> ▪ Introduce internal carbon pricing and charge for greenhouse gas emissions. ▪ Joined RE100 and set renewable electricity targets. ▪ Actively pay attention to the development of international systems such as carbon border tax, renewable electricity regulations, and renewable electricity certificate system, and participate in the Power Purchase Agreement (PPA).
<p>Technology Risks</p>	<p>Delta pays close attention to development in the power sector and actively pursues opportunities available to Delta in a low-carbon economy. Currently, Delta's core technology is mainly energy saving, and some of its products can be used in renewable energy-related solutions. However, the technology has not yet crossed over to carbon capture and storage, and Delta may face more challenges in technology competition if the Deep Decarbonization Pathways Project (DDPP) is implemented.</p> <p>However, there may be errors in judging the technology needs brought about by climate change and inability to assess the feasibility of the technology based on past experience. In addition, technology deployment requires a certain amount of time and capital investment, which may lead to misjudgment of industry trends and long payback periods.</p> <p>The development of new technologies requires the entire supply chain to work together in order to make commercialized products. If our existing suppliers are unable to improve their knowledge of climate change, or if their specifications and technologies cannot be synchronized with the requirements of the new technology, or if the cost of materials is too high, then the quality of the product, the commercialization process, and the overall cost will definitely be affected.</p>	<ul style="list-style-type: none"> ▪ Climate change is one of the factors Delta takes into consideration when laying out its technology. All the new technologies, new products, and new directions over the past few decades, such as IA, electric vehicles, batteries, building automation, green buildings, and ESG knowledge applications, are all opportunities. ▪ Take low-carbon transport as an example, Delta invested in the electric vehicle field more than 10 years in advance and is now a supplier to first-tier vehicle Manufacturers.

Risk Item	Climate Risks and Impacts	Response and Derivative Opportunities
<p>Market Risks</p>	<p>If customer or consumer demand for low-carbon products is lower than expected or if the signal is not sufficiently strong, it may lead to a delay in the launch of low-carbon products, unacceptable prices, reduced profits, or early termination. Climate change may indirectly or directly cause interruptions in the supply chain and Delta may be forced to choose raw material manufacturers with higher unit costs or change transportation routes which may increase the cost. Product materials and specifications may also increase in terms of higher temperature tolerance, salt tolerance, or energy efficiency which would increase the cost of raw materials.</p> <p>Delta evaluates the development of energy storage solutions by combining the NDC scenario and Beyond 2°C scenario with the current policy direction in Taiwan, and the assessment shows that Beyond 2°C will bring much greater market opportunities than the NDC scenario.</p>	<ul style="list-style-type: none"> ▪ Develop heat-resistant, low-temperature, and salt-resistant ventilation and cooling equipment. ▪ Introduce ESG and other related measures in advance to meet regulatory and customer requirements
<p>Business Reputation Risks</p>	<p>Business reputation risks are relatively low for Delta, mainly because Delta's product portfolio is diversified and does not include high carbon emission products or businesses, so the risk of negative news on climate change is low.</p>	<ul style="list-style-type: none"> ▪ Continue to monitor international legislative changes and trends
<p>Physical Risks</p>	<p>Physical risks could lead to disruptions in the transportation of materials and goods, disruptions in employee transportation, reduced employee productivity due to high temperatures, increased cost of chillers and other air-conditioning equipment, increased cost of flood prevention measures, increased frequency and cost of building maintenance, and disruptions to production lines due to flooding and water outages. Since self-generated solar energy is one of Delta's renewable electricity strategies, changes in sunlight due to weather changes or forest fires due to extreme temperatures can affect the efficiency of solar panels in renewable electricity generation due to increasing air pollutants.</p> <p>Take climate change as an example, the model results show that RCP 2.6 will have a greater impact on Delta's Thailand plant in 2030 than RCP 8.5, including a higher severity of clean water shortage and a higher rate of supply reduction due to water shortage, but a lower probability of water shortage than 8.5. However, by 2050, RCP8.5 will have a greater impact than RCP2.6.</p>	<ul style="list-style-type: none"> ▪ Since 2006, Delta's plants, offices, and data centers have implemented the Green Building Standard, obtained green building certificates, and calculated annual energy savings. Delta's policies and green building standards are applied to all newly-built plants with the goal of adapting to climate change. ▪ Developed a Business Continuity Plan (BCP) for floods caused by heavy rainfall and fires caused by extreme high temperatures. ▪ Delta has focused on severe water shortage events and taken measures to adapt to climate change, such as: replacing high water consumption facilities within 5 years, strengthening emergency back-up provisions and planning, as well as establishing a wastewater reclamation system within 5 to 10 years to reduce demands for secondary use.



Progress in 2022 - Scenario Analysis

Thailand's Commitment in COP 27

H.E. Mr. Varawut Silpa-archa, the Minister of Natural Resources and Environment.



1

Revisions made on the Long-Term Low GHG Emissions Development Strategy (LT-LEDS) include:

- 1.1 Revise the deadline for greenhouse gas reduction (by 20-25%) from 2030 to 2025 (5 years earlier)
- 1.2 Revise the deadline for reaching carbon neutrality from 2065 to 2050 (15 years earlier)
- 1.3 Revise the deadline for net zero gas emission from 2100 to 2065 (35 years earlier)
- 1.4 Reiterate agendas that Thailand needs assistance and support, especially advanced technology transfer and climate change adaptation and mitigation

2

Updated Nationally Determined Contributions (NDC) saw the revision of short-term goal to be in line with LT-LEDS, which includes reduction of greenhouse gas emissions by 30-40% from the projected business-as-usual (BAU) level by 2030, among others.

References:

1. "Speech H.E. Mr. Varawut Silpa-archa, the Minister of Natural Resources and Environment on COP27 from Egypt 2022", YouTube video, posted by "Department of Environmental Quality Promotion", [Thailand commitment speech on COP27 from Egypt 2022 – YouTube.](#)
2. Thailand ready to attend COP 27 during November 3-18, 2022, Royal Thai Government, <https://www.thaigov.go.th/news/contents/details/60674>.



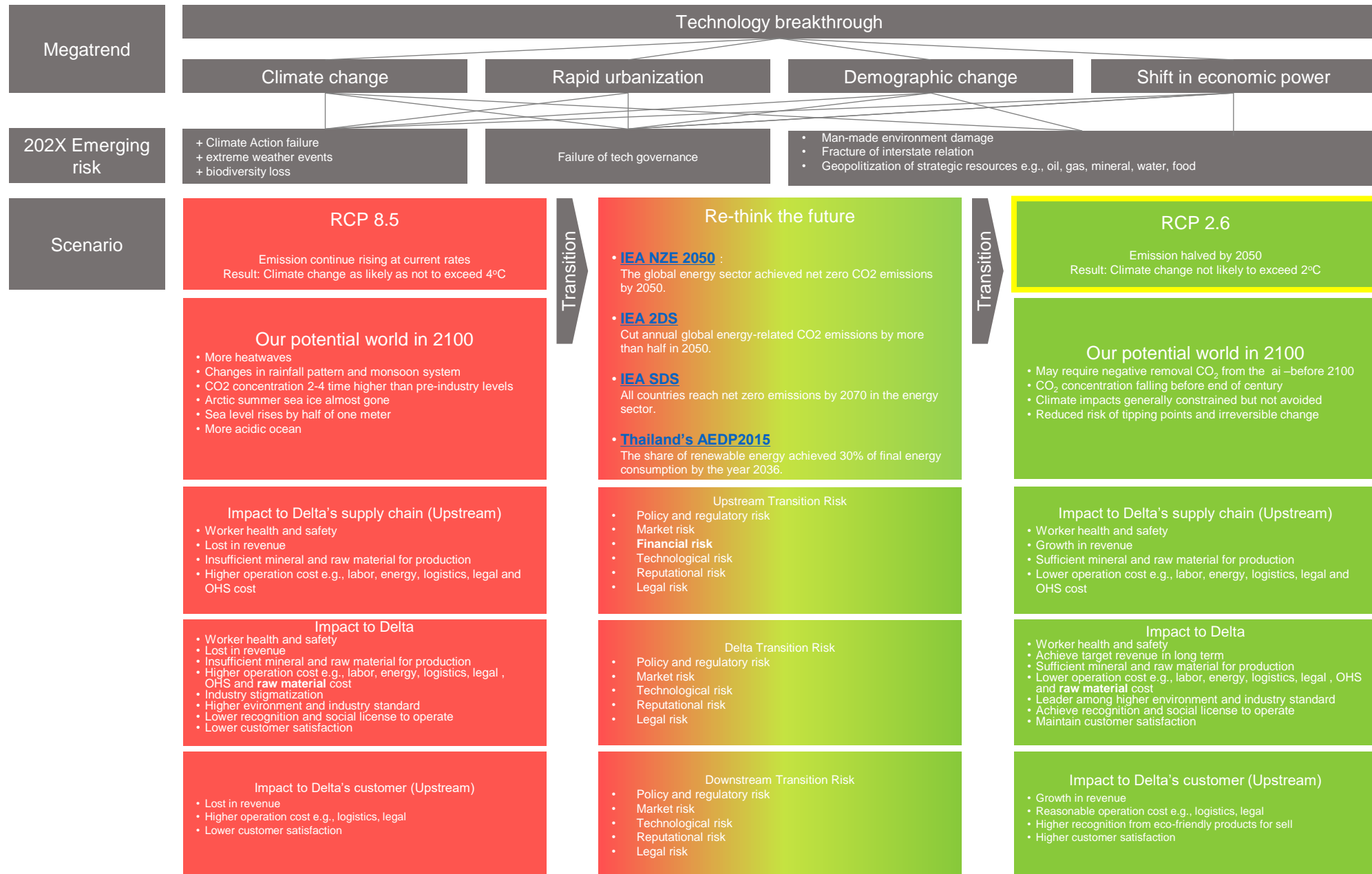
Progress in 2022 - Scenario Analysis

The key outcomes of COP27 climate summit.

- **Loss and damage** - Developing countries have been seeking financial assistance for loss and damage, money needed to rescue and rebuild the physical and social infrastructure of countries devastated by extreme weather for nearly three decades. Finally achieving agreement on a fund is a major milestone. Now comes the difficult part, the fund must be set up and filled with cash. There is no agreement yet on how the finance should be provided and where it should come from.
- **1.5C** - The 2015 Paris agreement contained 2C goals – to keep the rise “well below 2C” above pre-industrial levels, and “pursuing efforts” to keep the increase to 1.5C. Science since then has shown clearly that 2C is not safe, so at Cop26 in Glasgow last year countries agreed to focus on a 1.5C limit. As their commitments on cutting greenhouse gas emissions were too weak to stay within the 1.5C limit, they also agreed to return each year to strengthen them, a process known as the ratchet. At Cop27, some countries tried to renege on the 1.5C goal, and to abolish the ratchet. They failed, but a resolution to cause emissions to peak by 2025 was taken out, to the dismay of many.
- **Gas** - The final text of Cop27 contained a provision to boost “low-emissions energy”. That could mean many things, from wind and solar farms to nuclear reactors, and coal-fired power stations fitted with carbon capture and storage. It could also be interpreted to mean gas, which has lower emissions than coal, but is still a major fossil fuel.
- **Fossil fuels** - Last year at Glasgow, a commitment to phase down the use of coal was agreed. It marked the first time a resolution on fossil fuels had been included in the final text – some would say, incredibly for 30 years of conferences on climate change. At Cop27, some countries – led by India – wanted to go further and include a commitment to phase down all fossil fuels. That was the subject of intense wrangling late into Saturday night, but in the end, it failed, and the resolution included was the same as that in Glasgow.
- **World Bank reform** - A growing number of developed and developing countries are calling for urgent changes to the World Bank and other publicly funded finance institutions, which they say have failed to provide the funding needed to help poor countries cut their greenhouse gas emissions and adapt to the impacts of the climate crisis. Reform of the kind widely discussed at Cop27 could involve a recapitalization of the development banks to allow them to provide far more assistance to the developing world. Nicholas Stern, a climate economist and peer, has calculated the developing world will need \$2.4tn (£2tn) a year from 2030. But this is only about 5% more than the investment they would require anyway, much of which would go into high-carbon infrastructure. The World Bank could provide about half of those funds, he estimates.
- **Adaptation** - Building flood defenses, preserving wetlands, restoring mangrove swamps and regrowing forests – these measures, and more, can help countries to become more resilient to the impacts of climate breakdown. But poor countries often struggle to gain funding for these efforts. Of the \$100bn a year rich countries promised they would receive from 2020 – a promise still not fulfilled – only about \$20bn goes to adaptation. In Glasgow, countries agreed to double that proportion, but at Cop27 some sought to remove that commitment. After some struggle, it was reaffirmed.
- **Tipping points, the IPCC and health** - Since Cop26, the IPCC has published the key parts of its latest vast assessment of climate science, warning of catastrophic impacts that can only be averted by sharp and urgent cuts in greenhouse gas emissions. The IPCC was set up by the UN to advise on science, yet some countries wished to remove references to its latest findings from the final text. Instead of that, a reference to the key finding of “tipping points” was put in – a warning that the climate does not warm in a gradual and linear fashion, but that we risk tripping feedback loops that will lead to rapidly escalating effects. These include the heating of the Amazon, which could turn the rainforest to savannah, transforming it from a carbon sink to a carbon source, and the melting of permafrost that releases the powerful greenhouse gas methane. Also inserted was a reference to “the right to a clean healthy and sustainable environment”. Medical professionals have begun to play a much more prominent role in climate talks, and in climate protests, drawing a clear link between global heating and health.

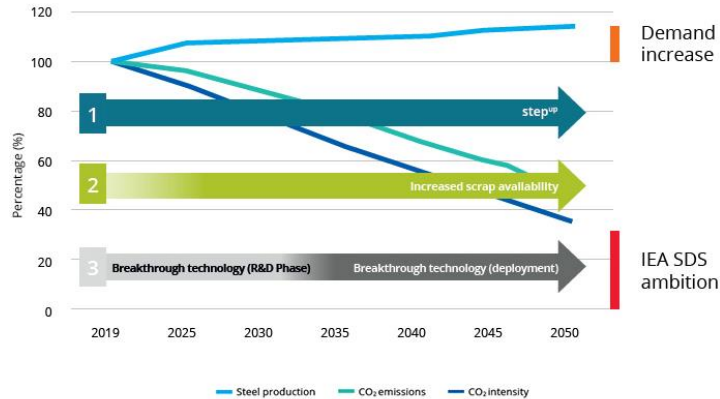
Reference: [What are the key outcomes of Cop27 climate summit? | Cop27 | The Guardian](#), [COP27: Key outcomes agreed at the UN climate talks in Sharm el-Sheikh - Carbon Brief](#)

Climate Risk and Delta Value Chain



Sample of scenario on material requirement: Iron Ore Demand and supply

Steel production, total CO₂ emissions and CO₂ intensity, 2019 - 2050 under the International Energy Agency (IEA) Sustainable Development Scenario (SDS)

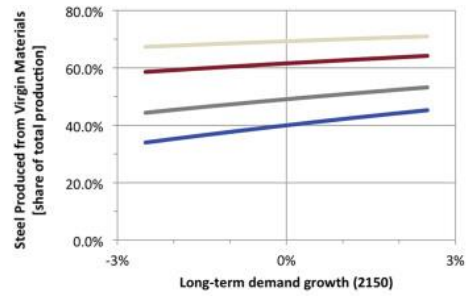


Based on data provided in the IEA's Iron and Steel Technology Roadmap, October 2020
<https://worldsteel.org/publications/policy-papers/climate-change-policy-paper/>

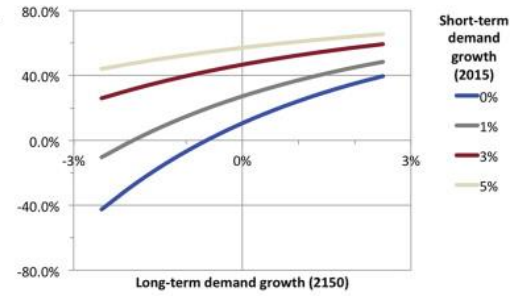
The long-term demand growth has a more significant influence on steel production from virgin materials in 2100 (Fig. 3b). A negative requirement for steel production from virgin materials was actually visible for the case of reducing short-term growth to between 0% and 1% combined with a negative long-term growth (the blue and grey curves crossing the x-axis in Fig. 3b). In this case, the negative requirement for steel production from virgin materials indicates that society would supply steel production with recycled material to the degree of being self-sufficient without the need for virgin materials.

This confirms the conclusion of Grosse (2010), that a demand growth rate lower than 1% is required for recycling to make a difference in the conservation of the iron resource.

However, reducing global demand growth drastically in the short-term and aiming for negative growth in the long-term (i.e. for 2100 and beyond) is not plausible considering the future requirement of steel products in developing regions (Pauliuk et al., 2013). This means that even if we drastically reduce the growth of steel demand in the short-term, there would still be a significant requirement for steel production from virgin materials in 2050. Unless we aim at negative demand growth in the long-term, there will still be a requirement for steel production from virgin materials, even by 2100.



a. Steel produced from virgin materials in 2050

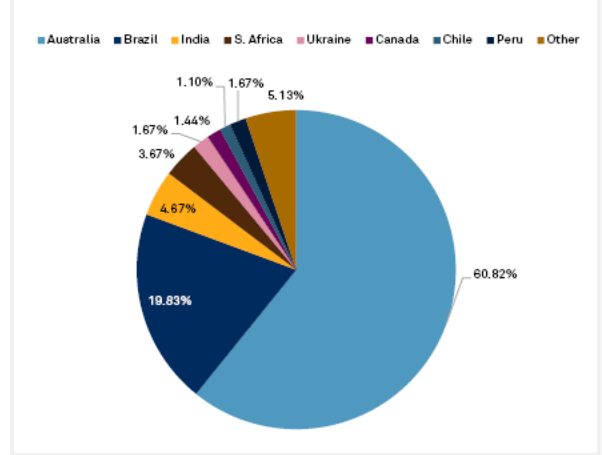


b. Steel produced from virgin materials in 2100

- In 2050, 50% of global steel production will still require virgin materials.
- Global climate targets strongly influence technology choice for steel production.
- Hydrogen-based steel production is an important future technology option.
- Future crude steel prices of 500 USD per tonne, provided that CCS is available.

Morfeldt, J., Nijs, W., & Silveira, S. (2015, September 15). *The impact of climate targets on future steel production e an analysis based on a global energy system model*. Journal of Cleaner Production. Retrieved February 9, 2022, from <https://reader.elsevier.com/reader/sd/pii/S0959652614004004?token=40E28B0FD8BC986B2BE6C3C76A3ADFE2087FB892870C93C6025AC2460AF794C1D7F8F2BE6C861BF76FDCF13EBB11439D&originRegion=eu-west-1&originCreation=20220702061740>

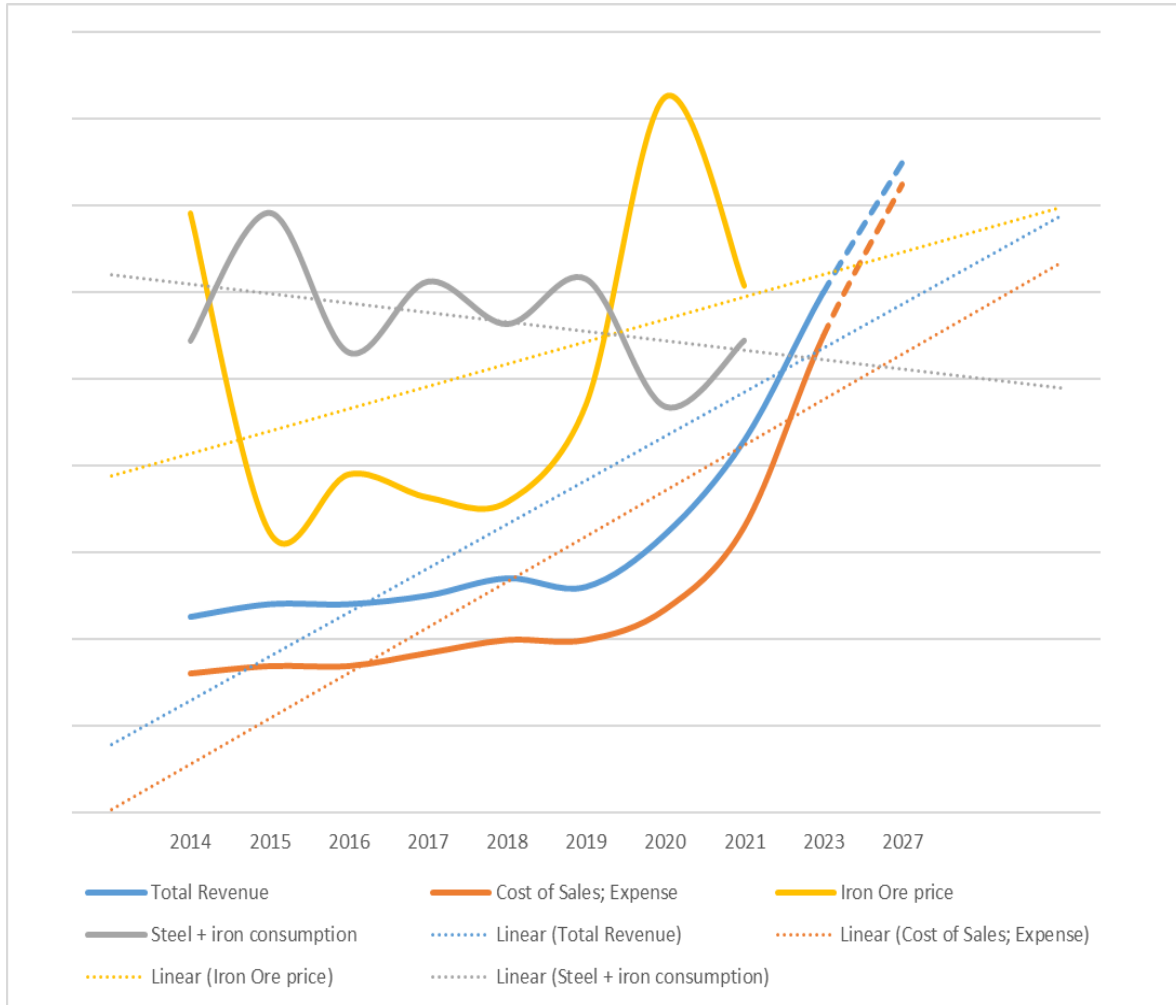
Australian iron ore dominates Chinese imports in Jan.-May 2021



Data as of July 20, 2021. Source: Global Trade Tracker

<https://www.spglobal.com/marketintelligence/en/news-insights/blog/sluggish-iron-ore-supply-response-could-hamper-chinas-decarbonization-drive>

Sample of scenario on material requirement: Iron Ore Demand and supply



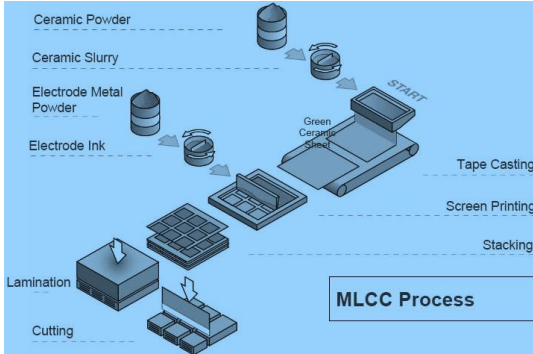
(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
Profit or loss:					
Revenues					
Sales		117,211,365,609	82,994,057,065	103,379,372,088	70,909,543,246
Service income		1,346,601,076	1,324,303,410	171,878,668	72,594,708
Other income					
Gain on exchange		449,870,986	1,017,817,765	889,724,991	1,025,174,653
Insurance compensation income due to flooding	27	330,678,795	-	330,678,795	-
Others		546,677,659	442,123,356	411,256,373	361,476,931
Total revenues		119,885,194,125	85,778,301,596	105,182,910,915	72,368,789,538

Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Failure to implemented green revenue target Failure of supplier localization Higher importance of recycled input material development
Operational	<ul style="list-style-type: none"> Order fulfillment disruption
Financial	<ul style="list-style-type: none"> Failure to implemented green revenue target Higher operation cost from downstream's higher cost
Compliance	<ul style="list-style-type: none"> Higher environmental standards
Social / Environment	<ul style="list-style-type: none"> The cross-border mining sites

- Mitigation plan**
- Engage suppliers to raise the awareness of the reducing volume of metal in the Earth.
 - Promote the consumption of recycled input material
 - Diversify supply sources for steel and metal material
 - Comply with WEEE requirement to ease recycling process after end-of-life.
 - Disseminate the importance of waste sorting to broader communities to prevent depreciation of recyclable waste quality.

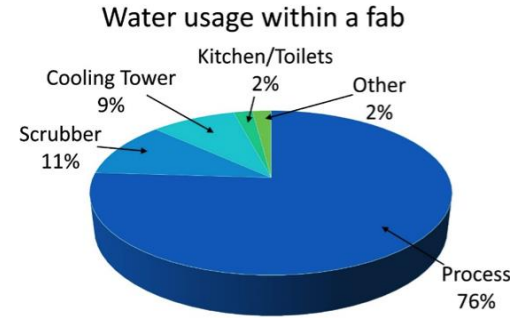
Sample of Scenario on Water Consumption in Chip Capacitor Industry



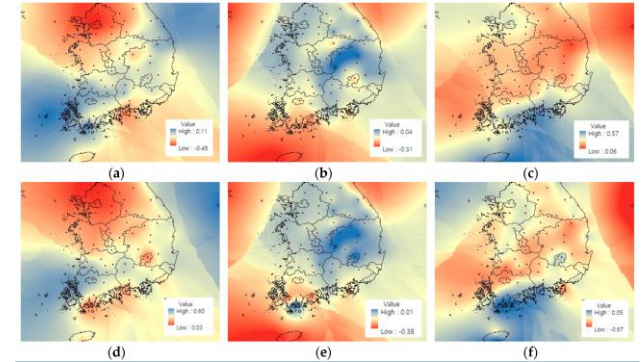
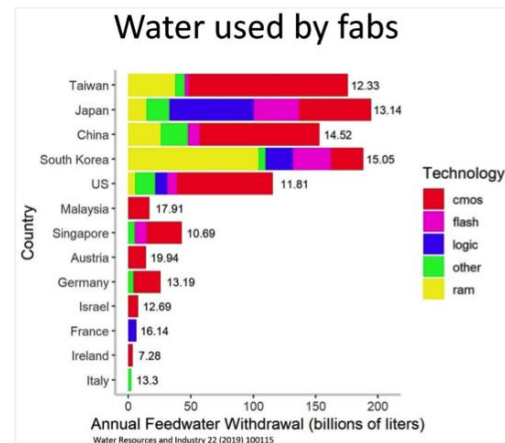
According to our recent supply chain analysis, over 40% of our material consumed yearly is "Electrical and Electronics Engineering" parts which are the semi-manufacture part/component with embedded circuit and chip capacitor. A key component of these chip capacitor is so called "fab". A [semiconductor](#) fab is a manufacturing plant in which raw silicon wafers are turned into integrated circuits.

As the [Semiconductor Digest's report](#), this industry consumes copious amounts of water, as much as 264 billion gallons per year, a resource likely to become more scarce in a changing climate. An individual fab can use tens of millions of gallons of water per day. The largest use of water (about three-quarters) in a fab is process related, with much of that being converted to ultra-pure water (UPW) needed for production itself, followed by the facility scrubber and cooling tower (both about one-tenth) (Fig 1). Fabs typically have separate circuits for ultrapure water (UPW), which can be hot and cold, and lower purity (LP) water. UPW generation is a complex, multi-step process that also consumes significant amounts of power. Most fabs have some level of UPW reclamation, although rates vary widely among fabs and processes within a fab.

Climate change will have a negative impact on the availability of water in many regions where semiconductor devices are manufactured. It is also important to understand the balance between recycle efficiency, energy usage, and carbon footprint. Innovative approaches that involve the fabs, local, and national governments are needed to manage this water risk as production increases.

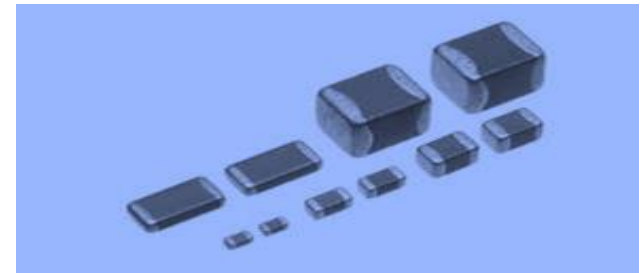


Fab water usage (feedwater withdrawals in billions of liters per year) for several semiconductor-producing countries. The top five are all using well over 100 billion liters per year. The numbers at the right end of each country show the consumption per square centimeter of product. Various types of product are represented in the color key.

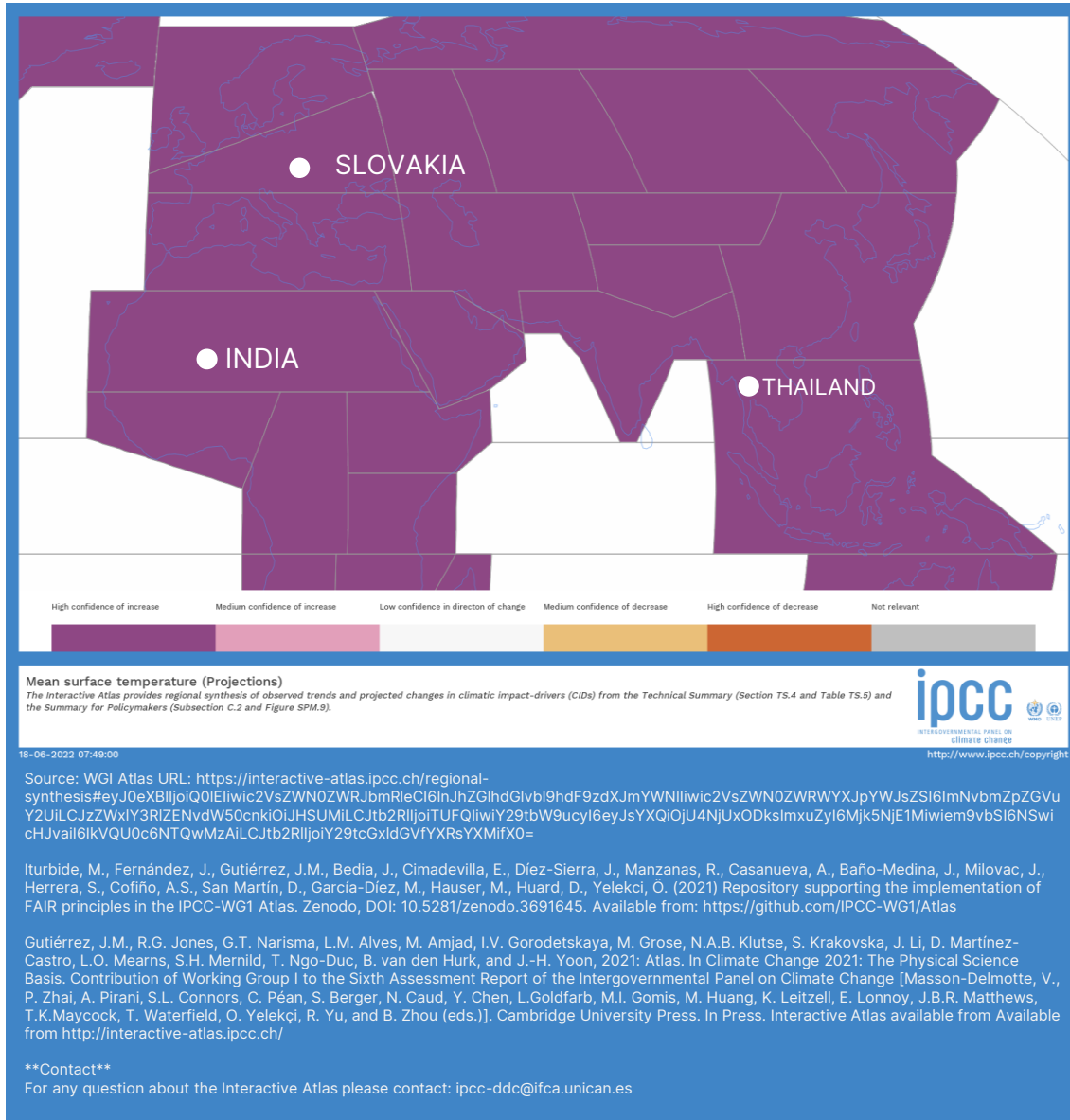


Assessment of Meteorological Drought Indices in Korea Using RCP 8.5 Scenario : Dongwoo Jang
Reference : <https://tinyurl.com/4rnk35>

- Mitigation plan**
- Engage suppliers to raise the awareness of climate risk
 - Promote the consumption of recycled water, recycled input material, refurbish material
 - Diversify supply sources for steel and metal material
 - Comply with WEEE requirement to ease recycling process after end-of-life.
 - Initiate co-program with supplier and local startups to develop substitute material.
 - Disseminate the importance of waste sorting to broader communities to prevent depreciation of recyclable waste quality.

