Smarter. Greener. Together.

IFRS S2 and TNFD Climate-Related and Nature Disclosures Report 2024

Delta Electronics (Thailand) Public Company Limited


CDP
Discloser
2024
DELTA
To provide innovative, clean and energy-efficient solutions
for a better tomorrow.

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About This Report

Since the founding of Delta Thailand, we have put sustainability at the heart of our operations as guided by Delta Group's mission statement "To provide innovative, clean and energy-efficient solutions for a better tomorrow."

Our ever-evolving sustainable strategy and contingency measures for ESG matters enable the company to respond appropriately and responsibly to unexpected disruptions. This long-term commitment to sustainability in our mission and strategy allows Delta to always uncompromisingly deliver on our promise of, "Smarter. Greener. Together." to our stakeholders

When our Taiwan HQ, the publication of the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2017, Delta Electronics (Thailand) PCL. became TCFD supporter since February 2023. 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.

Reporting Scope and Period

This report outlines the operations and production activities of Delta Electronic (Thailand) Public Company Limited and its subsidiaries, including the production facilities in India and Slovakia, and sales office in Thailand, Australia, Singapore, Vietnam, and Myanmar, which covering 100% of the operations. It provides an overview of the corporate management strategies, risk and opportunity identification, as well as the related goals and action plans for addressing nature and climate issues for the year 2024 (January 1 to December 31, 2024).

General Information

Delta Electronics (Thailand) Public Company Limited

IFRS Industry : B49 –Electrical & Electronic Equipment
CIGS Industry : 45203020- Electronic Manufacturing Services

ISIN Number.
Local TH0528A10Z06.
Foreign TH0528A10Z14

Headquarter Address:

909 Soi 9, Moo 4, Bangpoo Industrial Estate (E.P.Z), Pattana 1 Rd., Tambon Phraksa, Amphur Muang Samut Prakan, Samutprakan 10280

Tel: +66 (0) 27092800

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Introduction

In 2024, the increasing frequency of extreme weather events, including floods and unseasonal rainfall, has underscored the urgency of climate adaptation. Delta remains committed to long-term climate action, with a Science Based Target to achieve net-zero greenhouse gas emissions by 2050. This includes reducing Scope 1, 2, and 3 emissions by 90 percent from a 2021 baseline. As a near-term goal, the company aims to reduce Scope 1 and 2 emissions by 90 percent by 2030 and achieve 100 percent renewable electricity consumption under its RE100 commitment. To support these objectives, Delta is expanding its production network in Thailand, India, and Europe to strengthen supply chain resilience and reduce emissions from logistics. In parallel, the company advances responsible water management through dry-process operations and promotes circular approaches to reduce dependence on natural resources.

The company continues to invest in expanding production capacity, upgrading existing facilities, and developing its workforce to meet growing demand. Its strategic product focus includes electric mobility, ICT infrastructure, energy systems, and industrial automation, all of which contribute to its target of deriving 50 percent of consolidated revenue from green products by 2030. To mitigate risks from global supply disruptions, Delta is also localizing its supply chain by working with international suppliers to establish operations in Thailand. These efforts are complemented by improvements in raw material efficiency and the recovery of valuable production waste, reinforcing the company's commitment to circularity and sustainable resource use.

Delta is also enhancing its research and development capabilities with centers in Thailand, India, and Germany. These centers are instrumental in advancing innovative, low-carbon technologies. The company conducts regular assessments of material risks, including those related to climate and geopolitical developments, to support timely decision-making and long-term business continuity. Through strategic investment, operational resilience, and environmental responsibility, Delta continues to advance its transition to a more sustainable and climate-resilient future.

1 Governance

1.1 Organizational Operations

1.2 Target Deployment

1.3 Climate Action Journey

GOVERNANCE

1.1 Organizational Operations

The Delta Sustainability Committee, under the jurisdiction of the Board of Directors, is Delta's highest-level internal climate and nature 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.

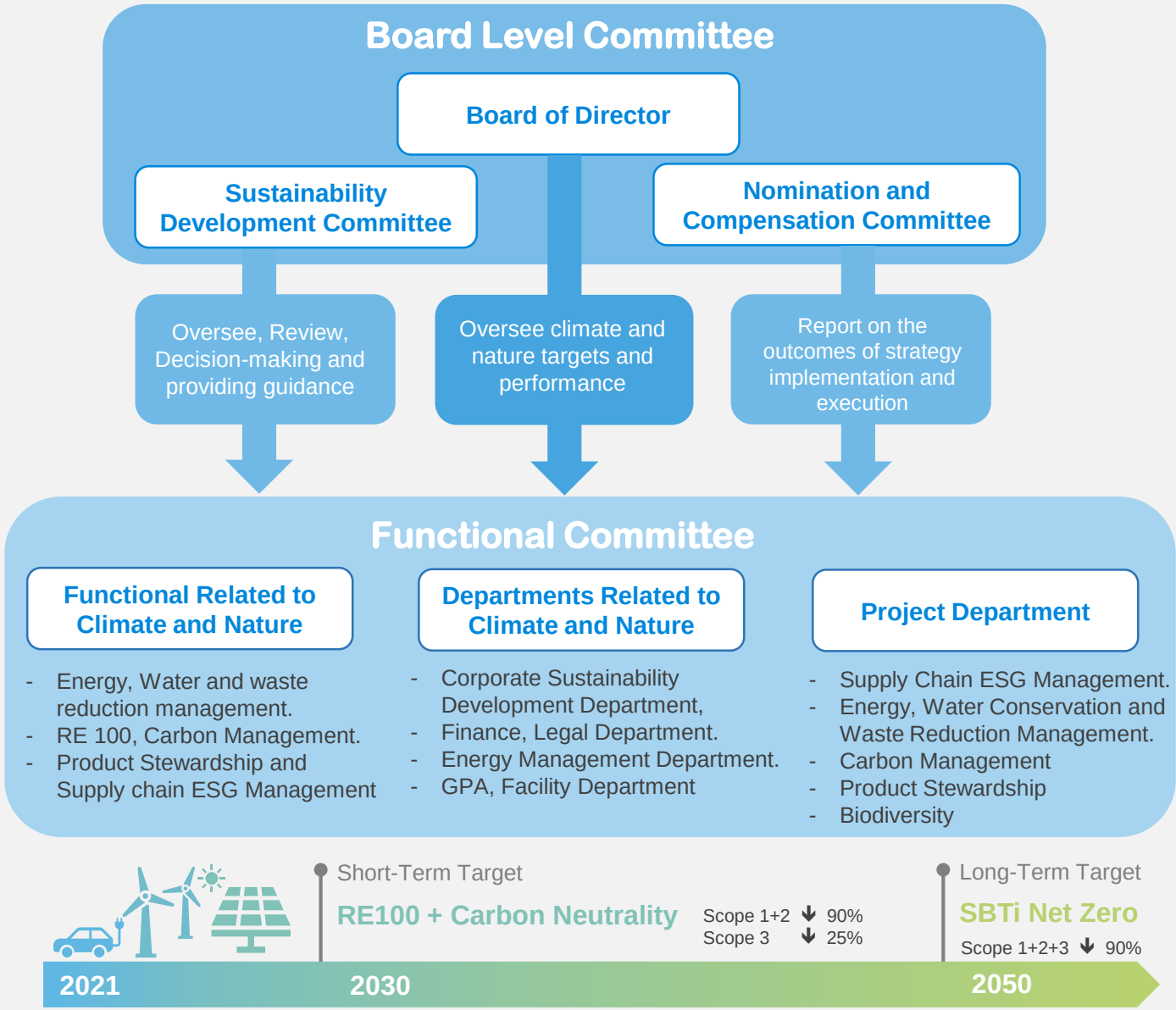
Most of the board has a long-standing interest and understanding of its impact and importance in climate and nature. The board takes climate change and biodiversity issues into account when considering major capital investment projects, including the construction of green buildings, solar energy facilities,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

The Corporate Sustainability Development Office under the Sustainable Development 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.

The Board of Directors assigns the NCC to evaluate the President's Key Performance Indicators (KPI). The NCC works together with the President to set the President's KPI with consideration to his/her role as the Chairman of the Sustainable Development Committee. The President's KPI covers economic, environmental and social aspect which are varied by the company's sustainable development targets such as revenue, profit, return on equity, regional business, training and development, social benefit optimization and environmental impact reduction performance.

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.

Supervision of climate and nature related strategies and actions



Supervision, Authority and Responsibility

Delta holds at least one board meeting every quarter for board members to discuss important ESG issues, review climate and nature policies, strategic planning and actions, and oversee the implementation and results of climate and nature goals. To ensure effective communication of management progress, the Chief Sustainability Officer regularly reports the long-term strategies for climate and nature actions to the Board of Directors at the annual strategy meeting and reports the status of all projects to the Board of Directors every quarter. In 2024, the Chief Sustainability Officer made four reports to the Board of Directors on topics including important trends, key data, biodiversity policy updates, greenhouse gas reduction management, external ratings results, and the overall effectiveness of the implementation of energy and carbon management budgets.

Performance Evaluation Linked to Climate and Nature

To enhance climate and nature governance, Delta's Remuneration Committee is tasked with developing and regularly reviewing the performance evaluation and compensation policies for Directors and managers. The committee also supports the Board of Directors in assessing the link between the compensation of the Company's Directors and managers and its operational performance. The ESG indicators used to assess remuneration include three key areas: sustainability performance, engagement in sustainability initiatives, and corporate governance. This ensures that the Chairman, managers, and regional business units are incentivized with effective reward mechanisms to drive sustainable actions aligned with Delta's long-term objectives.

Committee	Authority and Responsibility	2024 Results	Compensation and Reward
Board of Director	• Top-level management unit for sustainability • Encourage climate and nature strategies, transition plans, budgets, and key action plans aligned with Delta's business objectives.	Supervised climate strategies, transition plans, carbon management and GHG inventory programs, biodiversity policies, internal carbon pricing and annual low-carbon investment budgets, ESG rating performance, and global sustainability trends and regulations.	Provide a meaningful contribution to the evaluation, review, and execution of climate-related and nature investment strategies, ensuring alignment with ESG target and long-term environmental impact objectives..
Chief Exclusive Officer Chief Operating Officer	• Top level management unit for climate and nature related risks and opportunities • Encourage the implementation of climate action and transition plans	Participated in important meetings, e.g. • Energy / Water Conservation and Waste Management. • SD committee, RE100 and ICP • Supervised the management and progress of various climate and natural targets.	20 % of current year performance indicators - Global sustainability Rating: DJSI, CDP, MSCI - Achieve target RE 100, Green revenue - Achieve ESG target EI: Electricity Intensity, WPI: Water in Process Intensity Waste Diversion Rate
SD Committee	• Oversee the annual budget for climate and nature initiatives • Provide quarterly reports to the Board of Directors on climate and environmental management progress • Present long-term strategies for all climate and nature actions at the Board's annual strategy meetings	Reported and discuss to the BOD CEO, COO include: • Budget planning and results of RE100, GHG inventory plans, Biodiversity management and other project. • Analyses of DJSI, CDP, MSCI and other ratings. • Sustainability trends and regulations; CBAM and greenwashing issues.	5% of current year performance indicators - Stakeholder satisfaction for on-demand ESG information, - Leading ESG index listed, - 100% on AA1000-verified, - 100% BU PCF

1.2 Target Deployment

Delta deploy climate-related target through our value chain and to every level of our organization to ensures that climate-related ambitions and goals are embedded throughout the company and that management is held accountable for the achievement of these goals. In addition to the annual execution of compensation plans, these incentives, linked to key performance indicators (KPIs) at all organizational levels, will be utilized to implement long-term incentive schemes for employees. At least 10% of the KPIs associated with the long-term target year will be triggered upon reaching key milestones in green revenue growth, adherence to the RE100 commitment, and the attainment of carbon neutrality by 2030. These KPIs will serve as the basis for both monetary and non-monetary rewards.

Organization	KPIs Deployment	Reward
BOD	Sufficient contribution / review / execute climate and Nature-related investment	$
CEO, COO	Green revenue Growth and Energy intensity reduction	$
CG Committee	Management competences and performance, % law compliance	$
NCC Committee	Board & executive diversities & competence	$
EC Committee	Management competences and performance	$
AC / IA Committee	% law compliance	$
CFO	ICP and related Financial ROI	$
CIO / CTO / CHRO	Zero loss from cyber attack. Cost reduction from process digitalization, HC ROI	$
ESG Managers/ SD Office	Stakeholder satisfaction for on-demand ESG information, leading ESG index listed, Zero emission GRI disclosure, 100% on AA1000-verified, 100% BU PCF verified, SD working team participation rate, 100% reviewed ICP project approved	$
Risk Committee	Effective ESG risk management to maintain at least 10% growth annually, training hours for risk culture promotion	$
Corporate Governance	**Finance:** Sufficient liquidity for eff cost control, carbon tax simulation report **Government relation:** No financial loss from regulation risk **Legal:** No significant legal fine, No IP breaches, zero loss from personal **IT:** Manufacturing / business processes digitalization, zero information breaches, zero financial impacted by cyber attack, user satisfaction rate **Investor relation:** % earning per share, intangible asset growth **Com sec:** Zero corruption, BOD training Supply chain management **Integrate management system:** Key ISO compliance. Customer satisfaction rate **Sales:** Customer satisfaction, green revenue growth	$
Human rights and labor rights protection	**HR:** Satisfaction rates, critical position recruited, HC ROI, Talent retention rate. **Training:** Training hours, % passed test, specific training, % internal candidates. **Employee relation:** Employee engagement rate, Employee satisfaction rate. **Occupational health and safety:** Zero accident, Zero fatality. **Volunteer & community relation:** Innovation dissemination hours	$

Organization	KPIs Deployment	Reward
Environment Protection and energy savings	**Production:** Production waste reduction **PIT:** Manufacturing process digitalization, ECRS improvement **Industrial Engineering:** Standard time improvement **Energy Management system:** ISO50001 compliance, % renewable energy mix, % low environment impact, I-rec & PPA sourcing, carbon credit increment. **R&D:** Patent of green product & solutions, Eff improvement, % lower carbon tax **Component Eng:** Substitute by non-HZ chemical / % recycled input material **VQA:** Supplier ESG compliance & quality **CPC:** ESG supplier sourcing, supplier localization **Environment Eng:** Intensity of Water Waste reduction, no Envi significant fine. **WH:** Electric folk lift conversion rate **Logistics:** % of air freight decrement from based year 2022, % of renewable energy used by 1st tier freight service provider, % of work order shipped by FTL.	$

Remark: $ Monetary rewards | Non-monetary / recognition rewards | Other awards

KPIs linked to all primary and supporting functions' performance to implement organization transformation to achieve net zero target.

Primary Activities		Support Activities	
Marketing & Sales	- Green Revenue Growth - Customer satisfaction	**Firm Infrastructure**	- BOD's contribution, promotion of BOD knowledge & experience - Employee's ethic and integrity
Inbound Logistics	- % of supplier localization - % of recycled input material used at supplier site	**Human Resource Development**	- Talent pool expansion - Average training hour
Operation	- GHG intensity reduction - Energy intensity reduction - Increase RE consumption	**Technology Management**	- R&D Investment - DSM Implementation - Patent increment
Outbound Logistics	- Green energy consumption in Logistics process - Air freight expense reduction	**Procurement**	- Number of signed ESG agreement - Green procurement - No deforestation for goods and material purchased
Services	Customer satisfaction		

Board and Management https://deltathailand.com/en/sustainable-development-committee

1.3 Climate Action Journey

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 Site (LEED- INDIA Platinum)

2013
- Participation of Thailand's Voluntary Emission reduction Program

2017
- Thailand plants acheive LEED Gold
- India Mumbai Building LEED Platinum

2016
- 100% of Delta's main production plants certified ISO 14064-1.
- Co-work with Taiwan HQ to R&D the SBTi
- Inaugurate Delta Volunteer to educate the risk 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

2019
- Delta Thailand Solar Rooftop 3.2MWp
- Adopt SCADA and Industrial Automation solutions to improve energy performance at Delta Thailand HQ

2018
- Achieved Delta's SBT in the first year
- First EV charger donation to Thailand EGAT

2020
- India Mumbai Building (LEED Platinum)

2021
- Announced ICP target & methodolody
- Announce RE100 participation target
- DET Plant 7 Gets LEED Gold Certification
- Receives Thailand Energy Awards
- Include EI reduction as president KPI

2022
- **Science-base target commitment**
- ISO14067 implementation for target products
- Participate Thailand Carbon Neutral Network
- Achieved Climate leader Asia Pacific List by the Financial Time and Nikkei Asia
- RE100 initiative
- ICP initiative
- Achieved UL 2799 ZWTL

2024
- Certified UL2799A Zero Waste to Landfill for Thailand Plants
- ASEAN Energy Award 2024 for Sustainable Data Center Solutions
- MOU for Collaboration on Smart and Green Building Product
- Opening R&D center to drive the EV and low carbon product innovation
- Driving AI Transformative Growth in Industrial and Data Centers

2023
- Thailand Energy Award 2023 ● ICP implemented
- Launch Green Product EV charger and DeltaGrid EVM software
- Solar Rooftop for plant 7, 8, 9 ● EV Partners Summit Event
- Engage key suppliers to fasten energy transition.
- Increase recycled material used in production process

2 Climate Strategies and Risk Management

2.1 Climate Risks and Opportunity Identification

2.2 Climate Risk Scenario Analysis

2.3 Climate - related Risks, Impact and Strategic response

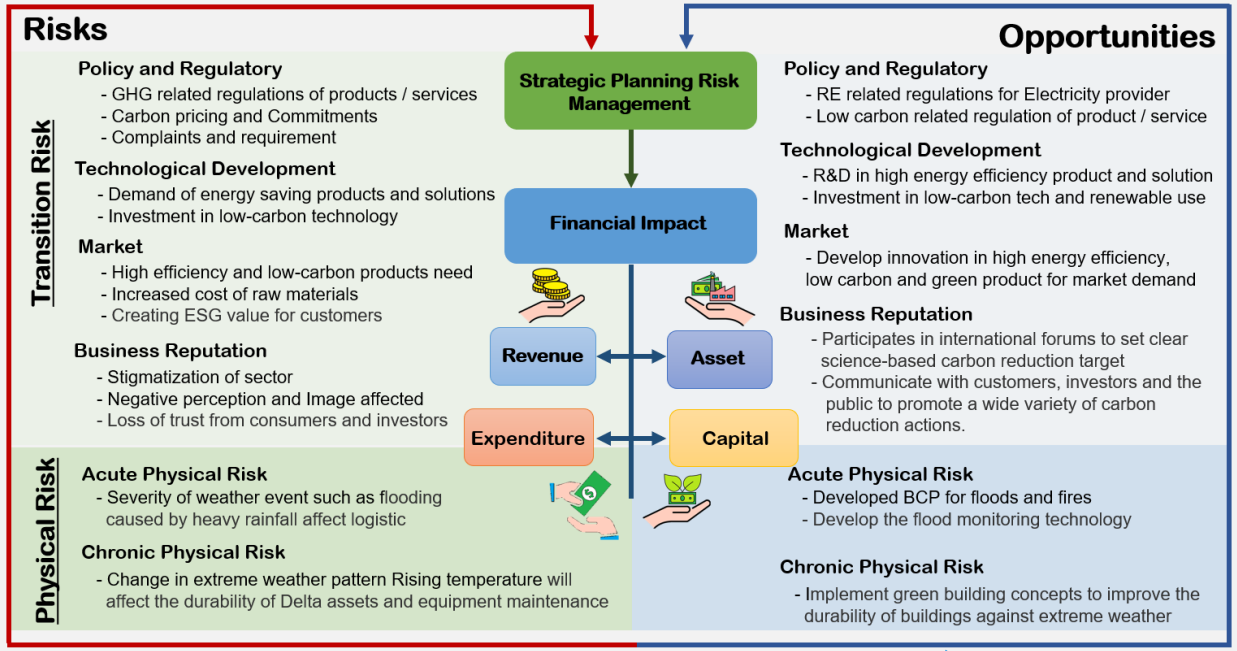
2.4 Matric and Targets

2.1 Climate Risks and Opportunity Identification

Climate change creates emerging risks and opportunities for our business throughout the value chain. Delta has developed a comprehensive risk management framework to address the continuous evolution of climate change and its impact on corporate operations across various levels. The company actively tracks global trends and research, identifies high-impact climate risks, and evaluates them to develop clear and actionable response strategies. The Internal Carbon Pricing (ICP) is a core element of Delta's risk assessment and response to climate risks. In addition, Delta utilizes climate scenario analysis to evaluate how climate factors may affect market size, costs, and strategic planning--strengthening the company's resilience and ability to adapt to climate-related risks.

Moreover, climate-related, water and nature issues have been integrated into Delta's Enterprise Risk Management Policy, which is founded on the ISO 31000 and COSO ERM frameworks and aligned with the corporate sustainable management strategy. This integration helps strengthen the company's resilience in the face of climate change.

Risk identification framework



Risk Assessment Process

Delta has integrated climate change, water and nature considerations into its group risk management framework and employs regular risk assessment processes for risk identification, assessment, control, monitoring, and communication to define the scope of climate change risks. A preliminary list of climate-related risks was developed, addressing stakeholder concerns and incorporating sustainability assessment criteria aligned with international climate change research. For each climate risk, relevant information is gathered from all business units, plant operations, finance, legal affairs, investor relations, human resources, occupational safety, supply chain ESG management, foundations, and other departments. This data is used to conduct both quantitative and qualitative assessments, evaluating risks based on their likelihood of occurrence and the severity of their potential impact.

Coverage and scope	Coverage Categories	Coverage Schedule	Assess Frequency
● Own operations ● Upstream supply chain ● Downstream customers	● Regulation and Legal ● Technology, Market ● Business Reputation	● Short Term : 0-5 Year ● Medium Term : 5-10 Year ● Long Term : > 10 Year	● Three-year survey ● Annual review

1 Risk Identification

- Define risk implications and their relevance to Delta's Operations
- Identify short, medium, and long-term of climate-related risks and opportunities TCFD frameworks
- Require departments share the internal risk assessment data to identify the severity and likelihood of impacts

2 Risk Analysis

- Analyzing risk value based on
  - Severity of impact
  - Likelihood of occurrence
  - Financial consequences
  - Term of impact short medium and long term across the entire value chain.
- Develop a matrix to identify and prioritize climate-related risks and opportunities.

