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Annual Report

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“Investors will be able to learn more about the Company from form 56-1 on www.sec.or.th or
the Company’s website www.deltathailand.com”

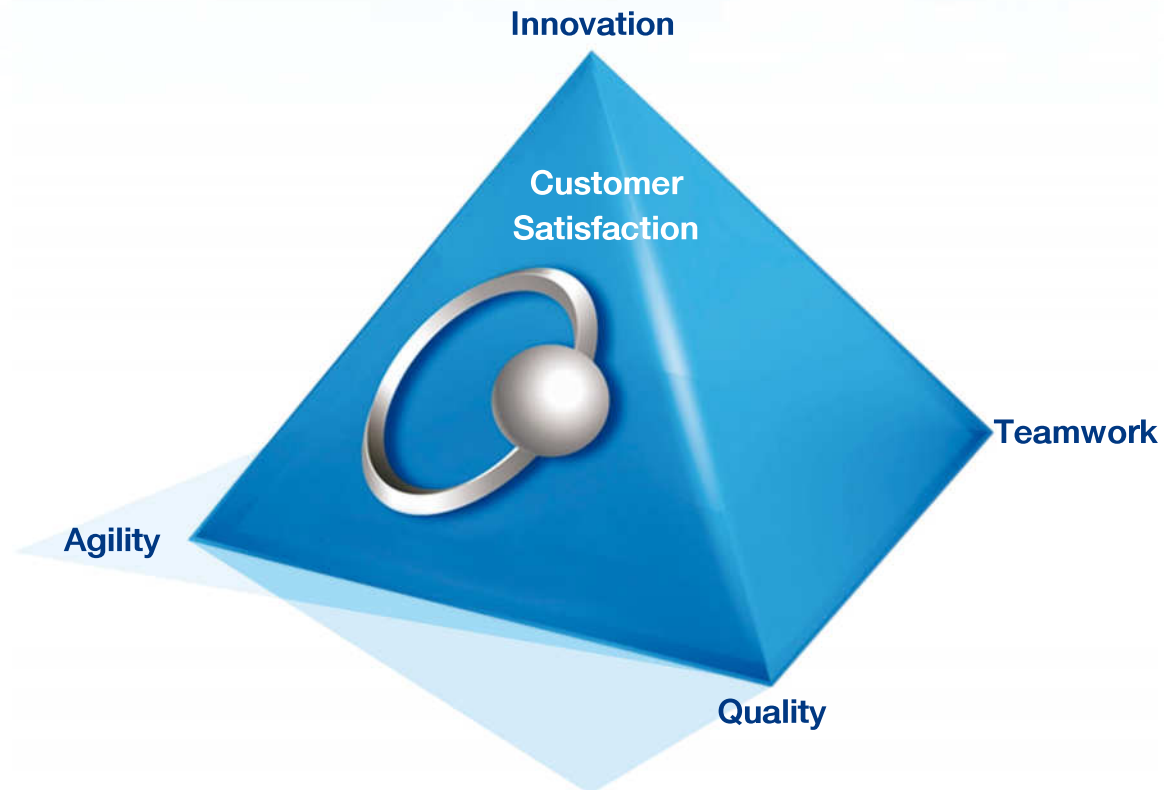
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Our Mission

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

Corporate Culture

Strive for change, and pursue sustainability



Innovation

Create new ideas and take them to success, effectively.

Customer Satisfaction

Anticipate customer needs and exceed expectations.

Quality

Consistently deliver superior performance and pursue improvement all the time.

Teamwork

Fully leverage global value networks and collaborate to achieve mutual goals.

Agility

Identify emerging trends and act quickly to capture new opportunities.



Message from the Board of Directors

Since the major acquisition in 2003, the Company has been investing in the development of many new ODM products for both existing and new market segments. At the same time, the company has been investing in many new regional offices starting from our India office which marks the beginning of the Company's regional business. Five years later, the Company had effectively transformed our business in 2007. Sales revenue was increased from USD 990 million in 2008 to USD 1,300 million in 2012 or Baht 33 billion to Baht 40 billion. Much improvement has been seen at gross profit level as well.

Operations' Milestones:

- 2006 Automotive fan launched
- 2007 Established Delta Electronics (Slovakia) s.r.o.
- 2008 Established India office and factories
- 2010
 - Automotive power chargers for hybrid vehicles
 - Solar business launched
 - Established Delta Greentech (Brasil) S/A
 - Established Delta Green Industrial (Thailand) Co., Ltd.
 - Established Delta Energy Systems (Australia) Pty. Ltd.
- 2012 Wind Turbine Converters launched

The Company's main products remain to be power supplies for telecommunication, networking, storage and servers for datacenter applications. In 2013, all our new businesses and facilities have been well managed and executed with sound control over SG&A expense. This can be observed from the good profits over a relatively flat growth in sales revenue that is partly affected by the economic situation in Europe.

In 2014, the management expects to see further improvements in costs control at both production and operation levels with some growth in sales revenue which is again highly dependent on the improvement of economic situations in Europe and success of our wind turbine and automotive power products.

Power Systems Management and Control Solutions: The company will continue to develop energy saving, highly efficient and environmental friendly products and solutions. In addition, investments will continue in developing in-house software and strengthening the domestic service teams for telecommunication, production and building facilities with high energy consumption. These are promising new businesses which will help the company to penetrate deeper into our regional markets. The first solution business was launched in India in 2012 with strong growth momentum which is expected to carry on through 2014. Such diversifying revenue sources will lay a stronger foundation for the company's future revenue and profit growth.

Operation strategy 2014: The Company will further improve production costs through investments in automation and streamlining production process to enhance product quality and production productivity. Most importantly, we will maintain our Value Engineering effort to ensure overall cost and operation efficiencies are optimized.

Strong Financial Status: With regard to many potential new businesses and investments, the Company shall continue to pursue the USD 300 million Cash-On-Hand policy for few more years. At the same time, we will undertake strict measures to improve operation costs and cash cycle. The Board of Investment (BOI), continues granting its promotional privileges for all products. As the Company's global operation exposure widens, we will increase localization effort for tax benefits and currency management purposes in regional production locations like India.

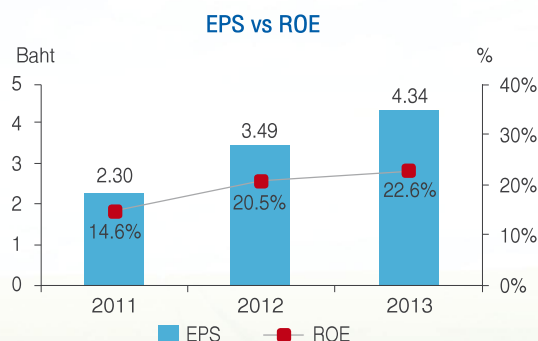
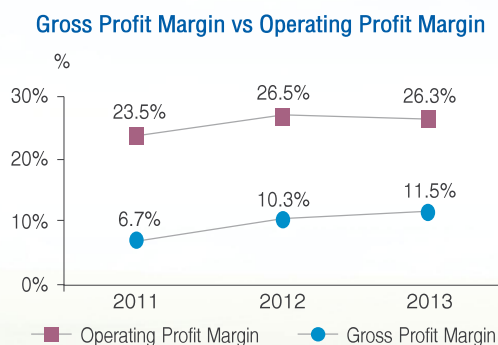
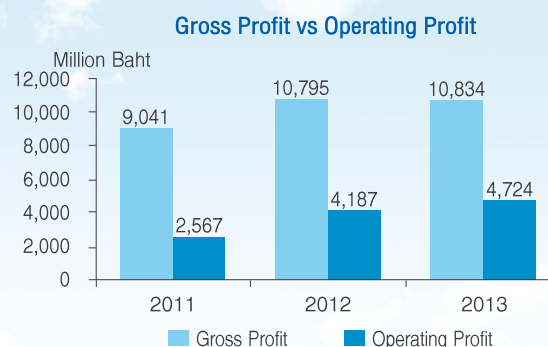
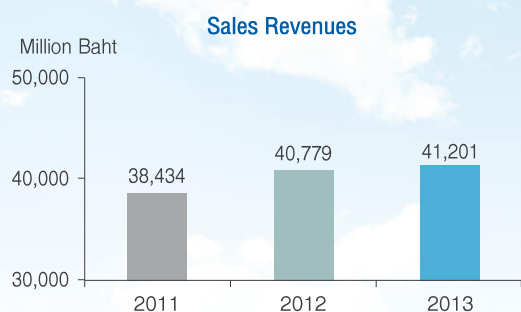
Corporate Social Responsibility: Being a world class company with global suppliers and customers, Corporate Social Responsibility (CSR) is therefore an important guiding beacon for the company to conduct businesses. In our pursuit for sustainable business growth, the commitment to CSR efforts in bringing about a better life and sustainable environment for the world and abide by international business practices are unwavering across our worldwide operations. This is aptly stated in our Mission statement "To provide innovative, clean and energy-efficient solutions for a better tomorrow."

The Board of Directors, the management team and all of the Company's international and local staffs will stay focus in developing a firm business platform through hard work and innovative strategies that will continue to create solid growth momentum for the company. At this juncture, we are proud to say that Delta Electronics (Thailand) is no longer just a local company. With strong core activities in Europe including distribution and R&D capabilities around the world, DET is now an international company that is much stronger than a decade ago in both financial performance and growth potential. On behalf of the company, I would like to express our gratitude to our stakeholders for your steadfast support in a company you can be proud of.

Financial Highlights 2011-2013

Unit : Million Baht	Consolidated			The Company Only		
	2013	2012	2011	2013	2012	2011
Total Assets	36,865	33,075	29,899	32,965	29,378	26,290
Total Liabilities	11,539	10,578	10,040	6,876	5,281	5,103
Paid-Up Capital	1,247	1,247	1,247	1,247	1,247	1,247
Total Shareholders' Equity	25,326	22,497	19,859	26,088	24,096	21,187
Sales Revenues	41,201	40,779	38,434	28,683	27,690	26,296
Total Revenues	42,360	41,528	39,150	29,453	28,161	26,843
Cost of Sales	30,367	29,984	29,392	20,762	20,016	19,915
Gross Profit	10,834	10,795	9,041	7,921	7,674	6,381
Selling & Admin expense	6,110	6,608	6,474	3,519	3,690	3,354
Operating Profit	4,724	4,187	2,567	4,402	3,984	3,027
Net Profit	5,416	4,347	2,864	4,985	4,407	3,476
Unit : (%)						
Gross Profit Margin	26.30%	26.47%	23.52%	27.61%	27.71%	24.27%
Operating Profit Margin	11.47%	10.27%	6.68%	15.35%	14.39%	11.51%
Net Profit Per total Revenues	12.78%	10.47%	7.32%	16.93%	15.65%	12.95%
Return On Equity	22.65%	20.53%	14.63%	19.87%	19.46%	16.95%
Return On Assets	15.49%	13.81%	9.63%	15.99%	15.83%	13.63%
Unit : Baht						
EPS	4.34	3.49	2.30	4.00	3.53	2.79
Dividend Per Share	2.70	2.40	1.20	2.70	2.40	1.20
Book Value Per Share	20.30	18.04	15.92	20.91	19.32	16.99

* Pending approval from shareholders' meeting



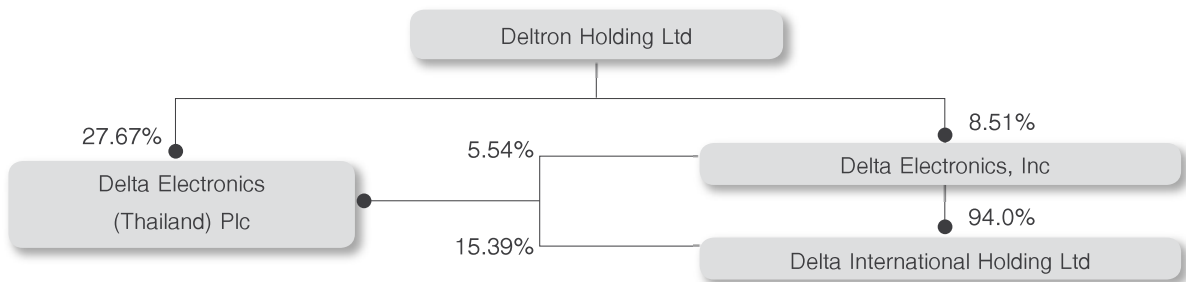
Delta Overview

Delta Electronics (Thailand) Public Company Limited is a manufacturer and exporter of power supplies and electronic equipments and parts, was inaugurated on June 16, 1988 with the initial capital of THB 40 million. The Company was converted to public limited company on September 23, 1994 and listed on the Stock Exchange of Thailand on July 24, 1995 under the symbol of “DELTA”. The Company has been in SET50 since 2005. As of December 31, 2013, the Company has a registered capital of THB 1,259,000 with paid up capital of THB 1,247,381,614 at par value of THB 1 per share.

