



ANNUAL REPORT 2024

(FORM 56-1 ONE REPORT)



Delta Electronics (Thailand) Public Company Limited

REALIZING AN INTELLIGENT, SUSTAINABLE AND CONNECTING WORLD





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Company General Information

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

Sustainability Yearbook
Member 2024
S&P Global

Name	Delta Electronics (Thailand) Public Company Limited
Company Registration Number	0107537002559
Headquarter 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) 781-9695
Nature of Business	Manufacturing and exporting of power supplies and other electronic equipment and components
Home Page	www.deltathailand.com
Registered Share Capital	12,590,000,000 ordinary shares at par value of Baht 0.1
Paid up Capital	12,473,816,140 ordinary shares at par value of Baht 0.1 (As of 30 January 2025)
Juristic persons which Company holds more than 10%	Please find details in the section of “1.3. Investment Structure”
References	<ol style="list-style-type: none"> Auditor EY Office Limited 33rd Floor, Lake Rajada Office Complex, 193/136-137, Rajadapisek Road, Klongtoey, Bangkok 10110, Thailand Tel. : (662) 264-0777 Fax : (662) 264-0789 Share Registrar Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, 93 Ratchadapisek Road, Dindaeng, Bangkok 10400, Thailand Tel. : (662) 009-9999 Fax : (662) 009-9991





Mission



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



Brand Value Proposition



Our brand value proposition is based on the core qualities of Delta’s offerings to clients, partners, users and wider society, by delivering products, services and solutions which are intelligent, sustainable and connecting.



“Intelligent”

Creating holistic IoT-based solutions by integrating human intelligence with smart industrial technology.

“Sustainable”

Enhancing sustainability with reliable energy-saving technology and efficient resource management.

“Connecting”

Bringing together a complete ecosystem through collaboration inspired by user needs.



Corporate Culture



Achieving our own success by empowering others to realize their own goals, encouraging active and enthusiastic growth to fulfill everyone's potential.

Empowerment



Corporate Culture



Innovation

Looking forward to discover future possibilities, embracing continuous learning to innovate on creative solutions and breaking through the status quo.



Inclusion

Open to diverse perspectives, respecting of differing opinions and inclusive of various backgrounds that offer unique contributions.



Collaboration

Creating synergetic partnerships that achieve shared goals with agility and precision, putting partners, clients and users at the center of our collaborative efforts.





Product profile



Smart City



Renewable
Energy



Telecom Power
Systems



Data Center
Solutions



Networking
Solutions



EV Charging
Station



Automotive
Electronics



Power Electronics

- Power & Systems
- Fans & Thermal Management



Infrastructure

- ICT Infrastructure
- Energy Infrastructure & Industrial Solutions

Smart Building



Building
Management
System



Indoor Air
Quality

Smart Factory



Automation
System



Standard
Power Supply



Computer &
Networking

Smart Home



Power Tools



Automation

- Industrial Automation
- Building Automation



Mobility

- Electronic Vehicle Solutions





Board of Director





1. Mr. Ng Kong Meng (James)
• Chairman of the Board
2. Mr. Cheng An (Victor)
• Director of the Board
3. Mr. Ko Tzu-shing (Mark)
• Director of the Board
4. Mr. Chang Tsai-hsing (Jackie)
• Director of the Board
5. Mr. Anusorn Muttaraid
• Director of the Board
- 6 Ms. Xue Li
• Director of the Board
7. Mrs. Tipawan Chayutimanta
• Independent Director
8. Dr. Somchai Harnhirun
• Independent Director
9. Mrs. Saowanee Kamolbutr
• Independent Director





Financial Highlights 2022-2024



	Consolidated			The Company Only		
Unit : Million Baht	2024	2023	2022	2024	2023	2022
Total Assets	123,097	108,145	90,984	113,669	98,709	81,104
Total Liabilities	43,155	40,606	36,305	33,418	31,853	26,859
Paid-Up Capital	1,247	1,247	1,247	1,247	1,247	1,247
Total Shareholders' Equity	79,942	67,539	54,680	80,251	66,856	54,245
Sales and Service Income	164,733	146,371	118,558	138,985	124,996	103,551
Total Revenues	166,737	148,167	119,885	140,882	126,678	105,183
Cost of Sales	124,236	112,881	90,618	101,102	94,607	77,177
Gross Profit	40,497	33,491	27,940	37,883	30,389	26,374
Selling & Admin Expense	22,637	15,483	13,447	20,249	13,545	11,679
Operating Profit	17,860	18,008	14,493	17,634	16,844	14,695
Net Profit	18,939	18,423	15,345	19,008	17,792	15,986

Unit : (%)						
Gross Profit Margin	24.58%	22.88%	23.57%	27.26%	24.31%	25.47%
Operating Profit Margin	10.84%	12.30%	12.22%	12.69%	13.48%	14.19%
Net Profit Per Total Revenues	11.36%	12.43%	12.80%	13.49%	14.04%	15.20%
Return On Equity	25.68%	30.15%	31.94%	25.84%	29.38%	33.81%
Return On Assets	16.38%	18.50%	19.14%	17.90%	19.79%	22.36%

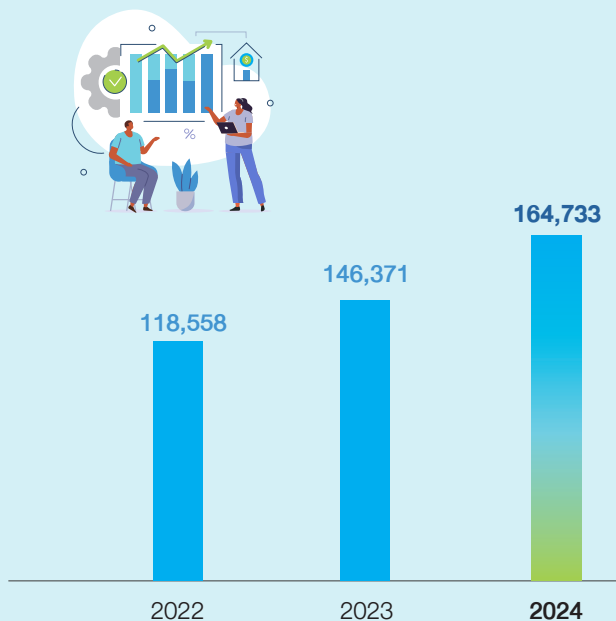
Unit : Baht						
Earning Per Share	1.52	1.48	1.23	1.52	1.43	1.28
Dividend Per Share	0.46 *	0.45	0.40	0.46 *	0.45	0.40
Book Value Per Share	64.11	54.14	43.84	64.36	53.60	43.49

* Pending approval from shareholders' meeting



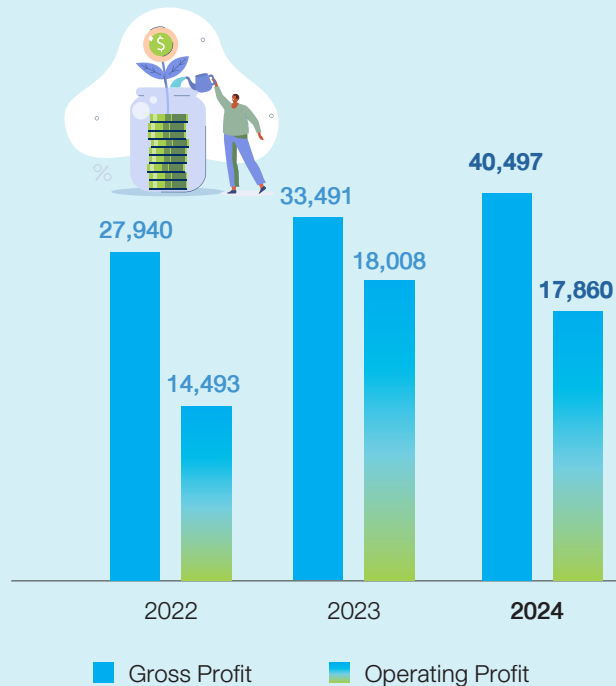
Sales and Service Income

Million Baht



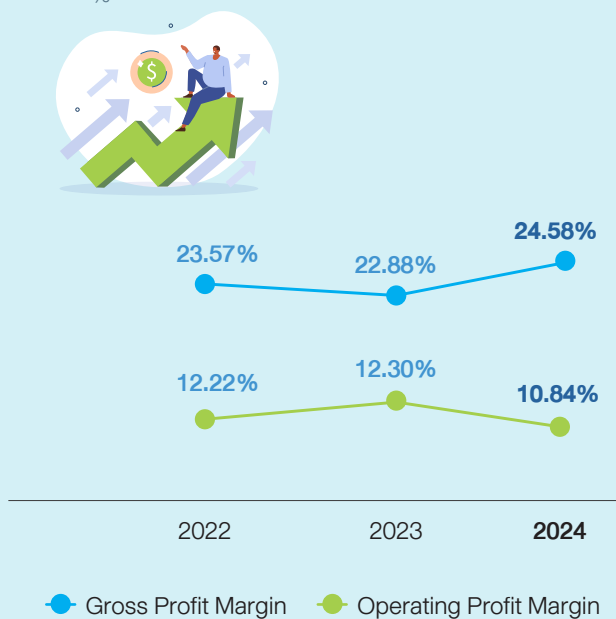
Gross Profit vs Operating Profit

Million Baht



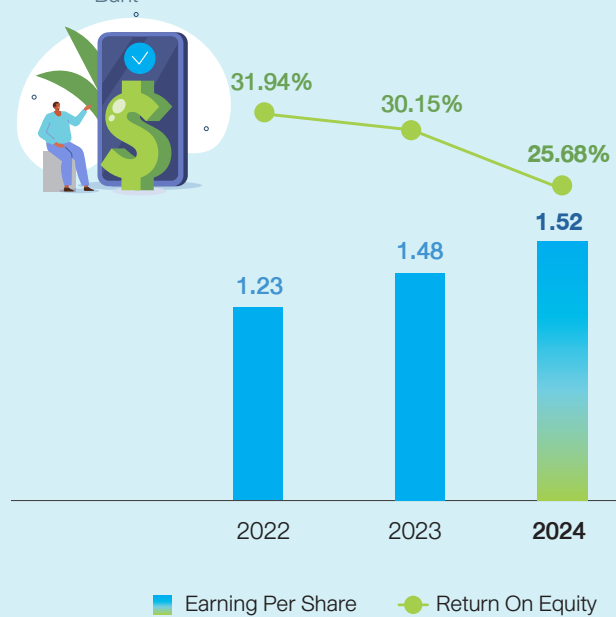
Gross Profit Margin vs Operating Profit Margin

%



EPS vs ROE

Baht





2024 Achievements



Environment



Delta Thailand Group has joined the National Parks Board of Singapore's (NParks) 100K Corals Initiative to support coral reef restoration, aiming to cultivate up to 10,000 corals annually for the next 10 years through Delta's innovative automation systems and advanced technology.



Delta Thailand received the ASEAN Energy Award 2024 for its Delta InfraSuite Data Center Solution, recognized under the Cutting-Edge Technology - Energy Efficient Building category. This underscores its dedication to driving sustainable and energy-efficient technologies.



Delta Thailand receives the "Green Gold Growth for Sustainability: Governance for a Sustainable Future." awards ceremony organized by the Industrial Estate Authority of Thailand (IEAT). Delta Bangpoo received the 1 Green Star and 1 Gold Star awards for the 9th consecutive year, while Delta Wellgrow achieved the same distinction for the 7th consecutive year.



Social



Delta Thailand announces the launch of Delta Cup 2024, an initiative aimed at fostering innovation and hands-on learning among Thailand's young engineering talents. We aim to inspire creativity, nurture innovation, and support Thailand's transition to a more digital and innovative economy, with seven universities participating.



Delta Thailand and the Department of Industrial Promotion (DIPROM) continue their mission to accelerate the growth of Thai startups with the 9th annual DIPROM x DELTA Angel Fund. This initiative provides essential funding and support to Thai entrepreneurs, helping them scale their innovative ideas and contribute to the nation's economic future.



Delta Thailand receives CSR-DIW Continuous Award 2024 From the Department of Industrial Works, Ministry of Industry. This award underscores Delta's sustained dedication to corporate social responsibility (CSR) and sustainable development.



Governance



Delta Thailand was recognized with the Prime Minister's Industry Award for Excellence in Industry and Services of the Future by H.E. Ms. Paetongtarn Shinawatra, Prime Minister of Thailand. This award acknowledges its unwavering commitment to innovation, sustainability, and its role in driving Thailand's economic development.



Delta Thailand CEO Victor Cheng receives the "Top Senior CEO Award" from Thailand's Prime Minister at the CEO Econmass Awards 2024, presented by H.E. Ms. Paetongtarn Shinawatra, Prime Minister of Thailand.



Delta Thailand recognized as ASEAN's Top Corporate Brand for 2024 by Chulalongkorn University with a brand value of USD 20.294 billion. The award is grounded in the Corporate Brand Success Valuation (CBS Valuation) that has been internationally recognized, including receiving Thailand's National Outstanding Research Award in 2015.



Delta Thailand was honored with prestigious IAA Awards for Outstanding CEO, CFO, and IR, as recognized by the Investment Analysts Association (IAA) at the IAA Awards for Listed Companies 2024. These esteemed accolades reflect Delta Thailand's unwavering commitment to transparency, corporate governance, and sustainable growth within the Technology & Communication industry sector.



Delta Thailand is included as the only company from Thailand in the first Fortune Asia Future 30 list. Developed in collaboration with Boston Consulting Group, the Fortune Asia Future 30 is a list of thirty companies from the Asia Pacific region identified as innovators built for growth. Fortune identified Delta Thailand as driving two of the group's most promising segments, data centers and electric vehicles (EVs), and as Thailand's most valuable company at the time of assessment.



ESG Rating



Delta Thailand is included in the prestigious Dow Jones Sustainability Indices (DJSI) for the fourth consecutive year. Delta Thailand is the only Thai company in the “ITC Electronic Equipment, Instruments & Components” industry segment included in the indices. Additionally, Delta Thailand has maintained a perfect score in the Governance & Economic, Environmental, and Social dimensions.



Sustainability Yearbook Member 2024

S&P Global

Delta Thailand is included in the prestigious S&P Global Sustainability Yearbook 2024 for its outstanding Environmental, Social, and Governance (ESG) performance. Once again, Delta Thailand is the only Thailand-based company in the “Electronic Equipment, Instruments & Components” sector of the Sustainability Yearbook 2024.



Brand Finance



Delta Thailand is the 13th Most Valuable Thai Brand, according to the Brand Finance Thailand 50 2024 Report. According to the report by Brand Finance, the world’s leading brand valuation and strategy consultancy, Delta Thailand’s estimated brand value stands at USD 968 million, complemented by a Brand Strength Index (BSI) score of 75.7 out of 100 and a rating of AA+.



SET A
ESG Ratings 2024

Delta Thailand has been assessed at level A by the SET ESG Ratings 2024, reflecting its commitment to conducting business sustainably in terms of environment, society, and governance (ESG), with consideration for all stakeholders.



Delta Thailand was recognized with an “Excellent” rating on the Corporate Governance Report (CGR) from the Thai Institute of Directors Association (IOD) for the ninth consecutive year, achieving a score of 102%.



FTSE4Good

Delta Thailand announced that it is a constituent of the FTSE4Good Index Series following the June 2024 review by global index provider FTSE Russell.



ESG100
Environmental • Social • Governance 2024

Delta Thailand joins 100 of Thailand’s best-performing publicly listed companies for Environmental, Social, and Governance (ESG) aspects for the tenth consecutive year in the 2024 Thaipat Institute ESG100 Universe.





Message from the Board





2024 has been a landmark year for Delta Electronics Thailand, full of notable market movements and elevated successes across key metrics. As the global risk landscape is evolving at an unprecedented pace, the impact of climate change, technology, and geopolitics continued to shape the risk outlook towards a more volatile environment. Against such a backdrop, we have weathered these challenges remarkably well, ensuring business resiliency against sustainability-related risks. We saw the global economy undergone through structural changes, which are deeply founded in deglobalization and shifts in geopolitical developments. To successfully thrive, we must firmly and forcefully address the challenges while seizing opportunities.

In recent years, Delta has enhanced and re-enforced from an ODM to a brand and solution provider, focusing on energy optimization and energy management, and continuously expanding its broader range of sustainability solutions in various domains. Throughout 2024, the Company made successful pivots into Artificial Intelligence, capitalizing on surging AI chip demand to accelerate growth. The AI boom has fully taken root with a future of rapid power increases, growing high computing servers, and datacenter infrastructure demands to deploy capacity for AI workloads. The digital infrastructure sector is poised for another dynamic year in 2025 as the AI revolution marches forward with the expected surge in power demand following large-scale deployments by top AI clusters in the years to come.

In many ways, 2024 has been another milestone achievement for Delta Electronics Thailand. Revenue stood at USD 4.6 billion, a healthy growth of 12% from 2023, and gross profit rose by 25% Y-o-Y, whereas operating margin slipped over the last quarter leading to recorded net profit at USD 529 million and EPS at THB 1.52 per share, a modest increase by 1% and 3% respectively in 2024. Despite short-term setbacks late last year based on softened conditions in subsectors and increased expenditures, overall fundamentals look firm with underlying core businesses well-positioned for growth. We possessed the financial resources and solid cash flows to capitalize on the structural drivers and underlying opportunities across the digital infrastructure landscape, alongside the tailwinds for datacenter particularly strong and set to expand in 2025 and beyond.

Having celebrated our 35th year as part of Thailand's industrialization, Delta Electronics Thailand continues to thrive in the technology leadership while staying selective and dynamic across regions and markets to provide new capabilities and solutions that enable clients to grow and meet their evolving needs. We are accelerating the organizational competency for the transformation journey towards an integrated solution provider. This year marked the beginning of a new growth chapter with the inauguration of the Delta Plant 8 and new state-of-the-art R&D center to strengthen an innovation platform to meet the rising demand for energy-efficient products and advanced technologies. We are aggressively and progressively uplifting our R&D local capabilities. This milestone underscores our investment in Thailand's growing technological landscape and aligns with "Local for Local" talent initiative, which aims to foster local innovation to also serve customers worldwide. Moreover, we are commencing several plant construction projects to capture the foreseeable healthy demand. The progress of additional two plants in Wellgrow is on-track for completion by mid-2025 to cater for distributed manufacturing of Component businesses as well as Thermal management solutions.

Beyond innovation, we are poised to deliver transformative benefits to local communities and industries. Through collaboration with universities and startups, Delta fosters digital ecosystems, nurturing R&D talents, strengthening deep ties with tech leaders, forging meaningful partnerships between academia and industry, preparing the next generation for a technology-driven future. Strategic educational initiatives included high-tech talent internships, incubation programs, STEM education, Power Electronics Lab, Automation Academy, clean-tech value chain development, and bachelor's and master's

technology projects. These initiatives address the growing need for skilled, innovation-driven professionals, aligning with Thailand's transition to a more digital and innovative economy.

On the solution business front, Southeast Asia is transitioning to a new economic model that is more sustainable and technology-driven than before. Delta Electronics Thailand is committed to innovative climate technology and solutions, with decarbonization at the forefront. We are building the operating model of the future, one that is underpinned by a digital ecosystem, forming strategic partnerships and developing specialized technologies, and leveraging local supply chain advantages to offer competitive solutions. The backdrop for ASEAN markets heading into 2025 remains broadly positive. SEA continues being a powerhouse in many aspects. We are expanding operations significantly in Thailand and India to meet customers' local manufacturing needs and adapt flexibly to global geopolitical conditions. Our expanded presence also means deeper engagement in the region and we are excited to see these efforts scale further. India alongside SEA, is also an important opportunity over the long term. In 2024, we inaugurated new India headquarters and R&D center in Bengaluru to support long-term development goals.

Our strategic priorities are placed on capacity investment, supply chain diversification, advanced process technology, and accelerated Digital Smart Manufacturing implementation to achieve higher levels of operational efficiencies, all while pursuing sustainability targets and embracing renewable energy sources. By staying focused on strategic investments and operational excellence, we're poised to turn the challenges into opportunities. Delta Electronics Thailand takes a dynamic approach to creating sustainable value. This includes a focus on creating products and services that contribute positively to environmental and social goals, while still achieving economic success. The Company's recognition in the global benchmark for ESG performance and several prestigious accolades this year reflected its strong ESG practices, reinforcing trust and commitment to sustainable development.

Looking ahead to 2025, elevated geopolitical tensions contrast with a more positive outlook for the global economy. We expect global GDP to remain intact, fiscal policy should be a tailwind for growth, and financial conditions continue to normalize. Delta Electronics Thailand plans for growth and prepares for volatility. By leveraging our specialist expertise across a range of capabilities to deliver complex solutions, we strive to bring compelling opportunities to global and regional customers.

On behalf of the Board of Directors and Executive Management, we are grateful for unwavering trust and support by our shareholders, businesses partners, financial institutions, and relevant authorities. To our employees, we extend our deepest gratitude. Your dedication, creativity, and resilience are the driving forces behind our success. Together we have built Delta financially strong and a force for positive change in the world. As we reflect on 35 years of innovation and excellence, we are closing out the great achievement of 2024 with pride and momentum. Delta Thailand is well positioned to continue delivering value to our shareholders, customers and stakeholders for coming years.

Ng Kong Meng (James)
Chairman of the Board

Cheng An (Victor)
CEO



A world integrating
holistic IoT solutions
to leverage the potential
of smart innovation



1

Business Operations and Performance

1. Structure and Business Operation
2. Risk Management
3. Driving Business for Sustainability
4. Management's Discussion and Analysis
5. General Information and Other Important Information



ENABLE INTELLIGENT
TRANSFORMATION



1. Structure and Business Operation



1.1. Business Policy and Overview

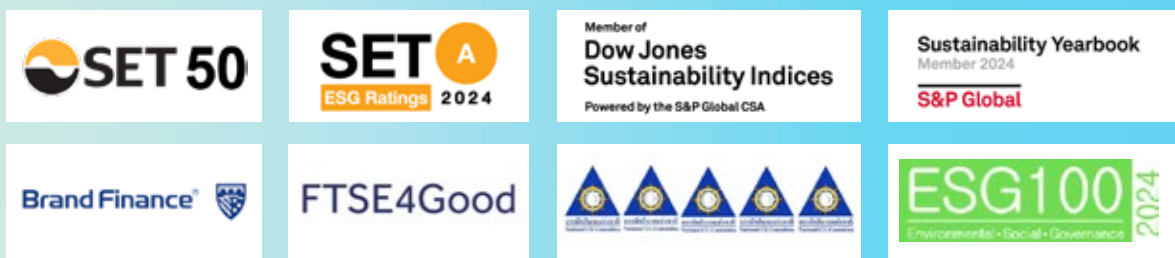
Delta Electronics (Thailand) Public Company Limited was inaugurated on June 16, 1988, with THB 40 million in initial capital. The company was converted to a public limited company on September 23, 1994, and listed on the Stock Exchange of Thailand on July 24, 1995, under the symbol of “DELTA”. As of December 31, 2017, the company has THB 1,259,000,000 in registered capital with THB 1,247,381,614 in paid-up capital at THB 0.1 par value per share. (Approval to change the par value of the company’s common shares from the shareholders’ meeting on April 7, 2023.)

Delta Thailand is a manufacturer and exporter of power supplies and electronics equipment and parts, the company is one of the world’s leading producers of power supplies and electronic components that include DC fans, EMI filters and solenoids. Our businesses are now mainly involved in power management solutions. Our current power management product line covers various types of power supplies including power systems for information technology, telecommunications, industrial applications, office automation and medical industries; and power supplies for servers, networking and DC-DC converters. Presently, we are extending our businesses to cover renewable energies such as solar power, electric vehicle and hybrid-electric vehicles.

**REALIZING AN
INTELLIGENT,
SUSTAINABLE AND
CONNECTING
WORLD**



Confidence in “DELTA”



Corporate Objectives & Strategy

1. Strive for sustainable revenue and profit growth based on the core principles of sustainable development
2. Develop environment-friendly, energy-efficient products and solutions to reduce the company's carbon footprint
3. Increase regional market share and enhance brand recognition for the company
4. Achieve total customer satisfaction through comprehensive service and excellent product quality
5. Operate with integrity and accountability, maintaining transparency in business
6. Boost employee morale by uplifting their quality of life and providing training



“ TO PROVIDE THE MOST EFFICIENT AND RELIABLE ENERGY SAVING SOLUTIONS FOR CUSTOMERS ”



Power Electronics

- Power & Systems
- Fans & Thermal Management



Automation

- Industrial Automation
- Building Automation



Infrastructure

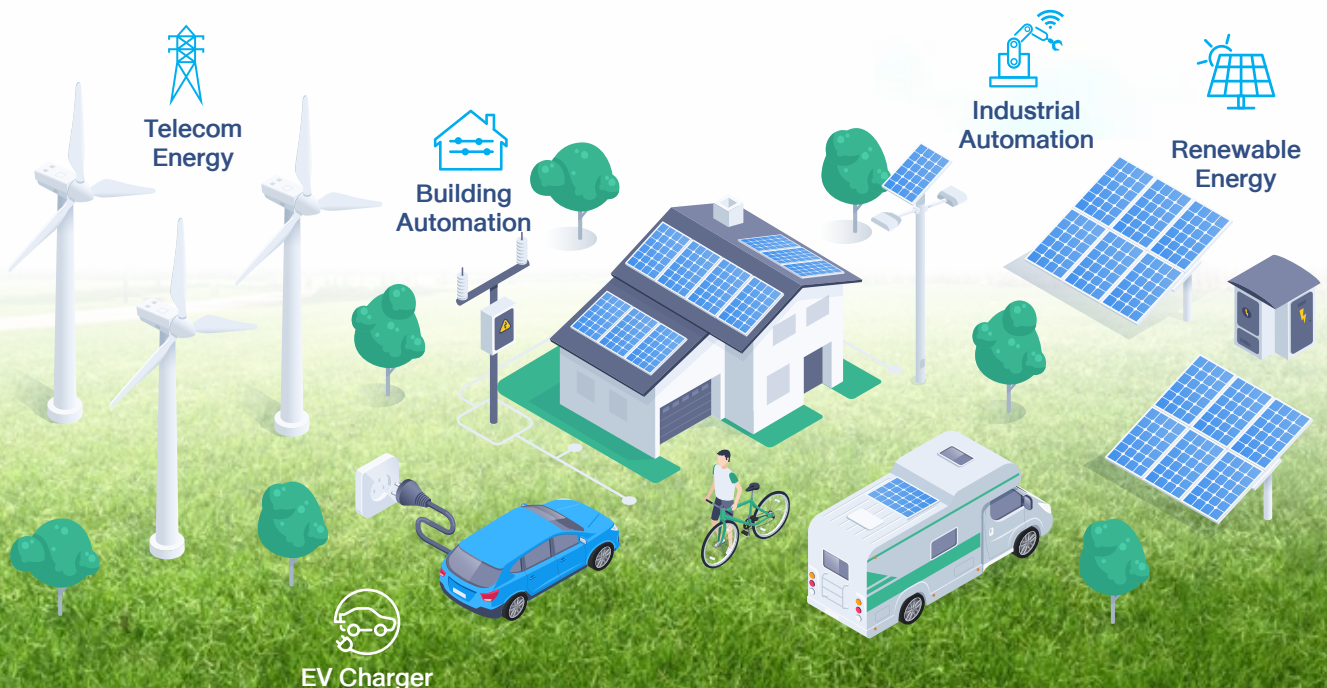
- ICT Infrastructure
- Energy Infrastructure & Industrial Solutions



Mobility

- Electronic Vehicle Solutions

GREEN SOLUTIONS



1.2. Nature of Business

Delta and our subsidiaries are manufacturers and distributors of power supplies and electronic equipment and parts. At present, the company has 2 main production clusters in Thailand, our headquarters in Bangpoo Industrial Estate, Samutprakarn and another manufacturing site in Wellgrow Industrial Estate, Chachoengsao. Our overseas plants are in India (Rudrapur, Gurgaon and Krishnagiri) and Slovakia (Dubnica nad Váhom and Liptovsky Hradok). Delta divides its products into 4 main business groups as follows;

1. Power Electronics Group

- 1.1 Power and Systems (PSBG) Product Group which can be further divided down into 5 subgroups as follows;
- DC Power
 - Computer & Networking Power, i.e. power supply for storage, server and networking.
 - Custom Design Power, which offers high-end custom-designed power supplies for information technology, telecommunications and industrial applications.
 - Appliances Power includes power supplies for industrial and consumer electronics tools.
 - Industrial & Medical Power includes power supplies for industrial and medical applications.

