

## Board of Directors' Qualification and Competency Matrix 2025

Qualification and Competence		Unit	Total / Average	% (for reference only)										
Criteria					Mr. Ng Kong Meng (James)	Mr. Cheng An (Victor)	Mr. Ko Tzu-shing (Mark)	Mr. Anusorn Muttaraid	Mr. Chang Tsai-hsing (Jackie)	Mrs. Tipawan Chayutimand	Dr. Somchai Harnhirun	Ms. Xue Li	Ms. Saowanee Kamolbutr	
Basic information	Type of director	-	-	-	Non-executive	Executive	Executive	Non-executive	Executive	Independent	Independent	Executive	Independent	
	Nationality				Malaysian	Taiwanese	Taiwanese	Thai	Taiwanese & British	Thai	Thai	Chinese	Thai	
	Gender				Male	Male	Male	Male	Male	Female	Male	Female	Female	
	Age	years	66.78	-	78	61	77	71	58	68	68	56	73	
	Date of first election by the AGM/EGM	-	-	-	3-May-90	1-Dec-23	24-Jun-19	22-Aug-94	24-Jun-19	2-Apr-18	7-Apr-23	7-Apr-23	<a href="#">7-Jun-24</a>	
	Date of latest election by the AGM	-	-	-	<a href="#">7-Apr-23</a>	<a href="#">2 Apr 25</a>	<a href="#">2 Apr 25</a>	<a href="#">31-Mar-21</a>	<a href="#">2 Apr 25</a>	<a href="#">31-Mar-21</a>	<a href="#">7-Apr-23</a>	<a href="#">7-Apr-23</a>	<a href="#">7-Jun-24</a>	
	% of latest voting result approved by the AGM	%	99.61%		99.69%	99.93%	99.82%	97.56%	99.88%	100%	99.99%	99.72%	99.81%	
Tenure	years	9.22	-	35	2	6	31	6	7	2	2	1		
Conflict of Interest	Directorship in other listed companies	companies	1.44	-	0	<span style="background-color: #cccccc;">-1</span>	2	<span style="background-color: #cccccc;">-1</span>	1	0	2	4	0	4
	Directorship in other non-listed companies	companies	3.33	-	0	<span style="background-color: #cccccc;">-1</span>	6	<span style="background-color: #cccccc;">-1</span>	11	5	6	1	0	1
	Direct Shareholding in the Company as of 31 Dec 24	shares	0.00		0	0	0	0	0	0	0	0	0	0
	Spouse & minor child share holding	shares	0.00		0	0	0	0	0	0	0	0	0	0
	Share holding in controlling shareholding	shares	0.00		0	0	0	0	0	0	0	0	0	0
	Cross-shareholding with suppliers	shares	0.00		0	0	0	0	0	0	0	0	0	0
Member of Sub-committee	Audit committee	-	3	33%						▲	▲		▲	
	Corporate governance committee	-	3	33%		▲		▲	▲					
	Nomination and compensation committee	-	4	44%				▲		▲	▲		▲	
	Privilege Committee	-	4	44%				▲		▲	▲		▲	
	Risk management committee	-	2	22%		▲			▲					
	Sustainable development committee	-	2	22%		▲			▲					

**Remark:**

1. ▲ Chairman of the Board of directors
2. ▲ = Meet requirement
3. ■ = compared with previous year
4. Delta has no explicit requirements indicating that the Board of director, CEO and/or other executives are required to build up share ownership equivalent to a specific multiple of their annual base salary. However, the Board of director, CEO and/or other executive managers are required to disclose information on their personal securities holdings (including that of their spouses and minor children) to the Office of the Securities and Exchange Commission. Find [CG Policy](#) page 13.
5. The company does not issue other types of shares, except from ordinary share, which is the only one class of security.