Delta Thailand is one of the world’s leading producers of power supplies and electronic components comprising cooling fans, EMI filters and solenoids. Its businesses are now mainly involved in power management solutions. The current power management product line covers various types of power supplies including power systems for information technology, telecommunications, industrial applications, office automation, medical industries and power supplies for server, networking and DC–DC converter and adapter. Presently, the Company is extending its business to cover renewable energies such as solar power, wind power including electrical and hybrid electrical vehicles.

Major Shareholders and its group relationship

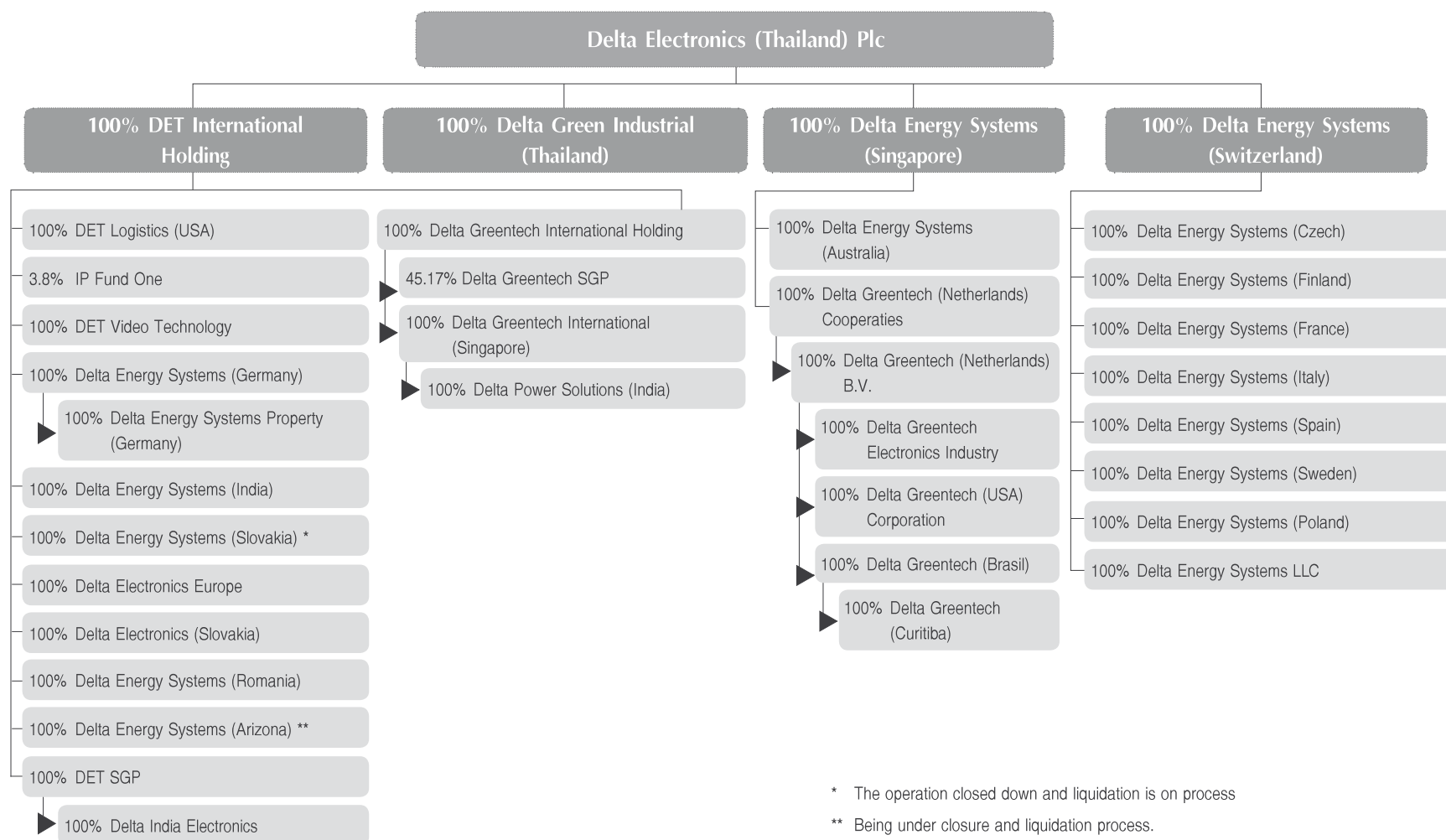
Shareholding structure of Delta Electronics (Thailand) (As of 31 December 2013)



According to the above shareholding structure, Deltron Holding Ltd. is the Company’s major shareholder. They also have invested in Delta Electronics, Inc. (DEI) and Delta International Holding Ltd., both of which are engaged in the manufacturing and sale of electronic components with production bases in Taiwan and China. Although some of the products being manufactured by Delta Electronics, Inc. are of the same types as the Company’s, the clienteles are not the same as the main target markets of the Company. For this reason, the products manufactured by companies under Delta Electronics, Inc.’s group and Delta Thailand do not directly compete with each other.

Investment Structure (as of December 31, 2013)

The Company has no certain policy for assigning the businesses to the subsidiaries. It is up to availability of personnel in each location and market demands in each region. The Company's subsidiaries are listed as below.



Company	Location	Type of Business	Type of product	Type of Stock	Registered Capital	Paid up Capital	% Holding
1. DET International Holding Ltd.	Floor 4, Willow House, Cricket Square, PO Box 2804, Grand Cayman KY 1-1112, Cayman Islands	Business Investment	–	Common Stock	USD 300,000,000	USD 264,357,329	100
1.1 DET Logistics (USA) Corporation	4405 Cushing Parkway Fremont, CA 94538 USA. Tel: +1 510 668 5100 Fax: +1 510 668 0680	Logistic Service in USA	–	Common Stock	USD 1,000,000	USD 500,000	100
1.2 IP Fund One, L.P.	C/O 7F, 122 Tun Hua N Rd., Taipei 105 Taiwan Tel: 8862 3518 3999 Fax: 8862 6606 0021	Investment fund focusing on the investment in innovative software, hardware and services based on the internet platform.	–	Common Stock	USD 260,270,000	USD 225,086,683	3.8
1.3 DET Video Technology Ltd.	Portcullis, Trust Net, Chambers, Po.Box 3444 Road Town, Tortola, Bristish Virgin Island Tel: 284 494 5296 Fax: 284 494 5283	Business Investment	–	Common Stock	USD 100,000	USD 100,000	100
1.4 Delta Energy Systems (Germany) GmbH	Coesterweg 45, D-59494 Soest, Germany Tel: +49 2921 987 0 Fax: +49 2921 987 601	– Marketing & Sales – R&D	– Power Supply – Solar Inverter – Wind Turbine Power – Other Electronics Products	Common Stock	EUR 18,301,000	EUR 18,301,000	100
1.4.1 Delta Energy Systems Property (Germany) GmbH	Coesterweg 45, D-59494 Soest, Germany	Property	–	Common Stock	EUR 25,000	EUR 25,000	100
1.5 Delta Energy Systems (India) Pvt. Ltd.	Plot No. 43, Sector-35, Industrial Estate, Gurgaon, Haryana, India 122001 Tel: 91 124 4874900 Fax: 91 124 4874945	Marketing & Sales	Electronics Products	Common Stock	INR 44,500,000	INR 40,476,020	100
1.6 Delta Energy Systems (Slovakia) s.r.o.	Priemyselna ulica 4600/1, SK – 018 41 Dubnica nad Vahom, Slovak republic. Tel: +421 42 466 1111 Fax: +421 42 466 1130	Marketing & Sales	Electronics Products	Common Stock	EUR 6,639	EUR 6,639	100
1.7 Delta Electronics Europe Ltd	1 Redwood Court, Peel Park Campus, East Kilbride G74 5PF, UK Tel: 44 1355 588 888 Fax: 44 1355 588 889	– Marketing – Providing services & supports to customers of Delta Group – R&D	Electronics Products	Common Stock	GBP 1,000,000	GBP 500,000	100
1.8 Delta Electronics (Slovakia) s.r.o	Priemyselna ulica 4600/1, SK – 018 41 Dubnica nad Vahom, Slovakia Tel: 421 42 466 1111 Fax: 421 42 466 1130	Manufacturing & Sales	– Power Supply – Power Systems – OEM Power Systems	Common Stock	EUR 47,120,947	EUR 47,120,947	100

Company	Location	Type of Business	Type of product	Type of Stock	Registered Capital	Paid up Capital	% Holding
1.9 Delta Energy Systems (Romania) S.R.L.	Str.Negru Voda Nr.2, Bl. C4 Sc.A, Suite 14-15 Sect 3, RO-70462 Bucharest, Romania Tel: +40 1 321 3653 Fax: +40 1 322 1644	R&D	-	Common Stock	RON 395,200	RON 395,200	100
1.10 Delta Energy Systems (Arizona) Inc.	c/4400 E. Broadway. Suite 803, Tucson, Arizona, USA 85711 Tel: +1 520 326 8401 Fax: +1 520 326 8366	R&D	-	Common Stock	USD 10	USD 1	100
1.11 DET SGP Pte Ltd.	4 Kaki Bukit Avenue 1 #05-04 Singapore 417939 Tel: +65 6747 5155 Fax: +65 6744 9228	- Business Investment - Management and Consultancy Service - Trading	-	Common Stock	USD 46,736,460	USD 46,736,460	100
1.11.1 Delta India Electronics Pvt. Ltd.	Plot No. 43, Sector-35, Industrial Estate, Gurgaon, Haryana, India 122001 Tel: +91 124 4874900 Fax: +91 124 4874945	Marketing & Sales	- Telecom Power System - UPS - Other Electronics Products	Common Stock	INR 1,650,000,000	INR 1,604,446,780	100
1.12 Delta Greentech International Holding Ltd.	Floor 4, Willow House, Cricket Square, P.O. Box 2804, Grand Cayman KY1-1112, Cayman Islands	Business Investment	Focusing on Telecom Power Systems Products	Common Stock	USD 100,000,000	USD 28,051,850	100
1.12.2 Delta Greentech SGP Pte Ltd.	4 Kaki Bukit Avenue 1 #05-04 Singapore 417939 Tel: +65 6747 5155 Fax: +65 6744 9228	Business Investment	-	Common Stock	USD 12,175,470	USD 12,175,470	45.17
1.12.3 Delta Greentech International (Singapore) Pte. Ltd.	4 Kaki Bukit Avenue 1 #05-04 Singapore 417939 Tel: +65 6747 5155 Fax: +65 6744 9228	Business Investment	-	Common Stock	USD 37,153,800	USD 37,153,800	100
1.12.3.1 Delta Power Solutions (India) Pvt. Ltd.	Plot No. 38, Phase 1, Sector - 5, IIE, SIDCUL Pant Nagar, Rudrapur Uttarakhand-263153, India Tel : 91 05944-309000 Fax: 91 05944-662477	- Marketing & Sales - Assembler - R&D	- Telecom Power Systems - UPS	Common Stock	INR 1,700,000,000	INR 1,638,626,520	100