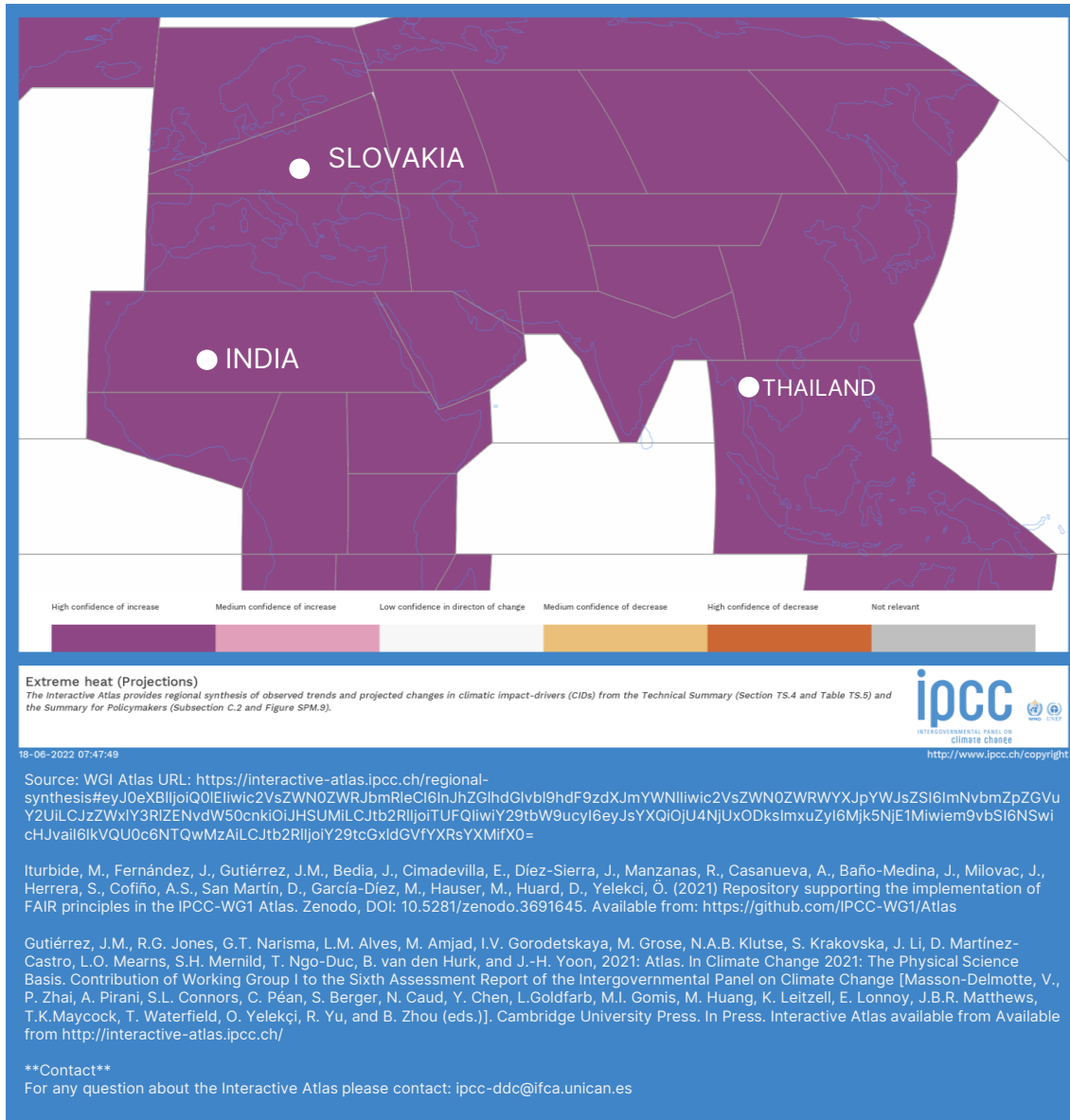


Heat and Cold: Mean surface temperature (Projections)



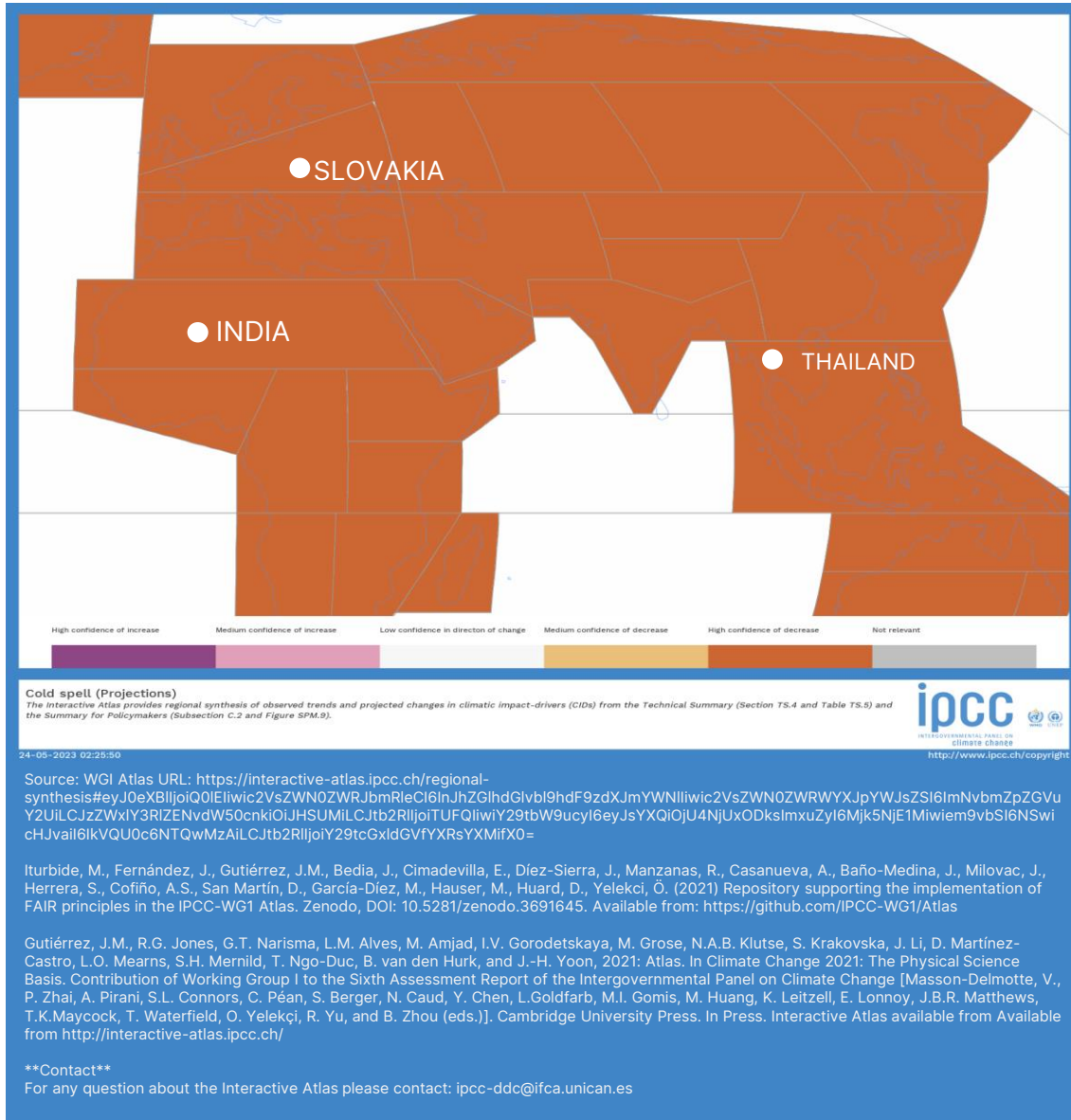
Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Changing market dynamic: Changes in mean surface temperature and associated climate impacts can reshape market dynamics and disrupt traditional business models. Regulatory and policy changes: Changes in mean surface temperature can trigger new regulations, policies, and incentives aimed at mitigating climate change. Supply chain disruptions: It can disrupt global supply chains, affecting the availability, quality, and cost of inputs.
Operational	<ul style="list-style-type: none"> Physical disruptions: Events caused by changes in mean surface temperature, such as storms, floods, or heatwaves, can damage company infrastructure, disrupt operations, and lead to production delays or shutdowns. Supply chain disruptions: It can affect the availability and quality of raw materials, impacting the continuity of supply chains. Company may experience delays, shortages, or increased costs due to disruptions in transportation, logistics, or agricultural production. Increased maintenance and repair costs: It can accelerate wear and tear on equipment and infrastructure, requiring more frequent maintenance and repairs. This can lead to increased operational expenses.
Financial	<ul style="list-style-type: none"> Asset devaluation: Delta site that assets in locations vulnerable to this impacts, such as coastal areas prone to sea-level rise, may face the risk of asset devaluation. Insurance costs: Changes in mean surface temperature can result in increased insurance costs, especially for company operating in regions exposed to climate-related risks. Insurance premiums may rise due to higher probabilities of weather-related damages or business interruptions.
Compliance	<ul style="list-style-type: none"> Reporting and disclosure: Company is required to disclose climate-related risks and opportunities in financial reports and regulatory filings. Failure to accurately disclose climate risks or mitigation efforts can lead to compliance issues and reputational damage.
Social / Environment	<ul style="list-style-type: none"> Resource scarcity and availability: Changes in mean surface temperature can impact the availability of critical resources such as water, energy, and raw materials. Reputation and stakeholder expectations: Environmental concerns are increasingly important to stakeholders, including consumers, investors, employees, and communities. Company may be seen as contributing to climate change or causing environmental harm may face reputational damage and a loss of trust. In contrast, if company can prioritize sustainability, demonstrate environmental stewardship, and engage in transparent environmental practices can enhance the reputation, attract customers, and retain talented employees.

Heat and Cold: Extreme heat (Projections)



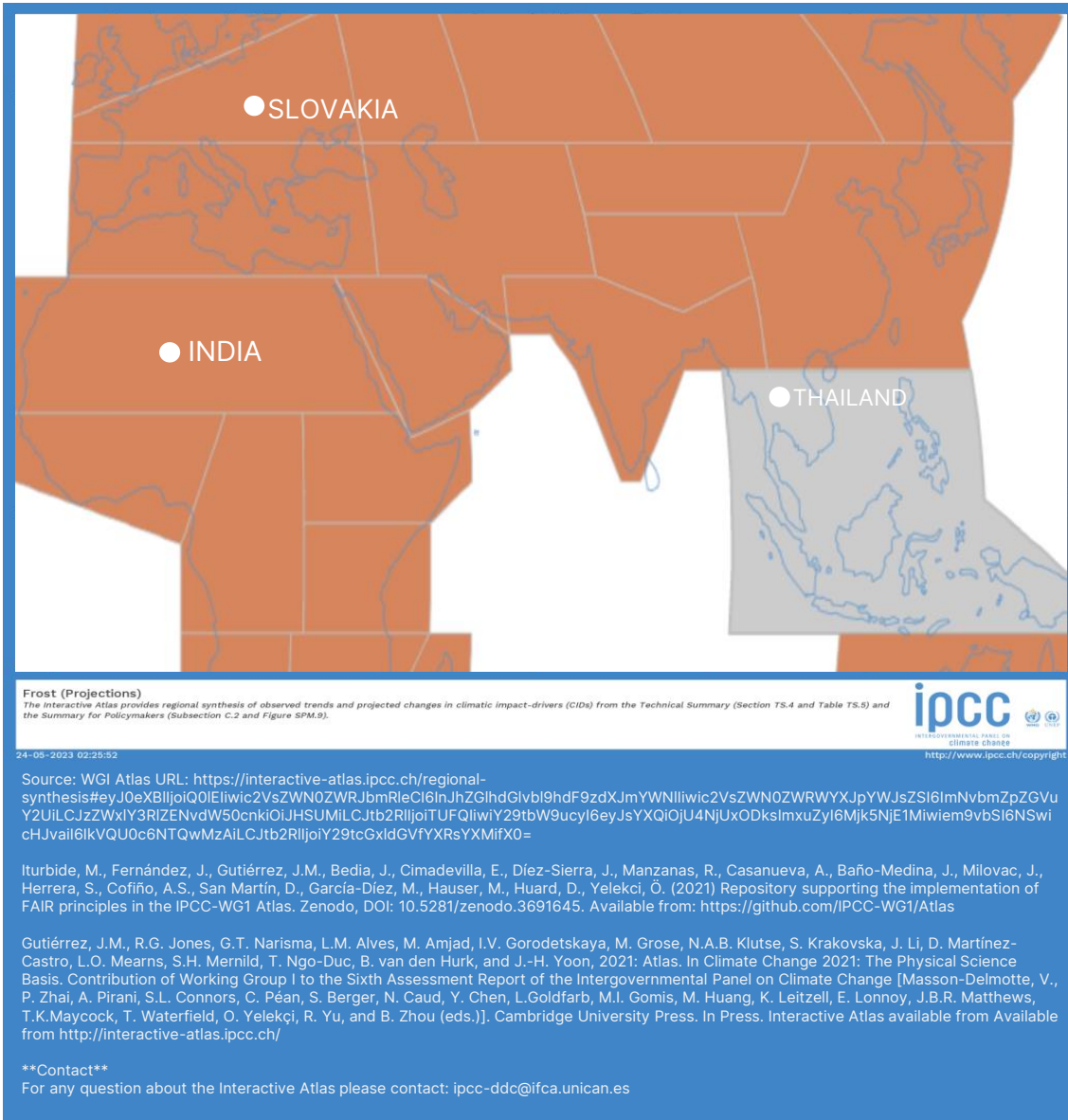
Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruptions: Extreme heat events can alter consumer behavior and preferences, leading to shifts in market demand for certain products or services. Company may fail to anticipate or adapt to these changes may face challenges in maintaining market relevance and competitiveness. Technological obsolescence: Rising temperatures may require companies to invest in new technologies or adapt existing ones to operate effectively in high-temperature environments. Failure to embrace technological advancements or adapt to changing conditions may result in the obsolescence of products or processes.
Operational	<ul style="list-style-type: none"> Infrastructure and equipment damage: High temperatures can cause damage to physical infrastructure, such as buildings, machinery, and transportation systems. Heat-related issues like power outages, equipment failures, or disruptions in cooling systems can lead to operational disruptions and increased maintenance costs.
Financial	<ul style="list-style-type: none"> Insurance and liability: Extreme heat events may increase the frequency and severity of property damage, business interruptions, and liability claims. company may face higher insurance premiums or difficulties in obtaining coverage if they operate in regions prone to heat-related risks.
Compliance	<ul style="list-style-type: none"> Occupational health and safety regulations: Company needs to comply with occupational health and safety regulations that mandate protection against extreme heat for workers. Failure to implement appropriate measures and safeguards can result in compliance issues, fines, and legal liabilities.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Extreme heat can impact employee well-being, satisfaction, and productivity. If company do not prioritize employee health and safety during heatwaves may face reputational damage and difficulties attracting and retaining talent. Climate change implications: Extreme heat is a manifestation of climate change, and companies that contribute to greenhouse gas emissions or have high carbon footprints may face reputational risks and regulatory pressures.

Heat and Cold: Cold spell (Projections)



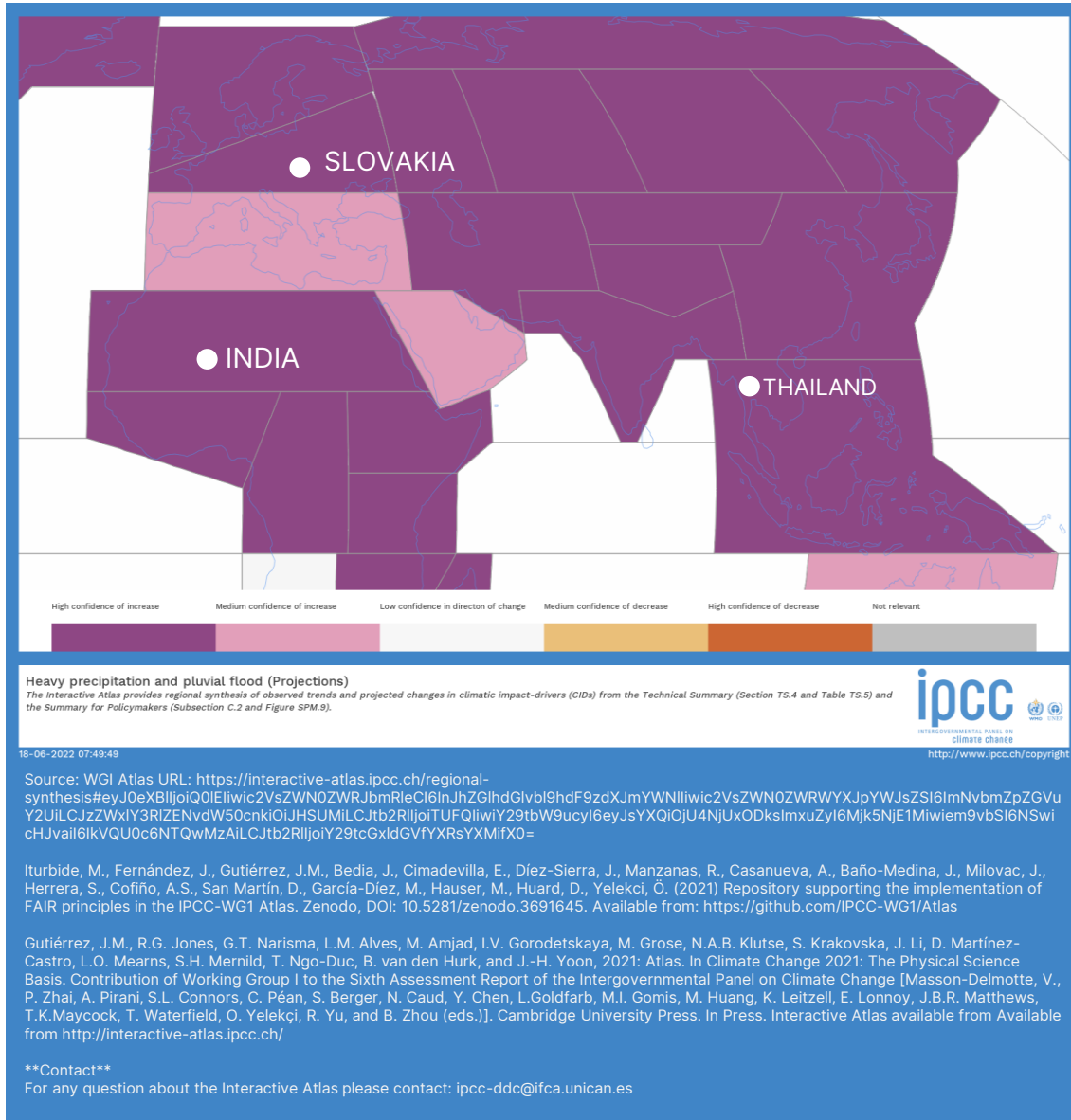
Location	Impacts level
Thailand	High confidence of decrease
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruptions: Cold spells can disrupt consumer behavior and preferences, leading to shifts in demand for certain products or services. If the Company fail to anticipate or adapt to these changes may face challenges in maintaining market relevance and competitiveness Supply chain disruptions: Extreme cold temperatures can disrupt transportation networks, impacting the timely delivery of goods and services. Company reliant on just-in-time supply chains or those sourcing materials from regions susceptible to cold spells may face delays, shortages, and increased costs.
Operational	<ul style="list-style-type: none"> Infrastructure and equipment damage: Cold spells can cause damage to physical infrastructure, including buildings, machinery, and transportation systems. Freezing temperatures can lead to frozen pipes, equipment failures, and transportation disruptions, resulting in operational disruptions and increased maintenance costs. Health and safety risks: Prolonged cold spells pose health and safety risks to employees, especially those working in outdoor or cold-exposed environments. Cold-related illnesses, reduced productivity, and increased absenteeism can impact operational efficiency and workforce performance.
Financial	<ul style="list-style-type: none"> Insurance and liability: Extreme cold temperatures can cause property damage, business interruptions, and liability claims. Company may face higher insurance premiums or difficulties in obtaining coverage if they operate in regions prone to cold-related risks. Increased operational costs: Cold spells can drive up energy consumption for heating purposes, resulting in higher operational costs for companies.
Compliance	<ul style="list-style-type: none"> Occupational health and safety regulations: Company needs to comply with occupational health and safety regulations that mandate protection against cold-related hazards for workers. Failure to implement appropriate measures and safeguards can result in compliance issues, fines, and legal liabilities. Environmental regulations: Cold spells can have environmental impacts, such as increased energy consumption and emissions. Company may need to comply with environmental regulations and take steps to reduce the environmental footprint, particularly related to energy usage.
Social / Environment	<ul style="list-style-type: none"> Community relations: Company may be perceived as not taking appropriate measures to address the impact of cold spells on local communities may face negative sentiment and reputational risks. Engaging with communities, supporting cold weather resilience initiatives, and demonstrating social responsibility can help mitigate these risks. Climate change implications: Cold spells, like other extreme weather events, can be influenced by climate change. Companies that contribute to greenhouse gas emissions or have high carbon footprints may face reputational risks and regulatory pressures.

Heat and Cold: Frost (Projections)



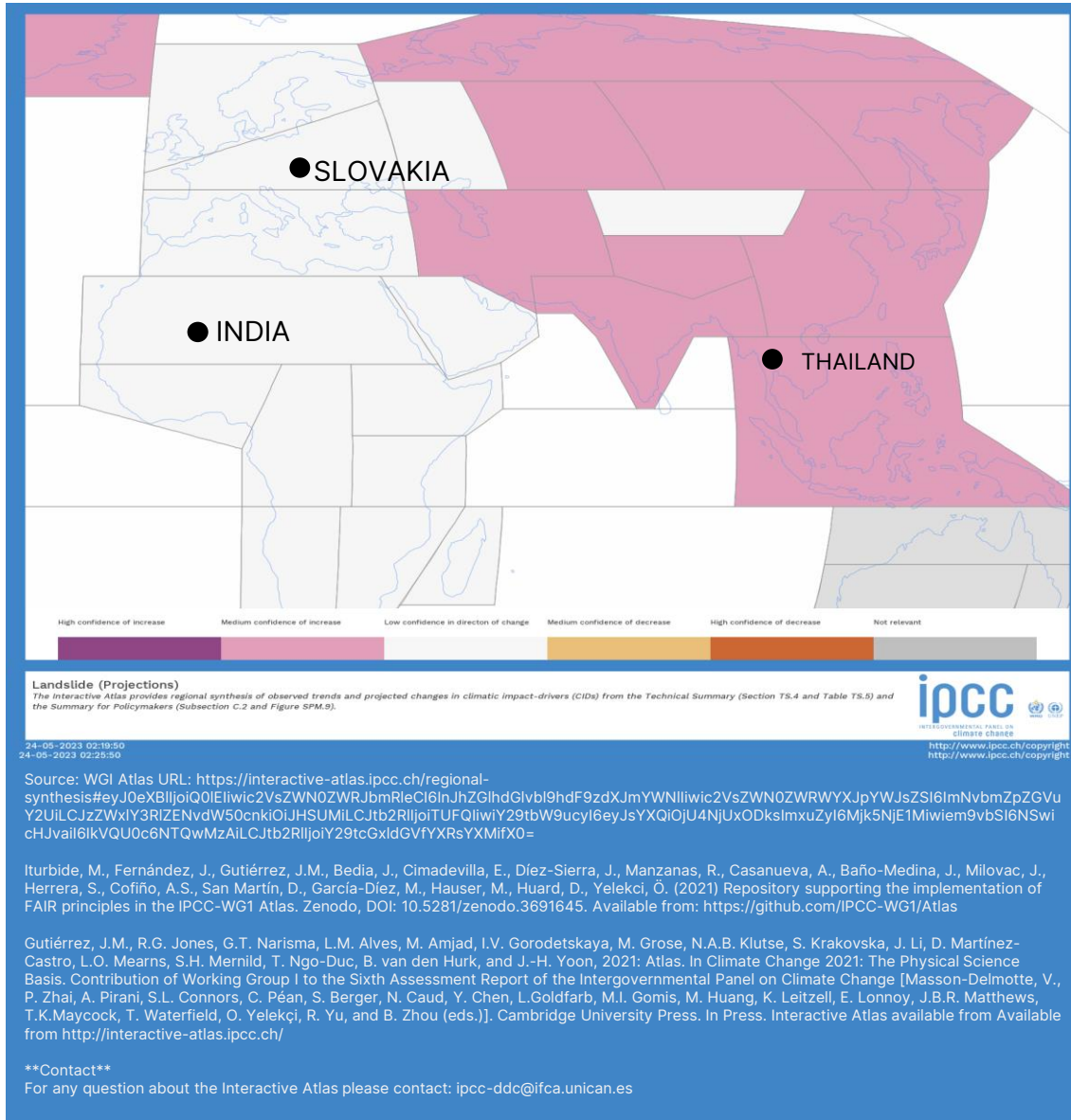
Location	Impacts level
Thailand	Not relevant
India	High confidence of decrease
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Product development and innovation: Frost events can impact the development and innovation of electronic products. Company may need to invest in research and development to create technologies that are resilient to cold temperatures or adapt existing products to function effectively in such conditions. Market demand and customer behavior: Frost events may affect customer demand for electronic products. Adverse weather conditions could lead to a decrease in consumer spending, delaying or reducing market adoption of certain technologies.
Operational	<ul style="list-style-type: none"> Infrastructure damage: Freezing temperatures can lead to damage to infrastructure, such as frozen pipes, water systems, and machinery. If company rely on irrigation systems, cold storage, or other temperature-sensitive infrastructure may experience operational disruptions and increased maintenance costs.
Financial	<ul style="list-style-type: none"> Increased operational costs: Frost events can drive up operational costs, including expenses for repairing damaged infrastructure, replanting crops, implementing frost protection measures, or purchasing alternative inputs. This can strain company budgets and impact profitability.
Compliance	<ul style="list-style-type: none"> Product compliance: Frost events may necessitate compliance checks and modifications to ensure that electronic products meet required standards and operate effectively in cold temperatures. Health and safety regulations: Company may need to comply with health and safety regulations to protect employees working in cold environments. Frost events may require additional measures to ensure the safety and well-being of employees, such as providing appropriate protective gear or implementing heating systems in workspaces.
Social / Environment	<ul style="list-style-type: none"> Community engagement: Company can play a role in supporting communities affected by frost events. Engaging with local communities, contributing to resilience initiatives, or offering technological solutions for monitoring weather conditions can help mitigate social risks and enhance corporate reputation. Water resources: Frost events can affect water resources, including rivers, lakes, and groundwater. Normally, company rely on water for irrigation, cooling, or other operational needs may face challenges in water availability and quality, potentially impacting the operations.

Wet and dry: Heavy precipitation and pluvial flood (Projections)



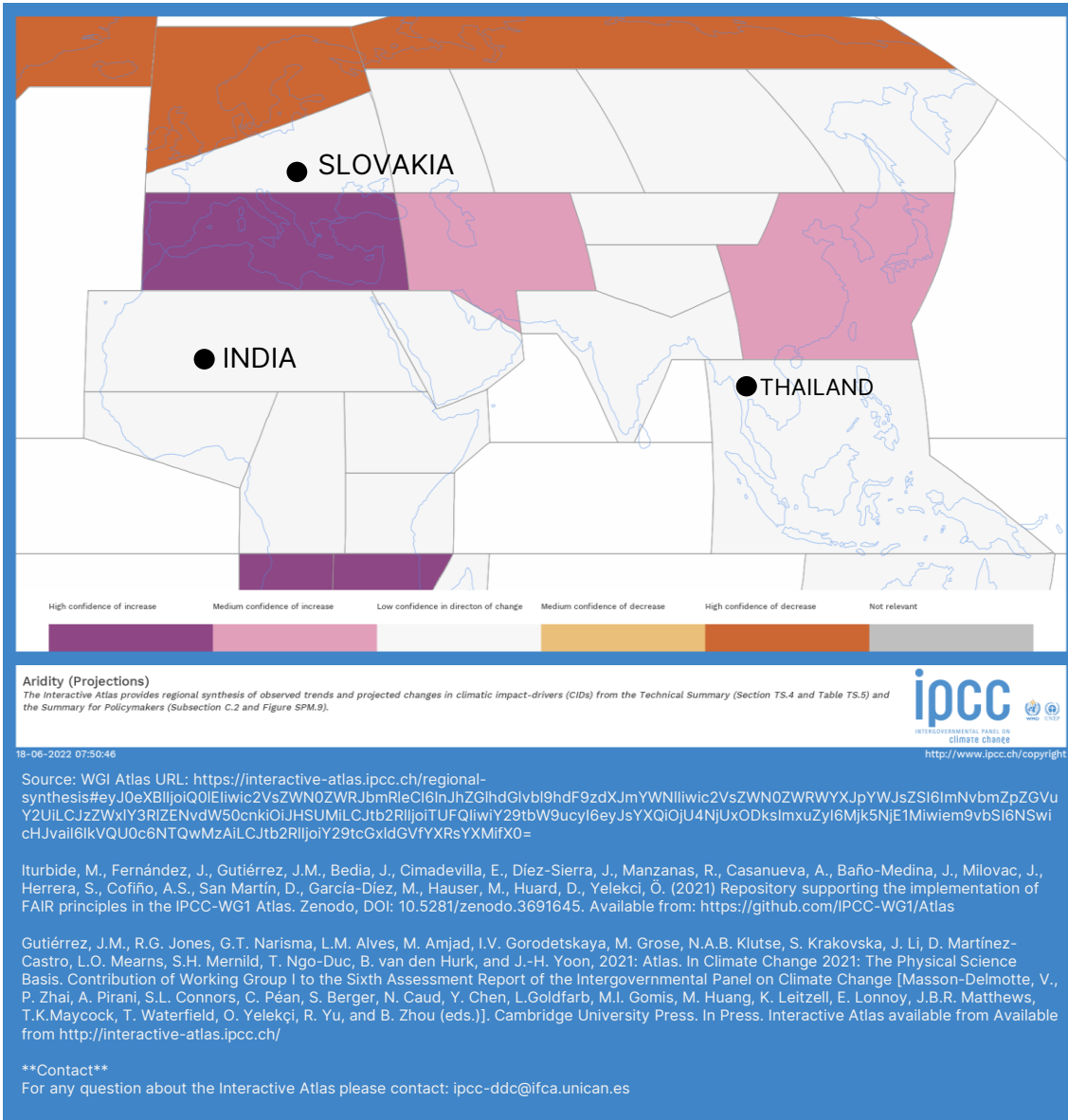
Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Heavy precipitation and pluvial flood events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as purchasing power and priorities change during and after the flood. This can impact product strategies, market positioning, and revenue streams. Business continuity planning: Inadequate preparation for heavy precipitation and pluvial flood events can lead to operational disruptions, impacting the company's ability to deliver products and services. Company need to have robust business continuity plans in place to minimize the impact of floods on the strategic objectives.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Heavy precipitation and pluvial floods can affect transportation routes and logistics, leading to disruptions in the supply chain. Company may face delays in receiving raw materials or components, impacting production schedules and fulfillment of customer orders. Facility and equipment damage: Electronic manufacturing facilities and equipment can be susceptible to damage from floodwaters. This can result in production downtime, loss of inventory, increased repair and replacement costs, and potential damage to sensitive electronic components.
Financial	<ul style="list-style-type: none"> Revenue loss and business interruption: Heavy precipitation and pluvial flood events can lead to revenue loss and business interruption for the company. The inability to operate at full capacity or deliver products on time can result in decreased sales, increased costs, and potential financial instability. Insurance and recovery costs: Company may face additional financial burdens related to insurance premiums, deductibles, and recovery costs associated with repairing or replacing damaged assets and inventory.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Company need to comply with environmental regulations regarding waste management, pollution control, and hazardous materials during and after heavy precipitation and pluvial flood events. Proper handling and disposal of damaged or contaminated electronic components and waste is essential to avoid compliance issues.
Social / Environment	<ul style="list-style-type: none"> Employee safety and well-being: Heavy precipitation and pluvial flood events can pose risks to the safety and well-being of employees. Company must prioritize employee safety, provide support during emergencies, and ensure appropriate measures are in place to address health and safety concerns. Water management and pollution: Heavy precipitation and pluvial floods can lead to water contamination and pollution from various sources, including damaged electronic equipment and hazardous materials. Company should have appropriate protocols in place to prevent or mitigate pollution risks, such as proper storage and disposal practices.

Wet and dry: Landslide (Projections)



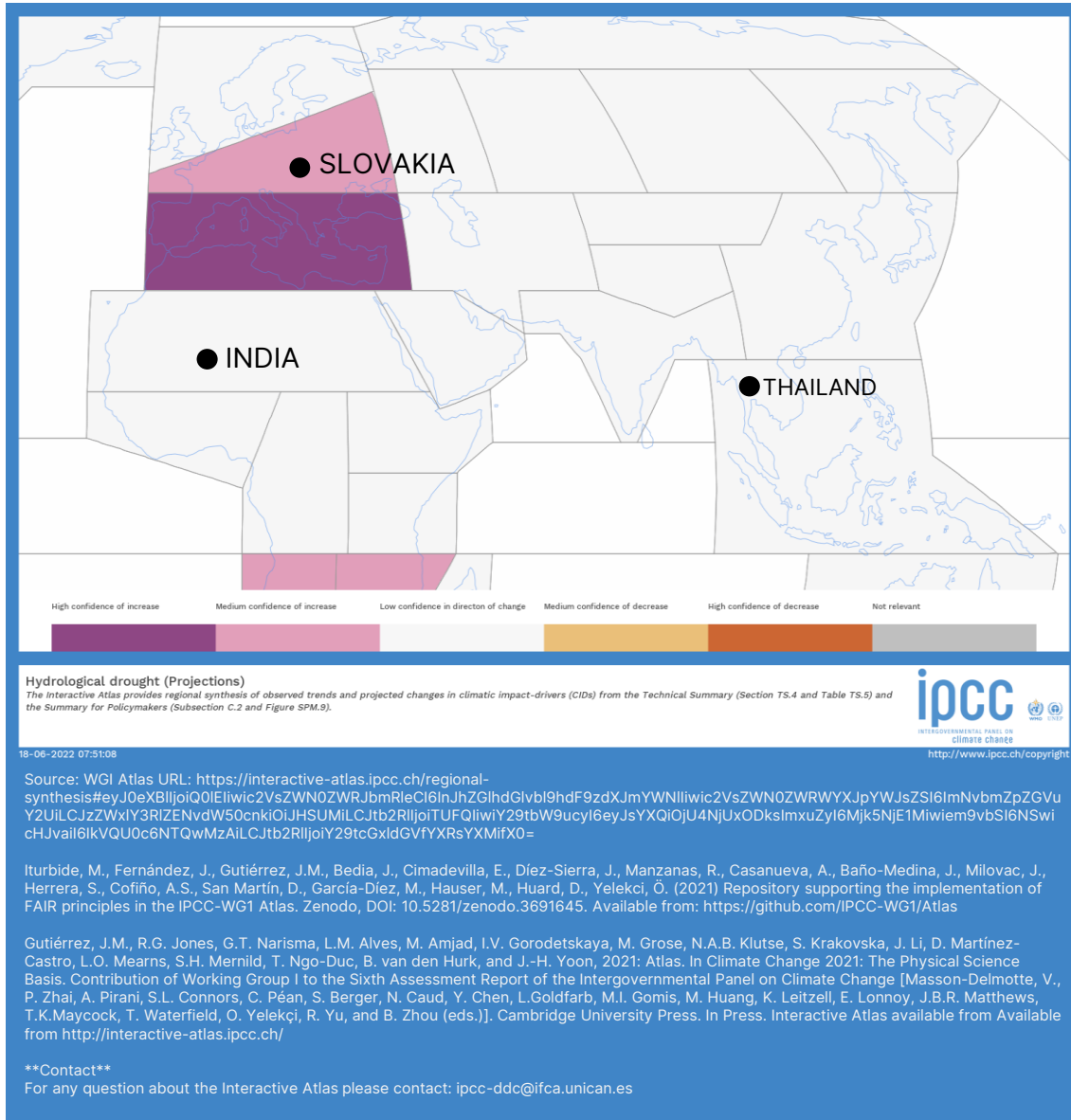
Location	Impacts level
Thailand	Medium confidence of increase
India	Low confidence in direction of change
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Landslide events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as purchasing power and priorities change during and after the landslide. This can impact product strategies, market positioning, and revenue streams. Business continuity planning: Inadequate preparation for landslide events can lead to operational disruptions, impacting the company's ability to deliver products and services. Company need to have robust business continuity plans in place to minimize the impact of landslides on the strategic objectives.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Landslides can affect transportation routes and logistics, leading to disruptions in the supply chain. Company may face delays in receiving raw materials or components, impacting production schedules and fulfillment of customer orders. Facility and equipment damage: Electronic manufacturing facilities and equipment can be susceptible to damage from landslides. This can result in production downtime, loss of inventory, increased repair and replacement costs, and potential damage to sensitive components.
Financial	<ul style="list-style-type: none"> Revenue loss and business interruption: Landslide events can lead to revenue loss and business interruption for company. The inability to operate at full capacity or deliver products on time can result in decreased sales, increased costs, and potential financial instability. Insurance and recovery costs: Company may face additional financial burdens related to insurance premiums, deductibles, and recovery costs associated with repairing or replacing damaged assets and inventory.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Company need to comply with environmental regulations regarding land use, waste management, and hazardous materials during and after landslide events. Proper handling and disposal of debris or contaminated materials is essential to avoid compliance issues.
Social / Environment	<ul style="list-style-type: none"> Employee safety and well-being: Landslides can pose risks to the safety and well-being of employees. Company must prioritize employee safety, provide support during emergencies, and ensure appropriate measures are in place to address health and safety concerns. Erosion and habitat destruction: Landslide events can result in soil erosion and habitat destruction, impacting the local environment. Company should consider the potential ecological consequences and take measures to minimize environmental footprint in landslide-prone areas. Pollution and contamination: Landslides can cause soil, water, and air pollution due to the movement of debris and hazardous materials. Company need to have protocols in place for proper waste management and pollution prevention to mitigate environmental risks.

Wet and dry: Aridity (Projections)



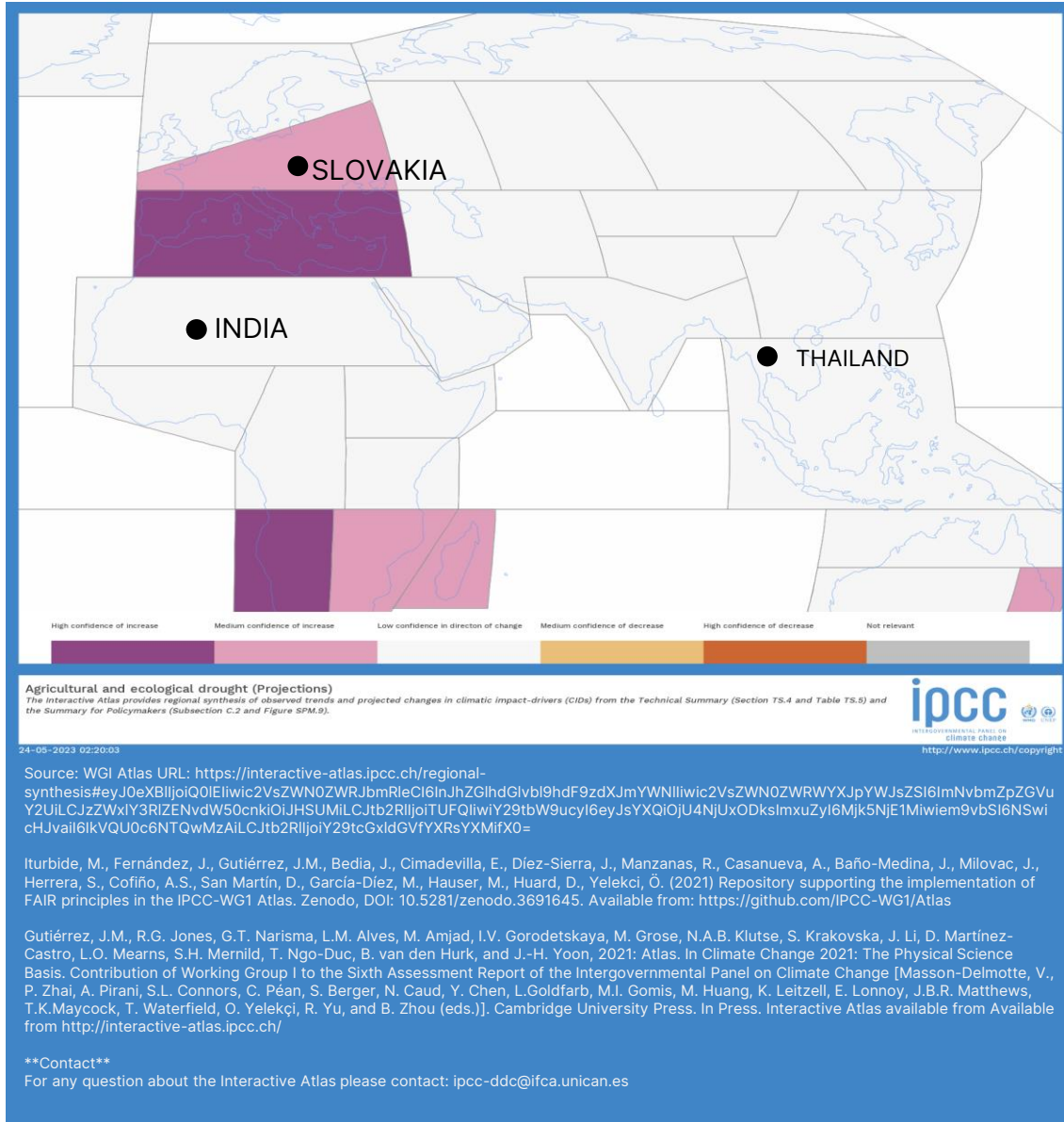
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Aridity events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as purchasing power and priorities change during and after the aridity event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Aridity can affect the availability and cost of key resources, such as water and energy. Company heavily rely on these resources for the manufacturing processes. Scarcity or increased costs of resources can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Water supply disruptions: Aridity events can lead to water scarcity or restrictions, affecting the availability of water for manufacturing processes, cooling systems, and employee facilities. Company may face challenges in maintaining the operational activities and meeting production targets. Energy constraints: Arid conditions can result in energy shortages or increased energy costs. This can impact the operation of manufacturing facilities, especially if energy-intensive processes are involved. Company may face difficulties in managing energy consumption and maintaining consistent production levels..
Financial	<ul style="list-style-type: none"> Increased costs: Aridity events can lead to increased costs for company. This can include higher water and energy prices, increased costs for cooling systems, and additional expenses for water conservation measures. These additional costs can affect the company's profitability and financial stability. Revenue decline: Aridity events can impact the economy, leading to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Water usage regulations: Aridity events can prompt water usage regulations and restrictions imposed by local authorities. Company need to comply with these regulations, which may include reducing water consumption, implementing water-saving technologies, or obtaining permits for water usage. Environmental regulations: Aridity events can result in stricter environmental regulations related to water conservation, waste management, and sustainable practices.
Social / Environment	<ul style="list-style-type: none"> Water scarcity and conservation: Aridity events can exacerbate water scarcity and stress on water resources. Company should implement water conservation measures, promote efficient water usage in manufacturing processes, and invest in technologies that reduce water consumption. Ecological impact: Aridity events can lead to ecological imbalances, including the degradation of ecosystems, loss of biodiversity, and habitat destruction. Company should consider the potential environmental consequences and implement sustainable practices to minimize the ecological footprint.

