

Delta Thailand Briefing

2Q/FY2026 Earnings - Three Month Period Ended 30 June 2026

July 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.

Delta Thailand Overview

- **Founded in 1988**
- **Thailand's largest listed electronics manufacturer on the Stock Exchange of Thailand (SET)**
- **Business management center** for Southeast Asia, India and Australia/ New Zealand markets
- **Product development management center with R&D centers in** Bangkok (Thailand), Soest/ Teningen (Germany), UK, USA and India.
- **Manufacturing management center** to synergize advanced technologies and highly efficient production across manufacturing plants in Thailand, India and Slovakia.



James Ng
Chairman



Victor Cheng
CEO



Jackie Chang
President and COO

Corporate Culture



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

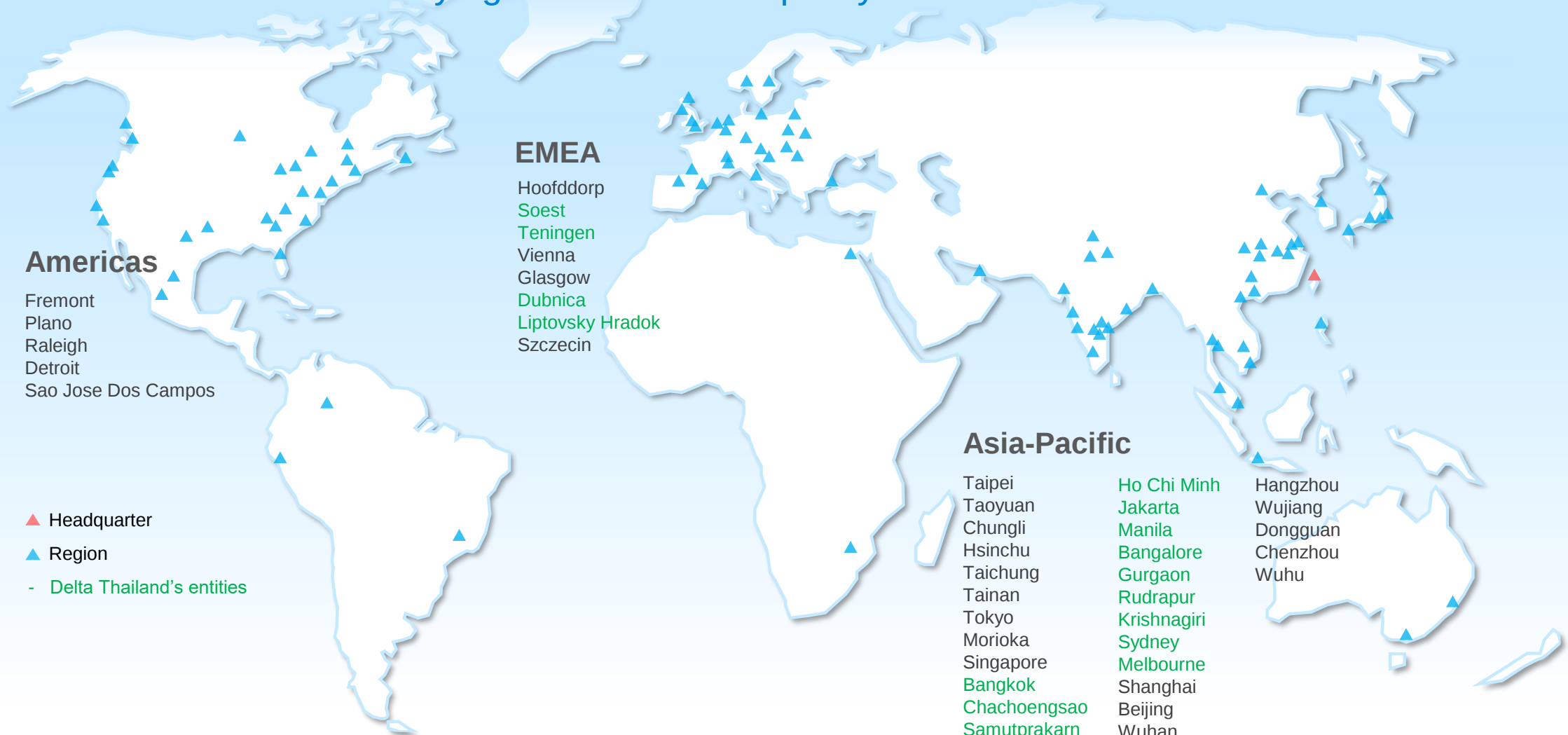
Asia-Pacific

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

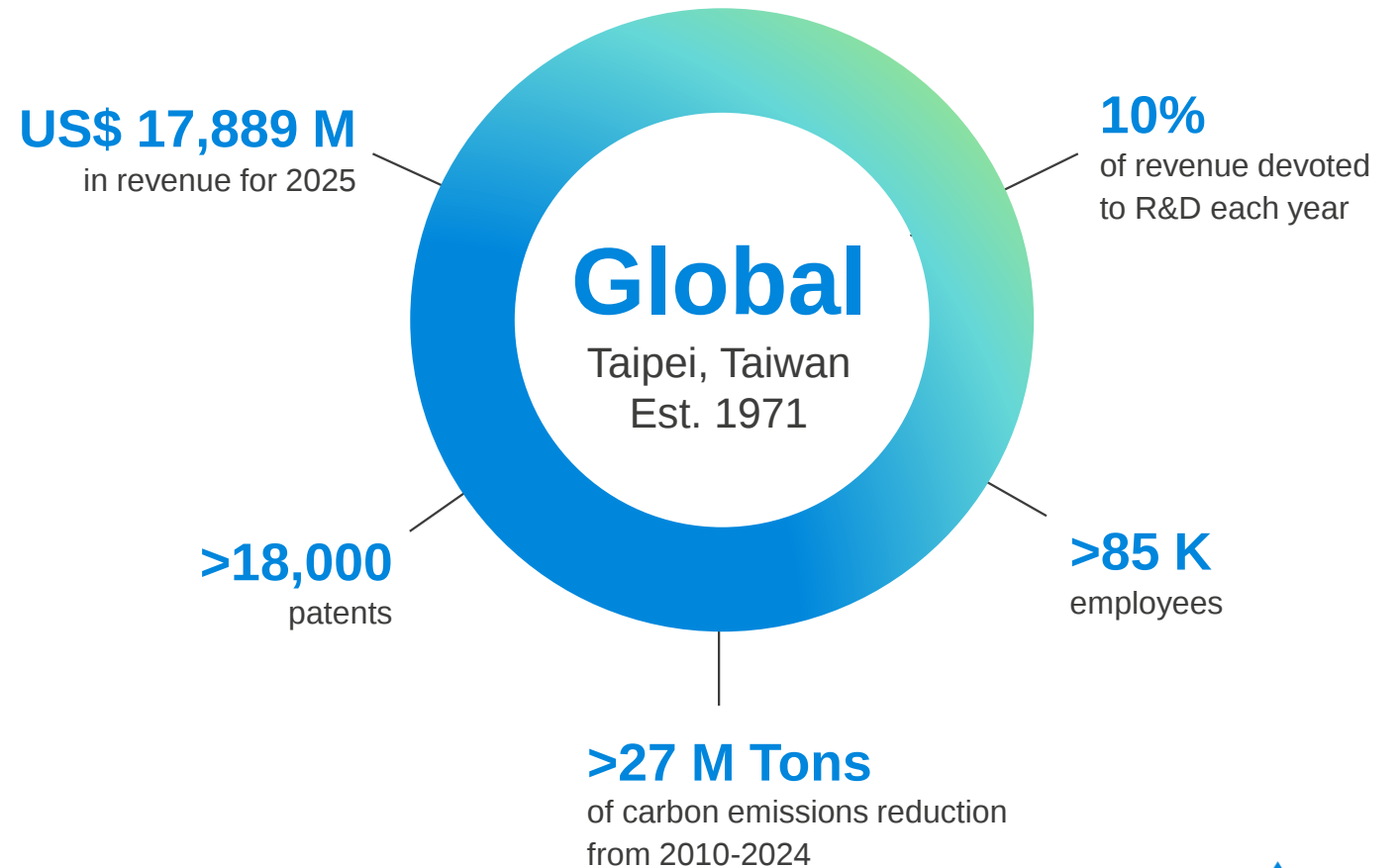
US\$ Million



Delta Group Overview

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

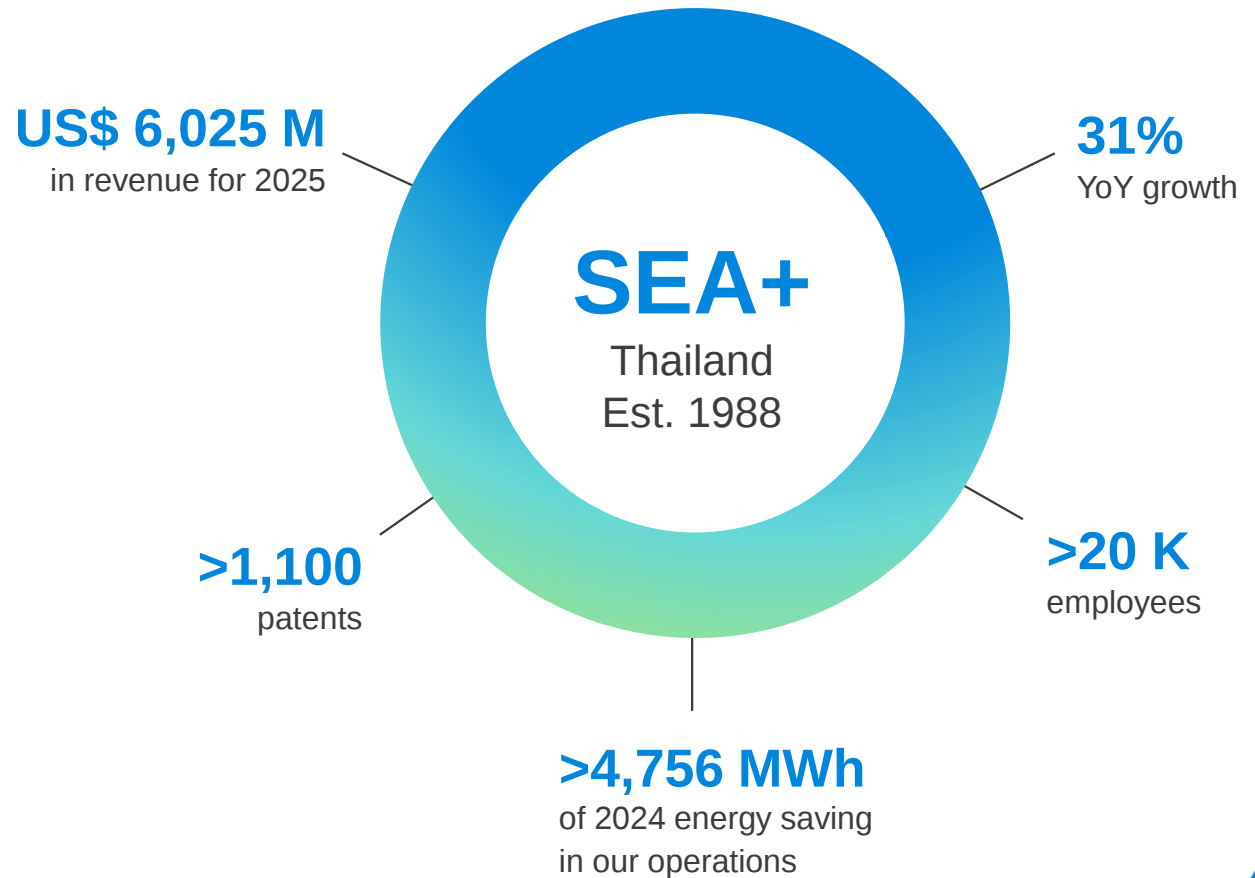
- Telecom Power Systems
- EV Powertrain Systems
- Industrial Automation
- Networking Products
- Passive and Magnetic Components
- Visual Displays
- Building Automation
- Datacenter Infrastructure
- EV Charging Infrastructure
- Renewable Energy and Energy Storage