Company	Location	Type of Business	Type of product	Type of Stock	Registered Capital	Paid up Capital	% Holding
2. Delta Energy Systems (Singapore) Pte.Ltd.	4 Kaki Bukit Avenue 1 #05-04 Singapore 417939 Tel: +65 6747 5155 Fax: +65 6744 9228	– Business Investment – Management and Consultancy Service – Trading	–	Common Stock	USD 30,393,490	USD 30,393,490	100
2.1 Delta Energy Systems (Australia) Pty.Ltd.	Unit 6, 25 Howleys Road, Notting Hill, Vic 3168, Australia Tel: +61 9543 3720 Fax: +61 9544 0606	Marketing	Renewable Energy Products	Common Stock	AUD 500,000	AUD 500,000	100
2.2 Delta Greentech (Netherlands) Cooperaties UA	Zandsteen 15, 2132 MZ Hoofddorp, The Netherlands Tel.: +31 20 655 0900 Fax: +31 20 655 0999	Business Investment	Focusing on Telecom Power Systems Products	Common Stock	No registered	EUR 22,378,784	100
2.2.1 Delta Greentech (Netherlands) B.V.	Zandsteen 15, 2132 MZ Hoofddorp, The Netherlands Tel.: +31 20 655 0900 Fax: +31 20 655 0999	Business Investment	Focusing on Telecom Power Systems Products	Common Stock	EUR 22,318,778	EUR 22,318,778	100
2.2.1.1 Delta Greentech Electronics Industry LLC	Akaretler, Besiktas/Istanbul at Süleyman Seba Caddesi No: 48 BJK Plaza B Blok Kat:12, Turkey	Marketing and distribution	Electronics Products	Common Stock	TRY 770,000	TRY 770,000	100
2.2.1.2 Delta Greentech (USA) Corporation	701 Brazos Street, Suite 1050 Austin TX 78701, USA Tel.: (972) 437-7900	Marketing & Sales	– Telecom Power Systems – UPS	Common Stock	USD 10,000,000	USD 6,000,000	100
2.2.1.3 Delta Greentech (Brazil) S/A	Rua Almirante Alexandrino, 3100 Bairro Afonso Pena – 83045-210 Sao José dos Pinhais – PR – Brazil Tel: 55 41 2141 6363 Fax: 55 41 2141 6300	– Marketing & Sales – Assembler	– Power Systems – UPS – OEM Power Systems – Other Electronics Products	Common Stock	BRL 37,877,446.30	BRL 37,877,446.30	100
2.2.1.3.1 Delta Greentech (Curitiba)	Rua Almirante Alexandrino, 1130, Afonso Pena CEP 83040-420, Sao José dos Pinhais-PR, Brazil	Providing Engineering Service to Delta Greentech (Brazil)	–	Common Stock	BRL 1,000	BRL 1,000	100
3. Delta Energy Systems (Switzerland) AG	Freiburgstrasse 251, CH-3018, Bern-Bümpliz, Switzerland Tel: +41 31 998 5388 Fax: +41 31 998 5485	– Marketing & Sales – R&D	Power System	Common Stock	CHF 20,000,000	CHF 20,000,000	100

	Company	Location	Type of Business	Type of product	Type of Stock	Registered Capital	Paid up Capital	% Holding
3.1	Delta Energy Systems (Czech Republic), spol. s r.o.	Perucka 2482/7, 120 00 Praha 2, Czech Republic Tel: 420 2 7175 18 00 Fax: 420 271 751 799	Marketing & Sales	Power Systems	Common Stock	CZK 8,000,000	CZK 8,000,000	100
3.2	Delta Energy Systems (Finland) Oy	Juvan Teollisuuskatu 15, PL63, FI-02921 Espoo, Finland Tel: +358 9 8496 60 Fax: +358 9 8496 6100	- Marketing & Sales - Assembler	Power Systems	Common Stock	EUR 269,100.68	EUR 134,550.34	100
3.3	Delta Energy Systems (France) S.A.	ZI du Bois Chaland2 – 15 rue des Pyrénées, LISSES, 91056 EVRY CEDEX, France Tel: 33 1 69 77 82 60 Fax: 33 1 64 97 05 77	Marketing & Sales	Power Systems	Common Stock	EUR 1,000,000	EUR 1,000,000	100
3.4	Delta Energy Systems (Italy) s.r.l.	Piazza Grazioli 18 , 00186 Roma, Italy Tel: +39 06 69941209 Fax: +39 06 69942293	- Marketing & Sales - Assembler	Power Systems	Common Stock	EUR 100,000	EUR 100,000	100
3.5	Delta Energy Systems (Spain) S.L.	Calle Luis I n° 60, Nave 1a, P.I. de Vallecas, E-28031 Madrid, Spain Tel: +420 2 7175 18 00 Fax: +420 2 7175 17 99	Marketing & Sales	Power Systems	Common Stock	EUR 200,000	EUR 200,000	100
3.6	Delta Energy Systems (Sweden) AB	Annavägen 3, P.O.Box 3096, S-350 33 Växjö, Sweden Tel: +46 470 70 68 00 Fax: +46 470 70 68 90	Marketing & Sales	Power Systems	Common Stock	SEK 2,010,000	SEK 2,010,000	100
3.7	Delta Energy Systems (Poland) Sp.zo.o	Poleczki 23, Street 02-822 Warsaw, Poland Tel: +48 22 335 2600 Fax: +48 22 335 2601	Marketing & Sales	Power Systems	Common Stock	PLN 2,500,000	PLN 2,500,000	100
3.8	Delta Energy Systems LLC	Office 401, Vereyskaya Plaza II, Vereyskaya Street 17, 121357, Moscow, Russia Tel: +7 495 644 3240 Fax: +7 495 644 3241	Marketing & Sales	Power Systems	Common Stock	RUR 30,000	RUR 30,000	100
4.	Delta Green Industrial (Thailand) Co.,Ltd.	111 Moo 9, Bangwua, Bangpakong, Chachoengsao, Thailand	Manufacturing, Integration, Installation, Service and Trading	- LED Street light - Solar system - Telecom Power System	Common Stock	THB 200,000,000	THB 190,000,000	100

Currency Exchange Rates (Average): (30 Dec 13)

1 BRL = 0.42337 USD	1 CHF = 1.122778 USD	1 CZK = 0.050350 USD	1 EUR = 1.377614 USD	1 GBP = 1.657413 USD	1 HKD = 0.128967 USD	1 INR = 0.016166 USD
1 PLN = 0.33156 USD	1 RON = 0.308688 USD	1 RMB = 0.165181 USD	1 RUR = 0.030411 USD	1 SEK = 0.155546 USD	1 TRY = 0.465496 USD	1 AUD = 0.892794 USD

Nature of Business

The Company and its subsidiaries are manufacturers and distributors of power supplies and electronic equipments and parts. At present, The Company has 2 main plants in Thailand, one is in Bangpoo Industrial Estate, Samutprakarn and another plant is in Wellgrow Industrial Estate, Chachoengsao. The oversea plants now are in India (located in Rudrapur and New Delhi) and Slovakia in Dubnica nad Váhom divides its products into 3 main business groups as follows;

1. Power Electronics Group
 - 1.1 EPSBG Product Group (Embedded Power Supply) which can be further divided down into 4 sub groups as follows;
 - DC-DC converter
 - Power Supply for Computer & Networking i.e. storage, server and networking.
 - DES Power which offers high end custom designed power supplies for information technology, telecommunications, industrial application
 - Power Supply for Automotive
 - 1.2 MPBG Product Group (Mobile Power) including adaptor for broadband, printer, game, industrial and power tools
 - 1.3 FMBG Product Group (Fan & Thermal Management) including Cooling Fan, EMI filter and Solenoid
2. Energy Management Group
 - 2.1 PSBG Product Group (Power System) which can be further divided down into 3 sub groups as follows;
 - Telecom Power Solutions (TPS)
 - Uninterruptible Power Supplies (UPS)
 - Wind Power
 - 2.2 IABG Product Group (Industrial Automation) is automatic equipment for industrial sector
3. Smart Green Life Group including display products and LED lighting

(Please find further product details in the section of Product Profiles)

Revenue Structure of the Company and its subsidiaries

Unit : Million Baht

Product Group	2013		2012		2011	
	revenue	%	revenue	%	revenue	%
Power Electronics Group	29,306	71.1%	28,439	69.7%	27,582	71.8%
EPSBG (Embedded Power Supply)	19,448	47.2%	18,708	45.9%	18,819	49.0%
MPBG (Mobile Power)	4,675	11.3%	4,502	11.0%	3,695	9.6%
FMBG (Fan & Thermal Management)	5,182	12.6%	5,229	12.8%	5,068	13.2%
Energy Management Group	10,130	24.6%	9,643	23.6%	8,914	23.2%
PSBG (Power System)	9,346	22.7%	8,934	21.9%	8,195	21.3%
IABG (Industrial Automation)	784	1.9%	709	1.7%	719	1.9%
Smart Green Life Group	521	1.3%	364	0.9%	376	1.0%
Others	1,245	3.0%	2,333	5.7%	1,561	4.1%
Total Sales Revenues	41,201	100%	40,779	100%	38,433	100%



Delta is responding to a changing world in several ways. For global climate change, we have matched our corporate mission and culture to long-term trends. For new energy, we have made our core competencies in power efficiency and the renewable energy development. Due to the evolving economic landscape we have increased our capabilities in technology, design, manufacturing and responsiveness to partners.

At Delta, we believe in the power of technology and collaboration – by listening to our partners, we are able to serve their needs with our energy-efficient products and systems. We recognize the importance of investing in technology for the future.

Delta's brand promise is “Smarter. Greener. Together.” To make this a reality, we have dedicated our entire organization to the pursuit of innovative technologies that change the way components, products, and people manage and consume energy. With close collaboration among our partners, we can create a smarter, greener world together.



Business Categories



Power Electronics

- Embedded Power Supplies
- Mobile Power Supplies
- Fans and Electronic Components



Energy Management

- Telecom Power Systems
- UPS
- Wind Power
- Industrial Automation
- Automotive Electronics & EV Charging



Smart Green Life

- Display and Visualization
- LED Lighting



Delta is a leading supplier of power and thermal management solutions, and is the world's leading provider of switching power supplies and DC brushless fans.

We offer a diversified selection of power supplies, thermal management and electronic components and systems for use in an extensive range of portable devices, cloud computing equipment, home appliances and medical-device applications. Our design customization services are also the first choice of leading OEMs / ODMs.

We provide tailor-made components, devices and related services to help our customers advance their competitiveness in the field power electricity. This our business including 3 business group as follow

Embedded Power Supplies

As a result of technological advances, Delta has steadily increased the efficiency of power supply products and has introduced products with energy-saving features. Power supply of this group are now mainly divided into 4 sub groups as follows.

DC-DC Power



DC-DC Converter's main application is to supply the stable voltage to micro processor that generally generates unstable load (Dynamic load) while being operated. Delta offers high DC-DC converters up to 700W that provide high power density, a low profile and high efficiency.

DES Power



Delta Energy Systems (DES) supplies fully customized innovative solutions for the computer, office automation and medical industries, as well as telecommunications, industrial applications and the automotive industry. As technology leader, our customized products are packed with innovative technologies.

Computer & Networking Power



This group comprises mainly power supplies for PCs, servers, networking, workstations, storage and other high voltage power supplies that provide power ranging up to 7,200 W per power module, with efficiency over 90% and power density up to 25W/inch³



Embedded Power Supplies (cont'd)

Automotive Power



Delta launched Automotive electronics products since 2007 with business expansion aggressively from strengthen of electronic component devices innovation, technology and development. We are 1st Tier supplier which providing Automotive electronic components to the leading car maker worldwide. Our product portfolio are On Board Charger Module, DC-DC Converter, DC-AC Inverter and also Automotive electronics component for support new vehicle technology as high efficiency EV (Electric vehicle) such as Hybrid Car, PHEV (Plug-in Hybrid vehicle), BEVs(Battery Electric vehicle).

Mobile Power Supplies



Mobile Power include adaptor for broadband, printing, game, industrial and power tools. We are one of the world's largest producers of AC/DC adapters for portable computers and other external power source applications. The use of ASIC, hybrid circuits, and thin film technology allows us to produce adapters with high power efficiency and high power density in a very compact size.