Wet and dry: Hydrological drought (Projections)



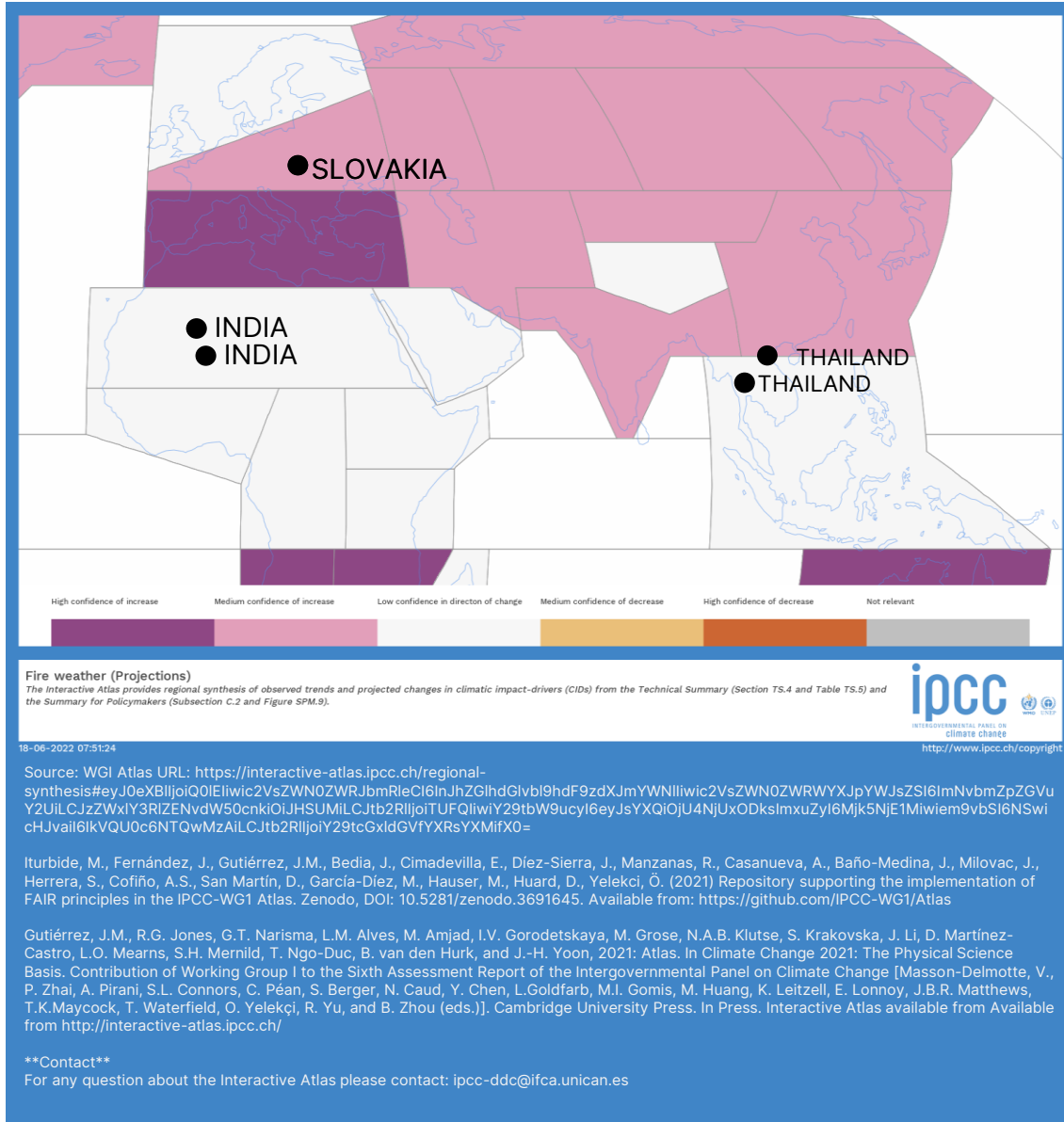
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	Medium confidence of increase
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Hydrological drought events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the drought. This can impact product strategies, market positioning, and revenue streams. Resource availability: Hydrological drought can lead to water scarcity, affecting the availability and cost of water resources for electronic manufacturing processes. Company heavily rely on water for various purposes, including cooling systems, cleaning, and component manufacturing. Scarcity or increased costs of water can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Water supply disruptions: Hydrological drought events can result in reduced water availability and restrictions on water usage. Company may face challenges in securing sufficient water supplies for the manufacturing processes, leading to operational disruptions and potential delays in production. Cooling system efficiency: Drought conditions can impact the efficiency of cooling systems, which are critical for maintaining optimal operating temperatures in electronic manufacturing. Higher ambient temperatures or limited water availability for cooling can affect equipment performance and increase the risk of overheating.
Financial	<ul style="list-style-type: none"> Increased costs: Hydrological drought events can lead to increased costs for company. This can include higher water prices, increased costs for alternative water sources or water conservation measures, and potential investments in water-efficient technologies. These additional costs can affect the company's profitability and financial stability. Revenue decline: Hydrological drought can have a negative impact on the economy, leading to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Water usage regulations: During hydrological drought events, authorities may impose water usage regulations and restrictions to manage water resources efficiently. Company need to comply with these regulations, which may include reducing water consumption, implementing water-saving technologies, or obtaining permits for water usage. Environmental regulations: Hydrological drought events can result in stricter environmental regulations related to water conservation, waste management, and sustainable practices. Company need to ensure compliance with these regulations to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Water usage regulations: During hydrological drought events, authorities may impose water usage regulations and restrictions to manage water resources efficiently. Company need to comply with these regulations, which may include reducing water consumption, implementing water-saving technologies, or obtaining permits for water usage. Environmental regulations: Hydrological drought events can result in stricter environmental regulations related to water conservation, waste management, and sustainable practices. Company need to ensure compliance with these regulations to mitigate compliance risks.

Wet and dry: Agricultural and ecological drought (Projections)



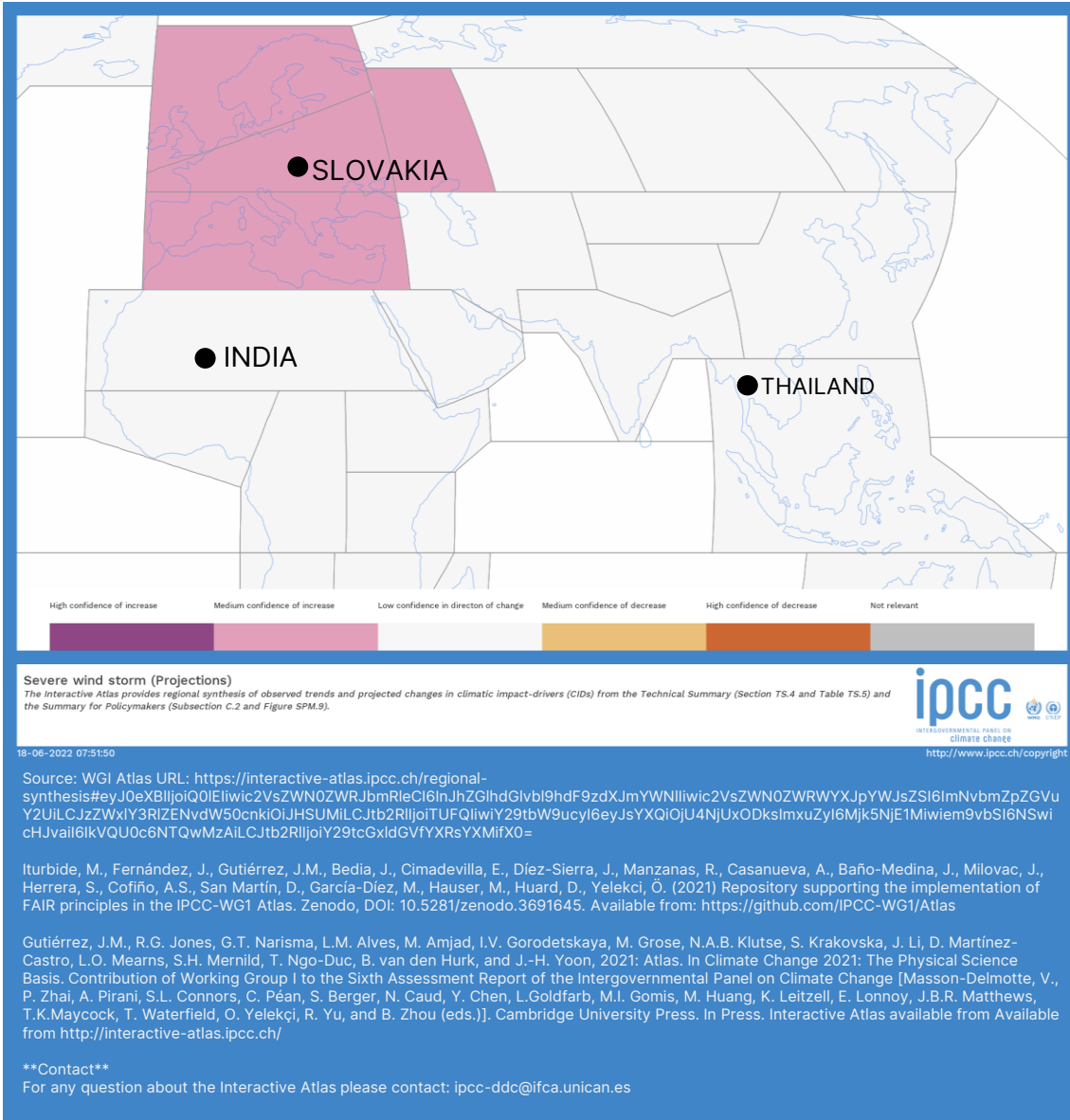
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	
Slovakia	Medium confidence of increase
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Agricultural and ecological drought events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the drought. This can impact product strategies, market positioning, and revenue streams. Resource availability: Drought conditions can affect the availability and cost of key resources, such as water and raw materials. Company rely on these resources for manufacturing processes and supply chain operations. Scarcity or increased costs of resources can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Agricultural and ecological drought events can lead to disruptions in the supply chain, especially if the company relies on agricultural products or raw materials affected by drought. Company may face challenges in securing sufficient inputs for the production processes, leading to potential delays or shortages. Equipment efficiency: Drought conditions can impact the efficiency of equipment and machinery used in electronic manufacturing. Higher ambient temperatures, dust accumulation, or limited water availability for cooling systems can affect equipment performance, leading to potential operational issues and reduced productivity.
Financial	<ul style="list-style-type: none"> Increased costs: Agricultural and ecological drought events can result in increased costs for company. This can include higher water prices, increased costs for raw materials due to supply chain disruptions, and potential investments in water-saving technologies or alternative sourcing options. These additional costs can affect the company's profitability and financial stability. Revenue decline: Drought events can have a negative impact on the economy, leading to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Agricultural and ecological drought events can result in stricter environmental regulations related to water usage, waste management, and sustainable practices. Company need to ensure compliance with these regulations to mitigate compliance risks and potential penalties.
Social / Environment	<ul style="list-style-type: none"> Water scarcity and conservation: Agricultural and ecological drought events exacerbate water scarcity and stress on water resources. Company should implement water conservation measures, promote efficient water usage in manufacturing processes, and invest in technologies that reduce water consumption. Ecological impact: Drought conditions can lead to ecological imbalances, including the depletion of water sources, loss of biodiversity, and habitat destruction. Company should consider the potential environmental consequences and implement sustainable practices to minimize the ecological footprint.

Wet and dry: Fire weather (Projections)



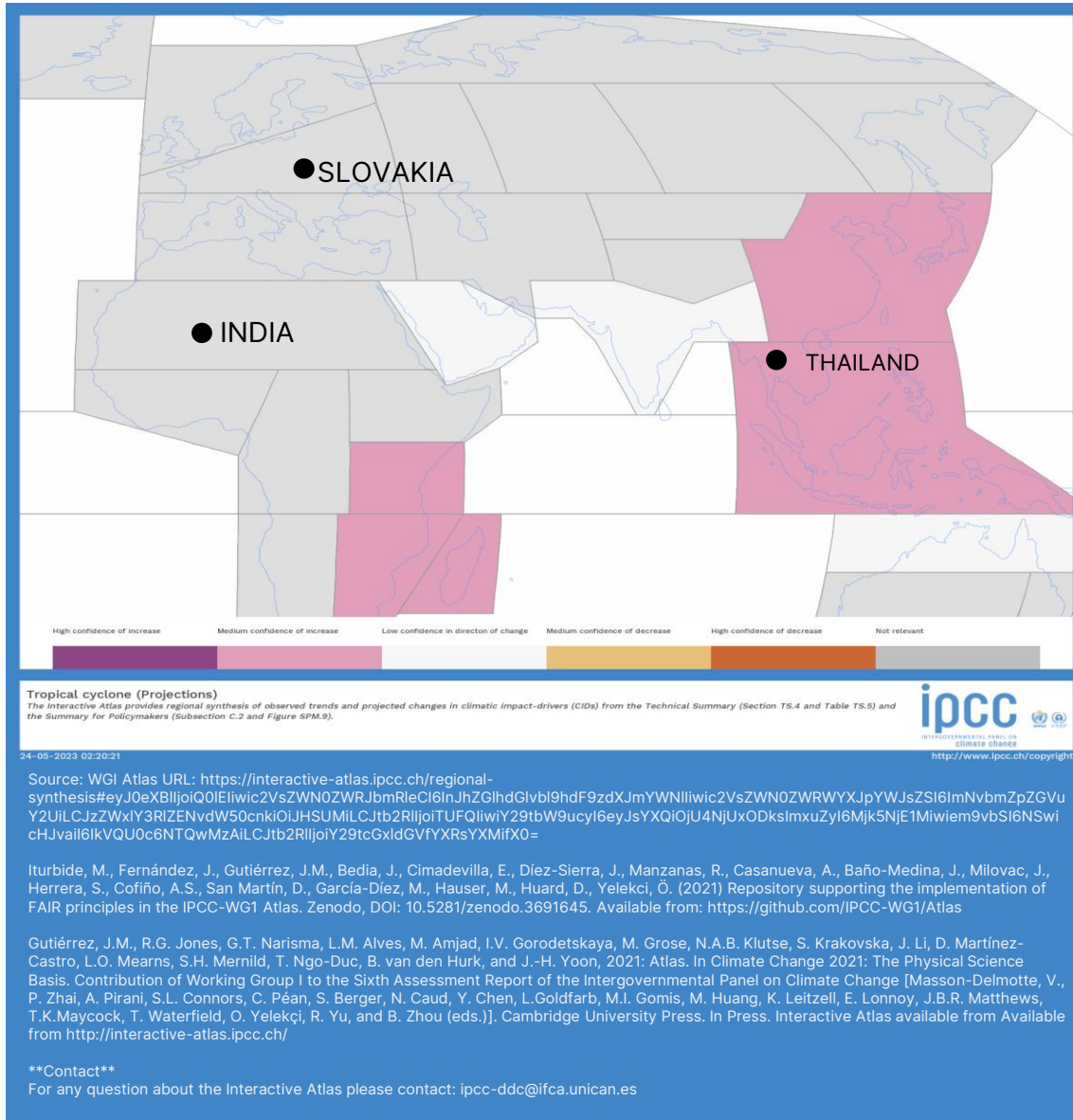
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	Medium confidence of increase
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Fire weather events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Fire weather events can lead to disruptions in the availability and cost of key resources, such as electricity, raw materials, and transportation infrastructure. Company heavily rely on these resources for the manufacturing processes and supply chain operations. Scarcity or increased costs of resources can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Facility damage: Fire weather events can pose a direct threat to the physical infrastructure of company, including manufacturing facilities, warehouses, and data centers. Fires can cause damage to equipment, disrupt production lines, and result in operational downtime. Supply chain disruptions: Fire weather events can lead to disruptions in the supply chain, including the transportation of raw materials and finished goods. Companies may face challenges in sourcing components or distributing the products, potentially causing delays or shortages.
Financial	<ul style="list-style-type: none"> Property damage and insurance costs: Fire weather events can result in property damage to facilities, equipment, and inventory. Company may incur significant costs for repairs and replacement. Insurance premiums may also increase in fire-prone areas. Revenue decline: Fire weather events can have a negative impact on the economy, leading to reduced consumer spending and market downturns. company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Health and safety regulations: Company need to comply with health and safety regulations to protect the employees from fire hazards and ensure a safe working environment. Compliance with fire safety codes, evacuation procedures, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Fire weather events can pose risks to employee health and safety, both within the workplace and in residential areas. Company need to prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with fire weather events. Emissions and air quality: Fire weather events can contribute to air pollution through the release of smoke, ash, and hazardous gases. Company need to monitor and manage the emissions to minimize the environmental impact and ensure compliance with air quality regulations. Ecological impact: Fire weather events can result in significant ecological damage, including the destruction of natural habitats, loss of biodiversity, and soil erosion. Company should consider the potential environmental consequences and implement sustainable practices to minimize the ecological footprint.

Wind: Severe wind storm (Projections)



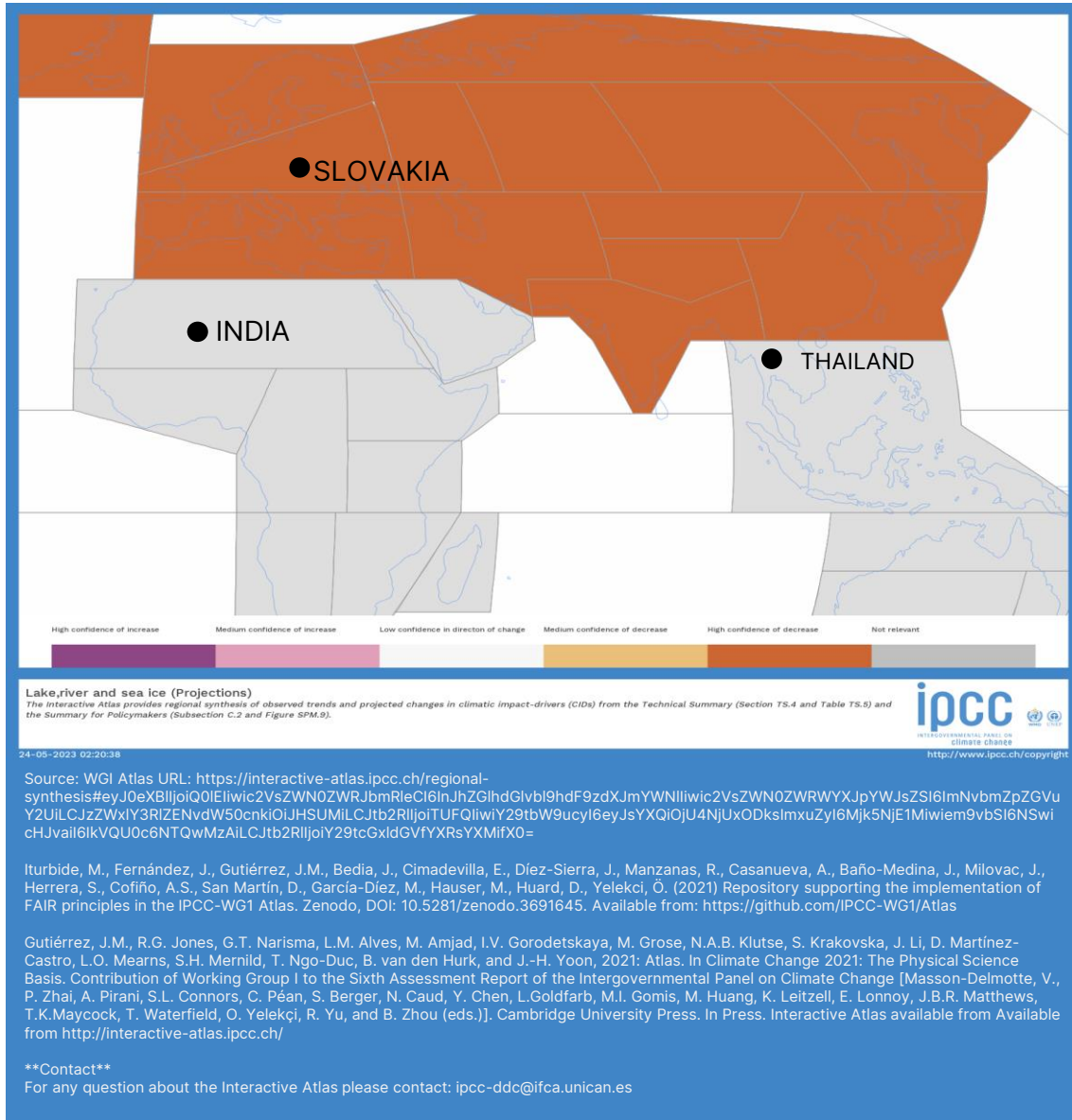
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	Medium confidence of increase
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Severe windstorms can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Strong winds can impact the availability and cost of key resources, such as electricity, transportation infrastructure, and raw materials. Company rely on these resources for the manufacturing processes and supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Facility damage: Severe windstorms can pose a direct threat to the physical infrastructure of company, including manufacturing facilities, warehouses, and data centers. Strong winds can cause structural damage, disrupt production lines, and result in operational downtime. Supply chain disruptions: Severe windstorms can lead to disruptions in the supply chain, including the transportation of raw materials and finished goods. Company may face challenges in sourcing components or distributing the products, potentially causing delays or shortages.
Financial	<ul style="list-style-type: none"> Property damage and insurance costs: Severe windstorms can result in extensive property damage to facilities, equipment, and inventory. Company may incur significant costs for repairs, replacement, and business interruption. Insurance premiums may also increase in wind-prone areas. Revenue decline: Severe windstorms can have a negative impact on the economy, leading to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Health and safety regulations: Company need to comply with health and safety regulations to protect the employees from wind-related hazards and ensure a safe working environment. Compliance with building codes, evacuation procedures, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Severe windstorms can pose risks to employee health and safety, both within the workplace and in residential areas. Company need to prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with high wind speeds. Structural damage and debris: Severe windstorms can cause significant structural damage to buildings and infrastructure. Company should assess and strengthen the facilities to mitigate potential environmental risks and ensure the safety of employees and surrounding communities. Energy efficiency and emissions: High wind speeds can impact energy consumption and emissions, particularly in relation to heating, ventilation, and air conditioning (HVAC) systems. Company should strive for energy efficiency in operations and monitor the emissions to minimize the environmental impact.

Wind: Tropical cyclone(Projections)



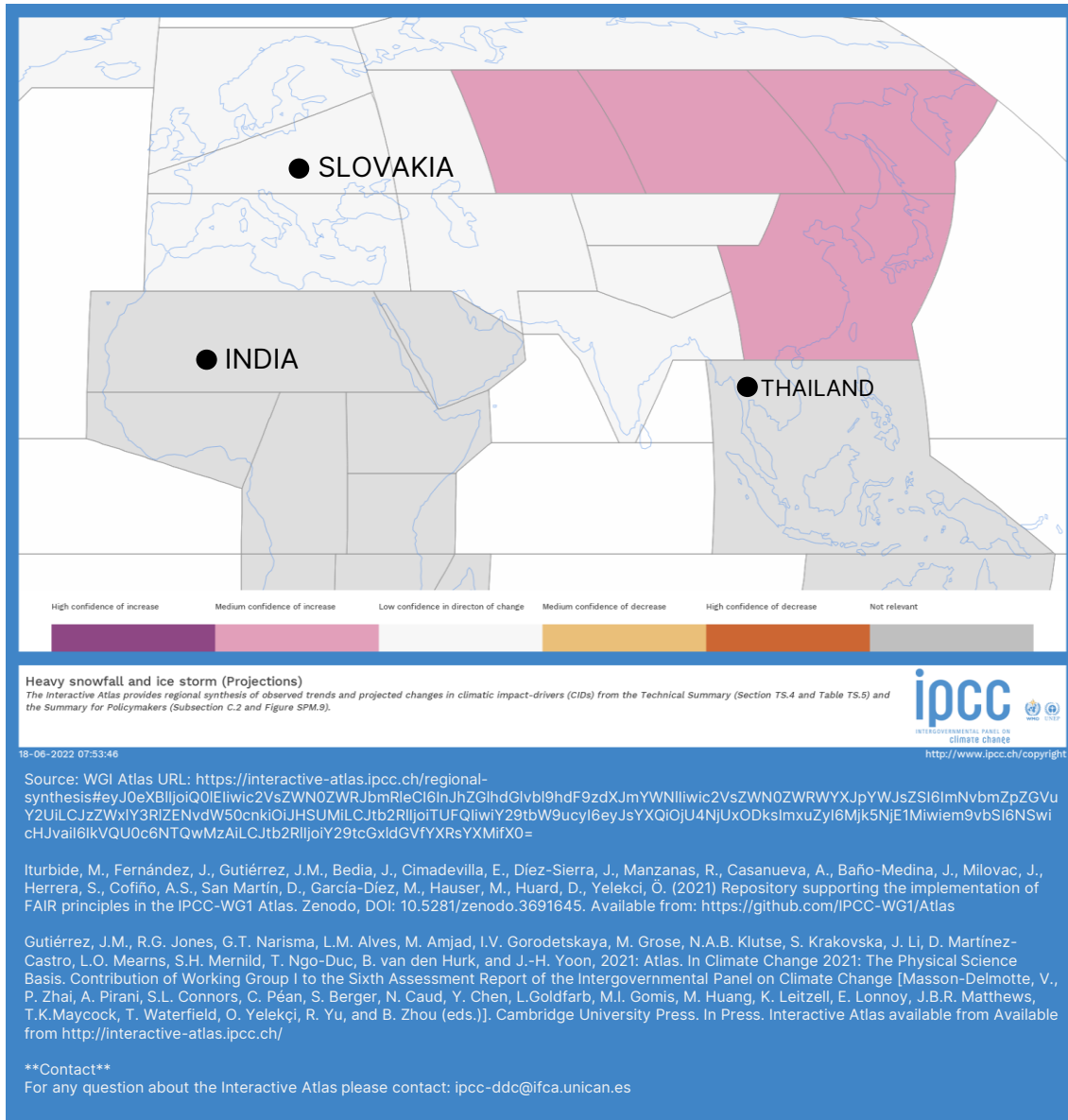
Location	Impacts level
Thailand	Medium confidence of increase
India	Not relevant
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Tropical cyclones can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Tropical cyclones can impact the availability and cost of key resources, such as electricity, transportation infrastructure, and raw materials. Company rely on these resources for the manufacturing processes and supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Facility damage: Tropical cyclones can pose a direct threat to the physical infrastructure of company, including manufacturing facilities, warehouses, and data centers. Strong winds, heavy rainfall, and flooding can cause structural damage, disrupt production lines, and result in operational downtime. Supply chain disruptions: Tropical cyclones can lead to disruptions in the supply chain, including the transportation of raw materials and finished goods. Company may face challenges in sourcing components or distributing the products, potentially causing delays or shortages.
Financial	<ul style="list-style-type: none"> Property damage and insurance costs: Tropical cyclones can result in extensive property damage to facilities, equipment, and inventory. Company may incur significant costs for repairs, replacement, and business interruption. Insurance premiums may also increase in cyclone-prone areas. Revenue decline: Tropical cyclones can have a negative impact on the economy, leading to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue.
Compliance	<ul style="list-style-type: none"> Health and safety regulations: Company need to comply with health and safety regulations to protect the employees from cyclone-related hazards and ensure a safe working environment. Compliance with building codes, evacuation procedures, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Tropical cyclones can pose risks to employee health and safety, both within the workplace and in residential areas. Company need to prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with cyclone events. Structural damage and debris: Tropical cyclones can cause significant structural damage to buildings and infrastructure. Company should assess and strengthen the facilities to mitigate potential environmental risks and ensure the safety of employees and surrounding communities. Water pollution and waste management: Heavy rainfall and flooding associated with tropical cyclones can lead to water pollution and challenges in waste management. Company should have appropriate systems in place to handle and dispose of hazardous waste, preventing environmental contamination.

Snow and ice: Lake, river and sea ice (Projections)



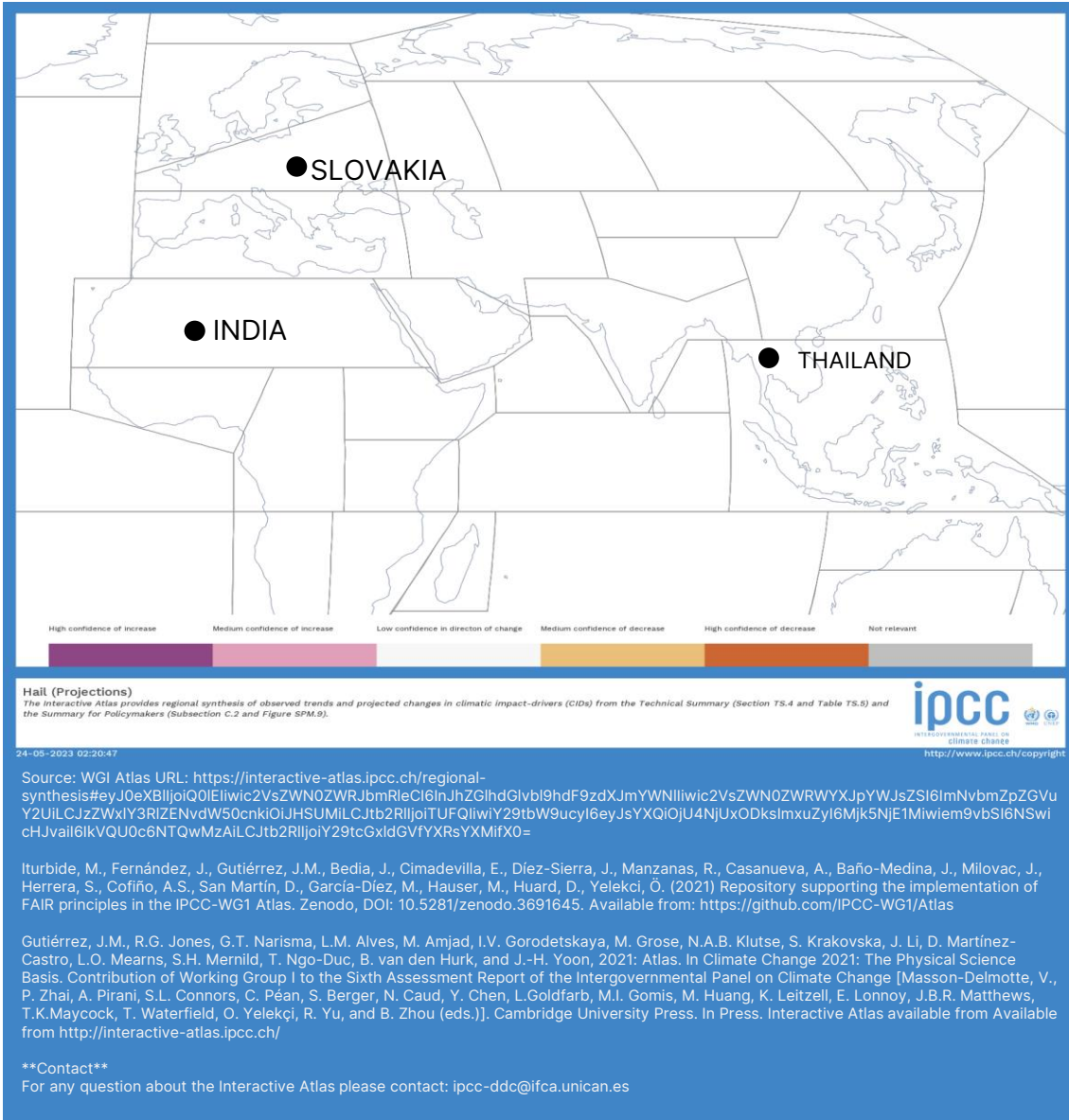
Location	Impacts level
Thailand	Not relevant
India	
Slovakia	High confidence of decrease
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Lake, river, and sea ice events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Ice events can impact the availability and cost of key resources, such as water transport and raw materials. Company rely on efficient transportation systems for the supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Lake, river, and sea ice events can lead to disruptions in the supply chain, particularly for company relying on water transportation. Ice formations can impede the movement of goods, causing delays in shipments and affecting the timely delivery of components or finished products. Infrastructure damage: Ice events can cause damage to infrastructure such as piers, ports, and shipping terminals. Company relying on these facilities for import/export or logistics operations may face operational challenges and interruptions.
Financial	<ul style="list-style-type: none"> Revenue decline: Lake, river, and sea ice events can impact consumer behavior and economic conditions, leading to reduced spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue. Supply chain costs: If alternative transportation methods need to be employed due to ice-related disruptions, it can lead to increased transportation costs and supply chain expenses for company.
Compliance	<ul style="list-style-type: none"> Safety regulations: Company need to comply with safety regulations related to ice events, particularly if they operate in cold climate regions. Compliance with measures such as ice thickness assessments, safety protocols, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Ice events can pose risks to employee health and safety, both within the workplace and in residential areas. Company should prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with ice events. Ecosystem disruption: Ice events can disrupt aquatic ecosystems, affecting wildlife habitats and biodiversity. Company should assess and minimize the environmental impact, adopt sustainable practices, and support conservation efforts. Climate change: Ice events and changes in ice cover can be linked to climate change. Company should monitor and manage the emissions, promote sustainability, and contribute to efforts addressing climate change.

Snow and ice: Heavy snowfall and ice storm (Projections)



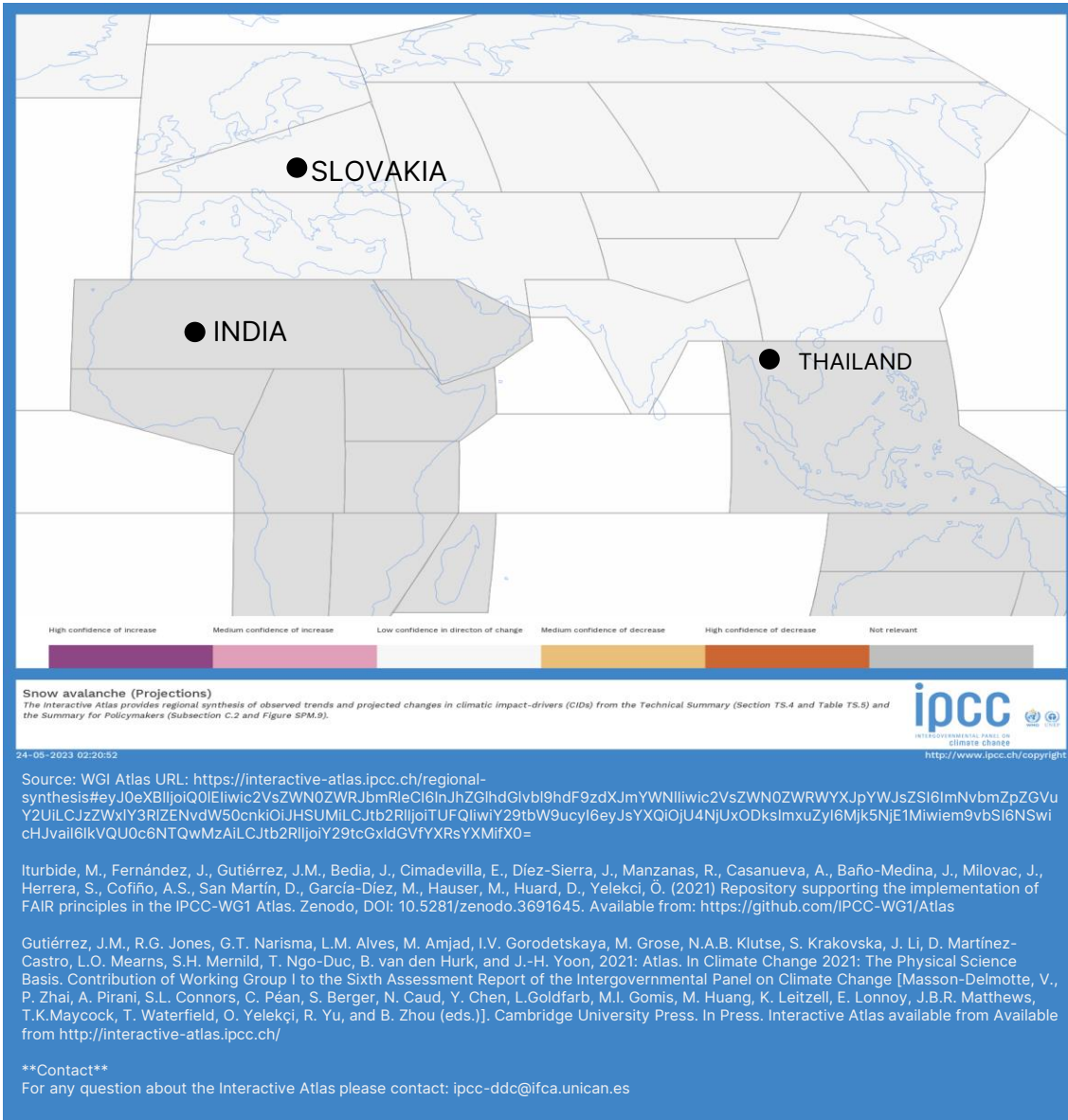
Location	Impacts level
Thailand	Not relevant
India	
Slovakia	
Slovakia	Low confidence in direction of change
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Heavy snowfall and ice storms can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Snowfall and ice storms can impact the availability and cost of key resources, such as transportation infrastructure, energy supply, and raw materials. Company rely on these resources for the manufacturing processes and supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Heavy snowfall and ice storms can lead to disruptions in the supply chain. Road closures, flight cancellations, and limited transportation options can cause delays in shipments and affect the timely delivery of components or finished products. It can also impact the ability of employees to commute to work, leading to operational challenges. Facility damage and power outages: Snow accumulation and ice buildup can cause damage to facilities, equipment, and utility infrastructure. This can result in power outages, heating system failures, and disruptions to production processes, impacting operational efficiency and productivity.
Financial	<ul style="list-style-type: none"> Revenue decline: Heavy snowfall and ice storms can lead to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue. Increased operating costs: Snow removal, ice mitigation, and facility repairs can significantly increase operating costs for company. Additionally, power outages can lead to lost productivity and additional expenses for backup power generation or alternative work arrangements.
Compliance	<ul style="list-style-type: none"> Safety regulations: Company need to comply with safety regulations to protect the employees and customers during heavy snowfall and ice storms. Compliance with measures such as snow removal protocols, emergency response plans, and workplace safety guidelines is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Heavy snowfall and ice storms can pose risks to employee health and safety, both within the workplace and during commuting. Company should prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with these events. Environmental footprint: Heavy snowfall and ice storms can lead to increased energy consumption, greenhouse gas emissions, and waste generation as company may need to use additional resources for snow removal and facility maintenance. Company should assess and minimize the environmental impact, adopt sustainable practices, and support environmental conservation efforts.

