

Delta Thailand Briefing

4Q/FY2025 Earnings - Twelve Month Period Ended 31 December 2025

February 2026 Delta Confidential



A Business Built on Sustainable Development

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

**Business
Strategy**



**Corporate
Mission**

**ESG
Development**



Corporate
Mission

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

Brand
Promise

Smarter. Greener. Together.

BRUCE CHENG

Founder of
Delta Electronics, Inc.

PING CHENG

Chairman and CEO of
Delta Electronics, Inc.

Corporate Culture

Empowerment

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



Integrity

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



Innovation

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



Inclusion

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



Collaboration

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



Global Operations

Diversifying for service and quality excellence

165

Sales Offices

55

Plant Sites

73

R&D Centers

Americas

Fremont
Plano
Raleigh
Detroit
Sao Jose Dos Campos

EMEA

Hoofddorp
Soest
Teningen
Vienna
Glasgow
Dubnica
Liptovsky Hradok
Szczecin

Asia-Pacific

Taipei
Taoyuan
Chungli
Hsinchu
Taichung
Tainan
Tokyo
Morioka
Singapore
Bangkok
Chachoengsao
Samutprakarn
Hanoi

Ho Chi Minh
Jakarta
Manila
Bangalore
Gurgaon
Rudrapur
Krishnagiri
Sydney
Melbourne
Shanghai
Beijing
Wuhan
Chungqing

Hangzhou
Wujiang
Dongguan
Chenzhou
Wuhu

- ▲ Headquarter
- ▲ Region
- Delta Thailand's entities

Delta's Worldwide Revenues

US\$ Million



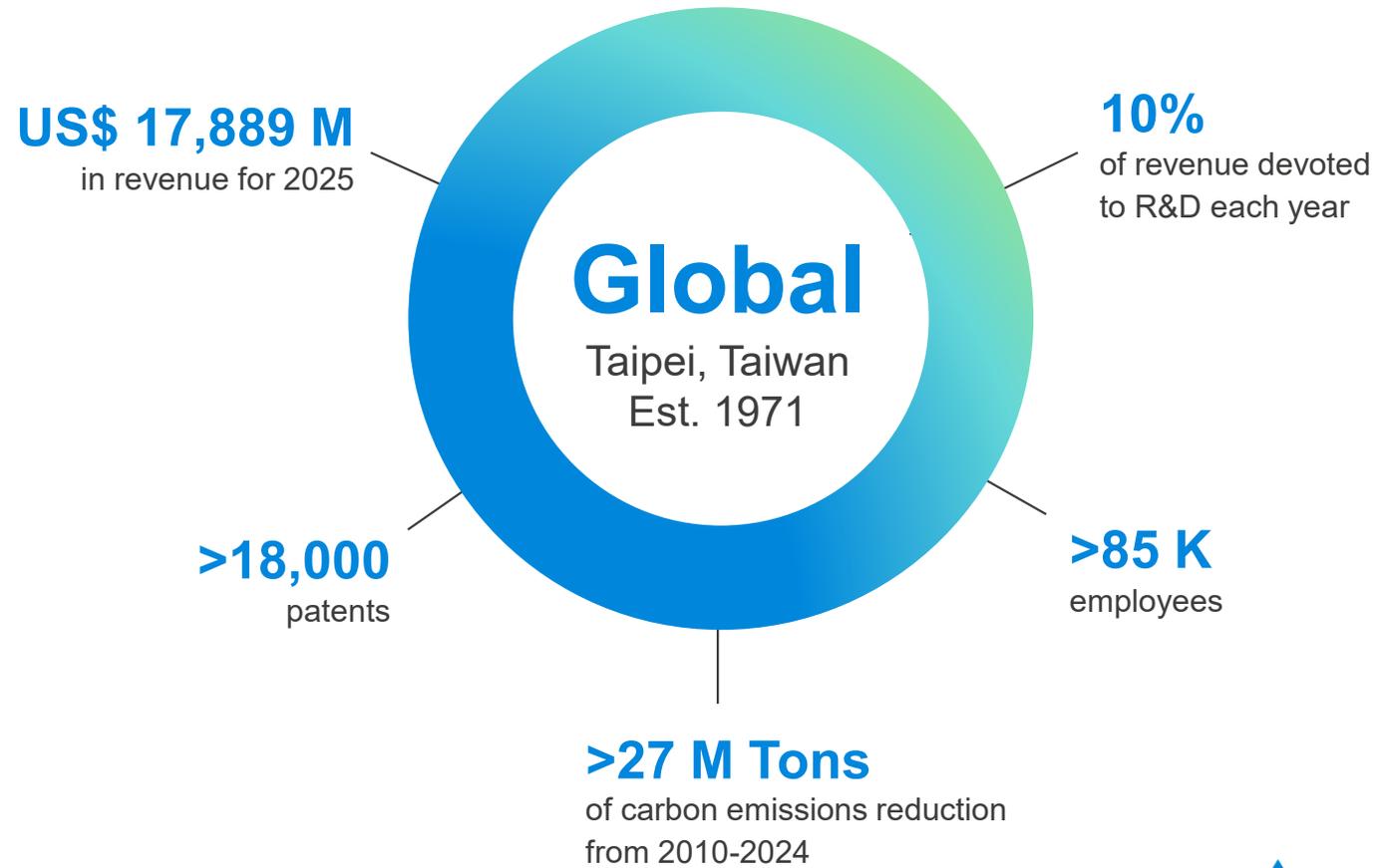
Global

Thailand

Delta Group Overview

World's Leader in Switching Power Supplies and DC Brushless Fans

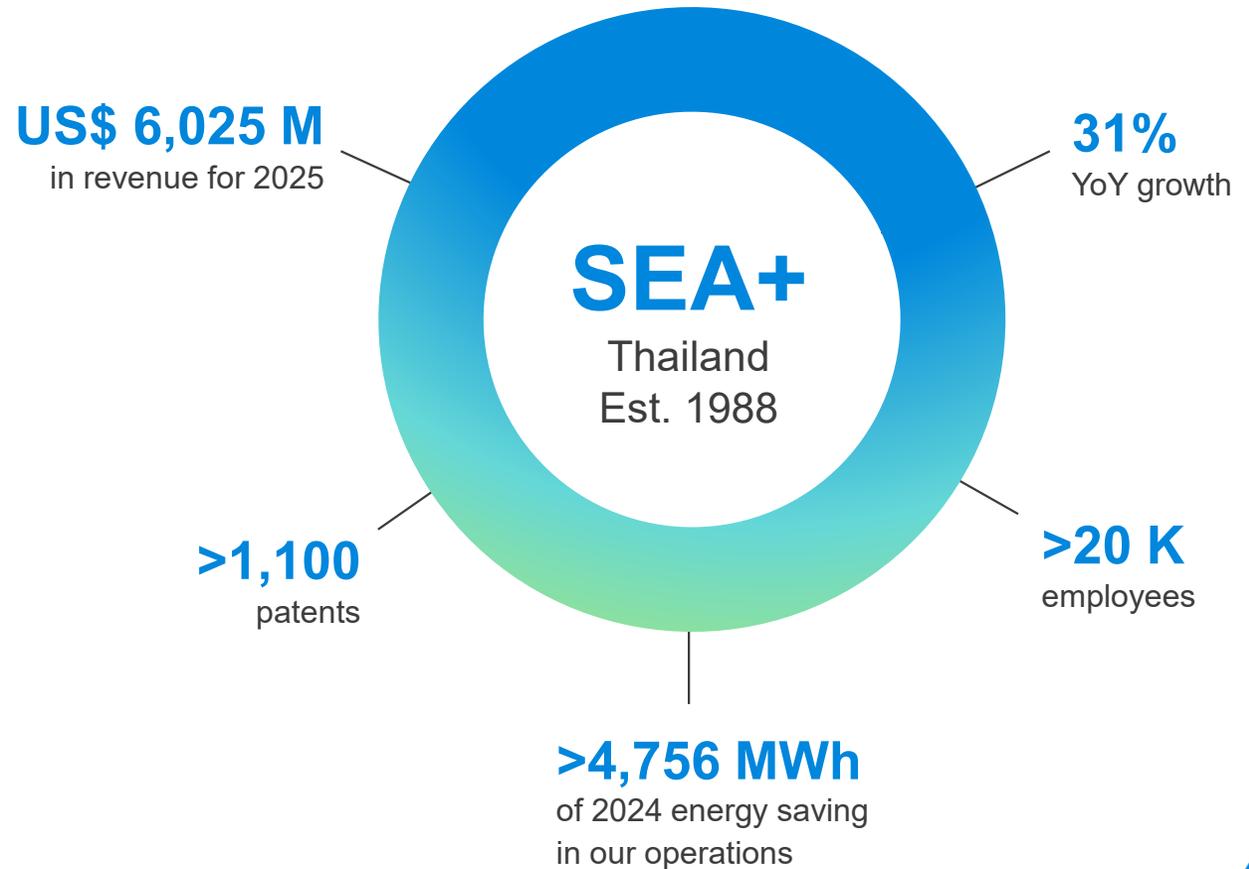
- Telecom Power Systems
- EV Powertrain Systems
- Industrial Automation
- Networking Products
- Passive and Magnetic Components
- Visual Displays
- Building Automation
- Datacenter Infrastructure
- EV Charging Infrastructure
- Renewable Energy and Energy Storage