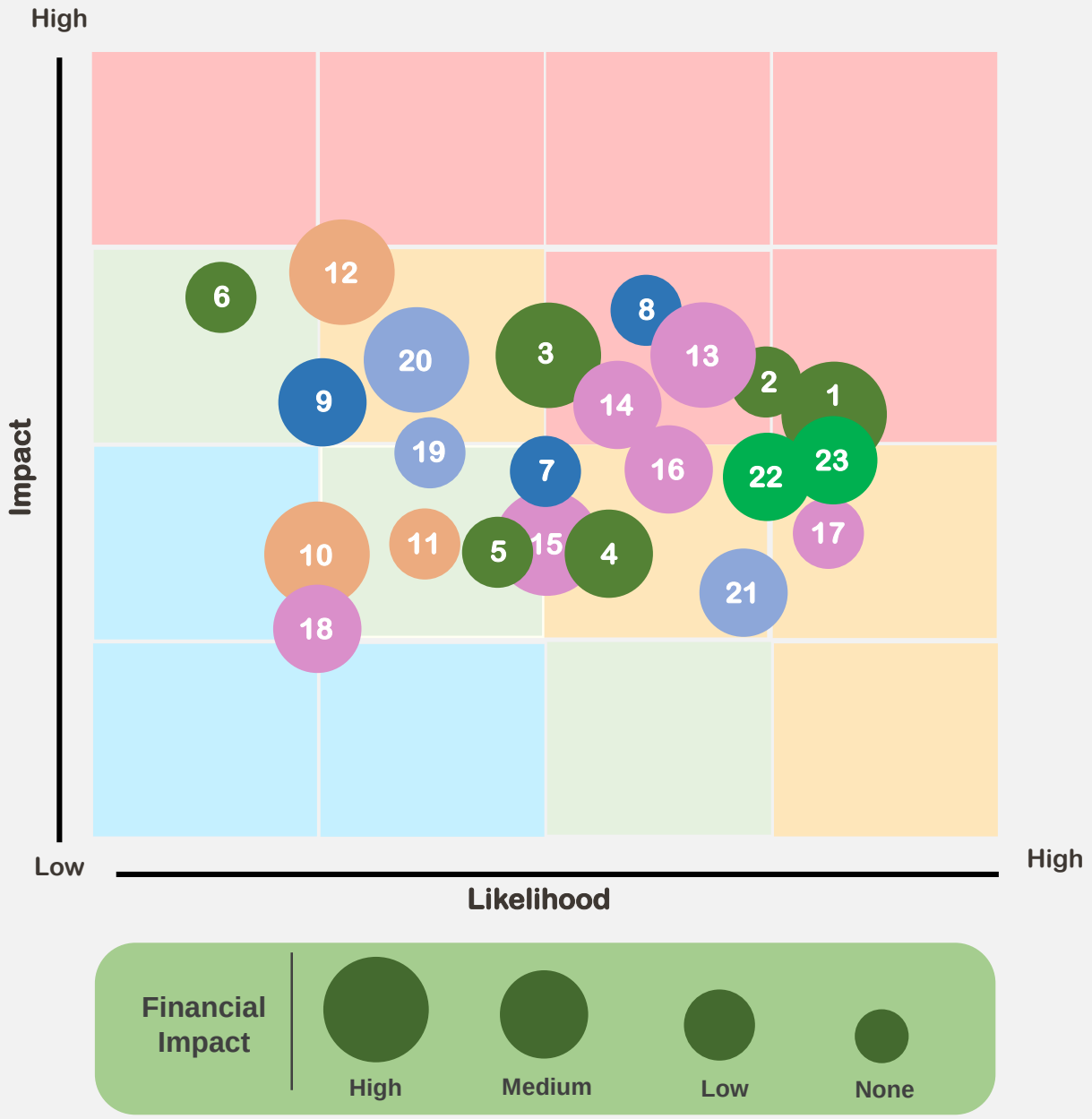
3 Risk Assessment

- The impact with a high Likelihood, Severity and Financial consequences are classified as material issue.
- Material issue will be integrated into the company risk management mechanism and prioritized for develop practical risk response measures.

Material Climate Risk Analysis Results

The climate-related risk and opportunities have been assessed to understand the impacts on businesses and recognize potential financial impacts on revenues, expenditures, values of assets, liabilities, capital, and financing. Furthermore, the specific actions to mitigate these risks and apply opportunities are designated to move forward.

Climate-Related Risk and Opportunities			
Current and Emerging Regulatory and Legal Risks		**Market Risks**	
1	Net-Zero emission trend	13	Customers change criteria for selecting supplier
2	Carbon tax and related regulations	14	Customers change product specifications
3	Uncertainties in laws and policies	15	Consumers shift to low-carbon products
4	Mandatory regulations for products and services	16	GHG emission reduction require for suppliers
5	Renewable energy usage regulations	17	Rising raw material costs
6	Risks of litigation	18	Inadequate climate action reduces investor confidence
Technology Risks		**Chronic Physical Risks**	
7	Competitiveness of low carbon products	19	Changing rainfall patterns and severe weather patterns
8	Cost of the transition to low-carbon technologies	20	Rise in average temperatures and sea level
9	Failed investment in new technologies	21	Strengthen infrastructure resilience against extreme weather.
Reputational Risks		**Acute Physical Risks**	
10	Adverse news damages the Company's reputation	22	Extreme weather events such as storm and flood
11	Increasing external concerns and negative feedback	23	Increased severity of rainfall or temperature
12	Industry stigmatization		



Significant Risk concern to Delta

1) Cost of the transition to low-carbon technologies
2) Customers change criteria for selecting supplier
3) Carbon tax and related regulations
4) Net-Zero emission trend

Significant Risk concern to Delta

	Cost of the transition to low-carbon technologies	Customers change criteria for selecting supplier	Carbon tax and related regulations	Net-Zero emission trend
Climate-Related Impact	Delta is investing in low-carbon technologies to meet global trends and customer demand for carbon reduction. These efforts focus on renewable energy, power storage, and energy-efficient production processes. However, these involve increased research, development, and implementation costs. ● Required purchase of low-carbon technology equipment ● Required sourcing of low-carbon materials ● Increased R&D costs ● Possible loss of customers during the transformation ● Insufficient investment in low-carbon technology and resources	As corporate customers become more aware of sustainability and environmental protection, they may choose suppliers offering products that help adapt to climate change. This shift will influence supplier selection criteria. Companies will prioritize sustainability in their purchasing decisions. ● Failure to meet customers' supplier selection criteria may result in the loss of orders which would impact revenue and the Company's reputation. ● Customers impose increasingly stringent requirements for Delta's greenhouse gas reduction, which requires more energy-efficient and carbon-reducing production.	The Emissions Trading System (ETS) plays a key role by pricing carbon emissions, motivating businesses to reduce their footprints. We are training product carbon footprint analysts to help customers comply with the EU Carbon Border Adjustment Mechanism (CBAM). ● With the carbon border tax required by Europe and the U.S., Delta must calculate the carbon footprint of products and set reduction targets. It will increase operational costs, and may prevent the sales of products on the international market. ● After Taiwan's Climate Change Response Act went into effect, carbon fees were levied in separate phases. If Delta is included in future carbon fee levies, it will incur additional carbon expenses.	Driven by the growing global Net-zero trend, many countries have announced ambitious carbon reduction commitments and formulated comprehensive carbon reduction policies to actively support international carbon reduction initiatives. Consequently, they are requiring enterprises to comply with increasingly stringent greenhouse gas reduction policies and achieve specific Net-zero aligned carbon reduction results. ● Required Renewable Energy use. ● Required purchase of low-carbon technology equipment and implementation
Financial Impact	● Decreased revenue ● Increase expenditures ● Impact on assets or discarding	● Decreased revenue ● Increased expenditures ● Impact on assets or discarding ● Increased liabilities ● Decreased capital	● Decreased revenue ● Increased expenditures ● Impact on assets or discarding	● Increased expenditure in Clean Energy ● Increased costs through Carbon Pricing Mechanisms ● The growth of Green Finance and SD Investing
Risk Response	● Introduce ICP mechanisms to accelerate carbon reduction actions ● Encourage investments in low carbon technologies to increase business opportunities ● Encourage R&D development	● Set net-zero strategies, pathways, and targets and continuously manage carbon reduction performance ● Monitor customers' sustainability developments and incorporate them into Delta's product R&D strategies to actively respond to customers' demand	● Continue to use the internal carbon pricing to accelerate internal carbon reduction and low-carbon innovations and applications ● Launch the product carbon footprint project and set active carbon reduction targets ● Set the classification for products based on their characteristics, method of application by customers, and the EU Taxonomy	● Set net-zero strategies, pathways, and targets and continuously manage carbon reduction performance ● Monitor sustainability developments performance and incorporate to improve ESG topic. ● Introduce ICP mechanisms to accelerate carbon reduction actions ● investing in RE100 use.
Opportunity	● Continue to strengthen low-carbon technologies, reduce product carbon footprint, and increase product competitiveness ● Business opportunities and market development for energy storage solutions	● Provide customers with innovative energy conservation solutions and services ● Enhance Delta's sustainability impact by participating in international evaluations and supporting international initiatives (SBTi, RE100, etc.)	● Continue to strengthen low-carbon technologies, reduce product carbon footprint, and increase product competitiveness	● Continue to use the internal carbon pricing to accelerate internal carbon reduction and low-carbon innovations and applications. ● Continue to invest in RE100 use. ● Continue to strengthen low-carbon technologies.

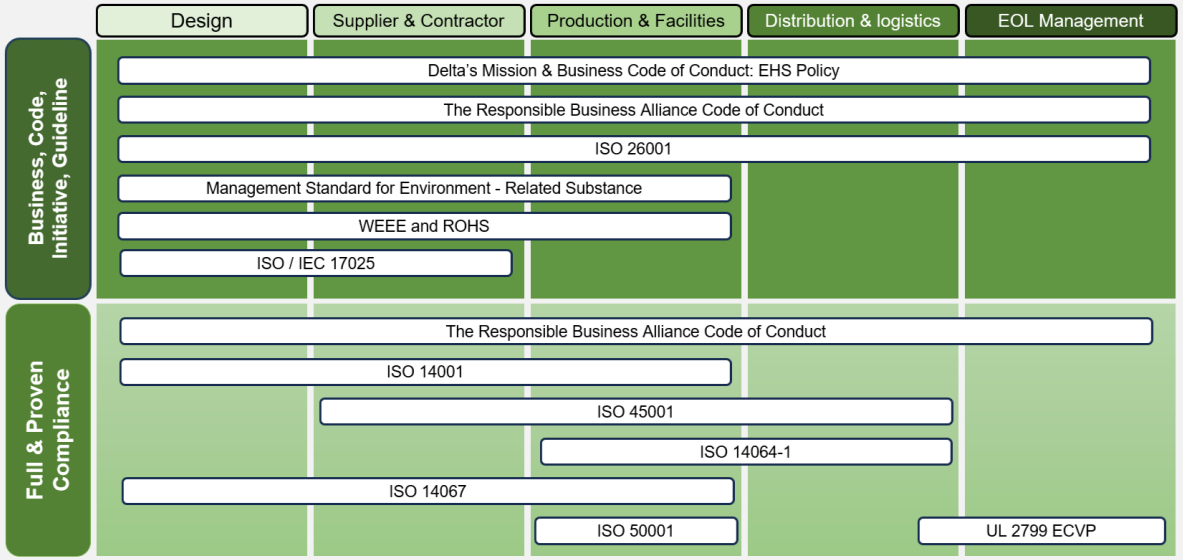
2.2 Climate Risk Scenario Analysis

To proactively strengthen strategic resilience against climate-related challenges, Delta has assessed its most pertinent transition and physical risks using climate research from the IPCC AR6 (SSP1-2.6 and SSP5-8.5) and the IEA's NZE scenario. This analysis informs our internal decision-making framework. Furthermore, Delta complies with international standards such as ISO 50001, ISO 14064-1, and ISO 14067 to minimize its environmental footprint and mitigate climate change impacts from our business processes.

An eco-efficient operation requires continuous effort in reducing a business' environmental impact. Our Environmental, Health and Safety Policy is showing our sincere attempt and partnership with global citizens to make a smarter and greener future.

The Internal Carbon Price (ICP) mechanism, considered in climate scenario analysis, encourages investment decisions and risk assessment and provides incentives for energy conservation, renewable energy adoption, and low-carbon product development. This strategy supports the company's commitment to achieving RE100 and aligning with the IPCC AR6's target of limiting global warming to 1.5°C by 2030.

Strategic Response and Compliance with recognize standard



Physical Risk Scenario Analysis	Possible Impact and Response Measures	Scenario
1) Impacts of flooding, and droughts on Delta's operation sites and key suppliers.	Water shortages increase operational risks due to higher water costs and Flooding impacts lead to operation shutdowns.	SSP1-2.6 SSP5-8.5
2) Business opportunities for Delta's ventilator and air quality solutions.	The WHO's Air Quality guidelines is analyzed for determining marketing strategy for ventilator and air quality solutions.	SSP1-2.6 SSP5-8.5
3) Infrastructure damage and impacts on well-being due to increased extremes temperature, heavy rainfall and severe storm.	Outdoor workers face heightened safety risks, and the increased probability of equipment failure leads to additional costs.	SSP1-2.6 SSP5-8.5

Transition Risk Scenario Analysis	Possible Impact and Response Measures	Scenario
1) Extension of carbon reduction goals requested by stakeholders to our value chain.	To advance carbon reduction initiatives, we will engage suppliers for knowledge sharing and collaborative efforts.	NZE IRENA
2) Impacts of carbon-related fees with ETS and monitoring on product carbon footprint.	The LCA analysis and expert pool shall be developed to support customer PCF calculation requirement.	CBAM LCA
3) Demands of renewable energy use can also bring about opportunities for business expansion such as EV, Energy storage system.	The energy storage solutions shall be installed to demonstrate in operation sites for microgrid micro grid stabilization to support market demand in the future.	NDC B2DS

Impacts of flooding, and droughts on Delta's operation sites and key suppliers.

Physical Risk Scenario Analysis

To ensure our operations do not negatively affect stakeholders or communities, our company analyzes and evaluates our activities and water usage, considering factors like water stress, drought, and flooding, using the World Resources Institute (WRI) and the WWF Water Risk Filter (WWF) under various climate scenarios, including SSP1-2.6 and SSP5-8.5. This helps us understand the potential connections between basin risks, our operational risks, and other relevant factors under different future conditions, enabling us to plan effective water management strategies.

Production Site		Site Altitude (m ASL)	Water Stress		Drought		Flooding	
			WRI	WWF	WRI	WWF	WRI	WWF
Plant 1	Thailand	1	High	High	Low	High	Extremely High	High
Plant 3		1	High	High	Low	High	Extremely High	High
Plant 5		2	High	High	Low	High	Extremely High	High
Plant 6		4	Extremely High	High	Medium	High	High	Extremely High
Plant 7		4	Extremely High	High	Medium	High	High	Extremely High
Plant 8		1	High	High	Low	High	Extremely High	High
Plant GGN	India	250	Extremely High	Extremely High	Extremely High	Extremely High	High	High
Plant RDP		242	Extremely High	High	High	Extremely High	High	Low
Plant KG		556	Extremely High	High	Extremely High	Extremely High	Low	Low
Plant SLK	EU	230	Low	Low	High	High	Low	Medium

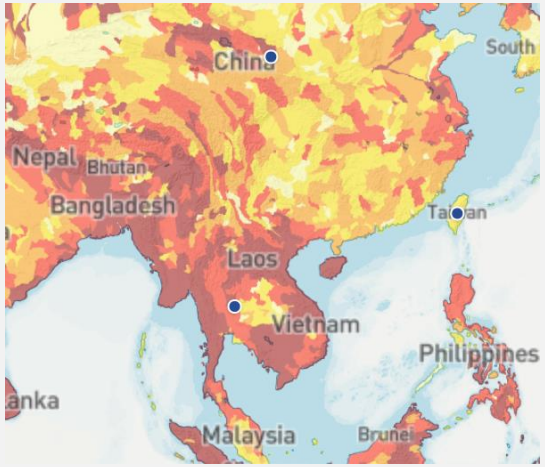
Water Risk Filter levels

- Very Low
- Low
- Medium
- High
- Extremely High

This assessment reveals that our operational sites in Thailand and India are particularly vulnerable to water stress. Furthermore, India and Slovakia are at high risk of drought, whereas a risk not present in Thailand, which is located in the tropics. Thailand, specifically the Bangpoo site, with located at low sea level, faces a high risk of flooding, a risk not shared by India or Slovakia. These findings emphasize the substantial influence of climate impacts, such as water stress, flooding, and drought, on our operations and their adverse consequences for critical biodiversity.

Water stress and Flooding risk of Delta Thailand key suppliers in the long-term SSP5-8.5 scenario

Mainly key supplier around 50 % come from China, Thailand 20% and Taiwan 7%. The water stress and flooding are assessed. A few key suppliers located in coastal areas of Southeast Asia are affected by rising sea levels and changes in the frequency of extreme rainfall and are in areas with high risks of flooding. Some suppliers in Mainland China and other parts of Thailand are in areas with medium and high risks of flooding. The key suppliers located in areas with high risks of water stress are mainly concentrated in deserts or dry areas. A certain proportion of suppliers in Northeast China, Southeast Asia, and South Asia are also located in areas with risks of water stress.



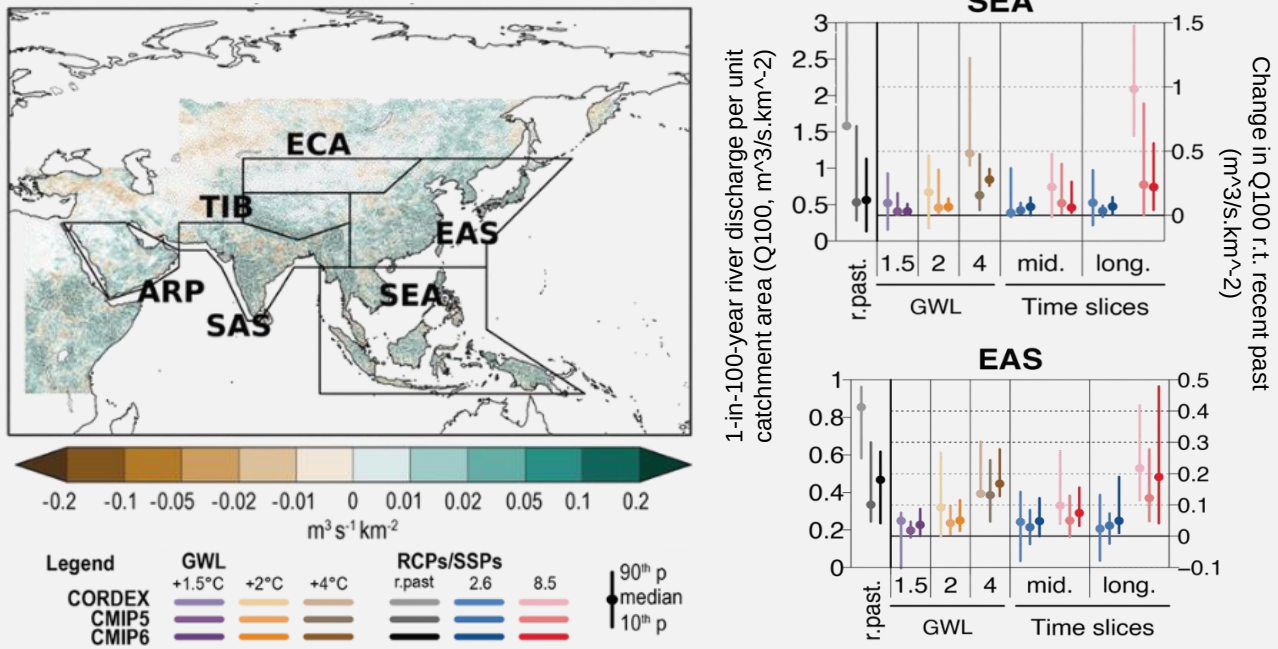
Operation impact possibility	Condition
Flooding can delay or halt production and transportation processes across the value chain, leading to reduced revenue or increased repair costs.	Acute
Water stress and drought directly impact both the production process and sanitary use, leading to increased additional water costs.	Chronic
Biodiversity will be affected by water shortage or flooding, while water pollution disrupts the ecosystem and harms aquatic life.	Chronic

Reference: WWF Risk Filter Suite, https://riskfilter.org/
WRI Water Risk Atlas, https://www.wri.org/aqueduct

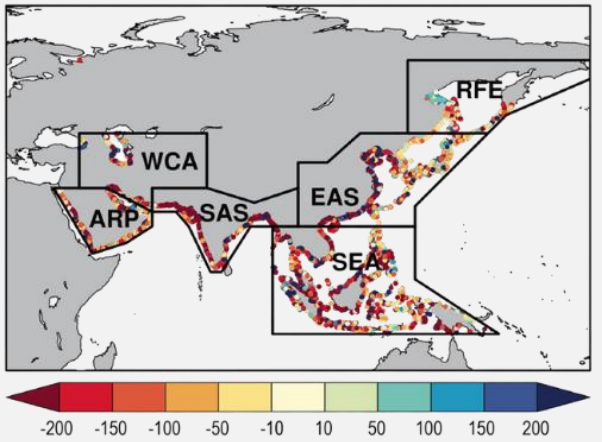
Projected changes in selected climatic impact-driver indices.

Physical Risk Scenario Analysis

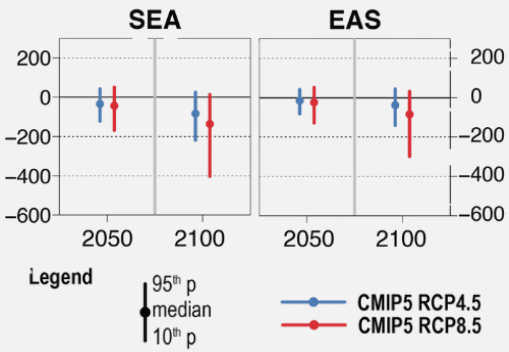
To understand the potential flooding and drought impacts on the company's operations and its key suppliers, an evaluation is being conducted using the 1-in-100-year river discharge per unit catchment area and shoreline position change data from the AR6 IPCC Working Group 1 report on the physical science basis.



The image illustrates the projected mean change in the 1-in-100-year river discharge per unit catchment area from CORDEX models for the mid-century period of 2041–2060, relative to the 1995–2014 baseline under the high-emission scenario RCP8.5. For Southeast Asia (SEA), the 1-in-100-year river discharge per unit catchment area in the recent past (1995–2014) was 150 $m^3s^{-1}km^{-2}$ according to the CMIP5 scenario, as indicated by the grey shading on the left axis. Under a 2°C global warming level (GWL), this value is projected to be 100 $m^3s^{-1}km^{-2}$ in CMIP5. Looking at the mid-century period, CMIP5 projections under the low-emission scenario RCP 2.6 and the high-emission scenario RCP 8.5 yield values of 50 and 100 $m^3s^{-1}km^{-2}$, respectively.