Snow and ice: Hail (Projections)



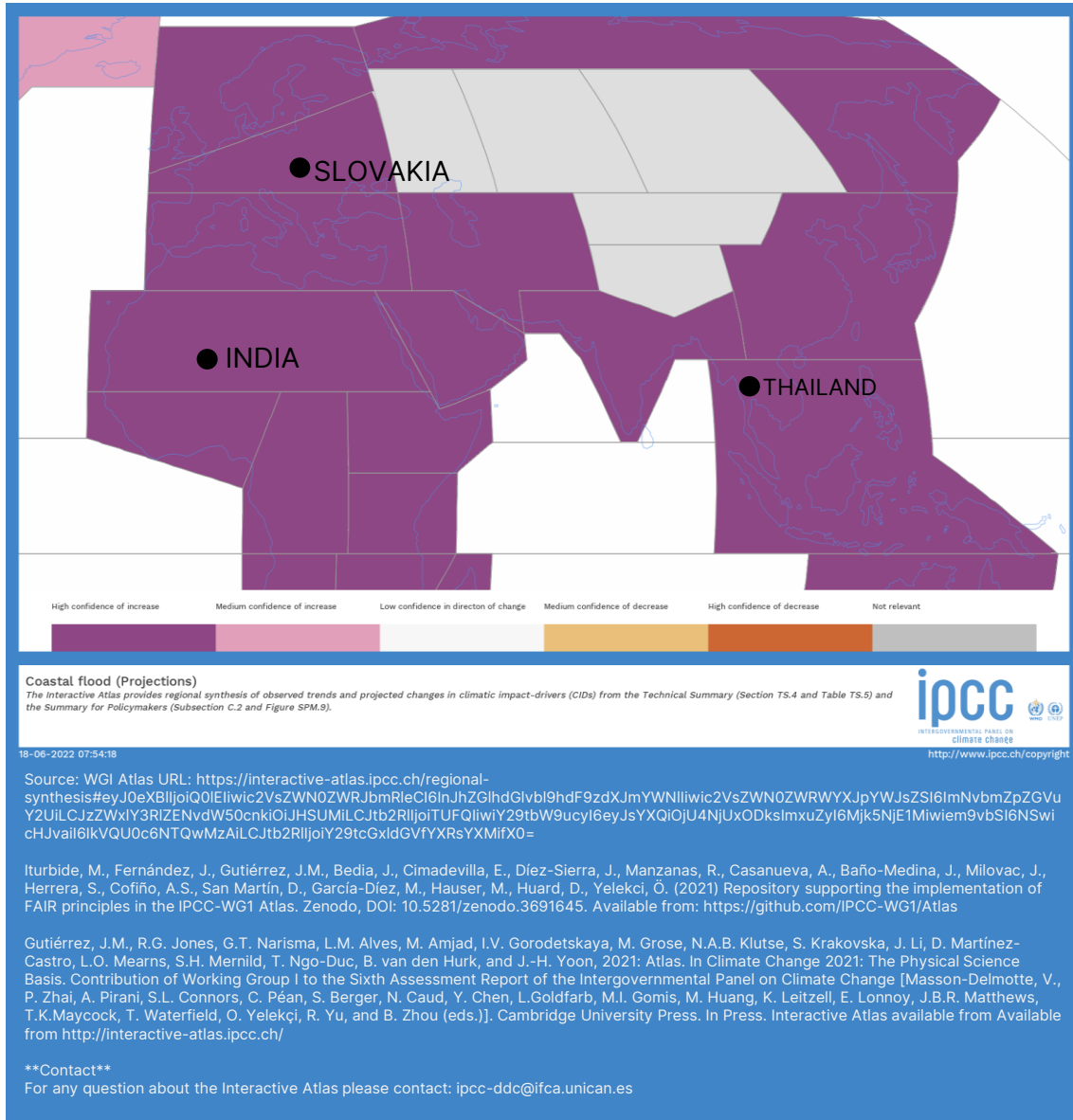
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Hail events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Hail events can impact the availability and cost of key resources, such as transportation infrastructure, energy supply, and raw materials. Company rely on these resources for the manufacturing processes and supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Hail events can lead to disruptions in the supply chain. Damaged roads, transportation delays, and interruptions in logistics can cause delays in shipments and affect the timely delivery of components or finished products. It can also impact the ability of employees to commute to work, leading to operational challenges. Facility damage: Hail can cause damage to buildings, roofs, and infrastructure. Company may experience damage to the facilities, production lines, and equipment, leading to operational disruptions and repair costs.
Financial	<ul style="list-style-type: none"> Supply chain disruptions: Hail events can lead to disruptions in the supply chain. Damaged roads, transportation delays, and interruptions in logistics can cause delays in shipments and affect the timely delivery of components or finished products. It can also impact the ability of employees to commute to work, leading to operational challenges. Facility damage: Hail can cause damage to buildings, roofs, and infrastructure. Company may experience damage to the facilities, production lines, and equipment, leading to operational disruptions and repair costs.
Compliance	<ul style="list-style-type: none"> Safety regulations: Company need to comply with safety regulations to protect the employees and customers during hail events. Compliance with measures such as building codes, safety protocols, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee well-being: Hail events can pose risks to employee health and safety, both within the workplace and during commuting. Company should prioritize the well-being of the employees, provide necessary support, and implement measures to address potential social risks associated with these events. Environmental footprint: Hail events can lead to increased waste generation as company may need to discard damaged inventory or materials. Company should assess and minimize the environmental impact, adopt sustainable practices, and support environmental conservation efforts.

Snow and ice: Snow avalanche (Projections)



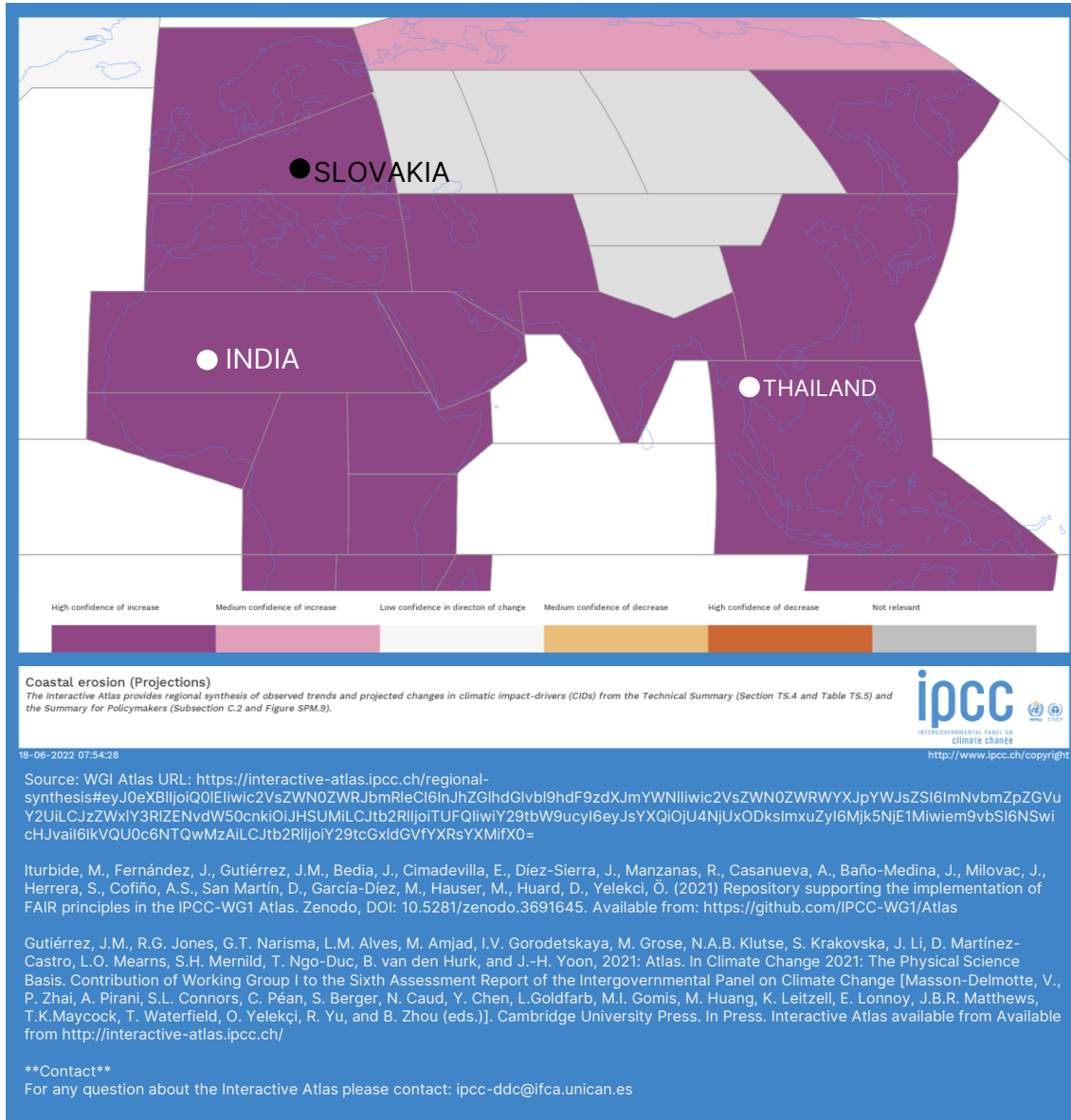
Location	Impacts level
Thailand	Not relevant
India	
Slovakia	
Slovakia	Low confidence in direction of change
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Snow avalanches can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Resource availability: Snow avalanches can impact the availability and cost of key resources, such as transportation infrastructure, energy supply, and raw materials. Company rely on these resources for the manufacturing processes and supply chain operations. Disruptions in resource availability can impact the company's strategic decision-making and operational efficiency.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Snow avalanches can lead to disruptions in the supply chain. Road closures, transportation delays, and interruptions in logistics can cause delays in shipments and affect the timely delivery of components or finished products. It can also impact the ability of employees to commute to work, leading to operational challenges. Facility damage: Snow avalanches can cause significant damage to buildings, production facilities, and infrastructure. Company may experience structural damage, equipment loss, and production downtime, leading to operational disruptions and repair costs.
Financial	<ul style="list-style-type: none"> Revenue decline: Snow avalanches can lead to reduced consumer spending and market downturns. Company may experience a decline in demand for the products, resulting in decreased sales and revenue. Increased operating costs: Repairing damaged facilities and equipment, as well as implementing preventive measures to mitigate future avalanche risks, can increase operating costs for company.
Compliance	<ul style="list-style-type: none"> Safety regulations: Company need to comply with safety regulations to protect the employees and customers during snow avalanche events. Compliance with measures such as building codes, safety protocols, and emergency response plans is essential to mitigate compliance risks.
Social / Environment	<ul style="list-style-type: none"> Employee safety and well-being: Snow avalanches can pose significant risks to employee safety, both within the workplace and during commuting. Company should prioritize the well-being of the employees, provide necessary training and support, and implement measures to address potential social risks associated with these events. Environmental impact: Snow avalanches can cause significant damage to the environment, including deforestation, soil erosion, and disruption of ecosystems. Company should assess and minimize the environmental impact, adopt sustainable practices, and support environmental conservation efforts.

Coastal: Coastal flood (Projections)



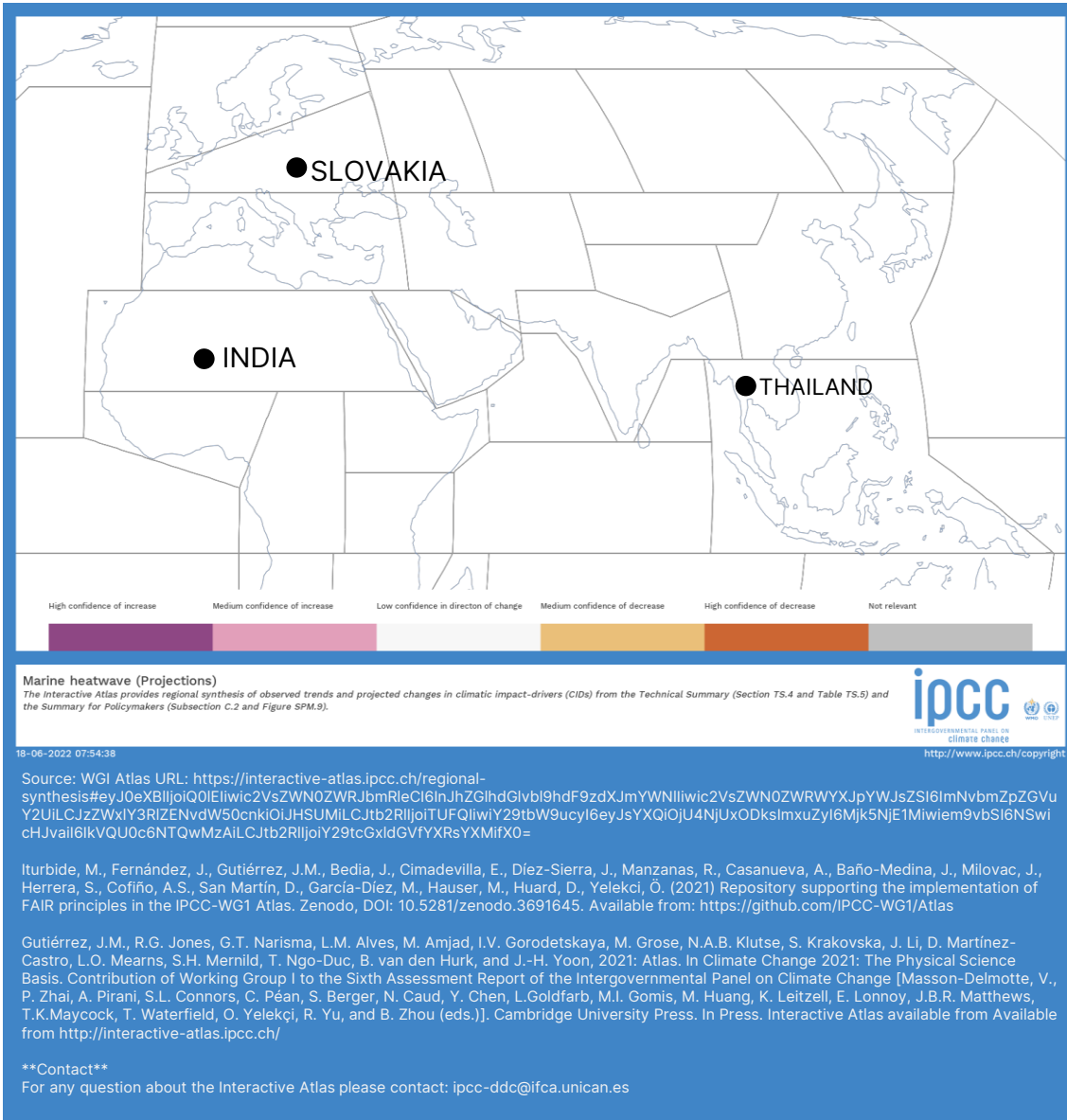
Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Coastal flood events can disrupt market demand and consumer behavior. Company may experience a decline in sales or shifts in customer preferences as economic conditions change during and after the event. This can impact product strategies, market positioning, and revenue streams. Geographic limitations: Company located in low-lying coastal areas may face strategic limitations due to the potential risks posed by coastal flooding. This can impact the ability to attract investments, expand operations, and access certain markets.
Operational	<ul style="list-style-type: none"> Facility vulnerability: Company with facilities located in coastal regions are at risk of flooding and infrastructure damage during coastal flood events. This can lead to operational disruptions, equipment damage, production downtime, and increased maintenance costs. Supply chain disruptions: Coastal flood events can affect transportation routes, ports, and logistics infrastructure, potentially disrupting supply chain operations. This can result in delays in the delivery of components or finished products, impacting production schedules and customer satisfaction. Utilities and services disruption: Coastal areas may experience infrastructure failures, such as power outages, water supply disruptions, or telecommunication breakdowns, during coastal flood events. Company rely on these essential services for the operations, and any disruptions can hinder productivity and increase operational costs.
Financial	<ul style="list-style-type: none"> Asset value depreciation: Company with properties located in coastal areas prone to flooding may face depreciation in asset values. The increased risk associated with coastal flooding can impact property prices and affect the company's financial position. Insurance costs: Coastal areas prone to flooding may require higher insurance premiums for properties. Company operating in such areas may face increased financial costs to protect the assets and operations.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Company need to comply with environmental regulations related to coastal zone management, stormwater management, and wastewater discharge. Coastal flood events may lead to stricter regulations aimed at mitigating climate change impacts and protecting the environment. Compliance with these regulations is necessary to avoid legal and reputational risks.
Social / Environment	<ul style="list-style-type: none"> Health and safety concerns: Coastal flood events pose health and safety risks to employees and communities. Company must prioritize the well-being of the employees, provide necessary support, and ensure a safe working environment. Ecosystem disruption: Coastal flood events can cause habitat loss, coastal erosion, and damage to marine ecosystems. Company need to be aware of these environmental risks and assess the operations' potential impact on the environment. Climate change and resilience: Coastal flooding is often associated with climate change impacts. Company should evaluate and address the carbon footprint, adopt sustainable practices, and contribute to climate resilience efforts.

Coastal: Coastal erosion (Projections)



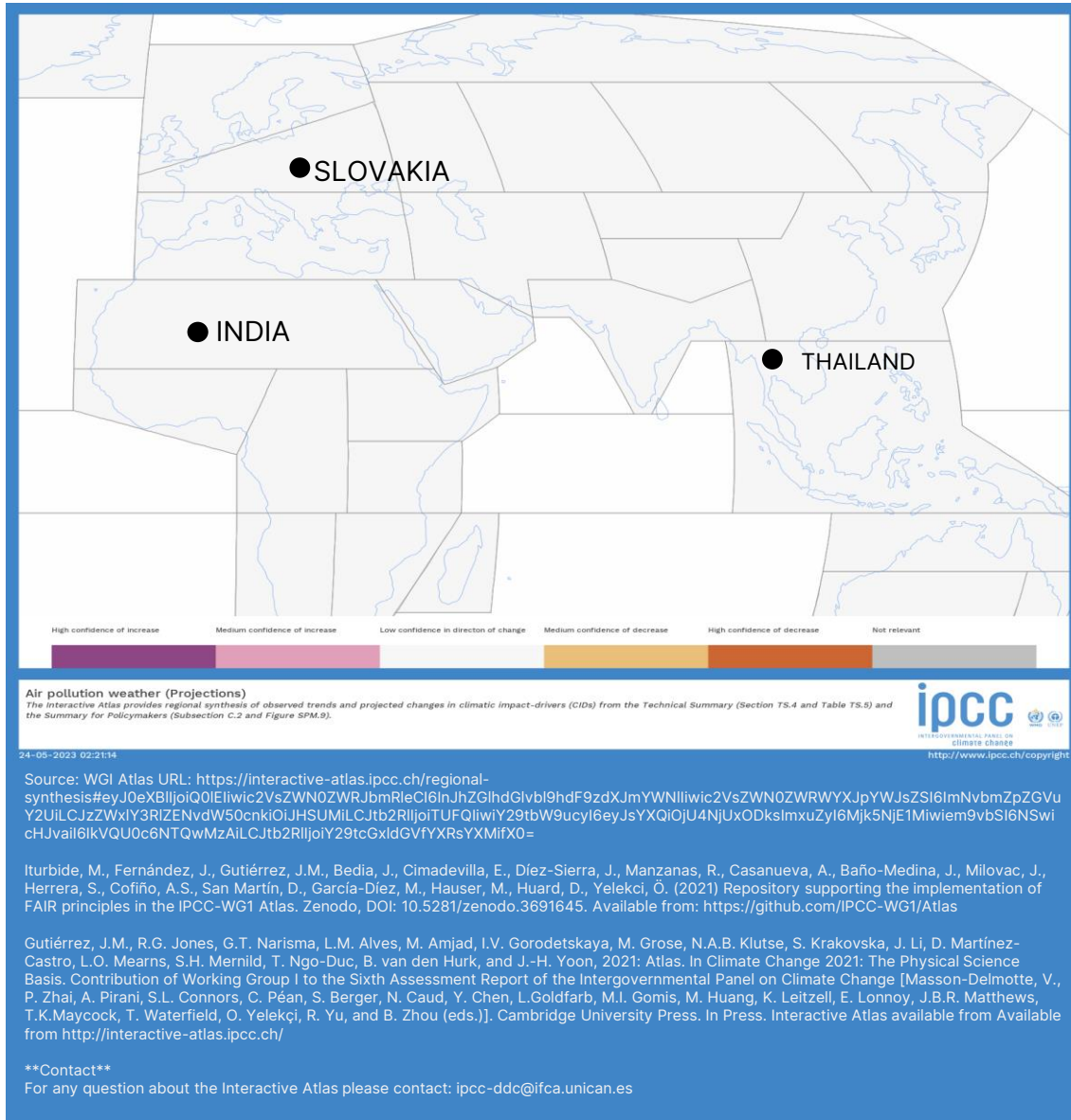
Location	Impacts level
0.86"	High confidence of increase
0.86"	
0.86"	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Coastal erosion can lead to the loss of coastal communities and changes in consumer behavior. This may disrupt market demand and impact the target market and customer base of company. Market shifts may require strategic adjustments in product offerings, marketing strategies, and business expansion plans. Geographic limitations: Company located in coastal areas experiencing erosion may face strategic limitations due to the potential risks posed by coastal erosion. This can impact the ability to attract investments, expand operations, and access certain markets.
Operational	<ul style="list-style-type: none"> Facility vulnerability: Company with facilities located in coastal regions affected by erosion are at risk of land loss, infrastructure damage, and increased exposure to environmental elements. This can lead to operational disruptions, equipment damage, production downtime, and increased maintenance costs. Supply chain disruptions: Coastal erosion can impact transportation routes and infrastructure, potentially disrupting supply chain operations. This can result in delays in the delivery of components or finished products, impacting production schedules and customer satisfaction. Utilities and services disruption: Coastal erosion can lead to the damage or loss of essential utilities and services such as power, water, and telecommunications infrastructure. Company rely on these services for the operations, and any disruptions can hinder productivity and increase operational costs.
Financial	<ul style="list-style-type: none"> Asset value depreciation: Company with properties located in coastal areas experiencing erosion may face depreciation in asset values. The increased risk associated with coastal erosion can impact property prices and affect the company's financial position. Insurance costs: Coastal areas experiencing erosion may require higher insurance premiums for properties. Company operating in such areas may face increased financial costs to protect the assets and operations.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Company need to comply with environmental regulations related to coastal zone management, environmental impact assessments, and habitat protection. Coastal erosion events may lead to stricter regulations aimed at mitigating erosion impacts and protecting the environment. Compliance with these regulations is necessary to avoid legal and reputational risks.
Social / Environment	<ul style="list-style-type: none"> Community perception: Company operating in areas experiencing coastal erosion may face public scrutiny and negative perception due to environmental concerns. This can impact the brand reputation and customer loyalty. Habitat loss and biodiversity: Coastal erosion events can cause the loss of valuable habitats, including coastal ecosystems and wildlife habitats. Company need to be aware of these environmental risks and assess the operations' potential impact on the environment. Climate change and resilience: Coastal erosion is often linked to climate change impacts. Company should evaluate and address the carbon footprint, adopt sustainable practices, and contribute to climate resilience efforts.

Coastal: Marine heatwave (Projections)



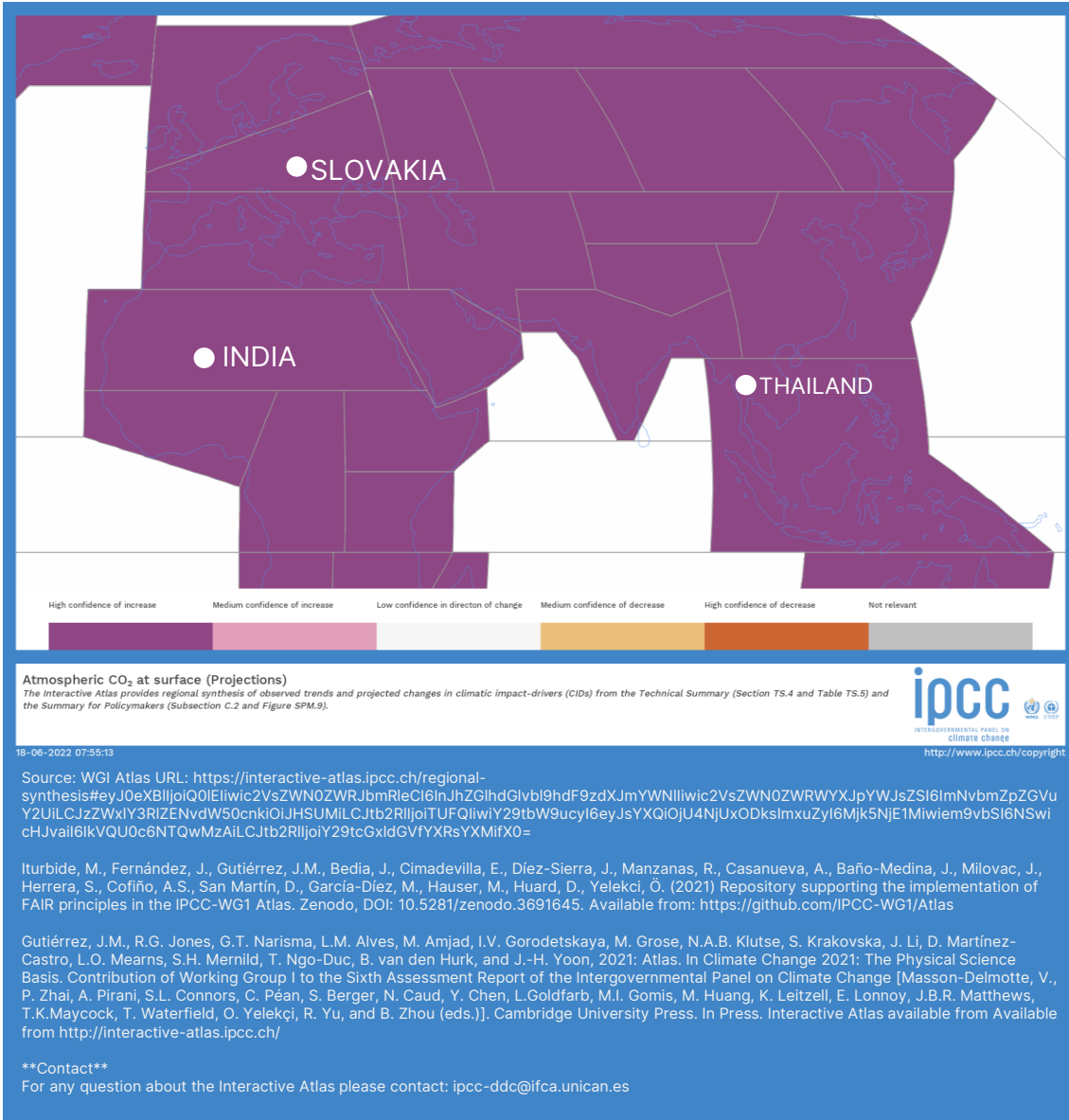
Location	Impacts level
Thailand	Low confidence in direction of change
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market disruption: Marine heatwaves can disrupt marine ecosystems and impact fisheries and aquaculture industries. This can lead to market shifts and changes in consumer demand for seafood products, potentially affecting company that rely on these industries as part of the supply chain or target market. Regulatory changes: Marine heatwaves may lead to the introduction of new regulations aimed at protecting marine ecosystems and managing fishing activities. company involved in marine-related industries need to adapt to these regulatory changes and comply with new environmental standards.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: Company that rely on marine-based materials or components in the production processes may experience disruptions in the supply chains. Marine heatwaves can lead to reduced availability or lower quality of marine resources, impacting production schedules and product quality. Equipment performance: Marine heatwaves can increase the temperature of seawater, potentially affecting the cooling systems and performance of electronic equipment that relies on efficient heat dissipation. This can result in operational challenges, increased maintenance requirements, and reduced equipment lifespan.
Financial	<ul style="list-style-type: none"> Increased costs: Marine heatwaves can lead to increased costs for company. This can include higher prices for marine-based raw materials, increased energy consumption for cooling systems, and additional investments in equipment and infrastructure to mitigate the impacts of higher temperatures. Revenue losses: Disruptions in the supply chain, changes in consumer demand, or product quality issues due to marine heatwaves can result in revenue losses for company.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Marine heatwaves may prompt the introduction or revision of environmental regulations to protect marine ecosystems and reduce stress on marine resources. company involved in marine-related industries need to comply with these regulations to avoid legal and reputational risks.
Social / Environment	<ul style="list-style-type: none"> Community impact: Marine heatwaves can have social impacts on coastal communities that rely on marine resources for the livelihoods. company operating in these areas may face challenges related to community relations, workforce availability, and potential reputational issues. Ecosystem disruption: Marine heatwaves can disrupt marine ecosystems, leading to changes in species distribution, biodiversity loss, and harmful algal blooms. company need to be aware of these environmental risks and the potential impacts on the marine ecosystem. Climate change: Marine heatwaves are linked to climate change and global warming trends. company should evaluate and address the carbon footprint, adopt sustainable practices, and contribute to climate change mitigation efforts.

Others: Air pollution weather (Projections)



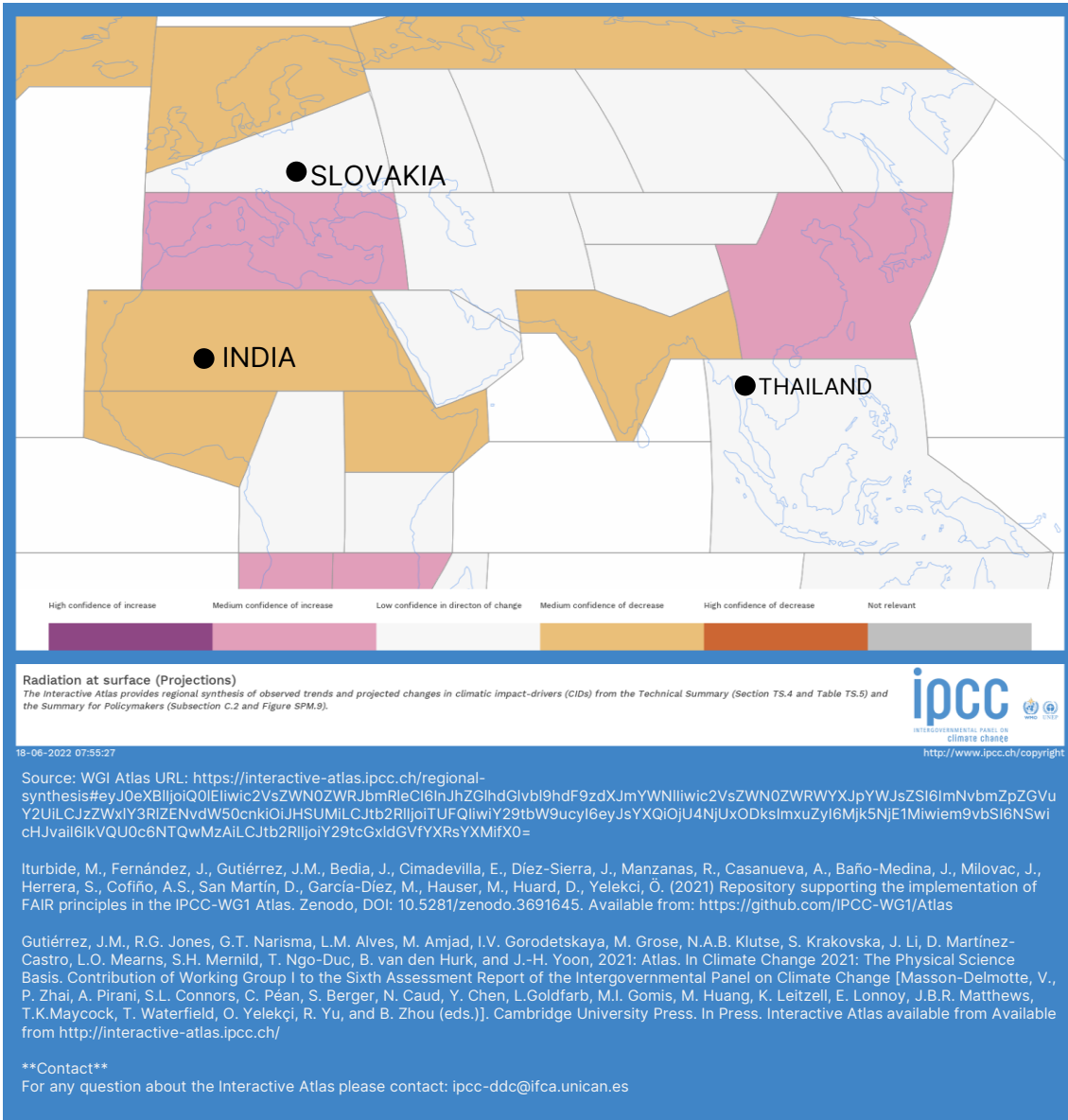
Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Reputation and brand image: Company may face reputational risks if the operations or products are associated with air pollution. Negative public perception can lead to a loss of trust among customers, investors, and other stakeholders. Market perception: Consumer concerns about air pollution and its impact on health and the environment can influence market preferences and demand. Company need to align the product offerings with sustainability and environmental standards and effectively communicate the efforts to reduce air pollution.
Operational	<ul style="list-style-type: none"> Workforce health and safety: Poor air quality can pose risks to the health and safety of employees working in environments affected by air pollution. Company need to establish appropriate measures to protect the workforce, such as providing adequate ventilation systems, implementing air quality monitoring, and promoting safety protocols. Equipment performance: Air pollution can negatively impact the performance and longevity of electronic devices. Dust, particulate matter, and chemical pollutants present in the air can accumulate on electronic components, leading to reduced efficiency, increased maintenance requirements, and potential product failures.
Financial	<ul style="list-style-type: none"> Health-related costs: Air pollution can contribute to adverse health effects among employees, resulting in increased healthcare costs, absenteeism, and decreased productivity. Company may bear the financial burden of healthcare expenses or insurance claims. Operational disruptions: In areas affected by severe air pollution, operational disruptions can occur due to limited transportation, closure of production facilities, or supply chain interruptions. These disruptions can lead to increased costs, delayed deliveries, and reduced revenue.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Governments and regulatory bodies establish air quality standards and emissions limits that company must comply with. Failure to meet these regulations can result in legal penalties, fines, operational restrictions, and reputational damage. Company need to monitor the emissions, implement pollution control measures, and report on the compliance efforts.
Social / Environment	<ul style="list-style-type: none"> Public health concerns: High levels of air pollution can have detrimental effects on public health, causing respiratory problems, allergies, and other illnesses. company operating in areas with severe air pollution may face social backlash and negative public sentiment if they are perceived as contributing to the problem. Engaging with local communities, supporting environmental initiatives, and implementing sustainable practices can help mitigate social risks. Stakeholder expectations: Consumers, employees, investors, and other stakeholders increasingly expect companies to demonstrate environmental responsibility. Failure to address air pollution concerns may result in reduced customer loyalty, difficulty attracting and retaining talent, and investor skepticism. Ecosystem impact: Air pollution can harm ecosystems, including plants, animals, and natural habitats. company need to consider the environmental impact of the operations, such as emissions, waste management, and resource consumption, to ensure compliance with environmental regulations and mitigate ecological risks.