Delta Thailand Overview

Largest Public Listed Electronics Manufacturer in Thailand

- Business management center for Southeast Asia, India and Oceania markets.
- Product development management center with R&D centers in Thailand, Germany, UK, USA and India.
- Manufacturing management center to synergize advanced technologies and processes across manufacturing plants in Thailand, India and Slovakia.



Leading in
Technologies
and Market
Share

**World's
No. 1**

2002



**Switching
Power Supply**

2006



**DC
Brushless Fans**

2015



**Telecom
Power**

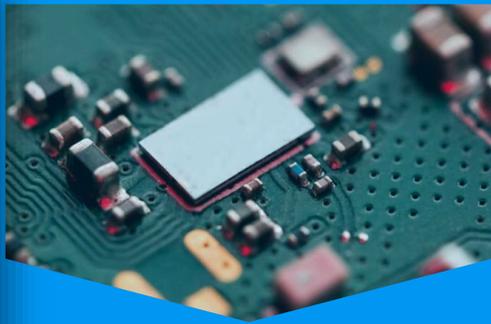
2025



**AI power
Supplies**

- Leading in
- Data Center Infrastructure
 - Liquid Cooling
 - Passive Components
 - E-mobility
 - Energy Infrastructure

Business Categories



Power Electronics

- Components
- Power & System
- Fans & Thermal Management



Mobility

- EV Powertrain Systems



Automation

- Industrial Automation
- Building Automation



Infrastructure

- ICT Infrastructure
- Power & Energy Solutions
- Display Solutions

Delta Solutions

Smart Energy



Data Center



Industrial Automation



EV Charging



Building Automation



Display and Monitoring



Telecom Power



Solutions for Target Industries



Automotive & eMobility



Banking & Retail



Chemical & Natural Resources



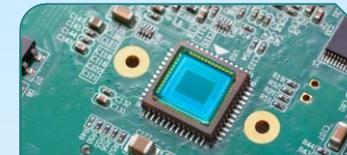
Commercial & Industrial Buildings



Data Centers



Food & Beverage



Electronics



Healthcare



Renewable Energy



Semiconductors



Smart Communities



Telecom



Logistics & Warehouse



Machinery

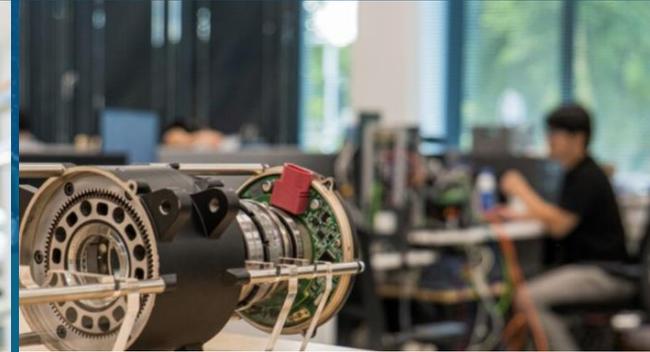


Power & Grid



Water & Wastewater

Delta Thailand Group R&D Centers



 **THAILAND**
Storage, Server, Industrial, Automotive Power

 **INDIA**
Telecom, UPS, Video Wall

 **GERMANY**
Storage, Server, Telecom, Networking, Automotive Power, Wind power, Industrial, Medical

 **USA**
Automotive power



 **UK**
Industrial, Medical, Telecom

THAILAND

Key Factories & R&D Sites



BANGPOO PLANT 1 (BP1)

- Est. 1990
- Automotive Products



BANGPOO PLANT 2/3 (BP2/3)

- Est. 1999 as Corporate Headquarter
- DC-DC Converters, Consumer Electronics Adaptor, Server, Networking, Telecom and Energy Storage Power Supplies
- LEED certified green building



BANGPOO PLANT 5 (BP5) R&D CENTER (RD1)

- Est. 2024
- EV Chargers, ICT
- R&D



WELLGROW PLANT 1 (WG1)

- Est. 2001
- DC Magnetic Components and Solenoids/ Valve Fans, EMI Filters,



WELLGROW PLANT 2 (WG2)

- Est. 2021
- DC-DC Converters, Server, Networking and Storage Power Supply
- LEED certified green building



BANGPOO DET 3

- Est. 2019
- Networking Products

INDIA



Key Factories & R&D Sites



BEGALURU R&D CENTER (HQ)

- Est. 2023
- Railways (PQC), EV, Solar, Two-Wheelers Charging



RUDRAPUR PLANT

- Est. 2008
- Telecom Power Systems, UPS
- IGBC Certified GOLD Green Building



KRISHNAGIRI PLANT

- Est. 2020
- EV and ICT related products



GURGAON PLANT

- Est. 1992
- Display Solutions
- IGBC Certified GOLD Green Building

EUROPE



Key Factories & R&D Sites



GERMANY: SOEST R&D CENTER

- Est. 2003
- For advanced power products for storage, server, telecom, networking, automotive and wind energy.



SLOVAKIA: DUBNICA PLANT

- Est. 2007
- For high end Server Networking, Industrial, Medical, Solar Inverter, Telecom Power System, EV chargers



GERMANY: TENINGEN R&D CENTER

- Est. 2003
- Market-leading design and performance in industrial and medical power products.