Shoreline Position Change (m)



According to CMIP5-based projections by Vousdoukas et al. (2020b), shoreline position changes along sandy coasts for 2050 and 2100 relative to 2010 under RCP8.5 (red) and RCP4.5 (blue) show significant retreat. Specifically, by 2050, these projections indicate an almost 200-meter shoreline retreat for Southeast Asia (SEA) and a 100-meter retreat for East Asia (EAS).

Given that approximately 50% of key suppliers are based in China (EAS), 20% in Thailand (SEA), and 7% in Taiwan (EAS), over the basin flood risks are evaluated using the 1-in-100-year river discharge per unit catchment area metric from the AR6 IPCC Working Group 1 report. This allows for the assessment of potential extreme flooding across different regions. Additionally, shoreline retreat is analyzed to monitor the impact of global sea-level rise, which naturally leads to the inundation of low-lying coastal areas.

Sample of Scenario on Water Consumption in Chip Capacitor Industry

Physical Risk Scenario Analysis

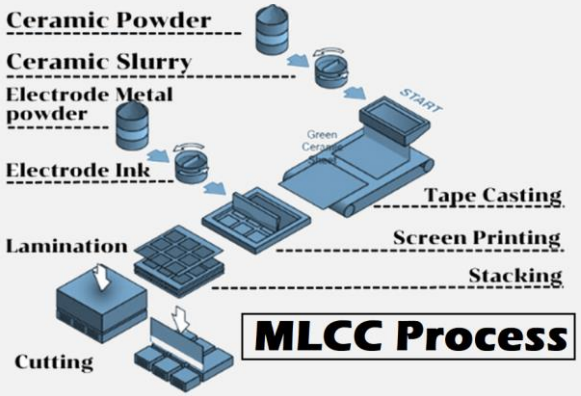
Proportion of our spending to 4 major types of raw material

EE 40%
Electrical Engineering Material

EM 25%
Electromechanical material

EM 17%
Mechanical Engineering Material

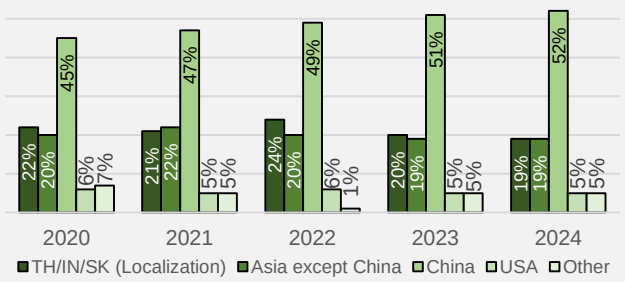
NM 18%
Non-metal material



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.

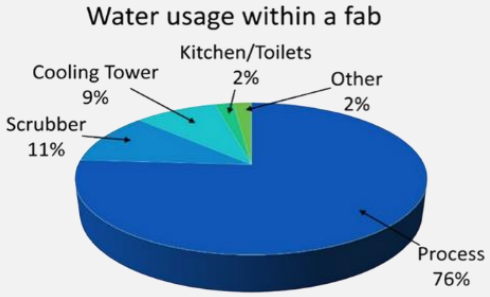
As the Semiconductor Digest’s report, this industry consumes copious amounts of water, as much as 264 billion gallons per year, a resource likely to become more scarce in a changing climate. An individual fab can use tens of millions of gallons of water per day. The largest use of water (about three-quarters) 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.

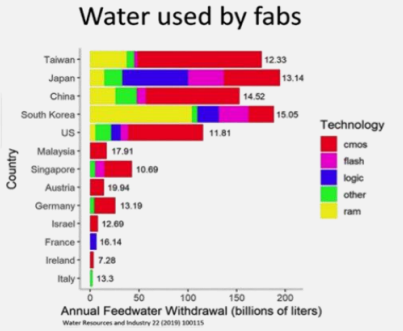
Spread of our spendings for raw material



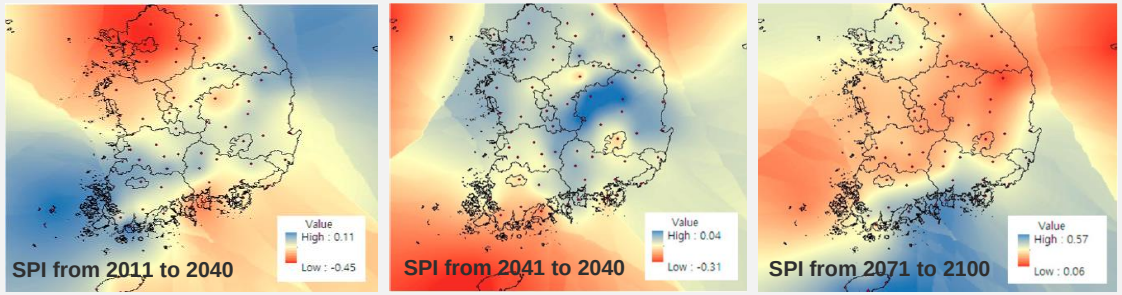
Climate change will have a negative impact on the availability of water in many regions where semiconductors devices are manufactured. It is also important to understand the balance between recycle efficiency, energy usage, and carbon footprint. Innovative approaches that involve the fabs, local, and 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



The study for drought in Korea prediction until 2100, using the Representative Concentration Pathway (RCP) 8.5 scenario. Based on the drought index measured by Standardized Precipitation Index (SPI), future climates were forecast to be humid, as the index would rise over time.

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.

Business opportunities for Delta's ventilator and air quality solutions.

Physical Risk Scenario Analysis

Recognizing the IPCC's Sixth Assessment Report (AR6) findings on the interconnectedness of air pollution and worsening global warming, our company has assessed the impact of climate change on air quality at our operational sites and in different regions to use the results as the basis for the business development of subsequent related products and solutions.

Delta utilized SSP1-2.6 (ideal mitigation) and SSP5-8.5 (high emissions) scenarios to project future PM2.5 levels at the end of each decade and century, generating risk maps for the globe, key regions, and cities. These projections, benchmarked against the WHO's 24-hour PM2.5 guideline of 15 μg/m³, inform our analysis of the frequency of exceeding this standard in each region to gauge local air pollution severity. This assessment, grounded in IPCC-AR6, underpins the development of our future climate-related products and solutions.

Air quality product and solution business opportunity assessment

Time Period Assessment	Short Term 2021-2030		Medium Term 2031-2040		Long Term 2041-2050	
SSP Scenario	1-2.6	5-8.5	1-2.6	5-8.5	1-2.6	5-8.5
1) Asia	64	68	52	59	44	56
2) Americas	1..2	1.4	1.2	1.8	1.2	1.5
3) Europe	1.	0.4	0.8	0.3	0.6	1.2
4) Oceania	0	0	0	0	0	0
5) Africa	68	73	68	62	63	61

Based on the table showing the total number of days with PM2.5 concentrations exceeding the World Health Organization (WHO) 24-hour air quality guideline, a clear geographic disparity in air pollution severity emerges. Asia and Africa experience severe pollution for approximately two months, while Europe and America see exceedances for only a few days. This suggests that business development for air quality products and solutions should prioritize Asia and Africa, with Asia offering a logistical advantage due to our production sites in Thailand and India. However, the slight upward trend in pollution in the Americas also indicates a future opportunity for market expansion.

To inform our global marketing strategy for ventilators and air quality solutions, our company proactively analyzes changes in air pollution levels worldwide. This analysis enables us to develop and design diverse product lines and solutions specifically addressing the unique market requirements of various regions.

According to researchers, during 90% of the time we spend indoors, there are unhealthy air factors such as volatile organic compounds, suspended particulates, mold and others entering our lungs invisibly, which increase our risk of respiratory diseases, reduced immunity, and cancer. Improving indoor air quality and creating a healthy living space are important keys to today's architecture.

The UNO indoor air quality monitoring solution conforms to the WELL healthy building trend. It offers an intuitively operated smart management platform and mobile APP to continuously monitor air factors and environmental quality, intelligently control fresh air equipment or HVAC systems, and improve poor air quality. Applications cover office, education, public, healthcare, and residential buildings.

The WHO air quality guideline (AQG) states that annual average concentrations of PM2.5 should not exceed 5 μg/m3, while 24-hour average exposures should not exceed 15 μg/m3 more than 3 - 4 days per year.

Interim targets have been set to support the planning of incremental milestones toward cleaner air, particularly for cities, regions and countries that are struggling with high air pollution levels. For PM2.5 these are:

35 μg/m3 annual mean, 75 μg/m3 24-hour mean.
25 μg/m3 annual mean, 50 μg/m3 24-hour mean.
15 μg/m3 annual mean, 37.5 μg/m3 24-hour mean.
10 μg/m3 annual mean, 25 μg/m3 24-hour mean.

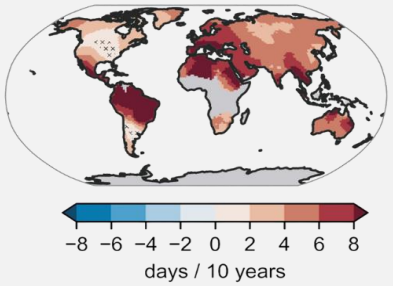
https://www.who.int/publications/i/item/9789240034228

Infrastructure damage and impacts on well-being due to increased extremes temperature, heavy rainfall and severe storm.

Physical Risk Scenario Analysis

"The IPCC's Sixth Assessment Report (AR6) identifies urban infrastructure damage and impacts on human well-being and health due to flooding as a key risk, particularly in coastal cities and settlements. In Thailand, the Bangpoo area, situated within a coastal region, is especially vulnerable to such flooding. This coastal flood risk is exacerbated by extreme temperatures, heavy rainfall, and severe storms. Consequently, considering these climate risks, operational sites beyond Thailand, including India, and Slovakia, are also susceptible to infrastructure damage and impacts on well-being.

Extremes temperature contribute to the expansion and contraction of materials in roads, bridges, and buildings lead to stress, cracks, and damage, causing disruptions to transportation and reduced efficiency of power lines. Furthermore, extreme temperatures impact health, leading to heat stress and other health issues.

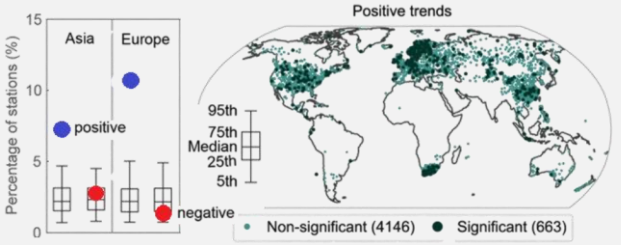


According to AR6 Report, the annual number of days when daily maximum temperature exceeds its 90th percentile from a base period of 1961–1990 (TX90p); based on the HadEX3 dataset (Dunn et al. , 2020). In Asia, there is very robust evidence for a very likely increase in the intensity and frequency of hot extremes and decrease in the intensity and frequency of cold extremes in recent decades. Therefore, the extremely temperature is a risk to damage our operation site Infrastructure and well-being in Thailand and India.

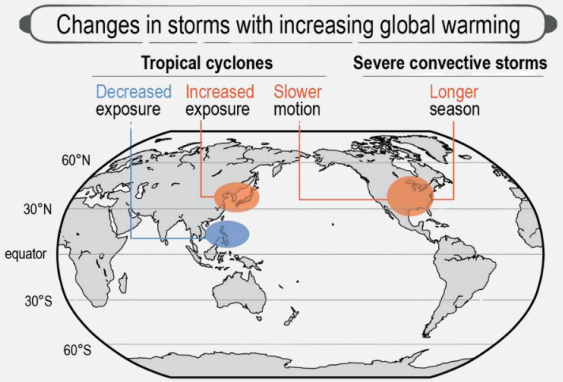
Heavy rainfall can lead to flooding, making roads impassable and causing significant traffic disruptions and delays. The water also erodes road surfaces, resulting in potholes, cracks, and the undermining of the roadbed, which increases the risk of accidents. Furthermore, prolonged exposure to saturated soil from heavy rain can weaken building foundations, leading to settling, cracks, and structural damage.

Both SREX and AR5 are used to assess the average annual maximum precipitation amount in a day (Rx1day). Signs and significance of the observed trends during 1950–2018. The frequency and intensity of heavy precipitation have likely increased at the Asia over most land regions.

The positive trend indicates that the annual maximum daily precipitation is increasing over time. This means that the most intense rainfall events in a year are becoming heavier, which Increased risk of flash floods and potential for infrastructure damage.



Severe storms, such as tropical cyclones (TCs), extratropical cyclones (ETCs), and severe convective storms often have substantial societal impacts. Quantifying the effect of climate change on extreme storms is challenging, partly because extreme storms are rare, short-lived, and local, and individual events are largely influenced by stochastic variability. The strong winds can rip off roofs, collapse walls, shatter windows, and even destroy entire buildings, especially those not built to withstand such forces. The power lines and topple utility poles will be damaged leading to widespread power outages, disruptions in communication networks, and potential hazards from downed live wires. Finally, the Transportation Infrastructure can be damaged and disrupt the transportation shutdown.



The scientific consensus indicates that increasing global warming is likely to have the following effects on tropical cyclones. Warmer ocean surface temperatures provide more energy for tropical cyclones to intensify, leading to higher maximum wind speeds and a greater proportion of storms reaching very intense categories

While there might be localized or specific reasons for decreased exposure to tropical cyclones, the overall trend under increasing global warming suggests a heightened risk due to increased intensity, heavier rainfall, and higher storm surges. This can lead to increased exposure in more regions and greater potential for damage, even if the total number of storms doesn't rise significantly. Therefore, adaptation measures and reducing greenhouse gas emissions are crucial to mitigate these growing risks.

Extension of carbon reduction goals requested by stakeholders to our value chain.

Transition Risk Scenario Analysis

In its "World Energy Transitions Outlook 2022: 1.5°C Pathway," the International Renewable Energy Agency (IRENA) presents a plan for limiting global warming to 1.5°C through energy transition, specifying milestones for various stages.

Currently, there is increasing awareness and emphasis in mitigating Climate Change. Organizations are prioritizing measures to reduce greenhouse gas emissions. Consequently, there is a growing demand for expanding collaborative carbon reduction efforts with stakeholders throughout the entire supply chain.
Delta will be expected and requested the carbon reduction and initiative by stakeholder. Therefore, the IRENA's carbon reduction scenario shall be studied to be a guideline for developing policies and measures to reduce carbon emissions.

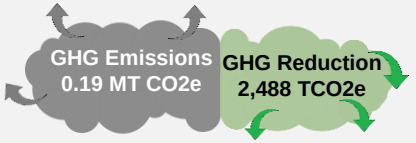
Net Zero Target

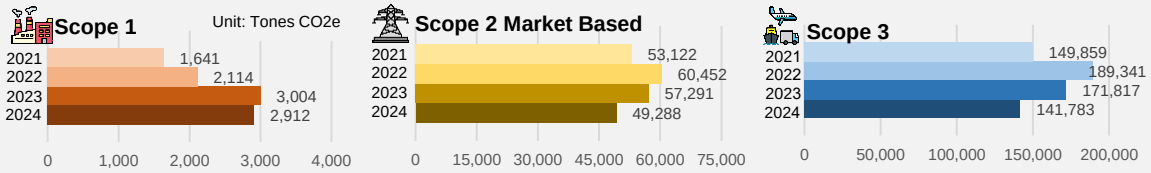
Delta is committed to set a long-term goal to achieve net-zero emission target across the entire value chain by 2050, with the criteria and recommendations of the Science-based Targets initiative (SBTi) both direct emissions (Scope 1) and indirect emissions (Scope 2 and 3).

SCIENCE BASED TARGETS | THE NET ZERO STANDARD

Scope 1+2	▼ 90%	by 2030
Scope 3	▼ 25%	by 2030
Scope 1+2+3	▼ 90%	by 2050

Baseline year: 2021



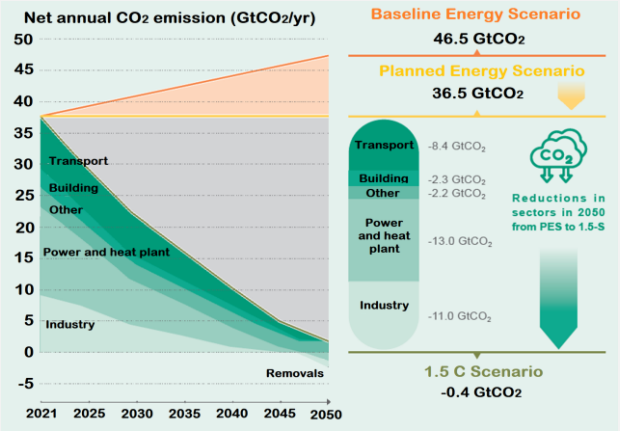


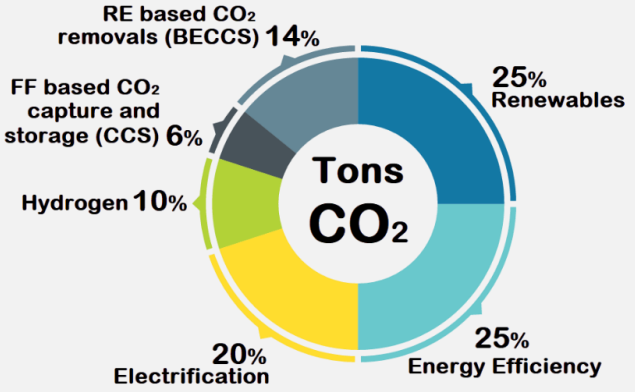
Transition scenario IRENA assumptions

The annual carbon reduction rate of the SBTi carbon reduction plan submitted by Delta is 2.5% to 3%. To follow the IRENA carbon reduction pathway, Delta needs to achieve carbon reduction of at least 13% to 28% each year.

The annual reduction needed by IRENA will be consistent through 2050. → Baseline emissions equal to IRENA PES scenario in 2021. → Delta's current emission reduction pathway is also consistent with it.

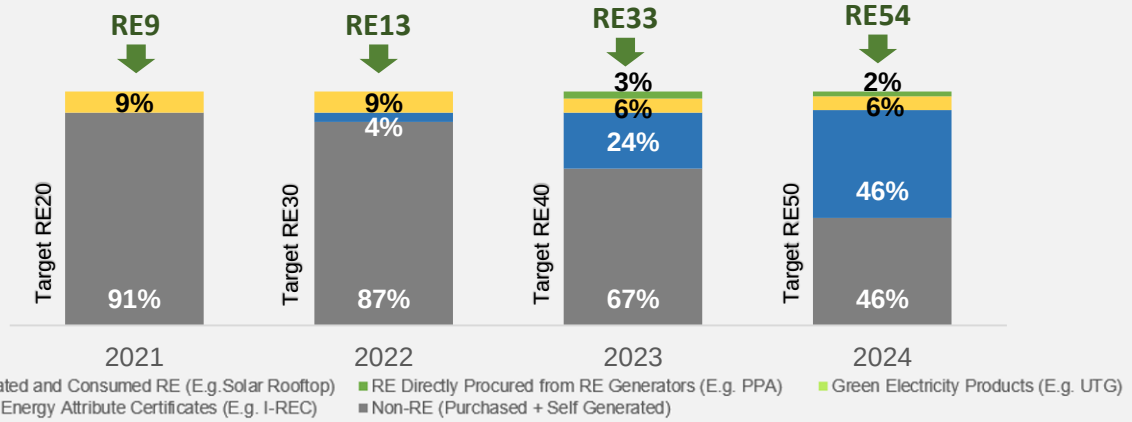
To meet the 1.5C Scenario outlined, the WETO envisions six technological avenues of an energy transition compatible (IRENA, 2021a).





Delta Renewable Electricity (RE100)

Delta is committed to achieve 100 RE100 in 2030, which focus on renewable electricity use especially. The ratio of renewable electricity consumption of Delta in 2024 is 54%.



https://www.irena.org/publications/2022/mar/world-energy-transitions-outlook-2022.

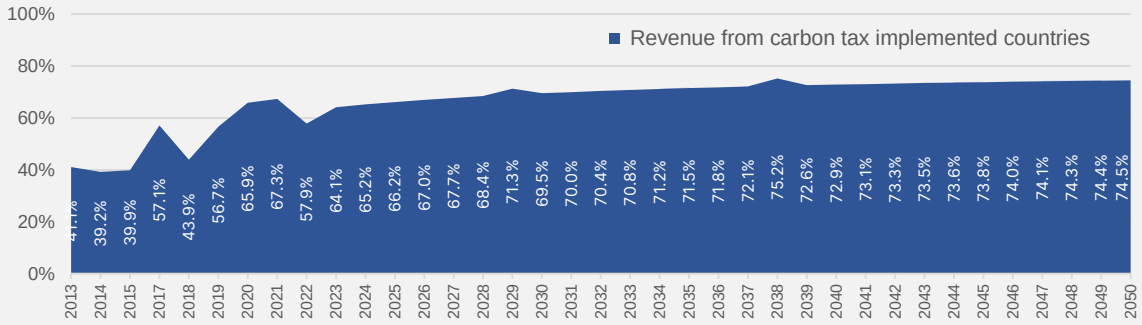
Remark: Delta include Thailand, India and Slovakia

Impacts of carbon-related fees with ETS and monitoring on product carbon footprint.

