



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Symbol : DELTA

Address : 909 Soi 9, Moo 4, E.P.Z., Bangpoo Industrial Estate, Tambon
Prakasa, Amphur Muangsamutprakarn

Province : Samut Prakarn

Postcode : 10280

Business : The Company's businesses are mainly involved in power
management solutions and manufacture of electronic
components i.e. DC fan, electromagnetic interference filter
(EMI) and solenoid. Its operation has covered regions such as
Asia, Europe and South America.

Registration Number : 0107537002559

Telephone : 0-2709-3200

Fax (if applicable) : 0-2781-9695

Website : <http://www.deltathailand.com>

Email : info@deltathailand.com

Total Shares Sold (shares)

Common Stock : 12,473,816,140

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	84,318,360.47	118,557,966.69	146,371,348.26
Power Electronics Group (Thousand baht)	61,368,864.43	91,251,685.34	120,290,643.95
Infrastructure Group (Thousand baht)	20,684,770.05	24,184,874.97	22,104,137.78
Automation Group (Thousand baht)	2,098,384.64	3,009,439.07	3,830,668.77
Other (Thousand baht)	166,341.35	111,967.31	145,897.76

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Power Electronics Group (%)	72.78	76.97	82.18
Infrastructure Group (%)	24.53	20.40	15.10
Automation Group (%)	2.49	2.54	2.62
Other (%)	0.20	0.09	0.10

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	84,318,360.47	118,557,966.69	146,371,348.26
Domestic (Thousand baht)	938,000.00	1,762,703.89	1,466,359.60
International (Thousand baht)	83,380,360.47	116,795,262.80	144,904,988.66
United States of America (Thousand baht)	29,043,534.00	38,597,316.18	44,171,211.28
China (Thousand baht)	12,868,570.00	15,818,334.78	19,051,684.07

Germany (Thousand baht)	6,873,479.00	9,658,324.86	21,527,811.33
India (Thousand baht)	7,256,692.00	8,740,678.89	11,065,611.63
Netherlands (Thousand baht)	1,938,012.00	6,043,026.71	4,289,389.37
Singapore (Thousand baht)	5,335,879.00	5,094,347.55	11,107,109.86
Mexico (Thousand baht)	339,173.00	4,608,093.91	2,375,855.03
Taiwan (Thousand baht)	2,475,233.00	3,500,809.66	5,927,171.44
Ireland (Thousand baht)	5,391,333.00	3,092,791.62	3,733,109.22
Other countries (Thousand baht)	11,858,455.47	21,641,538.64	21,656,035.43

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	1.11	1.49	1.00
International (%)	98.89	98.51	99.00
United States of America (%)	34.83	33.05	30.48
China (%)	15.43	13.54	13.15
Germany (%)	8.24	8.27	14.86
India (%)	8.70	7.48	7.64
Netherlands (%)	2.32	5.17	2.96
Singapore (%)	6.40	4.36	7.67
Mexico (%)	0.41	3.95	1.64
Taiwan (%)	2.97	3.00	4.09
Ireland (%)	6.47	2.65	2.58
Other countries (%)	14.22	18.53	14.94

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	1,460,824.13	1,327,227.44	1,795,645.22
Other income from operations (Thousand baht)	1,017,817.77	849,161.57	1,221,146.34
Gain on exchange (Thousand baht)	1,017,817.77	449,870.98	675,371.01
Insurance compensation income due to flooding (Thousand baht)	0.00	330,678.80	0.00
Compensation for contract decommitment (Thousand baht)	0.00	68,611.79	545,775.33
Other income not from operations (Thousand baht)	443,006.36	478,065.87	574,498.88
Others (Thousand baht)	442,123.36	478,065.87	574,501.88

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	3,165,382.77	3,741,842.86	3,876,474.59

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

1. Liquidity for Energy trade-off investment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Damage to company image and reputation
- Economic risk
- New business risk
- ESG risk