Others: Atmosphere CO2 at surface (Projections)



Location	Impacts level
Thailand	High confidence of increase
India	
Slovakia	
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Market shifts: Increasing levels of atmospheric CO₂ can lead to market shifts as consumer preferences and demands change. company may need to adapt the product offerings and innovation strategies to align with evolving market expectations, such as the demand for energy-efficient and low-carbon footprint devices. Regulatory changes: Rising concerns about CO₂ emissions and climate change may result in the introduction of new regulations and policies aimed at reducing greenhouse gas emissions. company need to anticipate and comply with these regulations to mitigate risks and maintain a competitive edge.
Operational	<ul style="list-style-type: none"> Supply chain disruptions: company relying on suppliers that emit significant CO₂ during the manufacturing processes may face supply chain disruptions due to potential regulatory restrictions or shifts in supplier practices. It is crucial to assess the sustainability and carbon footprint of suppliers to ensure resilience in the supply chain. Energy costs: Higher atmospheric CO₂ levels are often associated with increased energy consumption and costs. company may face challenges related to rising energy prices and the need to invest in energy-efficient technologies to mitigate operational expenses.
Financial	<ul style="list-style-type: none"> Increased costs: company may incur additional costs associated with carbon pricing mechanisms, carbon offsetting, or investments in renewable energy sources to reduce the carbon footprint. Market volatility: Financial risks may arise from market fluctuations caused by changing consumer preferences and regulations. Companies with high exposure to carbon-intensive technologies or inadequate adaptation strategies may face valuation risks and reduced investor confidence.
Compliance	<ul style="list-style-type: none"> Environmental regulations: Regulations targeting carbon emissions and climate change mitigation efforts may require company to monitor and report the greenhouse gas emissions accurately. Non-compliance with these regulations can result in penalties, reputational damage, and legal consequences.
Social / Environment	<ul style="list-style-type: none"> Consumer perception: Increasing awareness of climate change and CO₂ emissions may influence consumer preferences, favoring companies that demonstrate environmental responsibility. company may face reputational risks and decreased market share if they are perceived as lagging in environmental sustainability. Workforce expectations: Employees and potential recruits may prioritize working for companies that align with the values, including environmental sustainability. company need to address sustainability concerns to attract and retain top talent. Climate change impacts: Elevated atmospheric CO₂ levels contribute to climate change, resulting in a range of environmental risks such as extreme weather events, sea-level rise, and biodiversity loss. company need to assess and mitigate the potential physical impacts of climate change on the operations and supply chain.

Others: Radiation at surface (Projections)



Location	Impacts level
Thailand	Not relevant
India	Medium confidence of decrease
Slovakia	Low confidence in direction of change
Category of risk	Possible impacts to Delta business
Strategic	<ul style="list-style-type: none"> Reputation and brand image: company may face reputational risks if the operations or products are associated with high levels of radiation. Negative public perception can lead to a loss of trust among customers, investors, and other stakeholders. Market perception: Consumer concerns about radiation exposure can influence market preferences and demand. company need to align the product offerings with safety standards and effectively communicate the measures taken to mitigate radiation risks.
Operational	<ul style="list-style-type: none"> Workforce health and Safety: High radiation levels can pose risks to the health and safety of employees working in environments exposed to radiation. company need to establish robust safety protocols, provide appropriate training, and implement radiation monitoring systems to ensure the well-being of the workforce. Equipment performance: Radiation can adversely affect the performance and reliability of electronic devices. company need to consider radiation resistance and protection measures during product design and development to maintain the functionality and durability of the products.
Financial	<ul style="list-style-type: none"> Litigation and liability: If electronics products are found to emit high levels of radiation or cause harm to users, companies may face legal actions, lawsuits, and potential financial liabilities. This can result in significant costs related to settlements, damages, and legal fees. Product recalls and replacements: In the event of radiation-related safety concerns, company may be required to recall or replace affected products. This can lead to substantial financial costs, including product retrieval, repairs, or replacements, as well as potential damage to brand reputation.
Compliance	<ul style="list-style-type: none"> Regulatory compliance: Governments and regulatory bodies establish radiation safety standards that company must adhere to. Failure to comply with these standards can result in legal penalties, operational disruptions, and reputational damage. Companies need to ensure that the products and operations meet all applicable radiation safety regulations.
Social / Environment	<ul style="list-style-type: none"> Public health and safety concerns: Excessive radiation exposure can generate public health and safety concerns. company may face social backlash, consumer distrust, and negative publicity if the products are perceived as posing a risk to human health or the environment. Stakeholder engagement: company need to engage with stakeholders, including consumers, employees, local communities, and advocacy groups, to address concerns related to radiation risks. Open communication, transparency, and proactive risk mitigation measures can help mitigate social risks. Public health and safety concerns: Excessive radiation exposure can generate public health and safety concerns. company may face social backlash, consumer distrust, and negative publicity if the products are perceived as posing a risk to human health or the environment. Stakeholder engagement: company need to engage with stakeholders, including consumers, employees, local communities, and advocacy groups, to address concerns related to radiation risks. Open communication, transparency, and proactive risk mitigation measures can help mitigate social risks.

Physical Risks and Adaptation Plan

Time frame = 5 years

Risk	Impact to Delta	Adaptation plan to be completed
<p>Mean surface temperature</p>	<ul style="list-style-type: none"> • Changing market dynamic • Regulatory and policy changes • Supply chain disruptions • Physical disruptions • Increased maintenance and repair costs • Asset devaluation • Insurance costs • Resource scarcity and availability • Reputation and stakeholder expectations 	<ul style="list-style-type: none"> • Stay informed: Stay updated on climate trends and projections related to mean surface temperatures. Monitor scientific research, reports, and forecasts to anticipate changes in temperature patterns and assess their potential impact on operations and markets. • Diversify product offerings: Consider diversifying product lines to include energy-efficient and climate-resilient technologies. • Adapt infrastructure: Assess the vulnerability of company facilities and infrastructure to temperature changes. Implement appropriate insulation, cooling, or heating systems to maintain optimal operating conditions for equipment and personnel. • Implement contingency plans: Develop and regularly update contingency plans to address operational disruptions caused by extreme temperature events. • Evaluate insurance coverage: Review existing insurance policies to ensure coverage for potential losses related to extreme temperature events. • Conduct cost-benefit analysis: Evaluate the financial implications of implementing climate resilience measures, such as upgrading equipment or implementing energy-efficient technologies. Establishing a dedicated risk management team or department responsible for identifying, assessing, and mitigating climate-related risks. • Regularly monitoring and reviewing risk profiles to ensure that risk management strategies remain effective and aligned with evolving climate trends. • Engaging in partnerships and collaborations with industry associations, research institutions, and governmental organizations to share best practices.
<p>Extreme heat</p>	<ul style="list-style-type: none"> • Market disruptions • Infrastructure and equipment damage • Insurance and liability • Occupational health and safety regulations • Employee well-being • Climate change implications 	<ul style="list-style-type: none"> • Risk Assessment: Conduct a comprehensive risk assessment to identify vulnerabilities related to extreme heat events. • Infrastructure and Equipment: Ensure that company facilities and equipment are designed and maintained to withstand high temperatures. • Business Continuity Plans: Develop and regularly update business continuity plans that address extreme heat events. • Insurance Coverage: Review insurance policies to ensure coverage for potential losses caused by extreme heat events. Consider specialized coverage for property damage, equipment failure, business interruption, and supply chain disruptions. • Cost-Benefit Analysis: Evaluate the financial implications of implementing heat mitigation measures, such as cooling systems or alternative energy sources. • Energy Efficiency: Improve energy efficiency in operations by implementing energy-saving technologies, such as efficient cooling systems and smart building management systems. Reduce the carbon footprint of the company by adopting renewable energy sources and implementing energy conservation measures. • Sustainable Supply Chain: Collaborate with suppliers to ensure sustainable practices throughout the supply chain. Encourage responsible sourcing, waste reduction, and recycling initiatives.
<p>Relative sea level</p>	<ul style="list-style-type: none"> • Market disruption • Geographic limitations • Facility vulnerability • Supply chain disruptions • Utilities and services disruption • Asset value depreciation • Environmental regulations • Health and safety concerns • Carbon footprint and sustainability 	<ul style="list-style-type: none"> • Adaptation Strategies: Develop a strategic plan that includes adaptation strategies for dealing with rising sea levels. • Infrastructure Protection: Implement measures to protect critical infrastructure from sea level rise, such as building flood barriers, elevating equipment and utilities, or relocating vulnerable assets to higher ground. • Emergency Response Plans: Develop and regularly update emergency response plans that address flooding and coastal hazards. • Financial Planning: Assess the financial implications of sea level rise on business operations, capital investments, and insurance premiums • Regulatory Compliance: Stay informed about regulations and guidelines related to coastal zone management, building codes, and environmental standards • Employee Safety and Well-being: Prioritize employee safety by implementing measures to protect them from coastal hazards. • Sustainable Practices: Adopt sustainable practices to minimize the company's contribution to climate change and sea level rise. Implement energy-efficient technologies, reduce greenhouse gas emissions, and promote environmentally friendly operations. • Ecosystem Conservation: Support coastal ecosystem conservation and restoration efforts, such as mangrove protection or dune restoration, which can help mitigate the impacts of sea level rise and enhance natural coastal defenses.

Physical Risks and Adaptation Plan

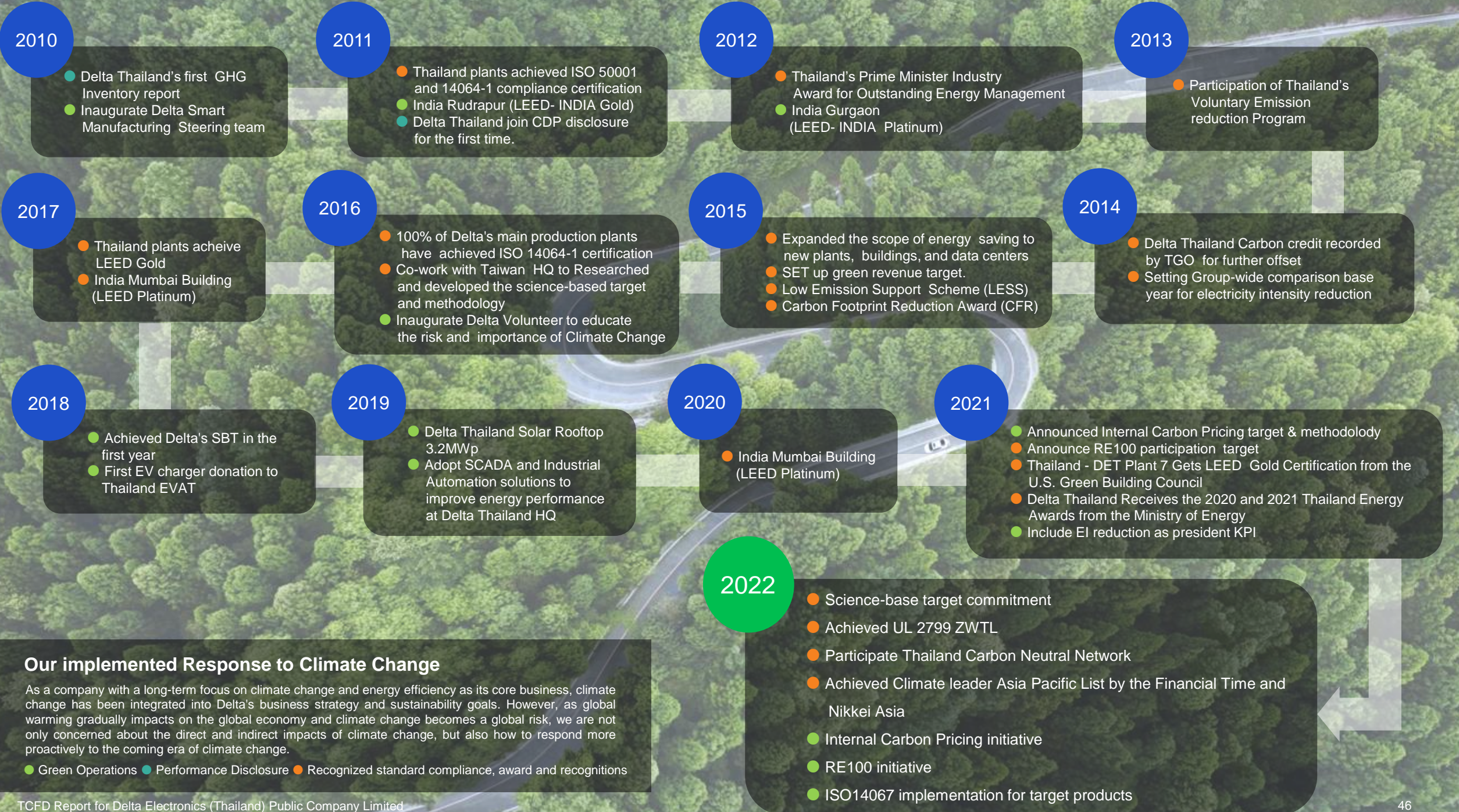
Time frame = 5 years

Risk	Impact to Delta	Adaptation plan to be completed
<p>Heavy precipitation and pluvial flood</p>	<ul style="list-style-type: none"> Market disruptions Business continuity planning Supply chain disruptions Facility and equipment damage Revenue loss and business interruption Insurance and recovery costs Environmental regulations Employee safety and well-being Water management and pollution 	<ul style="list-style-type: none"> Risk Assessment: Conduct a comprehensive risk assessment to identify vulnerabilities related to heavy precipitation and pluvial floods Land Use Planning: Consider the risk of pluvial flooding when selecting and designing company facilities Infrastructure and Equipment: Implement flood-resistant design and construction techniques to protect buildings and critical equipment from water damage. Business Continuity Plans: Develop and regularly update business continuity plans that address heavy precipitation and pluvial flood events. Insurance Coverage: Review insurance policies to ensure coverage for potential losses caused by heavy precipitation and pluvial floods. Financial Reserves: Allocate resources for emergency response, repair and restoration efforts, and potential business interruptions. Maintain financial reserves to mitigate the financial impact of flood-related losses. Regulatory Compliance: Stay complied with local, national, and international regulations related to flood risk management, building codes, and environmental standards. Employee Safety: Implement measures to protect employees from flood-related hazards. Develop and communicate evacuation plans, provide training on emergency response, and establish clear communication channels during flood events. Sustainable Drainage Systems: Implement sustainable drainage systems, such as permeable surfaces, rainwater harvesting, and retention ponds, to manage heavy precipitation and reduce the risk of pluvial flooding. Green Infrastructure: Incorporate green infrastructure solutions, such as rain gardens and vegetated swales, to absorb and manage excess water runoff, minimizing the strain on drainage systems and reducing flood risks.
<p>Coastal erosion</p>	<ul style="list-style-type: none"> Market disruption Geographic limitations Facility vulnerability Supply chain disruptions Utilities and services disruption Asset value depreciation Community perception Habitat loss and biodiversity Climate change and resilience 	<ul style="list-style-type: none"> Risk Assessment: Conduct a thorough risk assessment to understand the potential impact of coastal erosion on company assets, infrastructure, and operations. Coastal Management Plan: Develop a strategic plan that includes coastal management strategies to mitigate erosion risks Protective Measures: Implement coastal protection measures to minimize erosion effects on company assets. Monitoring and Maintenance: Regularly monitor the coastline and infrastructure for signs of erosion and perform necessary maintenance or repairs to prevent further degradation. Insurance Coverage: Review insurance policies to ensure coverage for potential losses related to coastal erosion. Consider specialized coverage for property damage, business interruption. Budgeting and Reserves: Allocate resources for shoreline protection and maintenance. Establish financial reserves to address potential impacts on operations and infrastructure. Regulatory Compliance: Stay informed about regulations and guidelines related to coastal erosion management and coastal development permits. Comply with requirements for environmental impact assessments and permits for coastal protection measures. Stakeholder Engagement: Engage with local communities, residents, and other stakeholders to understand their concerns and perspectives regarding coastal erosion Ecosystem Conservation: Consider the ecological impact of erosion mitigation measures. Collaborate with environmental agencies and organizations to ensure that protective measures are implemented in a manner that minimizes harm to coastal ecosystems. Sustainable Practices: Adopt sustainable practices to minimize the company's contribution to coastal erosion. Implement measures to reduce carbon emissions and promote environmental conservation.
<p>Coastal flood</p>	<ul style="list-style-type: none"> Market disruption Geographic limitations Facility vulnerability Supply chain disruptions Utilities and services disruption Insurance costs Environmental regulations Health and safety concerns Ecosystem disruption Climate change and resilience 	<ul style="list-style-type: none"> Risk Assessment: Conduct a comprehensive risk assessment to understand the potential impact of coastal flooding on your company's assets, infrastructure, and operations. Land Use Planning: Consider flood risk when selecting and designing company facilities in coastal areas. Flood Protection Measures: Implement flood protection measures to minimize the impact of coastal flooding on company assets and infrastructure. Emergency Response Plans: Develop and regularly update emergency response plans that specifically address coastal flood events. Insurance Coverage: Review insurance policies to ensure coverage for potential losses caused by coastal flooding. Financial Reserves: Allocate resources for emergency response, repair and restoration efforts, and potential business interruptions. Maintain financial reserves to mitigate the financial impact of flood-related losses. Regulatory Compliance: Stay complied about local, national, and international regulations related to coastal flood risk management, building codes, and environmental standards. Employee Safety: Implement measures to protect employees from flood-related hazards. Sustainable Coastal Infrastructure: Incorporate sustainable coastal infrastructure design principles, such as green infrastructure and natural shoreline stabilization techniques, to minimize the environmental impact of flood protection measures. Ecosystem Conservation: Consider the ecological impact of flood mitigation measures and implement measures to minimize harm to coastal ecosystems. Collaborate with environmental agencies and organizations to ensure that protective measures are implemented in an environmentally responsible manner.

Physical Risks and Adaptation Plan

Time frame = 5 years

Risk	Impact to Delta	Adaptation plan to be completed
<p>Ocean acidity</p>	<ul style="list-style-type: none"> Market disruptions Business continuity planning Supply chain disruptions Equipment corrosion Revenue loss Environmental regulations Community impact Ecosystem disruption Climate change 	<ul style="list-style-type: none"> Research and Monitoring: Stay updated on the latest scientific research and monitoring efforts related to ocean acidity. Understand the long-term trends and potential impacts on marine ecosystems, including the potential effects on the electronics company's supply chain. Collaboration and Advocacy: Engage in collaborative efforts with industry peers, research institutions, and environmental organizations to advocate for policies and initiatives that address ocean acidification at local, regional, and global levels. Carbon Footprint Reduction: Implement measures to reduce the carbon footprint of the company's operations. This includes reducing energy consumption, increasing energy efficiency, transitioning to renewable energy sources, and implementing carbon offset initiatives. Supply Chain Management: Assess the carbon footprint and environmental impact of the company's supply chain. Collaborate with suppliers to promote sustainable practices and consider sourcing options that prioritize environmental responsibility. Risk Assessment and Contingency Planning: Conduct a comprehensive risk assessment to understand the financial implications of ocean acidification on the electronics company's operations, such as potential disruptions in the supply chain or increased costs. Insurance Coverage: Review insurance policies to determine if they cover potential losses related to ocean acidification impacts. Regulatory Compliance: Stay informed about regulations and guidelines related to ocean acidification and marine environmental protection. Comply with relevant regulations and ensure that the company's activities and products meet environmental standards and certifications. Stakeholder Engagement: Engage with stakeholders, including employees, customers, and communities, to raise awareness about ocean acidification and promote sustainable practices. Carbon Offset and Sequestration: Explore opportunities to offset the company's carbon emissions through projects that promote carbon sequestration or invest in renewable energy initiatives. Sustainable Practices: Implement measures to minimize the company's contribution to ocean acidification and promote sustainable resource management. This includes responsible wastewater disposal, reduced chemical usage, and proper waste management practices.
<p>Atmosphere CO2 at surface</p>	<ul style="list-style-type: none"> Market shifts Regulatory changes Supply chain disruptions Energy costs Market volatility Consumer perception Workforce expectations Climate change impacts 	<ul style="list-style-type: none"> Carbon Reduction Strategy: Develop and implement a carbon reduction strategy to minimize the company's carbon footprint. Long-term Planning: Incorporate climate change considerations, including atmospheric CO2 levels, into long-term strategic planning. Assess potential impacts on the company's operations, supply chain, and market dynamics, and identify adaptation and mitigation measures. Energy Efficiency: Implement energy-saving measures and technologies to reduce energy consumption and lower greenhouse gas emissions. Sustainable Supply Chain: Collaborate with suppliers to promote sustainable practices and reduce emissions throughout the supply chain. Carbon Pricing and Taxation: Stay informed about carbon pricing mechanisms and potential future regulations. Assess the financial implications and consider incorporating the cost of carbon emissions into financial planning and risk assessment. Green Financing: Explore opportunities for green financing, such as green bonds or sustainable investment funds, to support the company's transition to low-carbon operations. Regulatory Compliance: Stay updated on relevant regulations and standards related to atmospheric CO2 levels and greenhouse gas emissions. Environmental Certifications: Seek environmental certifications and labels that demonstrate the company's commitment to reducing CO2 emissions and environmental responsibility. Emission Monitoring and Reduction: Monitor and measure the company's CO2 emissions regularly. Carbon Offsetting: Explore carbon offset initiatives to neutralize or compensate for the company's remaining CO2 emissions.



2010

- Delta Thailand's first GHG Inventory report
- Inaugurate Delta Smart Manufacturing Steering team

2011

- Thailand plants achieved ISO 50001 and 14064-1 compliance certification
- India Rudrapur (LEED- INDIA Gold)
- Delta Thailand join CDP disclosure for the first time.

2012

- Thailand's Prime Minister Industry Award for Outstanding Energy Management
- India Gurgaon (LEED- INDIA Platinum)

2013

- Participation of Thailand's Voluntary Emission reduction Program

2017

- Thailand plants achieve LEED Gold
- India Mumbai Building (LEED Platinum)

2016

- 100% of Delta's main production plants have achieved ISO 14064-1 certification
- Co-work with Taiwan HQ to Researched and developed the science-based target and methodology
- Inaugurate Delta Volunteer to educate the risk and importance of Climate Change

2015

- Expanded the scope of energy saving to new plants, buildings, and data centers
- SET up green revenue target.
- Low Emission Support Scheme (LESS)
- Carbon Footprint Reduction Award (CFR)

2014

- Delta Thailand Carbon credit recorded by TGO for further offset
- Setting Group-wide comparison base year for electricity intensity reduction

2018

- Achieved Delta's SBT in the first year
- First EV charger donation to Thailand EVAT

2019

- Delta Thailand Solar Rooftop 3.2MWp
- Adopt SCADA and Industrial Automation solutions to improve energy performance at Delta Thailand HQ

2020

- India Mumbai Building (LEED Platinum)

2021

- Announced Internal Carbon Pricing target & methodology
- Announce RE100 participation target
- Thailand - DET Plant 7 Gets LEED Gold Certification from the U.S. Green Building Council
- Delta Thailand Receives the 2020 and 2021 Thailand Energy Awards from the Ministry of Energy
- Include EI reduction as president KPI

2022

- Science-base target commitment
- Achieved UL 2799 ZWTL
- Participate Thailand Carbon Neutral Network
- Achieved Climate leader Asia Pacific List by the Financial Time and Nikkei Asia
- Internal Carbon Pricing initiative
- RE100 initiative
- ISO14067 implementation for target products

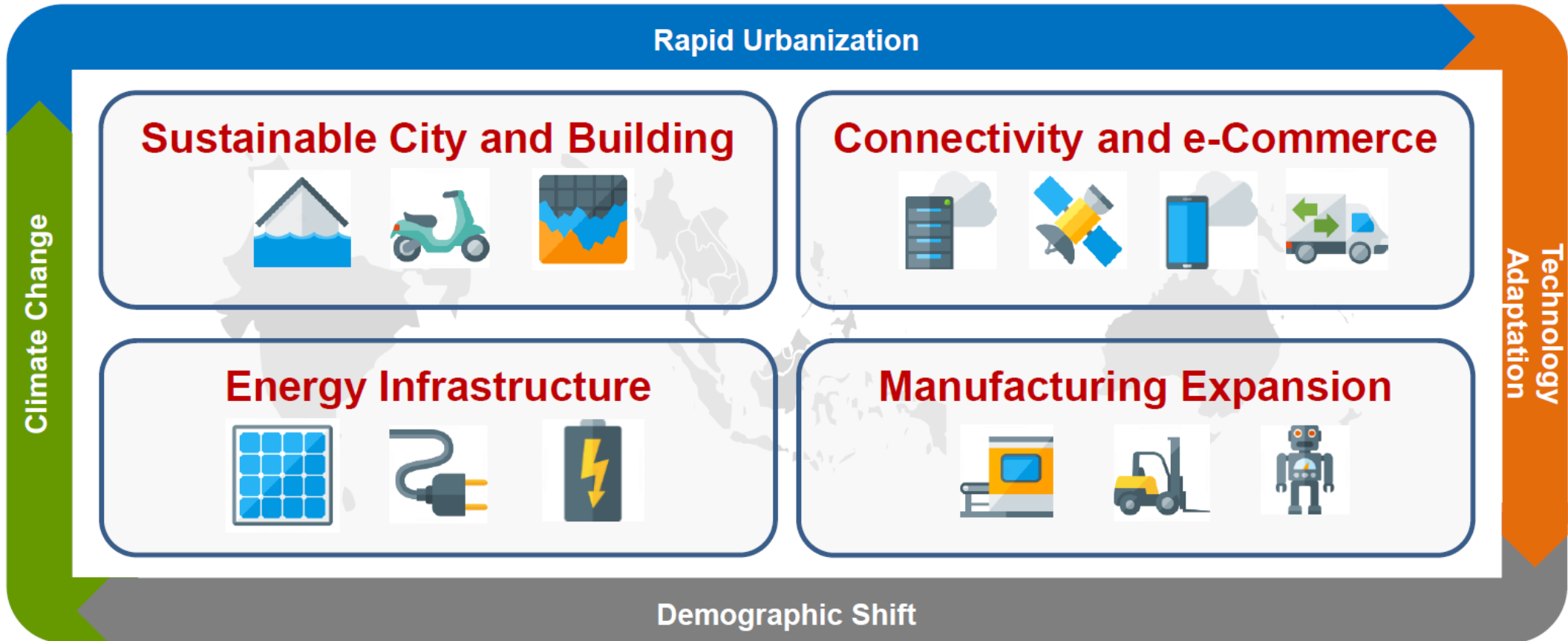
Our implemented Response to Climate Change

As a company with a long-term focus on climate change and energy efficiency as its core business, climate change has been integrated into Delta's business strategy and sustainability goals. However, as global warming gradually impacts on the global economy and climate change becomes a global risk, we are not only concerned about the direct and indirect impacts of climate change, but also how to respond more proactively to the coming era of climate change.

● Green Operations ● Performance Disclosure ● Recognized standard compliance, award and recognitions

Opportunity arising from Climate Change

Mega Trends Implications for Regional Development



Delta Green Solutions



Industrial Automation and Smart Manufacturing



Building Automation



Datacenter



Telecom Energy



Smart Energy



EV Charging



Display and Monitoring

Industrial Automation

- Factory automation solutions
- Machine Automation solutions
- Process Automation Solutions

Data Center

- Micro data center
- POD
- Containerized data center
- Power container

Telecom Energy

- Outdoor ECO cooling enclosure
- Renewable energy power system
- Outdoor telecom power solutions
- Site monitoring and control system

EV Charging

- Residential charging
- Commercial charging
- Public charging

Display & Monitoring

- Display system solutions
- Display system integration

Building Automation

- Building automation
- Lighting design
- Smart streetlight
- Connected lighting
- Smart surveillance & Delta Smart Pass
- UNO Indoor Air quality monitoring

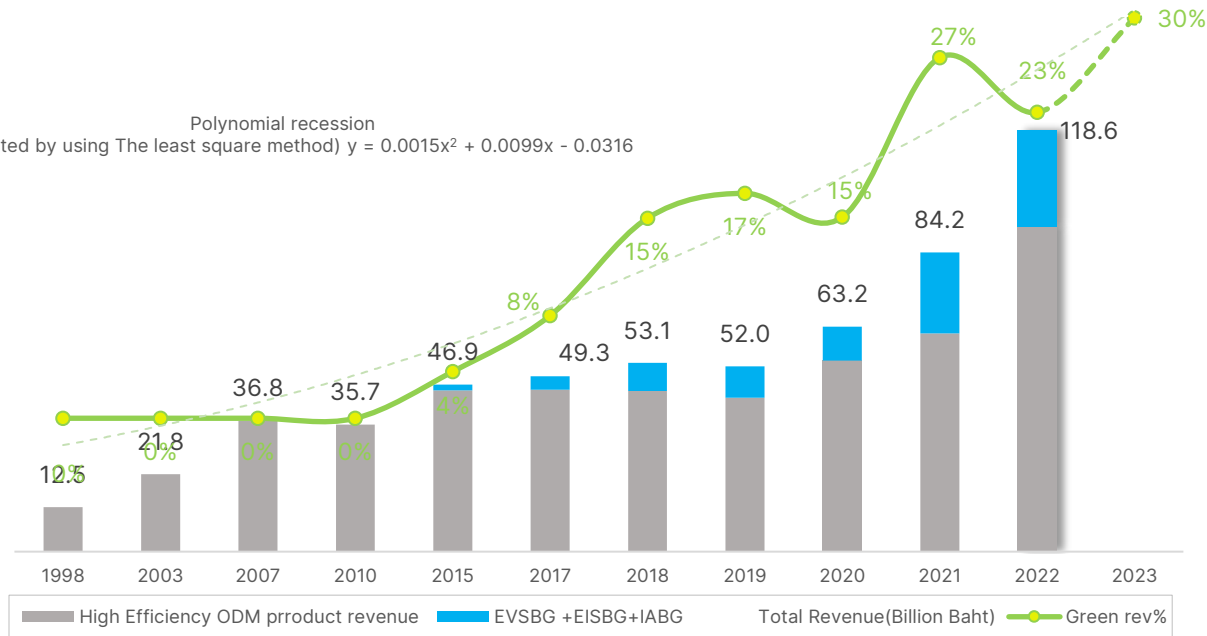
Smart Energy

- PV solutions
- Energy storage solutions
- EV charging solutions
- Energy IoT solutions

Proportion of Green Revenue to Total revenue

(Billion Baht)

Polynomial recession
(calculated by using The least square method) $y = 0.0015x^2 + 0.0099x - 0.0316$



What we Do / Data / Carbon Pricing Dashboard

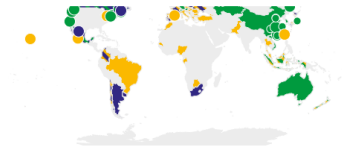
Carbon Pricing Dashboard

KEY STATISTICS ON REGIONAL, NATIONAL AND SUBNATIONAL CARBON PRICING INITIATIVES

73	Carbon Pricing initiatives implemented
39	National Jurisdictions are covered by the initiatives selected
33	Subnational Jurisdictions are covered by the initiatives selected

In 2023, these initiatives would cover 11.66 GtCO₂e, representing 23% of global GHG emissions

Summary map of regional, national and subnational carbon pricing initiatives



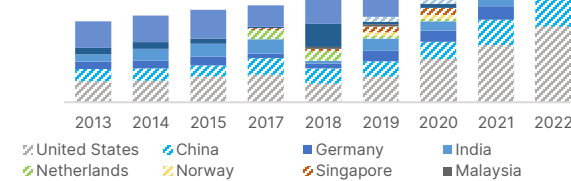
- ETS implemented or scheduled for implementation
- Carbon tax implemented or scheduled for implementation
- ETS or carbon tax under consideration
- ETS and carbon tax implemented or scheduled
- ETS implemented or scheduled, ETS or carbon tax under consideration
- Carbon tax implemented or scheduled, ETS under consideration

<https://carbonpricingdashboard.worldbank.org/>

Impact of global EST and Carbon tax to our target to growth

Revenue by Geographic Location

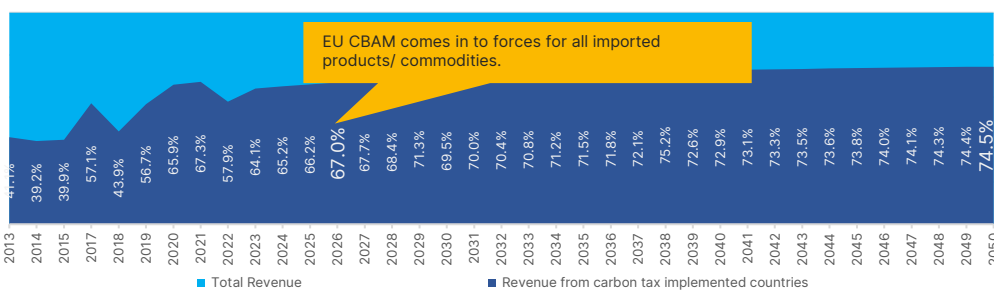
Delta's Geographic distribution of our consolidated revenue based on locations of the customers has disclosed in our public Annual report.



Countries that implement Carbon Tax Scheme.

- In 2022, 57% of our consolidated revenue were from countries where carbon tax scheme has implemented. Mostly, these tax schemes have applied to oil & gas industry.
- As of 1 October 2023, EU CBAM will initially apply to imports of certain goods and selected precursors whose production is carbon intensive and at most significant risk of carbon leakage: cement, iron and steel, aluminum, fertilizers, electricity and hydrogen.
- Once the permanent system enters into force on 1 January 2026, importers will need to declare each year the quantity of goods imported into the EU in the preceding year and their embedded GHG. They will then surrender the corresponding number of CBAM certificates. The price of the certificates will be calculated depending on the weekly average auction price of EU ETS allowances expressed in €/ton of CO₂ emitted. The phasing-out of free allocation under the EU ETS will take place in parallel with the phasing-in of CBAM in the period 2026-2034.
- According to the World Bank's disclosure on carbon pricing, India has not considered ETS yet, while EU27+ETS that will impact the cost of our manufacturing site in Slovakia is under consideration. If EU27+ETS effective, that will impact 9-12% of Delta consolidated revenue

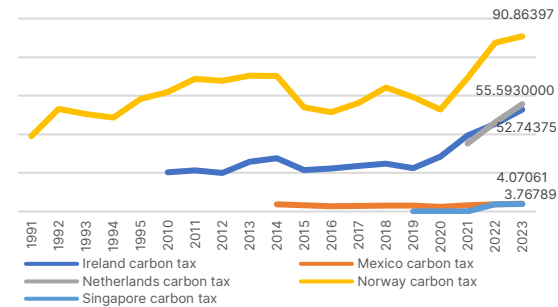
Scenario Analysis: Proportion of Delta revenue that will impacted by global carbon tax scheme implementation



Assumption of this scenario Analysis:

- Global carbon tax will be applied to all types of good, commodities imported to the countries that contribute to Delta consolidated revenue.
- Growth in the target countries has forecasted by using linear modeling based on 2013-2022 geographic distribution of our consol. revenue.
- Carbon tax scheme included in this analysis include, Ireland carbon tax, Mexico carbon tax, Netherland carbon tax, Norway carbon tax, Singapore carbon tax, and EU CBAM.

Related carbon tax price over the years (USD/ CO2e ton)



What's next?

RE35

- Target RE35 for Delta sites in Thailand (35 percent of renewable energy in total energy consumption) by the year 2025.

56%

- Target to reduce GHG intensity 56.6 percent by the year 2025 (compared with the base year 2014).

30%

- Target to increase green revenue from products and solutions portfolio up to 30 percent of total revenue by the year 2023.
- Target to have 30% of recycle input material of total purchased material by the year 2025.
- Target to reduce 30% of VOC intensity by the year 2023 (compared with the base year 2019).
- Target to reduce 30% of non-hazardous waste for disposal by the year 2023 (5% yearly from the base year 2016)

20%

- Target 20% reduction of energy intensity by the year 2025 (compared with the base year 2020).