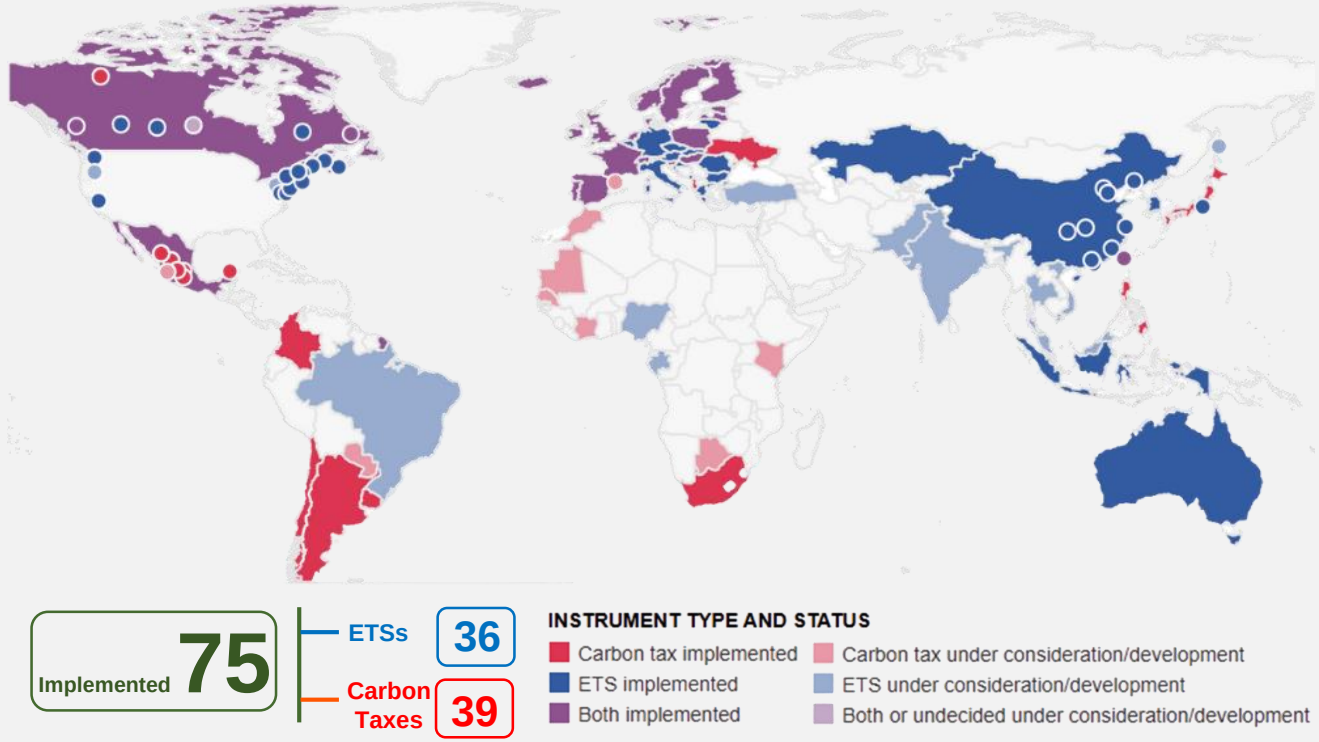
Transition Risk Scenario Analysis

A global carbon tax is anticipated to be levied on all goods and commodities imported into countries that contribute to Delta's consolidated revenue. This mechanism aims to internalize the environmental cost of carbon emissions associated with the production and transportation of these imported items. Growth projections in Delta's target countries have been forecasted using linear regression modeling based on the geographic distribution of our consolidated revenue from 2013 to 2050. This method assumes a consistent historical trend in revenue distribution to estimate future growth in these markets.

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



Global Compliance Carbon Pricing: 2024 Overview



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

Countries that implement Carbon Tax Scheme.

- 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.
- Our sites in Thailand, Singapore, and other countries in Asean are not directly impacted by the ASEAN Taxonomy, as our business activities are not related to the Electricity, Gas, Steam, and Air Conditioning Supply sectors, which are considered indicative threshold industries. However, Delta's sites in ASEAN may be affected by increased electricity costs.

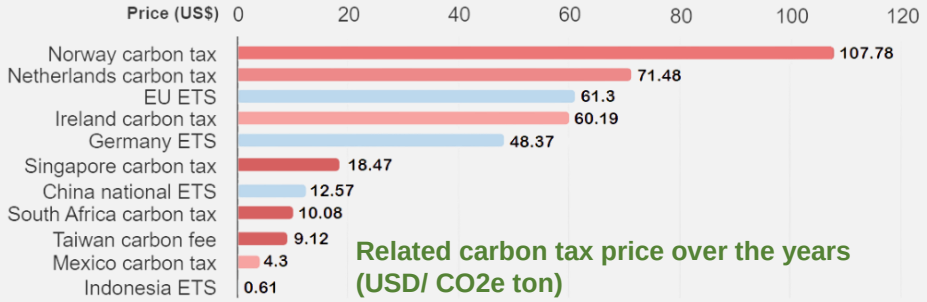
https://carbonpricingdashboard.worldbank.org/

https://www.irena.org/publications/2022/mar/world-energy-transitions-outlook-2022.

Impacts of carbon-related fees with ETS and monitoring on product carbon footprint.

Transition Risk Scenario Analysis

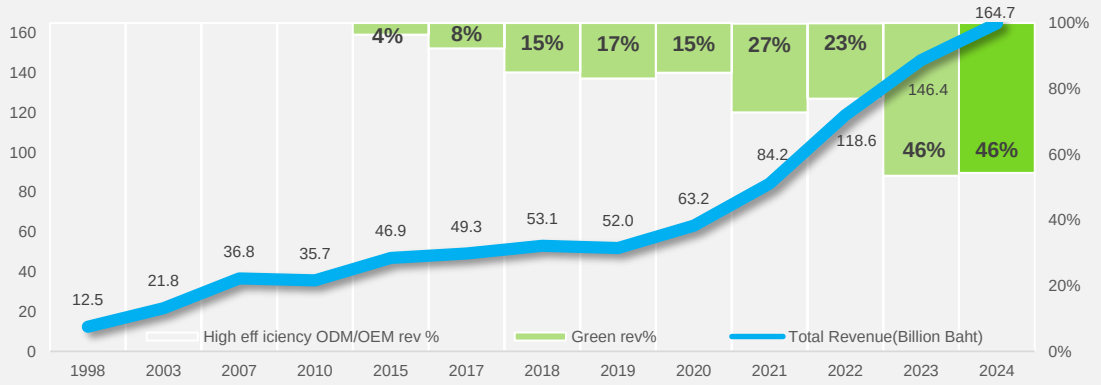
The carbon tax is a growing concern in our customer countries, especially within Europe. This mechanism would charge a fee based on the amount of carbon embedded in imported products. Therefore, company must proactively prepare for dealing with its direct impact on our cost structures and supply chain.



Related carbon tax price over the years (USD/ CO_2e ton)

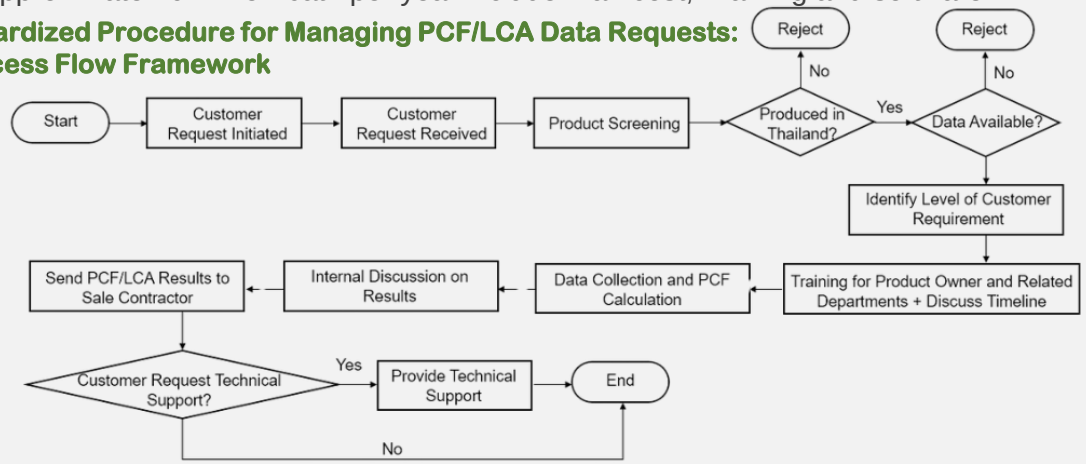
To sustainably address the carbon tax challenge, the company has developed a suite of Green Revenue products. These innovations are designed to drive energy efficiency, significantly reduce greenhouse gas emissions, and actively promote the adoption of renewable energy. By supporting these critical environmental goals, our Green Revenue products directly contribute to mitigating the financial impact of carbon taxes.

Proportion of green revenue in total consolidated revenue



To ensure consistency, transparency, and responsiveness in stakeholder engagement, Delta has established a standardized procedure for managing PCF and LCA data requests. This framework facilitates the provision of accurate and timely environmental information to customers and relevant stakeholders. In addition, Delta investment on increase PCF Expert Pool approximate 10 million bath per year include man cost, Training and software.

Standardized Procedure for Managing PCF/LCA Data Requests: A Process Flow Framework



In alignment with these sustainability objectives, Delta Thailand performs Product Carbon Footprint (PCF) assessments to quantitatively evaluate the environmental performance of its products and to substantiate the outcomes of its eco-design strategies.

No	Product Name	CO2 Emission (kg CO_2e/pc)		
		Raw material stage	CO_2 Manufacturing	Total GHG emissions
1	UPS IO Box	243.7	11.31	255.01
2	Li-ion Battery IO Box	100.55	9.04	109.59
3	PMI Controller Module	17.82	1.67	19.49
4	PSU 3000W (V3 S)	117.9	5.28	123.18
5	PSU 3900W (V2)	192.71	2.88	195.59
6	Wall Socket 65W	4.65	1.07	5.72
7	PSU 3000W	80.78	5.94	86.72
8	SMPS 495W	28.19	2.51	30.7
9	PMC Controller Module	16.66	2.32	18.98
10	PSU 5500W	104.94	7.01	111.95
11	PSU 868W DC PEM	7.31	3.48	10.73

https://carbonpricingdashboard.worldbank.org/

Demands of renewable energy use bring opportunities for business expansion such as EV and Energy storage system.

Transition Risk Scenario Analysis

Renewable energy is a key strategy for both mitigating and adapting to climate change. However, as the proportion of renewables in the energy mix grows, their inherent variability places increasing strain on the power grid. This fluctuating supply from sources like solar and wind power creates a significant need for energy storage systems to ensure grid stability and reliability.

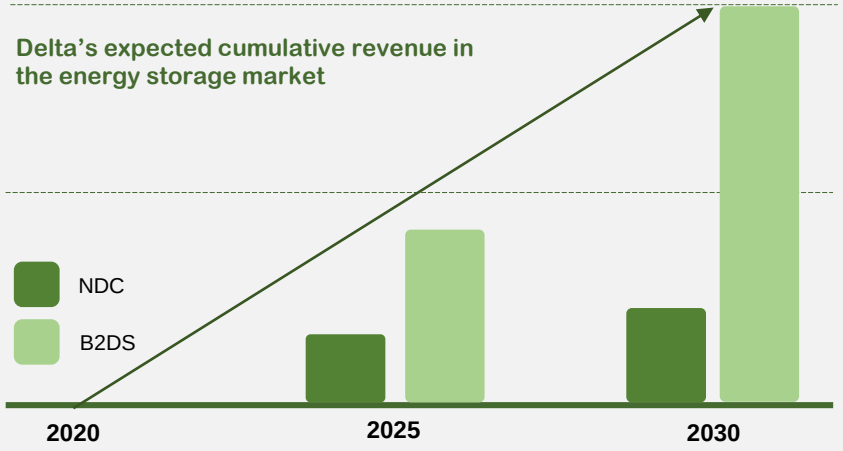
Additionally, the expansion of Electric Vehicles (EVs) offers a significant pathway to reduce GHG emissions by changing fossil fuels towards electrical power. This transition will be integrated of RE sources, which can directly supply electricity to EV charging stations. Consequently, this creates a growing demand for EV charging infrastructure.

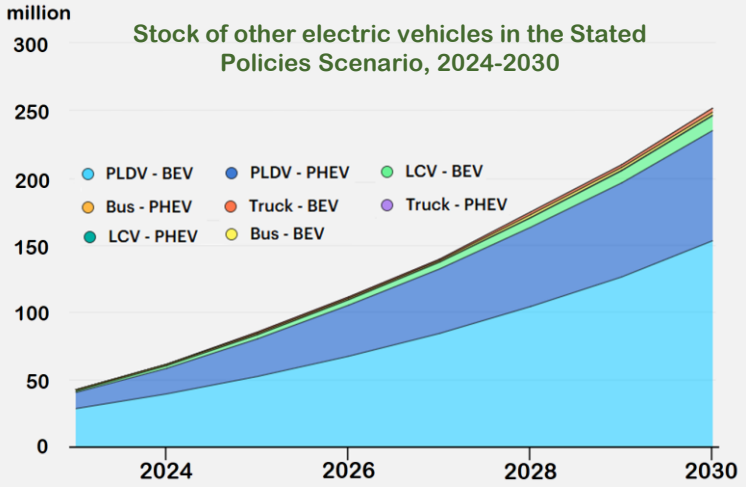
The NDC scenario and Beyond 2˚C scenario A (B2DS) is used to simulate and evaluate the business opportunities for Renewable Energy, EV charger, energy storage products, and energy Management system business.

Based on the study from Delta inc., the proportion of renewable electricity, energy storage installed capacity, and the specifications, prices, market and customer demand, and installed capacity of energy storage systems in the Taiwan market in 2025 and 2030 are evaluated. The results showed that before 2025, Delta's internal strategy for energy storage solutions is consistent with the NDC climate scenario. In the NDC scenario simulation, the energy storage market is expected to double in 2030 compared to the market in 2025. In the B2DS scenario simulation, we see an opportunity to increase the revenue growth by twofold compared to the benchmark.

By 2030, the global electric vehicles (EV) is projected to reach 250 million. This is four times the number of EV at the end of 2024. Electric cars will continue to dominate this segment, making up over 90% of the fleet, a share similar to 2024. In this scenario, the stock of these EVs is expected to grow at an average annual rate of about 25%. China's share of the global EV stock is projected to decrease from over 70% in 2024 to around 55% by 2030 in the STEPS scenario, indicating increasing EV adoption in other global markets.

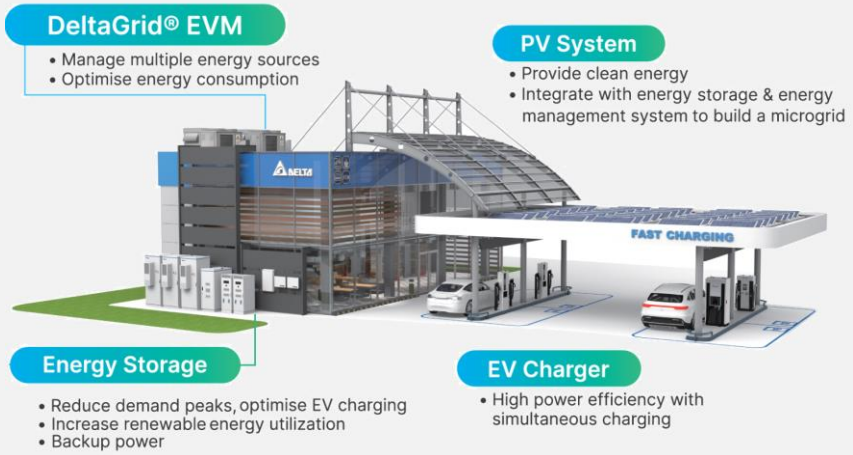
To address this scenario, we've joined RE100, steadily increasing our renewable energy use. We're also establishing energy storage solution demonstration sites at multiple operational locations. By practically integrating power applications and energy management systems, we aim to maximize grid frequency regulation. Both the short-term installation capacity market and the long-term energy market for power shortage supply are crucial for our future growth.





Smart EV Charging Infrastructure Solution

Relieves grid peak demand and lower operational expense



https://www.iea.org/reports/global-ev-outlook-2025

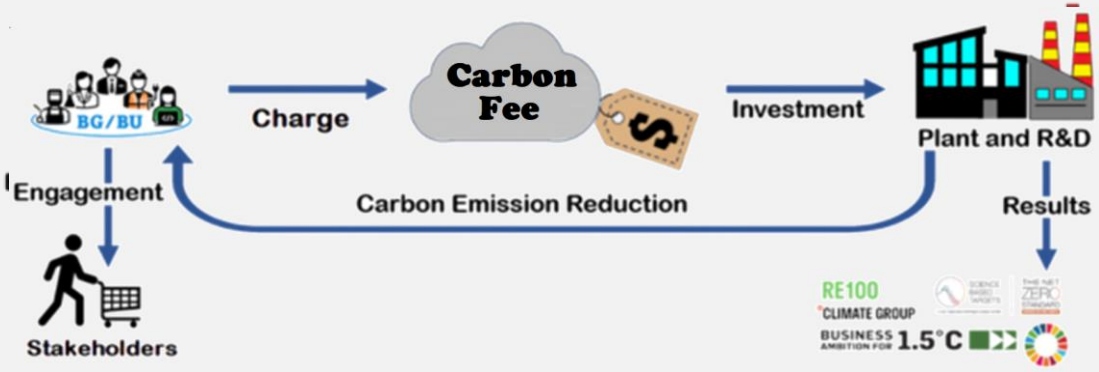
Internal Carbon Pricing (ICP) Scenario

Transition Risk Scenario Analysis

Delta determined the structured of Internal Carbon Price (ICP) mechanism since 2020 by alignment with the trend of international carbon pricing. When the carbon emissions generated in the Delta production, carbon fee was charged by the business groups in the rate of internal carbon price US$300 per metric ton.
These internal carbon fees are collected as a Carbon Reduction Fund which used to motivate the investment and decision making in the project of energy conservation, renewable energy and low-carbon products. Therefore, Delta is committed to reduce carbon emissions continually to meet the RE100, GHG emission reduction all scope target and aligned with IPCC AR6 for limit the global warming to 1.5˚C in 2030.
In addition, business groups will be able to respond to clients' demand for green power, support each other for sustainability business.

Internal Carbon fee framework

As the SD committee reviews and updates the conversion factor each year, the resulting internal carbon fee items are clearly reflected in the monthly financial management report, offering insights into profit and loss.



The details of the internal carbon pricing is calculated and processed follow the Delta Electronics Internal Carbon Pricing Report, which The carbon price is considered by the source include:

1) Regulatory requirements of the place of operation such as ICAP, World Bank Group, and World Carbon Price Database.

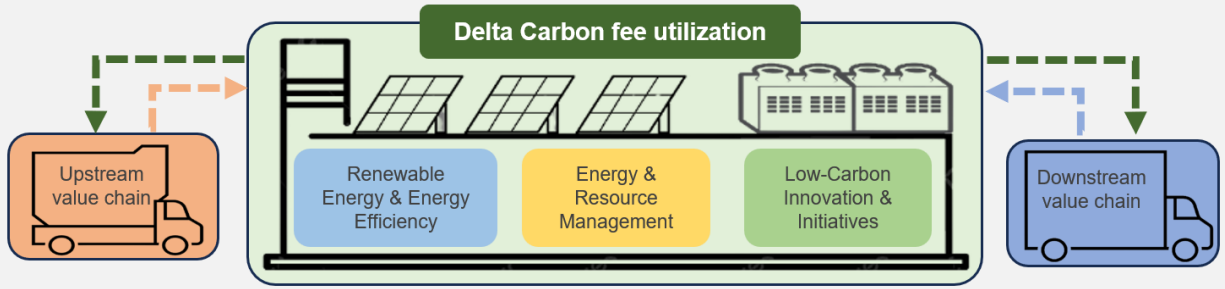
2) Social cost of carbon, such as Country-level social cost of carbon, Comprehensive evidence implies a higher social cost of CO2.

3) Mechanism of ICP in different industries such as Research report published by CDP, Report published by McKinsey & Company.

4) Corporate internal carbon pricing report and information in past carbon reduction cost and cost of mitigation.

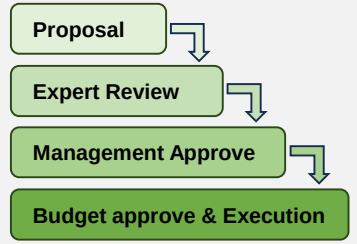
The intention of operationalize ICP

The carbon fee fund is specifically allocated with defined uses and targets, focusing on key areas such as renewable energy & energy efficiency, energy & resource management, and low-carbon innovation & Initiatives, all in accordance with our carbon fee utilization regulations to achieve a positive sustainable cycle. Moreover, the stakeholder shall be engaged with Delta via ICP such as upstream value chain emission reduction and development opportunity of low-carbon innovation with customers.



ICP review mechanism

Delta annually reviews budgets for carbon fee funds to ensure alignment with our carbon reduction strategy and goals. The proposals from all units are reviewed by Internal expert groups with specific specialist backgrounds. The cost and benefit analysis will include technical terms and the long-term environmental benefits, both before and after investment.
To ensure strategic adjustments for emission reduction measures, the ESG subcommittee on energy, water conservation, and waste reduction regularly reviews budget achievement rates in each region.



ICP Internal Impact

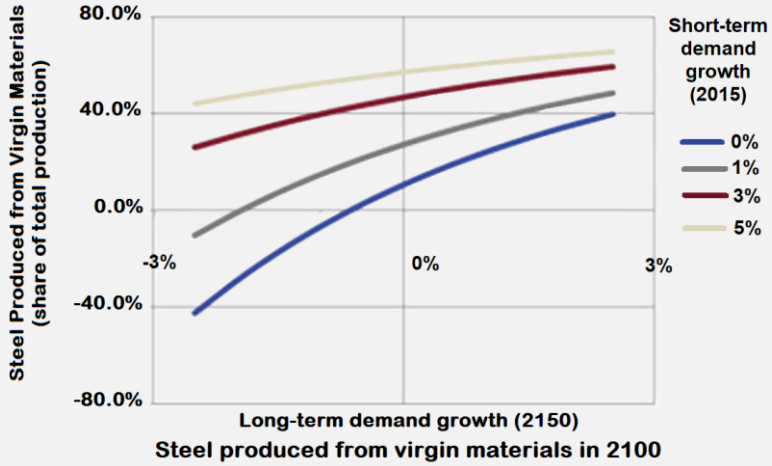
Finance Division	Energy & Service Department	Business Units Plants
The successful implementation of a ICP mechanism hinges on its ability to integrate carbon fee collection with the incorporation of expenditure concepts into management strategies. This includes the **influence of strategy and financial planning**. We believe this creates a unique and effective approach to ICP.	The numerous proposals was continuous improved in **cost-benefit analyses** and a gradual increase in awareness among colleagues. Opportunities were identified, motivating each area to implement specific actions such as driving **energy efficiency and low-carbon investments**.	The ICP mechanism is integrated into business management and performance, driving RE and energy-saving projects through best practices. This **incentivizes the climate and nature-related issues consideration** which heightened awareness amidst evolving market and customer demands.

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

Transition Risk Scenario Analysis

According the IEA SDS scenario, the long-term demand growth has a more significant influence on steel production from virgin materials in 2100. 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. 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.