- 1.2 Fan & Thermal Management (FMBG) Product Group includes Cooling Fan, EMI filter and Solenoid product categories.

2. Infrastructure Group

- 2.1 ICT Infrastructure (ICTBG) Product Group which can be further divided down into 2 subgroups as follows;
- Communication & Information Solutions
 - Networking Infrastructure
- 2.2 Energy Infrastructure Solutions (EISBG) Product Group including renewable energy products and electric vehicle charging solutions.

3. Automation Group supplies automatic equipment for the industrial sector, smart factory including smart sensors and automatic systems for building, lighting and surveillance.

4. Mobility Group includes power supplies and electronics for automotive product categories.

(Please find further product details in the company's website: www.deltathailand.com)

1.2.1. Revenue Structure of Delta and Subsidiaries

Unit: Million Baht

Product Group	2024		2023		2022	
	Revenue	%	Revenue	%	Revenue	%
Power Electronics Group	89,445	54.3%	78,167	53.4%	69,754	58.9%
Mobility Group (EV)	44,774	27.2%	42,123	28.8%	21,498	18.1%
Infrastructure Group	26,191	15.9%	22,105	15.1%	24,185	20.4%
Automation Group	4,255	2.6%	3,830	2.6%	3,009	2.5%
Others	67	0.0%	146	0.1%	112	0.1%
Total Sales Revenues	164,732	100.0%	146,371	100.0%	118,558	100.0%



1.2.2. Research & Development

Delta's mission, "To provide innovative, clean, and energy-efficient solutions for a better tomorrow," drives our continued R&D investments, with a specific focus on our fast-growing businesses. Delta's R&D efforts have resulted in the fine-tuning and expansion of our product lines, along with the continued optimization of key product features, including efficiency, power density, and digital intelligence.

Delta Thailand's R&D knowledge and professionalism are the key to Delta's competitiveness and leadership in "green," environment-

friendly and "efficient," energy-saving power devices. Delta has a worldwide network of R&D centers located in Asia and Europe. In addition, Delta R&D is engaged in collaborations with renowned universities globally. Delta participates in several research programs to ensure sustainable growth through cutting-edge technology. This corporate-academic collaboration is tremendously beneficial in supporting the creation of new innovations and green ideas while strengthening Delta R&D's expertise.

R&D investment in the past 5 years

	Unit	2020	2021	2022	2023	2024
Total R&D investment	Millions of Baht	2,621	3,165	3,742	3,876	3,995

Promoting Innovation in the Organization

"Transforming Your Creative Concept to Fuel Delta Innovation" - Delta believes that new innovations can arise from the creativity of people within the organization. Encouraging employees to express their ideas can lead to innovation for the company. At Delta, we provide opportunities for employees to share their ideas through various projects, as outlined below:



Delta Innovation Award

Delta Group has organized the Delta Innovation Award annually since 2008 to encourage and recognize innovative and effective designs among Delta employees worldwide. Selected works may be used to further develop the company's innovations. The four types of competitions and their evaluation criteria are as follows:

- **Intellectual Property (IP):** The invention and/or establishment of high-quality IP portfolios with clear business value.
- **New Product:** New technology applications, system architecture improvements, or enhancements in product competitiveness and added value for customers.
- **Manufacturing:** Innovation in manufacturing for higher quality, productivity, and lower total costs.
- **New Business Model / New Business Process:** Innovation in business models or functional processes such as R&D, marketing, procurement, logistics, and integration to enhance business efficiency and effectiveness.

DELTA Production & Technology Innovation Award 2024

The DELTA Production & Technology Innovation Award 2024 is presented to employees who create outstanding design and engineering innovations in manufacturing and technology that enhance efficiency and improve quality throughout the plant.

The judging criteria are based on:

- Level of innovation
- Usability
- Production cost reduction

Selected designs will be implemented in the actual production line.



DET Productivity Improvement Competition 2024

The DET Productivity Improvement Competition 2024 was organized to promote innovation and development within the organization by providing employees with the opportunity to present designs aimed at improving machine operations in the production line. The competition was held under the theme "Innovative Productivity Improvement and Development" and focused on three main areas:

- Innovation in increasing productivity
- Application
- Benefits

A total of nine employee teams participated in the competition.

Simulation Innovation Project

The Simulation Innovation Project competition is organized under the theme “Innovation & Improvement” to provide employees with an opportunity to showcase their initiative and creativity in developing tools and machinery aligned with the production line. Participants present their work by creating technical drawings. Selected designs will be implemented in the actual production line.



Social and Environmental Innovation

- **Delta Electronics Powers Singapore’s National Coral Restoration Efforts with Advanced Automation Technology**

Delta is leveraging its expertise in smart energy-saving systems, industrial automation, and building solutions to collaborate with NParks, coral restoration experts, and researchers from the National University of Singapore at St John’s Island National Marine Laboratory (SJINML). This partnership aims to enhance technical capacity for large-scale restoration and strengthen the resilience of Singapore’s reefs.

Delta is contributing its industrial automation expertise and advanced engineering solutions to the new coral culture facility at the Marine Park Outreach and Education Centre on St John’s Island. The initiative aims to cultivate up to 10,000 corals annually for the next 10 years and beyond.

Delta’s Smart Coral Aquaculture System applies cutting-edge technology to create an optimal environment for coral growth in land-based seawater culture tanks. These tanks simulate actual marine conditions, ensuring system reliability and ideal conditions for coral development.



- Collaborate with Origin Property to provide and develop smart and environmentally friendly products

Delta Thailand has collaborated with Origin Property PCL to source and develop products for Origin’s real estate development projects. By integrating Delta’s wide range of smart home and green building solutions, these projects will enable Origin to offer customers an environmentally friendly, healthier, and higher-quality living experience - aligning with the company’s sustainability strategy.

Delta’s indoor air quality management solutions help address major air pollution issues, such as PM2.5 in Thailand, while promoting better health and well-being.



- **Research Cooperation with Leading Thai Universities (Delta Automation Academy Project)**

Delta Thailand has invested in establishing state-of-the-art laboratories across multiple universities, benefiting students at seven leading institutions. These facilities are designed to provide graduates with hands-on experience crucial for careers in power electronics, automation, and advanced technology.



Since 2015, 30% to 50% of students from our seven partner universities have received offers to join Delta, leading to the recruitment of approximately 150 new staff members per year. These graduates are equipped with cutting-edge skills and are well-prepared to drive innovation, further positioning Delta as a key player in Thailand's sustainable future.

Looking ahead, Delta Electronics Thailand will continue to drive innovation through its partnerships with academia and industry as part of its commitment to a sustainable development strategy.

The upcoming Power E Labs at King Mongkut's University of Technology Thonburi, Chulalongkorn University, Burapha University, and Mahidol University will further cement Delta's role as a leader in fostering talent for Thailand's rapidly expanding high-tech sector.



Delta relentlessly pursues leading innovation for customers, world-class industry standards and a RE100 target of 100% renewable electricity in global operations by 2030. This commitment helps it deliver on the brand promise: **Smarter. Greener. Together.**



Business outlook 2024/2025

The following information is extracted from established market research reports. All quoted sources are clearly defined in attributions.

Introduction to Global Economic Trends

As the global economy advances into 2025, growth is anticipated to stabilize at 3.2%, with the Organization for Economic Co-operation and Development (OECD) projecting a slightly higher rate of 3.3%. This optimistic outlook is underpinned by robust investments across both advanced and emerging economies, signaling a continued recovery from the disruptions of the COVID-19 pandemic. (IMF, 2024; OECD, 2024).

The United States is expected to grow at 2.4% in 2025, down from 2.8% in 2024, due to slower consumer spending and investment. China's growth is forecasted to decline from 4.9% in 2024 to 4.5% in 2025, hindered by real estate challenges and weak domestic consumption. Europe shows recovery signs, with the euro area's growth improving from 0.7% in 2024 to 1.3% in 2025, supported

by higher household incomes and easing inflation. (Reuters, 2024; AP News, 2024).

Emerging Asian markets, led by India and Indonesia, are set to drive global economic momentum in 2025. India's public-private partnerships have spurred infrastructure growth, while Indonesia's development of its new capital, Nusantara, reflects goals of demographic balance and sustainability. These trends underscore the critical role of emerging markets in global economic resilience. (OECD, 2024)

This interconnected dynamic establishes the foundation for subsequent discussions on technological innovation, trade dynamics, labor markets, and inflation trends, all of which collectively shape the trajectory of the global economy.



The Role of Technological Advancements

Technological advancements in AI have become a cornerstone of economic growth, driving productivity and innovation. In 2024, AI adoption contributed to a 24% surge in the S&P 500, with companies like Nvidia and Tesla reporting significant gains, reflecting investor confidence. Global AI spending is projected to grow over 20% annually through 2025, fueling efficiencies, new revenue streams, and supply chain resilience while reshaping workforce skills. Partnerships like Delta's collaboration with Nvidia underscore AI's transformative potential. This convergence of technology with economic drivers positions AI as a catalyst for growth and a critical tool for addressing global challenges. (Financial Times, Statista, IDC)

Trade Dynamics and Labor Market Stability

As technological innovation reshapes industries, global trade is also evolving, with U.S. trade policy adjustments in 2025 aiming to boost domestic growth but potentially complicating international supply chains, particularly with China. Meanwhile, Southeast Asia is bolstering its global supply chain role through technological advancements and workforce upskilling. The region's AI market is projected to grow from USD 8.92 billion in 2025 to USD 30.30 billion by 2030, led by Singapore and Thailand. Singapore's National AI Strategy 2.0 and IBM's plan to train 4,500 locals by 2025 focus on AI leadership, while Thailand is upskilling 280,000 workers, including 50,000 in AI, supported by initiatives like the Global Digital Talent Visa. Delta Electronics' three-billion-baht Plant 8 investment further highlights Thailand's high-tech supply chain contributions. This interplay between trade, labor, and technology drives global economic stability and growth. (The Times, Artificial Intelligence - Southeast Asia, Smart Nation Singapore, IBM, Reuters, Open GOV)

Inflation Outlook and Broader Implications

Global inflation is projected to drop from 6.8% in 2023 to 4.5% in 2025, driven by tighter monetary policies, lower energy prices, and improved supply chains, enhancing purchasing power and fostering innovation. Advanced economies are expected to meet central bank targets by 2025, boosting stability and encouraging spending on technology and sustainable products, while accelerating investments in clean energy and electric mobility, creating a foundation for sustained economic growth. (AP)

Delta Electronics (Thailand) PCL.

Delta Thailand exemplifies the integration of technology and sustainability, aligning corporate strategies with global environmental goals. In 2024, its brand value rose 9% to USD 593 million, driven by contributions to energy efficiency and carbon reduction. Committed to carbon neutrality by 2030 and net-zero emissions by 2050, Delta Thailand has also reduced greenhouse gas emissions through advanced energy management systems. Recognized in the S&P Global Sustainability Yearbook and the Dow Jones Sustainability Indices (DJSI) World Index for the fourth consecutive year, Delta stands out as a leader in ESG excellence. These achievements reinforce its competitiveness and commitment to a balanced, sustainable global economy. (Delta US)

In 2024, Delta saw strong growth in 2024 across Industrial Automation, EV Charging, and Data Centers & ICT.

Thailand's Industrial Automation remained stable attributable to direct sales and robotics. India expanded in automation, telecom, and ICT, while Europe's industrial and medical sectors continued to rebound further.



Thailand's EV Charging grew 33% in Q1 due to large installations but faced Q2 delays. India and Australia saw major EV infrastructure expansion, with Australia's Q3 revenue soaring 143%. Europe's automotive sector grew 16% in Q1 and 19% in Q2, driven by competitive pricing and new models.

Southeast Asia and Oceania's Data Center & ICT segment saw 152% YoY growth in Q1. Thailand's ICT outperformed in Q3 due to telecom and AI-driven cooling demand. India's ICT sector also expanded, bolstered by data centers and telecom power.

Delta remains committed to innovation and sustainability, focusing on automotive, e-mobility, and data centers amid global economic uncertainties.

The global economic trajectory for 2024 and 2025 encapsulates a landscape of interwoven opportunities and challenges. Technological innovation, trade dynamics, labor market stability, and inflation trends form the core pillars of this trajectory, each influencing and reinforcing the others. Companies such as Delta Electronics illustrate how strategic investments in technology and sustainability can drive meaningful progress, offering a roadmap for navigating the complexities of the global economy.

Power Supply Market

The global power supply market is undergoing a transformative phase, driven by surging energy demands, the accelerated adoption of renewable energy sources, and the broader global shift toward low-carbon energy systems. These trends underscore the market's central role in advancing global sustainability goals.

Market Dynamics and Growth Trajectory

In 2024, the power supply market was valued at USD 39.18 billion. It is forecasted to grow to USD 90.52 billion by 2035, with a compound annual growth rate (CAGR) of 7.90% (Roots Analysis, 2024). This robust growth is underpinned by several key factors:

Electric Vehicles (EVs): The transition to electric vehicles (EVs) has increased demand for efficient charging systems, driving advancements in power technologies. Governments worldwide are promoting EV adoption through policies and incentives, creating opportunities in the power supply sector.

In Thailand, the Electric Vehicle Association (EVAT) and National EV Policy Committee aim for 30% of vehicle production to be zero-emission by 2030. By 2025, production targets include:

- 225,000 passenger cars/pickups (10% of total production)
- 360,000 motorcycles (20%)
- 18,000 buses (35%).

Thailand's strategy to become a regional EV hub includes tax incentives, subsidies, and expanded charging infrastructure to support growing EV adoption. (EVAT)

Data Centers Expansion:

The digital transformation of industries, coupled with the proliferation of cloud computing and AI applications, is driving a significant expansion in Southeast Asia's data center market. Projections indicate that this market will grow at a compound annual growth rate (CAGR) of 9.59% from 2023 to 2029, with investments expected to reach approximately USD 17.73 billion by 2029. (Arizton)

Sustainability is a key focus of this expansion. Data center operators in Southeast Asia are increasingly adopting renewable energy solutions and energy-efficient technologies. For example, Google recently announced a USD 1 billion investment in Thailand for a new data center and cloud infrastructure project, prioritizing sustainable operations. (Reuters)

Industrial Automation:

Rapid industrialization and the advent of Industry 4.0 have increased the need for advanced power solutions capable of supporting automated systems, robotics, and smart manufacturing processes.

Energy Transition:

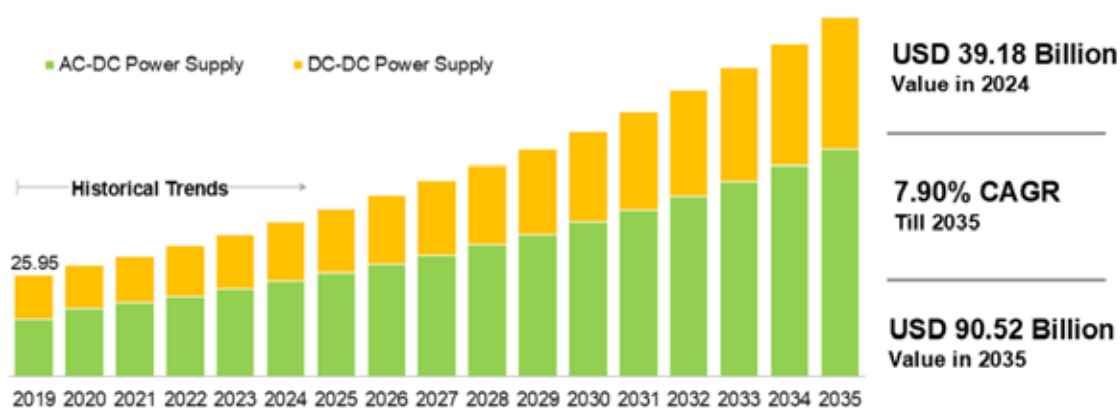
The global push for renewable energy sources, including solar, wind, and hydropower, has created a significant need for compatible power supply systems. Energy storage technologies and grid connectivity solutions are key components in this transition.



Technological advancements such as smart grids and IoT-enabled power management systems are also driving growth. These innovations enable utilities and consumers to optimize energy use, reduce waste, and seamlessly integrate renewable energy into existing infrastructure (Deloitte Insights, 2024).

Power Supply Market By Type of Product, Till 2035 (USD Billion)

Roots Analysis
BUSINESS RESEARCH & CONSULTING



Source: <https://www.rootsanalysis.com/>

Roots Analysis. (2024). Power supply market valuation and forecast (2024–2035). Retrieved from <https://www.rootsanalysis.com>

Delta Electronics: A Market Leader

Delta Electronics Group has reinforced its leadership in the power supply sector through innovation, strategic growth, and strong financial performance. In 2024, Delta's Group global revenue grew by 15%, reaching TWD 421.1 billion (USD 13.131 billion). In 2024, driven by its advanced power solutions with over 96% energy efficiency, setting industry standards.

Delta Group has accelerated distributed manufacturing in Southeast Asia, notably in Thailand, to meet rising demand for renewable energy systems. This regional strategy enhances supply chain resilience and cost efficiency, maintaining its competitive edge.

Investments in R&D and Modular Solutions

Delta Group's leadership stems from significant R&D investments, surpassing industry norms, enabling the development of modular power solutions that save 45.5 billion kWh of energy and cut carbon emissions by 23.84 million metric tons, advancing global energy efficiency. These adaptable solutions serve industries such as automotive, telecommunications, and data centers, cementing Delta's position as a preferred partner across diverse sectors.

Commitment to Sustainability and Decarbonization

Delta Group's commitment to decarbonization is evident through its alignment with the Science-Based Targets initiative (SBTi), ensuring its emissions reduction targets meet Paris Agreement goals. The company aims for carbon neutrality in operations by 2030. In 2024, Delta Group's renewable energy and energy-efficient solutions reduced global CO₂ emissions by an estimated 31.4 million tons. These achievements underscore Delta's dual focus on operational excellence and environmental stewardship, further strengthening its reputation as a leader in sustainable energy solutions. (Taipei Times, 2024).

Data Center Market

The global IT sector continues to expand at an unprecedented pace, driven by the rapid adoption of digital transformation and data-driven technologies. According to Gartner, worldwide IT spending is projected to reach USD 5.74 trillion in 2025, marking a 9.3% increase from 2024 (Gartner). This surge is fueled by substantial investments in artificial intelligence (AI), cloud computing, and cybersecurity, highlighting the critical role of these technologies in modernizing businesses and enabling innovative solutions.

	2024 Spending	2024 Growth (%)	2025 Spending	2025 Growth (%)
Data Center Systems	318,008	34.7	367,171	15.5
Devices	735,764	6.2	805,722	9.5
Software	1,087,800	11.7	1,239,779	14.0
IT Services	1,587,913	5.6	1,737,754	9.4
Communications Services	1,530,299	2.0	1,596,890	4.4
Overall IT	5,259,784	7.2	5,747,317	9.3

Gartner. (2024, October 23). Gartner forecasts worldwide IT spending to grow 9.3% in 2025. Retrieved from <https://www.gartner.com/en/newsroom/press-releases/2024-10-23-gartner-forecasts-worldwide-it-spending-to-grow-nine-point-three-percent-in-2025>

Delta Electronics: Pioneering Sustainable IT Infrastructure

Delta Electronics tackles IT infrastructure challenges with innovative power and cooling solutions. Its modular Power Train Units (PTUs) cut deployment time by 40%, boosting efficiency and reducing costs. The Air-Assisted Liquid Cooling (AALC) solution offers a closed-loop system with 40–144 kW cooling capacity, eliminating the need for raised floors and optimizing thermal management for AI data centers. Alongside its Liquid-to-Liquid (L2L) Coolant Distribution Unit, Delta enhances cooling efficiency while reducing energy use by 25% through its InfraSuite platform, meeting Gold Level PUE standards. Recognized with the 2024 ASEAN Energy Award, Delta’s modular data centers ensure rapid scalability and sustainability.

Aligning with Global IT Trends

Delta Electronics exemplifies the fusion of technological advancement and environmental sustainability, aligning with the IT sector’s priorities for 2025 and beyond. Its modular PTUs, advanced cooling systems, and energy-efficient platforms enable scalable, efficient, and eco-friendly data centers that meet growing computational demands while minimizing environmental impact. Delta sets a benchmark for sustainable growth and leadership in IT infrastructure innovation.



Electric Vehicles Market

The global electric vehicle (EV) market is undergoing a remarkable transformation, with significant growth projected over the coming years. This article examines key market trends and highlights the contributions of Delta Electronics, a major player in the EV ecosystem, to this evolving landscape.

The adoption of electric vehicles is accelerating globally, driven by technological advancements, supportive policy measures, and heightened environmental awareness. According to recent projections, global EV sales are expected to reach 15.1 million units in 2025, constituting approximately 16.7% of total light vehicle sales (S&P Global, 2024). This growth reflects an increase from an estimated 13.2% market share in 2024.

Regional Leadership in EV Adoption

China remains a key player of the EV revolution. New energy vehicles (NEVs) are projected to account for as much as 58% of passenger vehicle sales by 2025, underpinned by robust government support and expansive charging infrastructure (Evertiq, 2024). In Southeast Asia, the electric vehicle (EV) market is experiencing significant growth. Projections indicate that revenue will reach approximately USD 6.8 billion by 2025, with an expected annual growth rate of 4.02% from 2025 to 2029, culminating in a market volume of about USD 8 billion by 2029. Unit sales are anticipated to hit 168,400 vehicles by 2029. (Statista)

These trends highlight the global commitment to transitioning toward sustainable transportation, reflecting a concerted effort to reduce greenhouse gas emissions and dependency on fossil fuels.

Delta Electronics: Leading the Charge in E-Mobility

Delta Electronics Group plays a key role in the electric vehicle revolution, expanding EV charging infrastructure and powertrain technologies. In 2024, it introduced innovative charging solutions, including a 500kW DC Ultra-fast Charger and high-efficiency chargers with energy performance over 94%, while increasing global production capacity. Delta's advancements and

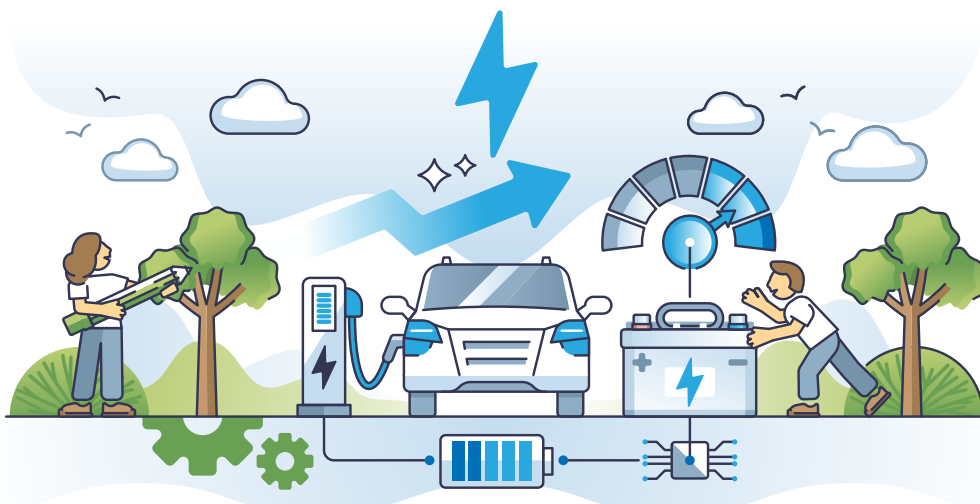
partnerships in next generation charging technologies underscore its commitment to sustainable innovation and supporting global EV adoption.

Partnerships and Technological Advancements

Delta Electronics Group continues to strengthen its position in the electric vehicle (EV) market through strategic collaborations and manufacturing expansions. In June 2024, the Group Company partnered with Texas Instruments to develop advanced onboard charging and power solutions, focusing on optimizing power density, safety, and cost-efficiency. This collaboration aims to achieve significant technological advancements, including a 30% reduction in onboard charger size while maintaining up to 95% power conversion efficiency (Texas Instruments, 2024). Additionally, Delta Electronics Thailand inaugurated a new production and R&D facility in Thailand, doubling its capacity to produce EV power electronics such as onboard chargers, traction inverters, and motors. This expansion, supported by a nearly three-billion-baht investment, underscores Delta's commitment to meeting the growing global demand for EV components.

Conclusion

The power supply market, data center infrastructure, and electric vehicle ecosystem are driving a transformative shift toward sustainability and innovation. Rising demand for energy-efficient solutions, fueled by growing awareness of climate change, has pushed industry leaders to deliver advanced technologies, which Delta Electronics has been leading in creating cutting-edge, sustainable solutions. These include modular power systems, scalable data centers, and cutting-edge EV charging infrastructure. Such advancements not only foster economic growth but also support global decarbonization goals. By uniting technological excellence with environmental responsibility, these efforts are paving the way for a sustainable future.



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2024/2025 Business Directions

Delta Thailand Non-Automotive Operating Group (Operation 1) Review

2024: Enhancing Engineer Capabilities and Operational Efficiency

In 2024, we prioritized the development of our engineers, equipping them with advanced knowledge and skills to meet the industry's evolving demands. GPU products and key processes such as the redesign of entire production lines and the implementation of UPH (Units Per Hour) remained central to our operations. While we faced a minor challenge with delays in Delta Smart Manufacturing (DSM) machine orders, immediate action was taken to mitigate their impact.

Our proactive approach included implementing preventive measures and robust contingency plans. These measures involved refining Lean manufacturing processes, integrating advanced automation technologies, and upgrading software systems to enhance production quality. These initiatives not only addressed immediate challenges but also positioned us to deliver higher-quality products, reinforcing our commitment to innovation and operational excellence.