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

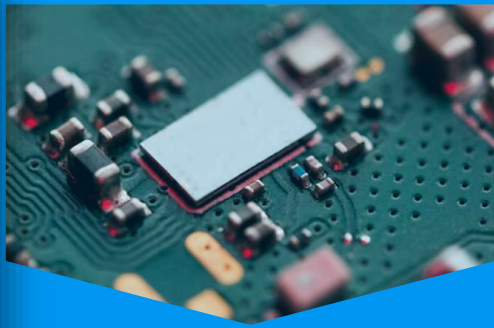
2025



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



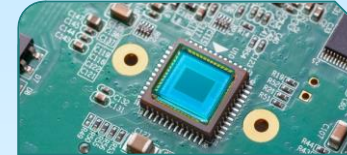
Commercial & Industrial Buildings



Data Centers



Food & Beverage



Electronics



Healthcare



Renewable Energy



Semiconductors



Smart Communities



Telecom



Logistics & Warehouse



Machinery



Power & Grid



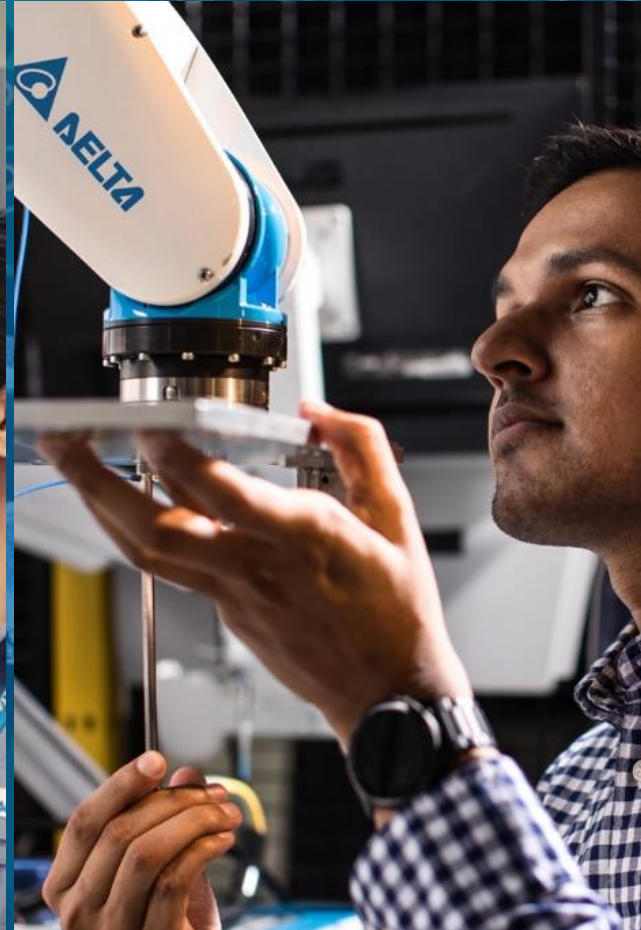
Water & Wastewater

Delta Thailand Group R&D Centers



THAILAND

Storage, Server, Industrial, Automotive Power



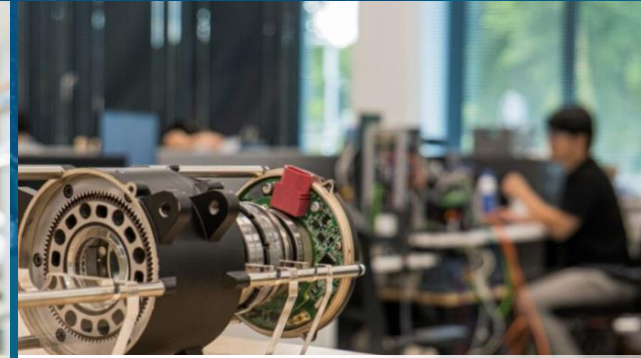
INDIA

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

2Q/FY2026 Financial Performance

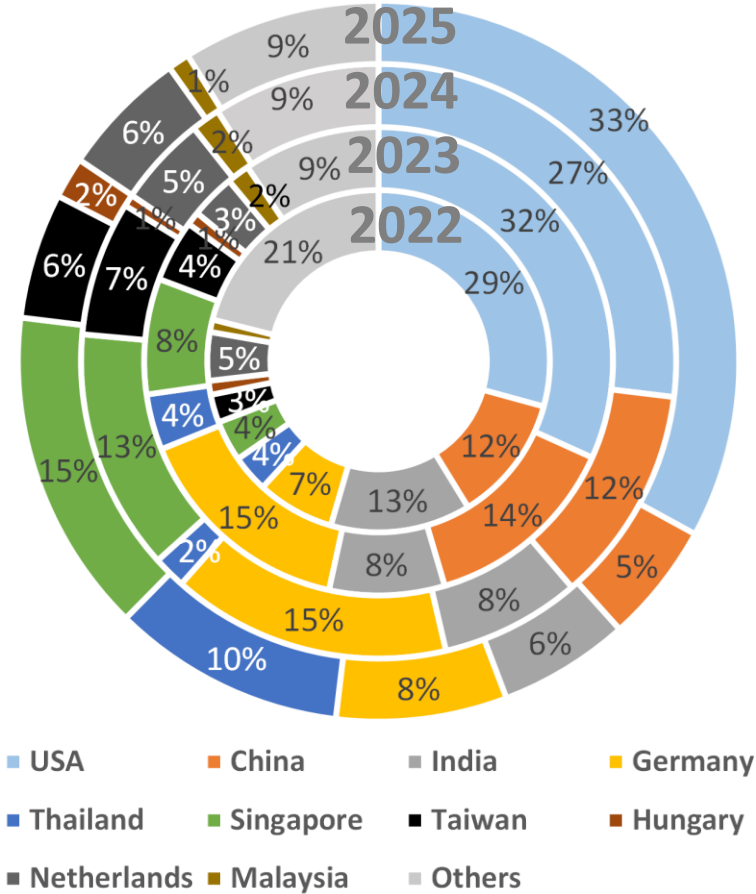
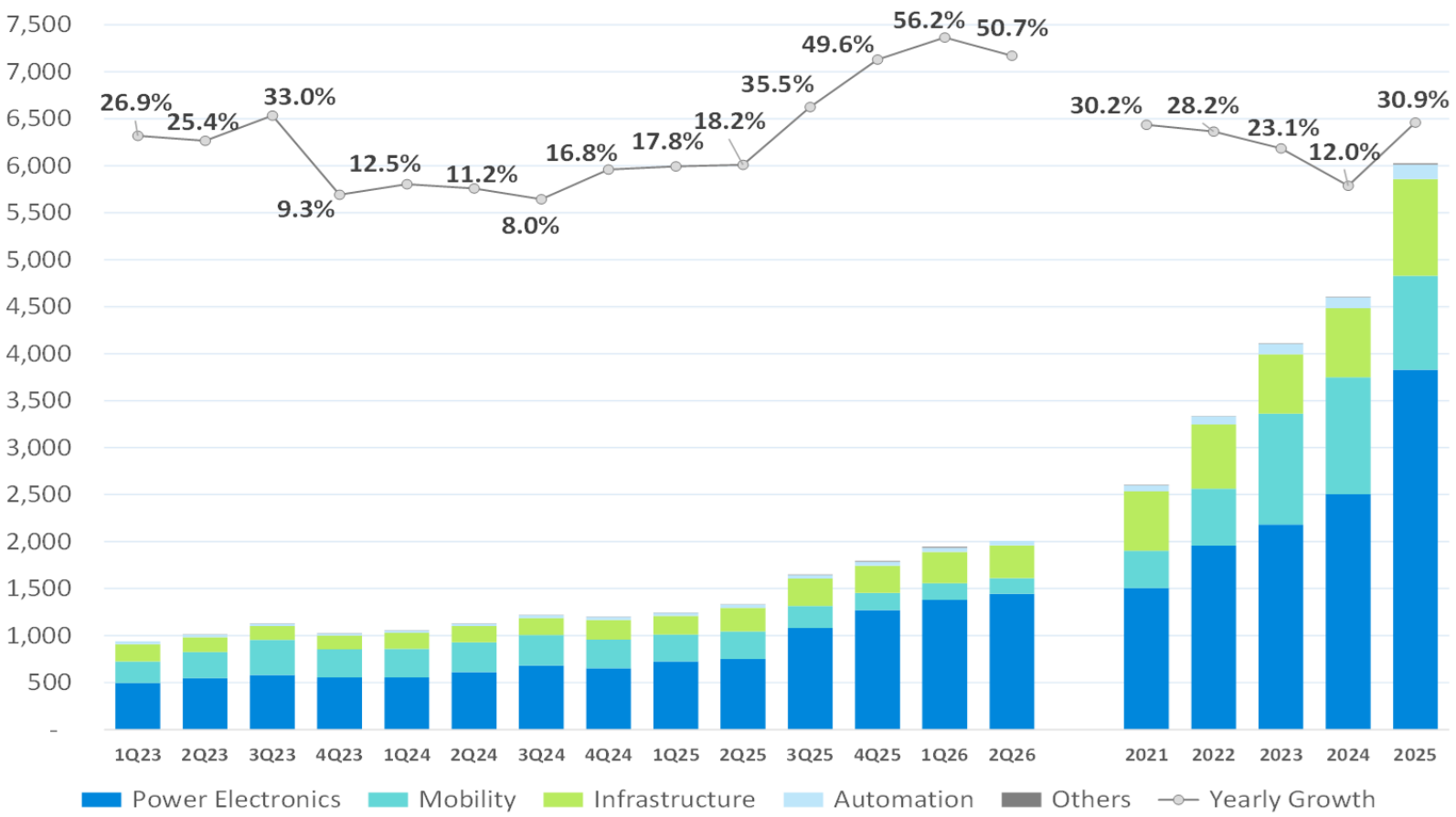
Financial Highlights