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Training	Participated training courses in past 3 years	-	-	-	<ul style="list-style-type: none"> <li>• Thailand Labor Law Introduction and Case Analysis, International Legal Counsellors Thailand Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>• The latest developments and revision trends of international taxation and domestic taxation (2022)</li> <li>• Insider trading prevention advocacy seminar (2022)</li> <li>• Corporate Strategy (2023)</li> <li>• Technology and impacts of modern artificial intelligence (2023)</li> <li>• Director Certification Program (DCP), Thai Institute of Directors Association, Year 2024</li> <li>• Corporate Strategy (2024)</li> <li>• Global and Taiwan Economic Outlook for 2024 (2024)</li> <li>• 2025: Corporate Strategy</li> <li>• 2025: Current Global Economic Situation and Corporate Risk Response</li> <li>• 2025: TDRI EIS Exclusive meeting on Investment Policy and Trends in Thailand: Opportunities and Risks</li> <li>• 2025: TDRI EIS briefing on Investment Trends and Policy amid Trade War 2.0</li> </ul>	<ul style="list-style-type: none"> <li>• The latest developments and revision trends of international taxation and domestic taxation (2022)</li> <li>• Net-zero emissions, carbon neutrality and corporate compliance (2022)</li> <li>• Corporate Strategy (2023)</li> <li>• Technology and impacts of modern artificial intelligence (2023)</li> <li>• Corporate Strategy (2024)</li> <li>• Global and Taiwan Economic Outlook for 2024 (2024)</li> <li>• 2025: Corporate Strategy</li> <li>• 2025: Current Global Economic Situation and Corporate Risk Response</li> </ul>	<ul style="list-style-type: none"> <li>• Board Nomination and Compensation Program (BNCP), Thai Institute of Directors Association, Year 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Director Certification Program (DCP), Thai Institute of Directors Association, Year 2021</li> <li>• Thailand Labor Law Introduction and Case Analysis</li> <li>• Driving Organizational Culture from the Boardroom</li> <li>• The Board's Role in Mergers and Acquisitions (BMA), Thai Institute of Directors Association, Year 2024</li> <li>• 2024 Masterclass: Unlocking Financial Potential with Climate Risk Intelligence, Thai Institute of Directors Association</li> <li>• 2025: The Board's Role in Mergers and Acquisitions (BMA)</li> <li>• 2025: Corporate Strategy</li> <li>• 2025: Current Global Economic Situation and Corporate Risk Response</li> </ul>	<ul style="list-style-type: none"> <li>• Maximizing Board Effectiveness : "The Role of Lead Independent Directors in Thai Business", Thai institute of Directors (IOD), 2024</li> <li>• Refreshment Training Program (RFP) , Thai Institute of Directors Association, Year 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Thai Economy in 2022 and Outlook for 2023, Bank of Thailand and NESDC, 2022</li> <li>• The Impacts of Financial Transaction Tax on Thai Stock Exchange, Ministry of Finance, SEC, Fetco, 2022</li> <li>• The Impacts of CHIPS shortage on Thai Industry, FTI, Ministry Industry and the sub standing Committee on Industry, the Thai Senate, 2022</li> <li>• The training on "Climate Governance" from Thai Institute of Directors Association, 2023</li> <li>• The training on "Driving Business for Sustainability" conducted by speakers from the Stock Exchange of Thailand, 2023</li> <li>• 2025: Audit Committee Seminar</li> </ul>	<ul style="list-style-type: none"> <li>• Director Accreditation Program (DAP), Thai Institute of Directors Association, Year 2023</li> <li>• Director Certification Program (DCP), Thai Institute of Directors Association, Year 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Director Leadership Certification Program (DLCP) Class 4/2022, Thai institute of Directors (IOD)</li> <li>• Financial Statements for Directors (FSD) Class 45/2022, Thai institute of Directors (IOD)</li> </ul>
Education Background	Finance & Accounting	-	3	33%						▲			▲
	Business Administration	-	5	56%		▲				▲		▲	▲
	Engineering	-	4	44%	▲	▲	▲					▲	
	Humanities	-	3	33%					▲		▲		▲
	Science & Technology	-	3	33%		▲		▲				▲	