2025: Driving Growth Through Strategic Shifts

Building on the successes of 2024, we are poised for transformative growth in 2025. The major focus has shifted toward data center solutions, with a strategic emphasis on the CHINA+1 transfer. This transition represents a pivotal step in expanding our market presence and driving significant revenue growth.

Recognizing the complexities of this shift, we are prioritizing process optimization and proactive problem-solving to ensure seamless operations. Strengthening collaborations with key stakeholders further enhances our ability to navigate the challenges of this transformation effectively. Our efforts are underpinned by a steadfast commitment to innovation, adaptability, and excellence, enabling us to meet the demands of an ever-changing global landscape.

Delta Thailand Automotive Operating Group (Operation 2) Review

The company has implemented a comprehensive strategy to enhance production efficiency and output. This initiative includes several measures, such as the introduction of automation lines as part of the Delta Smart Manufacturing deployment. These automation lines significantly improve productivity and product quality while upgrading operator skills to manage automated processes effectively. Additionally, the implementation of the Line Manager System provides engineers with actionable suggestions to reduce reaction times and machine TBS (Time Between Stop). Capacity enhancement through continuous engineer training further minimizes losses and reduces changeover times, ultimately optimizing resource utilization.

Proactive measures have also been taken to address the market turbulence experienced over the past year. These include refining sales strategies, adjusting production approaches, and optimizing inventory management. To align more quickly and effectively with market demand while improving profitability, a robust local supply chain is being established. This effort aims to diversify sourcing and mitigate supply chain risks. Both short-term and long-term plans are in place to ensure sustainable growth.

In 2024, with the official opening of Delta Plant 8, two automated production factories were constructed for Tier-1 European automakers. Additionally, an automated production line, complete with an auto winding machine and smart AOI, was established to provide more standardized magnetic supplies in the MSBU factory. Using Delta Plant 2 as a pilot project, AGV smart delivery, a smart warehouse system, and fixture auto-delivery were implemented to reduce operator workload and decrease error rates.

Looking ahead to 2025, the company remains committed to improving production capabilities, workforce skills, and quality control processes. A meticulous approach will be applied, ensuring every stage from raw materials to finished goods is checked individually to achieve the objective of “No NG Received, No NG Manufactured, No NG Released.” Double-digit revenue growth is anticipated, supported by advancements in quality, production capabilities, and technology. Operational efficiency and operator skills will also be enhanced through continuous training and the expansion of Delta Smart Manufacturing initiatives. Together, these efforts aim to create a brighter future.

Electric Vehicle Business (EV)

In 2024, despite significant slowdowns or even downturns in most European markets for battery electric vehicles (BEV) and plug-in hybrid electric vehicles (PHEV), Delta’s automotive business revenue increased by 25% compared to the previous year. Revenue in Q4 remained consistent with Q3, indicating ongoing growth for Delta’s business. This trend is noteworthy as OEM factories typically produce fewer vehicles in Q4 due to the holiday break in December.

As in previous years, Delta successfully launched multiple new products in 2024. Additionally, the deployment of existing products in more customer vehicle platforms contributed to increased demand.

The continued investment in charging infrastructure and the expanding variety of EV options across various price levels naturally support growing demand and present increasing revenue opportunities for Delta with European OEMs. Demand for plug-in hybrid vehicles remains strong, while fully electric vehicles are becoming more attractive due to improvements in cost-effectiveness and usability.

Delta’s forward-looking component sourcing strategy, incorporating design-in optional materials and increased sub-component production capacity, has ensured well-controlled supply chains. Overall production capacity continues to expand, with new production lines being added to newly constructed facilities.

Ongoing design efforts for next-generation products, combined with new business awards, reinforce Delta’s position as a leading power electronics supplier to major European OEMs, securing future growth in the EV business.

Custom Design Power Business (CDBU)

The focus in CY2024 was primarily driven by the advent of a new era in GPU applications. This next generation of GPUs promises to enhance daily life through AI applications, and CDBU has developed robust products to support this transformation. Simultaneously, data center infrastructure is evolving to meet the increasing power demands of GPUs and to accommodate new products. As GPU power consumption grows rapidly, CDBU’s power architecture is adapting to address these needs. Leading hyperscale customers are embracing this technology and planning significant CAPEX investments for the coming years.

A key milestone in CY2024 was the launch of the NVIDIA MGX/DGX platform, where CDBU was recognized as a reference partner. Notably, CDBU became the first PSU company to deliver the 33kW Power Shelf and PSUs for this platform. This achievement was acknowledged during the SuperCompute event when Jensen Huang, CEO of NVIDIA, signed the displayed product, highlighting the significance of this collaboration.

Another major success for CDBU was the introduction of the ORV3 HPR next-generation OCP platform. This platform addresses GPU power requirements with a 21” 33kW Power Shelf and PSUs, further solidifying CDBU’s leadership in the GPU power market.



In addition to advancements in GPU power, CDBU has made significant progress in general compute power architecture. These technologies will coexist, and CDBU successfully launched customized power solutions and CRPS power products for networking, servers, and storage systems.

Beyond the U.S. market, CDBU is also expanding its presence in China. Major Chinese CSPs are adopting CDBU products, and the growing wave of AI is expected to drive further expansion. This growth is supported by a localized approach, with enhanced R&D facilities in Wuhan and Hangzhou, as well as local production at the DELTA Wuhan plant.

Conversely, the telecom market served by CDBU is experiencing slower growth. While it contributes reasonable revenue, the growth margins remain modest.

Looking ahead to CY2025, CDBU's strategy will focus on three key areas. First, maintaining ongoing business and ensuring that the next-generation power roadmap aligns with customer needs. Second, proactively developing platforms to address the requirements of current and future product generations, including HVDC applications. Third, exploring long-term changes in power architecture to position CDBU as a market leader with sustainable and innovative solutions. These initiatives will be carried out in close collaboration with customers.

With AI adoption still in its early stages, CDBU anticipates significant growth in CY2025 and beyond. Combined with advancements in general compute, the expansion of local business in China, and a focus on next-generation technologies, CDBU is well-positioned for a bright future in compute and AI.

Delta CDBU remains committed to leading the data center power solutions market and supporting AI applications. As a trusted supplier of next-generation power solutions for Tier-1 data center providers in the U.S. and China, Delta CDBU is also broadening its business scope to adjacent segments. This aligns with the goal of creating sustainable data centers that meet net-zero carbon targets with future-ready power infrastructure.

Industrial & Medical Business (IMBU)

In 2024, IMBU's first-quarter results were severely impacted by the economic downturn, particularly in Europe and Asia, as well as overstocking on the customer side largely a consequence of shortages experienced during the COVID pandemic. From May onward, IMBU's revenue grew gradually. However, demand did not return to 2023 levels, remaining below both the previous year and budgeted expectations. Notably, in Q4, customers further reduced their purchasing to lower their stock levels.

This underperformance resulted from a combination of very low revenue, albeit still profitable results on the Industrial & Medical line of business (IM) side, and modest growth on the Industrial EV (IEV) side, which continued to invest in new products scheduled for release in the first half of 2025. Based on current economic forecasts, IM and IEV line of business are expected to face ongoing challenges in 2025. However, IM line of business revenue is projected to increase significantly due to low customer stock levels. The IEV line of business is also anticipated to experience growth driven by existing products and heightened interest in new wireless products, which should result in revenue increases throughout 2025. We expect to return to our overall growth trend and achieve clear profitability again in 2025.



The successful market launch of our 1 kW and 30 kW wireless charging systems in 2024 generated strong interest in the upcoming completion of our product portfolio with the 3.3 kW and 10 kW series. These additions will position us as the only global supplier offering a full range of wireless and wired products. Market feedback remains highly positive, suggesting increased order intake in the future.

Another key milestone for the IM line of business is the successful continuation of our longstanding partnership with Phoenix, culminating in negotiations for the next generation of products. Additionally, we are expanding our customer base, including partnerships with Siemens, Philips, and new entrants in the medical segment for IM line of business.

The slowdown in demand has resulted in some stockpiling of finished goods, which will be released during the first half of 2025. The revenue for the IEV line of business is expected to benefit from the market launch of the full wireless product portfolio, alongside continued growth in existing product lines. This segment retains strong potential for sustained growth.

Teamwork and dedication at all levels have been instrumental in securing new development orders from both existing and new customers, controlling costs, and minimizing losses. These efforts have ensured that future product launches remain on track, preserving revenue potential and positioning us for a stronger performance in 2025.

Fan and Thermal Solutions Business

The Fan and Thermal Solutions Business Group (FMBG) has been steadily growing by deeply engaging in various fields and playing a crucial role in the market. In the automotive thermal solutions sector, it provides a variety of applications, including ADAS (Advanced Driver Assistance Systems), IVI (In-Vehicle Infotainment Systems), car seats, headlamp lighting, and automotive air conditioning. In system thermal solutions, it offers services for telecommunications, data centers, consumer electronics, and industrial applications. Additionally, it contributes to enhancing Indoor Air Quality (IAQ), providing users with a healthy and high-quality living environment. Despite a less-than-expected global economic environment in 2024, FMBG sustained growth through the collaborative efforts of its various business units and adaptive measures in response to global circumstances, positioning itself as a growth driver for 2025.

In 2024, the global automotive market experienced a slowdown in economic growth and was impacted by geopolitical risks, leading to stabilized market growth momentum. Various regions faced mixed conditions due to beneficial policies and the effects of supply chain shifts. As a result, while customer inventories were gradually consumed in the first half of the year, demand did not see significant growth in the second half. Instead, uncertainties in the future market prompted customers to further adjust their demand in Q4 2024. Although there were signs of a cooling electric vehicle (EV) market, the growth of EVs continues to dominate the automotive market's future trajectory, albeit with heightened competition expected.

In the system thermal sector, demand for consumer electronics and industrial applications in 2024 did not show significant growth after inventory adjustments in 2023, primarily due to the impact of slowing global economic growth. However, market demand remains dynamic, and FMBG is well-prepared to respond to rapid fluctuations.

Despite market conditions not aligning with expectations, geopolitical risks and the rapid growth of the AI industry have made global manufacturing strategies and the need for high-quality, high-efficiency products top priorities. Thailand's strategic geographical location plays a critical role in these global manufacturing strategies. With strong manufacturing capabilities and long-term investments in Thailand, FMBG has become a preferred choice for many customers. Furthermore, FMBG's ability to offer a complete product line and accelerate investments in Thailand positions it to meet future demand, fostering strong growth momentum in 2024 that is expected to continue into 2025.

Market conditions are constantly evolving, and both the automotive and system thermal sectors require quick responses and adaptability. The FMBG team remains committed to delivering high-quality, high-efficiency products and services, placing customer satisfaction at the core. This dedication supports the development of long-term customer relationships and the establishment of strategic partnerships for mutual growth.





Industrial Automation (IA)

Delta's Industrial Automation (IA) business has reported significant growth compared to the previous year. This growth has been fueled by a surge in demand for factory and industrial automation solutions, driven by factors such as supply chain diversification, rising energy costs, and increased labor expenses. In response, Delta IA remains committed to delivering high-quality products and comprehensive automation solutions across various sectors.

The mission of Delta IA is to empower industries with sustainable and intelligent factory automation solutions. The company's offerings have been widely recognized in key areas, including Facility Management Control Systems (FMCS), Electronic Manufacturing Services (EMS), data centers, electronics assembly, and Manufacturing Operations Management. These solutions have been successfully implemented in Delta's facilities and among customers in Thailand, Vietnam, and Malaysia.

Delta has also partnered with several first-tier EMS suppliers to foster innovation in Industrial Automation. Notably, its digital twin solution (DIATwin) has been adopted by a leading EMS supplier and deployed in countries such as Malaysia and Vietnam. Furthermore, Delta's robotic solutions have been effectively utilized in factories across Thailand, the Philippines, and Malaysia, significantly enhancing production quality and efficiency.

This year, Delta introduced several new products tailored to meet local market demands and trends in Southeast Asia. Among these innovations is the high-efficiency IE4/IE5 motor "MSI series," which addresses the growing need for energy savings amid rising energy costs. The motor and inverter package has enabled customers to achieve their energy efficiency targets in applications such as pumping and HVAC. Additionally, Delta's SCADA software, VTSCADA, continues to gain recognition for its robust capabilities. It has been successfully implemented in power substations, providing a reliable system for large-scale operations with diverse communication functionalities that meet customer requirements.

Looking ahead, Delta is excited to announce the launch of D-bot, its collaborative robot, scheduled for release in 2025. This intuitive no-code solution will allow users to quickly learn new tasks, adapt to dynamic environments, and work safely alongside human colleagues. The company is also set to introduce the AX8, a high-end motion controller built on the CODESYS platform, designed specifically for large machinery and comprehensive production line control. This advanced controller will be a key asset in the high-end, high-performance market, enhancing operational efficiency and precision across diverse applications. Additionally, the newly released HMI series DOP300 will facilitate seamless connectivity between standalone machines and IT systems, offering customers a cost-effective, integrated IoT solution.

Delta IA remains dedicated to delivering the highest quality products and services to its customers while integrating the latest technologies and trends. The company prioritizes continuous investment in research and development (R&D), technical support, sales, and customer service teams. This strategic approach ensures exceptional service throughout the entire product lifecycle, enhancing service coverage across Southeast Asia and Oceania.

As Delta IA looks toward 2025 and beyond, the company is confident in its ability to deliver outstanding service to its customers. With strong R&D capabilities, an extensive product portfolio, comprehensive solution offerings, robust customer recognition, and a global operational footprint, Delta IA is well-positioned for sustained growth.

Critical Infrastructure Solution (CIS)

Thailand's continued digital evolution in 2024 positioned Delta Electronics as a key enabler of progress. Building on the momentum of 2023, Delta focused on empowering Thailand's digital transformation through advanced datacenter solutions, a steadfast commitment to sustainability, and ongoing support for critical infrastructure projects. The demand for reliable and efficient data centers surged in 2024, driven by the explosive growth of AI and machine learning applications across various sectors. The region's expanding digital economy, combined with the increasing adoption of cloud computing and 5G technologies, fueled this demand. Strategically positioned as a regional hub for Southeast Asia, Thailand is attracting significant investments from global hyperscalers like AWS, Google, and Microsoft. These investments are accelerating the growth of the data center market and solidifying Thailand's position as a key player in the digital landscape.

Delta responded to this rising demand with innovative solutions, such as the prefabricated Megawatt Powertrain, which optimizes deployment time and costs for large-scale datacenters. Additionally, containerized data centers continued to address the critical need for low-latency data processing in edge computing applications, including AI-powered solutions for smart cities, autonomous vehicles, and industrial automation. Sustainability remained a core focus for Delta in 2024. The company observed a growing adoption of hybrid solar power solutions by telecom operators, significantly reducing operational costs and enhancing environmental outcomes. Moreover, Delta's Eltek products facilitated the widespread use of lithium-ion batteries, offering improved efficiency and a smaller environmental footprint.

Beyond datacenters, Delta played a vital role in supporting the growing needs of manufacturing industries, particularly the influx of PCB factories relocating from China to Thailand. Delta's power solutions ensured reliable and efficient energy for these factories' critical operations, including high-speed manufacturing equipment and advanced automation systems. This support not only enhanced the competitiveness of these factories but also contributed to Thailand's industrial growth and economic development.

Looking ahead, Delta remains committed to supporting Thailand's digital journey in 2025 and beyond. The company plans to introduce the next generation of power and cooling technologies for AI-centric datacenters, deepen its sustainability efforts through collaborative partnerships, and continue empowering critical infrastructure across diverse sectors, including manufacturing. By combining cutting-edge technologies, an unwavering commitment to sustainability, and a dedication to customer success, Delta is poised to navigate the digital age alongside Thailand, paving the way for a brighter, more sustainable future.

Delta Network Infrastructure

As a networking equipment supplier, Delta's extensive product portfolio spans enterprise, datacenter, and telecom-grade Ethernet switches, as well as SOHO/SMB broadband networking peripherals and equipment. With over 20 years of experience in the Network Communication Equipment Industry, we leverage cutting-edge innovation to deliver competitive networking solutions that drive the success of our partners in the marketplace.

According to the latest forecast by Gartner, Inc., worldwide IT spending is projected to reach USD 5.61 trillion in 2025, marking a 9.8% increase from 2024. Notably, data center systems are expected to generate USD 405 billion, reflecting 23.2% growth in 2025. This aligns with current IT market trends, where segments like data center systems, devices, and software are poised for double-digit growth, fueled primarily by generative AI (GenAI) hardware upgrades.

Global IT spending is accelerating, driven by the rapid adoption of GenAI. By 2028, IT spending is expected to surpass USD 7 trillion, with over USD 1 trillion attributed to GenAI, encompassing emerging markets such as AI models, specialized AI-managed services, and AI-optimized IaaS. However, realizing AI's full potential remains challenging. Many early-stage GenAI projects have struggled, prompting CIOs to prioritize reliable GenAI solutions delivered by trusted technology partners.



In 2024, Delta Network Infrastructure (DNI) successfully developed and coordinated the production of new products, including Wi-Fi 6E/7, SD-WAN, and data center 400G/800G switches. Despite this progress, sales revenue declined compared to 2023 due to a significant drop in demand within the retail segment of the networking business. While the data center switch segment has seen gradual growth since 2023, the increase could not offset losses in the retail market. Given the unsteady retail markets and the still-recovering pro-AV sector, DNI reallocated resources to focus on expanding production in the data center switch business for the near term.

Our new strategy is designed to help us achieve our revenue and profit targets for 2025. DNI will continue investing in technical talent, high-end precision test instruments, and production automation. This will enable the introduction of 24-port 400G and 8-port 800G TOR switches, as well as 64-port 1.6T spine/leaf switches, into production. These significant investments will enhance DNI's capacity to produce advanced new products and support growth momentum.

As global economic trends point toward increased diversification, we are working closely with our partners to enhance production capabilities for rapid and successful outcomes at Delta Thailand. While geopolitical conflicts are expected to bring uncertainties in 2025, we remain committed to close collaboration with all stakeholders and Delta Group Business Unit to meet customer requirements. Together, we will ensure the successful completion of production migrations and fulfill market demands.

Delta India Operations Review

Telecom Power Solutions Business (TPS)

India's telecom industry witnessed significant growth and transformation in 2024. The rapid rollout of 5G technology, with over 380,000 base stations installed, is expected to boost GDP by up to 2% by 2030. The adoption of edge computing is further enhancing telecom operations while creating new revenue opportunities. With over 971.5 million internet users and increasing broadband penetration, the sector continues to expand. The Adjusted Gross Revenue (AGR) for Q3 2024 grew by 6.74%, while wireline subscribers increased by 5.20%, reflecting improved financial health for telecom operators.

The demand for efficient, high-capacity power solutions is driving the adoption of lithium-ion batteries in the telecom sector. Declining prices have made these batteries a cost-effective alternative to traditional options. Over 35,000 lithium-ion batteries have been deployed across the sector, contributing significantly to revenue growth in Telecom Infrastructure Solutions (TIS).

Sustainability remains a key priority for telecom operators, with approximately 50,000 sites converted to solar power. Solar Hybrid Power Systems are playing a pivotal role in this transition, with a similar number of installations including both Greenfield and Brownfield deployments expected in 2025. Operators are also focused on digitizing sites and improving power efficiency. Comprehensive solutions continue to support these objectives.

A Government-owned telecom operator, which previously faced performance challenges, has made remarkable progress through 4G and 5G deployments. This turnaround has provided a significant business boost for the sector and is expected to sustain its positive trajectory in 2025.

Addressing connectivity challenges for the 65% of the population residing in rural areas, the Indian Government launched its largest-ever telecom tender in 2024. This initiative includes a wide range of innovative products and solutions aimed at expanding internet access and bridging the digital divide.

2024 marked a record year for industry performance, with robust demand across all segments. Building on this momentum, further growth and success are anticipated in 2025, driven by evolving technology and increased demand for innovative telecom solutions.

1.2.3. Procurement of Products and Services

Production Capacity in 2024

1. Thailand Plant

1.1 Plant 1: Bangpoo Industrial Estate, Samutprakarn

Production area	:	32,276 sq.m
No. of operators	:	2,264
Production line	:	18 lines
Actual production	:	70% of production capacity

1.2 Plant 3: Bangpoo Industrial Estate, Samutprakarn

Production area	:	23,815 sq.m
No. of operators	:	3,247
Production line	:	114 lines
Actual production	:	84% of production capacity

1.3 Plant 5: Bangpoo Industrial Estate, Samutprakarn

Production area	:	30,331 sq.m
No. of operators	:	2,357
Production line	:	38 lines
Actual production	:	83% of production capacity

1.4 Plant 6: Wellgrow Industrial Estate, Chachoengsao

Production area	:	14,126 sq.m
No. of operators	:	3,417
Production line	:	95 lines
Actual production	:	75% of production capacity

1.5 Plant 7: Wellgrow Industrial Estate, Chachoengsao

Production area	:	32,207 sq.m
No. of operators	:	1,767
Production line	:	26 lines
Actual production	:	95% of production capacity

1.6 Plant 8: Bangpoo Industrial Estate, Samutprakarn

Production area	:	6,956 sq.m
No. of operators	:	449
Production line	:	6 lines
Actual production	:	78% of production capacity

2. Slovakia Plant

2.1 Dubnica nad Vahom Plant

Production area	:	10,300 sq.m
No. of operators	:	226
Production line	:	16 lines
Actual production	:	44% of production capacity

2.2 Liptovsky Plant (Eltek)

Production area	:	3,600 sq.m
No. of operators	:	373
Production line	:	18 lines
Actual production	:	100% of production capacity

2.3 Liptovsky Plant (Eltek Precision)

Production area	:	9,600 sq.m
No. of operators	:	120
Production line	:	10 lines
Actual production	:	33% of production capacity

3. India Plant

3.1 Rudrapur Plant

Production area	:	9,078 sq.m
No. of operators	:	207
Production line	:	10 lines
Actual production	:	98% of production capacity

3.2 Gurgaon Plant

Production area	:	1,100 sq.m
No. of operators	:	26
Production line	:	1 line
Actual production	:	89% of Production Capacity

3.3 Krishnagiri Plant

Production area	:	20,381 sq.m
No. of operators	:	2,020
Production line	:	53 lines
Actual production	:	49% of Production Capacity

Most of the Company's products manufactured in Thailand are obtained BOI privileges.





Raw Material and Suppliers Sourcing

The raw materials used by Delta Thailand are classified into two main categories: Electronics parts and Mechanical parts. Electronics parts are composed of Semiconductors (IC, Diode, MOSFET, PWM etc.) and Passive Components (capacitors, fuse, resistor, relay etc.), the majority of which are imported from Singapore, Hong Kong, Japan, Taiwan, Europe, and the United States of America and mainly paid for in US dollars. Mechanical parts compose of metal stamping, die-casting, wire harness, plastic injection, PWB and packaging that are mostly procured from local manufacturers, with some parts imported from China for risk diversification and cost benchmarking purposes. The ratio of imported raw materials to domestic raw materials is approximately 62:38. The company presently procures our direct raw materials from approximately 1,257 vendors (due to the consolidation of our vendor base) with purchase value per vendor not exceeding 9.9% of total procurement value. Vendors are also required to fulfill the requirements of ISO9001, ISO14001, ONSAS18001, IATF16949 etc.

As reported previously, the company has conducted an in-depth analysis of our key suppliers' financial status after the global financial crisis. The company also reviewed our supply chain diversification/geographical distribution of suppliers' production lines. This was done in order to reduce the risk of part shortages caused by extreme climate conditions or possible major disasters in the future.

In response to the anticipated escalation of the US-China trade war and to enhance supply chain flexibility, Delta is taking proactive measures to strengthen localization efforts. This includes strategically expanding and diversifying our supplier network within the ASEAN region, ensuring a more resilient and adaptable supply chain. These initiatives are designed to mitigate risks, reduce dependency on non-ASEAN sources, and ensure more efficient sourcing of materials, positioning Delta to better navigate potential disruptions in global trade.

Our materials sourcing and procurement teams at Delta are dedicated to ongoing monitoring and will take the necessary actions to address potential supply risks, analyze market demand, and increase efforts to minimize negative impacts through 2025.

Automotive Business Materials Management

The company purchased material from suppliers that are approved for supply. Suppliers are approved by a positive result from a defined supplier selection procedure, which may include a potential analysis and/or supplier audit according to VDA 6.3.* To ensure timely and quality project execution, the supplier is obligated to develop an effective project plan based on IATF16949, VDA 2 etc.

*VDA 6.3 is a tool for process audits within the automotive industry by the German Association of the Automotive Industry

As a D-U-N-S Number is affiliated with a company's business credit profile. Delta Thailand addresses the role of the D-U-N-S Number of related suppliers of EU car manufacturers to produce a D-U-N-S Number list that the company can benefit from when monitoring suppliers' credit profile. With a solid supplier credit profile, the company can grow its business and potentially win more contracts.

Management of Environment-Related Substances (ERS) in Products

The company has introduced the IECQ/QC080000 Quality System and promoted Green Product Management (GPM) systems in its major plants. IECQ was implemented based on the risk classification of materials. The company utilizes the Green Products Management (GPM) system as an environmental information sharing platform for the supply chain. The most recent international environmental requirements, such as the latest controlled substances of EU's RoHS 2.0, REACH SVHC, are simultaneously relayed to supplier partners for their reference and compliance.

Control of Conflict Metals

Delta Thailand implements a policy of banning conflict metals. In addition, the company requests suppliers of power supply products to fill out a "Metal Origin Survey Form" and to sign a "Statement of Non-use of Conflict Metals", the company continuously communicates this policy with major materials suppliers by employing influence on Corporate Social Responsibility and increasing the opportunities for ore products to receive verification of origin by the Responsible Business Alliance (RBA), formerly the EICC, or a third party.

As of December 2024, 100% of the company's suppliers have already signed the "Statement of Non-use of Conflict Metals".

ESG Management of the Supply Chain

Delta Thailand started promoting RBA Verification Consultation from 2014 to reduce ESG risks in the supply chain and raise our competitiveness. A verification and consultation team were organized jointly by Delta Thailand's Human Resources, Labor Safety, Plant Affairs, and Purchasing departments as well as the cooperating Delta Electronics Inc. ESG committee to perform ESG related tasks. This includes ESG risk evaluation of supply chain, waste reduction program, supplier audit team, and improvement mechanism. Room for improvement in health and safety aspects of the RBA management system was verified with most suppliers. To address these issues, the Delta verification and consultation team shared experiences in introducing and promoting the Delta Management System to suppliers. The team also follows up with the supplier's status to ensure continued improvement.

As of December 2024, 100% of Delta Thailand's suppliers have signed the "Declaration of Compliance with RBA Code of Conduct". Besides obtaining a high number of signees, the company also held an "RBA On-Site Audit" focusing on local suppliers. The audit found that all the company's local suppliers can comply with RBA Code of Conduct requirements.