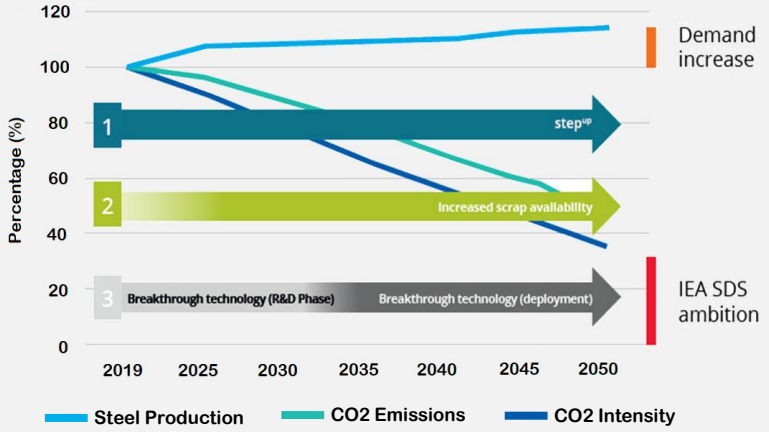
This confirms the conclusion of Grosse, that a demand growth rate lower than 1% is required for recycling to make a difference in the conservation of the iron resource.



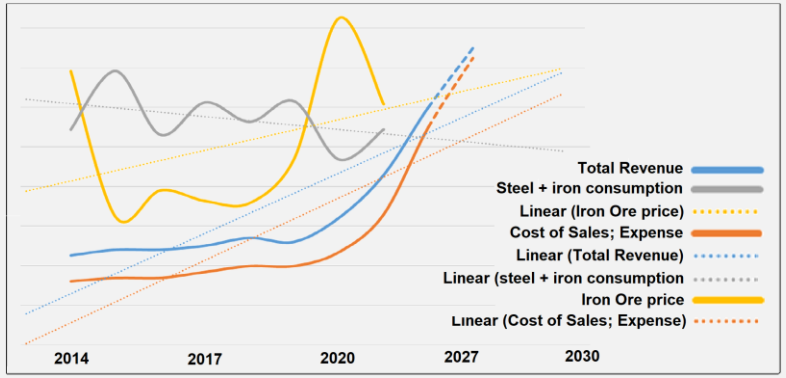
However, reducing global demand growth drastically in the short-term and aiming for negative growth in the long-term (i.e. for 2100 and beyond) is not plausible considering the future requirement of steel products in developing regions (Pauliuk et al., 2013).

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.

Steel production, total CO2 emission and CO2 intensity, 2019 – 2050 under the internal Energy Agency (IEA) Sustainable Development Scenario (SDS)



- 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.



Risk Category	Possible impacts to Delta business
Strategic	Failure to implemented green revenue target Failure of supplier localization Higher importance of recycled input material development
Operational	Order fulfillment disruption
Financial	Failure to implemented green revenue target Higher operation cost from down stream's higher cost
Compliance	Higher environmental standards
Social / Environment	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.

https://worldsteel.org/publications/policy-papers/climate-change-policy-paper/

2.3 Climate - related Risks, Impact and Strategic response

Significant Risk concern to Delta Strategic response

	Cost of the transition to low-carbon technologies	Customers change criteria for selecting supplier	Carbon tax and related regulations	Net-Zero emission trend
Climate-Related Impact	Delta is investing in low-carbon technologies to meet global trends and customer demand for carbon reduction. These efforts focus on renewable energy, power storage, and energy-efficient production processes. However, these involve increased research, development, and implementation costs. ● Required purchase of low-carbon technology equipment. ● Required sourcing of low-carbon materials ● Increased R&D costs. ● Possible loss of customers during the transformation. ● Insufficient investment in low-carbon technology and resources.	As corporate customers become more aware of sustainability and environmental protection, they may choose suppliers offering products that help adapt to climate change. This shift will influence supplier selection criteria. Companies will prioritize sustainability in their purchasing decisions. ● Failure to meet customers' supplier selection criteria may result in the loss of orders which would impact revenue and the Company's reputation. ● Customers impose increasingly stringent requirements for Delta's greenhouse gas reduction, which requires more energy-efficient and carbon-reducing production.	The Emissions Trading System (ETS) plays a key role by pricing carbon emissions, motivating businesses to reduce their footprints. We are training product carbon footprint analysts to help customers comply with the EU Carbon Border Adjustment Mechanism (CBAM). ● With the carbon border tax required by Europe and the U.S., Delta must calculate the carbon footprint of products and set reduction targets. It will increase operational costs, and may prevent the sales of products on the international market. ● After EU CBAM went into effect, carbon fees were levied in separate phases. If Delta is included in future carbon fee levies, it will incur additional carbon expenses.	Driven by the growing global Net-zero trend, many countries have announced ambitious carbon reduction commitments and formulated comprehensive carbon reduction policies to actively support international carbon reduction initiatives. Consequently, they are requiring enterprises to comply with increasingly stringent greenhouse gas reduction policies and achieve specific Net-zero aligned carbon reduction results. ● Required Renewable Energy use. ● Required purchase of low-carbon technology equipment and implementation.
Level	Medium to Long term 	Short term 	Short to Medium term 	Long term 
Strategic Response	● Develop strategic collaborations with renewable energy (RE) generation companies, such as solar farms, to facilitate long-term Power Purchase Agreements (PPAs). ● Engagement with supplier to improve reduction of CO2 emission in process. ● Encourage of green product such as group of EV, ESS for support RE use, and High efficiency Data center to support increase of R&D costs. ● Engagement with customer to promote the both financial and ESG benefits on green product or low-carbon technology product.	● Engagement closely with customer to understand the requirement and supplier selection criteria. ● Keep track of key global and market trends to understand the business context and adapt quickly. ● Analyze the customer's requirement, supplier selection criteria, and key global market trends to prepare action plan for improvement. ● Encourage department relevant Life cycle Analysis (LCA) of product to improve process for reduction of GHG emission of product (PCF). ● Development in high energy efficiency products to meet customer specification requirement.	● Actively pay attention to carbon border tax, ETS, and EU CBAM. Promote professional development in Product Carbon Footprint (PCF) assessment through a certified training program, "Quantifying the Carbon Footprint of Products," thereby strengthening our PCF calculation capabilities. ● Encourage department relevant Life cycle Analysis (LCA) of product to improve process for reduction of GHG emission of product (PCF).	● Joined RE100 and set renewable electricity targets. ● Introduce internal carbon pricing to encourage investment in renewable energy project. ● Encourage the use of renewable electricity through UTG, PPAs and implement carbon credit mechanisms such as I-RECs. ● Development in the new technologies and products for Electric Vehicle, batteries, green buildings. ● Investment in the Electric Vehicle field more for the own use and first-tier supplier. ● Development in Energy Storage System (ESS) technology to support RE growth. ● Study the Carbon capture and storage (CCS) to absorb the CO2 residual.

Remark: **Impact Level** Low, Medium, High

Time Period

Short term 0-5 year,
Medium term 5-10 year,
Long term more than 10 year

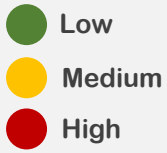
Scope: The climate - relate risk assessment, and strategic response plan cover for the existing operation and new operation

See SD Report 2025, Page 39, 47

2.3 Climate - related Risks, Impact and Strategic response

Risk Type		Climate Risk and Impact	Time Period	Impact Level	Strategic Response
Transition Risk	Policy and Regulatory	- International sector and Voluntary agreements - Uncertainty surrounding regulation and policies. - Carbon tax and related regulation. - Requirement of decreasing indirect greenhouse emissions - Mandates on and regulation of existing products and services - Renewable energy regulation - Exposure to litigation - Waste and effluent regulation - Biodiversity Commitment	Medium term To Long term		- Introduce internal carbon pricing to encourage investment in RE project - Joined RE100 and set renewable electricity targets. - Encourage the use of renewable electricity through UTG, PPAs and implement carbon credit mechanisms such as I-RECs. - Actively pay attention to carbon border tax, ETS, and EU CBAM. - Introduce internal carbon pricing to encourage investment in waste management, EV for company transportation, water conservation and water treatment - Study and provide management measure for Battery waste
	Technology	- Competitiveness of low carbon products - Substitution of existing products and services with lower emissions - Costs of the transition to low carbon technologies - Failed investment in new technologies - AI Technology expansion - Limitations on the use of unstable renewable energy	Medium term		- Development in the new technologies and products for Electric Vehicle, batteries, green automation buildings, and ESG applications. - Investment in the Electric Vehicle field more for the own use and first-tier supplier. - Investment in developing data center technology to support growing AI demand. - Development in Energy Storage System (ESS) technology to support RE growth. - Study the Carbon capture and storage (CCS) to absorb the CO2 residual.
	Market	- Customers change supplier selection criteria. - Customers change product specification requirements. - Shifts in consumer preferences to low-carbon products - Emissions reduction requirements to suppliers - Increased cost of raw materials - Investors evaluate climate change efforts in investment decision. - Inadequate climate action reduces investor confidence.	Short term		- Development in high energy efficiency products to meet customer specification requirement. - Introduce ESG and other related measures in advance to meet regulatory and customer requirements
	Business Reputation	- Adverse news damages the company's reputation - Increasing external concerns and negative feedback - Industry Stigmatization - Greenwashing Accusations	Short term		- Continue to monitor international legislative changes and trends - Follow up and study to implement necessary international standard.

Remark: **Impact Level**



Time Period

Short term 0-5 year,
Medium term 5-10 year,
Long term more than 10 year

Scope: The climate - relate risk assessment, and strategic response plan cover for the existing operation and new operation
See SD Report 2025, Page 39, 47

2.3 Climate - related Risks, Impact and Strategic response

Risk Type		Climate Risk and Impact	Time Period	Impact Level	Strategic Response
Physical Risks	Acute	- Extreme weather events such as storm - Increased severity of rainfall or temperature - Flood interrupt transportation - Infrastructure and equipment damage by extremely weather which increase cost for Infrastructure repair resilience	Medium term		- Implemented policies on the Green Building Standard to all the new building - Developed a Business Continuity Plan (BCP) for floods caused by heavy rainfall and fires caused by extreme high temperatures - Implement emergency monitoring device for flood - Study the Belt and Road Initiative for increase opportunity of transportation
	Chronic	- Changing rainfall patterns and severe weather patterns - Rising in average temperatures - Rising in average sea levels - Water scarcity impact to manufacturing - Infrastructure and equipment damage by extremely weather which increase cost for strengthen infrastructure resilience - Employee Health, safety and well-being concerns	Medium term To Long term		- Consider the risk of flooding from heavy rain when selecting and designing company facilities - Introduce internal carbon pricing to encourage investment in RE project - Joined RE100 and set renewable electricity targets - Encourage the use of renewable electricity through UTG, PPAs and implement carbon credit mechanisms such as I-RECs - Implement health and safety measures to protect employees from pollution

Opportunity Type	Climate Opportunities and Impact	Time Period	Impact Level	Strategic Response
Renewable Energy Use	- Investment for using carbon reduction technology and renewable energy. - Cross-border energy attribute certificate scheme	Medium term		- Introduce internal carbon pricing to encourage investment in RE project - Joined RE100 and set renewable electricity targets - Joined EV 100 and Set company EV targets
Resource Efficiency	- Investment for using high energy efficiency technology. - Improve process to reduce waste and effluent - Investment in water conservation initiative	Short term		- Introduce internal carbon pricing to encourage investment in water conservation project, water conservation, and waste management project - Joined UL 2799 Zero Waste to Land fill and set waste management project
Market	- Develop innovation in energy efficiency equipment for the market - AI Technology Expansion	Medium term		- Improvement of high energy efficiency of data center solution for support AI Technology Expansion
Products	- Development of high efficiency and low-carbon products - Development of Green product support renewable energy use.	Medium term		- Encourage R&D in high efficiency, green revenue and low carbon product
Resilience	- Developed BCP for floods and fires - Focused on severe water shortage events - Commitment in biodiversity framework			- Implement the TNFD framework and LEAP approach for nature-related dependencies, impacts, risks and opportunities

Remark: **Impact Level:**
Low Medium High

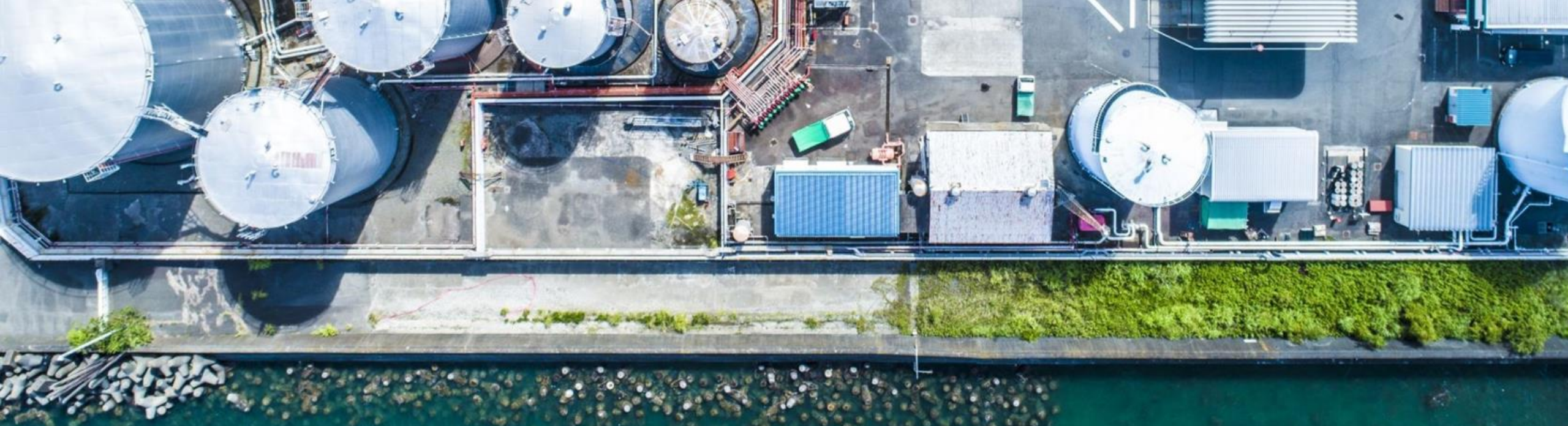
Time Period: Short term 0–5-year, Medium term 5–10-year, Long term more than 10 year

Scope: The climate - relate risk assessment, and strategic response plan cover for the existing operation and new operation. See SD Report 2025, Page 39, 47

2.4 Matric and Targets

Key Performance Matric		2024 Target and performance		Short, Medium, and Long-Term Targets	
		Target	Performance	Target Year	% Performance
External	Target to reduce 90% SBT Scope 1 and Scope 2 absolute reduction by 2030 (2021 as based year)	30%	5%	2030	90% ▼
	Target to reduce 25% SBT Scope 3 absolute reduction by 2030 (2021 as based year)	7%	5%	2030	25% ▼
	Target to reduce 90% SBT Scope 1, 2 and 3 absolute reduction by 2050 (2021 as based year)	9%	5%	2050	90% ▼
	Target to achieve 100% Renewable electricity use in operation site by 2030	50%	54%	2030	100% ▲
	Target to achieve 100% of Corporate Electrical Vehicles (EV) by 2030	40%	75%	2030	100% ▲
	Target to achieve Waste diversion rate of overall production plants (2021 as based year)	97%	98%	2030	100% ▲
Internal	Target to reduce 20% of Plant electricity consumption intensity (EI) by 2030 (2020 as based year)	8%	-2%	2030	20% ▼
	Target to reduce 10% of Plant water productivity intensity (WPI) by 2030 (2020 as based year)	4%	-12%	2030	10% ▼
	Target to reduce 30% of VOC intensity by the year 2030 (compared with the based year 2019)	15%	58%	2030	30% ▼
	Target to have 30% of recycle input material of total purchased material by the year 2025	30%	29%	2030	30% ▲
	Target to increase green revenue from products and solutions portfolio up to 50 percent of total revenue by the year 2030	20%	46%	2030	50% ▲
Other	Biodiversity: Non-deforestation printing paper used	80%	100%	2025	100%▲
	Green building certification of plants and offices	100%	70%		

Remark: In 2024, reporting scope has expanded to include the DET's subsidiaries for fully coverage production site in DET 8&9, India KG and sales office in Australia, Singapore, Malaysia, Myanmar, Vietnam and Philippine.



3 Nature and Biodiversity

Nature and Biodiversity

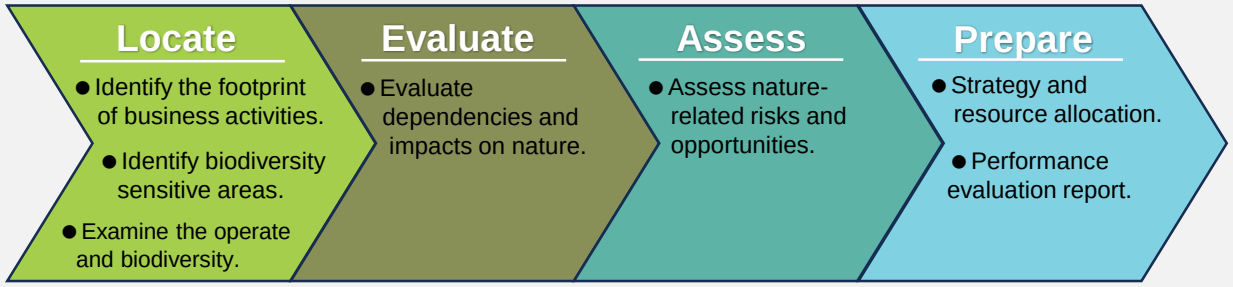
We stated in the preface that companies rely on natural capital for operations. However, before the release of the TNFD, there were few consistent methods for assessing companies' dependencies and impacts on nature, as well as the associated risks and opportunities. Therefore, the official release of TNFD represents a significant milestone, enabling companies to assess, manage, and disclose nature-related issues more effectively.

In addition to the four disclosure pillars of the TCFD -namely "governance", "strategy", "risk management", and "metrics and targets" see Chapter 1 for governance of nature-related issues)- TNFD introduces human rights governance to the disclosure of governance recommendations. It emphasizes that companies should consider the impact on local communities and indigenous people when conducting nature-related assessments.

Delta conducts annual human rights risk assessments and requires suppliers to manage human rights issues within their own operations and track the environmental impact of upstream raw materials. As of the end of 2024, Delta has not received any reports of issues related to indigenous peoples or local communities. Looking ahead, we will continue to monitor and address issues related to both nature and human rights.

Implementation of the LEAP Approach

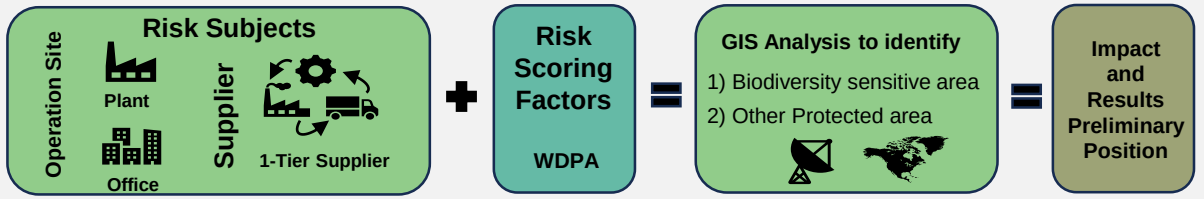
To enhance transparency in companies' disclosure of nature-related financial risks and to integrate nature into financial and business decision-making, the TNFD introduced the "LEAP" approach a four-stage framework for assessing nature-related risks and opportunities that includes Locate, Evaluate, Assess, and Prepare.
In this report, Delta applies the LEAP approach to identify the nature-related dependencies, impacts, risks, and opportunities within Delta's own operations, as well as our upstream and downstream activities. The identification process is outlined as follows.



Remark: As an associated company, Delta Electronics Inc.'s TNFD study also includes Delta Thailand and its subsidiaries to assess our dependencies on natural resources.

1) Locate of Nature and Biodiversity

The LEAP approach begins by locating the interface between a company and nature, identifying dependencies and impacts in nature-sensitive areas like those rich in biodiversity or critical water resources. Delta exemplifies this by avoiding biodiversity-sensitive locations during site selection and minimizing landscape impacts, using tools like the Aqueduct Water Risk Atlas for climate-related water risks and IBAT for risks in Protected Areas. This continuous assessment guides Delta's strategic planning and adaptation for high-risk operations.



In 2024, Delta initiated its first biodiversity-sensitive area analysis, mapping all company sites (production plants, offices in Thailand, India, Slovakia, and 819 Tier 1 suppliers globally Utilizing IBAT data from the WDPA (IUCN/UNEP) and GIS, a 50-km buffer analysis was applied around these locations. The assessment confirmed that none of Delta's sites are directly within biodiversity-sensitive areas. For sites adjacent to such areas, Delta is gathering further regional information and regulations to inform future decision-making regarding potential dependencies and impacts.