Unit : USD Million

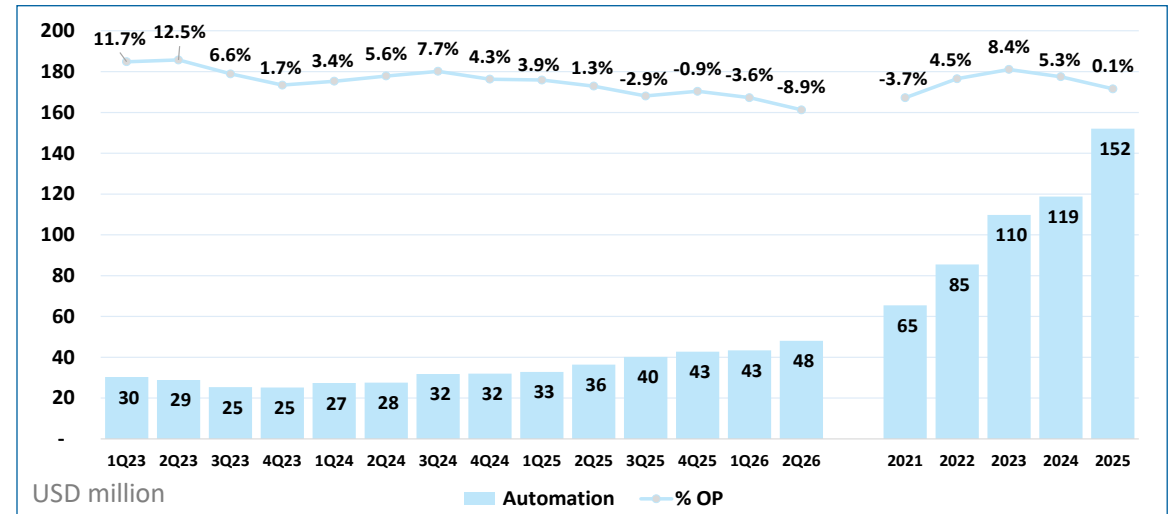
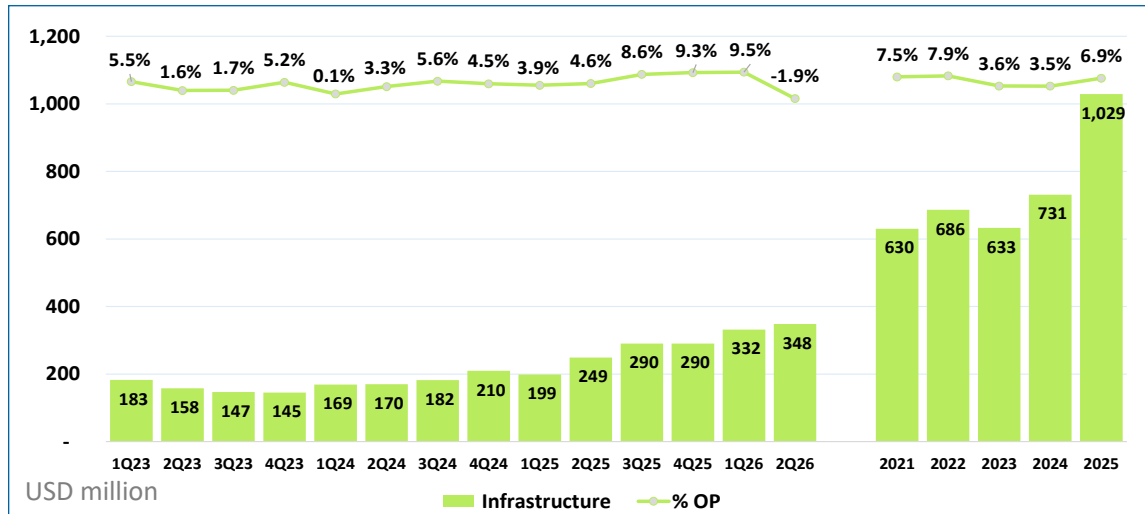
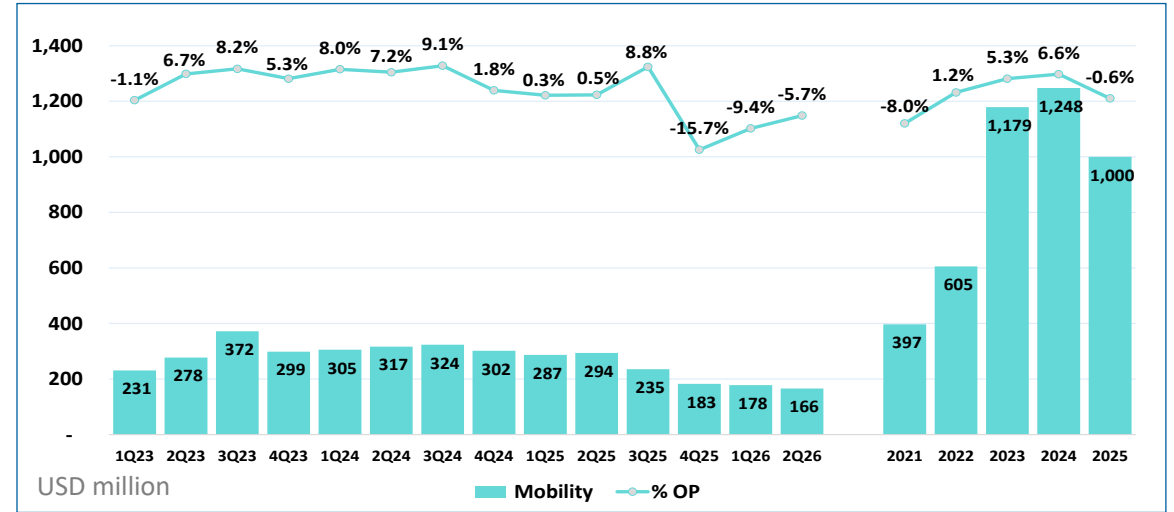
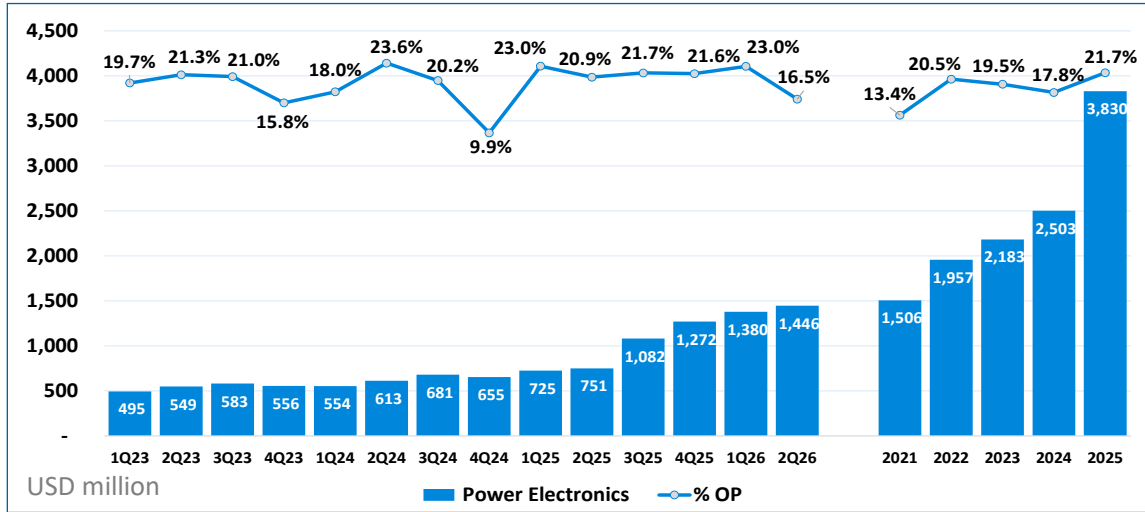
Products	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	1H25	2H25	1H26	2021	2022	2023	2024	2025
Power Electronics	554	613	681	654	725	751	1,082	1,272	1,380	1,446	1,476	2,353	2,827	1,506	1,957	2,183	2,503	3,830
Mobility	305	317	324	302	287	294	235	183	178	166	582	418	344	397	605	1,179	1,248	1,000
Infrastructure	169	170	182	210	199	249	290	290	332	348	448	581	680	630	686	633	731	1,029
Automation	27	27	32	32	33	37	40	43	43	48	69	83	91	66	86	110	119	152
Others	1	1	0	1	1	3	4	7	11	2	4	11	13	4	3	4	3	15
Sale Revenue	1,057	1,128	1,219	1,199	1,245	1,334	1,652	1,795	1,945	2,011	2,579	3,446	3,955	2,603	3,337	4,109	4,604	6,026