Carbon Footprint/Water Resource and Carbon Reduction Management

In order to fulfill its business commitment, "Care for the Environment, Energy Saving, and Our Green Earth", Delta Thailand continuously works with suppliers to reduce carbon emissions, which not only lowers operation costs for both the company and the supplier but also increases the competitiveness of the entire supply chain.

Embedded CSR in Supply Chain

In 2024, the company had a 100% completion rate among purchasing suppliers for the Supplier ESG Questionnaire (subjects are: Enterprise Management, Health Safety, Environment & Employee) with collection and analysis. The company-initiated activities for at-risk suppliers including audits and coaching since Q1'2021.

Establishing a Green Supply Chain

In 2024, the company will continue in our "Green Supply Chain" establishment direction. It will emphasize a Green Policy for our Partners, Processes and Products by implementing the Delta Carbon Emission Reduction Project (GHG water consuming and waste reduction), regularly holding supplier communication and learning activities and ordering ample resource allocation to boost suppliers' participation in CSR activity.



1.2.4. Business Assets

The business assets of the company and its subsidiaries as of December 31, 2024 are as follows:

1. Land, Buildings and Equipment

(Unit : million baht)

Type of Assets	Ownership	Amount	Obligation
Land	Owner	2,182	None
Building and Factory	Owner	10,345	None
Machinery / Equipment	Owner	15,336	None
Mold	Owner	427	None
Installation	Owner	1,703	None
Assets Under Installation and Under Construction	Owner	7,162	None
Computer	Owner	345	None
Others	Owner	221	None
Total		37,721	

Depreciation for the year 2024 total amount THB 6,542 million (2023: THB 4,398 million). Depreciation amount THB 5,483 million (2023: THB 3,697 million) include in manufacturing cost, and the balance amount THB 1,059 million (2023: THB 701 million) in selling, administrative and research and development expenses

As at 31 December 2024, certain items of building, machinery and equipment of the Group were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately of Baht 11,067 million (2023: Baht 8,867 million) (the Company only: Baht 9,015 million, 2023: Baht 6,957 million).



2. Other Intangible Assets

The net book value of intangible assets as at 31 December 2024 is presented below

(Unit: million baht)

Item	Consolidated Financial Statements				Separate Financial Statements		
	Patent Rights	Computer Software	Customer Relationship	Total	Patent Rights	Computer Software	Total
Net Book Value:	37	65	36	138	37	7	44

3. Goodwill

The net book value of goodwill as at 31 December 2024 and 2023 is presented below.

(Unit: million baht)

	Consolidated Financial Statements
Net Book Value as at 31 December 2023	444
Translation Adjustment	(10)
Net Book Value as at 31 December 2024	434

As at 31 December 2024, the net book value of the goodwill as above included the goodwill of approximately Baht 215 million from Power electronics segment related to the products under Delta Energy Systems (DES) business units and the goodwill of approximately Baht 219 million from Delta Greentech (Netherland) B.V.'s acquisition of Eltek s.r.o. in 2017.

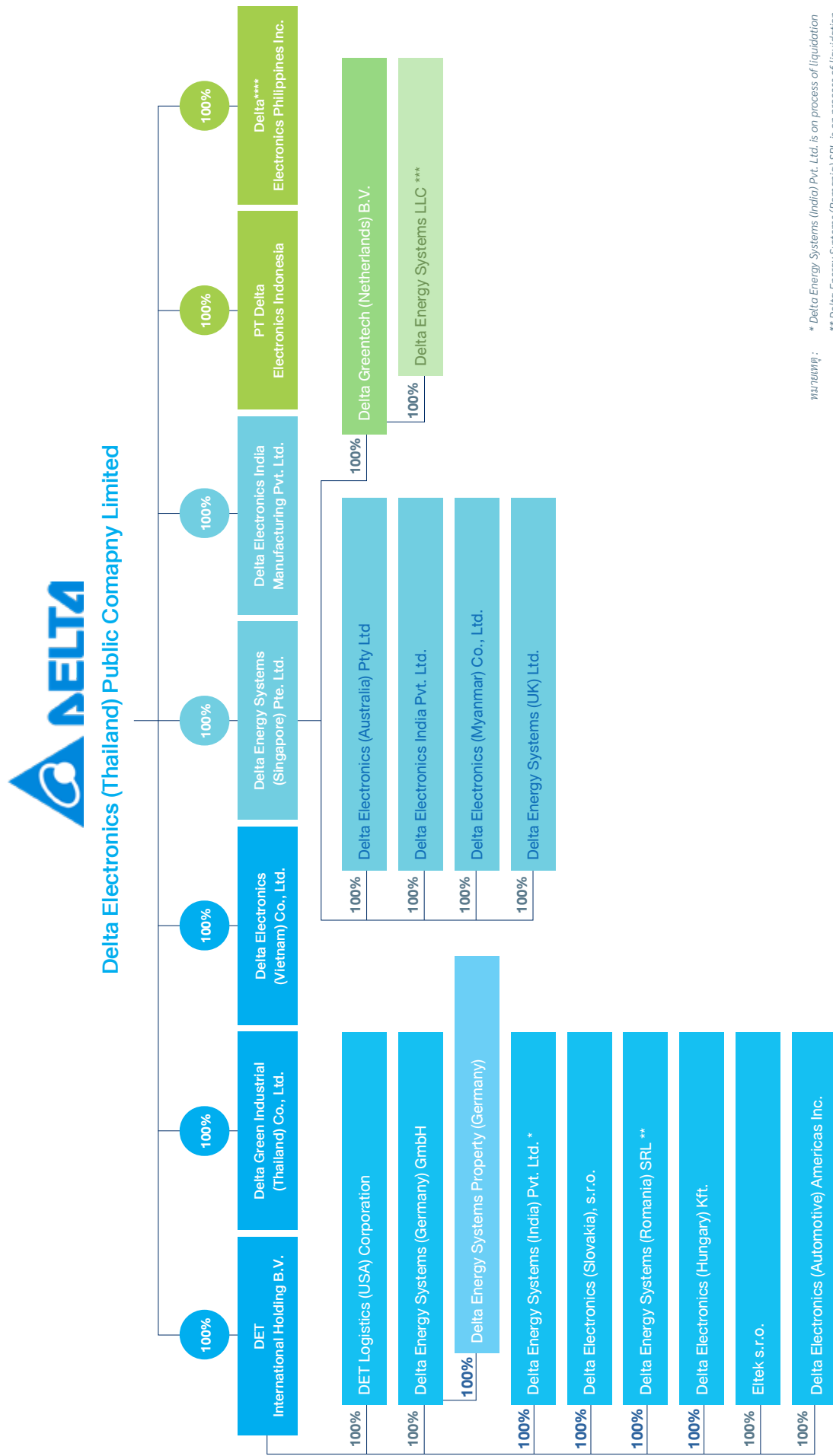
The Group determined the recoverable amount of the cash generating units based on value in use, with the cash flow projections derived from financial budgets approved by management. The projections cover a five-year period.

Investment Policy in Subsidiaries and Associated Companies

Most of the companies in the group operate business related to electronic products or businesses that are related to or support the operations of the company. From which these companies have different strengths that can help support each other. The company has closely supervised the operations, especially its subsidiaries, by sending directors or executives to supervise policies and business directions as well as to report and follow up the operating results closely and continuously. This makes the subsidiaries in the group understand the working direction and aims to work together to provide the best service to customers as well as to strengthen the group's business.



1.3. Investment Structure (as of December 31, 2024)



หมายเหตุ :
 * Delta Energy Systems (India) Pvt. Ltd. is on process of liquidation
 ** Delta Energy Systems (Romania) SRL is on process of liquidation
 *** Delta Energy Systems LLC is on process of liquidation
 **** Delta Electronics Philippines Inc. is on process to set up register

Company	Location	Type of Business	Type of Stock	Registered Capital	Paid up Capital	% Holding
1. DET International Holding B.V.	Netherlands	Business investment	Common Stock	USD 300,000,000	USD 269,357,329	100
1.1 DET Logistics (USA) Corporation	United State of America	Trading of electronic products	Common Stock	USD 1,000,000	USD 500,000	100
1.2 Delta Energy Systems (Germany) GmbH	Germany	<ul style="list-style-type: none"> • Marketing & Trading of electronic products • R&D 	Common Stock	EUR 18,301,000	EUR 18,301,000	100
1.2.1 Delta Energy Systems Property (Germany) GmbH	Germany	Property	Common Stock	EUR 25,000	EUR 25,000	100
1.3 Delta Energy Systems (India) Pvt. Ltd.	India	Marketing & Sales of electronics products	Common Stock	INR 494,500,000	INR 490,476,020	100
1.4 Delta Electronics (Slovakia), s.r.o	Slovakia	Manufacturing & Sales of electronics products	Common Stock	EUR 47,120,947	EUR 47,120,947	100
1.5 Delta Energy Systems (Romania) SRL	Romania	R&D	Common Stock	RON 395,200	RON 395,200	100
1.6 Delta Electronics (Hungary) Kft.	Hungary	Manufacturing of electric vehicle and electronics products	Common Stock	EUR 8,000,000	EUR 230,000	100
1.7 Eltek s.r.o.	Slovakia	Manufacturing electronics products	Common Stock	EUR 7,391,180	EUR 7,391,180	100
1.8 Delta Electronics (Automotive) Americas Inc.	United State of America	R&D	Common Stock	USD 10,000,000	USD 9,000,000	100
2. Delta Energy Systems (Singapore) Pte. Ltd.	Singapore	<ul style="list-style-type: none"> • Business investment • Management and Consultancy Service • Trading of electronics products 	Common Stock	USD 310,910,790	USD 310,910,790	100
2.1 Delta Electronics (Australia) Pty Ltd	Australia	Local sales & Trading of electronic products	Common Stock	AUD 1,799,982	AUD 1,799,982	100
2.2 Delta Electronics India Pvt. Ltd.	India	Manufacturing, Marketing & Sales of electronics products	Common Stock	INR 36,498,000,000	INR 15,747,773,740	100
2.3 Delta Electronics (Myanmar) Co., Ltd.	Myanmar	Manufacturing of electronics products	Common Stock	USD 2,350,000	USD 2,350,000	100
2.4 Delta Energy Systems (UK) Ltd.	United Kingdom	R&D	Common Stock	GBP 700,000	GBP 700,000	100
2.5 Delta Greentech (Netherlands) B.V.	Netherlands	Business Investment	Common Stock	EUR 26,937,182	EUR 26,937,182	100
2.5.1 Delta Energy Systems LLC	Russia	Marketing & Sales of electronic products	Common Stock	RUB 30,000	RUB 30,000	100



Company	Location	Type of Business	Type of Stock	Registered Capital	Paid up Capital	% Holding
3. Delta Green Industrial (Thailand) Co., Ltd.	Thailand	Integration, Sales/ Trading, Installation and Service	Common Stock	THB 206,000,000	THB 206,000,000	100
4. Delta Electronics (Vietnam) Co., Ltd.	Vietnam	Trading and solution business	Common Stock	VND 2,323,700,000	VND 2,323,700,000	100
5. Delta Electronics India Manufacturing Pvt. Ltd.	India	Manufacturing of electronics products	Common Stock	INR 5,000,000,000	INR 2,941,110,000	100
6. Delta Electronics Philippines Inc.	Philippines	Local sales & Trading of electronic products	Common Stock	USD 200,000	-	100
7. PT Delta Electronics Indonesia	Indonesia	Trading and bid local projects	Common Stock	IDR 10,000,000,000	IDR 10,000,000,000	100

1.3.1 Supervision of Subsidiary and Associated Companies

The Board of Directors has assigned the Executive Committee to supervise the operations of subsidiary and associated companies. The Executive Committee has a certain authority to make investments in subsidiaries and associates and may assign some directors or top executives of the companies and/or appoint some local personnel to participate in the Board of Directors or management of its subsidiaries or associates to support management and determine business policies and direction. After appointment, the Executive Committee will report such appointment to the Board of Directors for their acknowledgment. However, if the investment amount exceeds the granted authority, the Executive Committee is required to seek for Board's approval.



Further supervision and monitoring are done through the implementation of Enterprise Resource Planning (ERP) solutions, which effectively gathers and provides important information including finance, accounting and other data, to support the management, controlling and monitoring of subsidiaries and associates' operations. Furthermore, the Treasury and Investment Section of the company also actively participates in monitoring and supporting the sourcing of funds, capital increase and reduction. It seeks approval from the Executive Committee or Board of Directors for these transactions. Almost all of the companies in the Delta Thailand Group are wholly owned subsidiaries so there

would be no connected transactions occurring. In the case that there might be some transactions with other related companies in Delta Group, the subsidiaries have been instructed that prior approval from the company's Executive Committee or Board of Directors is required and relevant SET or SEC's requirements must also be complied with.



1.4. Registered and Paid-up Capital

Registered and Paid up Share Capital (31 December 2024)

	Type of Equity	No. of Shares	Par value (Baht)	Total Value (Baht)
1.	Registered Share Capital (Common share)	12,590,000,000	0.1*	1,259,000,000
2.	Paid up Capital (Common share)	12,473,816,140	0.1*	1,247,381,614

* Approval to change the par value from Baht 1 to Baht 0.1 on April 7, 2023.

The Voting Rights : 1 share 1 vote

Top 10 Shareholders (as of 28 February 2025)

No.	Name	Holding	%
1	Delta Electronics Int'l (Singapore) Pte. Ltd	5,344,793,060	42.85%
2	Delta International Holding Limited B.V.	1,768,611,700*	14.17%
3	CITI (Nominees) Limited-CBHK-PBGSG-Restricted Shares	1,728,454,200	13.86%
4	Delta Electronics Inc.	691,281,400	5.54%
5	The Hong Kong and Shanghai Banking Corporation Limited, Hong Kong Branch	547,600,000	4.39%
6	Raffles Nominees (Pte) Limited	543,500,000	4.36%
7	UBS AG Hong Kong Branch	514,100,675	4.12%
8	บริษัท ไทยเอ็นวีดีอาร์ จำกัด	357,794,308	2.87%
9	กองทุนรวม วายุภักษ์หนึ่ง	111,172,800	0.89%
10	South East Asia UK (Type C) Nominees Limited	107,325,884	0.86%
11	State Street Europe Limited	78,042,733	0.63%
12	Others	681,139,380	5.46%
Total		12,473,816,140	100.0%

Note: Shareholders of Thai NVDR Co., Ltd., who held non-voting depositary receipts (NVDR) in Item 8, were ineligible for voting at shareholders' meetings except when exercising their voting rights on delisting the shares from SET.

*Note: In addition to the existing shareholdings as shown above, Delta International Holding Limited B.V. (DIH) had entered into a hedging arrangement with The Hongkong and Shanghai Banking Corporation Limited (HSBC) on January 13, 2025, under which arrangement, DIH has transferred 62,000,000 shares, constituting 0.5% of DET outstanding shares, to HSBC, but DIH shall still retain the economic benefit over the shares transferred during the life of the arrangement between said parties.

Minor Shareholders

As of 8 March 2024, total number of Minor Shareholders (Free float) is 26,339, equivalent to 23.08%

Shareholding Agreement with Major Shareholders

Among major shareholders, the company does not have any shareholding agreement, which might affect its management.

1.5. Other Types of Shares

The company does not issue other types of shares, except from ordinary share, which is the only one class of security.



1.6. 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. 1/2025 held on 14 February 2025 resolved to pay dividend for the year 2024 at Baht 0.46 per share, representing a payout ratio of 30.3%. This is subject to the 2025 Annual General Meeting of Shareholders' approval. (The dividend for 2023 was Baht 0.45 per share, representing a payout ratio of 30.4%).

Dividend payment of the subsidiaries

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.

Dividend Payment in past 5 years

Year	EPS	Dividend/Share (Baht)	%Payout Ratio
2020	5.69	3.30	58.0%
2021	5.37	1.70	31.7%
2022	12.30	4.00	32.5%
2023**	1.48	0.45	30.4%
2024	1.52	0.46*	30.3%

* Pending for approval from the 2025 Annual General Meeting of Shareholders' on April 2, 2025 to approve the dividend distribution for the year 2024.

** Approval to change the par value from Baht 1 to Baht 0.1 on April 7, 2023.



2. Risk Management



The World Economic Forum's Risk Report and Delta's PESTEL analysis indicate a consistent trend in global risk factors. Major national policies, such as "America First" and "Made in China," have a significant influence on international regulations and the environmental, social, and governance (ESG) landscape, particularly in the context of climate change mitigation. Worst-case scenario analyses suggest that these policies could contribute to social polarization, potentially weakening international cooperation on climate action, exacerbating supply chain disruptions, and accelerating the need for manufacturing site relocation.

In addition to geopolitical challenges, environmental risks, including climate change and biodiversity loss, continue to shape global uncertainty. Natural disasters, the emergence of new diseases, and the potential for future pandemics contribute to growing public frustration and uncertainty. These factors underscore the necessity for businesses to adopt adaptive risk management strategies, enhance supply chain resilience, and invest in sustainable innovation to mitigate long-term disruptions.

2.1 Risk Management Policy and Plans

Delta Electronics (Thailand) PCL. adopts COSO Enterprise Risk Management, ISO 31000, and the GRC framework as strategic guidelines to navigate global uncertainty and drive sustainable growth. The Delta Group Risk Management Policy ("Policy") is designed to effectively manage risks by identifying, assessing, controlling, and communicating potential risks, ensuring they remain within a manageable and acceptable range from the perspective of Delta Group.

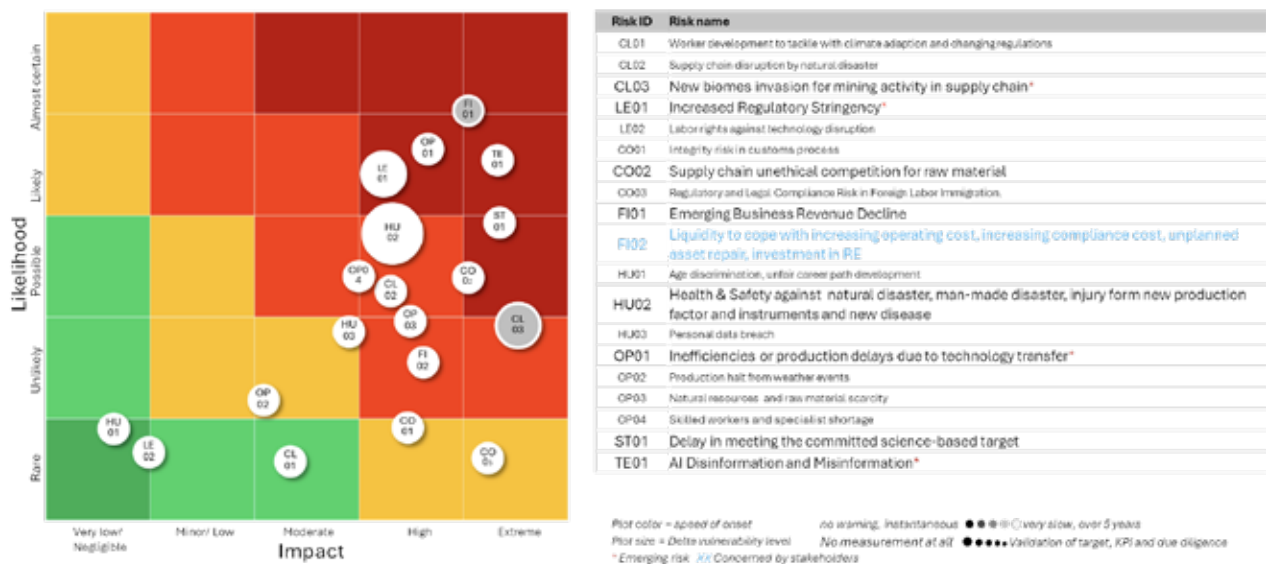
Through both qualitative and quantitative management approaches, our Enterprise Risk Management Policy serves as a foundational guideline for developing effective operational strategies. A well-structured risk management process enables Delta Group to achieve its long-term strategic objectives while creating shared value for stakeholders. This policy is designed to support the Group in achieving its strategic goals in a systematic and sustainable manner.

The Board of Directors provides strategic oversight to ensure the effectiveness of the company's risk management framework. To strengthen this commitment, the Board has appointed a Risk and Sustainable Development Committee (RSDC) responsible for formulating risk management policies and implementing appropriate systems and procedures to mitigate possibility and potential negative impacts within the organization. Delta aligns its RSDC structure with the Three Lines Model to enhance risk governance, clearly defining responsibilities and accountabilities to support the achievement of risk-related objectives. Additionally, the Board has delegated oversight responsibilities to sub-committees, including the Corporate Governance Committee, the Nomination and Compensation Committee, and the Audit Committee, to assess and support the RSDC's performance and effectiveness. On February 14, 2025, the Board approved the objectives and targets of the company's risk management framework, endorsed the prioritization of key risk factors, reviewed the proposed risk response strategies including material key risk indicators (KRIs) accordingly.

Delta's management and experts from key functions directly involved in delivering products and services to customers, as well as addressing stakeholder interests, serve as the first line of control. These teams are responsible for identifying, assessing, and managing risks within daily operations. When necessary, The Risk and Sustainable Development Committee may invite individuals with relevant expertise or responsibilities related to the meeting agenda to participate in discussions. The clearly defined roles of each function are outlined in our Enterprise Risk Management Policy https://deltathailand.com/en/pdf/about/committee_charter/enterprise-risk-management-policy.pdf.

At the second line of control, the CEO who also serves as the Chairman of The Risk and Sustainable Development Committee and a member of the Board of Directors provides strategic oversight alongside C-suite executives and designated representatives appointed by the Board or the Committee Chairman. The Sustainable Development Office, acting as the secretariat to The Risk and Sustainable Development Committee, ensures compliance, strengthens risk control mechanisms, and facilitates effective governance. This includes enhancing the committee's expertise, overseeing risk-related matters, and maintaining transparent communication with stakeholders through various channels.





The third line of control is led by the Internal Audit team, which operates independently and reports directly to the Audit Committee. This team ensures that policies are adhered to, processes align with management-defined performance objectives, and risk management goals are met. Additionally, Internal Audit provides advisory support on matters critical to achieving the company’s strategic objectives.

1. Liquidity Risk

(Financial and Strategic Risk)

From our stakeholder’s engagement process and communication through various approaches, It is concerned by our stakeholder that Delta could face significant liquidity risk due to a combination of geopolitical and environmental factors. The America First and Made in China policies may lead to trade restrictions, increased tariffs, and supply shortages, while floods in Thailand, India, and Slovakia could disrupt production facilities and delay shipments, exacerbating operational costs. Pollution issues in Thailand and India could trigger regulatory compliance costs, and ongoing supply chain disruptions may cause delays in customer payments and order cancellations. Additionally, social and environmental impacts could reduce workforce availability and productivity.

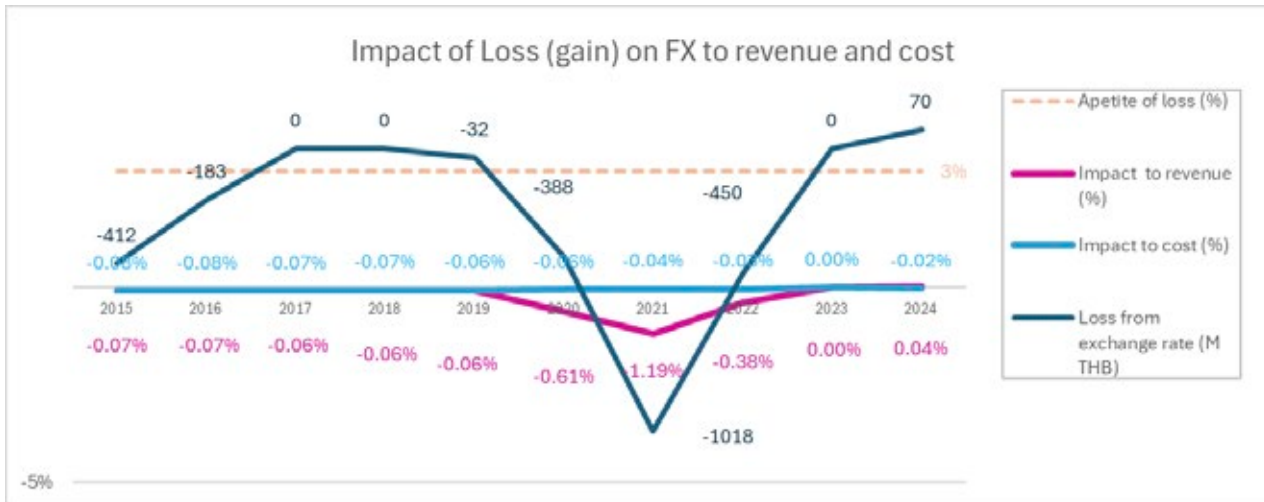
The compounded effect of these uncertainties with potential reoccurrence may strain cash flow, limit access to capital markets, and increase borrowing costs. Moreover, 2024 exchange rate fluctuations, such as a significant USD appreciation against the Thai Baht or Indian Rupee, could increase the cost of importing raw materials, further tightening liquidity. For example, a 10% depreciation in the Thai Baht could raise material costs by 5-7%, significantly affecting profitability and cash reserves. These factors combined could severely threaten the company’s financial stability and liquidity.

In the same direction as medium impact and low likelihood result from the ESG risk prioritization process, Delta D/E ratio used as KRI of liquidity risk control is still healthy. As is nature of business as major exporter, Delta has various policies and measurements deployed to its daily operation that normally reduce its vulnerability and have sufficient response measure to the gradual speed of onset.

1.1 Loss on Exchange rate

As a multi-national enterprise, Delta Thailand Group's exposure to the foreign currency risk relates primarily to its trading transactions. According to our recent risk management of geoeconomic confrontation, global stagflation, economic downturn, the Central bank policy rate to fight inflation and unstable political policy deteriorate our stakeholders concern of their interest in Delta profitability.

At the target to limit not over 10% impact to key financial performance with 1 risk tolerance, the company use various measures and financial tools to limit the loss on exchange such as vanilla hedging, forward contract and netting clearance. Our recent monitoring on 10-year financial performance projected that the exchange rate impact to cost side in 10 year are between 0.02-0.08% while in revenue side 0.0 – 1.19% . compared with our set target, the exchange rate has effectively controlled; hence, there as our commitment to stakeholders.



1.2 Impact on Profitability from Net Zero Investment.

With ambitious plans to reduce greenhouse gas (GHG) emissions and transition toward clean energy, Delta is leading the charge for a more sustainable future. Our goals are bold, but so are our efforts to achieve them. By 2030, we're aiming for carbon neutrality, and by 2050, we're working toward net-zero emissions. Each of us at Delta has a role to play in making this vision a reality.

In the short term, Delta plans to reduce 90% of Scope 1 and Scope 2 emissions and cut Scope 3 emissions by 25% by 2030. But we're going further. Our RE100 initiative is transitioning Delta to 100% renewable energy across global operations, which will help us dramatically cut Scope 2 emissions. Additionally, with the EV100/ZEV initiative, we're transitioning to a fully electric vehicle fleet by 2030, further reducing our Scope 1 emissions.