Operational Risk

- Shortage or reliance on skilled workers
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Legal risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

2. Lower profitability due to Demand fluctuation and purchasing power slowdown

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Economic risk
- ESG risk
- Pandemic risk

Operational Risk

- Delays in the development of future projects
- Climate change and disasters
- Pandemic risk

Financial Risk

- Insufficient sources of funding
- Liquidity risk
- Income volatility

3. Raw material insufficiency

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors
- ESG risk

- Pandemic risk

- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Compliance Risk

- Legal risk

Financial Risk

- Insufficient sources of funding
- Income volatility

4. Corruption Risk again resources stress and higher standard regulation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Corruption

Compliance Risk

- Corporate Governance
- Legal risk

5. Insufficient talents to handle new technologies and compliances.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Impact from population structure

6. Operational Risk: New disease/ injury due to technology development

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment
- Pandemic risk

Financial Risk

- Liquidity risk

7. Insufficient renewable energy sources to achieve RE100 and Net Zero target.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Operational Risk

- Delays in the development of future projects
- Climate change and disasters

Risk to Securities Holder (2.2.2)

Technology risk: Misinformation and disinformation

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://deltathailand.com/th/ปณิธานความรับผิดชอบต่อสังคม>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://deltathailand.com/en/about-environmental>

Company environmental guideline : Electricity Management, Renewable/Clean Energy
Management, Water Management, Waste Management, Greenhouse
Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	57,880.00	71,722.00	81,495.88
Gasoline (Litres)	4,324.00	5,300.00	39,859.10
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	111,226,635.00	128,693,292.00	151,267,798.00

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	444,903.00	536,013.00	593,553.00

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	4,211,870.00	5,580,500.00	5,958,040.00
Hazardous waste (Kilograms)	11,070.00	18,710.00	8,680.00
Total waste generated (Kilograms)	4,222,940.00	5,599,210.00	5,966,720.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	184,547.32	232,067.00	267,217.85
Scope 1 (Tons of carbon dioxide equivalents)	802.56	1,486.00	2,030.08
Scope 2 (Tons of carbon dioxide equivalents)	50,693.46	57,966.00	44,265.44

Scope 3 (Tons of carbon dioxide equivalents)	127,378.51	167,322.00	144,302.58
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	178,874.53	226,774.00	190,598.10

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://deltathailand.com/th/นโยบายด้านสิทธิมนุษยชน>

Company human right guideline : Employee Rights, Child Labor, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	2,855	3,541	4,354
Number of female employees (Persons)	14,095	16,481	16,687
Total number of employees (Persons)	16,950	20,022	21,041

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	5,568,840,011.38	6,760,608,790.04	7,570,318,758.96

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	25.40	41.70	42.30

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	36	48	77

• Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://deltathailand.com/th/นโยบายการกำกับดูแลกิจการ>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	4	44.44
Number of non-executive directors	5	55.56
Number of independent directors	3	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mr. KONG MENG NG</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Re-elected as director</p>	18 Jul 1995	<p>Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Sustainability, Electronic Components, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Engineering, Information & Communication Technology, Change Management, IT Management, Negotiation, Corporate Social Responsibility, Brand Management, Project Management, Budgeting, Commerce, Automotive, Economics</p>
2.	<p>Mr. An Cheng</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	24 Jun 2019	<p>Business Administration, Automotive, Energy & Utilities, Electronic Components, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Finance, IT Management, Brand Management, Negotiation, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Accounting, Economics, Law, Data Analysis, Audit, Internal Control</p>

3.	Mr. TZU-SHING KO Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Original director	24 Jun 2019	Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Governance/ Compliance, Internal Control, Leadership, Energy & Utilities, Commerce, Automotive, Engineering, Information & Communication Technology, Economics, Data Analysis, Finance, Accounting
4.	Mr. TSAI-HSING CHANG Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: English Literature Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Jun 2019	Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Data Analysis