SLOVAKIA: LIPTOVSKY PLANT

- Est. 2022
- Cabinets, IT and Telecom Power Solutions

4Q/FY2025 Financial Performance

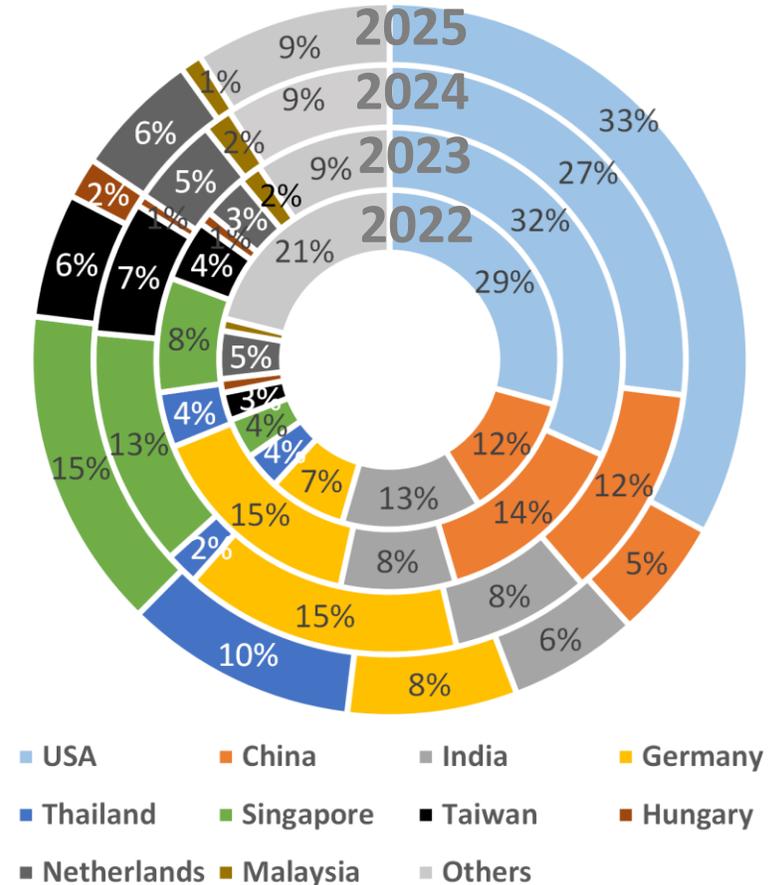
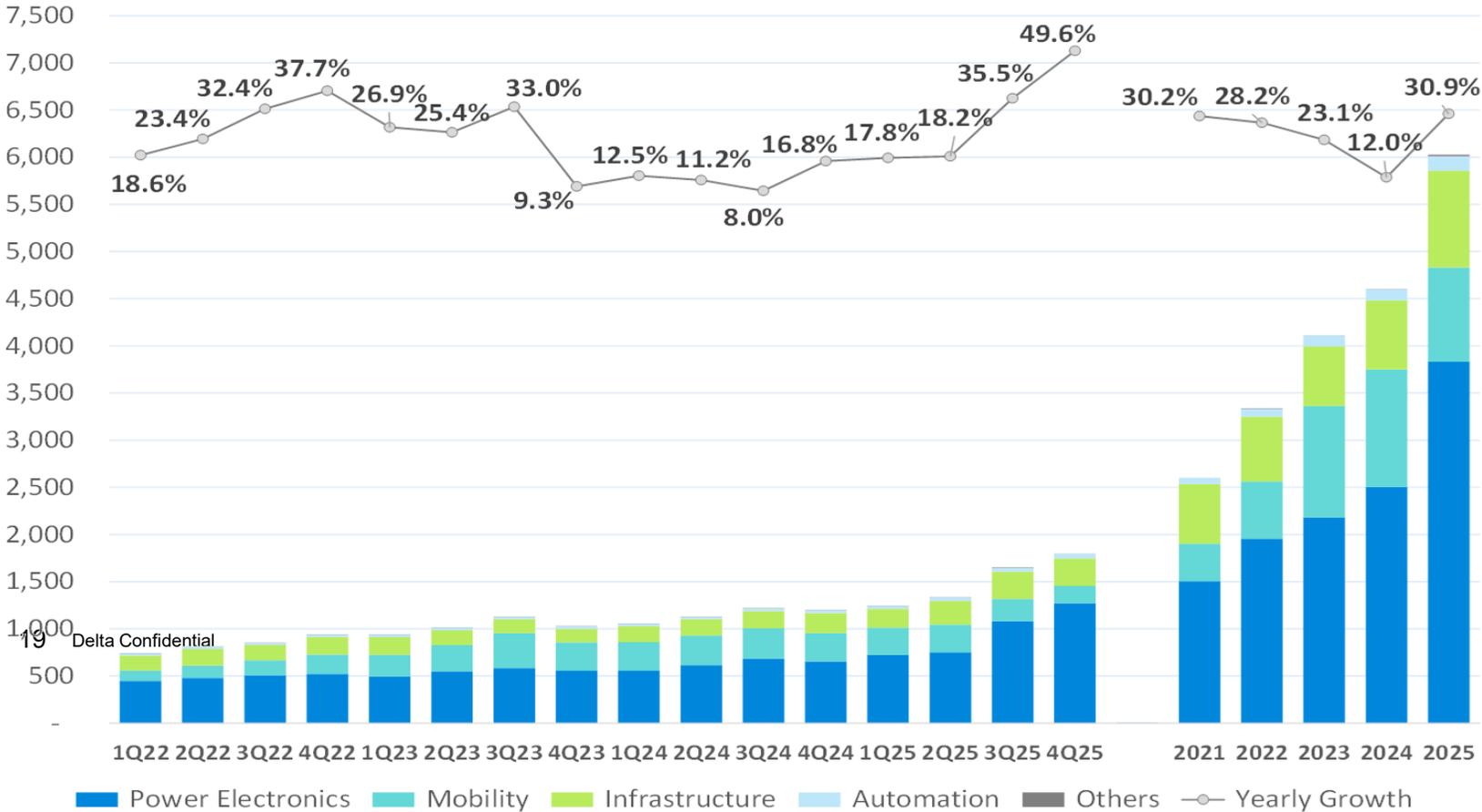
Financial Highlights