Delta employs an internal carbon pricing mechanism as a crucial tool to drive its net-zero strategy and carbon management. Carbon pricing mainly consists of two types: emissions trading systems (ETS) and carbon taxes/fees. Existing international carbon pricing policies cover approximately 23% of global carbon emissions, making them crucial for achieving carbon reduction goals. More and more companies are also adopting internal carbon pricing (ICP), incorporating emission costs into investments and decisions. This approach not only encourages emissions reduction across

departments but also supports the transition to a low-carbon and green investment environment.

As Delta's operations span the globe, constructing an ICP management mechanism requires the alignment of all business units and even M&A companies. This involves significant challenges, ranging from changes to the existing operational and management framework, the redesign of financial systems and reports, to the establishment of new systems and concepts. Through continuous communication and collaboration between major departments such as Corporate Sustainability, Finance, Procurement, and Information Technology, Delta officially implemented ICP as a strategic management tool across its global operations. Under this system, carbon fees per metric ton of carbon emissions are charged to business units, and these fees are then channeled into a global carbon fund. This fund is subsequently invested in renewable energy technology development, resource management, and low-carbon innovation, fostering a positive cycle of sustainability.

Up to 31 December 2024, Delta Thailand's implemented 81% of the planned ICP projects without any negative financial impact to the company and our stakeholders. This implementation help reduce 5,040 Co2e tons of GHG in 2024



1.3 Decline in Liquidity and Profitability due to Human Capital Investment

In response to global demographic changes and the resulting talent shortage, Delta has made significant investments in enhancing compensation and benefits, upskilling and reskilling loyal workers, training new employees, and recruiting global talent in preparation for site and business expansion. Additionally, the increasing minimum wage in Thailand has led to concerns regarding the potential impact of rising labor costs on the company's liquidity, particularly during product transfer periods, as it affects stakeholders and product owners from other countries.

We have developed a comprehensive mitigation plan to address the potential risks arising from the global talent shortage, increasing labor costs, and the impact of product transfer periods on our liquidity. This plan includes the following key initiatives;

Talent Acquisition and Retention Strategy: To address the talent shortage and meet business expansion needs, we will expand our global recruitment efforts, focusing on attracting top-tier talent with diverse skill sets. By emphasizing employee engagement and fostering a supportive work environment, we will implement programs that focus on career development and recognition. This strategy will ensure that employees feel valued, which will lead to increased retention and contribute to the long-term success of the company.

Upskilling and Reskilling Initiatives: We will invest in comprehensive training programs to upskill and reskill our existing workforce, empowering them to take on new roles and responsibilities. This will involve both in-house training and partnerships with educational institutions to provide specialized skills, while also focusing on leadership development to ensure we have a strong pipeline of leaders ready to step into critical roles as the company expands.

Labor Cost Management and Efficiency: To enhance productivity and optimize workforce efficiency, we will accelerate our investment in automation and advanced technologies, enabling a more strategic allocation of human talent while streamlining tasks that do not require specialized skills. Additionally, we will conduct regular operational efficiency reviews to identify and eliminate inefficiencies, ensuring that our liquidity remains strong even as labor costs rise. These efforts will help us manage rising expenses while maintaining financial stability.

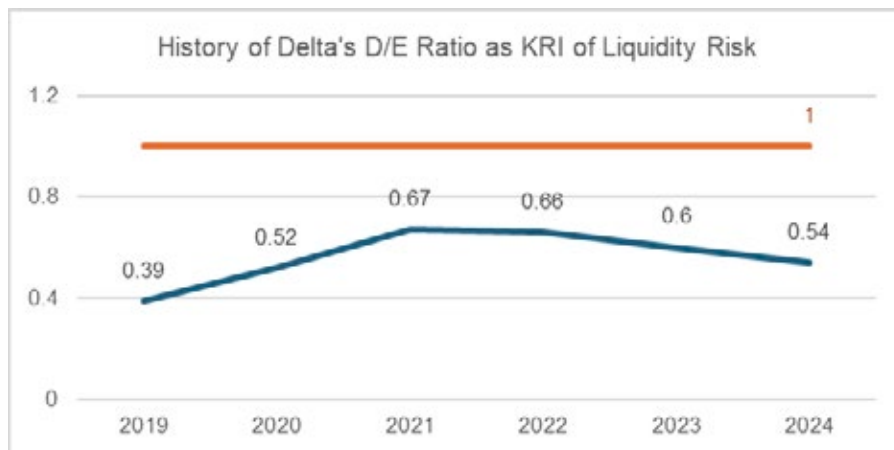
Stakeholder Communication and Engagement: We are committed to maintaining open and transparent communication with stakeholders regarding the impact of labor cost increases and product transfer periods on our liquidity. Our approach will involve close collaboration with supply chain partners and local governments to address potential regulatory and financial challenges. In addition, we will encourage the sharing of positive experiences by existing employees through word-of-mouth, fostering confidence and enhancing understanding of our initiatives. To further engage new talent, we will introduce a referral incentive program to reward those who share their positive experiences. By effectively managing expectations and keeping stakeholders informed, we aim to strengthen trust, cultivate enduring relationships, and ensure alignment with our long-term business objectives.

Brand Strengthening: To reinforce our brand, we will enhance our corporate social responsibility (CSR) initiatives, focusing on sustainability and community support. By investing in eco-friendly practices and innovative solutions, we aim to strengthen our image as a responsible and forward-thinking organization. Additionally, we will increase efforts in public relations and thought leadership to elevate Delta's presence in the industry, showcasing our expertise and commitment to sustainability. We will also focus on improving customer experience by offering exceptional products and services that meet the growing demand for sustainable technologies, ensuring our brand remains synonymous with quality and innovation.

Through these strategic actions, we aim to ensure that Delta remains resilient in the face of global challenges, including talent shortages and rising labor costs, while continuing to build a strong brand and maintain financial health.

Delta has set a strategic target for its Human Capital Return on Investment (HCROI) at (exact number). In 2024, despite a 3% increase in salary and wages, as reported in the audited financial statement compared to 2023, the HCROI showed a positive growth of 11% compared to the previous year.

Based on the progress of the mentioned projects, Delta's liquidity remains strong. The company conducts stress tests at least twice a year to ensure financial resilience. As part of our liquidity risk assessment, key risk indicators (KRIs) are regularly reviewed. As of December 31, 2024, Delta's quick ratio stood at 1.25 times, while the debt-to-equity (DE) ratio was 0.54, demonstrating our robust financial position and commitment to sustainable long-term growth.



2. Emerging Business Revenue Decline

(Financial and Strategic Risk)

Policies in major economies have raised stakeholder concerns about mobility sector growth, which also impacts our strategic goal of achieving 50% green revenue from products and solutions by 2030. US. Increased investment in oil and gas and the reservation of raw materials for domestic technology production have disrupted global supply chains. China's "Made in China 2025" policy strengthens its EV industry through subsidies, tax incentives, purchase mandates, and infrastructure investment, positioning China as a leading EV manufacturer and exporter. Trade policies also impact the sector. Since 2016, tariffs on Chinese auto parts and vehicles have remained, with additional 2024 measures raising EV import tariffs to 100%, reshaping market dynamics.

To release this concern as well as know our own progress to the green revenue target, the company adjust its disclosure of revenue by Segment information to demonstrate the progress of mobility business which used to be included in infrastructure business. The company also applies several measures to maintain healthy growth.

Strengthen Supply Chain Resilience

Delta diversifies its suppliers and reduce reliance on single countries for critical materials. Establishing long-term agreements with stable regions and expanding local manufacturing will help mitigate tariff risks and align with government incentives. Additionally, exploring recycling initiatives and strategic partnerships will ensure a stable, cost-effective supply chain.

Expand Market Reach & Customer Base

Delta targets high-growth regions like Southeast Asia and India, where EV adoption is accelerating. Focusing on commercial fleet electrification and aligning with government incentives will capture new customers and mitigate risks related to geopolitical tensions.

Accelerate Product Innovation & Differentiation

Delta differentiate itself by focusing on high-efficiency power solutions, such as advanced EV modules and fast-charging stations. Integrating energy storage solutions will further enhance EVs' role in renewable energy, while AI and automation will optimize production and reduce costs.

Strengthen Strategic Partnerships

Partnering with EV manufacturers will integrate Delta's solutions into a wider range of vehicles, fostering long-term growth. Collaborations with charging network operators and R&D initiatives will accelerate technological advancements, positioning Delta as a leader in sustainable mobility.

Engage in Policy Advocacy & Regulatory Support

Delta engages in policy discussions to shape favorable regulations for sustainable EV supply chains. Strengthening sustainability reporting and aligning with global climate initiatives will enhance the company's reputation, driving long-term resilience.

According to the audited financial statement, revenue from mobility business were 27% of our consolidated revenue (2023: 28.8%). The slightly decrease was strengthen by revenue from infrastructure and automation business groups which are also parts of the committed green revenue. In 2024, amidst geopolitics tension, economic downturn and more frequent severe climate event, Delta's green revenue from group of products that help global energy transition and climate adaption keep it healthy proportion at 46% of consolidate revenue (2023: 46%)



3. Failure to comply with Increased Regulatory Stringency

(Compliance and Regulatory Risk)

The U.S. funding cuts for climate-related institutions may weaken its influence on global climate policies, making it harder for businesses to comply with stricter international trade regulations like the EU's Carbon Border Adjustment Mechanism. Reduced investment in climate research could hinder U.S. companies from meeting evolving ESG standards, increasing compliance costs and trade barriers. This shift may also disrupt supply chains, investor confidence, and trade negotiations, potentially putting U.S. exports at a disadvantage in markets with stringent environmental requirements. Moreover, the tension between the 2 major countries is likely to shift global expectation on net zero to be under EU account.

To mitigate compliance risks from evolving global climate regulations, Delta adopted several measurements as following:

Strengthen ESG Compliance & Reporting: Align with global frameworks like the EU CBAM, SEC climate disclosure rules, and emerging Asian sustainability reporting standards to ensure regulatory compliance in key markets.

Ensure Supply Chain Readiness: Require suppliers in key regions such as China, Thailand, and the EU to meet international environmental standards, conduct ESG audits, and adopt third-party certifications like ISO 14001 and ISO 14067. The company also schedule on-line and off-line training to keep our supply chain update with related standards and regulations.

Diversify Market & Supplier Base: Reduce reliance on regions with high regulatory uncertainty by expanding supplier networks in jurisdictions with stable climate policies.

Invest in Low-Carbon & Circular Solutions: Continue R&D in eco-friendly products and explore recyclable materials to comply with emerging eco-design and extended producer responsibility (EPR) laws globally.

Monitor & Engage in Policy Discussions: Department managers actively follow up on laws and regulations directly related to their functions, while the legal department tracks updates across relevant countries and regions. The Risk and Sustainable Development Committee oversees overall ESG regulations to ensure Delta remains compliant with evolving global standards. Additionally, collaboration with industry groups and policymakers can help anticipate regulatory shifts and align business strategies accordingly.

Enhance Digital Compliance Systems: Implement AI-driven regulatory monitoring and supply chain transparency tools to track emissions, carbon tariffs, and environmental impact in real time.

In 2024, the company there were not fine for non-compliance issues.

4. Inefficiencies or Production Delays due to Technology Transfer

(Operational Risk)

Relocating Delta's production to Thailand helps mitigate trade risks from U.S. tariffs and enhance the company's opportunity in China + 1, reduces reliance on China's supply chain, and offers access to skilled labor and favorable trade agreements. Thailand's political stability, commitment to renewable energy, and government incentives align with sustainability goals, while its strategic location ensures competitiveness in key regional markets.

To ensure Delta's readiness for relocating its production facility, Delta as the "Site Transfer Procedure" (document no. 06-034) has been in place to guide all the personnels and teams to implement a smooth site relocation including on-time technology setup, material availability, quality inspection process, well-manged labor, effective stakeholder communication, and minimize operational disruptions.

Knowhow Transfer & Knowledge Sharing: Delta is sending the Thai and India teams to collaborate with the original product owners, including R&D, production, and technical teams, in China and other regions. After the lines and technology setup implemented, the product owner teams will attach to the Thai and India team for 6-12 months to ensure full understanding of processes, facilities readiness, quality standards, and customer needs. Additionally, conduct inter-region quality diagnostics every quarter to maintain alignment and continuous improvement.

Worker management: To minimize defects and potential process failures, the company ensures that production lines for transferred products are staffed with a mix of both new and experienced operators and supervisors. This approach fosters knowledge sharing and upholds high operational standards. In addition to worker orientation, which covers corporate culture, EHS requirements, targets, and work instruction reading, all workers are required to complete training on the code of conduct, RBA, and information security starting from day one. They must also complete this training annually with a 100% pass rate. This training is essential to ensure customer confidentiality, protect intellectual property, and maintain continued compliance with company standards.

Training Programs: Invest in comprehensive training programs for the local workforce to enhance skills and ensure familiarity with Delta's production standards.

Material Localization: Develop strong partnerships with local suppliers to secure critical raw materials and reduce reliance on global supply chains.

5. Unethical Supply Chain Competition and Mining Impact

(Reputation Risk, Climate and Environmental Risk; Corruption Risk, Human Rights Risk)

U.S.-China tensions, along with global efforts to strengthen infrastructure for climate adaptation, fuel unethical supply chain competition and mining impacts. The increased demand for critical resources, driven by trade barriers and climate goals, pushes companies to cut costs through exploitative labor and environmental harm. Both nations' reliance on raw materials drives mining in regions with weaker regulations, leading to environmental degradation, more frequent corruption, and challenges in adhering to higher compliance standards. Disrupted supply chains exacerbate these issues, prioritizing profit over sustainability in the face of rising global infrastructure demands.

Unethical supply chain competition and mining impacts heighten climate, environmental, corruption, and human rights risks. Mining in sensitive areas leads to deforestation, pollution, and climate degradation, while pressure to meet demand can prompt companies to bypass regulations. Corruption fuels illegal mining and poor compliance, while human rights violations, including exploitation and unsafe conditions, affect workers and local communities. These risks underscore the importance of adopting sustainable and ethical practices to protect the environment and human rights.

Strengthening Due Diligence and Transparency:

Delta has enhanced transparency by conducting comprehensive supplier audits and ensuring the traceability of material origins through the Ethical Minerals Reporting Template (EMRT). This approach allows the company to track raw material sources and regularly assess risks, ensuring suppliers adhere to ethical standards and reducing the risks of exploitation and environmental harm. Additionally, Delta has adopted stringent Sustainable Sourcing Standards, prioritizing suppliers with eco-friendly practices and international certifications, which significantly reduces its environmental impact. By using the EMRT template, the company ensures that all raw materials are responsibly sourced, aligning with its long-term sustainability goals.

Implementing Robust Anti-Corruption Policies:

Delta enforces strict anti-corruption policies to ensure suppliers adhere to ethical standards. Through regular audits and clear anti-bribery measures, the company ensures that all suppliers comply with international regulations. The EMRT template aids in tracking the origins of minerals, further safeguarding against corruption and promoting transparency.

Engaging in Capacity Building:

Delta prioritizes training programs that focus on workers' rights, safety, and sustainability. By engaging in capacity-building initiatives, the company empowers local communities and improves working conditions. The use of the EMRT helps ensure compliance with human rights standards, mitigating exploitation within the supply chain.

Promoting Circular Economy Practices:

We collaborate closely with suppliers to improve sustainable practices by promoting the use of eco-friendly packaging solutions and reducing material waste. We have established reverse logistics systems to reclaim products and materials for recycling or repurposing, ensuring a circular flow of resources. Additionally, we implement material recovery programs and work with suppliers to encourage the adoption of circular business models, incentivizing the use of recycled materials and sustainable practices throughout the supply chain.

Advocating for Stronger Regulations:

Delta actively advocates for stronger mining and supply chain regulations. By supporting global sustainability standards and engaging in policy dialogues, the company ensures that its operations and supply chain adhere to the highest ethical and environmental standards. Through various approaches such as online seminars, self-declaration forms, and on-site audits, Delta effectively implements best practices within the industry and encourages its suppliers to follow suit.

Delta target zero tolerance for corruption case and human rights violation in our supply chain. 100% of the smelter of Delta Group involving 3TG minerals, cobalt, and mica mining had filled up the EMRT template.



6. AI Disinformation and Misinformation

(Technology Risk, Reputation Risk, Financial Risk)

The U.S.-China conflict highlights the risk of AI-driven disinformation for Delta, particularly in its green revenue growth areas like autonomous EV control units, data centers, and automation. Misinformation could damage the company's reputation, disrupt consumer confidence, and impact critical supply chains. As Delta focuses on sustainable technologies, maintaining brand integrity and trust is crucial for advancing its green initiatives, emphasizing the need for robust cybersecurity and transparent communication.

To address the risks of AI-driven disinformation, Delta take the following measures:

In line with our growth targets for AI-related business groups, Delta Group has implemented the first draft of its AI policy in 2024, following the OECD guidelines and the EU AI Act. The CTO, Business Group CTO, CO, CHRO, and relevant departments have collaborated to create a plan for establishing an AI committee. The committee members are tasked with strengthening cybersecurity to prevent AI-driven cyberattacks or misinformation campaigns that could compromise brand integrity or sensitive data. Additionally, our headquarters in Taiwan is dedicating efforts to verify ISO/IEC 27701:2019 certification to ensure that all products traded with the Thailand Industrial Automation group comply with the Privacy Information Management System.

Monitor Social Media and Online Platforms: Use AI-powered tools to track and identify potential misinformation or disinformation across platforms, allowing for swift action to counter false narratives.

Engage in Public Relations Campaigns: Develop proactive communication strategies to combat misinformation, highlighting the company's commitment to green technologies and sustainability.

Educate Stakeholders: Provide stakeholders with clear, accurate, and timely information to build trust, ensuring they can distinguish between credible information and potential disinformation.

Create a Crisis Response Plan: Prepare a response plan for misinformation crises, including designated spokespersons and guidelines for addressing public concerns quickly and transparently.

Up to 31 December, there was no financial loss from data privacy issue, disinformation and misinformation.

7. Delay in meeting the commit SBTi

(Climate and Environmental Risk, Reputation Risk, Regulation and Compliance Risk)

U.S.-China tensions may delay Delta's science-based targets by disrupting access to critical raw materials and technology, essential for eco-friendly products. Trade barriers, tariffs, and sanctions could increase costs and cause delays, diverting focus from long-term sustainability goals to short-term crisis management, hindering progress.

Trade tensions between the U.S. and China pose significant challenges to Delta's ability to meet its science-based targets. Supply chain disruptions may restrict access to low-carbon materials, necessitating alternative sourcing strategies. Regulatory divergence across key markets could create compliance challenges, requiring continuous policy monitoring. Increased costs from tariffs and trade restrictions may impact investment in sustainability initiatives, making financial risk mitigation essential. Additionally, geopolitical instability could slow technology transfer, affecting the adoption of critical innovations and demanding proactive collaboration and contingency planning. Furthermore, the limited availability of Renewable Energy Certificates (RECs) in key regions may hinder carbon neutrality commitments, requiring diversification of renewable energy procurement strategies.

Supply Chain Diversification: Secure access to low-carbon materials by sourcing from multiple regions with stable trade policies.

Regulatory Monitoring: Dedicated teams track policy changes to ensure compliance and proactively adjust strategies.

Financial Risk Mitigation: Implement strategic cost management and investment prioritization to safeguard sustainability initiatives.

Technology Transfer & R&D Enhancement: Strengthen in-house innovation and collaborate with global partners to prevent delays in adopting new technologies.

Renewable Energy Procurement: Expand onsite solar generation and diversify REC acquisition to mitigate supply constraints and maintain carbon neutrality progress. The company also participate in the associations that are working with the government sector and other think tanks to enhance the potential of RE energy generation.

Internal Carbon Pricing: Implement an internal carbon pricing mechanism to accelerate infrastructure adaptation while minimizing financial impact on stakeholders.

As of December 31, 2024, we have achieved over 90% of our Science-Based Targets Initiative (SBTi) goal for the year, with ongoing efforts to close the remaining gap.

8. Worker Health and Safety

Health and safety are crucial for Delta's operations, as our facilities have a high concentration of employees, advanced automation, and strict labor standard requirements. Ensuring a safe work environment not only promotes productivity but also aligns with global regulatory expectations, reinforcing our commitment to employee well-being. A failure to maintain a safe environment could lead to higher costs related to compensation, fines, and increased absenteeism, which could disrupt our operations.

Global tensions, shifting market dynamics, and climate change exacerbate risks by disrupting production site allocations or product transfers, alongside new customer orders driven by carbon neutrality goals. This creates pressure on production sites, potentially leading to extended work hours, stress, and safety compromises. The resulting inefficiencies could lead to higher operational costs, impacting our bottom line. Additionally, heightened work pressure can affect talent retention, as employees may seek more stable and safer working conditions elsewhere.

Furthermore, pollution in the countries where we operate exacerbates health risks for workers and local communities. Climate change influences the prevalence of pests and the spread of communicable and non-communicable diseases, necessitating enhanced health protocols. Material shortages and process shifts require stricter safety protocols to address new workflows and chemical exposures. Robust risk management is essential to ensure safe operations while minimizing environmental and health impacts, thus preventing cost escalation and supporting talent retention in the long term.

Strengthen Health & Safety Protocols:

Implement enhanced safety procedures at all facilities, focusing on climate-related health risks, stress, including new disease prevention protocols. Regularly update workplace safety training to ensure employees are equipped with the latest health and safety knowledge. Additionally, introduce machine training programs for operators to ensure proper handling and safety when using new or upgraded equipment. Where necessary, provide additional personal protective equipment (PPE) to mitigate risks from emerging health hazards, such as pollution or new working conditions.

Climate Resilience Planning:

Delta develops a climate resilience strategy to address health and safety risks arising from climate change, including the rise of pests and diseases. Invest in infrastructure upgrades to minimize environmental impact, reduce pollution exposure, and improve indoor air quality for workers. These efforts will ensure that our operations remain resilient in the face of climate-related challenges and protect the well-being of our workforce.

Workforce Management and Retention:

We offer competitive benefits and incentives aimed at retaining talent, with a strong focus on creating a safe and healthy work environment to minimize turnover. By enhancing employee wellness programs that support both mental and physical health, we help reduce stress related to production site changes and extended work hours. This approach fosters a positive and supportive work environment, which not only improves retention rates but also enhances employee satisfaction and productivity. Since 2022, we have introduced a Stress Release Hotline and partnered with local entrepreneurs to provide special discounts at sports clubs, swimming pools, and gyms. In early 2025, we will also introduce expert psychological services, available one day per week at all our sites in Thailand, to support employees at all levels.

Supply Chain and Production Site Risk Assessment:

Conduct regular risk assessments on production site locations to evaluate the impact of political tensions, climate change, and supply chain disruptions on employee health and safety. Ensure that proper safety measures are in place during any shifts in production or product allocation to minimize risks. Regular assessments will allow us to proactively address potential issues and maintain safe working conditions at all sites.

Sustainable Practices and Pollution Reduction:

Implement pollution reduction initiatives at all operational sites, collaborating with local governments to improve air and water quality. Enforce strict guidelines on sustainable practices, ensuring that pollution does not exacerbate health risks to workers and local communities. By integrating sustainable practices, we aim to mitigate environmental damage while safeguarding the health of employees and surrounding populations.



Emergency Response and Contingency Planning:

Develop and test emergency response plans to address health-related crises, such as disease outbreaks or natural disasters, ensuring quick and effective responses to minimize impacts on employees and operations. The contingency plans will be aligned with local regulations and international standards, particularly in high-risk areas, to ensure preparedness for any potential health emergencies or environmental events.

Ongoing Monitoring and Reporting:

Continuously monitor the health and safety performance across all sites and report regularly to senior management to ensure that emerging risks are identified and addressed promptly. Implement a transparent reporting mechanism for employees to voice safety concerns, enabling quick resolution of any health and safety issues. This ongoing monitoring will ensure that we stay ahead of potential risks and maintain high standards of safety across all our operations.

In conclusion, our effective enterprise risk management in the past year has enabled us to navigate a complex landscape of geopolitical, environmental, and social challenges. We have expanded the scope of our risk management framework to incorporate not only traditional operational and financial risks but also the critical social and environmental aspects, including supply chain vulnerabilities. These emerging risks will be integrated into our material issue prioritization for ESG strategy and performance reviews, ensuring a holistic approach to sustainability. We welcome the input of our stakeholders on the risks that we should prioritize moving forward. Please feel free to share your thoughts with us at det.sd@deltaww.com or call +662 709 2800 ext. 6395 and 6397.





3. Driving Business for Sustainability



Sustainable Development Report

As one of Thailand's leading electronics manufacturers, Delta Electronics (Thailand) Public Company Limited recognizes the significant impact of our operations on the communities around us and the enterprises we engage with. Guided by our founding mission "to provide innovative, clean, energy-efficient solutions for a better tomorrow" we are committed to conducting business with a strong foundation in sustainable development. We actively strive to minimize negative impacts while contributing positively to the environment, society, and economy. By upholding ethical business practices, we strengthen our long-term resilience and create lasting value for all stakeholders.

Since Delta Thailand's establishment in 1988, we have thrived on the challenges of discovering innovative solutions that help to reduce carbon footprint like Delta power supplies and thermal management solutions that reduces energy wastage with market-leading efficiency. As the negative impact of climate change becomes more apparent, Delta's environmentally friendly product and solution offerings, like our electric vehicle charging products, are also growing.

Delta Electronics (Thailand) Public Company Limited integrates sustainable development principles into its business strategy, ensuring long-term value creation for stakeholders while making a positive impact on the environment and society. By aligning our products and solutions with global megatrends, maintaining industry-recognized corporate governance standards, and actively contributing to environmental conservation and community development, we strengthen our foundation for sustainable growth. To ensure our strategy remains on the right path, our Risk Management Committee and Sustainable Development Committee regularly assess emerging risks and key megatrends, referencing the World Economic Forum's risk report and stakeholder expectations. The Risk Management Committee reports progress to the President, with risk management results presented to the Audit Committee or the Board at least twice a year, reinforcing our commitment to responsible and resilient business practices.



In 2024, the Risk and Sustainable Development Committee (RSDC) conducted a material issues survey, incorporating insights from the IFRS S2 framework for climate-related risk management, risk prioritization outcomes, and stakeholder engagement through various approaches. This initiative enabled Delta Thailand’s key entities including operations in Thailand, India, and Slovakia to better understand the economic, environmental, and social impacts of their business activities and relationships. By fostering awareness of both positive and negative consequences whether operational, reputational, or financial this process strengthens risk-conscious decision-making and promotes long-term collaboration. The results of the material issues survey and prioritization were presented to the Board of Directors on February 14, 2025.



Delta recognizes that our rapid growth presents an opportunity to drive sustainable progress by responsibly managing resources and upholding human rights across our value chain. We systematically address environmental, social, and governance (ESG) factors to ensure that our operations contribute positively to global and national well-being.