Fan / Thermal Management and Components

DC Fan

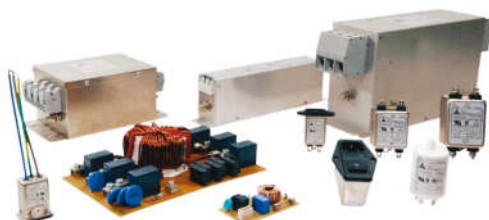


Cooling fans are designed to help remove heat from the high speed electronic system. These cooling fans can be categorized into many types such as base fan, blower and fan tray. Each fan design has its own characteristics and application that are derived solely from the customer's specific needs. Most of the cooling fan's customers are the reputable world class producers in the electronic industry.



Fan / Thermal Management and Components (cont'd)

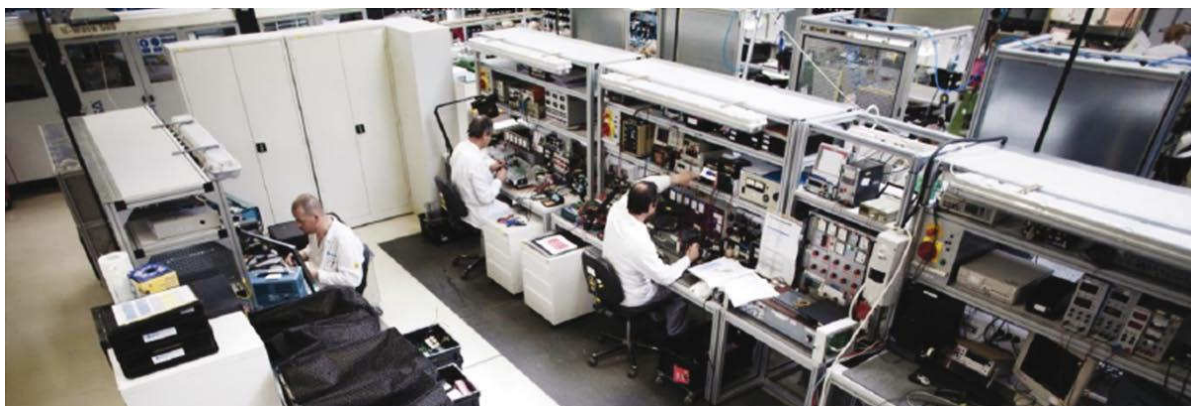
Electronic Components



Electromagnetic Interference (EMI) Filter is an electronic component used in electronic and electrical products. The function of EMI filter is to reduce noise and interference which pass through electronic and electrical products.



Solenoid valve is one of the electronic components mainly used in electrical automatic controller such as electric valve, electric lock and etc. The solenoid valves are also applied in many industries, thus the customers are varied.



“We are devoted to innovation and systematically developing new products and technologies, particularly those that are high-efficiency and energy-saving”



Delta is a world-leading developer and supplier of telecom power systems, uninterruptible power supplies, medium-voltage drives, and solar and wind-energy solutions. We are the number one provider of telecom power solutions in India, and Brasil, and the leading supplier in Europe, Americas and the Asia-Pacific.

At Delta, we offer an extensive range of energy management products and regularly apply our advanced engineering capabilities to the design and / or customization of systems and solutions for applications in data centers, renewable energy, electronic vehicles, eco-friendly transportation infrastructure, green buildings and more.



Telecom Power Systems



Delta's broad range of power systems and global services to telecom operators, network manufacturers and integrators are designed for wireless broadband access and fixed-line applications, as well as for Internet backbone and data centers. With its high reliability and economic efficiency, Delta Electronics is a leading provider of telecom power systems for the telecommunications industry. The Company provides DC and AC backup power systems in indoor, outdoor enclosures or as rack mounted devices to meet different applications. Delta's products also provide OPEX saving solutions for difficult AC utilities and off-grid sites by

adding renewable energy and efficient energy management with the controller. These products are easily compatible with modern remote monitoring technologies which enable significant savings with easy site maintenance. The Company's telecom power systems are widely used in wireless and fixed line environments and are applicable to network equipment, xDSL terminal, mobile broadband, cellular sites, and transmission applications. Delta's telecom power system offer solutions with international and regional telecom and environmental standards and are manufactured in TL 9000 / ISO 14000 facilities.



Uninterruptible Power Supplies (UPS)

Delta UPS business has more than a decade in designing, manufacturing and marketing UPSs globally. The Company is committed to innovating technically superior products and providing energy efficient solutions for a wide range of home, office, data center and industrial applications. The Company's client base covers world class enterprises in the areas of semiconductors, optoelectronics, food processing, finance, petrochemicals and telecommunications. Its UPS solutions include a full line of UPSs and management software, and delivers industry-specific solutions worldwide to a broad range of market sectors and industry leaders. Our UPS solutions not only ensure uninterrupted processes with unmatched reliability but also meet customers' growing business demands with uniquely-designed scalability and flexibility.



Our UPS product portfolio includes one and three phase UPSs as well as online and line-interactive systems. The full product range comes in four series based on load type:

- Agilon family: for personal computers and peripherals
- Amplon family: for servers and networking equipment
- Ultron family: for data centers and industrial facilities
- Modulon family: for modular UPS systems that offer scalability and redundancy in a single frame

Wind Power



The Company is aware of the importance caring for environmental issues. Therefore, we invest in the area of renewable energy. With our highly innovative products such as Megawatt-Converter for wind power systems, we aim to turn your solution into eco-friendly and competitive drivers for the green environment.



Industrial Automation



Since the launch of our first AC motor drive product in 1995, Delta has been dedicated to quality, reliability, and excellence to realize our commitment to “Automation for a Changing World”. We focus our expertise on drive & power, motion, sensor and control, and we integrate our industrial automation products, develop industrial control networks, and offer integration services to our clients around the world.



Delta group is a pioneer in the design of projection displays. Built with our group’s industry-leading optics and advanced micro display technology, Delta displays span a variety of applications including home entertainment, control rooms, auditoriums, public information systems and exhibition halls.

Due to Delta Thailand’s regional presence and excellent sales platform, we are already an established distributor for some of Delta group’s excellent products like the displays. For instance, our India subsidiary is now distributing the group’s varieties of display product while the other subsidiary in Thailand, Delta Green Industrial Thailand (DGIT), is now the distributor of display and Delta LED lights through their energy management solution business. With South East Asia’s (SEA) strong economic environment and aggressive industrialization plans, the regional market should see good growth potential for Delta group’s many products.



Display and Visualization



Delta provides a wide range of visual displays including large venue projectors with ultra-high brightness of up to 30,000 lumens, home theater projectors, and business presentation projectors. For control rooms and public information display systems, Delta offers innovative high brightness projection cubes and Distributive Vision Control Systems (DVCS) for large area video walls.

LED Lighting



Delta's LED lighting offers advanced technologies, reliable quality, on-time delivery, optimized design and active services to customers through the three product applications of street lighting, retrofit lamp, and luminaire. We also have LED boards and drivers available for flexibility in meeting industry demand.

Production Capacity 2013

1. Embedded Power (EPSBG)

1.1 DC-DC Converter (DCBU)

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 6,863sq.m
No. of operators : 344
Production line : 12 lines
Actual production : 89% of production capacity

1.2 Power supply for Computer & Networking (CNBU)

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 7,040 sq.m
No. of operators : 590 persons
Production line : 10 lines
Actual production : 90% of production capacity

1.3 DES Power supply for SNT & IM (CDBU)

Thailand Plant

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 22,000 sq.m
No. of operators : 1,280
Production line : 27 lines
Actual production : 78% of production capacity

Slovakia Plant

Location : Dubnica nad Vahom, Slovak Republic
Production area : 6,500 sq.m
No. of operators : 291
Production line : 8 lines
Actual production : 65% of production capacity

1.4 Power supply for Automotive

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 5,800 sq.m
No. of operators : 261
Production line : 8 lines
Actual production : 60% of production capacity

2. Mobile Power (MPBG)

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 5,840 sq.m
No. of operators : 1,220
Production line : 9 lines
Actual production : 80% of production capacity

3. Fan & Thermal Management (FMBG)

3.1 DC Fan

Location : Wellgrow Industrial Estate, Chachoengsao
Production area : 16,700 sq.m
No. of operators : 1,500
Production line : 37 lines
Actual production : 70% of production capacity

3.2 Component Product (CPBG)

EMI Filter

Location : Wellgrow Industrial Estate, Chachoengsao
Production area : 5,400 sq.m
No. of operators : 761
Production line : 52 lines
Actual production : 55% of production capacity

Solenoid/ Magnetic

Location : Wellgrow Industrial Estate, Chachoengsao
Production area : 5,100 sq.m
No. of operators : 158
Production line : 23 lines
Actual production : 58% of production capacity

4. Power System (PSBG) (TPS, UPS, Wind Power)

Thailand Plant

Location : Bangpoo Industrial Estate, Samutprakarn
Production area : 1,284 sq.m
No. of operators : 142
Production line : TPS 5 lines
Actual production : 85% of production capacity

India Plant

Location : Plot No 38, Phase 1, Sector 5, Integrated Industrial Estate, Pantnagar (Rudrapur), Udham Singh Nagar, Uttarakhand India –263153
Production area : 13,500 sq.m
No. of operators : 200
Production line : Telecom Power Systems 8 lines, UPS 2 Cell Line, Wind Power Converter 3 Cell Line.
Actual production : Telecom Power Systems : 75% of production capacity
UPS : 56% of production capacity
Wind Power Converter : 50% of production capacity

Slovakia Plant

Location : Dubnica nad Vahom, Slovak Republic
Production area : 6,500 sq.m
No. of operators : 264
Production line : Telecom power systems 8 lines + 1 line Wind Power
Actual production : 70% of production capacity

Most of the Company's products manufactured in Thailand are obtained BOI privileges, the mentioned details and privilege can be illustrated by "item 24 Promotional Privileges" under the Notes to consolidated financial statement portion.

Raw Material and Suppliers Sourcing

The raw materials can be classified into two main categories: Electronics parts and Mechanical parts. Electronics parts are composed of Semiconductors (IC, diode, Mosfet, PWM etc.) and Passive (Capacitors, fuse, Resister, Relay etc.), the majority of which are imported from Singapore, Hong Kong, Japan, Taiwan, Europe and the United States of America and paid mainly in US dollar. As for the mechanical parts which composed of metal stamping, die-casting, wire harness, plastic injection, PWB and packaging, these are mostly procured from local manufacturers with some imported from China as well for risk diversification as well as cost benchmarking purpose. The ratio of imported raw materials to domestic raw materials is approximately 70:30. The Company presently procures its direct raw materials from approximately 1,250 vendors with purchase value per vendor not exceeding 4.5% of total procurement value.

To ensure good quality and continuity of supply, we always placed strong emphasis on managing “Key/Critical suppliers” and “Key/Critical parts” in our supplier management framework. Apart from evaluating the Price, Quality, Technology, Delivery performance and Responsiveness of the supplier, the Company also focuses on managing the supply and demand of critical parts by connecting to end customers, system integrators and suppliers through an information platform. The comprehensive information flow management and logistics management helps us reduce risk by providing us with up-to-date change information as well as a mechanism for long-term inventories and production planning. Generally, local suppliers are preferable as they offered an advantage in Delivery time and Responsiveness but they also must meet our standards for Technology, Quality and Price.

As reported last year, we had conducted in-depth analysis of our key suppliers’ financial status after the Global Financial crisis as well as reviewed our supply chain diversification/geographical distribution of our suppliers’ production lines in order to reduce our risk of part shortages caused by extreme climate conditions or possible major disasters in the future.

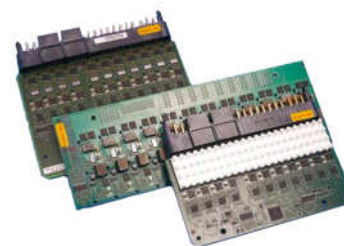
Research and Development

Our priority in 2013 was to further enhance the synergy across DET's worldwide Research and Development (R&D) teams that span from Thailand, India and China to Germany, Switzerland, Romania and Scotland. Apart from being close to our major customers within the said regions, such broad access to multiple key industries and supply chains have also allowed DET design teams to build up impressive power supply design capabilities across nearly all industrial applications. In order to further harness the collective strength from this extensive talent pool, DET management has been sponsoring trainings, cross-site projects, customer visits and innovation seminars in different countries. Such endeavors have kept us in the leadership position in a highly competitive power management industry. The many new projects awarded by highly demanding existing and new customers can attest to the accomplishment of our conscious effort in developing our global R&D teams.