YoY Growth	12%	11%	8%	17%	18%	18%	36%	50%	56%	51%	18%	43%	53%	30%	28%	23%	12%	31%
Gross Profit	232 21.9%	310 27.5%	347 28.4%	274 22.8%	321 25.8%	339 25.4%	498 30.2%	525 29.2%	633 32.6%	551 27.4%	661 25.6%	1,023 29.7%	1,184 29.9%	539 20.7%	791 23.7%	930 22.6%	1,162 25.2%	1,684 27.9%
Operating Profit	111 10.5%	162 14.4%	169 13.9%	67 5.6%	168 13.5%	157 11.8%	267 16.1%	256 14.3%	325 16.7%	203 10.1%	324 12.6%	522 15.2%	527 13.3%	186 7.2%	412 12.3%	500 12.2%	510 11.1%	847 14.0%
Net Profit	120 11.4%	178 15.8%	167 13.7%	64 5.3%	161 12.9%	139 10.5%	229 13.9%	224 12.5%	286 14.7%	186 9.2%	300 11.6%	453 13.1%	472 11.9%	219 8.4%	434 13.0%	524 12.8%	529 11.5%	754 12.5%
YoY Growth	14%	33%	9%	(51%)	34%	(22%)	37%	252%	78%	33%	1%	96%	57%	(3%)	108%	21%	1%	42%