As climate change increasingly affects vulnerable communities impacting essential human rights such as health, water, food, and sanitation we remain committed to proactive climate adaptation, responsible supply chain practices, and ethical business conduct. By integrating these priorities into our strategy, we strengthen our resilience, enhance compliance with emerging standards, foster innovation, and support a just transition toward a low-carbon future.

Climate Adaptation Strategy, including Progress Against SBTi Targets

As we transition to a low-carbon future, aligning with the Science-Based Targets initiative (SBTi) ensures credibility in our carbon reduction efforts. Our adaptation strategy is critical to mitigating climate risks, securing business continuity, and meeting investor and regulatory expectations.

Delta group announced in March 2021 that it had joined the RE100, a global renewable electricity initiative, and had pledged to achieve the goal of 100% renewable electricity and carbon neutrality by 2030 for all of Delta’s global locations. This effort is not only to reduce the organization’s carbon footprint but a significant pathway to help our customer reduce product carbon footprint and preserve natural resources for the next generation’s quality of life.

With a target to reduce 90% of greenhouse gas (GHG) emissions



across all scopes compared to the 2021 baseline, we continue to make steady progress in our decarbonization efforts. In 2023, emissions from our major manufacturing facilities in Thailand, India, and Slovakia totaled 221,163 tons CO₂e, (Market-based) reflecting a 12% reduction from the previous year. Our 2024 performance, along with further advancements toward our climate goals, will be disclosed in the upcoming Sustainable Development Report and IFRS S2, to be published this May.

Economic Performance Against the Global Economic Downturn and Investment in Achieving Carbon Neutrality

Global economic volatility affects investment capabilities, supply chain costs, and profitability. Maintaining strong financial performance allows us to continue investing in renewable energy, low-carbon technologies, and operational efficiency to meet our sustainability goals.

Delta's important climate change and water security efforts include the establishment of an internal carbon price (ICP) mechanism since 2021. The initiative was officially deployed to Delta South-east Asia in 2024. The company firmly believes in the concept of "pricing carbon emissions" and in line with international trends, established internal carbon prices for various regions based on Delta's global carbon markets and regulations. 4 major types of initiatives implemented among our South-east Asia sites are Renewable energy and energy technologies development, Energy and Resources Management, water management and Low-carbon innovation and Initiatives. This internalization of the external costs of carbon emissions allows Delta to proactively respond to the impacts of climate change without bottom line impact to our stakeholders.

In 2024, our Southeast Asia facilities allocated an ICP budget of USD 12,334,405 for 112 projects, demonstrating our commitment to continuous improvement and innovation. While 61% of the budget was effectively utilized, the remaining 39% has been strategically reallocated to enhance the 2025 ICP budget, ensuring sustained progress and optimization in our initiatives. Finally, 46% of our 2024 revenue was derived from products and solutions that support energy transformation and promote a greener lifestyle.

Emerging Risk Management, Especially the Response to Geopolitical Tension

Geopolitical risks, including trade restrictions and supply chain disruptions, could hinder our ability to source critical materials for green product development. A proactive approach ensures resilience in our operations and supply chain stability.

To reduce various risks to a tolerable and controllable range through identification, assessment, control, monitoring and communication of potential risks from the perspective of Delta Group; we adopt ISO31000, COSO ERM and Integrated GRC as guideline to implement our Enterprise Risk Management Policy. By qualitative or quantitative management methods, as well as to provide a reference for developing operational strategies, and effective risk management process will allow Delta Group to achieve long-term strategic goals and deliver mutual benefit to our stakeholders. The policy has been formulated to achieve the Group's strategic goals in a reasonable manner.

In addition to our robust due diligence practices, the company collaborates with the TDRI Economic Intelligence Service (EIS) to enhance risk awareness and strategic decision-making. Through biannual training sessions, our executive directors, executives, management, and managerial staff gain valuable insights into global and industry-specific risks, as well as their potential impacts and opportunities. This initiative reinforces our commitment to proactive risk management and informed leadership.

Emerging Standard Compliance

New sustainability regulations and reporting frameworks, such as the Carbon Border Adjustment Mechanism, ETS, and extended producer responsibility (EPR), CSRD reporting can influence market access and competitiveness. Compliance with evolving standards strengthens our position in global markets.

Delta adopted several measurements as following: Strengthen ESG Compliance & Reporting: Align with global frameworks like the EU CBAM, SEC climate disclosure rules, and emerging Asian sustainability reporting standards to ensure regulatory compliance in key markets.



Management of Human Rights through the Value Chain

Our growth depends on responsible business practices. Upholding human rights across our operations and supply chain mitigates reputational risks, strengthens stakeholder trust, and aligns with investor expectations regarding ethical sourcing.

There was a public case concerning the alleged denial of sick leave to a subcontract worker, which gained attention on social media in late September 2024, the company promptly initiated an investigation. The investigation by the Samut Prakan Provincial Office of Labor Protection and Welfare, reported on October 4, 2023, concluded that the supervisor's request for a medical certificate was consistent with supporting the employee's right to sick leave, as stipulated under the Labor Protection Act of 1998. Therefore, it was determined that neither the supervisor nor the company violated any employee rights under this legislation.

Following this incident, the company maintain its target of zero human rights violation at workplace and implemented comprehensive retraining sessions for all employees, including subcontractors and on-site workers, focused on our code of conduct, rules and regulations, and information security protocols. To ensure full understanding and alignment with our standards, this training required a 100% score to pass, reinforcing each worker's role in sustaining our business and upholding our values.

Within our supply chain, we actively promote human rights through a comprehensive approach that includes procurement agreements which directly related to business relationship, online RBA performance surveys, and on-site audits. These measures ensure that our suppliers uphold ethical and responsible practices. In 2024, our assessments found no major human rights issues at supplier sites, and no procurement agreements were terminated due to human rights concerns, reflecting the effectiveness of our commitment to responsible sourcing and supply chain integrity.

Responsible Supply Chain Reinforcement.

Securing sustainable and ethically sourced materials is essential to our green revenue strategy. Strengthening supplier engagement and due diligence ensures compliance with environmental and social standards while improving long-term supply chain resilience.

Close collaboration with our business partners helps in the implementation of our business plan as well as our journey to Net Zero. To maintain partnership and technology competence, critical suppliers have been identified our Central Purchasing Committee to ensure their capacity to survive in ESG-centric business era. Delta Thailand is continuing production capacity expansion while working with partners to manage risks and find solutions to mitigate risks from global material, logistics and cost issues.

Building on our existing initiatives, Delta actively collaborates with suppliers to advance the circular economy, particularly with plastic and metal suppliers. In 2024, we expanded our efforts by implementing media stakeholder analysis to monitor the energy, water, and waste management performance of critical material suppliers. Additionally, we engaged a select group of suppliers to jointly drive reductions in energy consumption, water usage, and waste generation. Through knowledge-sharing and technical support, we assist them in achieving their voluntarily set targets, aligned with their operational inputs. The impact of these collaborative efforts is expected to become increasingly evident over the next three years.

Procedure of Technology and Product Transfer

Amid global economic uncertainties, Delta remains committed to innovation and the secure transfer of technology to meet the growing demand for essential infrastructure, including data centers, telecom power, and EV-related businesses. Investment in long-term sustainable innovation is critical to driving growth while supporting the transition to green technologies. As we expand our operations and accelerate production through the China+1 strategy, efficient technology and product transfer become increasingly vital. Ensuring a secure and responsible transfer process across jurisdictions safeguards intellectual property, mitigates regulatory risks, and enables the rapid deployment of advanced solutions in line with evolving market and sustainability demands.

To ensure a seamless transition in production facility relocation, Delta has implemented the Site Transfer Procedure (Document No. 06-034) to provide clear guidance for all personnel and teams. This procedure facilitates the efficient setup of technology, ensures material availability, maintains rigorous quality inspection processes, optimizes workforce management, fosters effective stakeholder communication, and minimizes operational disruptions.

As part of our Knowhow Transfer & Knowledge Sharing strategy, teams from Thailand and India collaborate closely with original product owners, including R&D, production, and technical teams in China and other regions. Following the successful implementation of production lines and technology setup, product owner teams remain embedded with the Thailand and India teams for 6–12 months to ensure comprehensive knowledge transfer. This includes process understanding, facility readiness, adherence to quality standards, and alignment with customer requirements. Additionally, inter-regional quality diagnostics are conducted quarterly to reinforce continuous improvement and maintain consistency across operations. This ensures that Delta's products and services from our global manufacturing sites adhere to consistent standards and best practices.



In 2024, 100% of our technology and production site transfers have been successfully completed according to the planned stages and schedule.

Adverse Outcomes of AI Technology

Artificial intelligence (AI) technology becomes new tools to ease business and manufacturing process. However, in Delta's view, it is essential this emerging trend remind us to fulfill our ethical obligations, protect our reputation and trust, comply with legal and regulatory requirements, sustain our business, mitigate risks, and meet stakeholder expectations. By proactively addressing these challenges, Delta should be able to harness the transformative potential of AI technology for the benefit of business and society while minimizing harm.

In 2024, Delta establishes the first draft of Artificial Intelligence Policy. Up to the reporting period, we are on hearing process to get comment from our executives and expert in various field. CTO, CHRO and Risk and Sustainable Development Committee was assigned by the Board of Director to follow up leading institutes, legislative's progress on law and policy announcement and bridge the gap.

In 2024, Delta developed the first draft of its Artificial Intelligence Policy. As of the reporting period, we are actively soliciting feedback from our executives and experts across various fields to refine the policy. The Board of Directors has appointed the CTO, CHRO, and the Risk and Sustainable Development Committee to monitor the progress of relevant legislation and policy announcements from leading institutions, ensuring alignment with evolving legal and regulatory standards. Furthermore, we are pleased to report that there have been no customer complaints regarding data breaches, disinformation, or misinformation associated with our products and solutions.

The Information Management System Committee performed over 100 vulnerability tests in 2024. Over 1,000 phishing mails has reported by our employees. Finally, there's no monetary loss, data and intelligence property breaches during the reporting period.

Waste Management

The increasing numbers of our colleagues urge us to pay more attention on ensure our colleagues understanding of health, safety and well-being practices. Furthermore, communication diseases, more frequent natural disaster, severe climate and pollution remind us to undertake our colleagues good work environment, food and sanitary in preventive manners.

In addition, with increased regulatory scrutiny on waste reduction and circular economy principles, efficient waste management ensures compliance and cost savings while supporting our sustainability commitments. The Department of Industrial Works has issued the latest Ministry of Industry announcement titled "Management of Waste or Non-Used Materials, 2023," which fully implements the Polluter Pays Principle (PPP). This announcement is effective from November 1, 2023.

Delta target to 100% waste diversion rate by 2030. In 2024 the company achieve 99% diversion rate certified by UL2799.

Talent Attraction and Skilled Worker Retention

Achieving our carbon-neutral and green revenue goals requires a workforce with expertise in renewable energy, AI, and automation. Competitive talent strategies ensure we attract and retain the right skills to drive innovation and operational efficiency.

In addition to active university sharing session, Delta Cup Initiative and increasing recruitment channels, Delta implement various projects to manage our talents and retain our skill workers.

2024 year's project was called "Reignite Organization Effectiveness Success" and focuses on the organization's ongoing talent management strategy in terms of learning and skills enhancement. Delta's talent selection process focuses on identifying individuals to engage further in specialized talent development programs. Talents embark on a development journey that begins with specialized training conducted by experienced professionals to acquire additional knowledge, align perspectives, and formulate an action plan to improve organizational management and processes. In addition, the project aims to create a future-ready workplace where skills meet strategy, potential meets performance and employee aspirations translate into achievements.

Delta launched "Mindset Change Journey" activities to achieve the strategic goal of driving development in business solutions and fostering teamwork across different teams and regions. This strategic initiative focuses on instilling Delta's core values through targeted training and a mentorship program to support the company's long-term aim to instill the core values of: Integrity, Innovation, Collaboration, Inclusion, and Empowerment.

As a major Thailand electronics company and corporate citizen, Delta leverages innovation and sustainable development strategy to create an engaging workplace environment and attract both Thai and international talent. The Thailand Best Employer Brand Awards recognizes the Delta SEA regional HR team's excellent achievements in talent training and employer branding.

More detail of the stakeholder engagement, material issues prioritization process and key ESG performances will be available in our coming issue of online Sustainable Development Report. (<https://deltathailand.com/en/download-sd-report>)





Environment Management



As global warming gradually impacts the global economy and climate change becomes a global risk, the 2024 Global Risks Report published by the World Economic Forum (WEF) listed extreme weather events, critical change to Earth systems, and biodiversity loss and ecosystem collapse as the most severe long-term risks for the world.

As a company with a long-term focus on climate change and energy efficiency as its core business, Delta has integrated climate change into its business strategy and sustainability goals. Delta is not only concerned about the direct and indirect impacts of climate change on human life, but also about how to respond more proactively to the coming era of climate change.

Delta's corporate mission is 'To provide innovative, clean, and energy-efficient solutions for a better tomorrow.' Delta Thailand recognizes the vital importance of effective environmental management practices and continuously promotes, follows up, and reviews efficient use of energy and natural resources to reduce waste, prevent pollution, and improve environmental performance. All main production plants in Thailand have passed third-party certification of the ISO14001 Environmental Management System

and promote environmentally friendly performance management. Delta also discloses and minimizes Greenhouse Gas emissions in accordance with ISO14064-1 standards.

Additionally, Delta Thailand also has been certified by ISO50001 Energy Management Systems Standard in providing high energy efficiency operations and energy resource management according to various environmental related international standards.

Delta Thailand's environmental and energy management policy serves as the cornerstone of our commitment to responsible environmental management. Under the guidance of management, environmental and energy committees, we ensure that our operations align with local and international environmental regulations and standards. Our leadership remains actively engaged in setting environmental objectives, reviewing performance, and driving continuous improvement across all facets of our business.

Throughout the year 2024, Delta Thailand continued to prioritize sustainability initiatives, minimize our environmental footprint, and contribute positively to the ecosystems in which we operate.



Environmental Target

Delta passed the net-zero target compliance evaluation of the Science Based Targets Initiative (SBTi) in 2023 and also pledged to attain the 2030 renewable electricity targets in the RE100. Moreover, Delta has continuously implemented energy, water and waste conservation solutions for internal energy conservation targets since 2009.

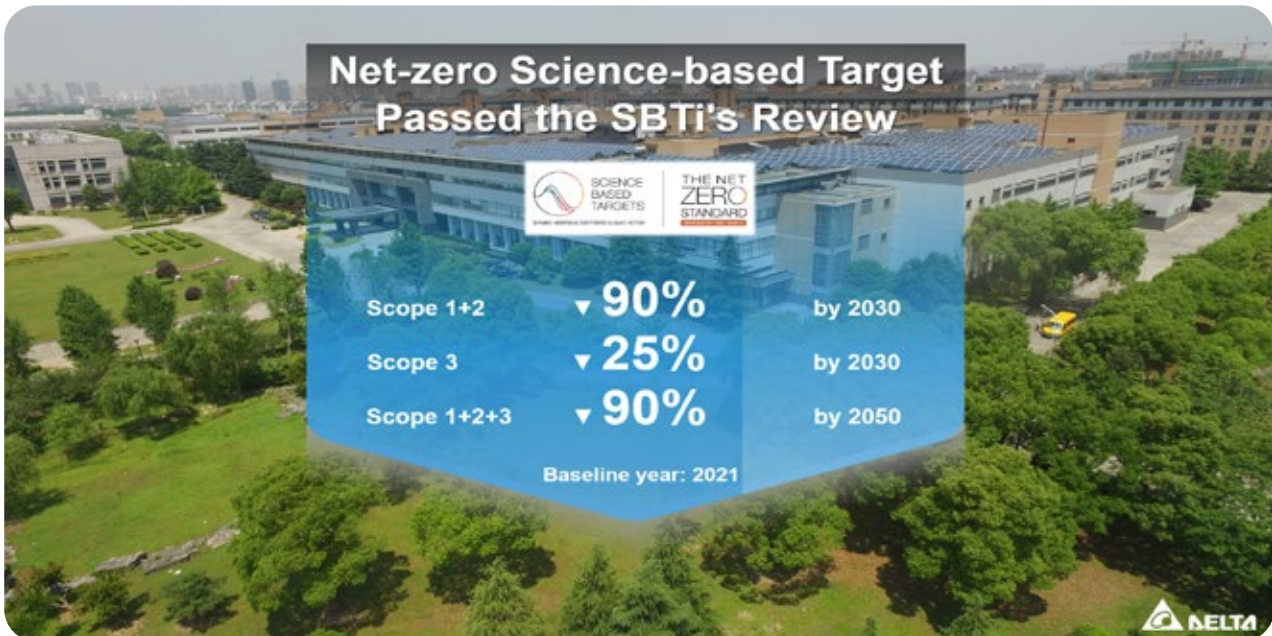
Topic	Metrics and Targets
SBTi: Net-Zero SBT	<p>Short-term: 90% reduction in GHG emission in Scope 1 and 2 by 2030 compared to 2021 and 25% reduction in Scope 3 compared to 2021.</p> <p>Long-term: 90% reduction in net-zero science-based target in Scope 1, 2, and 3 by 2050 compared to 2021.</p>
EV100	Provide charging facilities at Delta Thailand's operations and main production plants within the scope of our energy management and convert company vehicles to zero-emission vehicles such as EVs, PHEVs and FCEVs by 2030.
RE100	<p>100% use of renewable electricity at Delta Thailand all operation sites by 2030</p> <p>2024 target: 50% use of renewable electricity</p>
Electricity consumption Intensity (EI) of overall Delta Thailand's production plants	2024 target: 16% reduction (2020 as baseline year)
Water Productivity Intensity (WPI) of overall Delta Thailand's production plants	2024 target: 8% reduction (2020 as baseline year)
Waste diversion rate	2024 Target: 98%



GHG Operation

Action Plan

Reducing greenhouse gas emissions is a key focus area of Delta's environmental management efforts. In line with our commitment to combat climate change, Delta implemented emission reduction programs aimed at lowering our carbon footprint. Through the use of cleaner energy sources, set up internal carbon price (ICP) to levy carbon fees, and enhanced energy and operational efficiencies through implement energy conservation projects.

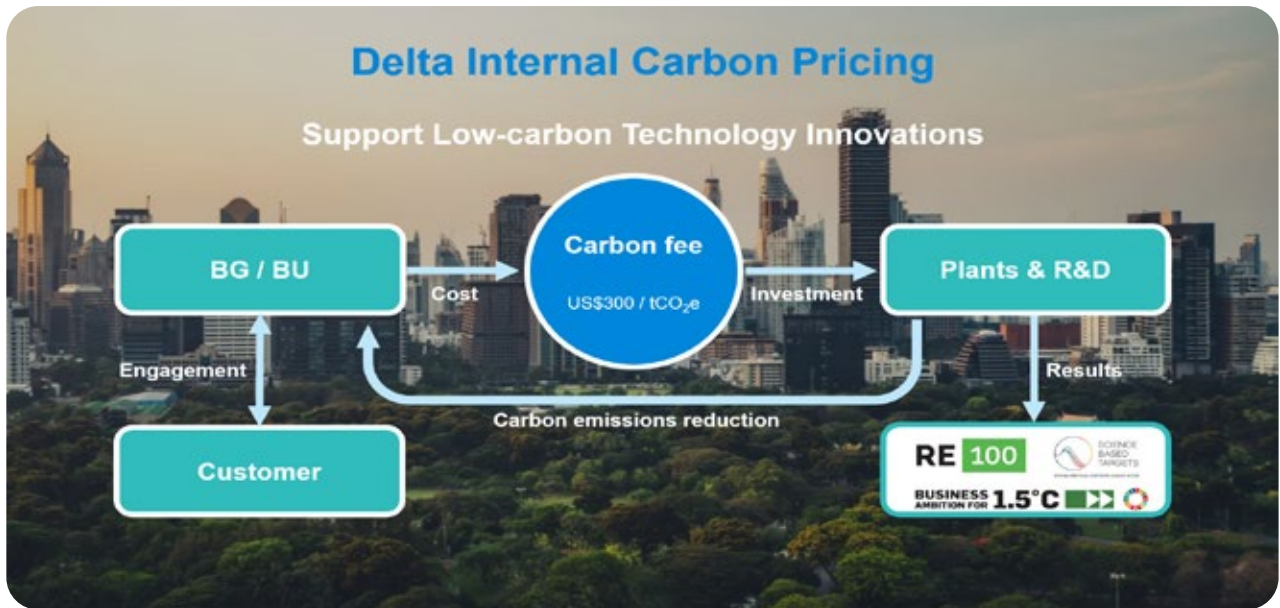


Delta Thailand proposed SBT with 2021 as the baseline year for reducing absolute Scope 1 and scope 2 emissions by 90%, reducing absolute Scope 3 emissions by 25% by 2030 and attaining net-zero emissions by 2050. We also continue to implement emission reduction measures for limiting global warming to 1.5 C to reduce carbon emissions in internal operations, empower the internal low-carbon transition, and develop innovative products and services.

To achieve its sustainability targets, Delta established a consistent internal carbon pricing management strategy for all global operations in 2017. The company updates its internal carbon price annually based on carbon reduction developments, using it as both a strategic tool for decarbonization and a risk management mechanism. This approach enhances incentives for reducing carbon emissions and strengthens performance management.

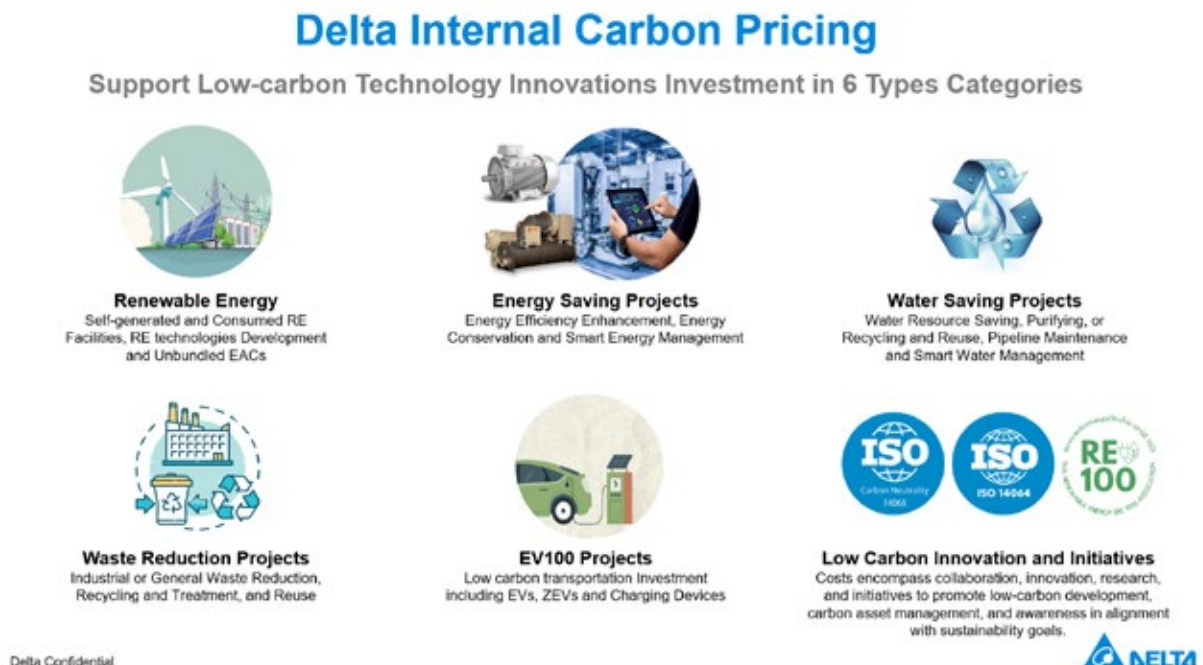
In 2021, Delta introduced a carbon fee mechanism, setting the internal carbon price at USD 300 per metric ton. This price is based on the internal and external carbon costs of Delta's global production facilities, including regulatory penalties, emissions trading prices, and benchmarking studies of international companies.

Delta's internal carbon pricing (ICP) system collects carbon fees from business groups at a rate of USD 300 per metric ton, with the collected fees allocated to a dedicated carbon fee fund. These charges are reflected in Delta's monthly management reports and linked to the performance evaluations of top executives within business groups. This incentivizes investments in carbon reduction initiatives across global operations.



Six major applications of Delta's internal carbon fee

1. Renewable Energy
2. Energy Efficiency Enhancement, Energy Conservation, and Smart Energy Management
3. Water Resource Conservation, including purification, recycling and reuse, pipeline maintenance, and smart water management
4. Industrial and General Waste Reduction, including recycling, treatment, and reuse
5. Low-Carbon Transportation Investments, such as electric vehicles (EVs), zero-emission vehicles (ZEVs), and charging infrastructure
6. Low-Carbon Innovation and Initiatives



In 2024, Delta Thailand achieved significant progress in reducing overall emissions intensity through the implementation of various initiatives. These included EV100 projects, energy conservation efforts, self-generation and the use of renewable electricity, and the purchase of Unbundled Energy Attribute Certificates. Over 75 projects were subsidized by the carbon fee fund, contributing to these sustainability advancements.



Additionally, Delta has further strengthened its decarbonization efforts by integrating low-carbon materials, such as low-carbon nitrogen gas, into its operations. This initiative supports our broader strategy to reduce greenhouse gas (GHG) emissions, mitigate climate change, and transition toward a more sustainable supply chain, ultimately contributing to our goal of achieving net-zero emissions by 2050.

Moreover, Delta Thailand recognizes that addressing climate change and accelerating the transition to a low-carbon economy require collaboration across industries and sectors. Therefore, we actively engage with key stakeholders including suppliers, renewable energy providers, industry associations, and policymakers to advocate for stronger renewable energy policies and drive systemic change. These partnerships play a crucial role in fostering innovation, removing barriers to renewable energy adoption, and significantly reducing GHG emissions, all of which are essential for achieving a more sustainable future and reaching net-zero emissions by 2050.



Delta contributed to the panel discussion on “Clean Energy, Sustainability, and the Future of Business Survival in the Modern Era” forging partnerships with energy providers and industry leaders to unlock even more green energy solutions in Thailand.



Delta contributed to the panel discussion titled “Growth Opportunity in Climate Challenge,” sharing its vision and strategic approach to sustainability.

The Science Based Targets initiative (SBTI): 2°C SBTi Target

DET has set the target to reduce Scope 1 and 2 GHG emissions 56.6% per MUSD output value by 2025 from a 2014 base year. The latest statistics shows that the direct emissions

(Scope 1 - Category 1) of 2024 were 1,626.71 tCO₂e, indirect emissions (Scope 2 – Category 2) were 81,044.18 tCO₂e for location-based and 36,571.57 tCO₂e for market-based and other indirect emissions (Scope 3 – Category 3, 4, 5 and 6) were 108,988.46 tCO₂e separately, that mean the GHG intensity (Thailand’s sites) of 2024 (scope1 and 2) was 20.72 tCO₂e/MUSD for location-based and 9.57 tCO₂e/MUSD for market-based. This represents a 48% and 76% reduction for location-based and market-based emissions, respectively, from our base year of 2014, and a 4% and 24% decrease, respectively, from 2023.