Unit : USD Million

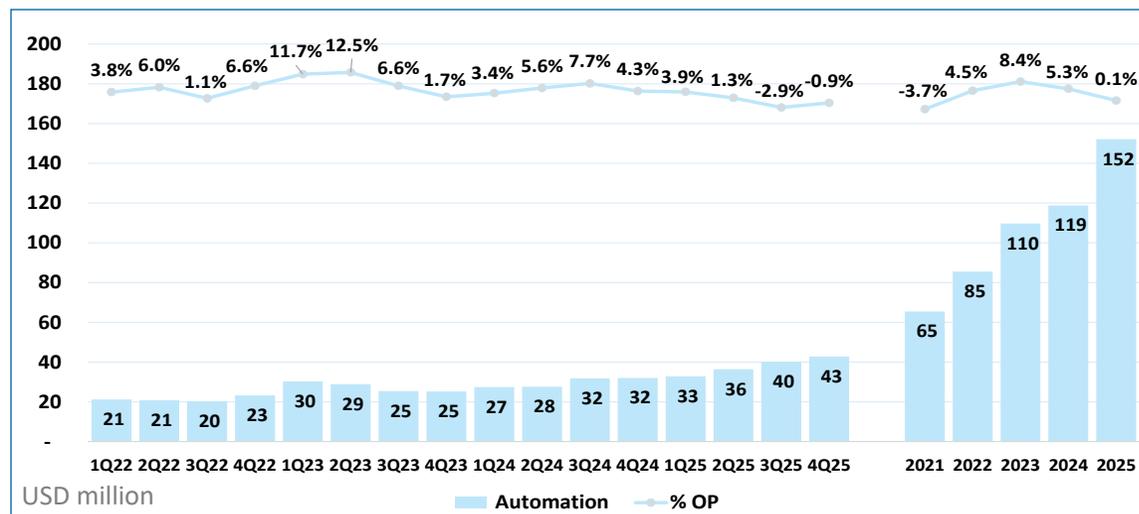
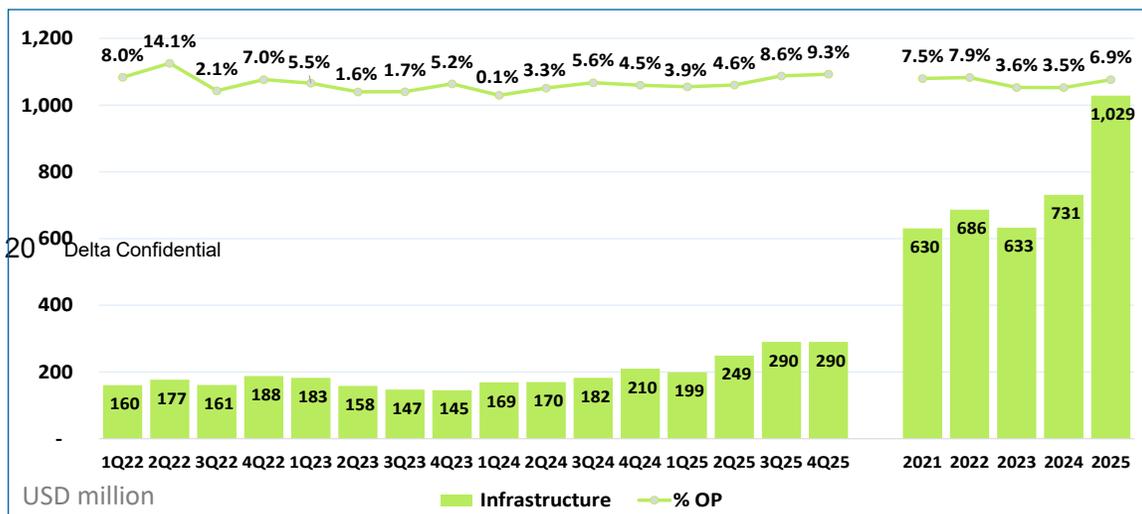
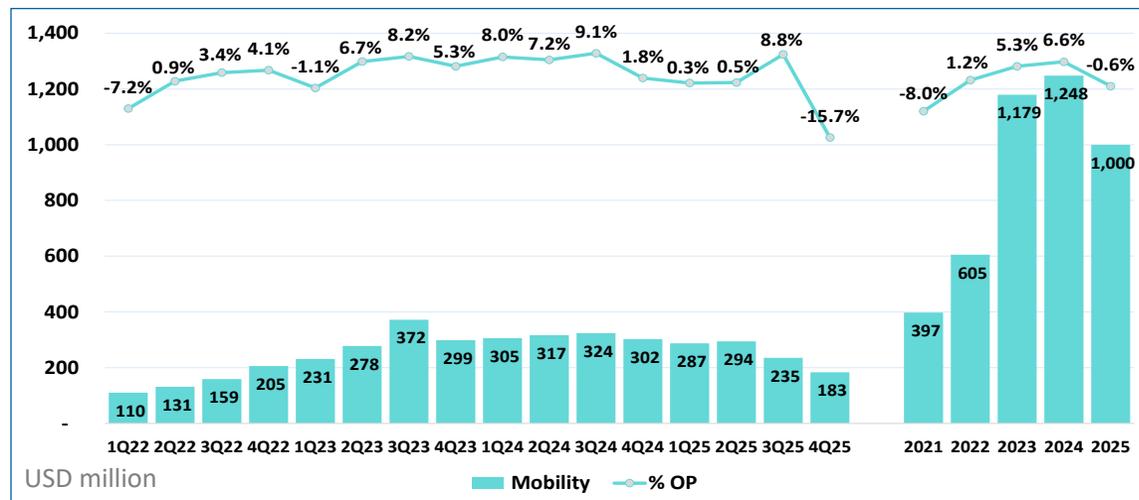
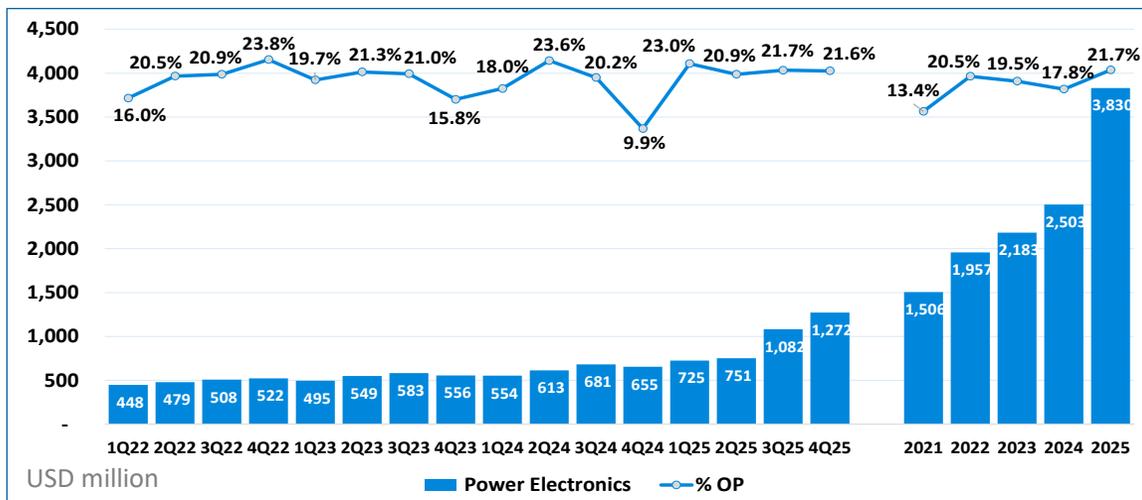
Products	1Q23	2Q23	3Q23	4Q23	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1H25	2H25	2021	2022	2023	2024	2025
Power Electronics	495	549	583	556	554	613	681	654	725	751	1,082	1,272	1,476	2,353	1,506	1,957	2,183	2,503	3,830
Mobility	231	278	372	299	305	317	324	302	287	294	235	183	582	418	397	605	1,179	1,248	1,000
Infrastructure	183	158	147	145	169	170	182	210	199	249	290	290	448	581	630	686	633	731	1,029
Automation	30	29	25	25	27	27	32	32	33	37	40	43	69	83	66	86	110	119	152
Others	1	1	1	1	1	1	0	1	1	3	4	7	4	11	4	3	4	3	15
Sale Revenue	940	1,014	1,129	1,027	1,057	1,128	1,219	1,199	1,245	1,334	1,652	1,795	2,579	3,446	2,603	3,337	4,109	4,604	6,026
YoY Growth	27%	25%	33%	9%	12%	11%	8%	17%	18%	18%	36%	50%	18%	43%	30%	28%	23%	12%	31%
Gross Profit	195 20.8%	237 23.3%	257 22.8%	241 23.5%	232 21.9%	310 27.5%	347 28.4%	274 22.8%	321 25.8%	339 25.4%	498 30.2%	525 29.2%	661 25.6%	1,023 29.7%	539 20.7%	791 23.7%	930 22.6%	1,162 25.2%	1,684 27.9%
Operating Profit	97 10.4%	132 13.0%	144 12.8%	127 12.4%	111 10.5%	162 14.4%	169 13.9%	67 5.6%	168 13.5%	157 11.8%	267 16.1%	256 14.3%	324 12.6%	522 15.2%	186 7.2%	412 12.3%	500 12.2%	510 11.1%	847 14.0%
Net Profit	106 11.3%	134 13.2%	154 13.6%	131 12.7%	120 11.4%	178 15.8%	167 13.7%	64 5.3%	161 12.9%	139 10.5%	229 13.9%	224 12.5%	300 11.6%	453 13.1%	219 8.4%	434 13.0%	524 12.8%	529 11.5%	754 12.5%
YoY Growth	26%	9%	36%	15%	14%	33%	9%	(51%)	34%	(22%)	37%	252%	1%	96%	(3%)	108%	21%	1%	42%