Revenue Structure & Geographic Profile

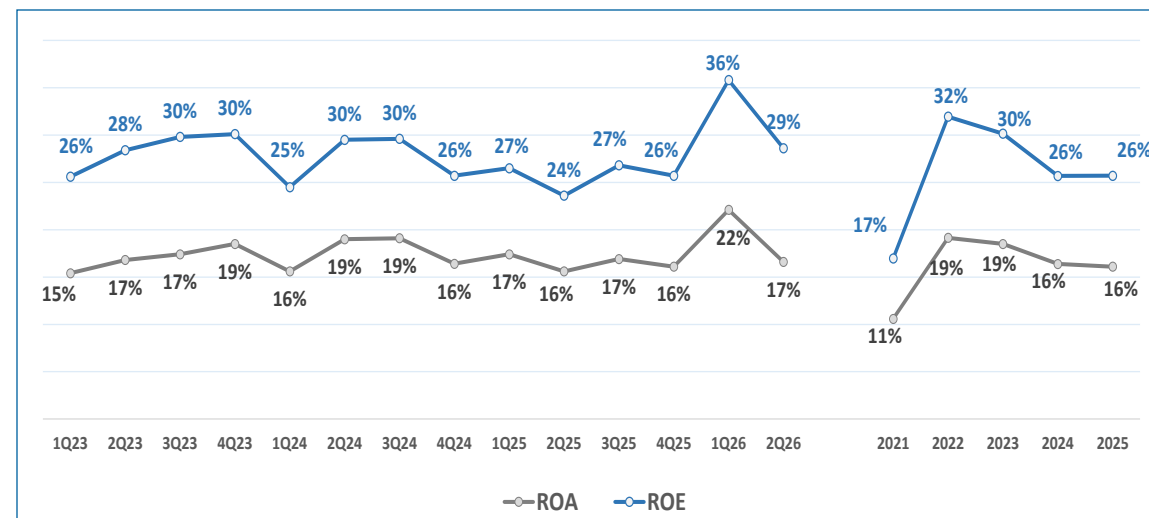
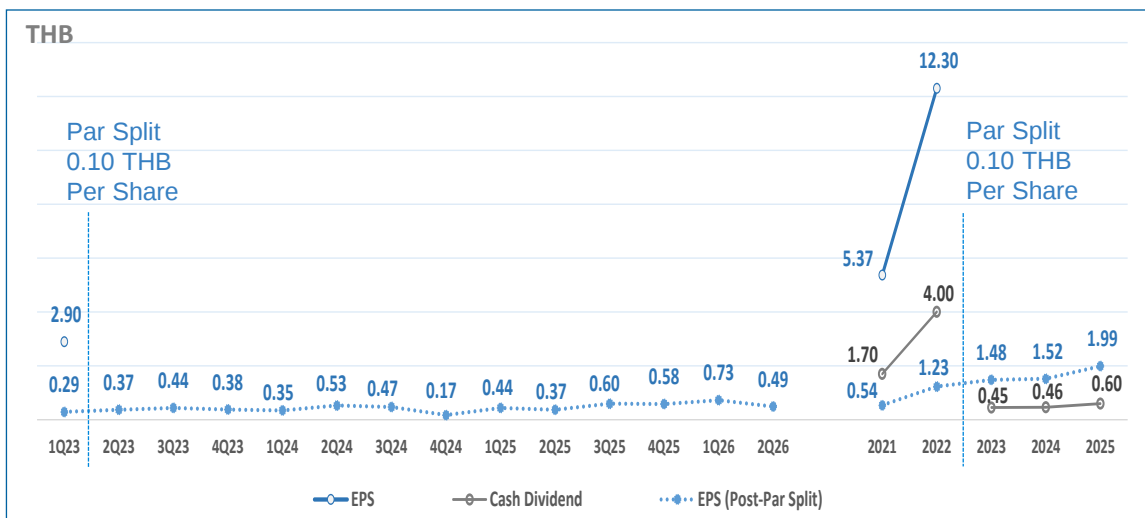
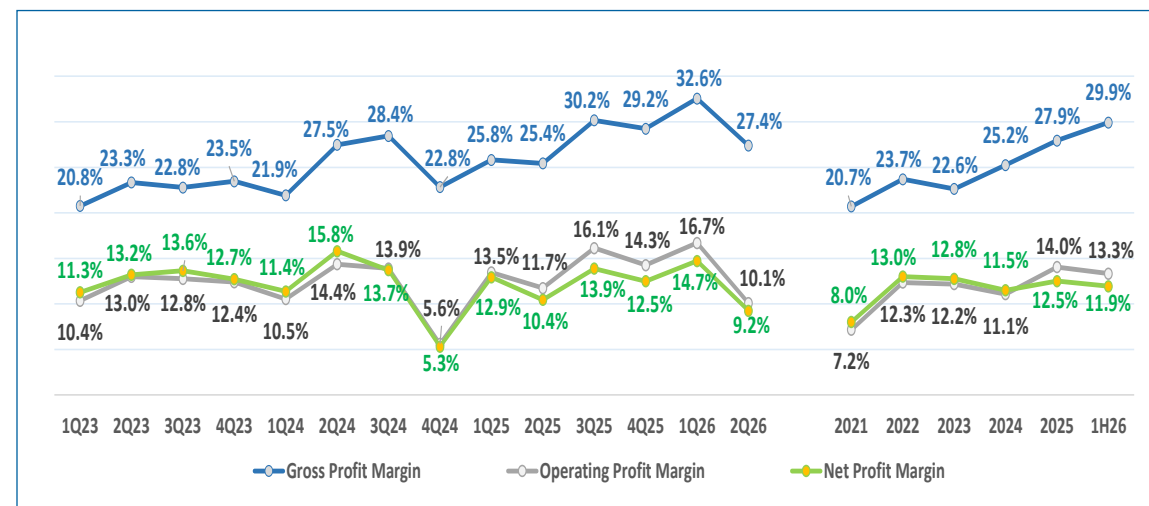
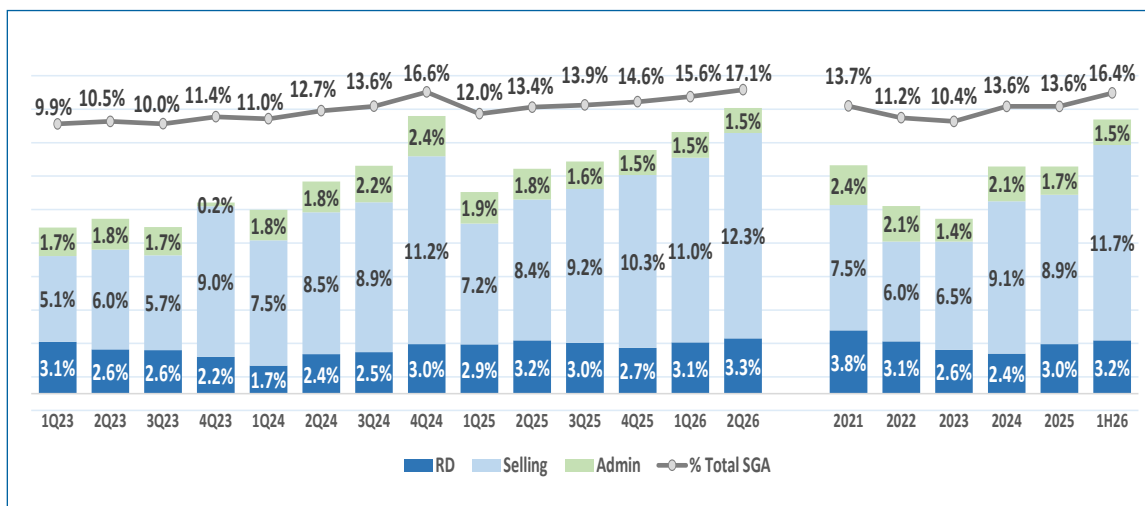
Sales Revenue (USD million)