The development of our people must come with compatible hardwares in order to succeed. Relentless investment in useful new and advanced technologies as well as collaborating with universities and industrial partners have thus kept DET R&D abreast of the latest technologies which have been incorporated into many of our well known design innovations across a broad product portfolio. An example of such technological foresight is the full implementation of digital control in a broad range of new power products that are compatible with future system technology.

Server Storage Networking (SSN)

In 2013, DET had extended our product portfolio for the SSN market. Besides the start of development for several Voltage Regulator Modules (at 12V/0.9V for processors) for the SSN market, the project realization of a multipurpose product (combined power supply/ power distribution/ battery-backup system) for the datacenter application was another highlight in 2013.

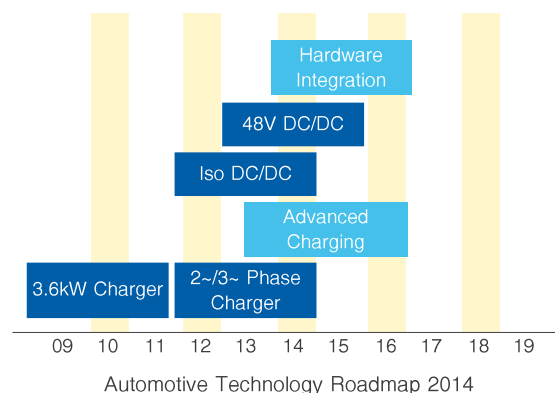


12V to 0.9V Voltage Regulator Modules in different variants

Several advanced technology concepts have been successfully integrated in the development in other new projects. One example is the full digital control Current Fed-Backup Converter which plays a significant role in power efficiency improvement. This technology has led to the achievement of Titanium Efficiency (>96%) in our 3kW/12V power supplies which was subsequently certified by 80Plus-Energy Star and then gone into mass production while achieving very high power density of >40W/inc.

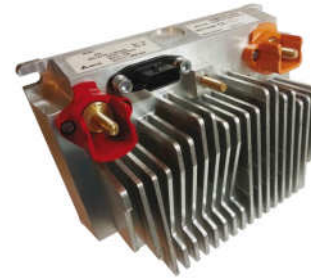
Power Solutions for Electric Vehicles (EV)

The newly developed 7.2kW on-board charger has set a new milestone for DET. The specifications were packed into an existing 3.6kW housing which has significantly resulted in a much higher power density design. In addition, the complex software dependent functions such as the full digital control, Power Line Communications (PLC), On-board Diagnostic (OBD2), integration of charger management were all developed and tested in-house. On-board charger was major new



technology investment in 2013. Continuous research and optimization in terms of topology, magnetics and packaging are the key differentiators in this segment. For the cooling trailer system customers, DET had launched a 30A charger and will follow up with a 120A version in 2014.

The team has also added the new 48V non-isolated DC/DC converter at 3kW rated power to our DC/DC converters portfolio and extending our know-how into automated software testing as well as environmental testing. 2014 will see the introduction of two new chargers and continuous technological improvements in line with the industry's technological advancement for all key products.



48V 3kW DC/DC converter

Remote Communication and Management Software

DET India has developed a “Remote Monitoring Software” to ride on its Orion Controller so as to read a telecom site's infrastructure data remotely from its Network Operation Center. This capability helps to reduce 15% network operational costs for our customers by reducing the diesel pilferage, manpower costs and service/ maintenance trips to the sites. Furthermore, the customer is able to gain real time information about energy consumed by selected on-site equipment, total energy consumption trend per site, power availability, generator operation status and diesel consumed. Subsequently, the customers can draw energy consumption trends and control and predict energy costs per site.



DET India at work in the Network Operation Center

DET's remote monitoring software has an edge over similar software in the market because our software is capable of bi-directional control and works with any telecom power equipment thus making it a universal application software. Our software has experienced great success with over 20,000 sites by various operators in India within its reach since launching in mid-2012.

In 2014, DET India plans to extend the software solution into Indian banking industry due to the industry's increasing energy monitoring and security needs. DET India's software is currently running at over 100 ATM sites in India on trial basis and could soon be deployed to over 50,000 ATM sites as advanced discussion is ongoing with a potential major customer.

Converter Systems for Megawatt Applications with Wind Power

In 2013, DET has set another milestone in the development of the Megawatt converters. The R&D teams in Germany and India have proven their design capabilities and extensive application knowledge by meeting the development schedule and demands of the Wind-power converters for customers both in Europe and India which have significantly different regulatory and application environments. The realized efficiency of 98% in the power class of 2.0 and 2.5MW in low voltage technology of 690V shows DET's competency in this market segment.

The team had further created a smart solution by using standard components which can be assembled modularly and promptly to meet different customer requirements in a cost effective way. DET's own software for communication and controls further ensure optimal performance of the solutions offered. DET had also delivered its first turbine controller in 2013 and tested a 100kW voltage source supply unit to cover all turbine loads in the event of a grid outage.

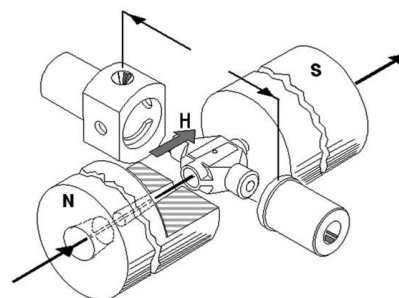
In 2014, the team will continue to invest in new technologies to not just improve the features of DET products but also optimize the cost of ownership for the customers in tandem with the increase in volume expected in India.



First prototype installation in a windmill in Europe

Custom Designed Power Supplies for Industrial/ Medical Applications

Custom designed ODM products have always been DET forte. Over the years, DET's European R&D teams have not only secured their standing as market leader, they have never stopped innovating to exceed customer expectations and raise the entry barrier for competitors. Apart from the effective and efficient communications established with our customers, both the business and R&D teams are able to leverage across the extensive business disciplines within DET to realize very complex and sometime very niche power supplies in these very demanding and sophisticated market segments.



Graphite tube of an atomic spectroscopy

One outstanding design that has been realized in 2013 is a power supply for atomic spectroscopy which can, among other functions, check for purity of water in terms of the presence of copper, cadmium, etc. Another successful product commended by our customer is a convection cooled power supply which could generate energy efficiently and maintain optimal performance for the customer's system. Being the go-to supplier for advanced technology power supplies, DET is confident of the growth in 2014 with many new RFQs already in progress.

Standard Industrial Power Supplies

Since the launch of Delta branded industrial power supplies (IPS) in 2008, DET's IPS team has seen rapid growth in the business with over 120 models now available in the product portfolio. This is a collaborative effort between the R&D teams in Thailand and Taiwan whereby the Thai team has well established DIN rail products knowledge and the Taiwanese team has extensive cost competitive product design knowledge. All products are available globally with a comprehensive homepage (www.DeltaPSU.com) contents which are also available on iOS Apps to provide convenience for standard product users.



Delta branded industrial power supplies

With DET's long established ODM experience and world class design and manufacturing facilities, these products will only get better as the team continuously improve on every new series while never stopping to learn the ever growing list of applications in the field. For example, the power density for DET's CliQ series of DIN rail power supplies has been increasing from series to series while our Taiwanese counterpart had successfully introduced the PMT series of cost competitive panel mount power supplies for emerging economies.

2014 will be another exciting year for the team as they prepare to launch new product types like DIN rail UPS and compact open frame power supplies.

2013 / 2014 Industry Outlook

General Economic Outlook

According to the United Nations global economy report for 2014 (from December 2013), economic growth should increase for the coming 2 years. The global economy is expected to grow with 3.3% in 2015 and 3% in 2014 compared with the 2.1% from 2013. The world economy experienced a light growth for a second year in 2013. Some improvements in the last quarter have led to the UN's more positive forecast. The Euro-Area has finally ended a protracted recession. Growth in the United States strengthened somewhat. A few large emerging economies, including China and India, managed to backstop the deceleration they experienced in the past two years and veered upwards moderately. All these factors lead to increasing global growth. According to WESP, inflation will remain tame worldwide, but the employment situation will continue to be challenging.

Power Supply Market Trend

According to IHS Research the Merchant Power Supply Market is not projected to fully recover until 2014. The market started growing again in 2013 after a 3% decline in 2012 which resulted in the market shrinking to \$ 20.19 billion. The growth is predicted to vary between 3.8% – 4.4% from 2014–2017 with an estimated result of \$24.34 Billion in 2017. After the market drop in 2012 Asia is expected to recover the fastest before America and EMEA. The AC–DC non-commodity market is forecasted to recover in 2014 as demand remains low in the telecom and industry market – actually this market is projected to return to growth in 2013 but will not fully recover to the 2012 market size until 2014.

The market for **DC-DC converters** declined in 2012 by 8.2% as large industrial and telecom projects were postponed or cancelled. The DC–DC market will remain flat until 2013. Growth will be expected in 2014 – total recovery not until 2017.

Wireless Power & Charging and Lighting is seen as the 2 fastest growing applications from 2012 to 2017. Without the two applications the global merchant power supply market would have dropped by ca. 3.4% in 2012 and the CAGR would have been reduced to only 1.6% from 2012 – 2017. The power supply demand in traditional markets like Telecom and Industrial is expected to remain low for the future.

Strong growth in other markets like **Tablet PC's & Storage in datacom applications** (Big Data) will be recorded. A historically large segment of the AC–DC commodity market forms the cellular handset market (ca.20% in 2012). The demand for power supplies for mobiles is expected to decline at an increasing rate from 2014 onwards. Mobile smart phones will be shipped without a bundled charger. This is done to drive the introduction of a single adapter for all mobile phones – a universal charging solution (UCS) to reduce electronic waste.

However, the External Power Adapter and Charger Market is expected to rise by 19% by 2014.

Further, IHS predicts a worldwide growing demand of \$100 Million for the next 5 Years for medical power supplies as the demand for medical equipment is growing as well especially from 2015 onwards.

For 2013, Delta Electronics is estimated to remain the largest supplier of the merchant power supply market. In 2012 it was 18.1% for Delta, followed by Emerson ranking Nr.2 with 9.2% and Lite-On with 7.1% respectively – meaning that all 3 suppliers count for more than 1/3 of the total merchant power supply market.

PV Market

“The global solar industry is on the rebound after 2 years of punishing downturn” says IHS senior research director for solar. The worldwide PV installations are set to rise with double digits in 2014, expecting global PV installations to be in the range of 40GW to 45GW. “Module prices are stabilising and emerging markets are on the rise. However, challenges remain, including changes in government incentives and policy, an ongoing backlash to the rapid rise of renewables and razor-thin margins throughout the solar value chain.” Leading countries in 2013 were China, Japan, USA and Germany.

2014 Business Directions

New Technology

Despite power electronics technology advancement has been evolutionary more than revolutionary in the past decade, no change is too small for DET's R&D team. The team has always been keeping abreast of the latest technology development via collaboration with customers, industry partners and universities and followed by hardware and skills investments in order to provide Delta's customers with the best possible solution and design. The growing synergy among DET global sites will further ensure DET's R&D capabilities remain world class.

Both the business and R&D teams shall continue to take ambitious and proactive actions in 2014 to seek new growth segments for not just the existing Delta products' application base but also for viable new applications requiring new product types and solutions. Automotive power solution, wind power converters and Remote Communication and Management software are such newly established businesses in recent years.

In 2014, the design enhancement focus for the R&D team will be in power efficiency, power density, magnetics and packaging designs. These areas shall result in the improvement of a product's price/performance ratio while contributing to the betterment of the environment we are living in. Furthermore, in the relentless pursuit for customer satisfaction and market leading performance, DET will invest in software technology to maximize a product's performance and customize seamless and intelligent communications with different customer system.

System Integrators

As system integrators, both DET's India and Slovakia factories had successfully launched several new products and saw positive growth in 2013.