10%

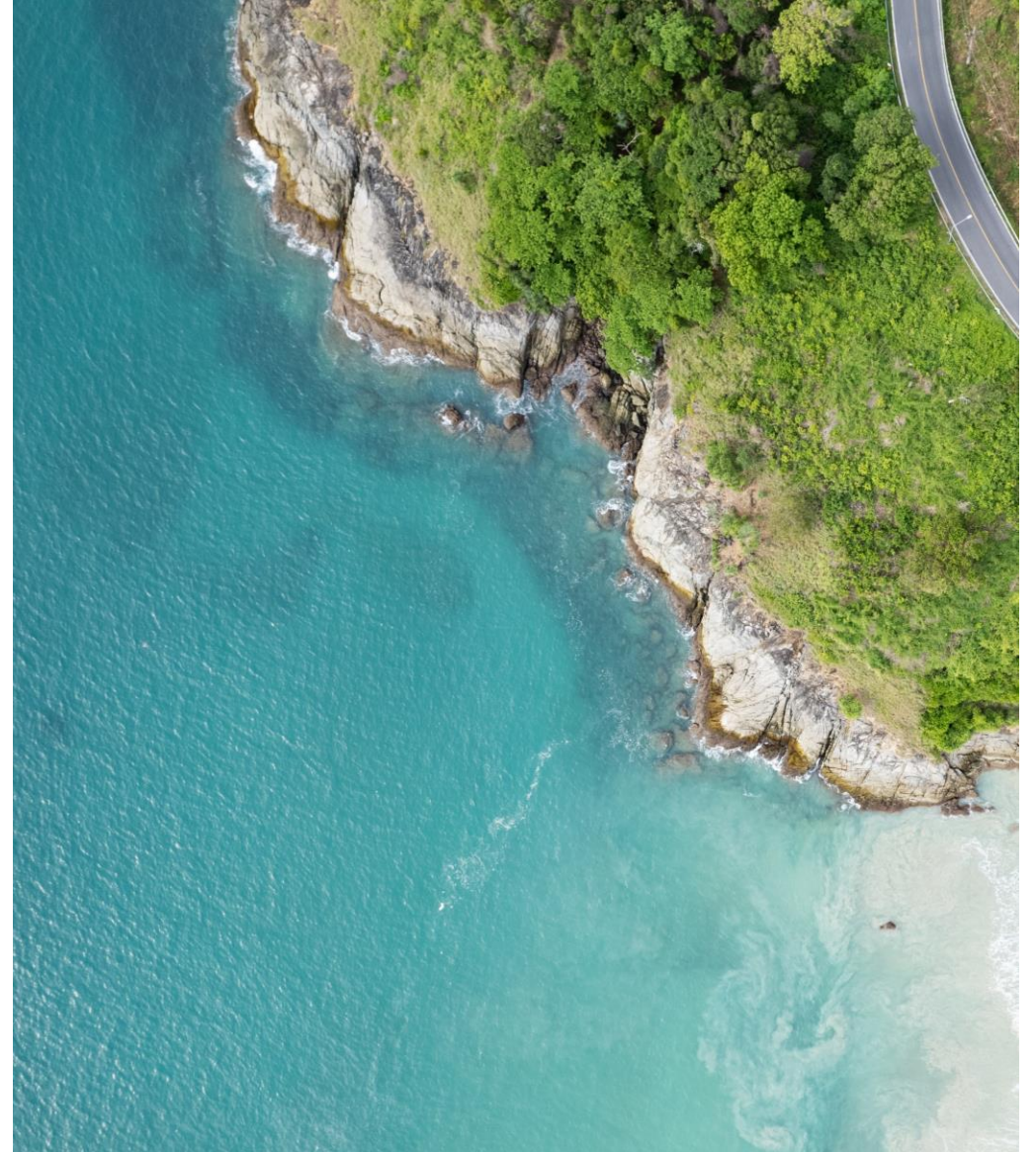
- Target to reduce 10% of water withdrawal intensity by the year 2025 (compared with the base year 2020).

5%

- Target to reduce 5% of hazardous waste intensity by the year 2023 (compared with the base year 2019.)

2023 | Water Risk Assessment Result

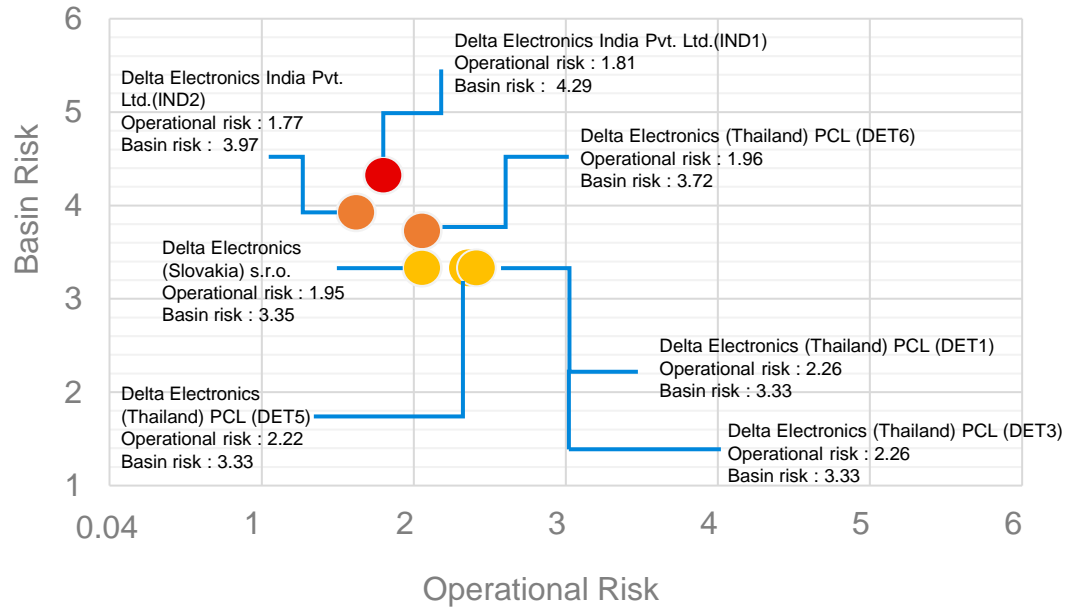
Delta Electronics (Thailand) Public Company Limited



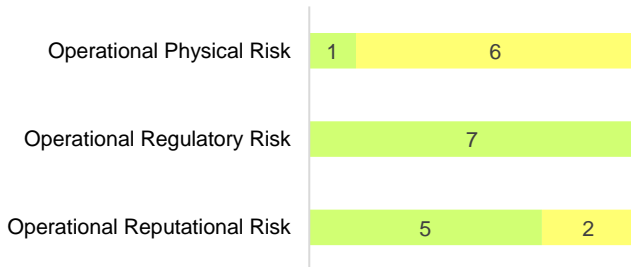
Delta Thailand's Water Risk Assessment Results 2022

WWF Water Risk Filter 2022

Basin Risk vs. Operational Risk



Number of Sites by Operational Risk Types



Number of Sites by Basin Risk Types



Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status
Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance
Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

Delta Thailand's Water Risk Assessment

Delta Electronics (Thailand) Public Company and its subsidiaries (India and Slovakia) apply **India Water Tool 4.0** developed by the World Business Council for Sustainable Development (WBCSD) to assess Water Stress of India's sites and **WWF Water Risk Filter**, which recommended by WBCSD. Although Delta's water consumption is used for domestic and sanitary purpose only and has less impacts, Delta uses those water tools to analyze and assess its activities. Using the location of the factories and the volumes of water used from each source by factories to understand the potential relates links between local basin risks and operation risks and other factors for planning its water management ensuring its activities not to impact to stakeholders or communities.

The operational risk assessment

is based on the same aggregation principles and risk scoring levels into risk categories, risk category and risk type have weightings which are industry-specific. The Water Risk Filter 5.0 contains default industry-specific weightings for a total of 25 industry categories. In other words, the operational risk score varies according to the same 1-to-5 classification organized as follows:

- 1) No or very limited risk
- 2) Limited risk
- 3) Some risk
- 4) High risk
- 5) Very high risk

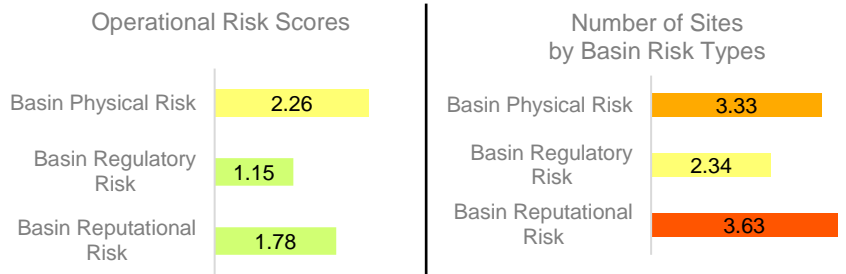
The results of the operational risk indicators are aggregated into risk categories which inform the overall risk scores for the 3 risk types: Physical, Regulatory and Reputational. The final overall operational risk score is aggregated based on the 3 risk type scores.

The basin risk assessment indicators are assigned to one of three risk types, and in turn, one of 12 risk categories and Each basin risk indicator, risk category and risk type have weightings which are industry-specific. The Water Risk Filter contains default industry-specific weightings for a total of 25 industry categories (see Appendix 1 for detailed information of default weightings for each industry).

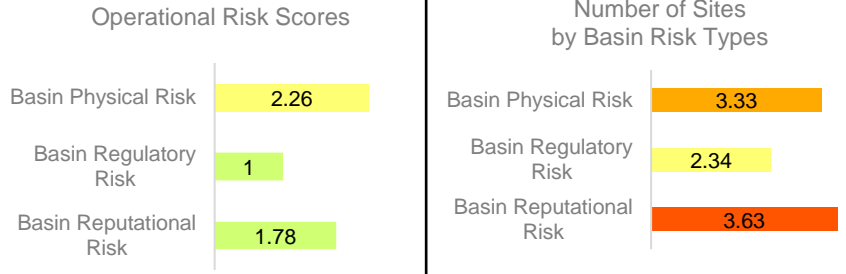


Delta Thailand's Water Risk Assessment Results 2022

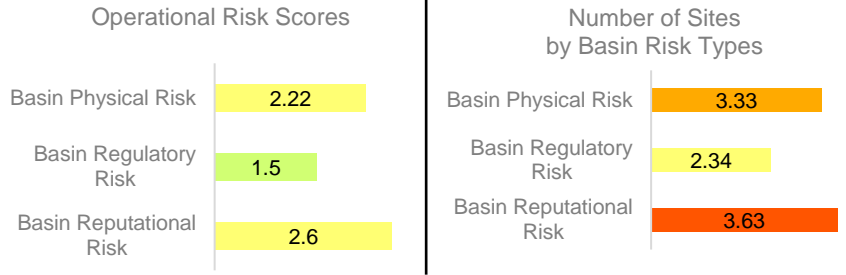
Risk Chart for Delta Electronics (Thailand) PCL. (DET1)



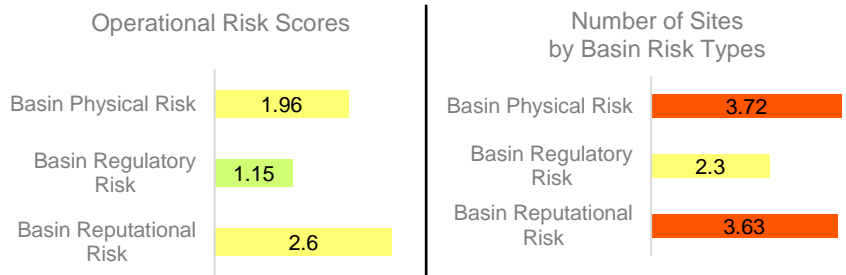
Risk Chart for Delta Electronics (Thailand) PCL. (DET3)



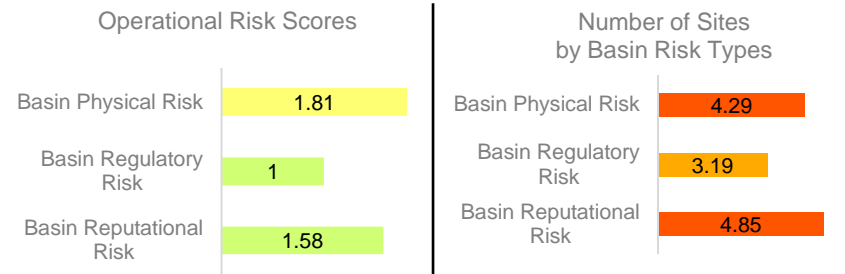
Risk Chart for Delta Electronics (Thailand) PCL. (DET5)



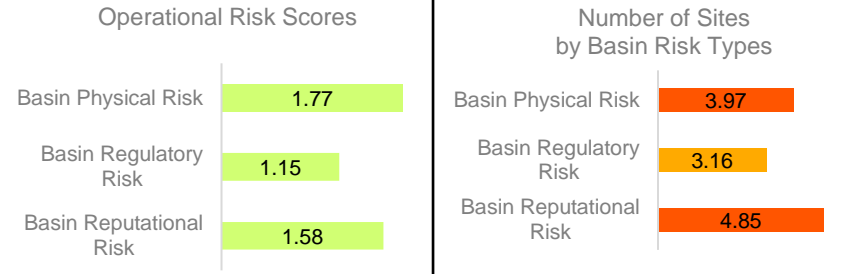
Risk Chart for Delta Electronics (Thailand) PCL. (DET6)



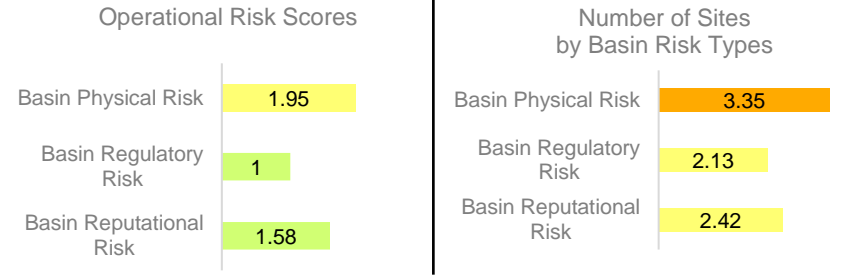
Risk Chart for Delta Electronics India Pvt, LTD. (IND1)



Risk Chart for Delta Electronics India Pvt, LTD. (IND2)



Risk Chart for Delta Electronics (Slovakia) s.r.o.



Reference: WWF Risk Filter Suite, <https://waterriskfilter.panda.org/>

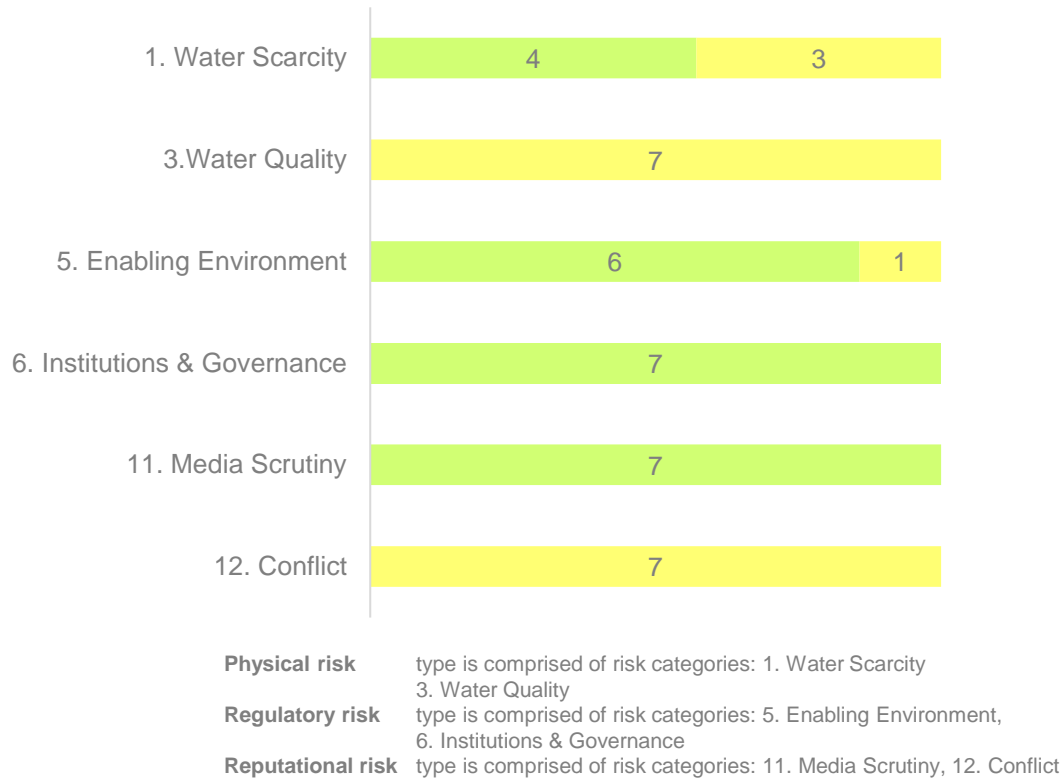
Note:

- Physical risk** type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status
- Regulatory risk** type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance
- Reputational risk** type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

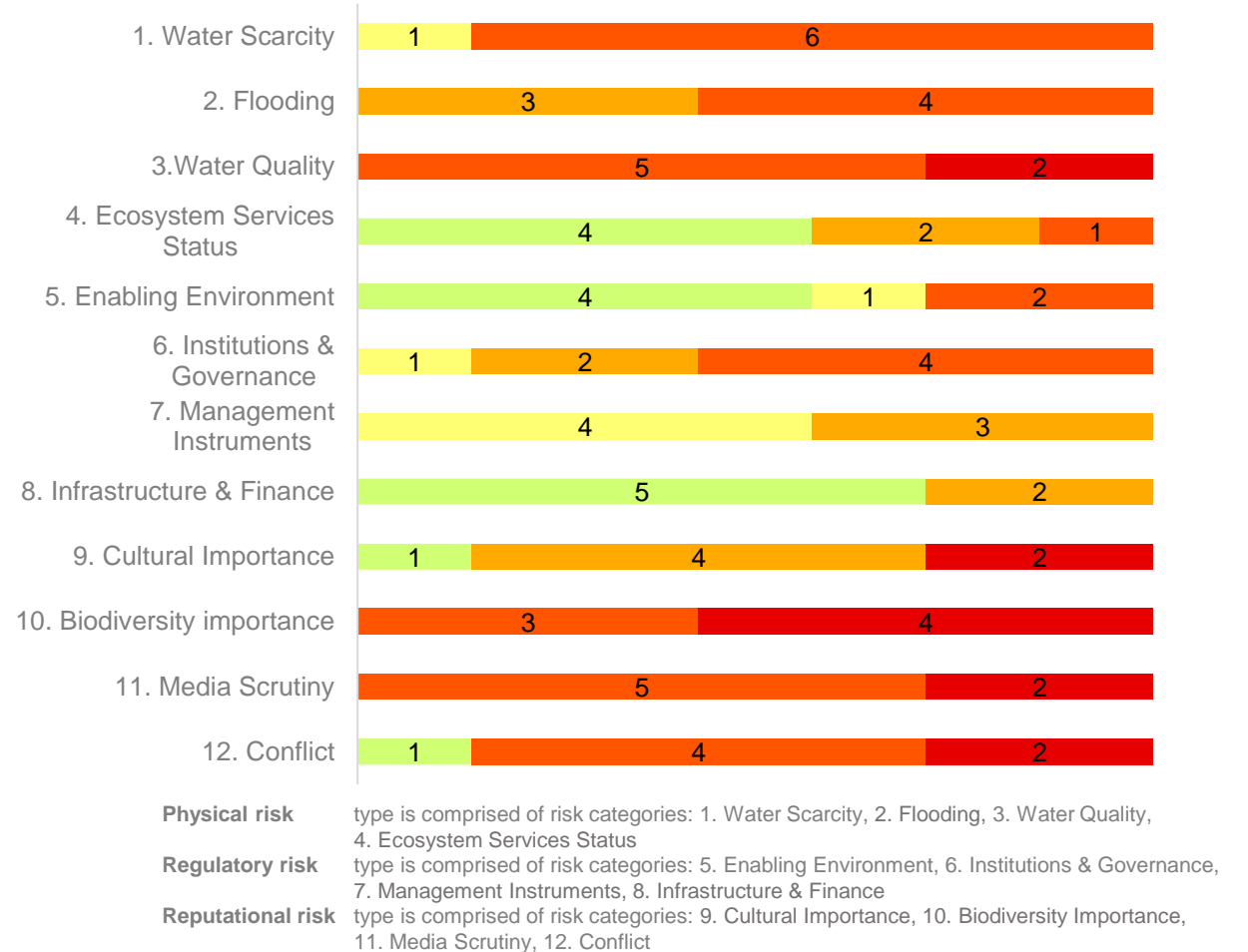


Delta Thailand's Water Risk Assessment Results 2022

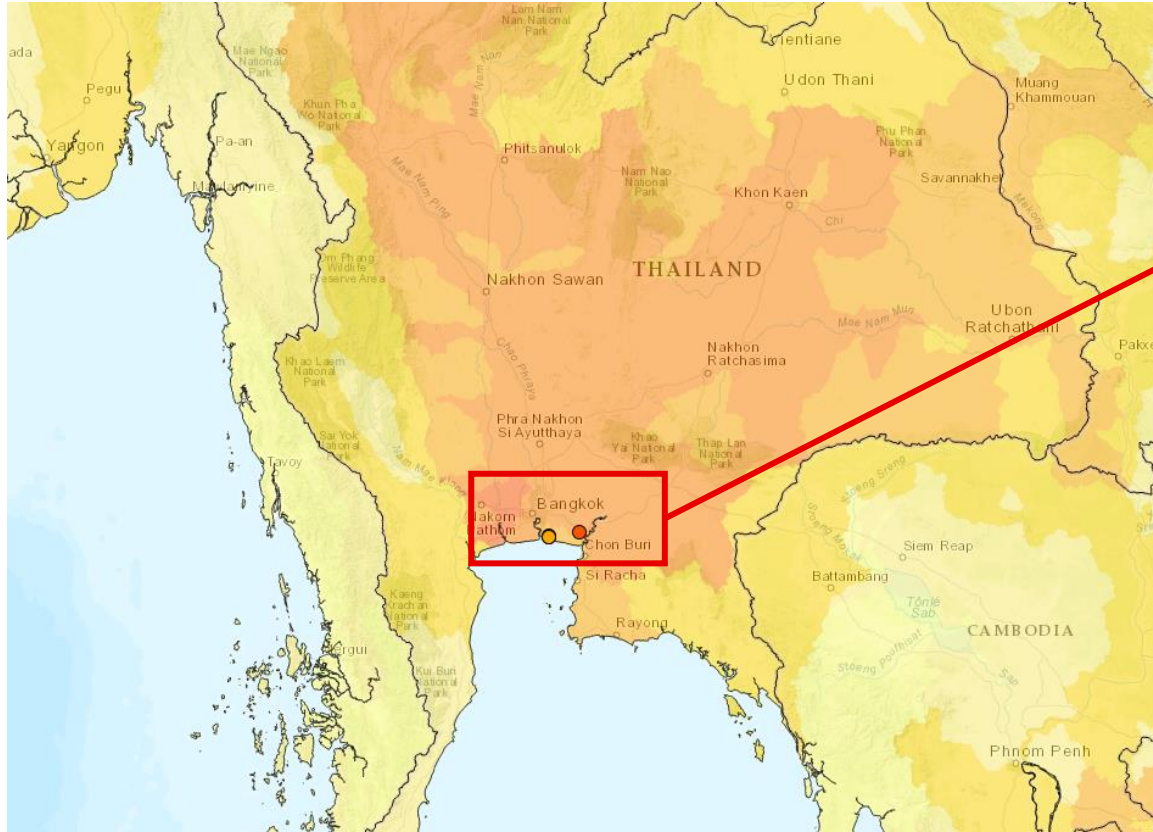
Operational Risk Distribution



Basin Risk Distribution



Delta Thailand group's Water Risk Assessment Results 2022



DET 1	Y:13.552214 X:100.669424
DET 3	Y:13.555437 X:100.670527
DET 5	Y:13.549235 X:100.672086
DET 6	Y:13.588149 X:100.944592

Analyse Biodiversity	Analyse Water	Assess Water	...
Analyse Biodiversity	Analyse Water	Assess Water	...
Analyse Biodiversity	Analyse Water	Assess Water	...
Analyse Biodiversity	Analyse Water	Assess Water	...

Thailand

Thailand has substantial inland water resources in the form of numerous large river basins (Makong River and its several tributaries, Chao Phraya River basin, Ta Chin River basin). Inland capture fishery production increased drastically between 1986 and 1996., the production is dominated by unspecified freshwater fish (93,100 tones in 2015), which includes 47.4% of the report catch. Climbing perch, silver barb, tilapia ,striped snakehead and clariid catfish are the major identified species. (Welcome and Food And Agriculture Organization Of The United Nations, 2011, pp.66-67,114).

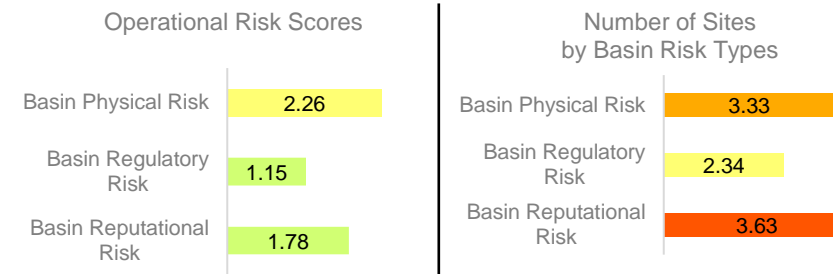
Gulf of Thailand (GoT) is a semi-enclosed tropical sea located in the South China Sea (Pacific Ocean), surrounded by the countries Malaysia, Thailand, Cambodia and Vietnam (Charlier, 2006). The Gulf covers roughly 320,000 km². GoT contributes estimate 68.5% of production of marine capture fisheries in Thailand (2.6 x 10⁶ tones in 2004) (www.fao.org, 2008).

Delta Thailand group's Water Risk Assessment Results 2022 (continue)

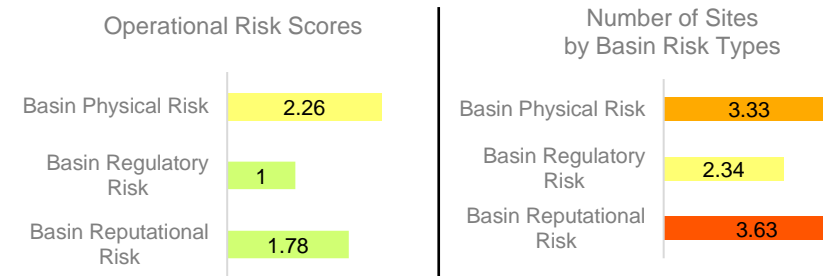
Delta Electronics Thailand (Samutprakarn site contain DET1, DET3, DET5)

- **The overall scores** was reported at low to high score which the sites locate in Samutprakarn . The risks types that received score 3.4 – 4.2 (High risk) were; Physical risk and Reputational risk.
- **Operational related risk:** the results in the risk chart showed all Delta Thailand's operational related risk was classified in Low and Very low risk for 3 risk types (Physical, Regulatory and Reputational risks).
- **Basin related risk:** Overall Delta Thailand's (Samutprakarn site) local basin risk result was scored at scale range 2.34 - 3.65 (Low - High risk), the risks types that high risk were; Physical risk and Reputational risk.
 - **The physical risk** was reported range 3.4 – 4.2 (High risk) as the consequence of scores in Water scarcity and Water Quality.
 - **Water Scarcity:** Water scarcity in Samutprakarn's basin, Thailand, presents significant physical risks. Reduced water availability affects agriculture, industry, and domestic use, leading to economic losses and societal challenges. Ecological stress arises from lower water levels, impacting aquatic habitats, wildlife populations, and overall ecosystem dynamics. Over-pumping of groundwater contributes to land subsidence, damaging infrastructure and the environment's stability. Water quality degradation can occur due to reduced flows and increased pollution risks, posing health hazards. Mitigating these risks requires sustainable water management practices, including conservation, efficient irrigation, infrastructure investment, and collaboration among stakeholders to ensure long-term water security in Samutprakarn's basin.
 - **Water Quality :** Poor water quality in Samutprakarn's basin, Thailand, poses significant physical risks. Contaminated water sources can lead to waterborne diseases and health issues. Water pollution disrupts the ecosystem and harms aquatic life. Impaired water quality restricts usability for drinking, irrigation, and industrial activities. Addressing these risks requires effective wastewater treatment, pollution control measures, and collaboration among stakeholders.

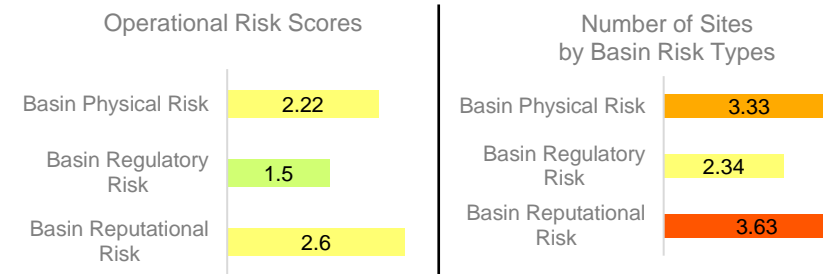
Risk Chart for Delta Electronics (Thailand) PCL. (DET1)



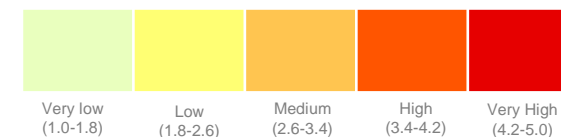
Risk Chart for Delta Electronics (Thailand) PCL. (DET3)



Risk Chart for Delta Electronics (Thailand) PCL. (DET5)



WWF Water Risk Filter Levels



Delta Thailand group's Water Risk Assessment Results 2022 (continue)

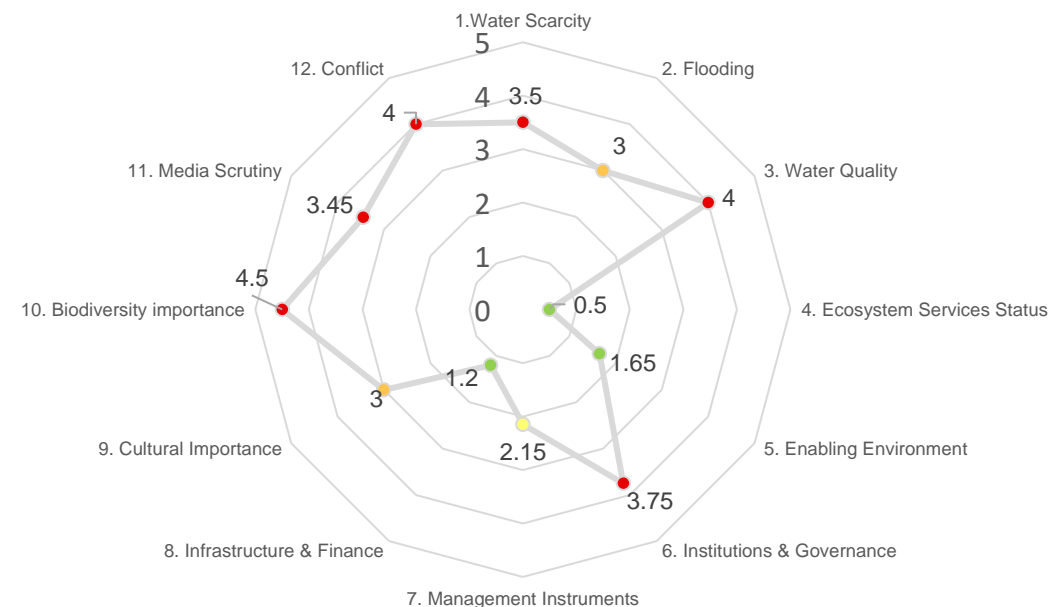
Delta Electronics Thailand (Samutprakarn site contain DET1, DET3, DET5)

➤ **Basin related risk:** Overall Delta Thailand's (Samutprakarn site) local basin risk result was scored at scale range 2.34 - 3.65 (Low - High risk), the risks types that high risk were; Physical risk and Reputational risk.

- **The reputational risk** was reported range 3.4 – 4.2 (High risk) and 4.2 – 5.0 (Very high risk) as the consequence of scores in Biodiversity importance, Media scrutiny, and Conflict.

- **Biodiversity importance:** The importance of biodiversity in Samutprakarn's basin has a significant impact on reputational risk. The basin's rich biodiversity holds ecotourism potential, attracting nature enthusiasts and conservation-minded tourists. Conservation efforts and the presence of unique species contribute to the basin's reputation as a site of scientific interest. Incorporating biodiversity conservation into sustainable development practices enhances the basin's reputation as a model for responsible environmental stewardship. Engaging stakeholders and promoting collaborative partnerships further strengthens the basin's reputation as a biodiversity-rich and environmentally conscious region.
- **Media Scrutiny:** Media scrutiny can significantly impact the reputational risk of Samutprakarn's basin. Positive media coverage highlighting environmental initiatives and sustainable practices enhances the basin's reputation, attracting investors, tourists, and stakeholders. However, negative media attention regarding pollution incidents or ecological damage can damage the basin's image, leading to concerns among the public and potential investors. Managing media scrutiny requires proactive communication, transparency, and a commitment to environmental conservation, ensuring that positive efforts are highlighted to mitigate reputational risks and foster a positive perception of the basin.
- **Conflict:** Conflicts within Samutprakarn's basin can have a detrimental impact on reputational risk. Negative perceptions, environmental degradation, disruptions to the economy, social unrest, and legal concerns are among the consequences. To mitigate these risks, proactive efforts such as promoting dialogue, mediation, and conflict resolution, engaging stakeholders, ensuring transparency, and implementing effective governance structures are necessary. Demonstrating a commitment to sustainable development, environmental stewardship, and social harmony is crucial in rebuilding trust, enhancing the basin's reputation, and fostering a positive perception of the region.

Basin



Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status

Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance

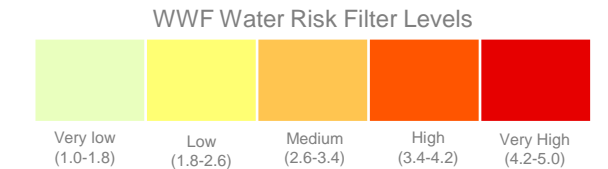
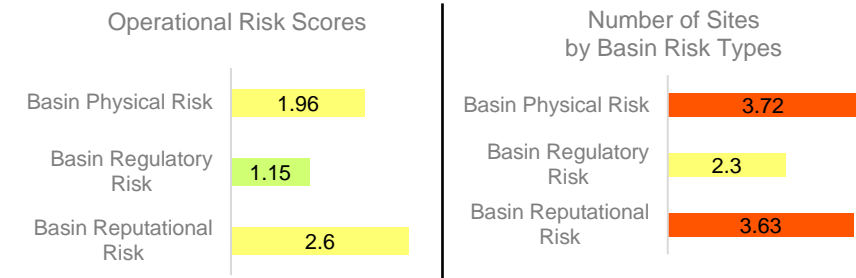
Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

Delta Thailand group's Water Risk Assessment Results 2022 (continue)

Delta Electronics Thailand (Chachoengsao site contain DET6)

- **The overall scores** was reported at low to high score which the sites locate in Chachoengsao . The risks types that received score 3.4 – 4.2 (High risk) were; Physical risk and Reputational risk.
- **Operational related risk:** the results in the risk chart showed all Delta Thailand's operational related risk was classified in Low and Very low risk for 3 risk types (Physical, Regulatory and Reputational risks).
- **Basin related risk:** Overall Delta Thailand's (Chachoengsao site) local basin risk result was scored at scale range 2.3 - 3.72 (Low - High risk), the risks types that high risk were; Physical risk and Reputational risk.
 - **The physical risk** was reported range 3.4 – 4.2 (High risk) as the consequence of scores in Water scarcity, Water Quality, and Flood.
 - **Water Scarcity:** Water scarcity in Chachoengsao's basin has significant physical risks. It puts stress on ecosystems, impacting biodiversity and habitats. Agriculture faces challenges due to reduced water availability, affecting crop yields and livelihoods. Socioeconomic impacts arise from limited access to safe drinking water, public health concerns, and disruptions to industries. Competition and conflicts over water rights can escalate tensions among stakeholders, exacerbating the risks. Environmental degradation may occur through over-extraction of groundwater and inadequate water resource management. Effective water management strategies, conservation efforts, and sustainable policies are necessary to address water scarcity and mitigate the physical risks in the basin.
 - **Water Quality:** The impact of water quality on the physical risk in Chachoengsao's basin is significant. Poor water quality from pollution and contamination poses risks to the ecosystem, human health, agriculture, and water supply. Addressing these issues through effective wastewater management, pollution control, and sustainable practices is crucial to mitigate physical risks, protect the environment, and ensure the well-being of the local population. Prioritizing water quality protection in Chachoengsao's basin is essential for maintaining a sustainable and resilient water ecosystem.
 - **Flooding:** Flooding in Chachoengsao's basin poses significant physical risks. It can cause infrastructure damage, property loss, and displacement of people. Agriculture suffers from crop damage and loss, while the environment faces disruption and ecological consequences. Public health risks also emerge from waterborne diseases and increased vectors. To mitigate these risks, proactive measures like improved forecasting, early warning systems, resilient infrastructure, and sustainable land management are essential. By implementing flood mitigation strategies, Chachoengsao can minimize the impact of flooding and protect the physical integrity of the basin.

Risk Chart for Delta Electronics (Thailand) PCL. (DET6)



Reference: WWF Risk Filter Suite, <https://waterriskfilter.panda.org/>

Delta Thailand group's Water Risk Assessment Results 2022 (continue)

Delta Electronics Thailand (Chachoengsao site contain DET6)

➤ **Basin related risk:** Overall Delta Thailand's (Chachoengsao site) local basin risk result was scored at scale range 2.3 - 3.72 (Low - High risk), the risks types that high risk were; Physical risk and Reputational risk.

- **The reputational risk** was reported range 3.4 – 4.2 (High risk) and 4.2 – 5.0 (Very high risk) as the consequence of scores in Biodiversity importance, Media scrutiny, and Conflict.