Revenue Structure & Geographic Profile

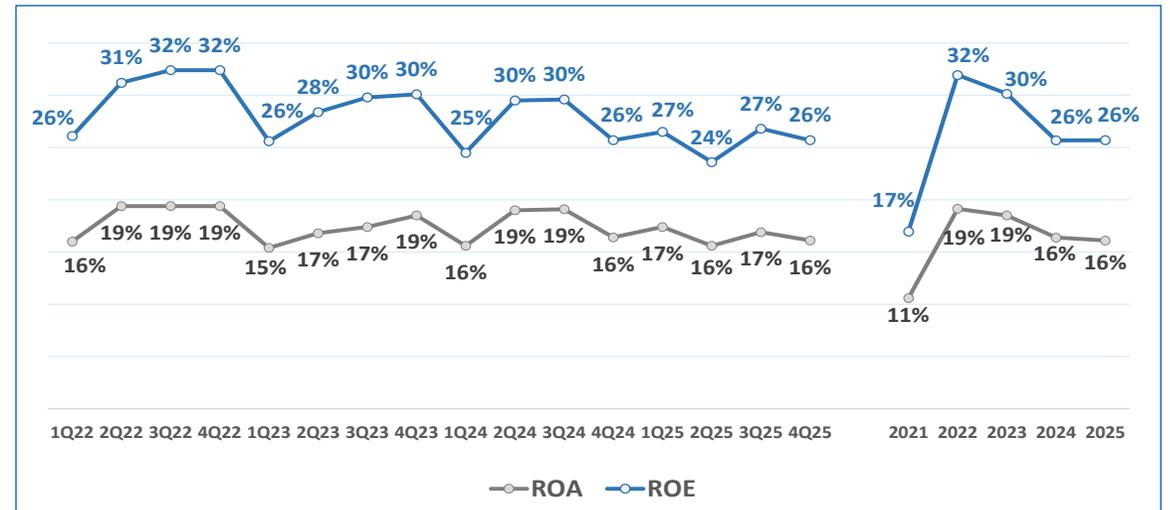
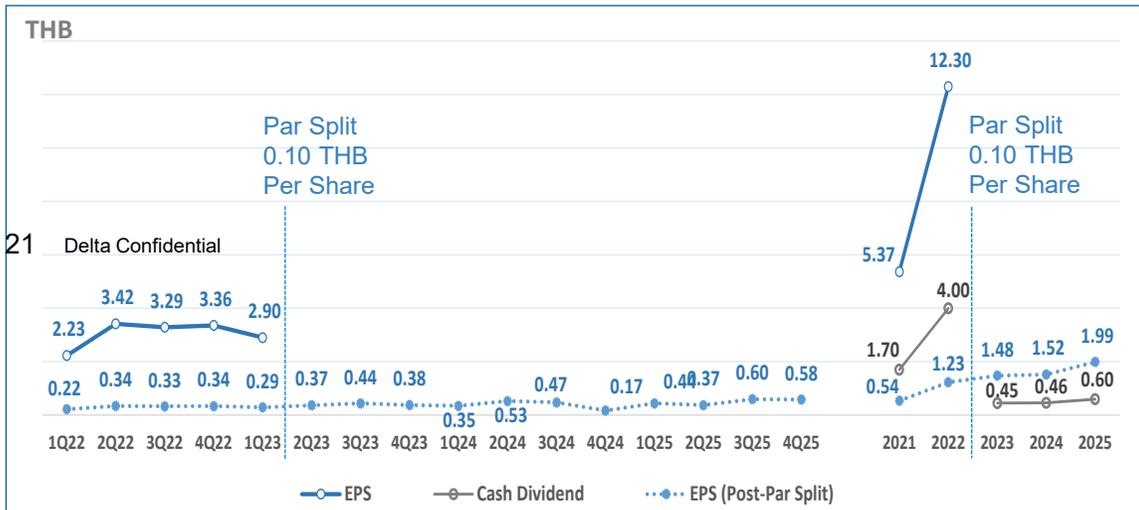
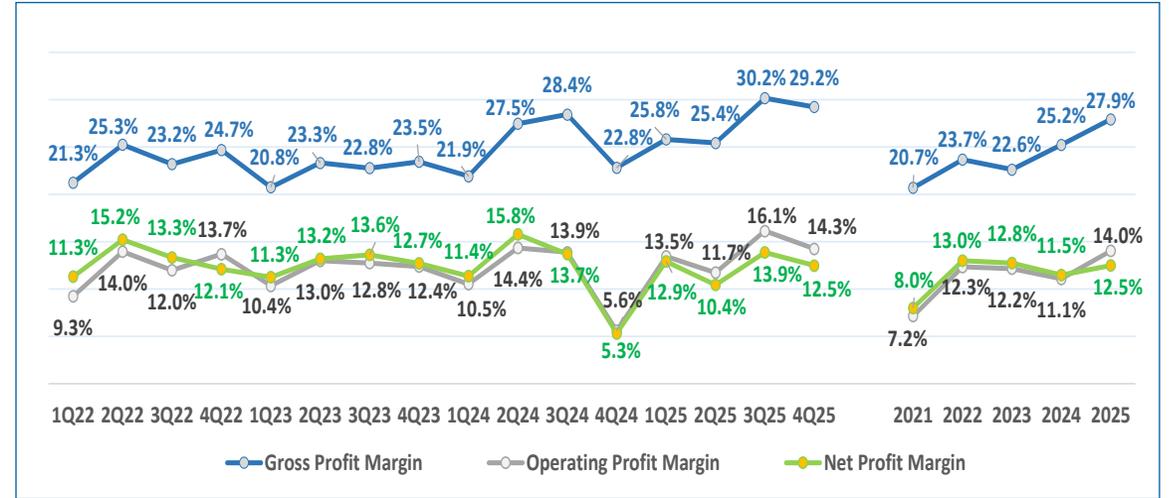
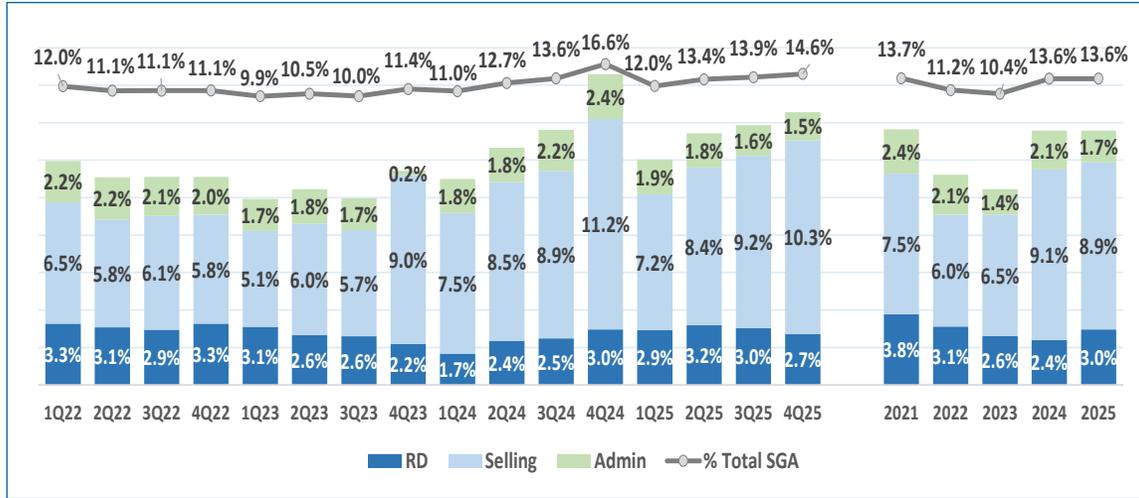
Sales Revenue (USD million)



Segmental Revenue Performance



Profitability Performance



Smarter. Greener. Together.



ir.th@deltaww.com

To learn more about Delta,
please visit www.DeltaThailand.com
or scan the QR code