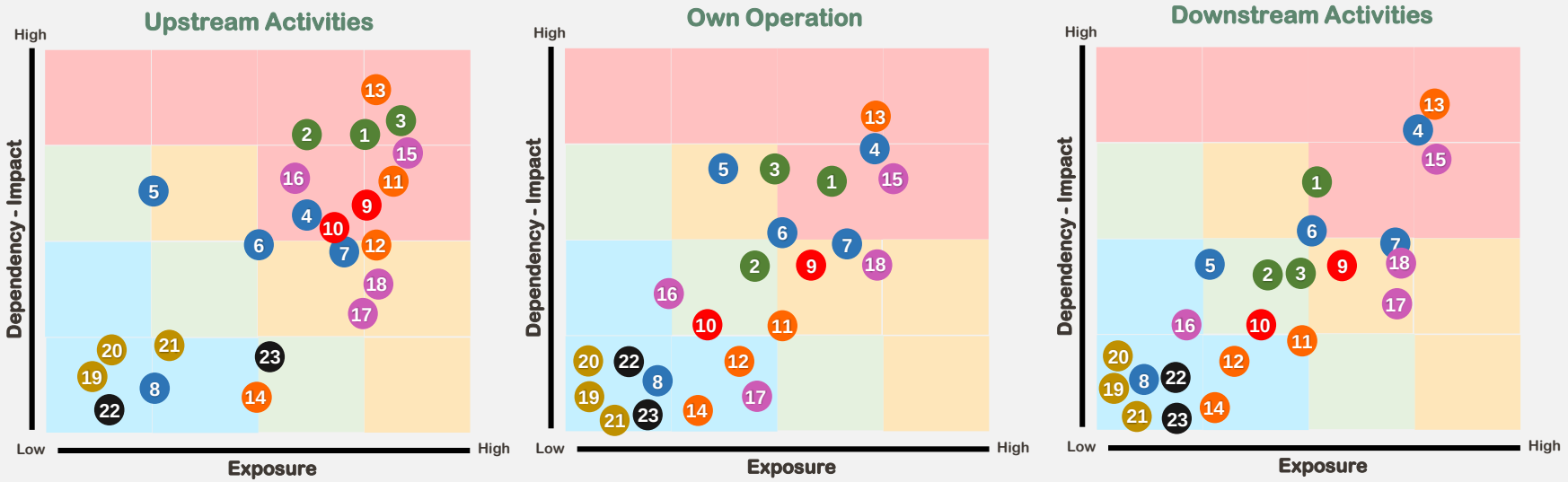
Delta Operation Site	Tier 1 Supplier
None of the sites are in biodiversity sensitive areas. None of the sites have been assessed as Alliance for Zero Extinction (AZE) Sites. However, their biodiversity risk and opportunity are considered within the broader assessment of Key Biodiversity Areas.	**None of the sites are in biodiversity sensitive areas.** None of the sites have been assessed as Alliance for Zero Extinction (AZE) Sites. However, their biodiversity risk and opportunity are considered within the broader assessment of Key Biodiversity Areas.
10% Sites are adjacent to protected area The Slovakia site is associated with a risk concerning Ramsar designations. In contrast, 70% of the Delta's operation sites are located near to national areas formally protected under domestic laws for nature conservation.	**75% Sites are adjacent to protected area** 12% of tier 1 supplier site are associated with a risk concerning Ramsar designations. and about, 64% are located near to national areas formally protected under domestic laws for nature conservation.

2) Evaluate Nature and Biodiversity

Based on spatial analysis, Delta evaluates the dependencies of its business activities on specific ecosystem services and conducts a comprehensive review of both direct or indirect impacts on biodiversity. This includes impacts related to raw material procurement, production processes, product use, and final disposal. The goal is to compile a comprehensive list of Delta's dependencies and impacts on nature. These analyses serve as a reference for achieving Delta's 2050 NPI targets.

To identify the dependence and impacts of its business activities on nature and biodiversity, The ENCORE is used to examine relevant dependency and impact factors for Delta's industries and production activities. We referenced the ecosystem service classifications in the System of Environmental Economic Accounting-Ecosystem Accounting (SEEA EA) and the five impact drivers defined by the TNFD to analyze the main dependencies and impacts across the upstream, midstream, and downstream segments of the value chain—considering their exposure, impact, and risk preparedness.

As the we drew a risk matrix chart related to dependencies and impacts on our own operations, upstream and downstream value chains to identify Delta's dependencies and impacts. The matrix chart is drawn with exposure as the X-axis and the degree of impact as the Y-axis. The closer it is to the risk items on the upper right, the more priority Delta allocates to risk management. The following is a description of the dependency and impact risk matrix diagram in each stage of the value chain.



The significant **impact-related risks,** include:
1) Greenhouse emissions
2) Fossil fuel and electricity usage
3) Freshwater resource usage
4) Generation and release of solid waste
5) Water purification service

The significant **dependency-related risks**, include:
1) Shortage of fossil fuel supply
2) Shortage of non-biological materials (Metal, Plastic)
3) Climate regulation services
4) Insufficient water resource

Dependency-related Risk Analysis Matrix			U	O	D
Provisioning services	1	Shortage of fossil fuel supply	H	M	M
	2	Insufficient water resource	H	L	L
	3	Shortage of non-biological materials (Metal, Plastic)	H	H	L
Regulating services	4	Climate regulation services	M	H	H
	5	Air filtration service	M	M	L
	6	Flood mitigation services	M	M	M
	7	Water purification service	M	M	M
	8	Soil and sediment retention services	L	L	L
Impact-related Risk Analysis Matrix			**U**	**O**	**D**
Area of Land use	9	Change in land topography and type	M	M	M
	10	Changes in fresh water and marine ecosystems	M	L	L
Resource use	11	Freshwater resource usage	M	L	L
	12	Mineral resource usage	M	L	L
	13	Fossil fuel and electricity usage	H	H	M
	14	Biological resource usage	L	L	L
Pollution	15	Greenhouse emissions	H	H	H
	16	Air pollution emissions	M	L	L
	17	Volume of water use and Wastewater Discharge	M	L	M
	18	Generation and release of solid waste	M	M	M
Cultural Services	19	Recreation and Ecotourism	L	L	L
	20	Educational and Research Opportunities	L	L	L
	21	Sense of Place and Cultural Heritage	M	L	L
Invasive Alien Species	22	Introduction of invasive alien species	L	L	L
	23	Operational disruption to local wildlife and plants	M	L	L

U : Upstream Activities
O : Own Operation
D : Downstream Activities

H : High
M : Medium
L : Low

3) Assess Nature and Biodiversity

After the "Locate" and "Evaluate" phases, the next step is the "Assess" a crucial stage focuses on identifying and prioritizing nature-related risks and opportunities stemming from our business's reliance on and impact on nature. These findings are then integrated into our established risk management processes. The nature and biodiversity of Delta are recognized as key sustainability issues within our climate and nature risk management framework. Consequently, nature-related risks are incorporated into our comprehensive, organization-wide risk management procedures. The Global ESG Committee Board of Directors provides oversight for identifying these risks and tracking their associated performance metrics. Below, we detail the nature-related "physical risks" and "transition risks" that Delta has identified. Our transition risks are further categorized into reputational risks, market risks, and policy risks, each described in the following sections.

Physical Risk

Potential Risk	Response Measure	Derived Opportunities
Greenhouse Gas Emissions The emission of greenhouse gases will exacerbate global climate change.	**Implementation of Net-Zero Commitment** Introduce internal carbon pricing and promote five major decarbonization strategies to support the transition to net-zero, including: - Promoting energy conservation projects. - Adopting renewable electricity, fulfilling the RE100 commitment, and choosing a diverse range of technology types to reduce risks associated with reliance on a single type. - Promoting green building, enhancing energy efficiency, and providing employees with a comfortable office environment. - Investing in low-carbon innovation. - Investing in carbon offsets and permanent carbon removal.	Improve product energy efficiency and develop eco-friendly and energy saving solutions to help customers save energy and reduce cost.
		Promote green building products and solutions.
Fossil Fuel and Electricity Usage The use of fossil fuels leads to greenhouse gas emissions, air pollution, ozone layer depletion and poses risks to human health. In addition, the use of renewable electricity can also result in ecological impacts, including changes or loss of habitats, modifications in species behavior and composition, introduction of invasive species, and noise pollution.		Promote energy storage systems and green hydrogen solutions. Invest in innovative R&D; integrate products and systems such as industrial automation, fans, cooling solutions, and LED lighting at Delta's plant factory, using less water than traditional farming methods; commit to providing a stable supply of non-toxic, low-carbon, high-quality vegetables.
Freshwater Resource Usage and Water purification service Overexploitation of freshwater resources may reduce groundwater recharge and affect the water needs of local communities.	**Implementation of Water Resource Management** - Promoting water conservation measures and enhancing wastewater treatment and recycling to reduce reliance on tap water. - Developing water efficiency goals and striving for consistent improvements in water efficiency. - Conducting water risk assessments and implementing measures to mitigate the risks of flooding and water shortage.	Establish a new business department for renewable electricity sales, offering customers comprehensive energy solutions covering management, conservation, and implementation of renewable electricity; collaborate with customers to develop smart and eco-friendly energy solutions.
Generation and release of solid waste Improper waste management can lead to environmental pollution and have detrimental effects on surrounding habitats and species.	**Promotion of Circular Economy** - Implementing upstream raw material management to mitigate environmental impacts caused using raw materials. - Enhancing the efficiency of mineral resource utilization, promoting the use of recycled metals and reducing mineral extraction. - Minimizing waste through process improvement, elimination of landfill disposal, and promotion of recycling and reuse. - Collaborating with the value chain and reusing cardboard boxes, pallets, and transportation equipment.	Introduce circular economy, enhance resource utilization efficiency, and minimize waste, reducing production and disposal costs.
Mineral Resource Usage Mining can lead to habitat destruction and the loss of biodiversity.		

3) Assess Nature and Biodiversity

After the "Locate" and "Evaluate" phases, the next step is the "Assess" a crucial stage focuses on identifying and prioritizing nature-related risks and opportunities stemming from our business's reliance on and impact on nature. These findings are then integrated into our established risk management processes. The nature and biodiversity of Delta are recognized as key sustainability issues within our climate and nature risk management framework. Consequently, nature-related risks are incorporated into our comprehensive, organization-wide risk management procedures. The Global ESG Committee Board of Directors provides oversight for identifying these risks and tracking their associated performance metrics. Below, we detail the nature-related "physical risks" and "transition risks" that Delta has identified. Our transition risks are further categorized into reputational risks, market risks, and policy risks, each described in the following sections.

Transition Risk	Potential Risk	Response Measure	Derived Opportunities
 Reputation Risk	If renewable energy used is sourced from ecologically controversial sites, Delta's reputation may suffer negative Impacts.	Formulate methodology for renewable electricity due diligence investigation. Implement net-zero commitment.	Establish an industry benchmark case for conducting renewable electricity due diligence investigation.
	Delta has made public commitments to carbon reduction targets, and failing to meet these targets could harm its reputation.		Develop products related to carbon removal.
 Market Risk	Customer's changing product specifications and requirements.	Monitor international practices for carbon reduction and carbon credit developments and evaluate their suitability. Regularly track customer net-zero commitments and Strategies.	Collaborate with customers in the development of low carbon products.
	Consumers increasingly opting for low-carbon products.		
	GHG reduction requirements for suppliers.		
	Increase in raw material costs.		
	Poor ESG ratings, because of lacking contributions to climate change and biodiversity, may affect the willingness of investors and banks to invest.		
 Policy Risk	Domestic and international GHG reduction requirements.	Monitor the progress of regulatory updates and make early preparations to ensure compliance. Adopt information system for real-time access to emission data, which can assist in management and reduction efforts.	Develop company GHG inventory and carbon reduction experience into a system to assist customers in responding to regulatory requirements for disclosing GHG information.
	Voluntary code of conduct.		
	Regulatory and policy uncertainties.		

4) Prepare Nature and Biodiversity

The "Prepare" phase is the final step of the LEAP approach, where analysis from prior stages transforms into actionable plans and strategic objectives. Delta's Board of Directors has already approved the Delta Group Biodiversity Policy and established specific response measures and management protocols.

Biodiversity	Water Resources
● Commit the Green building with the zero deforestation for its operational site expansion. ● Encourage Coral Restoration with Delta's Advanced Automation And Monitoring Technology. ● Employee training on biodiversity awareness specific to the local protected area and Forest Restoration Activities.	● Water Stewardship Plan: Develop a multi-year plan to reduce water withdrawal, increase water recycling use ● Flood Resilience: Implement flood monitoring solutions. ● Employee training on water conservation awareness.

To ensure nature-related risks within the company's existing risk management framework, Delta has integrated directly into our Enterprise Risk Management (ERM) system, standing alongside financial, operational, and climate risks.

We've set up relevant indicators for continuous monitoring and evaluation, ensuring targets are regularly reviewed through dedicated governance units and robust supervision processes. Furthermore, we compile periodic reports to foster transparent engagement with all stakeholders. These comprehensive measures enable Delta to effectively manage its dependencies and impacts on nature, mitigating risks, capitalizing on opportunities, and clearly demonstrating our commitments and progress to both internal and external stakeholders.

Internal communication and raise awareness	External disclosure and engagement
● Organize training to enhance internal understanding of biodiversity. ● Establish ecological due diligence and biodiversity assessment tools for renewable electricity procurement.	● Delta discloses its biodiversity management strategies, actions, and results via annual ESG reports, its website, and participation in advocacy organizations. ● Engaging with various stakeholders like experts, suppliers, and local communities to collaborate on reducing environmental impact and boosting biodiversity.

Delta has established clear, measurable targets for managing nature-related dependencies and impacts, along with key performance indicators (KPIs) to track progress.

The Net Positive Impact (NPI) by 2050 is committed to applying mitigation hierarchies, such as avoidance, minimization, restoration, offset, and additional conservation actions. Delta also works with value chain partners to support the global nature goal.

Delta aims to improve water productivity intensity (WPI) by 10% by the year 2030, relative to a 2020 baseline. This target reflects our commitment to enhancing water stewardship and water efficiency across our operations."

Avoidance: Commit to ensuring Delta's operation sites and supply chain are not located in or adjacent to recognized key biodiversity areas.

Mitigation
Site Level: Implement green building standards, monitor energy consumption, GHG emissions, water usage, waste management, and biodiversity conservation.
Product Level: Develop new products or business models that are less reliant on natural resources and have lower ecological impacts.
Value Chain: Integrate natural risk indicators into supply chain assessment and due diligence criteria.

Restoration
Evaluate and adhere to green building ecological restoration standards and partner with our supply chain to share knowledge and tools, aiming to reduce negative environmental and social impacts from raw material and renewable electricity procurement.

Offset
Collaboration with experts to evaluate, research, and develop natural solutions that possess both biodiversity and carbon removal functions, obtaining credits for Natural Climate Solutions (NCS).

Additional Conservation Actions
Collaborate with marine conservation teams to jointly restore coral reefs, enhance marine biodiversity by using Delta's technologies and equipment, and strengthen ecosystem functions.

3.5 Future Development Strategies for Measurement of NPI Targets and Metrics

We're committed to the vision of "living in harmony with nature," a core principle of the Kunming-Montreal Global Biodiversity Framework (GBF). Our goal is to ensure ecosystem services and the overall health of our planet are maintained, so they can continue to provide essential benefits to humanity sustainably. To achieve this, Delta has established 2050 Net Positive Impact (NPI) targets, aiming for positive net outcomes in biodiversity. We're using robust methods to measure relevant biodiversity values, and we're constantly adjusting our development strategies. This dynamic approach ensures we're aligned with international trends, national policies, and the invaluable insights gained from discussions with local stakeholders. Our efforts are focused on clearly defined, measurable, and time-bound initiatives. What's more, we're not just looking within our operational boundaries; we're actively considering the conservation and development of the broader landscape as well.

Given the complexity of biodiversity—such as definitions that vary across time and space, as well as the variable effectiveness of mitigation measures--many uncertainties exist. Moreover, the lack of internationally accepted and standardized measurement metrics, presents significant challenges for practical implementation and credibility. To effectively implement internal strategies and management measures, Delta has initiated an analysis of the NPI metric structure. Preliminary findings from this analysis are summarized below.

According to the Guidelines for Planning and Monitoring Corporate Biodiversity Performance published by IUCN in 2021, indicators such as **"pressure"**, **"state"**, **"benefit"**, and **"response"** can be used to measure the connection and changes between the company and nature and biodiversity. These indicators are complementary and help track changes over time.

Pressure indicators

These refer to the external factors for change present in the environment, which correspond to the drivers of impact (drivers of nature change) in TNFD, such as the amount of sewage discharged in corporate operations

State indicators

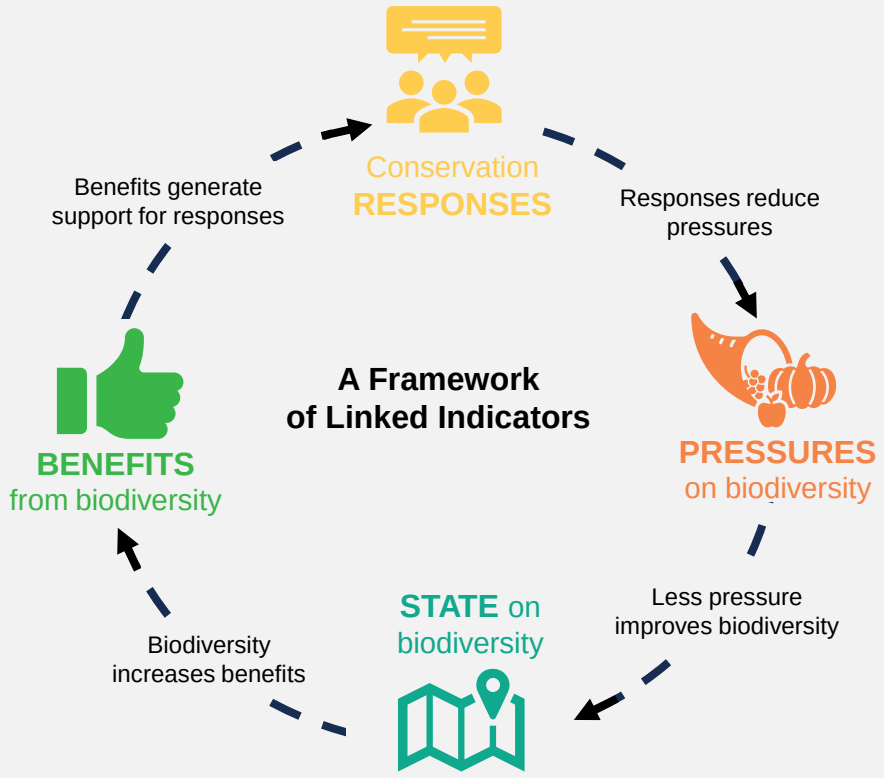
These refer to the state of the environment or biodiversity itself, which corresponds to the state of nature in TNFD, such as habitat integrity, number of species, and water quality

Benefits indicators

These are used to measure the ecosystem services and abiotic services made available by natural capital, such as the supply of water resources.

Response indicators

These are used to measure the performance of the actions taken by the organization, such as the number of people receiving education and training, the number of sewage treatment projects promoted, and the number of fish species restored.

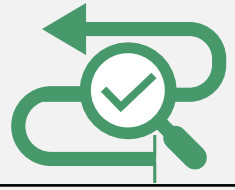


3.6 Delta's Main Challenges and Follow-up Plans

Unlike climate change, nature-related issues are highly complex and localized, and there is currently no single integrated indicator for measurement. This presents a considerable challenge for multinational enterprises like Delta, which offer a diverse range of products and services.

In response to these challenges, Delta will continue to monitor the progress of relevant international research. In addition to establishing a set of measurable, reportable, and verifiable (MRV) indicators for nature-related assessments, Delta will also track its progress towards climate goals. For each project, we will consider the effectiveness of emission reductions, assess impacts on biodiversity, and prioritize nature-based and climate solutions that support both climate mitigation or adaptation—maximizing corporate synergy.

We remain committed to our corporate mission: "To provide innovative, clean and energy-efficient solutions for a better tomorrow". We will continue to support business growth and corporate sustainability by developing innovative, clean, and energy-saving solutions. These principles will be internalized and incorporated into our business model. By developing products and services based on our core strengths and collaborating with customers, we aim to drive positive change for nature and biodiversity

Main Challenges in Resolving Nature Issues	
Challenges in Managing Traceability 	Results of the product life cycle assessment indicate that the 'use' stage and 'acquisition of raw materials' are respectively the primary and secondary phases where Delta's core products have the greatest environmental impact. Due to the wide variety of raw materials and the difficulty in tracing them back to the material extraction stage, ensuring that raw materials are free from significant environmental and social harm poses a major challenge for midstream and downstream companies.
Data Acquisition and Tool Application 	Natural data varies across locations, timeframes, and scales. Inconsistencies in data classification or quality can affect corporate decision-making. Furthermore, given the limited unfamiliarity many businesses have with biodiversity issues, transforming such complex data into comprehensible and actionable information presents a significant challenge. As such, having the right tools is crucial to support effective corporate decision-making.
Time Urgency 	Global biodiversity is declining at an alarming rate. In light of this urgent global trend, businesses face increasing time pressure to understand biodiversity issues and respond accordingly. All actions taken must be carefully evaluated, grounded in long-term observation, and based on a comprehensive understanding of ecosystem mechanisms. Moreover, these actions should actively contribute to biodiversity conservation and be monitored for potential unintended impacts.
Significant Complexity of Environmental Issues 	Nature-related issues are highly location-specific, and currently, no universally accepted comprehensive indicator exists. For companies with a diverse product portfolio and multinational operations, this creates substantial challenges in understanding regional conditions, implementing appropriate management measures, and selecting effective performance indicators to track progress.

4 Project Action

4.1 Transition Plan

4.2 Energy saving Benefits and the Avoided Emissions of products

4.3 Ecological Due Diligence for Renewable Electricity

4.1 Transition Plan

Delta's Commitment to Climate Change Toward Net-Zero by 2050

As global warming increasingly affects the world's economy, climate change has become a significant global risk. Many countries have committed to achieving net-zero emissions, and investors and stakeholders are concerned about how companies will respond to climate change and the transition to net-zero. With many countries now committed to reach net-zero emissions, and investors and stakeholders are concerned about how companies will respond to climate change and the transition to net-zero. The IFRS S2 and CDP define a climate transition plan as a comprehensive roadmap outline a company's goals, action plans, and the resources required to facilitate its transformation towards a low-carbon economy. This involves how a company will address related opportunities and risks, and ensure the long-term value of its stakeholders, society, economy, and natural environment. In addition to having clear action plans with specific timelines, companies also need to disclose how they will achieve their climate transition goal, and transform their existing assets, operations, and entire business models to align with the latest climate science-based plans. To comprehensively communicate Delta's climate transition plan externally, in 2024, we referred to the CDP Technical Note: Reporting on Climate Transition to provide a clear framework for communicating to external stakeholders how Delta has been integrating its operational and business model planning, financial planning, and proactive climate strategy goals and actions over the years. We communicated Delta's climate transition plan to shareholders in our annual report. This plan details our commitment to transitioning to 100% renewable energy via the RE100 initiative and converting our vehicle fleet to fully electric by 2030, reflecting our broader shift toward clean energy.

We also compared Delta's climate strategy and transition plan with the elements of the United Nations Integrity Matters document to self-assess and avoid greenwashing and presented Delta’s 2050 net-zero science-based carbon reduction target pathway and Integrity Matters review results at the press conference.