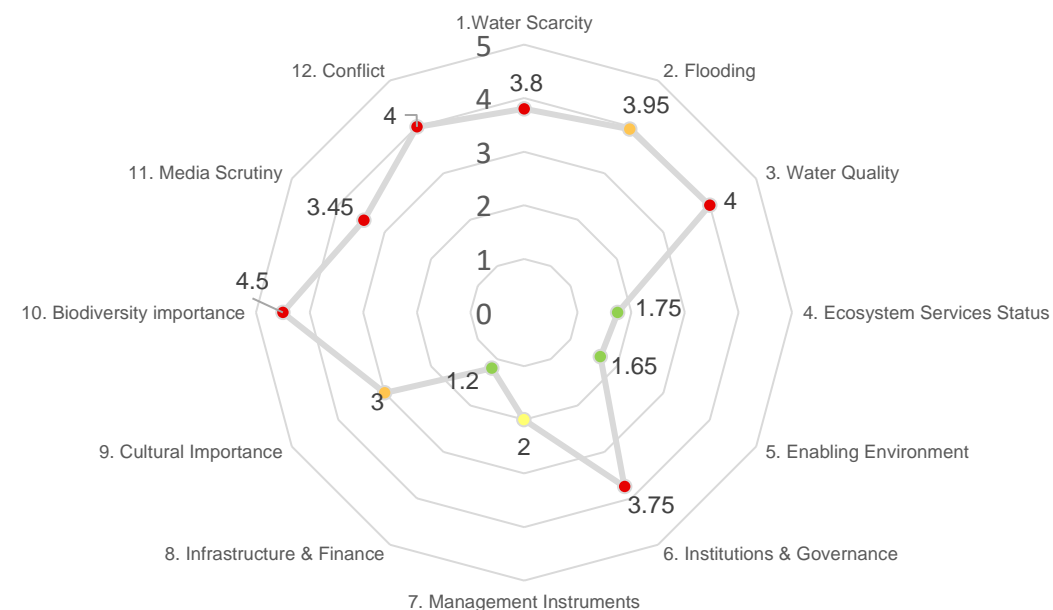
- **Biodiversity importance:**

- The importance of biodiversity in Chachoengsao's basin has a profound impact on reputational risk. Positive media coverage showcasing the basin's diverse flora and fauna, ecotourism potential, scientific research, and environmental stewardship enhances its reputation as an ecologically significant and responsible region. By promoting sustainable tourism, supporting scientific studies, engaging stakeholders, and implementing effective conservation strategies, Chachoengsao can leverage its biodiversity to strengthen its reputation and position itself as a destination committed to preserving its natural heritage.

- **Media Scrutiny:** Media scrutiny plays a critical role in shaping the reputational risk of Chachoengsao's basin. Positive media coverage highlighting environmental initiatives, cultural heritage, and sustainable practices enhances the basin's reputation and attracts investors, tourists, and stakeholders. Conversely, negative media attention focusing on environmental concerns, conflicts, or governance issues can damage the basin's image and deter potential investors and tourists. Managing media scrutiny requires proactive communication, transparency, and a commitment to sustainable development. Engaging with the media, addressing concerns promptly, and showcasing efforts towards environmental conservation and cultural preservation are essential in mitigating reputational risks and fostering a positive perception of the basin.

- **Conflict:** Conflicts within Chachoengsao's basin pose a significant reputational risk. These conflicts can create negative perceptions, contribute to environmental degradation, disrupt the local economy, lead to social tensions, and raise concerns about governance and compliance. To mitigate these risks, proactive measures such as promoting dialogue, mediation, and conflict resolution are essential. Engaging stakeholders, ensuring transparency, and implementing effective governance structures can help address conflicts and rebuild trust. Demonstrating a commitment to sustainable development, environmental protection, and social harmony is crucial for enhancing the basin's reputation and fostering a positive perception of the region.

Basin



Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status

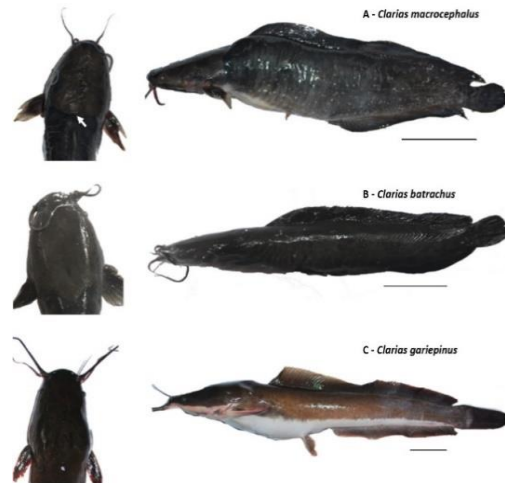
Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance

Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

Basin biodiversity related risk in Thailand

Thailand, is abundant in biological resources, according to FishBase, approximately 875 fish species are found in the country (www.fishbase.in, n.d.). However, the number of Thai native fish species has declined gradually. It may cause of the result from the introduction of non-indigenous species, one of the critical threats to biodiversity worldwide (Crowl et al., 1992; Lowe et al., 2000; Munro et al., 2005; Hubilla et al., 2007). Biodiversity loss is of global concern, as indicated by the designation of 2011–2020 as the Decade on Biodiversity by the General Assembly of the United Nations. (Sala et al., 2000; Dirzo and Raven, 2003; Butchart et al., 2010). Exploration of fish fauna in Western Chaophraya Basin in October 2008 (flood season) and January 2009 (dry season) found species including 3 threatened species such as *Clarias batrachus*, *Phenacostethus smithi* and *Amblypharyngodon chulabhornae*. The invasive alien species, *Pterygoplichthys pardalis* also reported. (Santi et al., 2010) In 2013, The study found the populations of Thai native fish had declined and the further studies indicated that *Pterygoplichthys*, an invasive alien fish (Chaichana et al., 2011). In accordance with the study in Alien Aquatic Species in Thailand by Apichart et al., 2003 found Invasive alien species (IAS) 4 species : *Clarias gariepinus*, *Hypostomus spp.*, *Pterygoplichthys sp.*, *Oreochromis mossambicus*. Later in 2013, the study focus on the foraging effects of *Pterygoplichthys* on the native *Clarias macrocephalus* in Thailand, which found *Pterygoplichthys* consumed and destroyed the first-feeding fry of the native catfish *Clarias macrocephalus* and also has the potential to decrease the populations of Thai native fish species (Chaichana, Pouangcharean and Yoonphand, 2013).

Threatened Native fish species in Chao Phraya basin

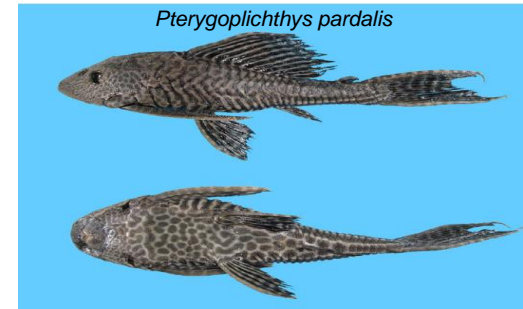


Source: Low genetic diversity in *Clarias macrocephalus* Günther, 1864 (Siluriformes: Clariidae) populations in the Philippines and its implications for conservation and management (Tan, Jumawan and Quilang, 2016)



Source: www.fishbase.in, n.d.

Invasive alien species (IAS)



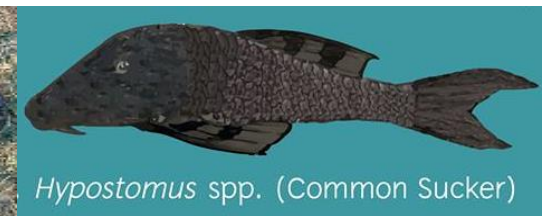
Source: Occurrence of suckermouth armored catfish (Siluriformes, Loricariidae, Pterygoplichthys) in inland waters of Israel (Golani and Snovsky, 2013)



Source: www.fishbase.in, n.d.



Source: www.fishbase.in, n.d.



Source: <https://www.posttoday.com/social/think/442940> catfish, and regulates all imports of aquatic animals. The National Park Act

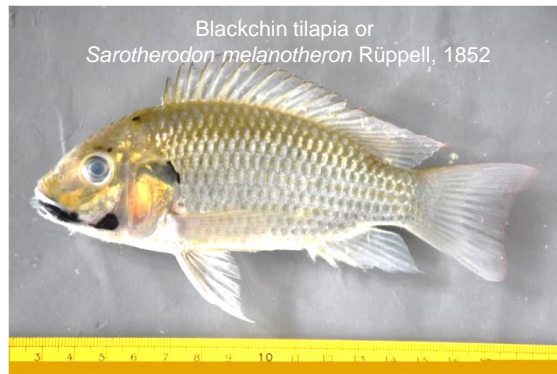
LEGISLATION RELEVANT TO ALIEN INTRODUCTION There are three relevant legal instruments that control aquatic alien introductions in Thailand. The Fisheries Act that prohibits imports of piranhas and sucker catfish, and Wildlife Conservation Act that prohibits carrying and release of any animal into National Parks and Wildlife Sanctuary areas. The import of all living aquatic species is also controlled by the Ministry of Commerce.

Basin biodiversity related risk in Thailand (continue)

In Thailand 2018, There was the problems that have been found outbreak of cichlids (Invasive alien species), black cichlids (*Sarotherodon melanotheron* Rüppell, 1852), **Mayan fish** (*Cichlasoma urophthalmus* (Günther, 1862)) and butter cows (*Heterotilapia buttkoferi* (Hubrecht, 1881)) caused some suffering to the fish farmers in Thailand. These invasive alien species had been detected adapting very well in nature , other water sources and tolerant . These alien species were reported the escaping into the fish farms and appeared in Chao Phraya river basin due to the waterbodies throughout the Chao Phraya delta are interconnected and subject to flooding (Nico, Beamish and Musikasinthorn, 2007). The invasive alien species was studied that their invasion impacts to food chain in ecological system of local aquatic fish in Thailand which might lead to unavoidable extinction (พลาศชัย et al., 2019). The reduction of number local aquatic animals was detected especially in Bangkok, Chumphon, Kanchanaburi, Prachuap Khiri Khan, Phetchaburi, Ratchaburi, Samut Prakan, Samut Sakhonand, Samut Songkhram provinces (more detail in: https://www4.fisheries.go.th/local/file_document/20180309101422_1_file.pdf).

The ban on these invasive fish was announce on 18 January 2018 and effective on 19 March 2018 which was imposed under Section 65 of the Fisheries Act, the National News Bureau regarding to Notification of the Ministry of Agriculture and Cooperatives Re: Specifying species of aquatic animals that are prohibited to import, export, transit or cultivate (more detail in : <http://www.ratchakitcha.soc.go.th/DATA/PDF/2561/E/011/32.PDF>) (Bangkok Post Public Company, 2018) (Notification of the Ministry of Agriculture and Cooperatives, 2018). The invasive alien fishes rapidly spread and reproduce in natural and artificial inland and coastal environments. The invasive species are a significant driver of native species declines and also a reason of biodiversity loss driven by habitat degradation. They destroy the first-feeding fry of the native species fish, are behaviorally tolerant to climate change and difficult to be removed. According to Notification of the Ministry of Agriculture and Cooperatives, the fish farmers have to hand over three types of cichlids: Blackchin tilapia, Mayan cichlid and Zebra tilapia. The violators of the ban are liable to a maximum penalty of one year in prison and/or a fine of 1 million baht. (Notification of the Ministry of Agriculture and Cooperatives, 2018).

Three non-native cichlid fishes in Chao Phraya River basin, Thailand



Source:
https://www4.fisheries.go.th/local/pic_activities/20180221729471_pic.pdf



Source:
https://www4.fisheries.go.th/local/file_document/20180309101422_1_file.pdf



Source:
https://www4.fisheries.go.th/local/file_document/20180309101422_1_file.pdf

Basin biodiversity related risk in Thailand *(continue)*

Delta electronics (thailand) public company, the company has 3 sites which 2 sites are located in Samut Prakan Province (Bangpoo Industrial Estate) and 1 site is located in Chachoengsao province (Wellgrow Industrial Estate). Samut Prakan province is identified the propagation of the invasive alien species, mainly Mayan fish (*Cichlasoma urophthalmus* (Günther, 1862)) which reported the escaping in to the fish farms and destroyed the native fish ecological systems.

The study in 2007 of *Cichlasoma urophthalmus* or Mayan fish in Thailand was firstly found the invasion of Mayan fish in 2005 according to the photographs by Mr. Jean-Francois Helias ,were taken in September 2005 showing a fish that identified as the Mayan Cichlid "*Cichlasoma urophthalmus*" which was caught from the a brackish water canal that junction to Chao Phraya River in Bang Khun Thian District (Nico, Beamish and Musikasinthorn, 2007).

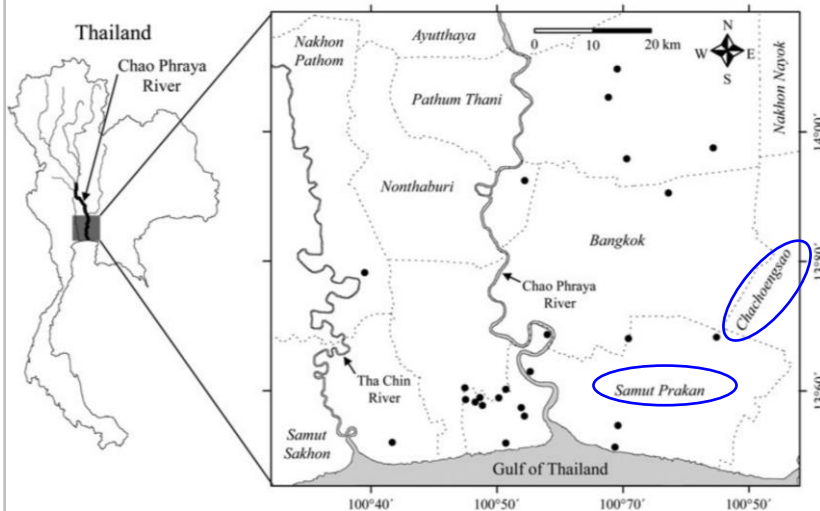
According to the data in Thailand on 30 August 2018 from Fisheries Resources Management and Measures Determination Division, Department of Fisheries in Thailand reported that Mayan fish was found in Amphoe Phra Samut Chedi, Samut Prakan Province by a local fisherman who used different types of gear, including traps, nets, and hook-and-line and also found in the cannel water for shrimp and fish farms. This invasion of Mayan fish impacted to the native fish species, destroy their habitats and juvenile fishes/shrimps (Notification of the Ministry of Agriculture and Cooperatives, 2018).

These alien species were reported the escaping into the fish farms and appeared in Chao Phraya river basin due to the waterbodies throughout the Chao Phraya delta are interconnected and subject to flooding (Nico, Beamish and Musikasinthorn, 2007).

Recently study in 2019 reported the specimens of Mayan fish (*Cichlasoma urophthalmus* or *Mayaheros urophthalmus*) were collected from the lower Chao Phraya River basin (see the picture below) in 2014-2015. The specimens were examined and analysed the stomach contents. The result found *M. urophthalmus* utilised more widely varied prey resources, particularly fish in the smaller-size class but the main food item of small fish. The larger Mayan fish tended to consume various aquatic animals (Tomojiri, Musikasinthorn and Iwata, 2019). This recent study supported the impact of the invasion of Mayan fish in Thailand which in accordance with Thailand's Notification of the Ministry of Agriculture and Cooperatives Re: Specifying species of aquatic animals that are prohibited to import, export, transit or cultivate, The violators of the ban are liable to a maximum penalty of one year in prison and/or a fine of 1 million baht. (Notification of the Ministry of Agriculture and Cooperatives, 2018).

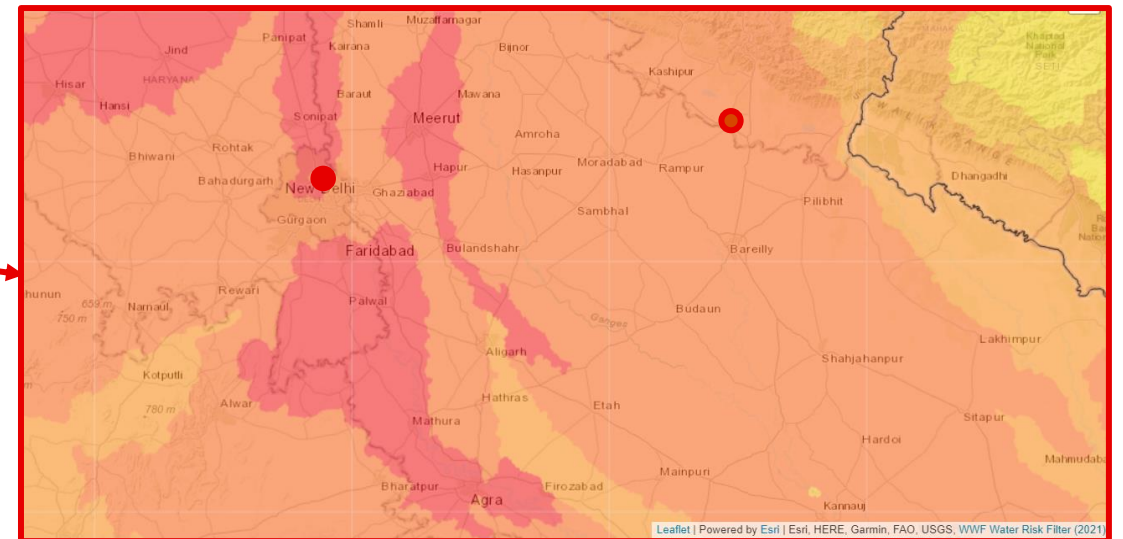
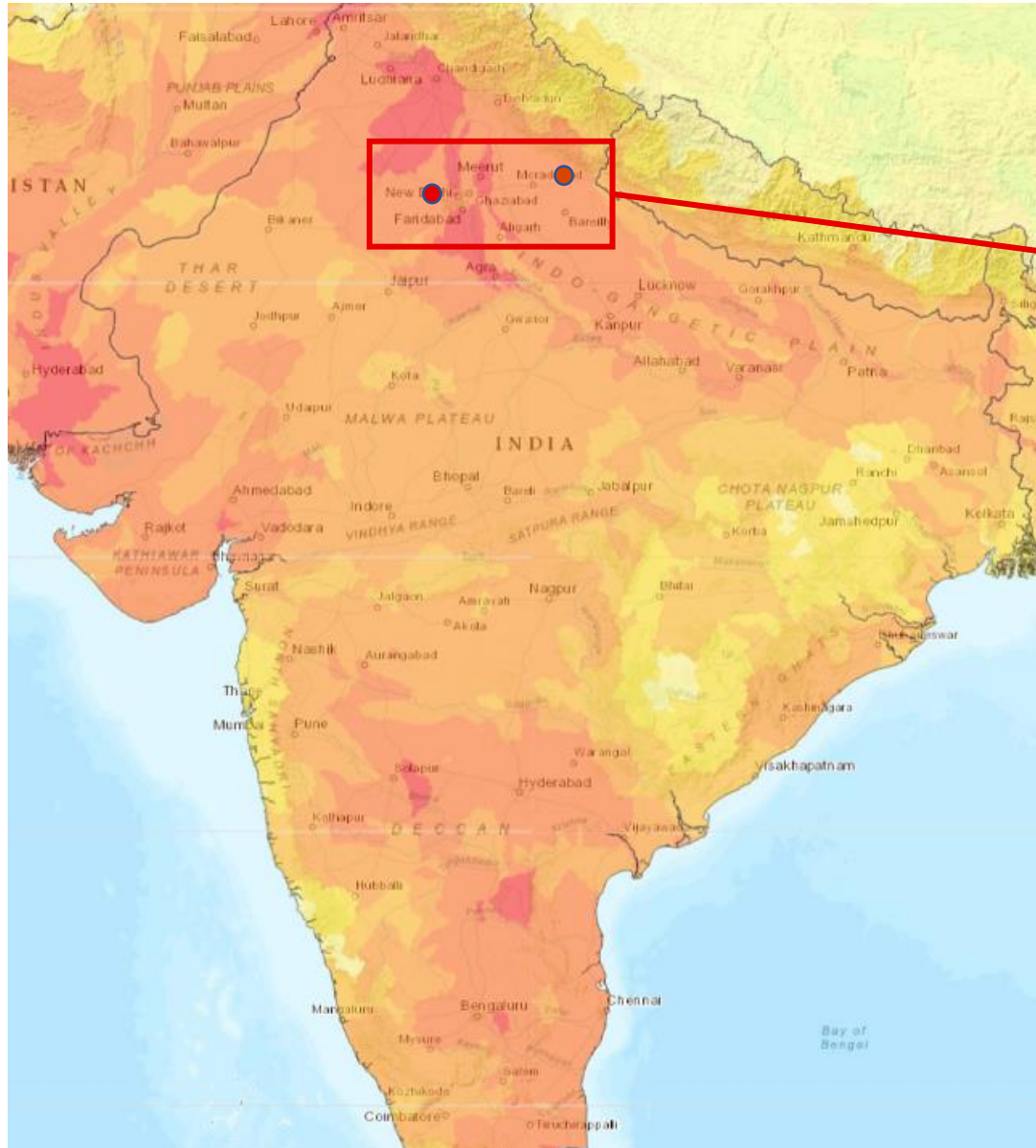


Mayan fish (*Cichlasoma urophthalmus* (Günther, 1862))
Specimen (>100 mm TL) identified by Nico, Beamish and Musikasinthorn, 2007. Fish was collected 26 September 2005 by Jean-Francois Helias while angling in the lower Chao Phraya River delta, Thailand. Photograph by J.-F. Helias.
Source: Nico, Beamish and Musikasinthorn, 2007

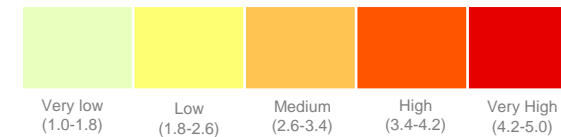


Source: Tomojiri, Musikasinthorn and Iwata, 2019 (collection localities (black dots) in the lowermost Chao Phraya River basin in the present study. Broken lines indicate provincial boundaries. Provincial names are in italic.)

Delta India's Water Risk Assessment Results 2022



WWF Water Risk Filter Levels



Delta Electronics India Pvt. Ltd. (IND1)

[28.41504435337737, 77.0015072487031]

Delta Electronics India Pvt. Ltd. (IND2)

[29.00693934321682, 79.41638946533205]

India

Gurgaon district is situated on Southeastern part of Haryana state has an area of 1200 sq.km. In the North, it is bordered by the Union Territory of Delhi, in the east by Faridabad, in the Northwest by Jhajjar and Rewari districts of Haryana and in the west by the Alwar district of Rajasthan state and south by the Mewat district of Haryana state (Gurgaon district at a glance si.no. Items Statistics,n.d.).

Rudrapur city is the district headquarter of district Udham Singh Nagar in Uttarakhand state. The Rudrapur city is situated in Terai region of district Udham Singh Nagar at a distance of 72 Kms from Nainital. There are two rivers known as Kalyani and Begul flows through the city area (Abhishek, Saurabh and Dhawal, 2019).

Reference: WWF Risk Filter Suite, <https://waterriskfilter.panda.org/>

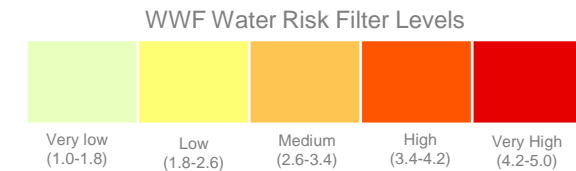
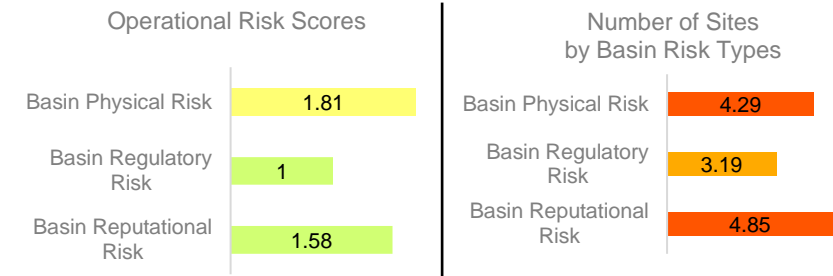
Delta India's Water Risk Assessment Results 2022 (continue)

Delta Electronics India Pvt. LTD. (IND1) (Gurgaon site)

➤ **The overall scores** was reported at medium to very high score which the sites locate in India. The risks types that received score 4.2 – 5.0 (Very high risk) were; Physical risk and Reputational risk.

- **The physical risk** was reported range 4.2 – 5.0 (Very high risk) as the consequence of scores in Water scarcity and Water Quality, the categories in physical risk type using Global dataset Basin level indicator;
 - **Water Scarcity:** Water scarcity is a significant risk in India due to factors such as population growth, unequal distribution of water resources, groundwater depletion, inefficient agricultural practices, urbanization, industrialization, climate change, and water pollution. Efforts to address this issue include initiatives like rainwater harvesting, watershed management, water conservation campaigns, and sustainable water use practices, but comprehensive and sustained action is needed to mitigate the risk effectively.
 - **Water Quality :** India faces water scarcity risks due to population growth, unequal distribution of water resources, and unsustainable groundwater extraction. Climate change exacerbates these risks, while inadequate water infrastructure and pollution further strain the availability of clean water. Addressing water scarcity requires comprehensive strategies including improved water management, conservation measures, and sustainable practices in agriculture and infrastructure development.

Risk Chart for Delta Electronics India Pvt, LTD. (IND1)



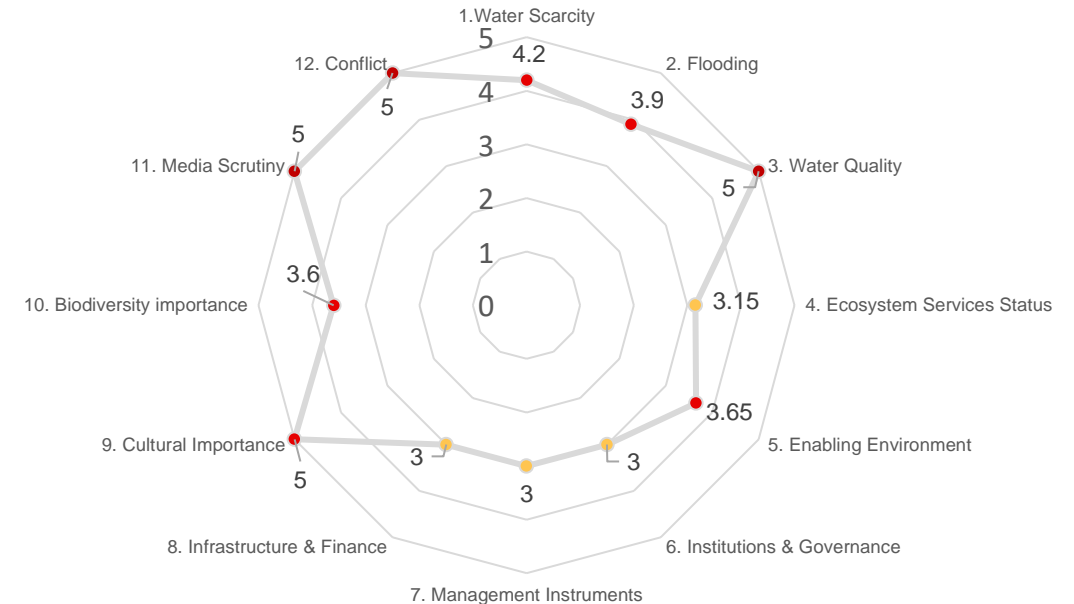
Delta India's Water Risk Assessment Results 2022 (continue)

Delta Electronics India Pvt. LTD. (IND1) (Gurgaon site)

➤ **The overall scores** was reported at medium to very high score which the sites locate in India. The risks types that received score 4.2 – 5.0 (Very high risk) were; Physical risk and Reputational risk.

- **The reputational risk** score was reported at 4.2 – 5.0 (Very high risk) from culture importance, media Scrutiny and conflict.
 - **Culture importance:** The cultural importance of a basin can impact its reputational risk in several ways. A rich cultural heritage can attract tourists interested in experiencing unique traditions, positively contributing to the basin's reputation as a desirable tourist destination. Preserving and promoting cultural authenticity enhances the basin's reputation as a place of cultural significance and can attract visitors seeking genuine experiences. Engaging and empowering local communities in cultural preservation contributes to a responsible and sustainable reputation. Facilitating cultural exchange and collaboration positions the basin as a global center for intercultural understanding. However, negative impacts on cultural heritage can significantly damage a basin's reputation, highlighting the importance of responsible cultural engagement and preservation.
 - **Media Scrutiny:** Media scrutiny can significantly impact a basin's reputational risk by shaping public perception and influencing travel decision-making. Positive media coverage highlighting a basin's natural beauty, cultural heritage, and sustainability efforts can enhance its reputation, while negative or sensationalized coverage can tarnish it. Effective crisis management, transparency, and proactive measures are essential in mitigating reputational damage caused by media scrutiny.
 - **Conflict:** Conflicts can significantly impact a basin's reputational risk by creating safety concerns, damaging infrastructure and natural resources, and affecting the perception of conflict resolution. Violence, political instability, and media coverage of conflict-related incidents can deter tourists and diminish the basin's appeal as a destination. Rebuilding infrastructure, promoting peace and stability, and effectively communicating efforts towards conflict resolution are crucial in mitigating the reputational impact of conflicts.

Basin



Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status

Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance

Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

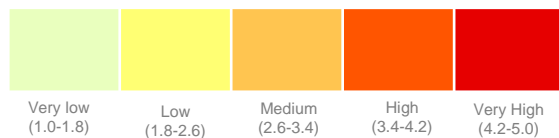
Delta India's Water Risk Assessment Results 2022 (continue)

Delta Electronics India Pvt. LTD. (IND2) (Rudrapur site)

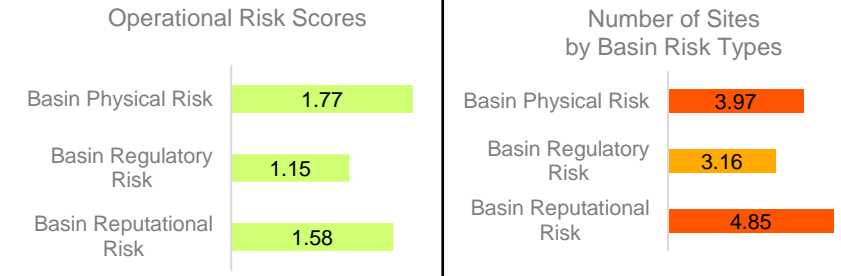
➤ **The overall scores** was reported at medium to very high score which the sites locate in India. The risks types that received score 4.2 – 5.0 (Very high risk) was; Reputational risk.

- **The reputational risk** score was reported at 4.2 – 5.0 (Very high risk) from culture importance, media Scrutiny and conflict, the categories in reputational risk type.
 - **Culture importance:** The cultural importance of Rudrapur has a direct impact on its reputational risk. Promoting its rich cultural heritage, including temples, festivals, traditional arts, and cuisine, can attract cultural tourists and enhance Rudrapur's reputation as a desirable destination. Preserving and showcasing cultural authenticity contributes to its reputation as a place of genuine cultural experiences. Engaging and empowering the local community in cultural preservation fosters a positive reputation and supports sustainable tourism practices in Rudrapur. Striking a balance between cultural preservation and responsible tourism is crucial for maintaining a positive reputation and ensuring the long-term sustainability of cultural heritage in Rudrapur.
 - **Media Scrutiny:** Media scrutiny can significantly impact the reputational risk of Rudrapur's basin. Positive media coverage highlighting its natural beauty, cultural heritage, and tourism offerings can enhance its reputation and attract visitors. However, negative or sensationalized media reports on issues like environmental concerns or cultural controversies can damage Rudrapur's reputation and discourage tourists. Effective crisis management, transparent communication, proactive sustainability practices, and responsible tourism efforts are crucial in mitigating reputational damage caused by media scrutiny and maintaining a positive image of Rudrapur. Building positive relationships with the media and actively engaging with them can also help ensure accurate and fair representation of the basin.
 - **Conflict:** Conflicts can have a detrimental impact on the reputational risk of Rudrapur's basin. Safety and security concerns arising from violence and political unrest can deter tourists from visiting the area. Damage to infrastructure and cultural heritage during conflicts can diminish the basin's appeal as a desirable destination. The perception of instability and uncertainty can further discourage tourism and investment, affecting the overall reputation and development of Rudrapur. Efforts to mitigate these risks involve promoting peace, rebuilding infrastructure, preserving cultural heritage, and fostering an environment of stability and safety. Effective communication and collaboration with stakeholders are crucial in rebuilding Rudrapur's reputation and revitalizing its tourism industry.

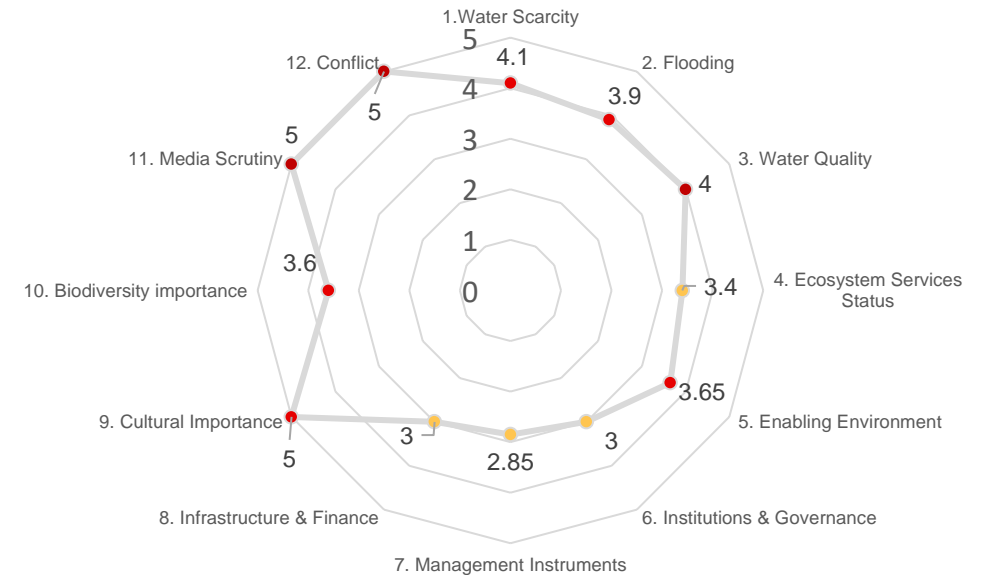
WWF Water Risk Filter Levels



Risk Chart for Delta Electronics India Pvt, LTD. (IND2)



Basin



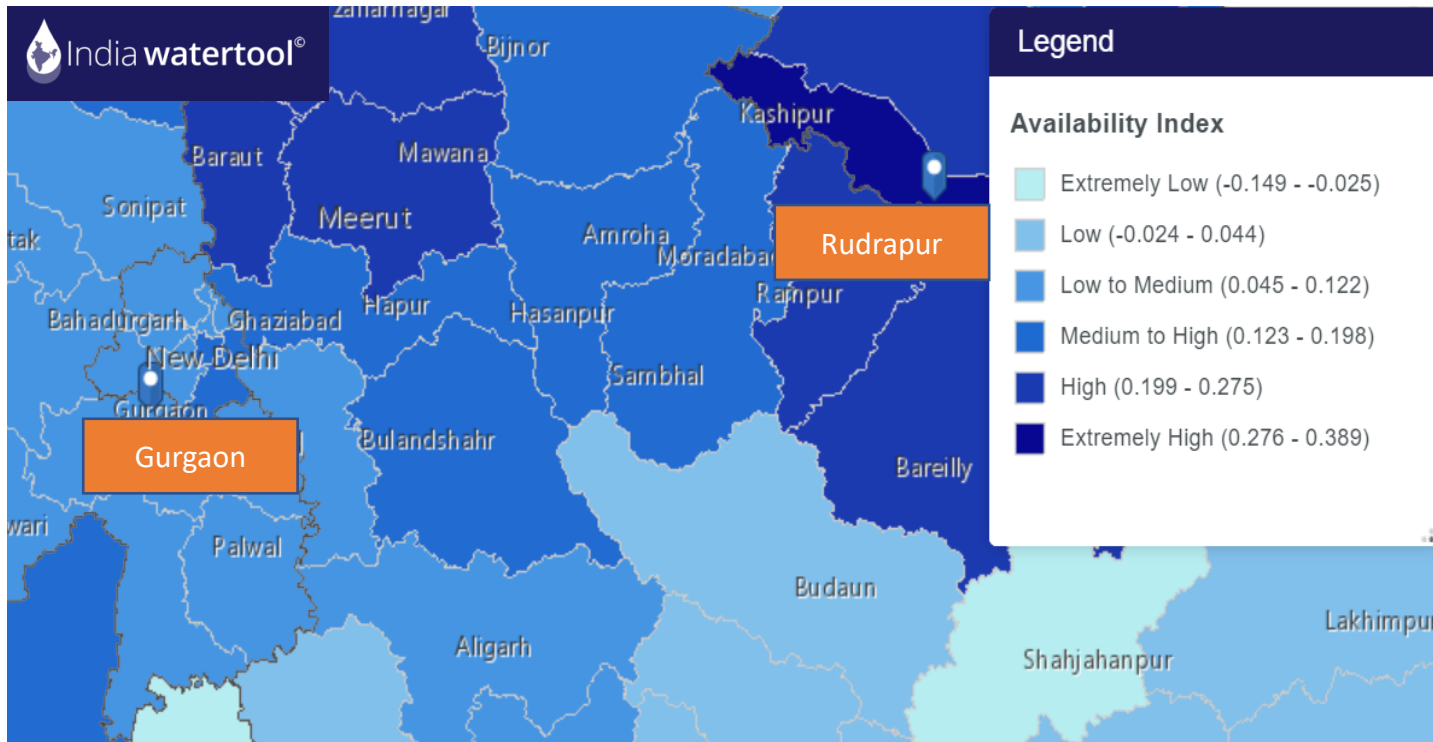
Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status

Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance

Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict

Delta India's Water Risk Assessment Results 2022 (continue)

As the result of Delta Thailand's Water Risk Assessment Result, Delta Thailand keeps continuously monitoring and researching on the impact of the water consumption of its subsidiaries that located in basin related risk, especially the sites in India which were found overall score of basin related risk type in physical risk and reputational risk categories at range 4.0- 4.9. Thus, Delta Thailand used **India Water Tool 4.0** (IWT4.0) to understand further in the water risks activities and the water risks associated at India sites for the water management interventions plan in the future.