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



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



Industrial Adapters

DC-UPS & Redundancy Modules

Medical Power Supplies



Medical Power Supplies



Medical Adapters

LED Drivers



Commercial LED Drivers



Signage LED Drivers



Roadway LED Drivers



Outdoor LED Drivers

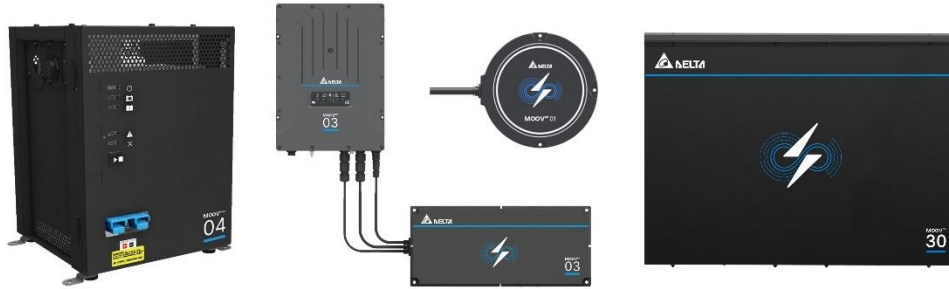


Refrigerator / Freezer LED Drivers

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



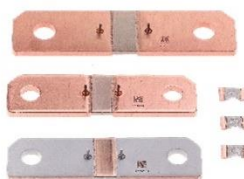
Power Chokes
for Portable Devices / Cloud Computing / Automotive
Ultra Small Sizes down to $0.8 \times 0.4 \times 0.65 \text{ mm}^3$
Max Operating Temp. 180°C



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)

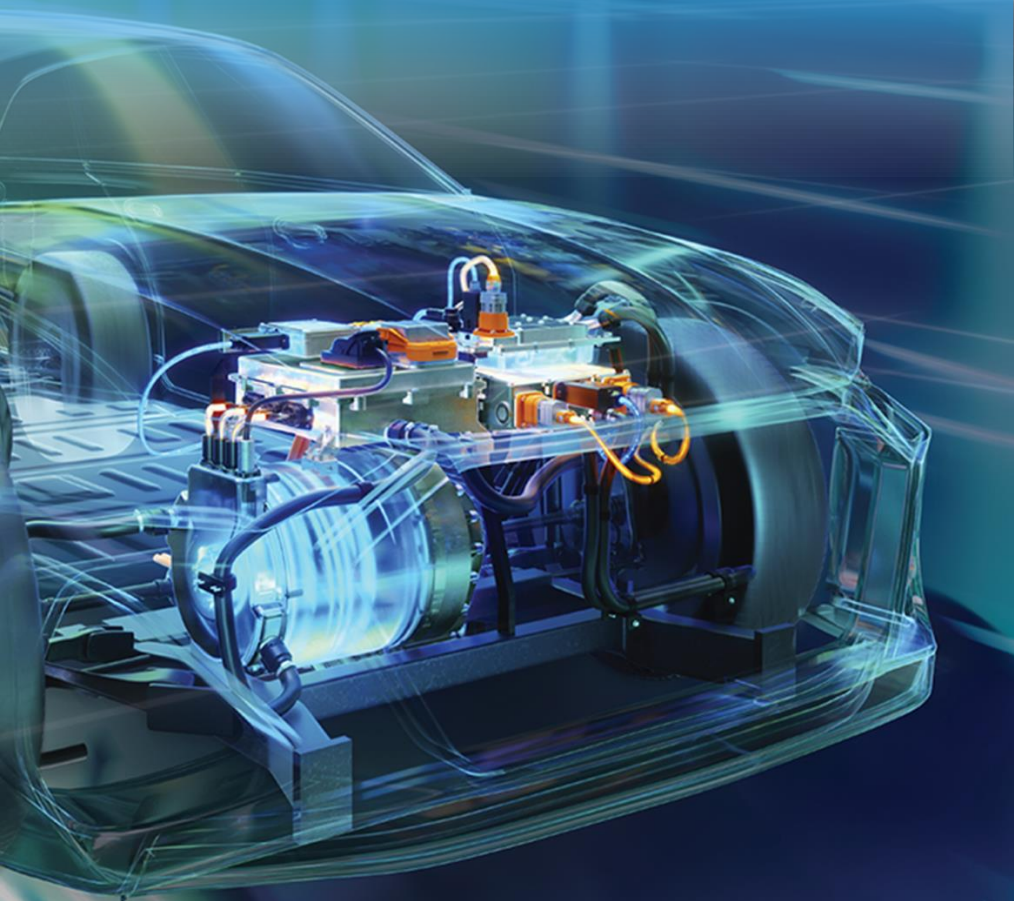


C-Converters



Wireless
Magnetic Chargers

Mobility



Delta Confidential

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)