5.	<p>Mr. ANUSORN MUTTARAID</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	18 Jul 1995	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Budgeting, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Electronic Components, Governance/ Compliance, Leadership, Energy & Utilities, Information & Communication Technology, Brand Management</p>
6.	<p>Ms. LI XUE</p> <p>Gender: Female</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	7 Apr 2023	<p>Business Administration, Automotive, Energy & Utilities, Electronic Components, Information & Communication Technology, Law, Marketing, Corporate Social Responsibility, Sustainability, Human Resource Management, Accounting, Finance, IT Management, Brand Management, Negotiation, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p>

7.	<p>Mr. BOONSAK CHIEMPRICHA</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Apr 2016	<p>Law, Strategic Management, Fund Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Audit, Finance, Budgeting, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Insurance, Leadership, Finance & Securities, Economics</p>
8.	<p>Mrs. TIPAWAN CHAYUTIMANTA</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	2 Apr 2018	<p>Law, Strategic Management, Change Management, Risk Management, IT Management, Budgeting, Audit, Data Analysis, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Statistics, Economics</p>
9.	<p>Dr. SOMCHAI HARNHIRUN</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	7 Apr 2023	<p>Business Administration, Economics, Commerce, Electronic Components, Information & Communication Technology, Law, Accounting, Finance, Corporate Social Responsibility, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance</p>

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. WITOON SIMACHOKEDDEE Gender: Male Age: 69 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Mar 2015 Date directorship ended: 7 Apr 2023	No replacement director
2. Mr. CHIH-YUAN CHU Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)	Date position was assumed: 26 Oct 2015 Date directorship ended: 7 Apr 2023	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. BOONSAK CHIEMPRICHA [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	6 Apr 2016	Law, Strategic Management, Fund Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Audit, Finance, Budgeting, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Insurance, Leadership, Finance & Securities, Economics
2.	Mrs. TIPAWAN CHAYUTIMANTA [1] Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	2 Apr 2018	Law, Strategic Management, Change Management, Risk Management, IT Management, Budgeting, Audit, Data Analysis, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Statistics, Economics

3.	Dr. SOMCHAI HARNHIRUN [1] Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	7 Apr 2023	Business Administration, Economics, Commerce, Electronic Components, Information & Communication Technology, Law, Accounting, Finance, Corporate Social Responsibility, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
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[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. CHIH-YUAN CHU [1] Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Economics Thai nationality: No Residing in Thailand: No	Audit committee (Non-executive, Independent director)	Date position was assumed: 6 Apr 2016 Date directorship ended: 7 Apr 2023	No replacement director

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. An Cheng Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	15 Feb 2024

2.	<p>Mr. TSAI-HSING CHANG</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: English Literature</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2020</p>
3.	<p>Ms. Nipaporn Jiarajareevong</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2021</p>
4.	<p>Mr. Kai Mun See</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2022</p>
5.	<p>Ms. Li Xue</p> <p>Gender: Female</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	<p>1 Apr 2022</p>
6.	<p>Mr. Chun-chin Lu</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Mathematics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2022</p>

7.	Mr. Hsi-ju Wei Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	15 Feb 2024
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. Vichai Saksuriya Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 31 Mar 2011 Date directorship ended: 31 Mar 2022	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination & Compensation Committee	Mr. ANUSORN MUTTARAID	Chairman
Chairman	Mrs. TIPAWAN CHAYUTIMANTA	Member
	Dr. SOMCHAI HARNHIRUN	Member
Corporate Governance Committee	Mr. TSAI-HSING CHANG	Chairman
	Mr. An Cheng	Member
	Mr. ANUSORN MUTTARAID	Member
	Ms. Nipaporn Jiarajareevong	Member