The result of using India Water Tool 4.0 found 1 of 2 sites in India is located in the block categorization zone, Gurgaon district, Haryana state, India. In Haryana, the 96.8% of the total irrigation main source is tube-well. The use of underground water for agricultural and other uses has depleted the ground water to the level of over exploited category (Malik, Singh and Singh, 2012).

Central Ground Water Authority (CGWA) by Government of India has set the groundwater block categorization as regulation of groundwater development for domestic and industrial water use purpose. There is 162 blocks across the country have been notified for regulation of groundwater development by CGWA. Haryana state, Gurgaon is in the list of "Notified Areas" and categorized in "Over-exploited" Area (<http://cgwa-noc.gov.in/LandingPage/Areatype/ListNotified.pdf>) which withdrawal permit for **Non-water intensive industries** should not exceed 50% of the recharged quantity and In notified areas abstraction of ground water is not permissible for any purpose other than drinking and domestic use (<http://cgwa-noc.gov.in/LandingPage/AreaType.htm>).

Reference: <https://www.indiawatertool.in/#>

Delta India's Water Risk Assessment Results 2022 *(continue)*

G_{AV}

Ground Water Availability

■ Output in extremely high-risk range

■ Output in high-risk range

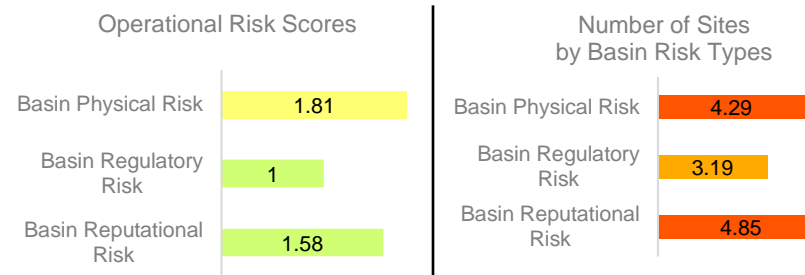
Location		Aquifer Properties		Availability Status						
Site ID #	Site Name	Type	Aquifer System	Aquifer Yield	GWL (pre-monsoon) 2017	GWL (post-monsoon) 2017	EGR/area	Stage of GW extraction (%)	GW Block category	Notified block
1	Delta Electronics India Pvt. Ltd. (IND1)	Semi-Confined to Confined	Alluvium	6 - 12%	No Data	No Data	204222	202.83	Overexploited	Yes
2	Delta Electronics India Pvt. Ltd. (IND2)	Unconfined	Alluvium	8 - 15%	4.47	2.44	720276	54.97	Safe	No

GWL	Ground Water Level (m below ground level)	GW	Ground Water	EGR/area	Annual extractable groundwater resource per unit area (Million L / ha)
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Reference: <https://www.indiawatertool.in/#>

According to the Notified areas are those blocks / talukas / mandals / areas which have been notified under Environment (Protection) Act, 1986 by Central Ground Water Authority for regulation of ground water development and management. In notified areas abstraction of ground water is not permissible for any purpose other than drinking and domestic use. Haryana state's annual extractable groundwater resource per unit area is at 204,222 million L/ha. Delta's site in Gurgaon, Haryana state which is **Non-water intensive industries** does not use water as raw material, categorized in "Overexploit" of Withdrawal permitted and should not exceed 50% of recharge quantity proposed (please see more detail: [INDEX \(cgwb.gov.in\)](#)). This site only use ground water for the domestic purpose, and this site is the zero-discharge site belong to the CGWA (Central Ground Water Authority, Government of India) that stated the over-exploited category to fully recycle and reuse the wastewater, so it is not discharge the wastewater to nearby environment.

Risk Chart for Delta Electronics India Pvt, LTD. (IND1)

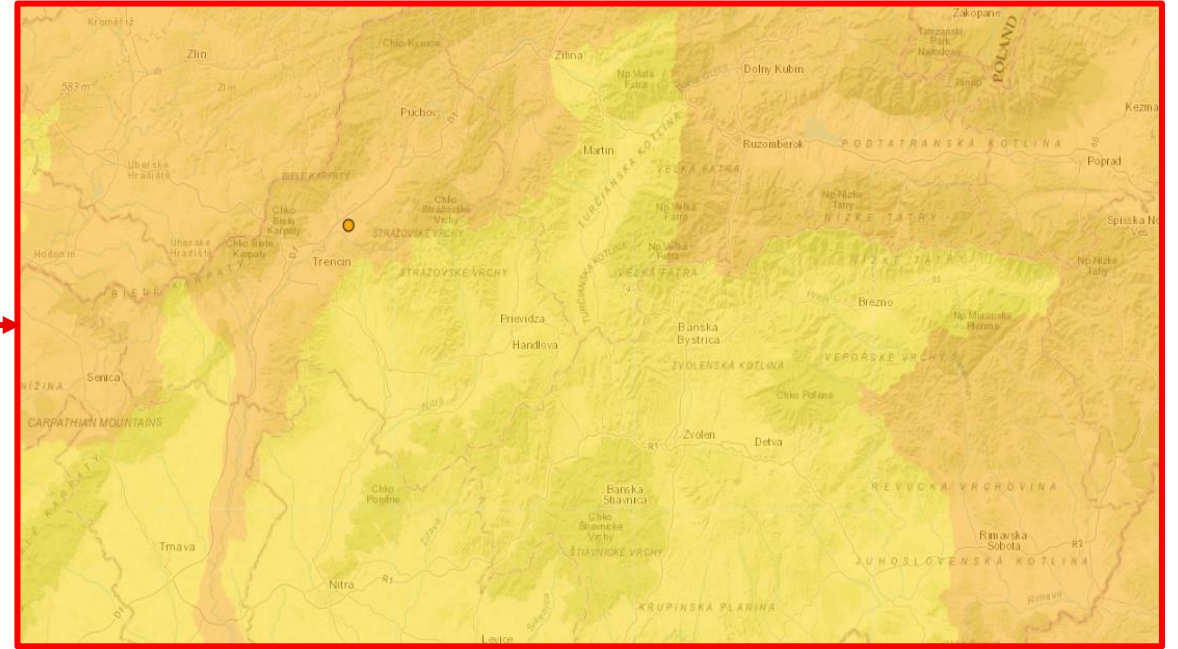
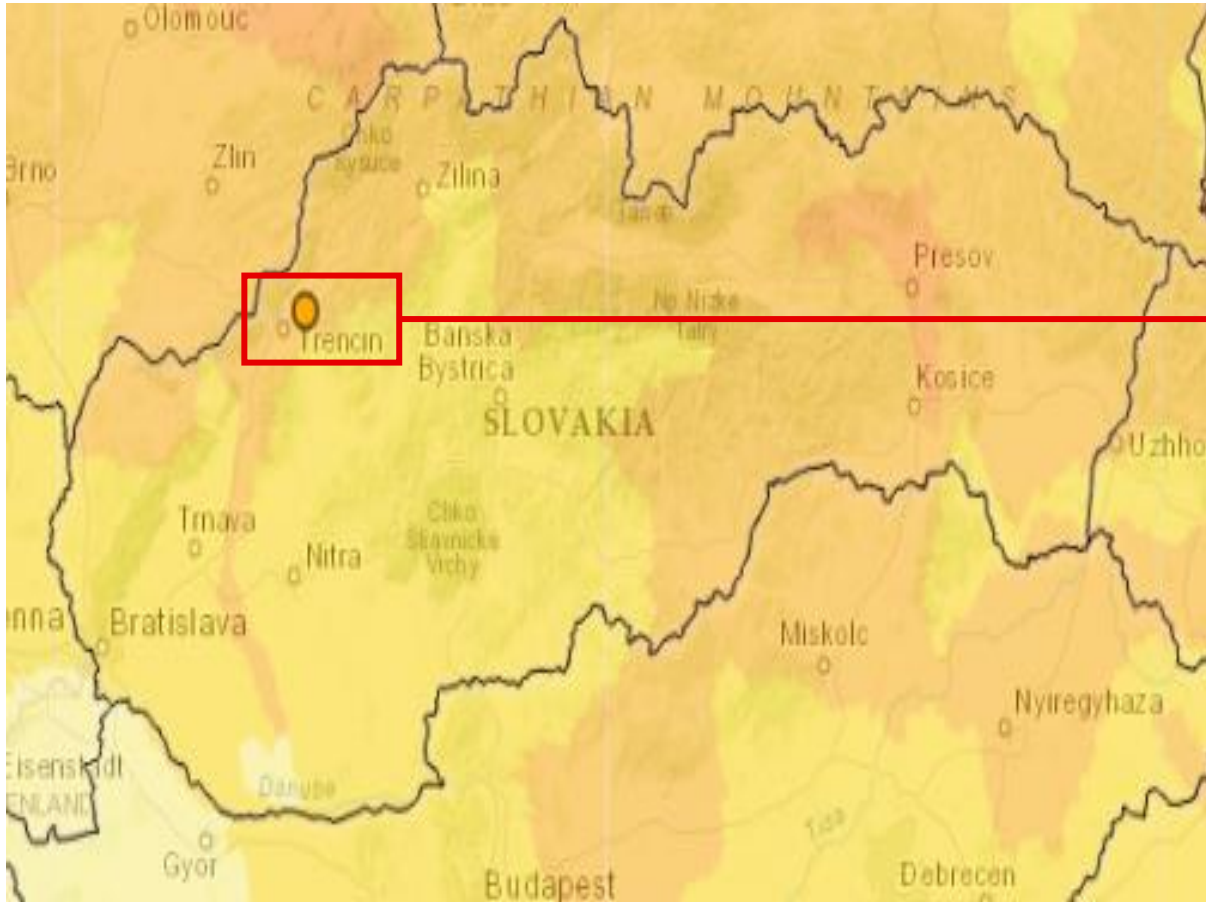


CGWA criteria for Water withdrawal and recharge by industries

Groundwater Block Category	Withdrawal permitted and % of recharge proposed	
	Non-water Intensive Industries	Water Intensive Industries, and those using Groundwater as a raw material
Safe	NOC required for ground water withdrawal subject to adoption of artificial recharge to ground water.	Withdrawal should not exceed 200% of the recharged quantity.
Semi Critical	Withdrawal may be permitted subject to undertaking of ground water recharge** measure. The withdrawal should not exceed 200% of the recharged quantity.	Withdrawal should not exceed 100% of the recharged quantity.
Critical	Withdrawal may be permitted subject to undertaking of ground water recharge** measure. The withdrawal should not exceed 100% of the recharged quantity.	Withdrawal should not exceed 50% of the recharged quantity.
Over Exploited	Withdrawal may be permitted subject to undertaking of ground water recharge** measure. The withdrawal should not exceed 50% of the recharged quantity.	No permission for industries under this category.

Reference: <https://www.indiawatertool.in/#>

Delta Slovakia's Water Risk Assessment Results 2022



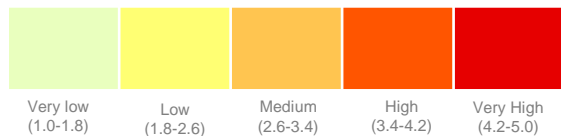
Delta Electronics (Slovakia) s.r.o.

Priemyselná 4600/1, 018 41, Dubnica nad Váhom, Ilava

Analyse Biodiversity
Analyse Water
Assess Water

Reference: WWF Risk Filter Suite, <https://waterriskfilter.panda.org/>

WWF Water Risk Filter Levels



<https://tinyurl.com/y33qlhaw>

Slovakia

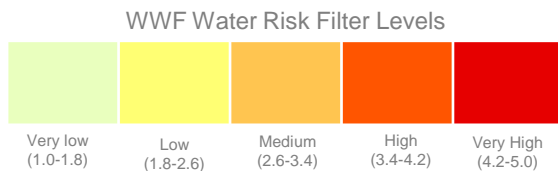
Slovakia is drained by rivers forming part of Danube basin, which drained an area of 47,087 km². In addition, there are 8,164 km of canals for drainage, irrigation and navigation. The country features many relatively small, mainly artificial, waterbodies (pond and reservoirs) with a total area of 938 km². A total of 59 recent native and 18 non-native (nine invasive) species of fishes and lampreys currently inhabit aquatic habitats in Slovakia. In salmonid waters, brown trout *Salmo trutta fario* predominates, followed by grayling *Thymallus thymallus*, whereas in non-salmonid waters, common carp *Cyprinus carpio* is the main species associated with the fisheries. (Welcomme and Food And Agriculture Organization Of The United Nations, 2011, pp.66-67,114)

Delta Slovakia's Water Risk Assessment Results 2022 (continue)

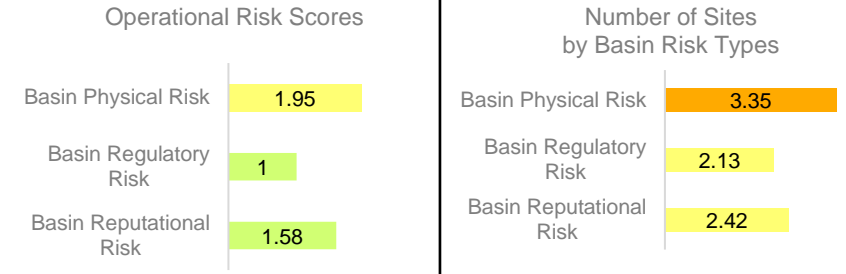
Delta Electronics (Slovakia) s.r.o.

The overall scores was reported at low to medium score which the sites locate in Slovakia. The risks types that received score 2.6 – 3.4 (Medium risk) was; Physical risk.

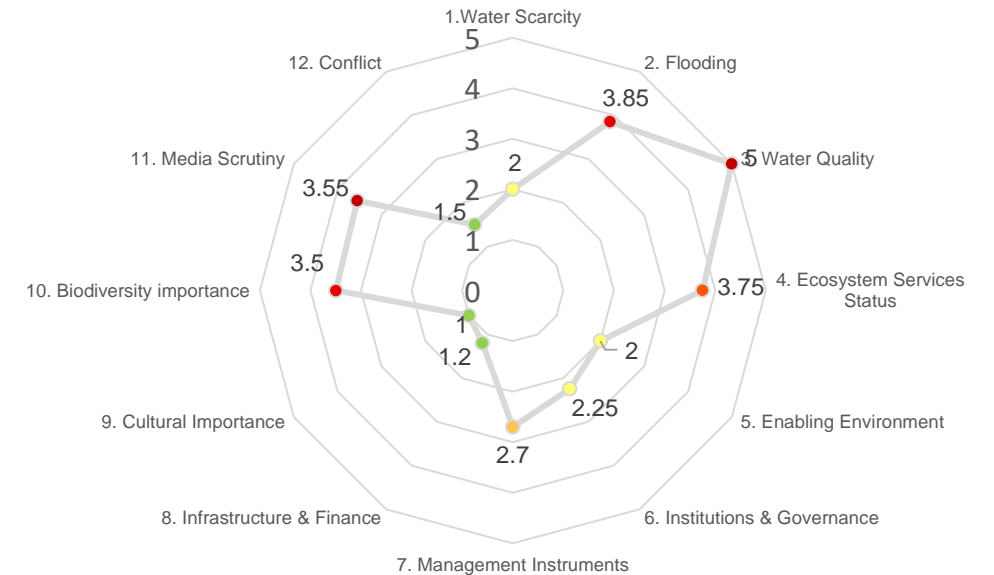
- **The physical risk** score was reported at 2.6 – 3.4 (Medium risk) from Water quality, the categories in physical risk type.
 - **Water quality:** Water quality in Dubnica's basin is a critical factor that impacts the physical risk within the region. The quality of water sources plays a significant role in maintaining the health and well-being of both humans and the ecosystem. Ensuring clean and uncontaminated water sources is vital for preventing waterborne diseases and supporting the overall ecological balance. Proper management of water quality involves measures such as effective treatment systems, reducing pollution sources, and promoting sustainable practices to safeguard the health of residents and the environment in Dubnica's basin. Collaboration among stakeholders is key to ensuring the preservation and improvement of water quality standards in the region.



Risk Chart for Delta Electronics (Slovakia) s.r.o.



Basin



Physical risk type is comprised of risk categories: 1. Water Scarcity, 2. Flooding, 3. Water Quality, 4. Ecosystem Services Status

Regulatory risk type is comprised of risk categories: 5. Enabling Environment, 6. Institutions & Governance, 7. Management Instruments, 8. Infrastructure & Finance

Reputational risk type is comprised of risk categories: 9. Cultural Importance, 10. Biodiversity Importance, 11. Media Scrutiny, 12. Conflict



Conclusion

Although water is not our production factor or used in manufacturing process, Delta Electronics Thailand and its subsidiaries has taken many measures to conserve clean and accessible water for our local community. Based on Delta's water consumption breakdown, 95% of the water used by Delta's own operation sites for domestic and sanitary purpose (95%). However, we are continuously tacking our water management systems and water quality, covering all plants in Thailand and our subsidiaries (India and Slovakia), to ensure that our operations will not impact water to stakeholders or communities, especially the nearby basins. The assessment was detected 2 sites of Delta has high risks in Basin which are the sites in Thailand and India.

- 1) DET1, DET3, DET5, DET6 are found seriously basin risks about **Flooding, Quality- scarcity** and **Biodiversity Importance Risk** which these 3 issues are significantly coherent. The closely tracking and monitoring of water management systems are implemented and annually observing on water quality and biodiversity's change around the sites.
- 2) India's site in Gurgaon is classified in Groundwater Block category as "Over-exploited" in withdrawal permission and recharge proposed classified in **Non-water intensive industries** which means the permission of groundwater withdrawal are allowed at the limited not over 50% of water recharge. The highly monitoring and water management system tracking are implemented closely along with the observation of the forecast groundwater level in Haryana state every year to prevent the risk water situation that might happen. In additional, the water management team will discuss the opportunities and feasibilities to implement water projects at the site for water saving and groundwater recharge.
- 3) Slovakia's site, there is only 1 seriously basin risk about water quality within Slovakia's site, however we will keep tracking the water management closely in each year to maintain the good practices and monitoring the current update status of water.

Reference: WATER RISK ATLAS, AQUEDUCT, <https://www.wri.org/aqueduct>.

Appendix 1



WWF Water Risk Filter 2021

Table 2. Industry-specific weightings in the basin risk assessment.

#	Industry	Risk type				Risk category				Risk type				Risk category			
		Physical Risk	1. Water Scarcity	2. Flooding	3. Water Quality	4. Ecosystem Services Status	Regulatory Risk	5. Enabling Environment	6. Institutions & Governance	7. Management Instruments	8 - Infrastructure & Finance	Reputational Risk	9. Cultural Importance	10. Biodiversity Importance	11. Media Scrutiny	12. Conflict	
1	Agriculture (animal products)	75%	55%	15%	20%	10%	20%	30%	30%	25%	15%	5%	20%	10%	50%	20%	
2	Agriculture (plant products)	70%	70%	10%	5%	15%	20%	30%	30%	25%	15%	10%	20%	10%	50%	20%	
3	Appliances & General Goods Manufacturing	60%	35%	25%	20%	20%	20%	30%	30%	25%	15%	20%	20%	10%	50%	20%	
4	Automotive, Electrical Equipment & Machinery Production	65%	40%	20%	30%	10%	15%	30%	30%	25%	15%	20%	20%	10%	40%	30%	
5	Chemicals & Other Materials Production	60%	35%	20%	30%	15%	15%	30%	30%	25%	15%	25%	10%	10%	40%	40%	
6	Construction Materials	55%	55%	25%	5%	15%	20%	30%	30%	25%	15%	25%	20%	10%	50%	20%	
7	Electric Energy Production - Geothermal or Combustion (Biomass, Coal, Gas, Nuclear, Oil)	60%	65%	10%	15%	10%	20%	30%	30%	25%	15%	20%	15%	10%	40%	35%	
8	Electric Energy Production - Hydropower	65%	50%	25%	10%	15%	20%	30%	30%	25%	15%	15%	20%	10%	30%	40%	
9	Electric Energy Production - Solar, Wind	35%	55%	20%	5%	20%	35%	30%	30%	25%	15%	30%	10%	20%	30%	50%	
10	Electronics & Semiconductor Manufacturing	65%	45%	15%	30%	10%	15%	30%	30%	25%	15%	20%	20%	10%	40%	30%	
11	Fishing and aquaculture	50%	45%	5%	30%	20%	30%	30%	30%	25%	15%	20%	20%	10%	30%	40%	
12	Food & Beverage Production	70%	70%	10%	15%	5%	10%	30%	30%	25%	15%	20%	10%	5%	40%	45%	
13	Food Retailing	40%	50%	20%	20%	10%	25%	30%	30%	25%	15%	35%	10%	10%	50%	30%	
14	General or Speciality Retailing	45%	50%	20%	20%	10%	20%	30%	30%	25%	15%	35%	15%	10%	55%	20%	
15	Health Care, Pharmaceuticals and Biotechnology	65%	40%	20%	25%	15%	25%	30%	30%	25%	15%	10%	30%	10%	50%	10%	
16	Hospitality Services	55%	30%	25%	20%	25%	15%	30%	30%	25%	15%	30%	20%	10%	40%	30%	
17	Land development & Construction	60%	49%	20%	17%	14%	20%	30%	30%	25%	15%	20%	16%	11%	43%	30%	
18	Metals & Mining	70%	60%	25%	5%	10%	5%	30%	30%	25%	15%	25%	5%	15%	40%	40%	
19	Oil, Gas & Consumable Fuels	70%	65%	20%	5%	10%	5%	30%	30%	25%	15%	25%	5%	15%	40%	40%	
20	Offices & professional services (e.g., Consulting, Software, Real Estate, Financial Institutions)	40%	35%	35%	15%	15%	40%	30%	30%	25%	15%	20%	15%	5%	60%	20%	
21	Paper & Forest Product Production	70%	55%	10%	20%	15%	10%	30%	30%	25%	15%	20%	10%	10%	45%	35%	
22	Textiles, Apparel & Luxury Good Production	65%	50%	15%	20%	15%	15%	30%	30%	25%	15%	20%	20%	10%	50%	20%	
23	Transportation Services	65%	40%	35%	5%	20%	20%	30%	30%	25%	15%	15%	20%	10%	40%	30%	
24	Water utilities / Water Service Providers	70%	40%	20%	25%	15%	25%	30%	30%	25%	15%	5%	20%	15%	40%	25%	
25	Telecommunication services (including wireless)	50%	50%	25%	10%	15%	30%	30%	30%	25%	15%	20%	20%	10%	40%	30%	
26	Other (cross-sector average)	60%	49%	20%	17%	14%	20%	30%	30%	25%	15%	20%	16%	11%	43%	30%	

APPENDIX 0.2: INDUSTRY MATERIALITY MATRIX

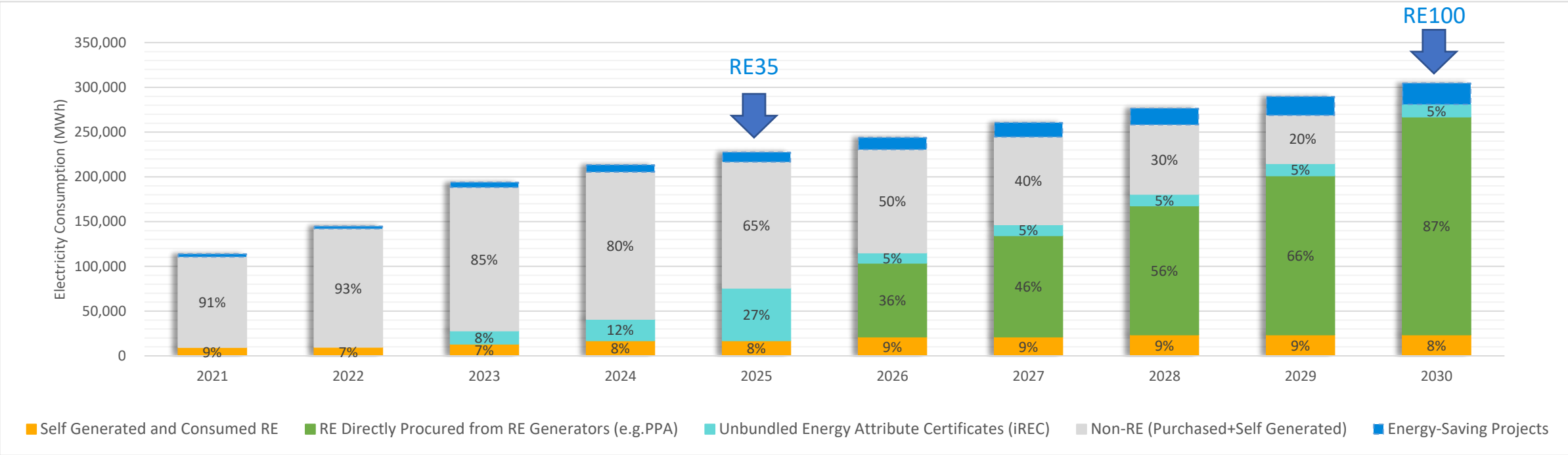
Table 7: Industry materiality matrix (industry-specific weightings)

BRF Indicators	Impact/ Dependency	Industry																										
		Agriculture (animal products)	Agriculture (plant products)	Appliances & General Goods Manufacturing	Automotive, Electrical Equipment & Machinery Production	Chemicals & Other Materials Production	Construction Materials	Electric Energy Production - Combustion (Biomass, Coal, Gas, Nuclear, Oil, Geothermal Energy)	Electric Energy Production - Hydropower	Electric Energy Production - Solar, Wind	Electronics & Semiconductor Manufacturing	Fishing and aquaculture	Food & Beverage Production	Food Retailing	General or Specialty Retailing	Health Care, Pharmaceuticals and Biotechnology	Hospitality Services	Land Development & Construction	Metals & Mining	Offices & Professional Services	Oil, Gas & Consumable Fuels	Paper & Forest Product Production	Telecommunication services (including wireless)	Textiles, Apparel & Luxury Goods Production	Transportation Services	Utilities / Water Service providers	Other (average of all sectors)	
Physical Risk																												
1.1	Water Scarcity	Dependency	5	5	4	4	4	5	5	5	3	4	5	5	2	2	4	4	3	5	2	4	5	2	5	4	5	4
1.2	Forest Productivity and Distance to Markets	Dependency	0	0	0	0	0	4	4	0	0	0	0	0	0	0	2	4	4	0	4	5	2	5	2	0	1	
1.3	Limited Wild Flora & Fauna Availability	Dependency	1	1	0	3	1	1	0	0	0	0	3	3	0	0	3	2	2	0	0	3	0	2	0	0	1	
1.4	Limited Marine Fish Availability	Dependency	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2.1	Soil Condition	Dependency	4	5	0	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0	0	0	5	0	0	0	1	1
2.2	Water Condition	Dependency	5	4	2	2	3	2	2	3	2	2	5	4	2	2	3	4	2	2	2	2	4	2	2	2	4	3
2.3	Air Condition	Dependency	3	3	2	2	2	2	2	1	2	2	3	2	1	1	1	3	3	3	3	3	3	0	2	2	2	2
2.4	Ecosystem Condition	Dependency	2	2	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	1
2.5	Pollination	Dependency	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	1
3.1	Landslides	Dependency	5	5	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	5	4	4	5	5	4
3.2	Wildfire Hazard	Dependency	4	4	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	5	3	3	4	4	3
3.3	Plant/Forest/Aquatic Pests and Diseases	Dependency	4	4	0	0	0	0	0	0	0	0	4	4	0	0	4	1	0	0	0	0	4	0	0	0	0	1
3.4	Herbicide Resistance	Dependency	4	4	0	0	0	0	0	0	0	3	0	0	0	0	1	1	0	0	0	0	4	0	0	0	2	1
3.5	Extreme Heat	Dependency	5	5	3	3	3	3	4	3	3	3	5	3	3	3	3	4	4	4	4	4	5	3	3	4	4	4
3.6	Tropical Cyclones	Dependency	5	5	4	4	4	4	4	4	4	4	5	4	4	4	4	4	4	4	4	4	5	4	4	5	5	4
4.1	Tourism Attractiveness	Dependency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	1	0	0	0	0	0	0	0	0	1
5.1	Land, Freshwater and Sea Use Change	Impact	5	5	1	1	1	1	1	5	3	1	5	1	1	1	1	5	5	1	5	5	3	1	5	1	3	
5.2	Tree Cover Loss	Impact	5	5	1	1	1	5	4	4	1	1	1	1	1	1	3	5	5	1	5	5	5	1	5	1	3	
5.3	Invasives	Impact	3	3	0	0	0	2	0	2	0	0	3	2	2	2	0	3	2	0	2	3	2	0	3	3	2	
5.4	Pollution	Impact	5	5	5	5	5	5	5	4	4	5	5	4	4	4	5	2	5	5	2	5	4	2	5	4	2	1
Reputational Risk																												
6.1	Protected/Conserved Areas	Impact	5	5	3	3	3	3	5	4	4	3	3	3	1	1	3	1	5	5	1	5	5	3	3	5	3	3
6.2	Key Biodiversity Areas	Impact	4	4	2	2	2	2	4	3	3	2	2	2	1	1	2	1	4	4	1	4	4	2	2	4	2	3
6.3	Other Important Delineated Areas	Impact	4	4	2	2	2	2	4	4	2	2	2	2	1	1	2	1	4	4	1	4	4	2	2	4	2	3
6.4	Ecosystem Condition	Impact	4	4	2	2	2	2	4	4	2	2	2	2	1	1	2	1	4	4	1	4	4	2	2	4	2	3
6.5	Range Rarity	Impact	3	3	1	1	1	1	3	3	3	1	3	1	0	0	1	2	3	3	0	3	3	2	1	2	2	2
7.1	Indigenous Peoples (IPs); Local Communities (LCs) Lands and Territories	Impact	5	5	3	3	3	3	3	5	3	3	3	3	1	1	3	1	5	5	1	5	5	3	3	5	3	3
7.2	Resource Scarcity: Food - Water - Air	Impact	3	3	1	1	1	1	1	1	0	1	2	2	1	0	1	3	1	2	0	2	0	0	2	1	1	1
7.3	Labor/Human Rights	Impact	4	4	2	2	2	2	2	2	2	2	4	2	2	2	2	4	4	4	2	4	2	2	4	2	2	3
7.4	Financial Inequality	Impact	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
8.1	Media Scrutiny	Dependency	5	5	3	1	4	4	2	2	2	1	5	5	3	3	1	3	4	5	3	4	1	1	3	1	5	3
8.2	Political Situation	Dependency	3	3	2	2	2	2	3	3	2	2	3	3	1	1	2	3	3	3	1	3	3	2	2	3	2	2
8.3	Sites of International Interest	Dependency	3	3	2	2	2	2	3	3	2	2	3	2	0	0	2	3	3	3	0	3	3	2	2	3	2	2
8.4	Risk Preparation	Dependency	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2



Long-term target	Input	Output	Outcome
<p>Green revenue</p> <ul style="list-style-type: none"> • Increase 30% of total revenue by the year 2023. <p>SBTi Target</p> <ul style="list-style-type: none"> • Near term: 1.5°C by 2030 • Long term: 1.5°C by 2050 • Net zero: Committed by 2050 	<p>2022 ICP Budgets</p> <ul style="list-style-type: none"> • Total USD • Project number <p>Merger & Acquisition Acquire</p> <p>Training cost</p> <p>Environmental cost</p> <p>R&D</p> <p>Employee's remuneration</p> <p>Investment in RE100</p> <p>Social Contribution</p>	<p>Environment</p> <ul style="list-style-type: none"> • Electricity reduction • GHG reduction • VOCs reduction • Natural resource reduction <p>Compliance</p> <ul style="list-style-type: none"> • No Legal fine <p>Economic</p> <ul style="list-style-type: none"> • Green revenue • Brand & Reputation <p>Social</p> <ul style="list-style-type: none"> • Pools of citizen with science-base target/ awareness 	<ul style="list-style-type: none"> • Limit 1.5 °C • Good health & Well-being for better tomorrow (Human rights protection)

2022 ICP projects: 7 projects / 1,381,591 USD / Electricity saving 2,682,588 kWh



Solar Power Repair & Maintenance / Expansion

iREC

Green Energy Certificate

PPA / TPA

Green Power mechanism

Energy-Saving Projects

ERS Burn in

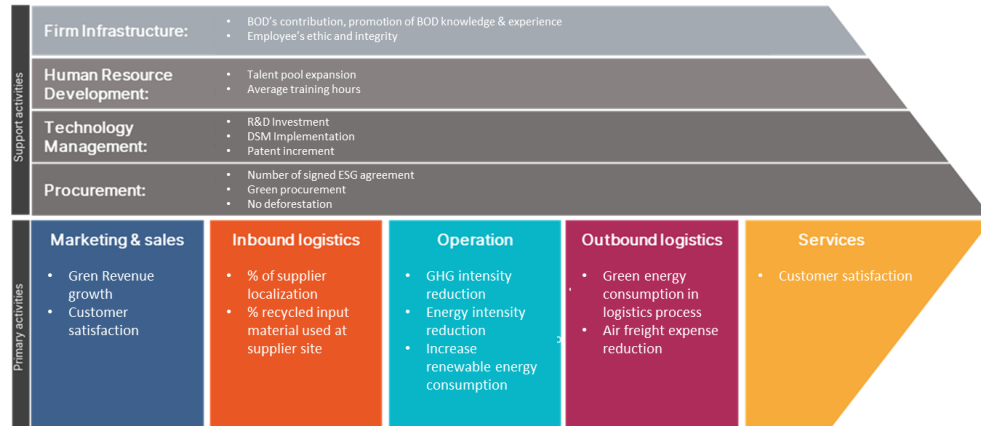
IE4 Motor

Machine Improvement

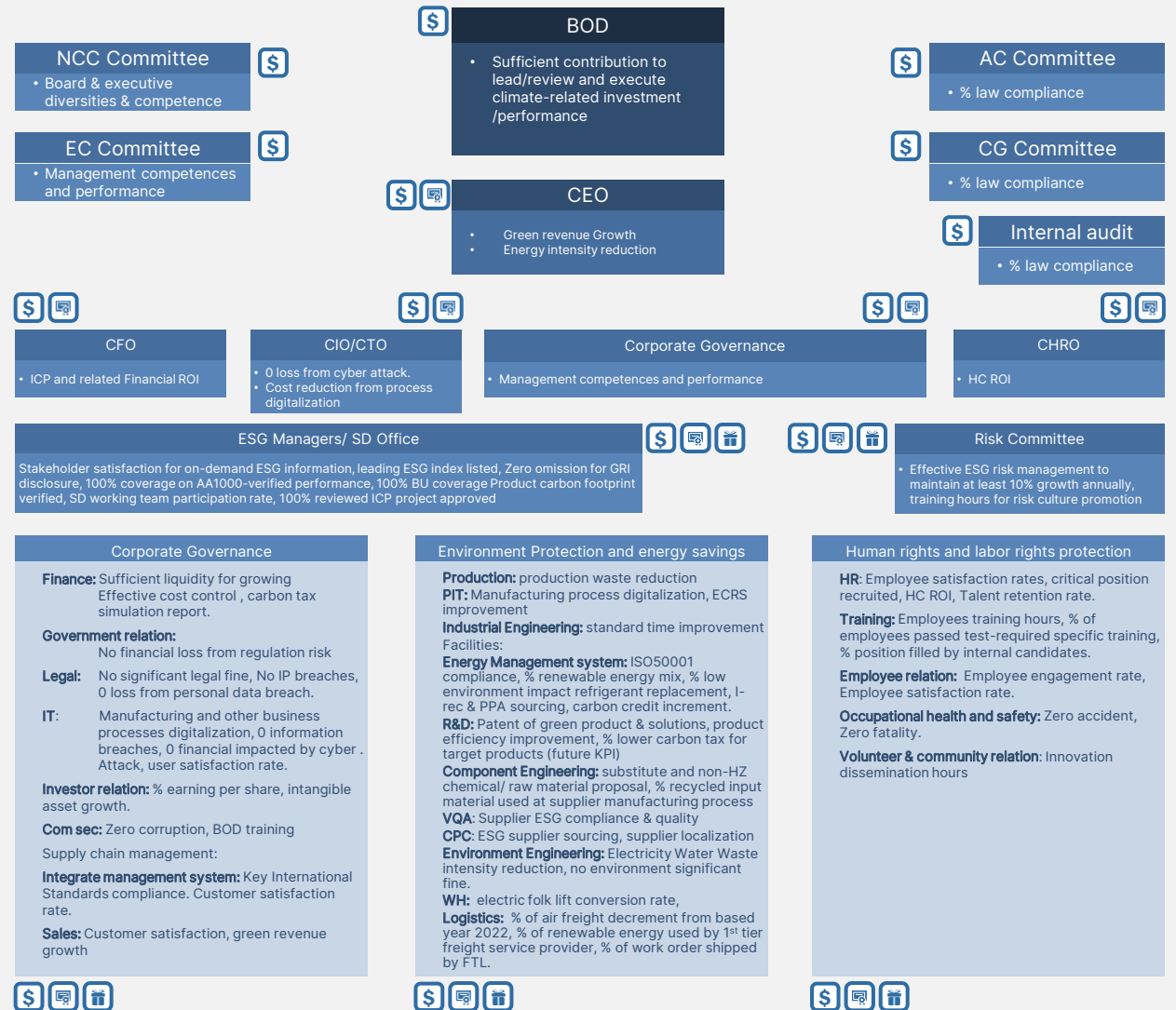
Target deployment

Delta deploy climate-related target through our value chain and to every level of our organization to ensure that climate-related ambitions and goals are embedded throughout the company and that management is held accountable for the achievement of these goals.

Mission: To provide innovative, clean and energy-efficient solution for a better tomorrow



Sample of Key KPIs Deployment



<https://deltathailand.com/en/sustainable-development-committee>

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Smarter. Greener. Together.