Delta Power Solutions (DPS) in India has been engaged in the system integration of various telecom power systems, Uninterruptable Power Supply and wind power converters. In 2013, Delta India continued to grow the successful Site Monitoring & Control System (SMCS) & Outdoor Cooling Solutions business for the telecom market. SMCS provides an energy efficient solution for energy deficit sites where diesel consumption is very high. This product offers a modular approach so that the product can be easily customized to the specific needs of a site. The product regulates and optimizes energy sources from grid/ utility energy supply, diesel generator, solar inverters, DCDC and battery to reduce overall operational expenses (OPEX) of telecom sites. The product is capable of remotely monitoring and mining information from various sites. The information sources include fuel meters, site alarms, surveillance equipment, etc. DPS is also capable of assembling several models of high power UPS (20kVA to 400kVA).

DPS had produced about 5000 units of SMCS in 2013 and expect more than 50% volume growth in 2014. Despite achieving healthy bottom lines in 2013, material localization effort will continue and in 2014, priority is on the high volume 1-phase models currently produced and shipped from China. Material localization will help to reduce the burden of weak Indian rupees and improve material leadtime. In 2013, DPS also added wind power converter assembly to its product portfolio. The product has very promising outlook in 2014. Additionally, DPS will continue to expand its product mix to further improve its overall bottom line.

At Delta Electronics (Slovakia) site, 2013 had seen its telecom power system (TPS) production achieving the highest annual growth in its history at about 35%. Besides TPS production, the Slovakia team will be starting MCIS and wind power productions as part of its strategy to extend its product offerings.

Two highlights in 2013 included the delivery of Delta 720kW TPS for a Polish customer. The product was designed in cooperation with TPS EMEA R&D team and belongs to the biggest system ever produced in Delta Electronics Slovakia. Another highlight is the setup of a OutD solar station in Dubnica. The station functions as a demonstration site for Delta's customers and also serves as an internal product testing site. The station features On Grid and Off Grid systems whereby the Off Grid system is typically used for charging batteries and light up LED lights in the night.



Delta 720kW telecom power system for a Polish customer

Delta Thailand Operations Review



Delta Electronics (Thailand) PCL, Bangpoo Plant

Delta Thailand factories' manufacturing productivity in 2013 had made significant stride with 30% improvement from the previous year. The key factors driving the improvement are the aggressive push for process automation in addition to continuous productivity improvement projects. 20 process automation projects were implemented and subsequently deployed to all Thailand sites. The improvement in productivity translates to approximately Baht100 million in savings. Another key project is the setup of Production Technology Upgrade (PTU). The project aims to utilize metrology to increase First Pass Yield Rate (FPYR) yet decrease Verified Line Reject Rate (VLRR). So far the progressive improvements observed in the quality data gathered are very encouraging.

In 2014, in addition to further productivity improvement target of 20% through process automation projects, the team will embark on Operational Technology Upgrade (OTU) project. OTU is a platform created for different manufacturing sites to systematically share resources and solutions to enable faster and more effective operations improvement without unnecessary resource burden. Coupled with other foreseeable automation projects in sight, it is expected that Thailand factories are targeted to save around Baht120 million in 2014.

Server, Networking and Telecom Business (SNT) in DES

In 2013, SNT had launched various new high-end power supplies for leading companies in server, networking and telecom industry. Delta Energy Systems' (DES) high power density and highly efficient designs are already powering servers in data centers, super computers and telecommunication sites around the world.

New product launches, like the next generation "Open Compute" server power supplies, comprising of total power conversion from grid to load with efficiency classes beyond 80-Plus Titanium level for industry leading companies will be on schedule for delivery in 2014. Customers have awarded not only the bulk power AC/DC and DC/DC products to DES but also accompanying system's infrastructure products like distribution and system power connection units. This is a testament to the trust from DES' customers and the team's high-power conversion capability.

Industrial & Medical Business in DES

DES industrial power supplies are covering a broad range of applications within Delta's customer base. The products comprise of chargers, DC/DC converters for material handling, wide format printing and DIN Rail types. The most recent design of a 720W 24V (85-265Vac) industrial On-board charger (OBC) to be launched in early 2014 is suitable for material handling, floor cleaning, golf cart and a multitude of other battery charging applications.

A complex 1kW multiple output power supply for Philips Voyager (EPIQ) Ultrasound System with inverter and internal dual battery charger has recently entered into mass production. The product complexity and technical challenges of the ultrasound medical equipment market match the well-known design capability of DES' Industrial & Medical (IM) team. The performance of today's ultrasound machines has improved to the point of rivalling that of MRI and CT, yet at a lower system cost. Such progress has resulted in the strong growing demand from developing countries. Strong performance with the development of the Voyager PSU is expected to create new opportunities with other leading global ultrasound manufacturers. The team is also focusing on neighbouring markets with product requirements of high design complexity and long lifetime reliability. Many of the aforementioned products currently in production have already been delivering for more than fifteen years. Therefore it could be observed that the market expects highly reliable and stable power supplies that can last as long as the equipment.



A Philips Voyager (EPIQ) Ultrasound System with Delta 1kW multiple output power supply

Automotive Business in DES

Although automotive power is still a relatively new business for DES, the team had already received new awards from major European OEMs for On-board charger as well as DCDC modules. In 2013, DES launched its first On-board charger (OBC) for truck cooling systems.



A Delta 7.2kW OBC for a leading German sports car company

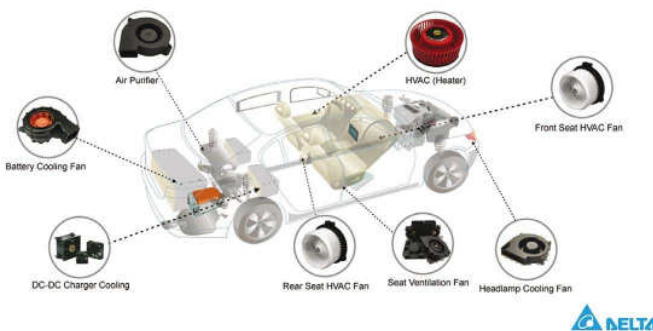
New OEM products for leading car manufacturers, mostly for Plug-in hybrid electrical vehicle (PHEV) market, will be launched in 2014. OBCs with power level from 3.3kW to 7.2kW are currently being designed with basic as well as premium functions. DCDC products are available at 1.8 kW to 3.2kW power ratings as a stand-alone or an integrated solution. Apart from the traditional 12V DC, DES is extending the product range for 48V DC applications as demand for this specification is increasing in the market. Ambitious product roadmap and successful customer audits are further proofs of DES establishing itself as a world class automotive power management products supplier.

Wind Power Business in DES

In 2013, the Company had completed the Internal Supply Unit field testing. This unit has some aspects of an uninterruptable power supply and depending on the turbine size, can reach peak power levels of several hundred KVA. In addition, the Company had also delivered the first turbine control unit based on PLC and followed by a potential business for liquid cooled converter systems for new new Doubly Fed Induction Generator (DFIG) prototypes between 2 and 3.5 KVA.

In the last quarter of 2013, the Company had seen a good influx of orders for the Indian market. Next to the deliveries of 2.2 MVA and 2.8 MVA converters in Q1 2014, the Company is expected to start production of the wind turbine control units in 2014. With the company's infrastructure investments such as a multi megawatt power electronics laboratory and manufacturing capabilities upgrade, the long term outlook to acquire more customers for India market is very promising beginning in 2014.

Automotive Fan Business in DET



Delta brushless DC automotive fans

Millions of blowers and fans supplied for car seats are solidifying Delta's position in the automotive fan industry in 2013. With 25 years of expertise in the design and manufacturing of Brushless DC fan, Delta had successfully seized the right moment when the automotive industry is seeking for more energy saving solutions through the reductions of emission and fuel consumption. Every component including the fans and blowers thus contribute significantly to such effort. In this aspect,

Delta Fans & Thermal Management Business Group (FMBG) is now recognized by more car makers worldwide as an important partner for customized blowers and fans mainly due to the team's R&D prowess especially in vibration-free and low noise technical know-how.

Both the customer base and project quantity had markedly increased in 2013. The partnership with tier one customers are expected to grow in the next 10 years as robust growth potential in 2014 is evident while more new products are already in the roadmap.

Telecom Power Business in India

Delta India business experienced 34% growth in 2013 over 2012 performance. The achievement is even more significant considering growth contribution from all business areas especially in a tough economy condition. Telecom power, display solutions and Mission Critical Infrastructure Solutions (MCIS) were the top growth drivers in India.

Expectations for 2014 are high due to improving economic conditions driven by expected change of government in April 2014. UPS business for the team is gaining strength and has a very strong order book with key projects in banking, education and power transmission segments. Display solution and industrial automation business also have healthy orders and project pipeline. With the launch of Delta Central Inverter (500kW), Delta position in India is further strengthened in the solar farm market that is expected to add 600MW of new installations in 2014 post election. Expected launch of 4G/ LTE in India by Reliance Jio will provide the much needed impetus to the telecom market.

Strategic direction for 2014 is to position Delta brand as a System Integrator (SI) for large government projects in power transmission, education and banking industries. These specific industries enable us to combine Delta products from MCIS, telecom power, display and third party to form a complete solution to address a project. The return on sales effort and the value add enable us to earn higher profits. This combination provides us a unique and important edge over the competitions. Major projects for 2014 include ICT project (Orissa Government), UPS power for 8000 ATMs, Alstom NTAMC, Alstom SRLDC, Siemens NRLDC project, Dongfang RAPDRP project.

Telecom Power Business in EMEA Region

EMEA market had a good run in 2013 for the telecom power business. Delta's EMEA team had grown the sales revenue by nearly 20% as compared with 2012. Gross profit margin had slightly exceeded the budget as well. In later part of 2013, LTE infrastructure investment was slightly delayed especially in Germany. However, the investments in other EMEA countries such as France and UK are about to materialize in 2014. Delta's EMEA team is putting in the best effort to acquire relevant telecom businesses in those countries. Key focus will be in the UK market while revisiting Russian telecom market. These two areas are potential growth engines for the team in 2014. It is therefore vital to invest more attention and resources in establishing sales and service office close to these customers. The Renewable Hybrid market is another target for development in the telecom sector. More attention and resources will also be dedicated in this area.

Risk Factors

Risks stemmed from political consequences are what all businesses pay close attention to during the 2013 year and towards 2014. Despite not being affected by political factors in 2013, the Company remains cautious on uncertainties of the above circumstances and assesses potential impact from political events and other factors on operations in 2014. The following measures are established to cope with possible impact.

1. Risk arising from political unrest

Due to the fact that the Company's business is mostly export-oriented and the office or factories are located in Samut Prakan Province, which is far away from the political protests that mainly take places in Bangkok, political factors in the past year gave no detrimental impact on sales, production, and other operations. Sales in 2013 consequently increased from previous year by 3.4% while net profits rose 13% (from separate financial statements). In 2014, should the political tension becomes deteriorating and the unrest affects production or transportation, the Company would evaluate the consequences closely and, when necessary, activate the contingency plan for production and delivery of raw materials and finished goods. The Company will accordingly report the situation and its impact on business operations so customers and stakeholders could understand the situation and confident that the Company can handle the situation in a timely manner.

Aside from negative impact from the political concern mentioned above, increasing demand from gradual improving of global economy following recovery of the United States and Europe is viewed as a positive catalyst for the operation.

2. Risk from foreign exchange

During 2013, exchange rate of Baht against U.S. dollar weakened from Baht 29.30 to Baht 32.80. This Baht depreciation provided positive impact on operating results of the Company by adding foreign exchange gains worth approximate Baht 271 million. Should the political unrest continue in 2014, or even the situation becomes severe, the Baht could further fall in relation to downsizing of foreign investment portfolio, especially in financial assets. In addition, with the recent tapering of the Quantitative Easing (QE) strategy of the United States government that could result in strengthening of the U.S. dollar, Baht currency could further depreciate and provide positive impact on the Company's operation. Apart from the U.S. dollar, the Company has to manage other foreign currencies of subsidiaries in other countries, such as Euro, Indian Rupee and others. Since the impacts from fluctuations of exchange rates in each country are varied, close-monitoring becomes crucial practice for the Company.