Where You Can Find Us

www.deltathailand.com



Products and Solutions

Enabling a net zero future

Power Electronics

Power and System

Data Center and Server Power



DC-DC Converters



Edge Computing and Data Storage Power



Single-Phase UPS Systems



Power Electronics

Power and System

Networking Power



Ethernet Switch and Router Power Supplies



Network Device Power Supplies

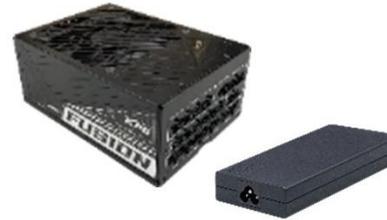


WiFi Router Adapter



CPE Power Supplies and PoE Injectors

Client Device Power



AI PC Power Supplies and AI Laptop Adaptors



Workstation Computer and High-end Desktop Computer Power Supplies



Surveillance and Safety Device Power Supplies



Game Console Power Supplies



Portable Adapters



Multi-Function Printer Power Board

Power Electronics

Power and System

Industrial Power Supplies



Industrial Power Supplies

Medical Power Supplies



Medical Power Supplies

LED Drivers



Commercial LED Drivers

Signage LED Drivers



Roadway LED Drivers



Outdoor LED Drivers



Industrial Adapters



DC-UPS & Redundancy Modules



Medical Adapters



Refrigerator / Freezer LED Drivers

Power Electronics

Power and System

Low-Speed E-Mobility Power



Wireless Charging Systems for Industrial e-Vehicles



Chargers and Adapters for e-Scooters / e-Bikes



Battery Charging / Swapping Stations for e-Scooters / e-Bikes

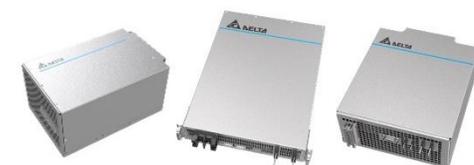
Hydrogen Power Systems

- Power-to-Gas -



AC/DC Converters

- Gas-to-Power -



DC/DC Converters



AC/DC Inverter

Appliance Power and Power Tool Chargers



USB-C Socket Outlets



Power Tool Chargers



Home / Commercial Appliance Power and Control Boards

Power Electronics Components



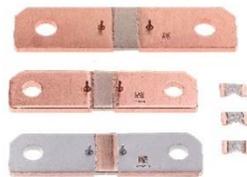
Power Chokes
for Portable Devices / Cloud Computing / Automotive
Ultra Small Sizes down to $0.8 \times 0.4 \times 0.65 \text{ mm}^3$
Max Operating Temp. 180°C



Power Modules for Portable Devices /
Cloud Computing / Industrial Applications
Smallest Sizes down to $2.0 \times 2.5 \times 1.1 \text{ mm}^3$



Power Magnetic Components
for Portable Devices /
Industrial / Automotive Applications



Current Sensing Resistors for Portable Devices /
Automotive / Industrial Applications
Small Sizes down to 0201mm High Wattage up to 36W



Automotive Shunt Sensor Modules
High Accuracy $\pm 0.1\%$ / ASIL-D



EMI Filters / Solenoids

Power Electronics Fans & Thermal Management



Server, Storage, Industrial and Consumer
Fans and Blowers



Thermal Management Products :
Liquid and Air Cooling Solutions



Slim Vapor Chambers / Heat Pipes /
Slim Fans and Blowers



Automotive Fans and Blowers /
Thermal Management Products



Electronically Commutated Fans



Ventilation Fans / Heater Fans
Fresh Air Systems / Circulation Fans



Climate Thermal Solution Products :
Air Conditioners and Heat Exchangers

Power Electronics Innergie

Power Adapters



- One For All Series -
30 W – 100 W

Power Banks



Pocketcell
5,000 / 10,000 / 25,000 mAh



Mobile Power Stations
200 Wh / 400 Wh

Laptop Adapters



- Laptop Series-
45 W – 280 W

Accessories



C-C Cables
(Braided & Silicone)



WTPK
(US, EU, UK, AU)

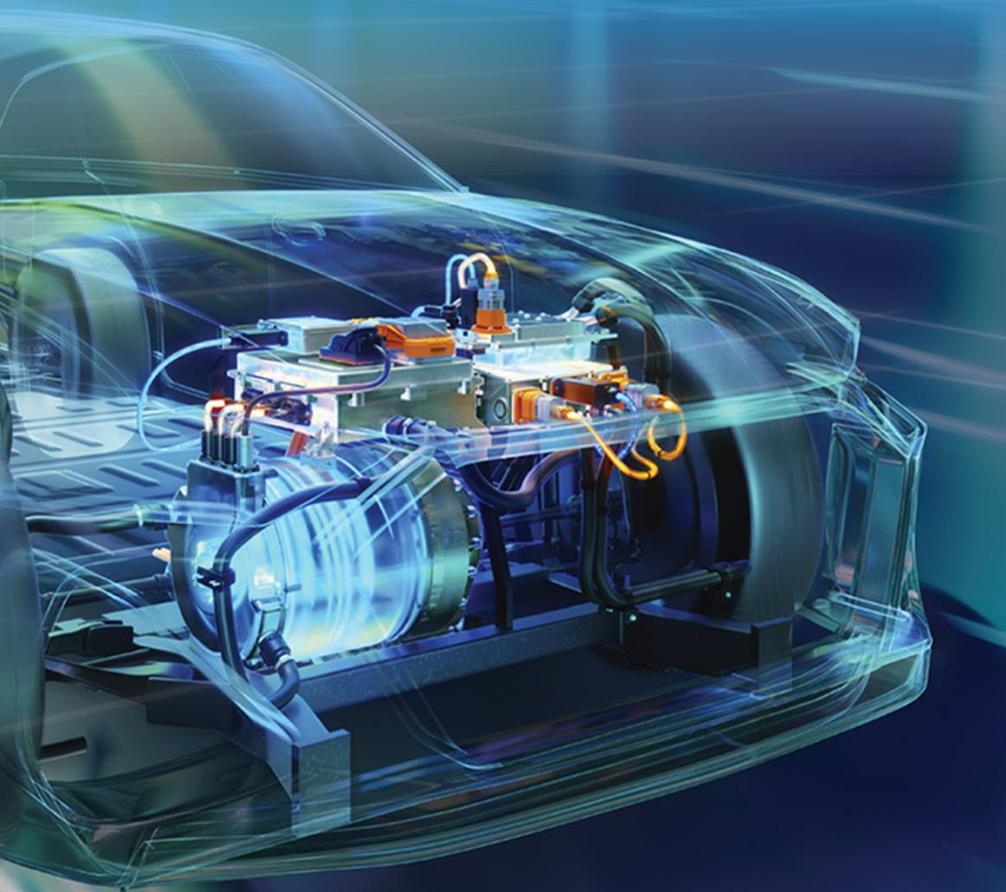


C-Converters



Wireless
Magnetic Chargers

Mobility



EV Powertrain Systems



400V On Board Chargers



800V On Board Chargers



400V Bi-Directional OBC



800V Bi-Directional OBC



400V DC/DC Converters



800V DC/DC Converters



On Board Generators



EVCC
(Electric Vehicle Communication Controller)



Auxiliary Inverters

Mobility

EV Powertrain Systems

Traction



48V Traction Motors



400V Traction Motors



800V Traction Motors



400V Traction Inverters



800V Traction Inverters



Integrated Motor Drives

X-in-1



OBCM-DCDC Integration



Inverter-OBCM-DCDC Integration



Bi-directional OBCM-DCDC Integration



Inverter-OBCM-DCDC-EVCC Integration

Automation

Industrial Automation

Infra-Plant Logistic



DIAWMS
Warehouse Management System

DIAMCS
Material Control System

Energy Saving & Facility Monitoring



VTScada | DIAView
SCADA System

DIAEnergie
Industrial Energy Management System (IEMS)

Automation Integration



DIAEAP
Equipment Automation Program

DIASECS
Semiconductor Equipment Standard Communication and Control Application Software

DIACFX
Electronics Assembly Equipment Standard Communication and Control Application Software

DIALink
Equipment IoT Platform

Manufacturing Management



DIAMES
Manufacturing Execution System

DIAEMS
Equipment Management System

DIASPC
Statistical Process Control

DIASVP
Smart Visualization Platform

DIAAMS
Alarm Management System

Digital Twin



DIATwin
Virtual Machine Development Platform



Equipment Predictive Maintenance (PdM AI)