The Science Based Targets initiative (SBTI) : Net-Zero SBTi

DET has set a target to achieve a 90% reduction in GHG emissions for Scope 1 and 2 by 2030, compared to 2021, and a 25% reduction in Scope 3 emissions compared to 2021. Additionally, DET aims for a 90% reduction in net-zero science-based targets for Scope 1, 2, and 3 by 2050, using 2021 as the base year.

The latest statistics show that the direct emissions (Scope 1 - Category 1) for 2024 were 1,626.71 tCO₂e, indirect emissions (Scope 2 – Category 2) were 81,044.18 tCO₂e for location-based and 36,571.57 tCO₂e for market-based, and other indirect emissions (Scope 3 – Categories 3, 4, 5, and 6) were 108,988.46 tCO₂e. This means that the total GHG emissions for 2024 (Scope 1 and 2) were 82,670.89 tCO₂e for location-based emissions and 38,198.28 tCO₂e for market-based emissions.

This represents a 26% reduction in Scope 1 and 2 emissions for market-based categories and a 14% reduction in Scope 3 emissions from our 2021 base year. Similarly, Scope 1, 2, and 3 emissions decreased by 18% compared to our 2021 base year

This progress complements the completion of the ISO 14064-1:2018 GHG inventory certification, with data verified by a third party, SGS (Thailand) Company Limited, covering Scope 1, Scope 2, and Scope 3 emission disclosures in the 2024 GHG Inventory Report.

Scope 1 (tCO2e): 1,626.71

Scope 2 Location-based (tCO2e): 81,044.18

Scope 2 Market-based (tCO2e): 36,571.57

Scope 3 (tCO2e): 108,988.46

EV100 Projects

Delta Thailand is a leading manufacturer of critical EV components for globally renowned EV brands and a pioneer in advancing EV charging standards in Thailand.

As part of Delta Group, Delta Thailand joined the EV100 low-carbon transportation initiative in 2018, becoming the world's first EV100 member capable of providing energy infrastructure for electric vehicles. The EV100 initiative promotes sustainable, low-carbon transportation by collaborating with leading companies and organizations worldwide.

Recognizing the transition to clean mobility as a key strategy for reducing Scope 1 greenhouse gas emissions and achieving net-zero emissions, Delta is committed to accelerating this shift. By 2030, the company aims to install EV charging stations across its facilities and transition its fleet to plug-in hybrid, pure electric, and hydrogen-powered vehicles.

In 2024, Delta completed the installation of EV chargers at its plants, supporting the electrification of its operations, employees, customers, and visitors. Additionally, the company transitioned all forklifts at its facilities to electric forklifts, representing a total investment of over 5,606,000 baht.

EV100-Low Carbon Transportation Projects

No.	Project	Investment	CO2 Emission Reduction (tCo2e/year)
1	Transitioning ICE forklifts to EV forklifts, 8 sets	3,390,000	168
2	Install 4 Delta AC chargers and 1 DC charger at DET5	2,216,000	-

RE100 Projects

Delta Thailand recognizes the critical importance of transitioning to renewable energy sources to mitigate environmental impact and contribute to a sustainable future. Through our commitment to the RE100 initiative as a Gold Member, and pledged to achieve the goal of 100% renewable electricity and carbon neutrality by 2030, we continued to prioritize the adoption of renewable energy sources across our facilities and operations. Our comprehensive approach involved investing in solar rooftop at all Delta Thailand's buildings, power purchase agreements (PPA) for the direct purchase of renewable electricity, and purchasing Unbundle Energy Attribute Certificates to power our facilities sustainably.

Overall Progress in 2024

Delta Thailand promotes the target of attaining 100% renewable electricity at all operation sites by 2030 and expedite to meet the target by 2027.

In 2024, the use of renewable electricity at Delta Thailand operation sites reached 58%, surpassing our initial targets. Total electricity consumption was 172,198 MWh, including 99,000 MWh of renewable electricity. The sources of renewable electricity included 10,067 MWh (6%) from self-generated and consumed solar power and 88,963 MWh (52%) from unbundled EACs.

Aligned with our mission, "To provide innovative, clean, and energy-efficient solutions for a better tomorrow," Delta Thailand not only continues to initiate new solar rooftop projects across our facilities but also invests in other technologies to improve the efficiency of existing self-generated renewable energy projects. These initiatives are subsidized by the carbon fee fund, resulting in a substantial



reduction in greenhouse gas emissions and an increase in the use of renewable electricity at DET operation sites. These projects exemplify our commitment to operational efficiency, environmental responsibility, and the ongoing pursuit of a greener future.

Self-Generated and Consume Renewable Energy on Delta Thailand (DET)'s Facilities Projects.

No.	Project	Solar Capacity (kWp)	Solar Power Generation (kWh/year)	CO2 Emission Reduction (tCo2e/year)
1	DET5 Solar Rooftop of Utility Building.	50	73,000	36
2	DET7 Solar Rooftop	1,427	2,083,420	1,042
3	DET8 Solar Rooftop	1,480	2,160,800	1,080
4	DET9 Solar Carpark	625	912,500	456
5	DET9 Solar Rooftop	240	350,400	175

Self-Generated and Consume Renewable Energy Efficiency Enhancement Projects.

No.	Project	Increased Solar Power Generation (kWh/year)	CO2 Emission Reduction (tCo2e/year)
1	DET1 Solar Inverter Improvement	840,000	420
2	DET1, DET3, DET5 Coating Solar Panels 626 panels	6,344	3

This accomplishment underscores our unwavering commitment to sustainability and positions us as a leader in the transition to clean energy.

Energy Saving Operation

To increase industrial production capacity, expand production output reduce energy consumption in production, and improve economic efficiency, Delta Thailand has passed third-party certification of the ISO 50001 Energy Management System and continues to improve energy conservative projects within our organization.

In addition, Delta has set an Electricity consumption Intensity (EI) target, which is the ratio of energy consumption to production value as the factory energy usage measurement, to implement energy saving projects and improve energy efficiency, continuously since 2009. We have appointed an energy management committee to support the implementation of various energy conservation and improvement measures of our facilities such as the sintering furnace, reflow furnace, wave soldering furnace and burn-in production plant.

The implementation of energy conservation projects subsidized through our internal carbon pricing fund has yielded tangible results. Delta Thailand put 58 energy conservation and Energy enhancement projects into practice in 2024 and saved approximately 9,906,101 kWh/year of electricity, equivalent to approximately 4,952 tons CO2e/year, resulting in Electricity consumption Intensity (EI) performance achieved 31% EI reduction from target 16% compared to the baseline year of 2020. These achievements underscore our commitment to sustainable business practices and demonstrate the effectiveness of internal carbon pricing mechanisms in incentivizing energy efficiency initiatives.

Additionally, Delta Thailand believes that our employees are central to the success of Delta's energy management efforts. The active engagement of our employees in driving continuous improvement in our energy performance have been instrumental. Through comprehensive training programs and awareness campaigns, including new-staff training, ISO 50001 training, and energy week events, we have empowered our workforce to identify energy-saving opportunities and adopt behaviors that contribute to our sustainability objectives.

Water Operation

Delta Thailand has implemented a range of water conservation measures at Delta facilities, including the use of water recycling systems and water-efficient technologies. In addition, Delta engages in regular water quality testing and monitoring to ensure that the water used in its operations meets high standards. These actions help our company achieve water productivity indicator (WPI) with a 27% reduction from our target of 6% compared to a baseline year of 2020.

The company also works closely with local communities and stakeholders to promote sustainable water use and to address water-related challenges in the region. Overall, Delta Thailand is committed to responsible water management practices in order to protect natural resources and ensure the long-term sustainability of its operations.

Waste Operation

As per Delta's Management Standard for Environment-related Substances, Delta does counter checking our waste management to ensure our stakeholders' and natural resources will stay secure for the long-term. All of Delta's main plants divide waste into three categories: production waste, non-production waste and hazardous waste. Production waste includes metal waste, plastic waste, waste pallets, paper, and paper boxes, which are sorted, collected, and handed over to local qualified recycling businesses

One important part of our Waste Management is to reduce food waste to landfills and promote the "Circular Economy" concept in our local community.

To reach our goals, Delta manages food waste processing at our company canteen with a "Food Cycle" model. This brings food waste from our canteens to local farmers to use as animal feed. Our food recycling process benefits local farmers and enables us to reduce food waste typically disposed of as general waste to landfills.

Every year, Delta sorts around 620 tons of food waste to give to local farmers to use as animal feed. In this way Delta Thailand is able to reduce our waste to landfill and help our community farmers reduce their animal feed costs by 31%. This is a significant economic contribution to our local farm sector of approximately 1,720,000 Baht per year in animal feed savings.





3.4 Sustainability Management – Social Dimensions

3.4.1 Policies and Guidelines

The company is committed to conducting business according to our Corporate Social Responsibility Policy cover to governance, regulator and environment. The policy shall provide guidelines for the directors, management and employees to operate business ethically with transparency, compliance with regulations, accountability and respect for human rights and the fair treatment to all stakeholders. The company shall support promotion and education activities and promote employee participation. This includes building a good relationship with the surrounding communities to promote sustainable quality social and environment.

3.4.2 Social Dimension Performance

1. Human Rights Protection

Delta Electronics (Thailand) PCL recognizes the importance human rights principles. The Company shall uphold human rights by incorporating internationally recognized human rights related practices, namely The Responsible Business Alliance (RBA)'s Code of Ethics and International Labour Organization's (ILO) labor standards into the Company's operations. In addition, the Company's human rights policy is developed based on the UN's Guiding Principles on Business and Human Rights - UNGP. We are committed to protecting, respecting and supporting our employees, business partners and vulnerable individuals or groups as outlined in the Company's human rights policy in all our business processes. We will ensure that human rights are respected and violations of human rights in all forms are prevented throughout the company and our value chain. The company strictly acts on this policy which has been announced on the company's intranet and website

[www.deltathailand.com/en/human-rights](https://deltathailand.com/en/human-rights) and the policy is made known to employees by means of training so that all employees adopt a positive attitude towards their co-workers with respect and equitable treatment. There is a mechanism available for feedback and filing complaints concerning human rights issues. To date, no complaint has been filed. For the complete Human Rights Policy, please download at <https://deltathailand.com/en/human-rights>.

The ongoing war in the Democratic Republic of the Congo which appears to be calming is believed to be majority funded by mining of precious metals including tantalum, gold, zinc, and tungsten. Those rare metals are key raw materials for production of electronic devices. Given their availability in the country with frequent human rights violations such as Congo and Rwanda, these materials from specific countries of origin are consequently known as Conflict Minerals/Metals. The company realizes the importance of human rights and therefore responds to such conflicts by examining the sources of minerals and seeks for procurement from locations outside the conflict areas. The company laid out Conflict Minerals/ Metals-free Policy to address prohibits usage of minerals from the Democratic Republic of the Congo and adjoining countries, either directly or indirectly which is defined as an agreement on Responsible Minerals Initiatives (RMI) Agreement (for more details please see [www.deltathailand.com/en/related-documents](https://deltathailand.com/en/related-documents)). Implementation of this policy had also been extended to all our supply chains. All our suppliers were required to sign up for acknowledgement on the "Minerals/Metals Source Survey" and "Declaration on Non-use of Conflict Minerals/Metals". The signing is held as part of the managerial process of our company's business.

2. Diversity Equity and Inclusion (DEI)

The Delta Group Human Rights and Employment Policy includes our commitment to Diversity Equity and Inclusion (DEI) as one of our fundamental principles. Delta advocates a corporate culture of diversity and inclusion, respect for individual differences, and the integration of diverse viewpoints to strengthen the unique competitiveness of the company. We value the diversity and inclusion in the staffing of people with disabilities, gender diversity, ethnic and racial minorities, and track the implementation status year by year in various management levels and employees, own operational processes and supply chain management.

At Delta Thailand, our initiative for Diversity, Equity and Inclusion (DEI) has had a major impact not only in our region but for colleagues around the world. Our new corporate culture has “Inclusion” as we strive to be open to diverse perspectives, respect differing opinions and be inclusive of various backgrounds that offer unique contributions.

For the fourth year, Delta Thailand continues to lead our global group in highlighting Pride Month and giving our LGBT (LGBTQIAN+) colleagues the chance to speak out about what Pride means to them and why it’s important to feel safe, equally treated and respected as a fellow human being at work via DET Voices in Delta’s 360 online magazine.

3. Equitable Treatments of Employees

From the policy to treat employees fairly and provide equal career opportunities on the basis of aptitude and capability. Domestic and international trainings are organized regularly to enhance employee skills. The projects and accomplishments in 2024 are as follows:

1. Human Development

• Languages Courses

In our ongoing commitment to cultivating a diverse and inclusive work environment, DET has the Languages Courses by quarterly. This program aims to empower our employees with language skills that not only boost their professional growth but also contribute to our global collaboration efforts. Employees can indicate their interest in the program, with classes in Chinese, Thai, and English conducted by language specialists.

In 2024, there were 133 employees attended Thai language course, 163 employees attended the English language course and 259 employees attended the Chinese language course.

• Potential Development

The company has the policy to regularly provide a training course for both newcomers and existing employees with a clear written scheme of each training course. To ensure equal opportunity for employee development and provide job-related training to enhance employee capabilities and skill i.e. Six Sigma, Kaizen, and Energy Management System. The company keeps developing our employees’ both hard skills and soft skills. Delta doesn’t not only keep focusing on deepening employees’ capability but also inspiring employees’ motivation and potential to fulfill continuous growth.



Training Course in 2024



- Promoting of Work Potential Development
 - *Infinite Career Opportunity. Grow with Delta!*

We are excited to share the Delta Career Talk, which is exclusively designed to provide the clear explanation in terms of career opportunities available within Delta. All employees have the chance to:

- Hear from experienced professionals about their career journeys.
- Learn about the various career paths and growth opportunities within the Delta.
- Engage in Q&A sessions to get your questions answered.



- *Cross Regional Sales Forum: Integrating Mindset, Skillset, and Problem-Solving for Business Growth*

The event take place on November 18, 2024 at True Digital Park in Bangkok, Thailand, with an online option for real-time livestreaming and video recording.

In alignment with our commitment to fostering innovation and collaboration, the Cross Regional Sales Forum served as a platform where the industry leaders and top sales professionals come together to shape the future of global sales. The forum unites senior leaders from front-end and back-end sales across different regions to share valuable insights on the critical skillsets and mindsets needed for success in Delta Sales.

And through regional case studies sharing in Regional Complex Problem-Solving session, we'll delve into how to identify root causes and leverage diverse resources and strategies to tackle complex challenges effectively.





- **2024 Cohesion Camp**

At Delta, we believe in fostering growth, collaboration, and innovation among our team members. The Cohesion Camp: Journey to Get Opportunity is a testament to this belief a transformative experience designed to empower our employees, spark creativity, and unlock new possibilities.

This year's Cohesion Camp brought together participants from diverse departments, encouraging teamwork and the exchange of ideas. Through immersive activities, insightful workshops, and real-world problem-solving scenarios, the camp served as a platform for employees to strengthen connections and harness their potential.

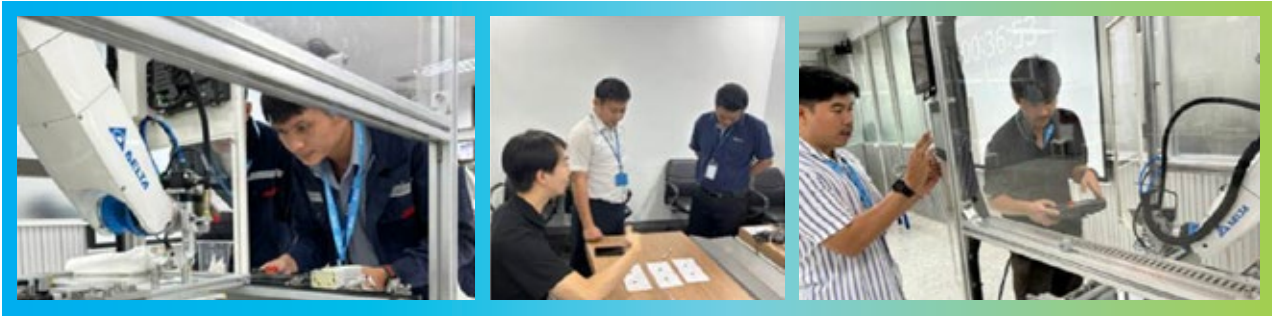
As we reflect on this initiative, we are reminded of the power of unity and the limitless potential that emerges when we journey together. The Cohesion Camp underscores our commitment to nurturing talent and creating an environment where opportunities abound for everyone.



- **Kaizen Project Competition**

At Delta Thailand, innovation and continuous improvement are at the core of our operations. The Kaizen Project Competition serves as a platform to celebrate and showcase the outstanding achievements of our teams in driving process optimization, efficiency, and sustainability through Kaizen principles.

The competition not only recognizes individual and team contributions but also inspires a broader adoption of Kaizen methodologies, reinforcing our mission to deliver high-quality, energy-efficient solutions globally.



- *Setup of Dispensing Articles Machines Competition*

AE Training Committee - Setup of Dispensing Articles Machines Competition was held on July 25, 2024, at DET1, hosted by AE Training Committee and MFG Training Team.

The competition's results were determined based on the criteria of speed, precision, and operational efficiency. 9 teams successfully completed the objectives and were acknowledged by the committee for their effective control system settings and overall performance. The top 3 teams were selected as the winners.

- *Innovative Simulation-Program Competition*

TE Training Committee & MFG R/D L&D team jointly hosted the final round of "Innovative Simulation-Program Competition" on Sep 11, 2024 at DET5.

The 8 striving voluntary teams presented their well simulation achievement results on preliminary round with 5 successfully completing the objectives recognition for their innovative contributions to machine and process improvement. The evaluation criteria included the ability to deploy solutions other machines and processes, as well as the return of investment. The top 3 teams were selected as winners.



- Delta Talent Development

- Leader Development Process

Talent is always the most important asset to our company. We believe that professional leaders will be capable of transforming organizations, enacting company values, improving performance efficiencies and engaging their teams to deliver better results. To select the competent and potential talents, we follow the following four steps in identifying talents in our organization. All the talents are closely reviewed, monitored and developed with the view to help them grow.



- New Manager Foundation Training

Recognizing that strong leadership is the cornerstone of sustainable growth and success, we introduced the New Manager Foundation Training Program this year. This initiative is designed to equip newly promoted and first-time managers with the essential skills, knowledge, and mindset to excel in their leadership roles.

The program focuses on building core competencies such as Delta Core Value & Leader Mindset, People Management, Managing Performance and Employee Feedback, and Interview and Selection Skill. Participants are guided through interactive workshops, real-world case studies to foster confidence and practical expertise.



Internal Training Hour Average (hours/FTE/year)

Year	2020	2021	2022	2023	2024*
Average	17.2	25.4	41.7	42.3	43.8
Staff	22.15	37.6	33.7	35.0	40.2
Operator	12.25	11.1	26.3	42.7	46.9

Remark : * Reviewed but not audited.

2. Delta Employee Engagement Survey

The company conducted the 2024 Global Engagement Survey to enhance communication, promote company culture, and improve global operational effectiveness, Delta commissions a third party to conduct a global employee engagement survey every two years to better understand the issues and concerns that matter to our colleagues, which will enable the company to effectively improve operations and align with employee expectations. This initiative is part of our ongoing efforts to improve operational results and promote continued growth as a company and making Delta a better workplace. According to the employee satisfaction survey for 2024, it was found that the satisfaction of daily employees increased from 83.2 percent in 2022 to 88 percent for monthly employees. The assessment topics that received the highest increase in satisfaction were 1) Recognition, 2) Trust, and 3) Inclusion. The company has collected survey results to implement through various projects and committed to listening to employee feedback. Over the past two years, Delta has focused on creating a collaborative and growth-oriented work environment. We have developed and implemented various programs as below:

- Revitalizing Company Culture and Boosting Global Operational Efficiency
 - Organized Town Hall Meetings and activities to enhance communication, deepen understanding of strategic objectives, and foster innovation, communicated by senior management and regional teams.





- Employee Retention and Engagement Initiatives
 - Delta Line Program, allowing employees to earn points for participation in activities, exchangeable for rewards.
 - Delta Privilege Program offers discounts on products and services with our partners
 - Introduced My Club, encouraging team spirit through sports clubs and friendly competitions.
 - Expanded health and wellness programs with health training sessions, online consultations, annual check-ups, and wellness knowledge sharing.

ไขมันดี HDL
แพทย์ให้การยอมรับว่า คอเลสเตอรอลที่ดีเป็นไขมันที่มีความหนาแน่นสูง

ไขมันที่ดี
ช่วยทำหน้าที่ในการชะลอไขมันชนิดไม่ดี ที่เกาะอยู่ตามหลอดเลือด เพื่อป้องกันการอุดตัน

ยิ่งสูงยิ่งดี
การเพิ่มระดับ HDL จะช่วยทำให้คุณมีสุขภาพที่ดี

สร้างสุขภาพดี
ออกกำลังกายเป็นประจำและทานอาหารเพื่อสุขภาพ

ไขมันร้าย LDL
แพทย์เตือนว่า คอเลสเตอรอลชนิดไม่ดี คือไขมันที่มีความหนาแน่นต่ำ

เพิ่มความเสี่ยง
การสะสมของไขมันร้ายตามผนังหลอดเลือดจะทำให้เกิดหลอดเลือดอุดตัน

ยิ่งต่ำยิ่งดี
การลดระดับ LDL ช่วยป้องกันปัญหาสุขภาพ

ขจัดสิ่งไม่ดี
หลีกเลี่ยงอาหารไขมันสูง และปรึกษาแพทย์เกี่ยวกับยาเพื่อควบคุมระดับไขมัน

ระดับไขมันคอเลสเตอรอล

ระดับไขมัน	คอเลสเตอรอลรวม	ไขมันดี HDL	ไขมันร้าย LDL
ดีมาก	< 200	> 60 (ผู้ชาย) > 50 (ผู้หญิง)	< 100
ดี	200 - 239	40-59 (ผู้ชาย) 50-59 (ผู้หญิง)	100 - 159
ปานกลาง	240	30-39 (ผู้ชาย) 40-49 (ผู้หญิง)	160 - 199
ไม่ดี	≥ 240	< 30 (ผู้ชาย) < 35 (ผู้หญิง)	≥ 200

[Watch now!](#)

STOP OFFICE SYNDROME WITH ERGONOMICS

แสกน QR CODE เพื่อลงทะเบียน



- Enhancing Internal Communication
 - Introduced employee feedback platforms, including Chatbot, Line OA, HR Service Desk and HR Ticket, for both local and expat employees.
 - Monthly E-Newsletter to keep employees updated on company news and events from SEA regions.
 - Khanom Talk Project to improve factory communication and strengthen supervisor-team relationships.





- **Fostering Collaboration**
 - Launched team-building workshops to enhance cooperation and synergy across departments.
 - Introduced Cohesion Camp focused on trust-building, problem-solving, and aligning team efforts with company goals.
- **Talent Development and Career Growth**
 - Offering career development workshops to help employees navigate growth opportunities.
 - Providing leadership training programs, including the New Manager Foundation Course and SEA Leadership Development Program.
 - Launched a mentorship program pairing employees with senior leaders for personalized career development.

3. Occupational Health, Safety and Work Environment

Safety, occupational health and work environment are of equal importance among other operational business goals of the company. Management of each division will be responsible for keeping effective implementation of this policy. Every operational unit is to be assessed of impact and its staff is to be consistently trained.

An environmental committee is also established to ensure compliance of occupational health and safety in accordance with the Standards of environmental management system-ISO14001 and Standards of occupational health and safety-OHSAS18001. The company has been certified with these two standards consecutive years.

Promoting our Zero Accident campaign in the workplace is one of the key goals that the company aims to achieve and consistently drives performance towards. Although work-related accidents are on a downward trend, our company still actively runs a Safety Week event in a bid to achieve zero accident. This event promotes and educates employee to have safety awareness.

The number of work-related injuries can be found in the Sustainability Report 2024 at the website <https://deltathailand.com/en/download-sd-report>

SNAP TO SAVE
ประหยัดพลังงานเพื่ออนาคตที่ดีกว่า

โดยที่ทางฝ่ายปฏิบัติการขอเชิญพนักงานในครัวเรือน
"SNAP TO SAVE" สามารถติดตามข่าวสารเพื่ออนาคตที่ดีกว่า
บนโซเชียลมีเดียได้ผ่าน FACEBOOK หรือ INSTAGRAM
โดยทางฝ่ายปฏิบัติการ (PUBLIC) พร้อมที่จะตอบ
GP Plant : #DeltaSnapToSave #DeltaGP #ขอเชิญพนักงาน #ขอเชิญลูกค้า
WG Plant : #DeltaSnapToSave #DeltaWG #ขอเชิญพนักงาน #DeltaWG

รางวัลชนะเลิศ	เงินรางวัล 1,000 บาท
รองชนะเลิศอันดับที่ 1	เงินรางวัล 800 บาท
รองชนะเลิศอันดับที่ 2	เงินรางวัล 500 บาท

ENERGY LOSS HUNTER
อย่าปล่อยให้พลังงานต้องสูญเสีย!

ร่วมกับฝ่ายปฏิบัติการขอเชิญพนักงานและพันธมิตรในครัวเรือน
มีรางวัลมากมายและจะเป็นมิตรกับสิ่งแวดล้อม ในครัวเรือน
"ENERGY LOSS HUNTER" สามารถติดตามข่าวสารเพื่ออนาคตที่ดีกว่า
บนโซเชียลมีเดียได้ผ่าน FACEBOOK หรือ INSTAGRAM

รางวัลชนะเลิศ	เงินรางวัล 2,000 บาท
รองชนะเลิศอันดับที่ 1	เงินรางวัล 1,500 บาท
รองชนะเลิศอันดับที่ 2	เงินรางวัล 1,000 บาท

ผู้เข้าร่วมประกวดจะได้รับของรางวัลมากมาย

สามารถส่งผลงานประกวดได้ตั้งแต่วันที่ 6 พฤศจิกายน 2024 (GP)
และ 21 พฤศจิกายน 2024 (WG)

SAFETY AND ENERGY WEEK 2024
สัปดาห์แห่งความปลอดภัย การอนุรักษ์พลังงานและสิ่งแวดล้อม

โค้งสุดท้าย !!
สำหรับส่งผลงานชิงรางวัล กิจกรรมด้านความปลอดภัย

1.Safety Project Idea
ส่งกิจกรรม Safety Kaizen หรือ Safety Project Idea ที่มีประโยชน์
หมายเลข : ฝ่ายความปลอดภัย power point
ส่ง E-mail: SAFETY_BP@deltaww.com

รางวัลชนะเลิศ	เงินรางวัล 1,500 บาท
รองชนะเลิศอันดับที่ 1	เงินรางวัล 1,000 บาท
รองชนะเลิศอันดับที่ 2	เงินรางวัล 500 บาท

2.Promote Safety & Environmental Knowledge
ส่งผลงานเป็นบทความหรือสื่อที่เกี่ยวข้องกับความปลอดภัย หรือสภาพ
หมายเลข : ฝ่าย A3
หมายเลข : ฝ่ายความปลอดภัย A3 สำหรับความปลอดภัยในครัวเรือน

รางวัลชนะเลิศ	เงินรางวัล 1,000 บาท
รองชนะเลิศอันดับที่ 1	เงินรางวัล 800 บาท
รองชนะเลิศอันดับที่ 2	เงินรางวัล 500 บาท

5.การส่งผลงาน
สามารถส่งผลงานประกวดกับหน่วยงาน
ส่ง E-mail: SAFETY_BP@deltaww.com
สามารถส่งผลงานประกวดได้ตั้งแต่วันที่ 6 พฤศจิกายน 2024

เบอร์โทรติดต่อ : 02-0136 SAFETY_BP@deltaww.com



4. Delta Happy 8 Workplace

The company carries out activities to enhance employees' quality of life under the Delta Happy 8 Workplace initiative, as well as continues its commitment to contributing to society. In 2024, the company has undertaken various activities, including the following examples:

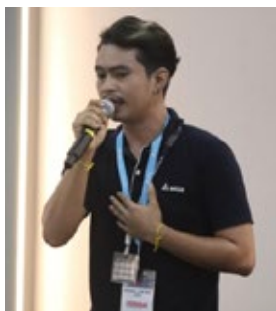


- **Delta My Club**

The company has organized the Delta My Club initiative, allowing employees to form groups and engage in activities they enjoy together throughout the year. Examples include the Football Club, Basketball Club, Badminton Club, Volleyball Club, Yoga and Aerobics Club, Travel Club, Music Club, CSR (Corporate Social Responsibility) Club, Cooking and Gardening Club, and Amulet Enthusiasts Club, among others.