To be prudent on managing foreign exchange risk, the Company continues adopt full-hedge policy which fully protects net position of each currency in order to minimize potential risk from fluctuations of exchange rates or interest rates. Nevertheless, it should be noted that the Company's foreign exchange management policy is principally aimed to reduce risk and avoid speculation. However, all in costs are always taken into consideration to ensure that it is justified when comparing to the risks involved.

3. Raw materials and supply chain

The Raw materials and Supply Chain situation in 2013 was much better than in 2012 as we need not deal with natural disaster disruption issues such as the 2011 Japan earthquake and Thailand Flooding. This enabled our Materials team to better focus on Order Fulfillment and Supply Chain related enhancement.

Going forward, 2014 will be another challenging year in view of the slow economic recovery from the USA and Euro-zone market. The uncertainty over the USA “fiscal cliff” as well as the tapering of the QE3 will definitely add volatility to the market and in turn the overall market supply chain. We will continue to monitor the ongoing economic situation as well as the overall supply market situation closely and take the necessary preventive/contingency measure in order to alleviate our supply chain risk accordingly.

4. Accounts receivable collections

With the efficient accounts receivable management and credit control system the Company has currently employed, including the experienced personnel, the Company, even it has encountered various challenges, has managed the accounts receivable and collections efficiently during the past years. This can be seen from the amount of the past due trade receivables of 6 months and over which were accounted for less than 1% of total trade receivables. This has helped ensure the sufficient and smooth cash flows to support the business operations.

However, given the recovery global economic circumstances, the Company still needs to keep close monitoring the global economy and constantly evaluate the customers’ financial position to ensure collection of receivables.

5. Labor Relations

With almost 10,000 employees in Thailand, the Company gives priority to labor relations and it put into an action by continuing support various activities arranged by employees and labor union to promote good relationship as well as preventing and solving common problems that may arise. The Company established a labor relation committee with joint members from both employers and employees. The meetings generally take place on a monthly basis to listen to problems, find solutions together, and arrange activities to promote labor relations. Not only it helps create a good relationship but it also builds beneficial impact to both employees and organization.

Despite various protection arrangements, the Company also has a contingency plan in case of labor dispute that may arise and would lead to protest and strike. In such event, executive officers, chief departments, relevant staff and government agencies are assigned specific responsibilities to help collaborate so as to solve the problem instantaneously.

Company General Information

Name	Delta Electronics (Thailand) Public Company Limited
Company Registration Number	0107537002559
Contact Address	909 Soi 9, Moo 4, E.P.Z., Bangpoo Industrial Estate, Tambon Prakasa, Amphur Muangsamutprakarn, Samutprakarn Province 10280, Thailand Tel. : (662) 709-2800 Fax : (662) 709-3215
Nature of Business	Manufacturing and exporting of power supplies and other electronic equipment and components
Home Page	www.deltathailand.com
Registered Share Capital	1,259,000,000 ordinary shares at par value of Baht 1
Paid up Capital	1,247,381,614 ordinary shares at par value of Baht 1 (As of 16 January 2014)
Juristic persons which Company holds more than 10%	Please find details in the section of “Investment Structure”
References	<p>1. Auditor</p> <p>Ernst & Young Office Limited 33rd Floor, Lake Rajada Office Complex, 193/136-137, Rajadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel. : (662) 264-0777, (662) 661-9190 Fax : (662) 264-0789, (662) 661-9192</p> <p>2. Share Registrar</p> <p>Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, 62 Ratchadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel. : (662) 229-2800 Fax : (662) 359-1259</p>

Capital Structure

Registered and paid up share capital (31 December 2013)

Type of Equity	No. of Shares	Par value (Baht)	Total Value (Baht)
1. Registered Share Capital	1,259,000,000	1	1,259,000,000
2. Paid up Capital	1,247,381,614	1	1,247,381,614

Top 10 shareholders (As of March 1, 2013)

No.	Name	Holding	%
1.	Citibank Nominees Singapore Pte Ltd-S.A. PBG Clients SG (For Deltron Holding Ltd.)	345,185,420	27.67
2.	Citibank Nominees Singapore Pte Ltd-S.A. PBG Clients SG (For Delta International Holding Ltd.)	191,984,450	15.39
3.	Citibank Nominees Singapore Pte Ltd-S.A. PBG Clients SG	186,944,726	14.99
4.	Delta Electronics Inc.	69,128,140	5.54
5.	State Street Bank Europe Limited	67,635,953	5.42
6.	UBS AG Singapore, Branch	53,172,220	4.26
7.	Thai NVDR Co.,Ltd.	40,123,577	3.22
8.	HSBC (Singapore) Nominees Pte Ltd.	30,247,800	2.43
9.	Mr.Paiwan Chatpitak	16,230,000	1.30
10.	Mr.Paisarn Chatpitak	14,750,000	1.18

Major shareholders that are influential the Company's Management Policy

No.	Name	Holding	%
1.	Citibank Nominees Singapore Pte Ltd-S.A. PBG Clients SG (For Deltron Holding Ltd.)	345,185,420	27.67
2.	Citibank Nominees Singapore Pte Ltd-S.A. PBG Clients SG (For Delta International Holding Ltd.)	191,984,450	15.39
3.	Delta Electronics Inc.	69,128,140	5.54

Dividend Policy

The Company has a policy to pay dividend at least 30% of its net profits. However, the dividend payout ratio would be subject to change depending on the investment plan and/or other capital requirements the Company may have in the future.

The Company's Board of Directors' Meeting No. 1/2014 held on 17 February 2014 resolved to pay dividend for the year 2013 at Baht 2.70 per share, representing a payout ratio of 62%. This is subject to the 2014 Annual General Meeting of Shareholders' approval. (The dividend paid in 2012 was Baht 2.40 per share, representing a payout ratio of 69%).

Dividend payment of the subsidiaries would be determined based on the profitability and reinvestment opportunities of each subsidiary. In addition, the relevant laws, regulations, tax and foreign exchange control of the country where the subsidiary is located at will also be taken into consideration for greatest benefits of the Company and shareholders.

Board of Directors



Mr. Kong Meng Ng (James)

Age : 67

Position

- Chairman of the Board (Authorized Director)

Education

- M. Sc (Electronic Engineering), University of Southampton, UK
- Bachelor Degree in Electrical Engineering, National Taiwan University, Taiwan
- Director Accreditation Program (DAP) Thai Institute of Directors Association Year 2007
- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2009
- Financial Statements Demystified for Directors (FDD), Thai Institute of Directors Association, Year 2009

Shareholding in the Company : None
(31 January 2014)

Work Experience

- | | |
|--------------|---|
| Present | • Chairman of the Board (1990–present) Delta Electronics (Thailand) Plc |
| 2012–present | • Director, Delta Electronics International (Singapore) Pte.,Ltd |
| 2004–2008 | • Executive Committee Member, Delta Electronics (Thailand) Plc |
| 1990–2006 | • President, Delta Electronics (Thailand) Plc |
| 2000–2004 | • President, Delta Electronics Inc., Taiwan |



Mr. Ming-Cheng Wang (Stronger)

Age : 68

Position

- Vice Chairman of the Board (Authorized Director)
- Vice President
- Executive Committee
- Risk Management Committee Vice Chairman

Education

- Taking EMBA course at National Taipei University of Technology
- Industrial Engineering (Diploma), National Taipei Institute of Technology, Taiwan

Shareholding in the Company : 75,010 shares (0.006% of paid up capital)
(31 January 2014)

Work Experience

- | | |
|---------|---|
| Present | • Vice Chairman of the Board (1990–present) |
| | • Vice President (1990–present) |
| | • Executive Committee Member (1999–present) |
| | • Risk Management Committee Vice Chairman (2009–present) Delta Electronics (Thailand) Plc |

Mr. Hsieh, Heng-Hsien (Henry)**Age : 50**

- Position**
- Director of the Board (Authorized Director)
 - President & DES President
 - Executive Committee Chairman
 - Risk Management Committee Chairman
- Education**
- MBA, California Miramar University, USA
 - MBA , Pacific Western University, USA
 - Electrical Engineering (Diploma), National Taipei University of Technology, Taiwan
 - Director Accreditation Program (DAP), Thai Institute of Directors Association, Year 2006
- Shareholding in the Company** : 140,755 shares (0.01% of paid up capital)
(31 January 2014)
- Work Experience**
- | | |
|-----------|--|
| Present | <ul style="list-style-type: none"> • Director of the Board (2006–present) • President (2007–present) • President of Delta Energy Systems (DES) group (2004–present) • Executive Committee Chairman (2009–present) • Risk Management Committee Chairman (2009–present) |
| 2004–2008 | <ul style="list-style-type: none"> • Executive Committee Member, Delta Electronics (Thailand) Plc |
| 2004–2006 | <ul style="list-style-type: none"> • CEO, Delta Energy Systems (Switzerland) AG |
| 2003–2006 | <ul style="list-style-type: none"> • Vice President Sale & Marketing, Delta Electronics (Thailand) Plc |

**Mr. Chu, Chih-Yuan (Roger)****Age : 67**

- Position**
- Director of the Board (Authorized Director)
- Education**
- B.A in Economics, Chinese Culture University (Taipei), Taiwan
 - Executive Program of Graduate School of Business Administration, Chung Yuan Christian University, Taiwan
 - Director Accreditation Program (DAP) Thai Institute of Directors Association, Year 2007
- Shareholding in the Company** : None
(31 January 2014)
- Work Experience**
- | | |
|---------------------|---|
| Present | <ul style="list-style-type: none"> • Director of the Board, Delta Electronics (Thailand) Plc (1988 – present) • Supervisor, Delta Green Life Co.,Ltd. (2012 – present) • Director, Digital Projection International Holding Ltd. (2011– present) • Supervisor, Delta Electronics Capital Company (2010 – present) • Supervisor, NeoEnergy Microelectronics (2009 – present) • Director, Delta Electronics International Ltd. (Labuan) (2004 – present) • Supervisor, Delta Electronics (Korea), Inc. (2004 – present) • Supervisor, Delta Greentech (China) Co., Ltd. (2002 – present) • Supervisor, Addtron Technology (Japan) Co., Ltd (1998 – present) • Director, Delta Power Sharp Ltd. (1995 – present) • Supervisor, Delta Electronics (Japan), Inc. (1991 – present) |
| 2012–March 2013 | <ul style="list-style-type: none"> • Supervisor, Allied Material Technology Corp. |
| 1986–September 2013 | <ul style="list-style-type: none"> • Senior Vice President and Corporate CFO, Delta Electronics, Inc. (Taiwan) |





Mr. Hsieh, Shen-Yen

Age : 62

- Position**
- Director of the Board (Authorized Director)
 - Executive Committee Member
- Education**
- Taking EMBA course at National Taipei University of Technology
 - B.A. Navigation, China Marine Time College.
- Shareholding in the Company** : None
(31 January 2014)
- Work Experience**
- | | |
|----------------|---|
| Present | <ul style="list-style-type: none"> • Director of the Board (Aug 2013–present) • Executive Committee Member (Aug 2013–present) |
| | Delta Electronics (Thailand) Plc |
| 2013 – present | • Director, Taiwan Powder Technologies Co.,Ltd |
| 2012 – present | • Director, Delta Greentech (China) Co Ltd. |
| 2003 – present | • Executive Vice President, Delta Electronics (Dongguan) Co.,Ltd. |
| 1991 – 2003 | • Vice President Sales & Marketing, Delta Electronics (Thailand) Plc |