Automation Industrial Automation

— Smart Screwdrivers —

— Robots —

— Smart Equipment —

— Smart Equipment —

- Electronics Assembly -

- Semiconductors -

- Passive Components -



Modular Robot



Cobot



Surface Mount Assembly



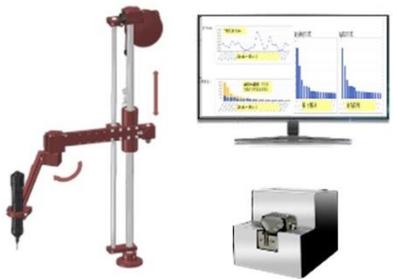
Customized Equipment



Wafer
Edge Grinding



Winding



Smart Screwdriving Systems



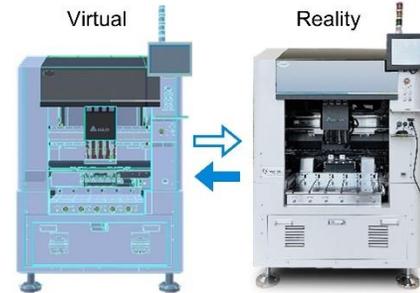
SCARA Robot



Articulated Robot



Insertion



Digital Twin Machine Platform



Wafer
Edge Profile



SMT Six-Side
Inspection

Automation

Industrial Automation

Network



IIoT Industrial Cloud Routers / Industrial Fieldbus Solutions



Industrial Network Solutions



Industrial PCs (IPC / PPC)



Programmable Logic Controllers (PLC)



Robot Controllers

Control



PLC-Based / Standalone Motion Controller



Remote I/O Module



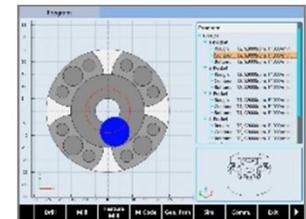
Temperature Controllers



Human Machine Interfaces (HMI)



CNC Controllers



CAD / CAM Computer-Aided Design / Manufacturing

Automation

Industrial Automation

Drive & Motion



AC Motor Drives



Servo Systems



e-LSV / e-Bike / e-Scooter Powertrains



Planetary Gearboxes



Linear Motion

Field Devices



Pressure Sensors



Optical Sensors



Motion Sensors



Industrial Cameras



Machine Vision Systems



Smart Power Meters

Automation



amerlux
A Delta Group Company

VIVOTEK
A Delta Group Company

Delta
CONTROLS
A Delta Group Company

MARCH
networks
A Delta Group Company

LOYTEC
A Delta Group Company

Delta Confidential

Building Automation



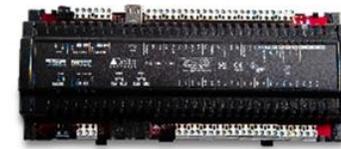
- HVAC Control & IAQ -

- Room Automation -

- Lighting Control -



Automation Servers / I/O Controllers



Building Controllers



Room Controllers



VAV Controllers



Network Thermostats



Indoor Air Quality Monitors



Sensor Hubs



Lighting Controllers



Touch Panels



Multi-Sensors



Bluetooth Mesh Modules



Automation Building Automation



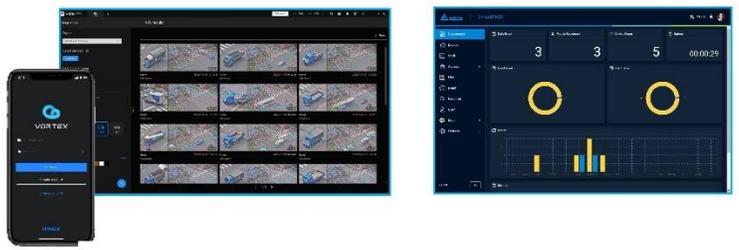
LED Intelligent Lighting



SPEC-Grade Commercial Lights

Industrial Lights

Smart Surveillance



- Surveillance -

- Access -



Network Video Recorders



License Plate Recognition Camera



Network Cameras

Smart Community and City



Smart Pole

Infrastructure

ICT Infrastructure

Networking Systems



SOHO Wireless Routers



SMB / Enterprise Wireless APs



SMB / Enterprise Ethernet Switches



SD-WAN



Next-Generation Firewalls (NGFW)



Data Center Ethernet Switches



Automotive Ethernet Switches



Level 3/4-Autonomous Driving Systems



Chassis Ethernet Switches

Infrastructure

ICT Infrastructure

Telecom Power Systems



Outdoor Telecom Power Systems



Renewable Hybrid Power Systems



Indoor Telecom Power Systems



Outdoor Individual Rectifiers



Lithium-ion Battery Outdoor Module
48Vdc IP65



Power Cores



High Efficiency Rectifiers



Rectifiers
230Vac / 1500VA
48Vdc / 1200W



Inverters



Controllers



Lithium-ion Battery Indoor Module
48Vdc/51.2Vdc

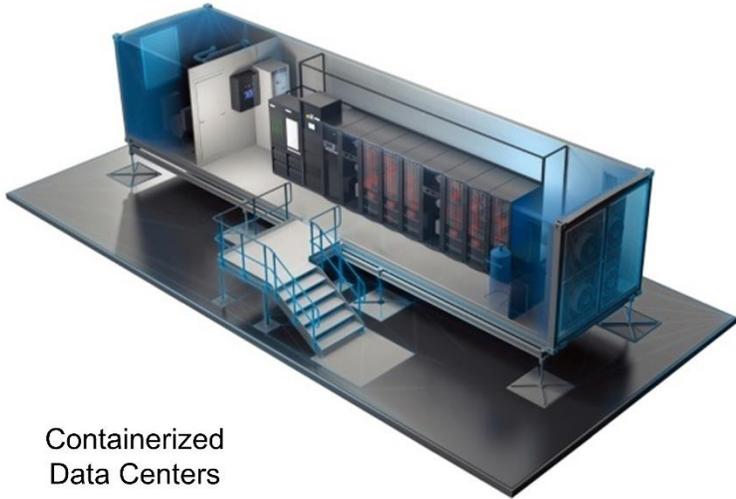


Remote Monitoring & Management Solutions (RMMS)

Infrastructure

ICT Infrastructure

UPS & Data Center Infrastructure



Containerized Data Centers



Micro Data Centers



Modular Data Centers



Power Train Units



UPSs



Converged Power Systems



Precision Cooling



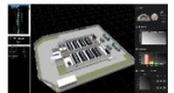
Power Distribution Units (PDU)



In Room Lithium-ion Battery Cabinet



Racks



Data Center Infrastructure Management (DCIM)



48/12Vdc Power Cores

Infrastructure



Delta Confidential

Energy Infrastructure

EV Charging



DC Chargers



AC Chargers



V2X Chargers



DC Fast Chargers



EV Charging Management Systems



Infrastructure

Energy Infrastructure

Renewable and Energy Storage



Energy Management Systems



DeltaGrid® Gateway and Controllers



PV Inverters



Wind Power Converters



Prefabricated Energy Storage Systems



Power Conditioning Systems



Battery Energy Storage Systems

Infrastructure Industrial Solutions

Automatic Test Systems



AC/DC EV Charger Automatic Test Systems



Power Supply Automatic Test Systems

Power Supplies



High Voltage Power Supplies



Programmable DC Power Supplies



Programmable AC Power Sources

Energy Recycling Systems

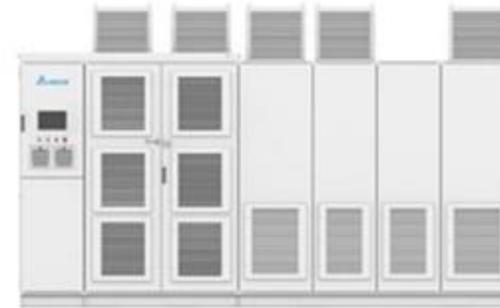


Energy-Recycling Burn-in Chambers



Energy Recycling Systems

High Power Motor Drives



Medium Voltage Drives

Infrastructure Image & Medical

Healthcare



Glucose Meters Glucose Strips



Fingertip Pulse Oximeters



Electromechanical
Drug Delivery Systems

Medical Testing Equipment



Automated Nucleic Acid
Analysis Systems



Automated Multi-channel
Nucleic Acid Analysis Systems

Imaging Equipment



- X-ray Systems for Vets
- X-ray Generators for Humans



Preclinical Micro CT



- Optical Coherence Tomography
- Ultrasound Imaging Systems

Infrastructure Display Solutions

Display & Visualization



Education, Conference & Wireless Collaboration



8K DLP® Laser Projectors



DLP Video Walls & Distributive Vision Control Systems (DVCS)



LED Displays

Infrastructure Display Solutions



Novo series



Satellite MLS



Conference/ Education/Large Venue Projectors



1-DLP & 3-DLP Projectors

SEA+ Success Cases



Global robotics leader powers its Thai operations with Delta's inverter solution.