Risk Management & Sustainable Development Committee	Mr. TSAI-HSING CHANG	Chairman
	Mr. An Cheng	Member
	Mr. Chun-chin Lu	Member
	Mr. Hsi-ju Wei	Member
	Ms. Nipaporn Jiarajareevong	Member
	Mr. Kai Mun See	Member
	Mr. Chin-ming Chen	Member
	Mr. Chih-hao Huang	Member
Privilege Committee	Mr. ANUSORN MUTTARAID	Chairman
	Mr. BOONSAK CHIEMPRICHA	Member
	Mrs. TIPAWAN CHAYUTIMANTA	Member
	Dr. SOMCHAI HARNHIRUN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management & Sustainable Development Committee
Sub-committees responsible for nomination	: Nomination & Compensation Committee Chairman
Sub-committees responsible for remuneration	: Nomination & Compensation Committee Chairman
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Risk Management & Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. An Cheng Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering	Chief Executive Officer (CEO)	1 Jan 2024	Business Administration, Automotive, Energy & Utilities, Electronic Components, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Finance, IT Management, Brand Management, Negotiation, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Accounting, Economics, Law, Data Analysis, Audit, Internal Control

2.	<p>Mr. TSAI-HSING CHANG</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: English Literature</p>	<p>PRESIDENT</p>	<p>1 Apr 2020</p>	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Data Analysis</p>
3.	<p>Mr. Chun-chin Lu</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Mathematics</p>	<p>Manufacturing Operation 1 General Manager</p>	<p>1 Apr 2023</p>	<p>Business Administration, Industrial Materials & Machinery, Electronic Components, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting, Internal Control, Change Management, IT Management, Information & Communication Technology, Marketing, Energy & Utilities</p>

4.	<p>Mr. Hsi-ju Wei</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Manufacturing</p> <p>Operation 2 General Manager</p>	1 Jan 2024	<p>Business Administration, Automotive, Industrial Materials & Machinery, Energy & Utilities, Electronic Components, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Internal Control, Information & Communication Technology, Marketing, IT Management</p>
5.	<p>Ms. Nipaporn Jiarajareevong [1]</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Chief Financial Officer</p>	1 Apr 2021	<p>Energy & Utilities, Electronic Components, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance</p>
6.	<p>Mr. Chin-ming Chen</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Chief Information Officer (CIO)</p>	1 Oct 2011	<p>Business Administration, Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Management, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p>

7.	Mr. Chih-hao Huang Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Chief Human Resources Officer of SEA Region	1 Apr 2023	Business Administration, Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	41,721,661.00	37,548,762.00	43,600,140.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 4,354
Number of female employees (persons)	: 16,687
Total number of employees (persons)	: 21,041

Employee Remuneration

Total employee remuneration	: 7,570,318,758.96
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Provident fund

Total number of employees (persons)	: 21,041
Number of employees contributing to the PVD (persons)	: 7,947
Percentage of employees who are members (%)	: 37.77

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Somsak Khajornritdacha	somsak.k@deltaww.com	

- Company secretary

General information	Email	Telephone
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1.	Ms. Wilailak Fungthanakun	wilailak@deltaww.com
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• Head of internal audit

General information	Email	Telephone
1. Ms. Neythiya Peethong	Neythiya@deltaww.com	

• Head of investor relations

General information	Email	Telephone
1. Ms. Anchalee Jieratham	ancjiera@deltaww.com	02-709-2800 # 5006

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr. Chatchai Kasemsrithanawat Email: info@th.ey.com Telephone: -</p> <p>2. Ms. Supanee Triyanantakul Email: info@th.ey.com Telephone: -</p> <p>3. Ms. Krongkaew Limkittikul Email: info@th.ey.com Telephone: -</p>	6,745,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KONG MENG NG Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 18 Jul 1995	Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Sustainability, Electronic Components, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Engineering, Information & Communication Technology, Change Management, IT Management, Negotiation, Corporate Social Responsibility, Brand Management, Project Management, Budgeting, Commerce, Automotive, Economics