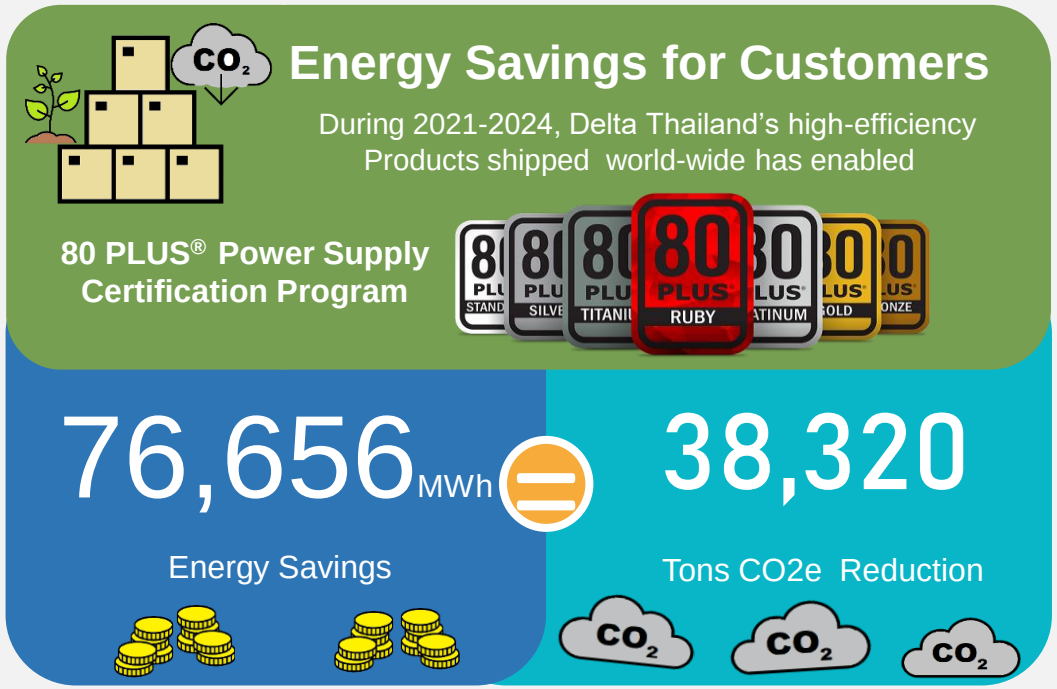
Delta's transition plan is built on years of accumulation:

 Productions and Technology	Enhance energy-saving core technology to provide innovative, clean, and efficient products and solutions globally, helping the Earth reduce carbon emissions.
 Operations	Introduce green buildings to contribute to climate change mitigation and adaptation.
 Mechanisms	Delta implements an internal carbon fee mechanism globally to accelerate the implementation of the climate transition plan and strengthen carbon reduction incentives, reporting budget expenditures and execution results to the board regularly.
 Indicators	Combine the renewable energy achievement rate with the performance of the senior management team.
 Strategy	Building on the existing Delta climate related product classification tree, we continue to analyze the EU Taxonomy for sustainable finance standards, optimizing Delta's climate related product classification to manage Delta's revenue ratio in line with climate change trends internally and meet international demand for green investments.

In the future, Delta will regularly review its climate transition plan. Our focus will extend beyond simply reducing carbon within our operations and value chain and addressing climate risks and opportunities. We'll also leverage Delta's strengths to boost internal and external cooperation, ultimately accelerating our journey toward net-zero emissions and adapting to the evolving economic landscape shaped by climate change. We'll disclose our progress regularly.

4.2 Energy Saving Benefits and the Avoided Emissions of Products

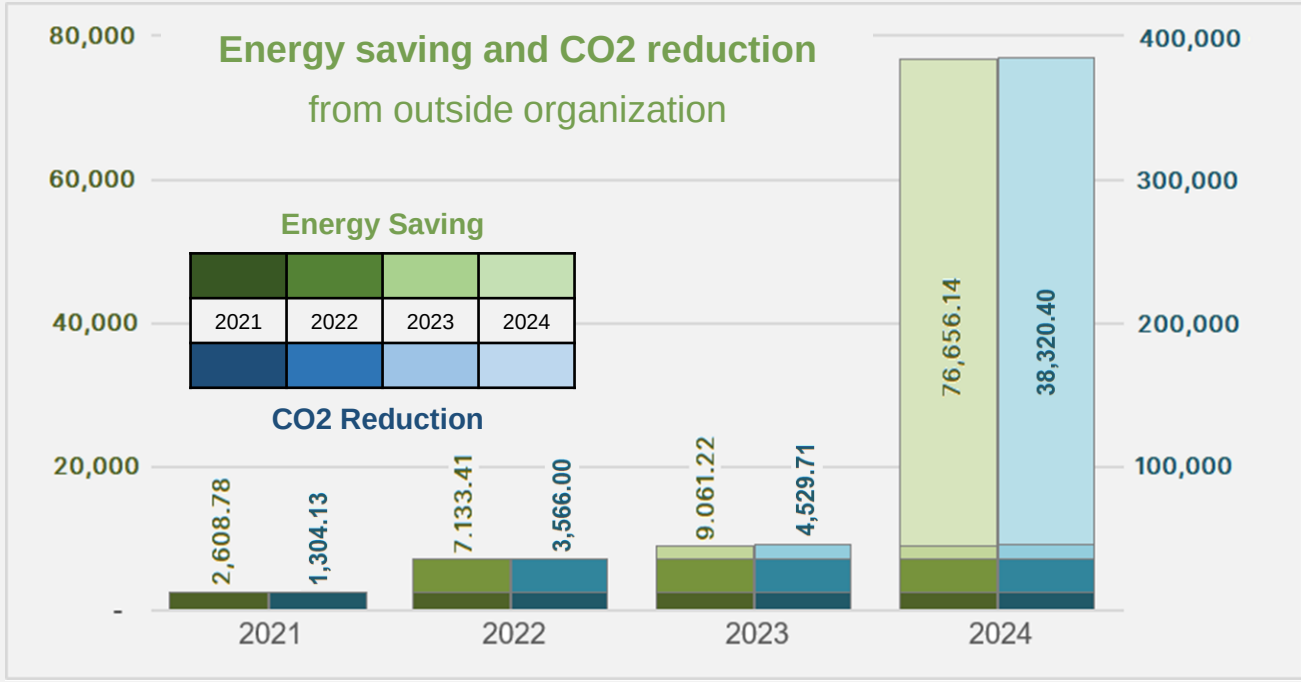
Delta is committed to its mission: “To provide innovative, clean, and energy-efficient solutions for a better tomorrow”. Since its establishment, the company has prioritized energy saving as its core value, understanding it's the crucial first step toward achieving carbon reduction goals. Beyond using energy-saving technologies for its own carbon reduction, the company also tackles emissions from its sold products. Which continually improving their energy efficiency and offering various energy-saving solutions to help global customers cut down on energy use and operating costs. Under the net zero goal, it can also help achieve the carbon reduction of Scope 3 value chain. Since 2021, the Delta has been calculating the energy savings provided by its 80 Plus certified power supplies. This initiative underscores the commitment to supporting customers' carbon reduction, as the reduced energy consumption directly translates to a lower carbon footprint for the end-user.



The **80 PLUS®** is the performance specification and certification program for **internal power supply units (PSUs)**. There are seven levels of certification per criteria, at increasing levels of energy efficiency for internal power supplies. The standards are recognized by ENERGY STAR® and the European Union (EU) for being significantly more efficient than standard PSUs, which is an opportunity to differentiate premium products and improve consumer confidence.

Delta’s High Efficiency Products Save 76,656 MWh Electricity for Net-zero

The energy saving is calculated based on product certifications issued and sales volumes during the year, alongside typical annual operation times.



* The CO2 emissions reduction in 2024 was based on the Thailand EF of electricity 0.4999 kg CO2e/kWh.

4.3 Ecological Due Diligence for Renewable Electricity

Delta became an RE100 member in 2021, pledging to achieve 100% renewable electricity use by 2030. Our transition to renewable electricity means we must also consider and mitigate potential ecological impacts. To effectively reduce the negative impact, Delta worked with an ecological consulting company to take inventory of the potential ecological impacts of different types of renewable electricity projects through literature review. We then established Delta's renewable electricity ecological due diligence methodology by referencing the environmental and ecological assessment management processes of domestic and international renewable electricity projects. To mitigate negative impacts, Delta intends to survey the potential ecological of different renewable electricity projects. The due diligence methodology for renewable electricity has been developed, drawing on established environmental and ecological assessment practices from both local and global projects. This includes evaluating multiple aspects such as the ecological sensitivity of the project site surroundings, changes of natural habitats affected by the project, concern for species involved, strategies to address these issues, and actions promoting ecological friendliness. These factors serve as one of the considerations for procurement decisions.

Project Highlights

In collaboration with a partner company, Delta has successfully concluded a pilot evaluation of its renewable electricity Power Purchase Agreement (PPA) projects. Our next steps involve optimizing our assessment processes and tools, along with developing internal training programs. Furthermore, we are committed to implementing restoration initiatives to minimize the ecological footprint associated with our use of renewable electricity.

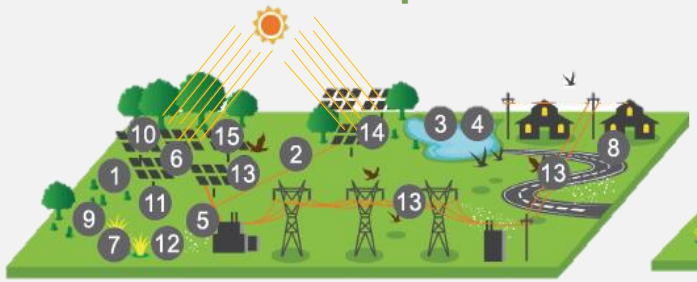
Assessment Methodology

The evaluation process is divided into two stages. the SD team and EnMS team are working together conduct basic and advanced evaluations with consider EIA. Based on the evaluation scores, the sites are classified as permitted for direct purchase, not permitted for purchase, or requiring a management evaluation.

Two stages of the assessment process

Basic assessment	Advanced assessment
Key evaluation indicators, including: • Area • Installed capacity • Case type: solar, onshore wind, etc. • Land use districts • Adjacent biodiversity sensitive areas **Purpose:** Conduct a quick review. If specific conditions are not met, the procurement will be considered to rejected.	Assessment and on-site investigation: • Relevant environmental regulations • Adjacent ecological database • Changes in natural habitats • Responses to ecological issues and eco-friendly actions **Purpose:** Each evaluation index has scores. The purchase based on the total score and designated conditions.

PV Developments



1) Habitat loss or alteration of animal ranges
2) Migration pathways blocked by project facilities
3) Wildlife attracted to evaporation ponds and dying
4) Changes in water resources leading to habitat degradation
5) Pollution (e.g. dust, light, noise, vibration, solid/liquid waste)
6) Shading from photovoltaic panels altering microclimates
7) Construction activities leading the spread of invasive species
8) Indirect impacts, such as changes in economic activities
9) Associated ecosystem service impacts
10) Ground shading altering vegetation composition
11) Herbicides inhibiting vegetation growth
12) Improper management leading to grassland wildfires
13) Birds or bats colliding with PV facilities resulting in injury
14) Panel reflections attracting insects, leading of bats/birds
15) Structures attraction /dispersion of bird around the site

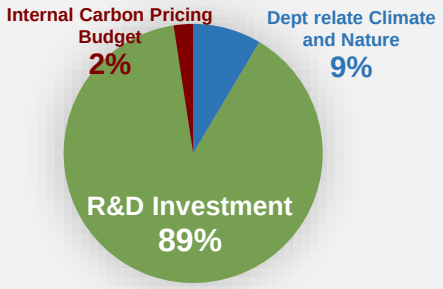
Onshore Wind Developments

1) Habitat loss or alteration of animal ranges
2) Migration pathways blocked by project facilities
3) Species leaving the site, affecting food webs or ecosystem
4) Pollution (e.g. dust, light, noise, vibration, solid/liquid waste)
5) Construction activities leading to the spread of invasive species
6) Indirect impacts such as changes in population/economic
7) Associated ecosystem service impacts
8) Bird and bat collisions with turbines blades and facility
9) Changes in air pressure during fan blade rotation can damage bat lungs
10) Wind turbine lighting attracts birds, increasing the risk of collisions

4.4 Operating Expense (OPEX) For Climate-Relate and Nature

To drive activities aimed at achieving our Net Zero target and Net Positive Impact in 2050, our company's Operating Expenditure (OPEX) for climate- and nature-related initiatives in 2024 totaled 4,488,473,350 THB. This figure represents 3% of our total operational cost. These expenditures cover key areas such as: Energy transition, Greenhouse gas (GHG) reduction, Research and Development (R&D), Employee capacity building, and Internal carbon pricing budget.

This OPEX amount was utilized with both tangible and intangible assets and was consolidated from our SAP system by the Business Finance Management (BFM) team, cross-referenced with the consolidated financial statements and the Internal Carbon Pricing (ICP) budget balance.

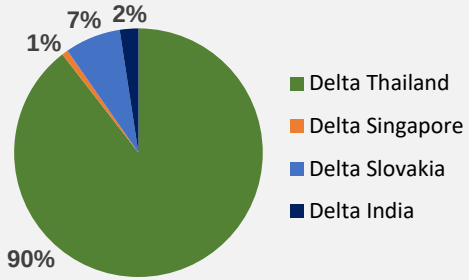


	Unit	2023	2024
Number of submitted projects	Project	62	124
Number of completed projects	Project	27	51
Completion rate	%	43.55	41.13
Number of cancelled/ postpone projects	Project	33	38
Accumulate water saving	m^3	0	3,389
Accumulate energy saving	kWh	433,038	4,755,959
Accumulate GHG emissions reduction	Ton CO_2e	216	2,488
Energy saving intensity	kWh/THB	0.029	0.038
Carbon reduction efficiency	Ton CO_2e/1M THB	16	20

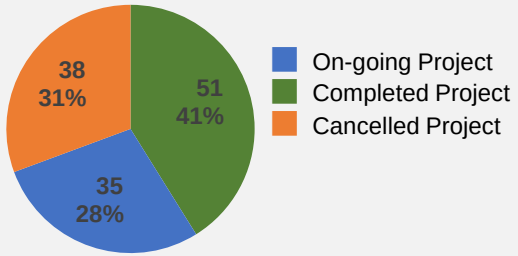
2024 ICP Project Summary

Delta's ICP pilot project began in 2022 and was fully utilized in Q4 2023. In 2024, 124 projects were submitted, including 111 from Delta Thailand, 1 from Delta Singapore, 3 from Delta India, and 9 from Delta Slovakia. By the end of 2024, 51 projects were completed, representing a 41% completion rate, while the rest remain under installation and testing, expected for completion in 2025.

ICP Projects by Site



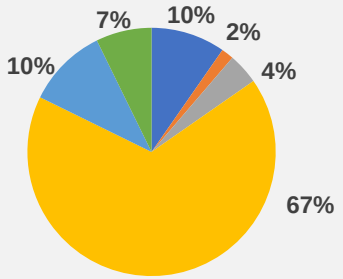
2024 ICP Project Status



Average Payback Period for the completed Projects	2.4 years

Remark:
1. Reporting Period: January to December 2024
2. 2024, the ICP project report includes Delta sites in Thailand, Singapore, India, and Slovakia.
3. Electricity rate 5.37 THB/ kWh
4. Exchange rate: 1 USD = 32.5 THB; 1 USD = 1.31 SGD; 1 USD = 0.89286 EUR; 1 USD = 80 INR

ICP Project Category Breakdown



ICP Category

E-E	Building in-house solar energy or other RE equipment
E-R	Renewable Energy Certificates (REC)
I-M	Sustainability Carbon Asset Management
R-E	Energy Efficiency Enhancement and Energy Conservation
R-T	Low-carbon Transportation Investment
R-W	Water Resource Saving, Purifying, or Recycling and Reuse

The actual spending totaled 125,339,117 THB across Thailand and its overseas subsidiaries. The accumulated energy savings amounted to 4,755,959 kWh, calculated from the installation completion date of each project through the end of 2024. This equates to a GHG emissions reduction of 2,488 tons CO_2e (based on each location's local EF). The energy saving intensity was 0.038 kWh per THB spent. An investment of 1 million THB achieves a reduction of 20 tons CO_2e, reflecting the project's carbon reduction efficiency in 2024.

Future Prospects

Climate change mitigation and nature protection have become irreversible trends around the world. Governments, businesses, and NGOs are strengthening cooperation to jointly respond to the challenges posed by climate change. Looking to the future, Delta will continue to uphold the mission statement **"To provide innovative, clean and energy-efficient solutions for a better tomorrow"**, pay close attention to and actively participate in these international trends, and actively integrate climate and nature goals to achieve Delta's sustainability goals. We have achieved remarkable results with our past efforts in climate and natural biodiversity, but we will continue to face future challenges and the opportunities that come with them. This report is Delta's first joint disclosure of climate and nature-related goals and information. It is used as an inventory of future goals and past achievements, and more importantly, it incorporates the requirements and guidelines of international standards to identify and plan management strategies and practical pathways toward the goals. We will continue to intensify our cooperation with international organizations and initiatives, share our own experiences through participation, and learn from global benchmark cases to improve our performance in climate and nature protection. We understand that successful climate action and biodiversity protection are inseparable from the support of internal and external partners. We must therefore strengthen cooperation with employees, customers, supply chains, and other stakeholders, which will be crucial for our sustainable development. Finally, we also look forward to continuing to work hand in hand with our wide range of stakeholders for sustainable development in our business and core functions.

5 Appendix

5.1 TCFD Index

Dimension	TCFD Disclosure Recommendation	Chapter	Page
Governance	Describe the board's oversight of climate related risks and opportunities.	1.1 Organizational Operations	7
	Describe management's role in assessing and managing climate-related risks and opportunities.	1.1 Organizational Operations	8
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2.1 Climate Risks and Opportunity Identification	13
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	2.1 Climate Risks and Opportunity Identification	14
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2˚C or lower scenario.	2.2 Climate Risk Scenario Analysis	15
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	2.3 Climate - related Risks, Impact and Strategic response	27
	Describe the organization's processes for managing climate-related risks.	2.3 Climate - related Risks, Impact and Strategic response	28
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	2.1 Climate Risks and Opportunity Identification	12
Metrics & Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2.1 Climate Risks and Opportunity Identification	12
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2.2 Climate Risk Scenario Analysis	21
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2.4 Matric and Targets	30

5.2 TNFD Index

Dimension	TNFD Disclosure Recommendation	Chapter	Page
Governance	Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	1.2 Corporate Governance	7
	Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	1.2 Corporate Governance	8
	Describe the organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	3 Nature and Biodiversity	32
Strategy	Describe the nature-related dependencies, impacts, risks and opportunities organization has identified over the short, medium and long term.	3.1 Locate, 3.2 Evaluate, 3.3 Assess	32
	Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	3.3 Assess	34
	Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.		
	Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	3.1 Locate	32
Risk Management	Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations.	3.2 Evaluate, 3.3 Assess	33
	Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	3.1 Locate, 3.2 Evaluate	32
	Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities.	3.4 Prepare 3.5 Future Development Strategies for Measurement of NPI Targets and Metrics	36 37
	Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	3.3 Assess, 3.4 Prepare 3.5 Future Development Strategies for Measurement of NPI Targets and Metrics	34 37
Metrics & Targets	Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	3.5 Future Development Strategies for Measurement of NPI Targets and Metrics	37
	Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	3.5 Future Development Strategies for Measurement of NPI Targets and Metrics	37
	Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	3.5 Future Development Strategies for Measurement of NPI Targets and Metrics	37

5.3 IFRS S2 Climate-related Disclosures Index

Dimension	IFRS S2 Disclosure Recommendation		Chapter	Page
Governance	Climate-related governance body(s) or individual(s)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities applicable to that body(s) or individual(s).	1.1 Organizational Operations	7
		How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies.	1.1 Organizational Operations	7
		How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities.	1.1 Organizational Operations	7
		How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities.	1.1 Organizational Operations	7
		How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	1.1 Organizational Operations	7
		How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies.	1.1 Organizational Operations	7
	Responsibilities and roles of climate related governance body(s) or individual(s)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	1.2 Target Deployment	8
		Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	1.2 Target Deployment	8
		Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	1.2 Target Deployment	8
Strategy	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	2.2 Climate Risk Scenario Analysis	15
		Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur.	2.2 Climate Risk Scenario Analysis	15
		Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	2.2 Climate Risk Scenario Analysis	15

5.3 IFRS S2 Climate-related Disclosures Index

Dimension	IFRS S2 Disclosure Recommendation		Chapter	Page
Strategy	Current and anticipated effects of climate related risks and opportunities on the entity's business model and value chain	A description of the current and anticipated effects.	2.1 Climate Risks and Opportunity Identification 2.2 Climate Risk Scenario Analysis	12 15
		A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	2.1 Climate Risks and Opportunity Identification 2.2 Climate Risk Scenario Analysis	12 15
	Effects of climate-related risks and opportunities on its strategy and decision-making	Current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities	2.1 Climate Risks and Opportunity Identification 2.2 Climate Risk Scenario Analysis	12 15
		Current and anticipated direct (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications) and indirect (for example, through working with customers and supply chains) mitigation and adaptation efforts.	2.1 Climate Risks and Opportunity Identification 2.2 Climate Risk Scenario Analysis	12 15
		Any climate-related transition plan the entity has.	4 Project Actions	40
		How the entity plans to achieve any climate-related targets.	2.3 Climate - related Risks, Impact and Strategic response	27
	Effects of climate-related risks and opportunities on the entity's financial position	The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning.	2.2 Climate Risk Scenario Analysis	15
	Climate resilience	The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to.	2.2 Climate Risk Scenario Analysis	15
		The significant areas of uncertainty considered in the entity's assessment of its climate resilience.	2.2 Climate Risk Scenario Analysis	15
		The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term.	2.2 Climate Risk Scenario Analysis	15
		How and when the climate-related scenario analysis was carried out.	2.2 Climate Risk Scenario Analysis	15
Risk management	Climate-related risks management process	The processes and related policies the entity uses to identify, assess, priorities and monitor climate related risks.	2.1 Climate Risks and Opportunity Identification	12
	Climate-related scenario analysis	Whether and how the entity uses climate-related scenario analysis to inform its identification of climate related opportunities.	2.2 Climate Risk Scenario Analysis	15
		The extent to which, and how, the processes for climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	2.2 Climate Risk Scenario Analysis	15