Delta enables greener energy in Singapore's premier club.



Major international hotel selected LOYTEC Building Management System (BMS).



Delta Indonesia has an EV charging station market share of >60% as of 2025.



Thailand's leading university upgraded its data center with Delta Vari POD solution.



Singapore's National Parks Board (NParks) installed Delta smart solutions to accelerate coral restoration.



Australia's Hobart airport selected Delta EV charging stations.



Philippines' government-owned power grid owner, Transco, selected Delta containerized data center solution.

ESG

Smarter. Greener. Together.

We pursue quantifiable carbon reduction

First in Taiwan

2017

Pass SBTi's 2°C Target Validation

Achieved in 2021 



2021

Commitment to RE100

100% RE by 2030



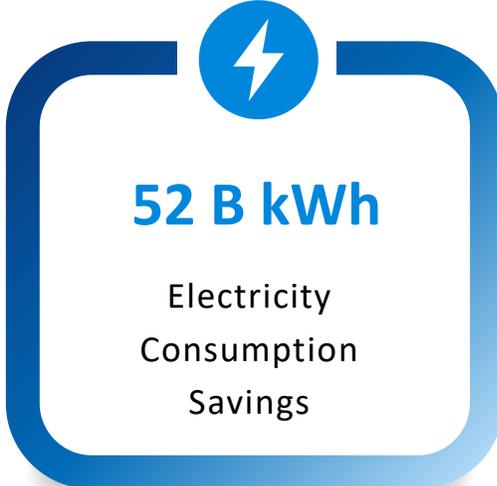
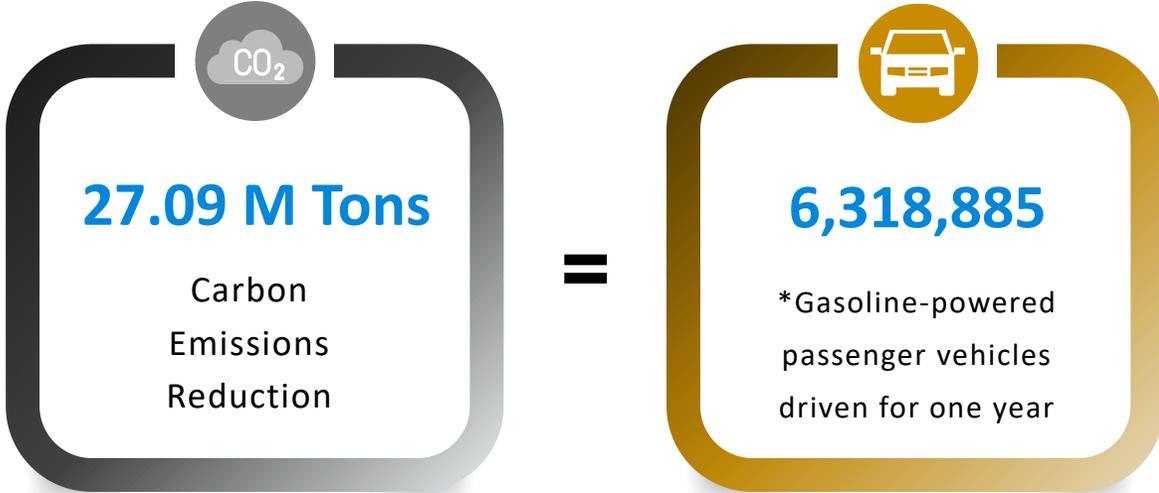
2022

**1st in Asia,
4th globally in hardware
manufacturing industry**

Pass SBTi's Net-Zero Target Validation



Energy Savings for Customers



**Source: U.S. Environmental Protection Agency (US EPA)*



From
2010 to 2024

Delta's high-efficiency products and solutions helped customers...

Greening in Action

ENVIRONMENT

Delta is committed to innovations and initiatives that generate positive environmental impact, mitigate negative effects, and build a better tomorrow for all.



GREEN BUILDING

Delta group has 35 certified green buildings globally in 2024 including four in Thailand. Delta Thailand HQ is Thailand's first LEED-certified green retrofitted building.



INTERNAL CARBON PRICING

Since 2021, Delta's Internal Carbon Pricing (ICP) program charges \$300/ton CO₂, funding major energy-saving projects and low-carbon innovations toward net-zero goals.



SBTi NET ZERO COMMITMENT

Delta is committed to achieving SBTi-aligned net-zero emissions by 2050 through real, company-wide action, leveraging initiatives such as ICP, RE100, and EV100, and is on track to achieve RE100 by 2030.

Stronger Together

SOCIAL

Our sustainable business is only possible through socially responsible actions and contributions to the well-being of our employees, communities, and the country.



DELTA ANGEL FUND

Since 2016, the Delta–DIPROM Angel Fund, a collaboration between Delta Electronics Thailand and the Department of Industrial Promotion, has supported Thai startups with funding and training to drive sustainable innovation.



DELTA AUTOMATION ACADEMY

Since 2015, the Delta Automation Academy, established in top Thai universities, has trained undergraduates with hands-on skills and advanced equipment to advance automation and smart manufacturing.



DELTA EMPLOYEE & FAMILY SCHOLARSHIP

For decades, the Delta Employee & Family Scholarship has empowered employees and their children with formal education, nurturing long-term community growth, and lasting social impact across Thailand.

Accountability that Builds Trust

G OVERNANCE

Delta believes good governance enables ethical and sustainable business growth without sacrificing the needs of our stakeholders.



WHISTLE BLOWING

Delta Thailand offers rewards to encourage reporting of wrongdoing through multiple secure, convenient, and confidential channels for fraud, corruption, and policy violations, ensuring anonymity and protection against retaliation.



ANTI-CORRUPTION

Delta Thailand is certified by the Certified Anti-Corruption (CAC) program, demonstrating its commitment to ethical business practices, transparency, and zero-tolerance against bribery and corruption.



ETHICAL BUSINESS

Delta Thailand is committed to responsible and ethical supply chain practices through the Responsible Business Alliance (RBA), promoting labor rights, environmental stewardship, and sustainable operations across its global network.

Awards & Recognition

**Member of
Dow Jones
Sustainability
World Index**

2021 - 2025
**Dow Jones
Sustainability
World Index**

By S&P Global

Supplier
Engagement
Leader

CDP

2024

2022, 2024
**“A” Grade Supplier
Engagement
Leader**

By CDP

Global



2024
**ASEAN Energy
Awards
Cutting-Edge
Technology –
Energy Efficient
Building**

By ASEAN Centre
for Energy



2024
**ASEAN's Top
Corporate Brand**

By Chulalongkorn
University

Regional



2012, 2023
**The Prime
Minister's
Best Industry
Award**

By Ministry of
Industry



2024 - 2025
**Most Valuable Thai
Electronics Brand**

By Brand Finance

Thailand

Smarter. Greener. Together.



To learn more about Delta,
please visit www.DeltaThailand.com
or scan the QR code