Remark: 1. ▲ = Chairman of the Board of directors 2. ▲ = Meet requirement

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Experience/ Knowledge Background	Solution Business	-	7	78%	▲	▲	▲	▲	▲		▲		
	International Business Management	-	8	89%	▲	▲	▲	▲	▲	▲	▲	▲	
	Management/ executive post. outside motherland	-	7	78%	▲	▲	▲	▲	▲		▲	▲	
	Local law/ Tax Compliance	-	7	78%	▲	▲	▲	▲		▲	▲		▲
	Human resources & Talent Development	-	7	78%	▲	▲	▲	▲	▲			▲	▲
	Public and Investor Relationship Communication	-	8	89%	▲	▲	▲	▲	▲	▲	▲		▲
	Risk Management	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Supply Chain Management	-	6	67%	▲	▲	▲		▲		▲	▲	
	Sustainable Development	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Information and Privacy Security	-	7	78%	▲	▲	▲		▲	▲		▲	▲
Experience in Global Industry Classification Standard (GICS) Level 1 Sectors	Consumer Discretionary	-	6	67%	▲			▲		▲	▲	▲	▲
	Consumer Staples	-	3	33%						▲	▲	▲	▲
	Energy	-	8	89%	▲	▲	▲	▲	▲	▲		▲	▲
	Material	-	6	67%	▲	▲	▲	▲	▲		▲	▲	
	Industrials	-	8	89%	▲	▲	▲	▲	▲	▲	▲	▲	
	Healthcare	-	5	56%		▲	▲		▲	▲		▲	
	Financials	-	7	78%		▲	▲		▲	▲	▲	▲	▲
	Information Technology	-	8	89%	▲	▲	▲	▲	▲	▲		▲	▲
	Communication Service	-	5	56%		▲	▲		▲		▲	▲	▲
	Utilities	-	7	78%	▲	▲	▲	▲	▲	▲	▲	▲	▲
Real Estate	-	1	11%		▲						▲	▲	

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2. = Meet requirement
3. Experience in Global Industry Classification (GICS) Level 1 has objectively evaluate by Sustainable Development Committee based on Profile of Board of Directors published at our [2024 Annual Report](#) 204-212.

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Degree of independency in accordance with Sec Rule 4200 requirements	No prohibited characteristics under the law on public limited companies, nor any characteristics indicating a lack of suitability or trustworthiness in managing a business with publicly trade shares, as specified in the SEC notification	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	
	No blood relation with the managerial officer of the company, affiliates, or subsidiaries.	-	8	89%	▲		▲	▲	▲	▲	▲	▲	
	Not a member of a founding family, e.g. spouse, adopted child, or sibling.	-	8	89%	▲		▲	▲	▲	▲	▲	▲	
	The director must not be a "Family Member of an individual who is, or during the past three years was employed by the company or by any parent or subsidiary of the company as an executive officer."	-	8	89%	▲		▲	▲	▲	▲	▲	▲	
	Years of independence from executive capacity	years	3.67		17	0	0	6	0	7	2	0	1
	Shareholding in Delta (as of 31 Dec 2025)	shares	0	-	0	0	0	0	60,000	0	0	0	0
	% of shares held relative to paid-up capital	%	0	-	0%	0%	0%	0%	0.00048%	0%	0%	0%	0%
	Family members' shareholding in Delta (as of 31 Dec 2025)	shares	0	-	0	0	0	0	0	0	0	0	0
	% of shares held by family members relative to paid-up capital	%	0	-	0	0	0	0	0	0	0	0	0
	The director must not be (and must not be affiliated with a company that is) an adviser or consultant to the company or a member of the company's senior management.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not be affiliated with a significant customer or supplier of the company.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must have no personal services contract(s) with the company, affiliates, or subsidiaries or a member of the company's senior management.	-	2	22%						▲	▲		
	The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not have been a partner or employee of the company's outside auditor during the past three years.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent.	-	2	22%						▲	▲		

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