5.3 IFRS S2 Climate-related Disclosures Index

Dimension	IFRS S2 Disclosure Recommendation		Chapter	Page
Metrics and targets	Greenhouse gases	Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric ton of CO2 equivalent, classified as: • Scope 1 GHG emissions • Scope 2 GHG emissions • Scope 3 GHG emissions	2.2 Climate Risk Scenario Analysis	21
		Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions.	2.2 Climate Risk Scenario Analysis	21
		Disclose the approach it uses to measure its greenhouse gas emissions.	2.2 Climate Risk Scenario Analysis	21
	Climate-related transition risks	The amount and percentage of assets or business activities vulnerable to climate-related transition risks.	2.3 Climate - related Risks, Impact and Strategic response	28
	Climate-related physical risks	The amount and percentage of assets or business activities vulnerable to climate-related physical risks.	2.3 Climate - related Risks, Impact and Strategic response	29
	Climate-related opportunities	The amount and percentage of assets or business activities aligned with climate-related opportunities.	2.3 Climate - related Risks, Impact and Strategic response	29
	Capital deployment	The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	4.4 Operating Expense (OPEX) For Climate-Relate and Nature	43
	Internal carbon prices	• An explanation of whether and how the entity is applying a carbon price in decision-making (for example, investment decisions, transfer pricing and scenario analysis) • The price for each metric ton of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions.	4.4 Operating Expense (OPEX) For Climate-Relate and Nature	43
	Remuneration	• A description of whether and how climate-related considerations are factored into executive remuneration • The percentage of executive management remuneration recognized in the current period that is linked to climate-related considerations.	1.2 Target Deployment	9
	The quantitative and qualitative climate related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets	The metric used to set the target.	2.4 Matric and Targets	30
		The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives).	2.4 Matric and Targets	30
		The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region).	2.4 Matric and Targets	30

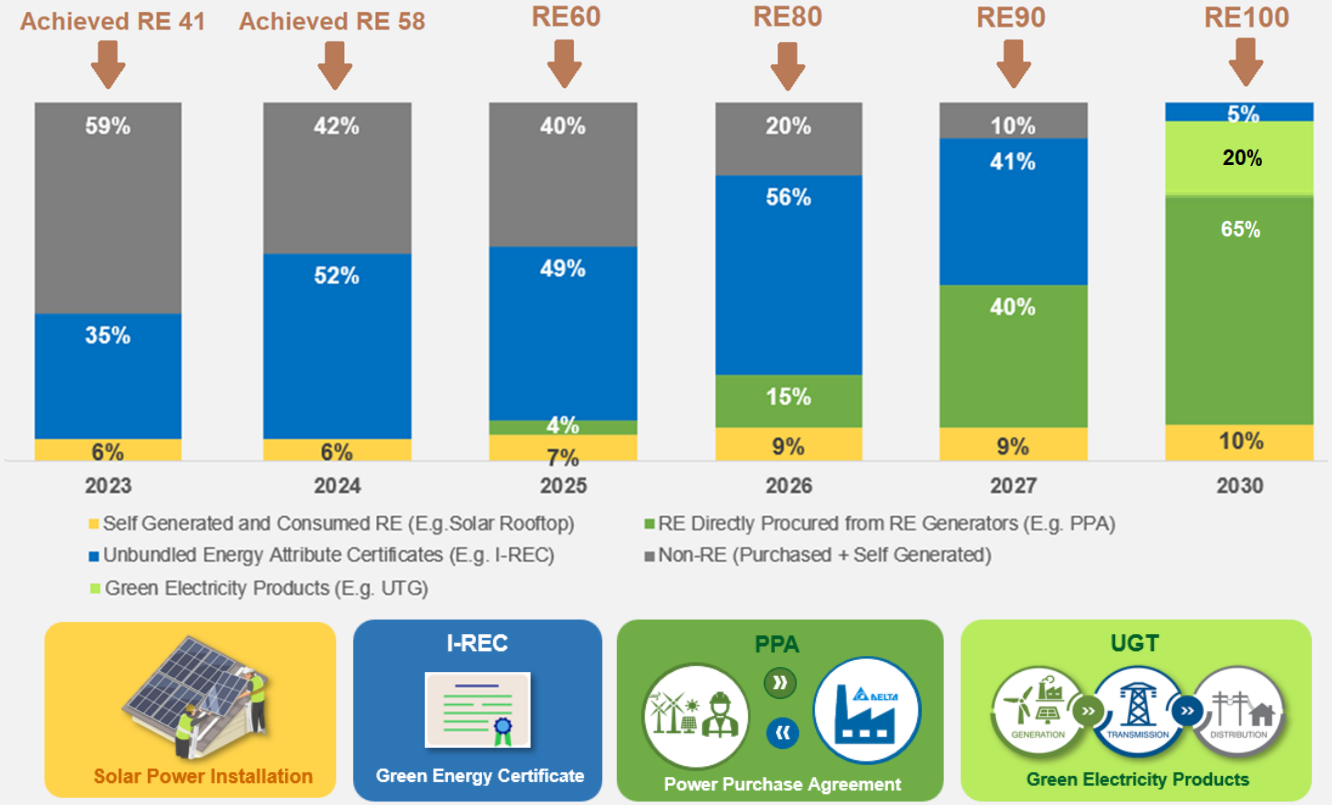
5.3 IFRS S2 Climate-related Disclosures Index

Dimension	IFRS S2 Disclosure Recommendation		Chapter	Page
Metrics and targets	The quantitative and qualitative climate related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets	The period over which the target applies.	2.4 Matric and Targets	30
		The base period from which progress is measured.	2.4 Matric and Targets	30
		Any milestones and interim targets.	1.1 Organizational Operations 2.4 Matric and Targets	7 30
		If the target is quantitative, whether it is an absolute target or an intensity target.	2.4 Matric and Targets	30
		How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	1.1 Organizational Operations 2.4 Matric and Targets	7 30
	Information about its approach to setting and reviewing each target, and how it monitors progress against each target	Whether the target and the methodology for setting the target has been validated by a third party.	1.1 Organizational Operations	7
		The metrics used to monitor progress towards reaching the target.	2.4 Matric and Targets	30

5.4 Delta Commit to RE100

Delta is on a path to net zero by 2050 with a 2021 baseline. To get there, we're focused on a near-term target by cutting absolute Scope 1 and 2 greenhouse gas emissions by 90% by 2030. A key part of this strategy is achieving 100% renewable electricity by the same year, which will lead to substantial reductions in Scope 1 and 2 greenhouse gas emissions. The methodology include self generate electricity, Power Purchase Agreements (PPA) and Renewable Energy Certificates (REC) and Utility Green Tariff (UGT). In 2024, Delta achieved RE33 with 5% consumption from Solar Electricity self generation, 1% of PPA and 32% of REC.

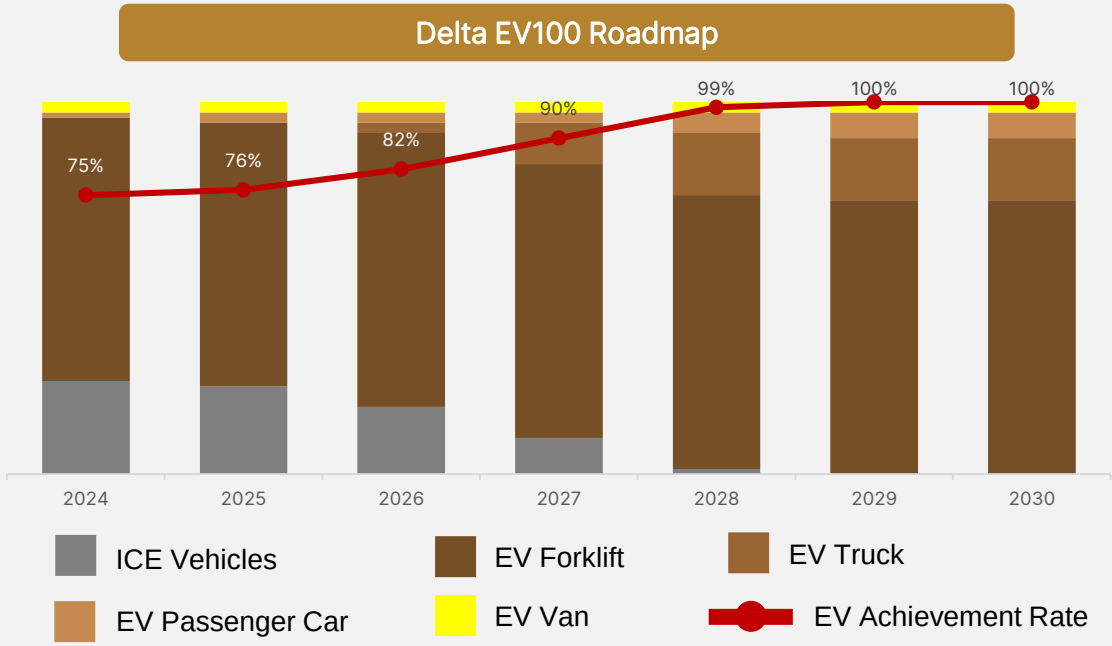
Delta Thailand Renewable Electricity (RE100) Roadmap



Delta Electricity Vehicle (EV100) Roadmap

Delta Electronics' participation in the EV100 initiative, a global campaign to promote the adoption of electric vehicles (EVs) and charging infrastructure. Delta is a key player in the EV charging solutions market, and their involvement in EV100 underscores their commitment to a low-carbon transportation future. In Thailand, Delta has partnered to install EV charging stations. The number of EV in 2024 as below:

Management car and vans		Transition Diesel forklift to EV Forklift		Transition Diesel truck to EV Truck	
EV	EV 3 Units 43 % ICEv 4 Units	EV	EV 51 Units 96 % ICEv 2 Units	EV	EV 0 Unit 0 % ICEv 11 Units



5.5 Delta's Three-Dimensional Approach and Application for Energy Saving

Delta is committed to continuously reducing carbon emissions in alignment with the RE100 initiative and the global 1.5°C climate target. Delta implements an energy-saving strategy and policy across 3 key dimensions: Green Buildings, Operation Sites, and Products & Solutions. This strategy promotes investment in best practices in energy conservation, renewable energy, and low-carbon product development through the ICP framework. As a result, Delta enables its business groups and units to respond to increasing client demands for green power, support one another through shared sustainability goals, ad drive continuous improvement in low-carbon innovations.

Green Buildings

Buildings account for 30% of total global energy consumption and 26% of global energy-related emissions.

Since 2006, Delta has established 35 green buildings and 2 certified green data centers. In 2024, Delta's certified 21 green factories/ offices, and 5 donated campus buildings which saved 45.43 million kWh of electricity and reduced carbon emissions by 23,330 tons.

Adaptation Plans and Actions

- All new Delta buildings shall be green buildings and certified with LEED & WELL certifications.
- Delta promotes the use of automated systems among its partners.

Products and Solutions

Delta is committed to creating products and services that support low-carbon and energy-saving solutions in urban environments.

Adaptation Plans and Actions

Investing in research and development of high energy efficiency and low-carbon products and services.

ISAE 3000 Assurance Coverage – Product List:

1) LED Street Lights
2) LED Driver
3) LED High Bay
4) Electronic Ballast
5) PV Inverter (PVI)
6) TV Power
7) AC-DC Adapter
8) Ventilation Fans
9) EV DC Charger
10) Computer and Networking Power
11) Uninterruptible Power Supply (UPS)

The SMART Energy technology:

1) PV solutions
2) Energy storage solutions
3) EV charging solutions
4) Energy IoT solutions

Operation Sites

Delta has leveraged ICP funding to enhance energy efficiency management and reduce carbon emissions at each operation site.

Adaptation Plans and Actions

- Enhancing the energy efficiency of air compressor, ventilation system, lighting equipment, and other utilities
- Allocating resources to smart grids, testing, adjusting, and balancing (TAB) for developing IT and air conditioning systems
- Providing funding to support carbon reduction benefits from sintering furnaces, reflow furnaces, burn-in equipment, injection molding machines, and other processing equipment
- Improving energy efficiency across production lines, offices, and all on-site facilities namely restrooms and canteens
- Advancing water resource conservation via purification, recycling, and reuse for cooling towers and air conditioning systems, along with improvement in water monitoring systems and technologies
- Investing in emerging renewable energy technologies including solar, hydrogen, and related equipment
- Promoting low-carbon transportation across all company activities

5.6 A Company Built On Sustainable Development

Mission

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

Global Megatrends

- Demographic changes
- Rapid urbanization
- Climate change
- Disruptive technology

Thailand BCG Model

- Agriculture and food
- Wellness and medicine
- Energy, materials and biochemicals
- Tourism and creative economy

Delta Solutions

Agriculture and food	Wellness and medicine	Energy, materials and biochemicals	Tourism and creative economy
• Smart farm solution • Flood monitoring solution • Industrial Automation	• Medical power supplies • Power supplies • Fan & ventilation • Data Center • Building Automation	• Renewable energy • Smart energy • Telecom energy • EV Charging • Industrial Automation	• Display and monitoring

Beneficiaries (Stakeholders)

Shareholder	• Good and long-term return from sustainable investment
Customer	• High value-added product and solutions • Compliance to recognized industry standards
Employee	• Stable employment and good well-being
Supplier	• Higher competence with ESG standards and leading technology requirement
Community	• Sufficient resources and capability for well-being in long-term

5.7 Industry Materiality Matrix

Delta Thailand also realizes the importance of biodiversity risk in our supply chain. We are consolidating biodiversity risk from our 2,010 suppliers (Y2024 active suppliers) by using WWF Risk Filter Suite. The risk score classification is consistent throughout all risk categories, types as well as in the overall risk, where:

Physical Risk of Scape

8

Of total supplier

Provisioning Services

245 Of total suppliers Very High Risk

- 11 Of total suppliers — Water Availability
- 6 Of total suppliers — Forest Productivity and Distance to Markets
- 1,538 Of total suppliers — Limited Wild Flora & Fauna Availability

Regulate & Support Service

581 Of total suppliers Very High Risk

- 79 Of total suppliers — Soil Condition
- 103 Of total suppliers — Water Condition
- 114 Of total suppliers — Air Condition
- 127 Of total suppliers — Ecosystem Condition
- 1,417 Of total suppliers — Pollination

Cultural Services

96

Of total supplier Very High Risk

- 91 Of total suppliers — Natural & Cultural Resources

Pressure on Biodiversity

252 Of total suppliers Very High Risk

- 6 Of total suppliers — Land, Freshwater, and Sea use change
- 347 Of total suppliers — Tree Cover Loss
- 24 Of total suppliers — Invasives
- 667 Of total suppliers — Pollution

Regulate & Support Service

1,319 Of total suppliers Very High Risk

- 612 Of total suppliers — Landslides
- 81 Of total suppliers — Fire Hazard
- 1,256 Of total suppliers — Plant/Forest/ Aquatic Pests and Diseased
- 27 Of total suppliers — Herbicide Resistance
- 326 Of total suppliers — Extreme Heat
- 1,259 Of total suppliers — Tropical Cyclones

5.7 Industry Materiality Matrix

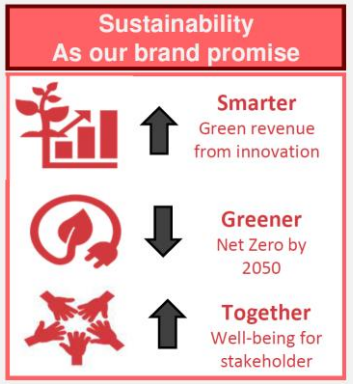
We also conduct biodiversity assessments using WWF tools to evaluate our related sector suppliers comprehensively by using WWF Risk Filter Suite: BRF | Investigate – Specific Industries. These findings will be crucial for evaluating and establishing our biodiversity policy and action plan.

Indicator	BRF Indicators	Impact/ Dependency	Delta's Supplier related Sector					Other Industry Sector														
			Automotive, Electrical Equipment	Chemicals & Production	Electronics & Semiconductor	Metals & Mining	Paper & Forest Product	Agriculture (animal products)	Appliances & General Goods	Construction Materials	Electricity Production Combustion	Electricity Energy Hydropower	Electricity Energy Solar, Wind	Food & Beverage Production	Food Retailing	Health Care, Pharmaceutical Biotechnology	Hospitality Services	Land Development	Oil, Gas & Consumable Fuels	Telecommunication services	Transportation Services	Water utilities / Water Service Providers
Provisioning Services																						
1.1	Water Availability	Dependency	4	4	4	5	5	5	4	5	5	5	3	5	2	4	4	3	4	2	4	5
1.2	Forest Productivity and Distance to Markets	Dependency	0	0	0	4	5	0	0	4	4	0	0	0	0	0	2	4	4	2	2	0
1.3	Limited Wild Flora & Fauna Availability	Dependency	3	1	0	0	3	1	0	1	0	0	0	3	0	3	2	2	0	0	0	0
1.4	Limited Marine Fish Availability	Dependency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0
Regulating & Supporting Services - Enabling																						
2.1	Soil Condition	Dependency	0	0	0	0	5	4	0	0	0	0	0	0	0	0	3	3	0	0	0	3
2.2	Water Condition	Dependency	2	3	2	2	4	5	2	2	2	3	2	4	2	3	4	2	2	2	2	4
2.3	Air Condition	Dependency	3	3	3	3	4	4	3	3	3	2	3	3	2	4	4	4	3	0	3	3
2.4	Ecosystem Condition	Dependency	0	0	0	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.5	Pollination	Dependency	0	0	0	0	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Regulating Services – Mitigating																						
3.1	Landslides	Dependency	3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	4	4
3.2	Wildfire Hazard	Dependency	3	3	3	3	5	4	3	3	3	3	3	3	3	3	3	3	3	3	4	4
3.3	Plant/Forest/Aquatic Pests and Diseases	Dependency	0	0	0	0	4	4	0	0	0	0	0	4	0	4	1	0	0	0	0	0
3.4	Herbicide Resistance	Dependency	0	0	0	0	4	4	0	0	0	0	0	0	0	0	1	1	0	0	0	2
3.5	Extreme Heat	Dependency	3	3	3	4	5	5	3	3	4	3	3	3	3	3	4	4	4	3	4	4
3.6	Tropical Cyclones	Dependency	3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	4	4
Cultural Services																						
4.1	Tourism Attractiveness	Dependency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	1	0	0	0	0
Pressures on Biodiversity																						
5.1	Land, Freshwater and Sea Use Change	Impact	1	1	1	5	5	5	1	1	1	5	3	1	1	1	1	5	5	3	5	1
5.2	Forest Canopy Loss	Impact	1	1	1	5	5	5	1	5	4	4	1	1	1	1	3	5	5	5	5	1
5.3	Invasives	Impact	0	0	0	2	3	3	0	2	0	2	0	2	2	0	3	2	2	2	3	3
5.4	Pollution	Impact	5	5	5	5	4	5	5	5	5	3	4	4	4	5	3	5	5	2	4	2
Environmental Factors																						
6.1	Protected/Conserved Areas	Impact	3	3	3	5	5	5	3	3	5	4	4	3	1	3	1	5	5	3	5	3
6.2	Key Biodiversity Areas	Impact	2	2	2	4	4	4	2	2	4	3	3	2	1	2	1	4	4	2	4	2
6.3	Other Important Delineated Areas	Impact	2	2	2	4	4	4	2	2	4	4	2	2	1	2	1	4	4	2	4	2
6.4	Ecosystem Condition	Impact	2	2	2	4	4	4	2	2	4	4	2	2	1	2	1	4	4	2	4	2
6.5	Range Rarity	Impact	1	1	1	3	3	3	1	1	3	3	3	1	0	1	2	3	3	2	2	2
Socioeconomic Factors																						
7.1	Indigenous Peoples, Local Communities, Lands	Impact	3	3	3	5	5	5	3	3	3	5	3	3	1	3	1	5	5	3	5	3
7.2	Resource Scarcity: Food - Water – Air	Impact	1	1	1	2	0	3	1	1	1	1	0	2	1	1	3	1	2	0	1	1
7.3	Labor/Human Rights	Impact	2	2	2	4	2	4	2	2	2	2	2	2	2	2	4	4	4	2	2	2
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
Additional Reputational Factors																						
8.1	Media Scrutiny	Dependency	1	4	1	5	1	5	3	4	2	2	2	5	3	1	3	4	4	1	1	5
8.2	Political Situation	Dependency	2	2	2	3	3	3	2	2	3	3	2	3	1	2	3	3	3	2	3	2
8.3	Sites of International Interest	Dependency	2	2	2	3	3	3	2	2	3	3	2	2	0	2	3	3	3	2	3	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
Number of Delta's Supplier related Sector				**13**	**356**	**356**	**76**															

5.8 Value chain analysis

To ensure our capability to response to provide innovative, clean and energy-efficient solutions for better tomorrow, we analyze our business activities to see our potential and gap to deliver the promise value to our stakeholders while balance the company's competitive advantage.

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



Support Activities

- **Firm Infrastructure:** Forward-looking strategy, ESG aligned mission, risk management, corporate governance, ethical business and transparency, global footprint
- **Human Resource Development:** Talent management, fair employment policy, career development, Life-long learning, human rights, happy workplace, diversity and inclusion
- **Technology Management:** R&D funding, global R&R network, market-driven technology development, internal inventor development, information security
- **Procurement:** ESG in supply chain, partnership to mitigate social and environment impact

Primary Activities

Marketing & Sales	Inbound Logistics	Operation	Outbound Logistics	Services
• Offer innovative products and services with less impact to environment and society • Diversified products and solutions address global mega trends	• Supplier screening by ESG criteria • RBA code of conduct enhancement for ethical and responsible supply chain	• Design for best energy efficiency • Efficient manufacturing process with less impact to environment and society • Compliance with world-recognized management and quality standards	• On-time delivery with less impact to environment and society	• Customized services for customer satisfaction • Localized service and turnkey solutions

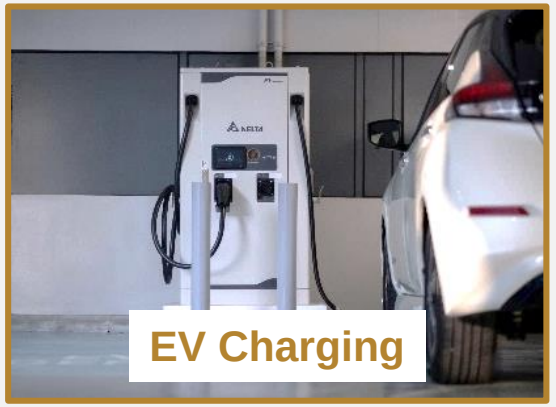
5.9 Delta Solutions Addressing Global Megatrends

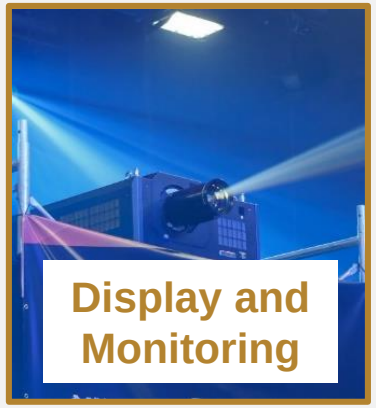
Demographic changes

Rapid urbanization

Climate change

Disruptive technology





Smarter. Greener. Together.