Mr. Anusorn Muttaraid

Age : 60

- Position**
- Director of the Board (Authorized Director)
 - Executive Committee Member
 - Compensation Committee Member
 - Risk Management Committee Member
 - Human Resources & Administration/ Public Relations Director
- Education**
- B. Sc, Kasetsart University
 - Director Certification Program (DCP), Thai Institute of Directors Association, Year 2004
- Shareholding in the Company** : None
(31 January 2014)
- Work Experience**
- | | |
|--------------|---|
| Present | <ul style="list-style-type: none"> • Director of the Board (1994–present) • Executive Committee Member (1999–present) • Compensation Committee Member (2007–present) • Risk Management Committee Member (2009–present) • Human Resources & Administration/ Public Relations Director (1993–present) Delta Electronics (Thailand) Plc |
| 2011–Present | <ul style="list-style-type: none"> • Director of Advisory Board, Department of Trade Negotiations Ministry of Commerce • Director/Executive Director/Risk Committee Chairman, The Small and Medium Enterprise Development Bank of Thailand (SME Bank) • Member of sub-committee of Comprehensive Economic Partnership in East Asia (ASEAN + 6), Board of Trade of Thailand |
| 2010–Present | • Managing Partner, Anupong Globalize Limited Partnership |
| 2009–Present | • Chairman of Committee on Indian Affairs, Board of Trade of Thailand |
| 2007–Present | <ul style="list-style-type: none"> • Chairman of Thailand–India Business Council, Board of Trade of Thailand • Managing Partner, Anusorn Globalize Limited Partnership |

Emeritus Professor Supapun Ruttanaporn**Age : 70**

- Position**
- Independent Director
 - Audit Committee Chairperson
- Education**
- M.B.A (Accounting), Michigan State University, USA
 - B.A (Accounting) (Hons), Chulalongkorn University
 - Director Certification Program (DCP), Thai Institute of Directors Association, Year 2002
- Shareholding in the Company** : None
(31 January 2014)
- Work Experience**
- | | |
|-----------|---|
| Present | <ul style="list-style-type: none"> • Independent Director (2004–present) • Audit Committee Chairperson (2007–present) Delta Electronics (Thailand) Plc • Audit Committee of Thai Poly Acrylic Plc (2013–present) • Audit Committee of Charoen Pokphand Foods Plc (2009–present) • Audit Committee of Grow Energy Plc (1999–present) • Treasurer of Wat Yannasangwararam Foundation • Honorable auditor of Som Dej Pra Thep Rattanasuda Foundation • Pension staff of Chulalongkorn University |
| 1983–2013 | <ul style="list-style-type: none"> • Executive Director, S.S Grain Overseas Co., Ltd. |
| 2007–2010 | <ul style="list-style-type: none"> • Member of Ethics Committee, Federation of Accounting Profession |
| 2001–2009 | <ul style="list-style-type: none"> • President of Thai Accounting Association |

**Mr. Supat Limpaporn****Age : 69**

- Position**
- Independent Director
 - Audit Committee Member
 - Compensation Committee Chairman
- Education**
- M.E Mechanical Engineering, Technical University, Hannover, West Germany
 - B.E Mechanical Engineering, Technical University, Hannover, West Germany
 - Director Accreditation Program (DAP) Thai Institute of Directors Association, Year 2007
 - Director Certification Program (DCP), Thai Institute of Directors Association, Year 2008
 - Role of Compensation Committee (RCC), Thai Institute of Directors Association, Year 2008
 - Audit Committee Program (ACP), Thai Institute of Directors Association, Year 2011
 - Monitoring Fraud Risk Management (MFM), Thai Institute of Directors Association, Year 2012
 - Monitoring the Internal Audit Function (MIA), Thai Institute of Directors Association, Year 2012
 - Monitoring the Quality of Financial Reporting (MFR), Thai Institute of Directors Association, Year 2012
- Shareholding in the Company** : None
(31 January 2014)
- Work Experience**
- | | |
|--------------|--|
| Present | <ul style="list-style-type: none"> • Independent Director / Audit Committee Member/ Compensation Committee Chairman (2007–present) Delta Electronics (Thailand) Plc |
| 2010–Present | <ul style="list-style-type: none"> • Chairman of Audit and Evaluation Committee, Ministry of Industry |
| 2005–2013 | <ul style="list-style-type: none"> • Performance Agreement Subcommittee, Ministry of Finance |
| 2006 | <ul style="list-style-type: none"> • Committee on Labour Relations, Ministry of Labour |
| 2003 | <ul style="list-style-type: none"> • Director General of The Industrial Promotion Department, Ministry of Industry |
| 2002–2003 | <ul style="list-style-type: none"> • Deputy Secretary General of The Board of Investment |





Professor Lee, Ji-Ren

Age : 56

Position

- Independent Director
- Audit Committee Member
- Compensation Committee Member

Education

- Ph.D., University of Illinois at Urbana-Champaign, Illinois, U.S.A
- M.B.A., National Taiwan University, Taipei, Taiwan
- B.E., National Tsing Hua University, Hsin-Chu, Taiwan

Shareholding in the Company : None

(31 January 2014)

Work Experience

- | | |
|--------------|---|
| Present | • Independent Director / Audit Committee Member / Compensation Committee Member (2011-present) Delta Electronics (Thailand) Plc |
| 2010-Present | • Associate Dean in Resources/Teaching Development, College of Management, National Taiwan University, Taiwan |
| 2006-Present | • Independent Director of Wowprime Group, Taiwan |
| 2003-Present | • Independent Director of Esun FHC, Taiwan |
| 2002-Present | • Director of AVerMedia Technology, Taiwan |
| 2007-2008 | • Professor of Strategy and Management, Department of International Business, College of Management, National Taiwan University, Taiwan |
| 2006-2008 | • Compensation Committee Member, Delta Electronics (Thailand) Plc |
| | • Independent Director / Audit Committee Member, Delta Electronics (Thailand) Plc |

Profiles of Management Team

Mr. Hsieh, Heng-Hsien (Henry)

- President & DES President

(For further details, please refer to his profile in the Board of Director)

Mr. Ming-Cheng Wang (Stronger)

- Vice President

(For further details, please refer to his profile in the Board of Director)

Mr. Anusorn Muttaraid

- Human Resources & Administration/ Public Relations Director

(For further details, please refer to his profile in the Board of Director)

Mr. Yu, Po-Wen (Beau)

- Chief Financial Officer (CFO)

Education

- M.B.A, University of South Australia
- B.A (Accounting), Chinese Culture University (Taipei)

Shareholding in the Company (31 January 2014)

- 10 shares (0.0000008% of paid up capital)

Work Experience

- | | |
|---------|---|
| Present | • Executive Committee Member (1999-present) |
| | • Risk Management Committee Member (2009-present) |
| | • Chief Financial Officer (CFO) (1991-present) |
| | Delta Electronics (Thailand) Plc |

Mr. Chen, Chin-Ming

- Chief Information Officer (CIO)

Education

- EMBA of Information Management, National Taiwan University of Science and Technology
- Industrial Management, National United University

Shareholding in the Company (31 January 2014)

- None

Work Experience

- | | |
|---------------|--|
| Present | • Chief Information Officer (CIO) (Nov 2011-present), Delta Electronics (Thailand) Plc |
| 1999-Aug 2011 | • Business IT, Delta Electronics, Inc.(Taiwan) |

Managerial Structure

Board of Directors

The Company's board of directors is now composed of 9 members, 6 executive directors, 3 non-executive directors and more than a half of the total number of directors have residence within the Kingdom. As reported in the Ministry of Commerce's certification dated 16 January 2014, list of the members of the board of director is shown below.

Name	Position	Appointment Date	Attendance Meeting
1. Mr. Ng Kong Meng	Chairman of the Board	3 May 1990	4/4
2. Mr. Ming-Cheng Wang	Vice Chairman	3 May 1990	4/4
3. Mr. Hsieh, Heng-Hsien	Director and President	30 Mar 2006	4/4
4. Mr. Chu, Chih-Yuan	Director	30 Apr 1988	4/4
5. Mr. Anusorn Muttaraid	Director	22 Aug 1994	4/4
6. Mr. Hsieh, Shen-Yen*	Director	13 Aug 2013	1/1
7. Emeritus Professor Supapun Ruttanaporn	Independent Director	29 Mar 2004	4/4
8. Mr. Supat Limpaporn	Independent Director	29 Mar 2007	4/4
9. Prof. Lee, Ji-Ren	Independent Director	1 Apr 2011	3/4

Ms.Wilailak Funghanakun is Company Secretary and Secretary to the Board of Directors

Remark * Being appointed the Company's director in place of Ms. Niramol Tantipuntum who passed away by the Board of Directors' Meeting No. 3/2013 held on 13 August 2013

Authorized Directors:

The following 6 directors are authorized to act on behalf of the Company under following conditions, "Mr. Ng Kong Meng, Mr. Ming-Cheng Wang, Mr. Anusorn Muttaraid, either one of these directors jointly sign with Mr. Hsieh, Heng-Hsien or Mr. Hsieh, Shen-Yen or Mr. Chu, Chih-Yuan to be two directors and affixes the Company seal."

Scope of Responsibilities of the Board of Directors:

1. To manage the business of the Company faithfully and prudently and comply with the laws and the Company's objectives, Articles of Association as well as the resolution of the shareholders' meeting, for the benefits of the Company.
2. To determine the vision and mission of the Company and reviewed every 5 years.
3. To determine/approval policies, business strategy, business plan and budget of the Company, and to supervise that the administration and management including to follow up the result of the operation performed by the executive committee in order to ensure its proper compliance with the plan, policies and budget.
4. To review the Company's internal control systems and risk management to be correctly and efficiently conducted.
5. To ensure that the Company complies with the Securities and Exchange Act and other securities and exchange laws e.g. SEC rules and regulations and the SET regulations, for instance, regulations concerning the entry into connected transactions and regulations concerning the substantial acquisition of assets, including any law governing the Company's business.
6. To arrange for the preparation and submission of the audited balance sheet and profit and loss statement at the end of each accounting period to the shareholders' meeting for its consideration and approval.

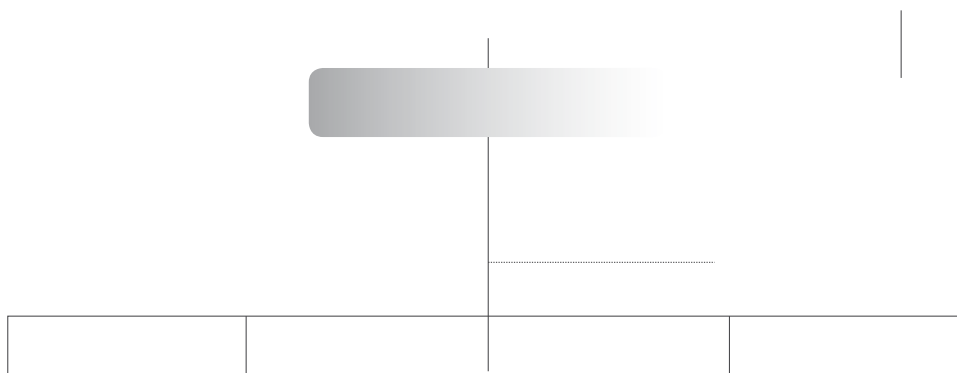
7. To monitor on the adequacy and timely of the Company's disclosure of information.
8. To authorise any other person to perform any action on behalf of the board of directors under the supervision of the board of directors, or granting the power-of-attorney to such person to perform any action as the board of directors may think fit; provided, however, that the board of directors has the sole discretion to revoke or modify such power-of-attorney as the board of directors may think fit.

For this purpose, no authorization will be enable the grantee under the power-of-attorney to consider and approve the transaction which may cause a conflict of interest between himself or any related person or interested person as the one party and the Company as the other party, unless it is granted following the approved policies and criteria previously set out by the board of directors.

Responsibilities of the Chairman of the Board

1. To be the leader in policy establishment to oversee the operation performed by the executive committee in order to ensure the achievement as planned
2. To act as the Chairman of the Board of Directors' meeting and the Shareholders' meeting.
3. To have a casting vote in case the Board of Directors' meeting has a tie vote.
4. Perform the duty specified by law as the duty to be performed by the Chairman

Management Team



Remark : * Delta Energy Systems Group; subsidiaries mainly located in Europe

The management team of the Company consists of 5 members as follows;

Name		Position
1.	Mr. Hsieh, Heng-Hsien	President and DES* President
2.	Mr. Ming-Cheng Wang	Vice President/ Chief Operation Officer
3.	Mr. Anusorn Muttaraid	Human Resources & Administration / Public Relations Director
4.	Mr. Yu, Po-Wen	Chief Financial Officer
5.	Mr. Chen, Chin-Ming	Chief Information Officer

Remark : * Delta Energy Systems; subsidiaries mainly located in Europe