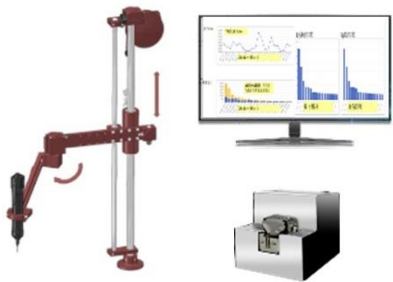
Automation

Industrial Automation

— Smart Screwdrivers — — Robots — — Smart Equipment —



Smart Screwdriving Systems



Modular Robot



SCARA Robot



Cobot



Articulated Robot



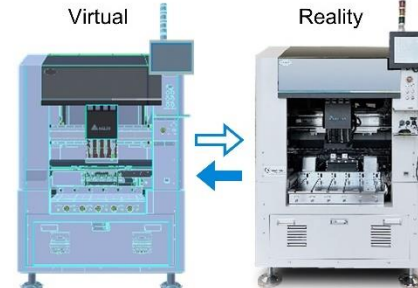
Surface Mount Assembly



Insertion



Customized Equipment



Digital Twin Machine Platform



Wafer
Edge Grinding



Wafer
Edge Profile



Winding



SMT Six-Side
Inspection

- Electronics Assembly -

- Semiconductors -

- Passive Components -

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



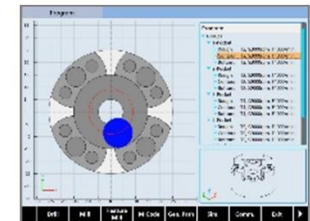
Temperature Controllers



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



Industrial Cameras



Optical Sensors



Motion Sensors



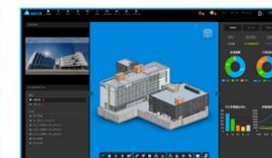
Machine Vision Systems



Smart Power Meters

Automation

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

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

Automation Building Automation



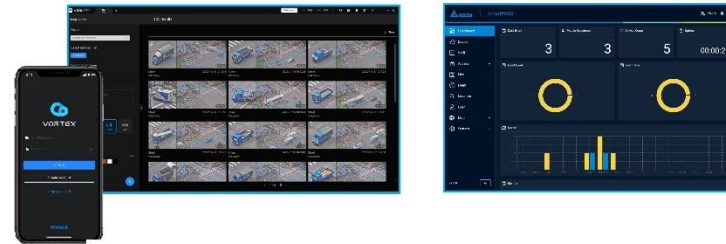
LED Intelligent Lighting



SPEC-Grade Commercial Lights

Industrial Lights

Smart Surveillance



- Surveillance -

- Access -



Network Video Recorders



License Plate
Recognition Camera



Network Cameras

AI

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



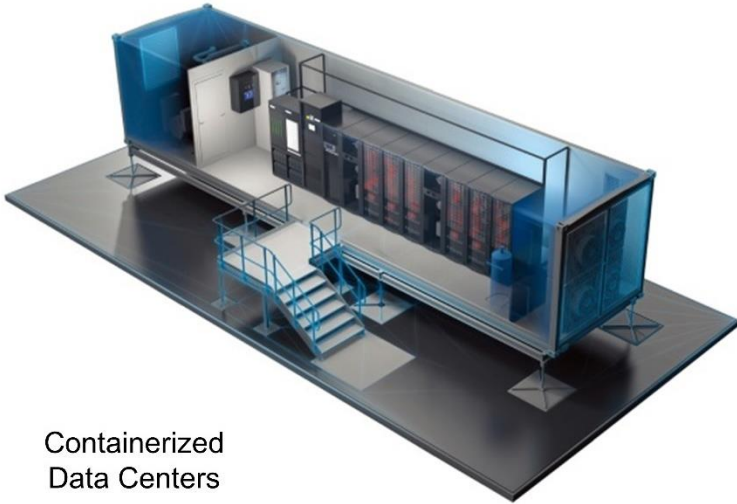
Remote Monitoring &
Management Solutions
(RMMS)

Delta Confidential

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



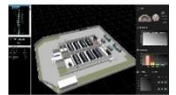
Power Distribution Units
(PDU)



In Room
Lithium-ion
Battery Cabinet



Racks



Data Center Infrastructure
Management (DCIM)



48/12Vdc
Power Cores

Infrastructure

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



High Voltage
Power Supplies

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 Analysis Systems

Imaging Equipment



- X-ray Sytems 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



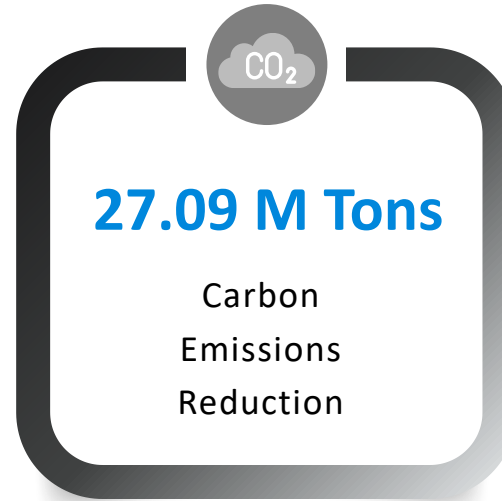
2022

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

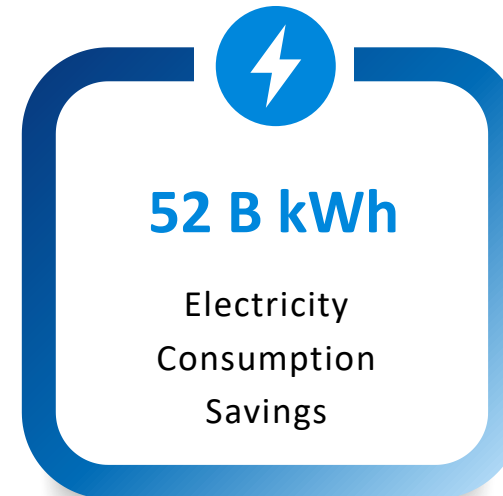
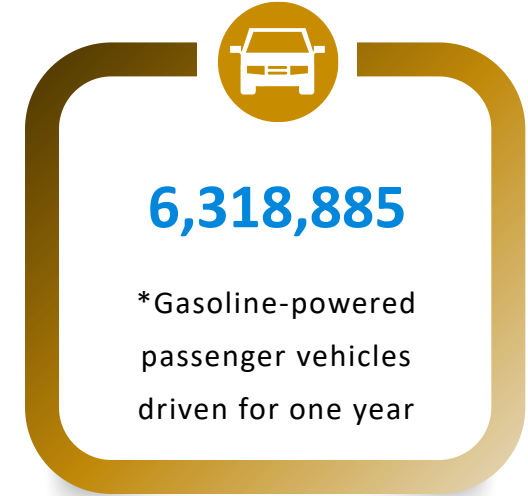
**Pass SBTi's Net-Zero
Target Validation**



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