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mr. An Cheng</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>24 Jun 2019</p>	<p>Business Administration, Automotive, Energy & Utilities, Electronic Components, Information & Communication Technology, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Finance, IT Management, Brand Management, Negotiation, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Accounting, Economics, Law, Data Analysis, Audit, Internal Control</p>
2.	<p>Ms. LI XUE</p> <p>Gender: Female</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>7 Apr 2023</p>	<p>Business Administration, Automotive, Energy & Utilities, Electronic Components, Information & Communication Technology, Law, Marketing, Corporate Social Responsibility, Sustainability, Human Resource Management, Accounting, Finance, IT Management, Brand Management, Negotiation, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p>

3.	Dr. SOMCHAI HARNHIRUN	Director	Date position was assumed:	Business Administration, Economics, Commerce, Electronic Components, Information & Communication Technology, Law, Accounting, Finance, Corporate Social Responsibility, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
	Gender: Male	(Non-executive, Independent director)	7 Apr 2023	
	Age: 66 years old			
	Highest level of education: Doctoral degree	Director type: Newly appointed director to replace ex-director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KONG MENG NG	Chairman of the board	Non-participating
Mr. An Cheng	Director	Non-participating
Mr. TZU-SHING KO	Director	Non-participating
Mr. TSAI-HSING CHANG	Director	Non-participating
Mr. ANUSORN MUTTARAID	Director	Participating
Ms. LI XUE	Director	Participating
Mr. BOONSAK CHIEMPRICHA	Director	Non-participating
Mrs. TIPAWAN CHAYUTIMANTA	Director	Non-participating
Dr. SOMCHAI HARNHIRUN	Director	Non-participating
Mr. WITOON SIMACHOKEDEE	Director	Non-participating
Mr. CHIH-YUAN CHU	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 7 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KONG MENG NG (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. An Cheng (Director)	-	0/0	Non-participating	Did not hold the meeting
3.	Mr. TZU-SHING KO (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. TSAI-HSING CHANG (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. ANUSORN MUTTARAI (Director)	-	8/8	Participating	Did not hold the meeting
6.	Ms. LI XUE (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. BOONSAK CHIEMPRICHA (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mrs. TIPAWAN CHAYUTIMANTA (Director)	-	8/8	Participating	Did not hold the meeting
9.	Dr. SOMCHAI HARNHIRUN (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. WITOON SIMACHOKEDEE (Director)	7 Apr 2023	1/1	Non-participating	Did not hold the meeting
11.	Mr. CHIH-YUAN CHU (Director)	7 Apr 2023	1/1	Non-participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. KONG MENG NG (Chairman of the board)	-	225,000.00	3,960,000.00	No
2.	Mr. An Cheng (Director)	-	0.00	0.00	No
3.	Mr. TZU-SHING KO (Director)	-	0.00	910,000.00	No
4.	Mr. TSAI-HSING CHANG (Director)	-	0.00	910,000.00	No
5.	Mr. ANUSORN MUTTARAID (Director)	-	484,000.00	2,450,000.00	No
6.	Ms. LI XUE (Director)	-	0.00	650,000.00	No
7.	Mr. BOONSAK CHIEMPRICHA (Director)	-	388,000.00	2,450,000.00	No
8.	Mrs. TIPAWAN CHAYUTIMANTA (Director)	-	460,000.00	2,093,000.00	No
9.	Dr. SOMCHAI HARNHIRUN (Director)	-	380,000.00	1,495,000.00	No
10.	Mr. WITOON SIMACHOKEDEE (Director)	7 Apr 2023	20,000.00	598,000.00	No
11.	Mr. CHIH-YUAN CHU (Director)	7 Apr 2023	80,000.00	598,000.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. BOONSAK CHIEMPRICHA (Chairman of the audit committee)	-	4/4
2.	Mrs. TIPAWAN CHAYUTIMANTA (Audit committee)	-	4/4
3.	Dr. SOMCHAI HARNHIRUN (Audit committee)	-	3/3
4.	Mr. CHIH-YUAN CHU (Audit committee)	7 Apr 2023	1/1