- **Delta Singing Contest 2024**

The company organized the DELTA Singing Contest 2024 to encourage employees to showcase their talents through internal company activities. This initiative aims to foster good relationships among employees, promote a joyful and relaxing workplace environment, and build a community of happiness within the organization.



- **Social Responsibility**

Delta has consistently supported community welfare activities, particularly initiatives aimed at promoting and developing education in rural schools in need. Together with employee volunteers, Delta has been engaged in such activities throughout the year for over a decade.

In 2024, Delta continued its support for education by donating computer equipment, renovating restrooms, playgrounds, and other facilities in a total of [number of schools] schools across 9 provinces nationwide, with a combined value exceeding 1,040,000 THB. The supported schools include: Wat Khlong Kao School, Samut Prakan; Wat Assumption School, Samut Prakan; Wat Rat Phothong School, Samut Prakan; Ban Mae Loi Rai School and Health Station, Chiang Rai; Ban Pang Khom School, Loei; Ban Huai Muang School, Nakhon Ratchasima; Chae Hom Kindergarten School, Lampang; Ban Pak Wang School, Tak; Ban Khok Maka School, Buriram; Ban Khao Kaew Community School, Kamphaeng Phet; Ban Rong Chiang Raeng School, Phayao.





- **Employee Communication Activities**

“Coffee Talk” & “Khanom Talk”

“Coffee Talk” is an activity organized by the company to provide employees with an opportunity to engage in open communication with management. It emphasizes two-way communication, allowing employees to interact closely with executives, exchange valuable information, share concerns, and offer suggestions for improvement.

This activity also gives employees a chance to ask questions and gain clarity on matters they may not fully understand. The company encourages all employees to participate in this activity, fostering a culture of teamwork and collaboration to achieve positive outcomes together.



“Khanom Talk” is an activity organized by the company to enhance communication and foster positive relationships between supervisors and operational employees in the production department, as well as other teams involved in the production process.

This activity serves as a platform for employees to receive updates directly from company representatives, including information on topics such as the new organizational structure, future departmental plans, quality reminders for production lines, workplace discipline, and the latest employee benefits.

“Khanom Talk” aims to bridge the gap between employees and management, ensuring transparency and collaboration while promoting a supportive and informed workplace environment.



- **Sport Day**

As part of the Delta My Club initiative, the company organized a Sport Day in collaboration with employees from the Football and Basketball Clubs, hosting internal sports competitions.

Badminton Competition: Open to both male and female employees, with 49 teams and over 149 participants competing.

Football Competition: Open to both male and female employees, with 46 teams and over 230 participants taking part.

Basketball Competition: Featured 24 teams and over 120 participants competing.

These events were honored by the participation of the company’s executives, who joined the activities alongside employees and presented trophies to the winners.

The activities aim to strengthen camaraderie, encourage teamwork, and promote a healthy lifestyle among employees.



- **Nurse and Emergency Response Team**

Delta prioritizes the safety of all employees during both day and night shifts. The company provides First Aid services, supported by a medical team, nurses, emergency vehicles, and fully equipped facilities at all Delta factories, 24 hours a day, as required by law. This ensures that employees can feel confident in their safety while performing their duties.

Additionally, Delta has established procedures in collaboration with the medical team and emergency vehicles to address incidents effectively. Severity levels for illnesses and accidents have been defined to enable accurate assessment and analysis of the urgency and necessity for medical attention. These measures are designed to ensure that the response to any illness or accident is handled correctly, safely, and promptly, addressing workplace incidents



- **Drug Test**

The company has a strict policy to prevent and address drug-related issues in the workplace, ensuring a healthy and safe working environment for all employees. To support this initiative, drug testing is conducted twice a year. This policy reflects the company's commitment to maintaining a drug-free workplace and fostering a secure and supportive environment for its workforce.





- **Support for Pregnant and Postpartum Employees**

Dedicated rooms are provided in the workplace to allow new mothers to pump breast milk conveniently. Refrigerators are available to store breast milk, ensuring its quality is preserved for a longer time. Specially designed workspaces are provided for pregnant employees, equipped with essential tools such as breast pumps and bottle sterilizers to enhance convenience



The company organizes quality maternity training programs to educate employees on self-care and infant care, both before and after childbirth. The aim is to ensure both mother and child remain physically and mentally healthy, fostering a supportive and nurturing environment. Awareness campaigns encourage breastfeeding to ensure children receive proper nutrition, stay healthy, and experience fewer illnesses. Breastfeeding is also promoted as a cost-effective choice for families.

For employees who are new mothers, the company provides financial benefits to assist with the purchase of essential consumer goods. Additionally, the company organizes training programs for pregnant employees and new mothers to equip them with knowledge on proper prenatal care and effective breastfeeding practices to ensure the health and well-being of both mother and child.



5. Employment of Disabilities

The Company recognizes to improve the quality of life of people with disabilities to have the opportunity to earn income for self-reliance and the company has encouraged the implementation accordingly the Persons with Disabilities Empowerment B.E. 2550. In 2024, the company has employed and promoted occupations by granting concessions and organizing a place to distribution of goods 100 disabled workers according to the ratio between normal worker and people with disabilities at 1 disabled worker per 100 normal workers as required by law.



4. Customer:

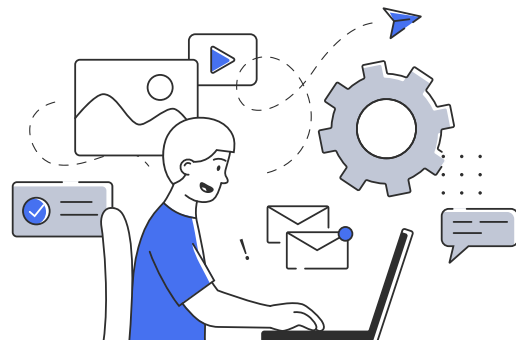
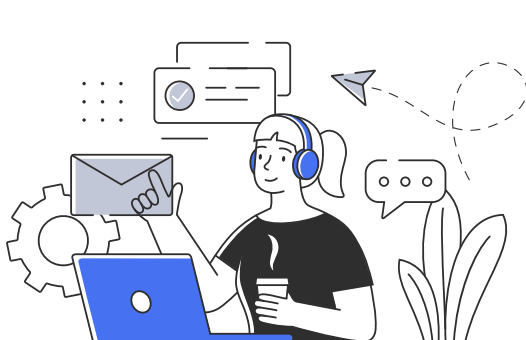
The company strives to bring the highest level of satisfaction to its customers by offering high quality products and impressive services. In this connection, the company applies various international standards to its operations to raise consumer confidence and it is certified to a number of internationally-recognized standards as follows;

- ISO9001 – International Standard of quality management system
- IATF16949 - International Automotive Task Force
- TL9000 - International Standard of quality management system for telecommunications Industry
- ISO/IEC17025 - Standard of quality laboratory system
- IEC-61340-5-1 and ANSI / ESD S20.20 - Standards of Electrostatic Discharge Control Program
- Authorised economic operator (AEO) Certificate - European commission declared by The Customs department, Thailand
- ISO 13485 - Quality management system for medical device
- IECQ QC 080000 - Hazardous Substance Process Management System

The company also concerns about consumer safety and has in place procedures to properly manage environmental-related substances to control and prevent the use of hazardous chemicals in production processes. This effort is to assure consumers that the company's products contain no toxic substances that are harmful to them.

The company actively communicates with customers of every segment to ensure maximum reach as well as help fulfill their needs. Customers can learn more about information and news of our products from www.deltathailand.com. Feedback can also be emailed to info@deltathailand.com as displayed on the company's website. Feedback and comments will be presented to the company's management for analysis and solution findings for further development.

The company conducted Customer Satisfaction survey by using on-line questionnaire to ensure our business really suit our customer's needs. With 80% satisfaction rate as Delta's qualitative target, the survey help to reflect the customer satisfaction level on the company's product, service and business ethics, etc. in different aspect. Meanwhile, feedback from other comment portion, has brought to Sustainable Development Committee, Strategic Marketing, Sales Meeting to seek for further improvement accordingly. In 2023, the company was able to maintain a satisfaction rate of 89%, which is satisfactory.



5. Community & Society:

Delta is committed to performing its business operations in accordance with the corporate social responsibility policy, including fair treatment to stakeholders. The company also supports international standards, such as the International Labor Office Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy and the Global Reporting Initiative: GRI.

This is the corporate social responsibility policy to which the company adheres at all times, resulting in Delta being accepted by the nearby communities, including government sectors, schools, and hospitals, for its participation in social activities. Both in terms of support and disseminating innovations to the community to reduce the impact and create good relationships with the community.

The company's most important goal is the commitment to the employees' quality of life, including the family within the community where they live. In the year 2024, the company has organized social projects as follows.

Do good things for our society and communities.



Delta Thailand inaugurates Power Electronics Laboratory at Chulalongkorn University and Signs MOU for Advanced Educational Collaboration



Delta Thailand announces the launch of Delta Cup 2024, an initiative aimed at fostering innovation, hands-on learning, and sustainable development among Thailand's young engineering talents.



Delta Automation Academy 2024: Forging the Future of Thailand's High-Tech Industry with Next-Gen Talent



Delta and DIPROM Empower Thai Startups with the DIPROM x DELTA Angel Fund to Boost Innovation and Drive Economic Growth in Thailand



Chang Gung University partners with Delta Electronics and prestigious Thai universities in a three-way collaboration to train international master's degree talents



Delta Thailand Honors National Mother's Day with Let's Zero Together Mangrove Reforestation, Advancing Carbon Neutrality



4. Management's Discussion and Analysis



The following management's discussion and analysis should be read in conjunction with the consolidated financial statements and notes to financial statements. If not defined otherwise, all financial information presented in this document are in Thai Baht. The company presents its financial statements in accordance with the Thai Financial Reporting Standards (TFRS), which has been adjusted in accordance with the International Financial Reporting Standards (IFRS). All the financial information discussed herein is for the fiscal year ending 31 December 2024, 2023, 2022 and has been prepared on consolidated basis.

Consolidated Financial Information		2024	2023	2022
Total Assets	million baht	123,097	108,145	90,984
Total Liabilities	million baht	43,155	40,606	36,305
Total Shareholders' Equity	million baht	79,942	67,539	54,680
Registered Capital	million baht	1,259	1,259	1,259
Paid-up Capital	million baht	1,247	1,247	1,247
Key Financial Ratios				
Liquidity Ratios				
Current Ratio	times	2.03	2.07	2.02
Quick Ratio	times	1.25	1.11	1.17
Cash Ratio	times	0.85	0.38	0.48
Receivable Turnover	times	4.98	4.77	4.87
Average Collection Period	days	72	75	74
Inventory Turnover	times	3.86	3.91	4.06
Average Inventory Turnover Period	days	93	92	89
Account Payable Turnover	times	4.42	4.56	4.34
Average Payment Period	days	81	80	83
Cash Conversion Cycle	days	84	89	80
Financial Data and Profitability Ratios				
Sales Revenues	million baht	164,733	146,371	118,558
% Change	(%)	12.54%	23.50%	40.61%
Gross Profit	million baht	40,497	33,491	27,940
Gross Profit Margin	(%)	24.58%	22.88%	23.57%
Operating Expense (include Research and Development)	million baht	22,637	15,483	13,447
Operating Expenses (include Research and Development) to Sales	(%)	13.74%	10.58%	11.34%
Operating Profit Margin	(%)	10.84%	12.30%	12.22%
Other Income to Total Revenues	(%)	1.20%	1.21%	1.11%
Net Profit	million baht	18,939	18,423	15,345
% Change of Net Profit	(%)	2.80%	20.06%	129.06%



Consolidated Financial Information		2024	2023	2022
Financial Data and Profitability Ratios (continued)				
Net Profit Margin	(%)	11.50%	12.59%	12.94%
Net Profit to Total Revenues	(%)	11.36%	12.43%	12.80%
Return on Equity	(%)	25.68%	30.15%	31.94%
Efficiency Ratios				
Return on Assets	(%)	16.38%	18.50%	19.14%
Return on Fixed Assets	(%)	75.82%	87.60%	89.29%
Asset Turnover	times	1.44	1.49	1.50
Financial Policy Ratios				
Debt to Equity	times	0.54	0.60	0.66
Interest Coverage	times	225	139	969
Dividend Payout	(%)	30.26%*	30.40%	32.52%

* Pending for approval from the 2025 annual shareholders' meeting

Operating Results for the Year 2024, 2023, and 2022

Unit: million baht

	2024	%	2023	%	Increased (Decreased)	%	2022	%	Increased (Decreased)	%
Revenue and Services Income	164,732.7	100.00	146,371.3	100.00	18,361.4	12.54	118,558.0	100.00	46,174.8	38.95
Cost of sales and services	124,236.0	75.42	112,880.5	77.12	11,355.4	10.06	90,617.6	76.43	33,618.4	37.10
Gross profit	40,496.8	24.58	33,490.8	22.88	7,006.0	20.92	27,940.4	23.57	12,556.4	44.94
Operating expenses	22,636.8	13.74	15,482.7	10.58	7,154.1	46.21	13,447.3	11.34	9,189.5	68.34
Operating profit	17,859.9	10.84	18,008.1	12.30	(148.1)	(0.82)	14,493.1	12.22	3,366.8	23.23
Other income	2,004.5	1.22	1,795.6	1.23	208.9	11.63	1,327.2	1.12	677.3	51.03
Other expenses	233.5	0.14	491.4	0.34	(257.9)	(52.48)	74.7	0.06	158.8	212.78
Finance Income	117.5	0.07	183.4	0.13	(65.9)	(35.91)	65.8	0.06	51.7	78.52
Profit before income tax	19,748.5	11.99	19,495.7	13.32	252.8	1.30	15,811.5	13.34	3,937.0	24.90
Income tax expenses	809.9	0.49	1,073.2	0.73	(263.3)	(24.53)	466.9	0.39	343.0	73.45
Net profit for the period	18,938.6	11.50	18,422.5	12.59	516.0	2.80	15,344.5	12.94	3,594.0	23.42

Breakdown of Sales Revenues by Business Group

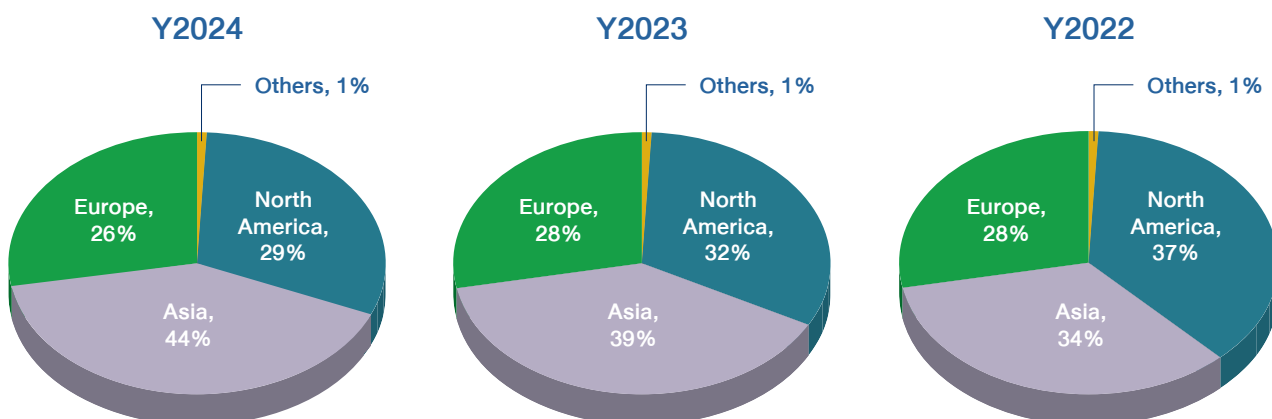
Product Group	2024		2023		2022	
	Revenue	%	Revenue	%	Revenue	%
Power Electronics Group	89,445	54.3%	78,167	53.4%	69,754	58.9%
Mobility Group (EV)	44,774	27.2%	42,123	28.8%	21,498	18.1%
Infrastructure Group	26,191	15.9%	22,105	15.1%	24,185	20.4%
Automation Group	4,255	2.6%	3,830	2.6%	3,009	2.5%
Others	67	0.0%	146	0.1%	112	0.1%
Total Sales Revenues	164,732	100.0%	146,371	100.0%	118,558	100.0%

Note

- **The Power Electronics** segment is a business segment which designs, manufactures, and sales of power supplies applied to computer, server, office automation equipment and household electric appliances.
- **Mobility** segment (formerly categorized as electric vehicle solution under power electronics segment) is a business segment which designs, manufactures, and sales of power supplies applied to e-Drive System and Power Electronics System for electric vehicle
- **Infrastructure** segment is a business segment which designs, manufactures, and installations of information and communication technology infrastructure and energy system infrastructure. The main products are Telecommunication power system, Datacenter infrastructure solutions, Renewable energy, Energy storage and EV charging solutions etc.
- **Automation** segment is a business segment which designs, manufactures, and installations of industrial and building automation. The main products are Machine automation, Industrial motion system, Smart sensor system and Lighting automation for building etc.

In 2024, consolidated sales revenues totaled 164,732 million baht, an increase of 12.5% and 39.0% from 2023 and 2022 respectively, this was mainly attributable to Power Electronics outperforming with continued robust growth driven by power management solutions for datacenter and DC power system in high demand to support an uptrend in AI-driven applications. AI technology has spurred the growth in datacenter and networking infrastructures investment to cope with high performance computing requirement.

Sales Revenues Breakdown by Geographic Location

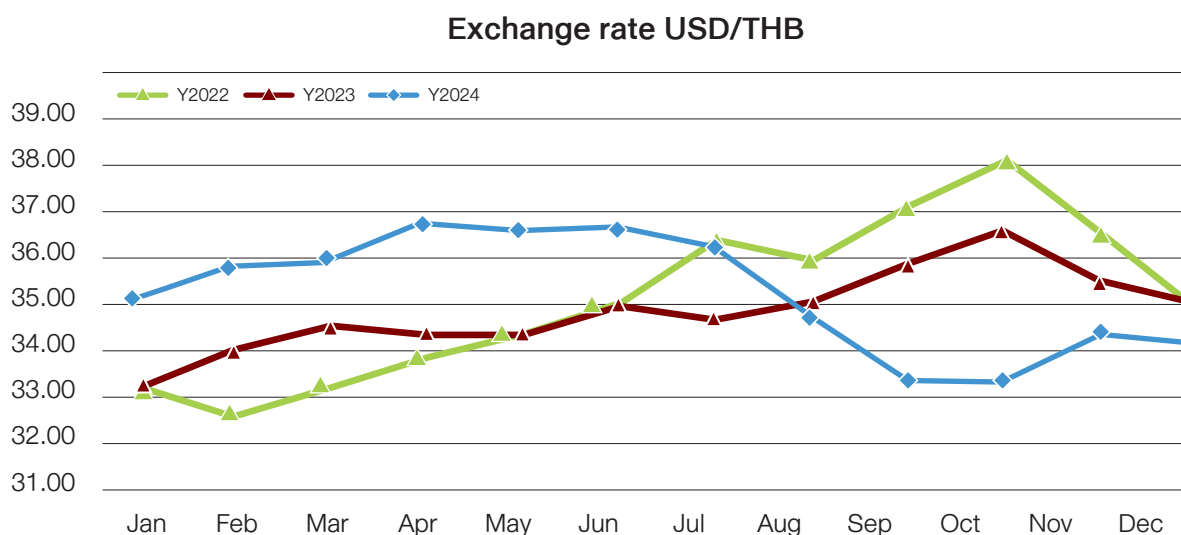


In 2024, sales revenues proportion in Asia markets increased from 39% to 44%, while the North America and Europe region sales revenues proportion dropped from 32% to be 29% and from 28% to be 26% respectively.



Exchange Rate Impact

Foreign exchange loss of 70 million baht in 2024, compared with a 675 million baht gain in 2023, mainly attributable to stronger USD against other major currency, which was significantly weakened in the second half of 2024 due to the expectation that FED are going to cut down interest rate several time in 2025. Against the backdrop of market volatility, the company continues a prudent policy to hedge the net position of each currency to minimize the potential impact from exchange rate fluctuation.



Source : Bank of Thailand

Cost of Sales and Expenses

Cost of Sales

In 2024, cost of sales accounted for 75.4% of total sales, compare with 77.1% and 76.4% for 2023 and 2022 respectively, In 2024 Gross profit margin posted an increase Y-o-Y due to improved inventory management with higher inventory turnover rate especially from Power Electronics for high performance computing custom-design datacenter.

Selling and Administrative Expenses

Selling and administrative expenses (including research and development) in 2024, rose by 46.2% and 68.3% from 2023 and 2022 respectively due to higher Royalty Fee corresponding to the increase in Sales Revenue, along with AI Technical Supporting Fee in order to cope with an uptrend in market demand for AI-driven applications.

Net Profit

The company's Operating Profit in 2024 was 10.8%, compare to 12.3% and 12.2% in 2023 and 2022 respectively, the drop was a result of increased Selling and Administrative expense as mentioned earlier. Consequently, net profit in 2024 was 18,939 million baht or 11.5% to total revenue, in comparison with 12.6% and 12.9% in 2023 and 2022 respectively. Earnings per share was 1.52 baht in 2024, up from 1.48 baht in 2023 and 1.23 baht in 2022.

Assets and Liabilities

Assets

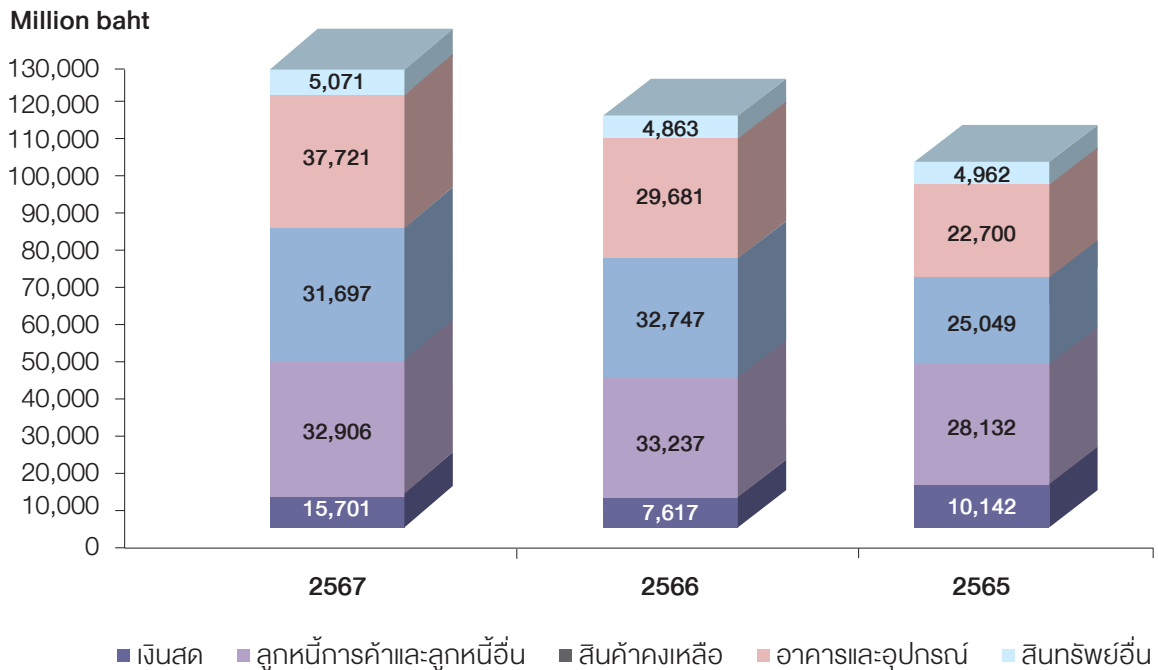
As at 31 December 2024, the company had total assets worth 123,097 million baht, an increase of 13.8% from 2023 and 35.3% from 2022. Return on asset was 16.4% in 2024, in comparison with 18.5% and 19.1% in 2023 and 2022 respectively.

Major assets and key changes in the assets are summarized as follows;

Unit: million baht

Delta	31 December 2024	31 December 2023	31 December 2022	2024 VS 2023	2024 VS 2022
				Increase (Decrease)	Increase (Decrease)
Cash and cash equivalents	15,701	7,617	10,142	106.1%	54.8%
Trade and other receivables	32,906	33,237	28,132	(1.0%)	17.0%
Inventories	31,697	32,747	25,049	(3.2%)	26.5%
Other Current Assets	2,227	2,434	2,702	(8.5%)	(17.6%)
Right-of-use assets	464	525	482	(11.6%)	(3.7%)
Consolidation goodwill	434	444	437	(2.3%)	(0.7%)
Property, plant, and equipment	37,721	29,681	22,700	27.1%	66.2%
Other assets	1,946	1,460	1,341	33.3%	45.1%
Total Assets	123,097	108,145	90,984	13.8%	35.3%

Breakdown of Assets in 2024, 2023 and 2022



- **Cash and Bank Deposits** as at 31 December 2024 amounted to 15,701 million baht, a rise of 106.1% from 2023 and 54.8% from 2022 respectively, thanks to the Net cash flow generated from operating activities remained healthy and higher than Net cash flows used in Investing activities for 2024.
- **Net Trade Receivables** as at 31 December 2024 amounted to 32,906 million baht, lower by 1.0% from 2023 and rose by 17.0% from 2022 respectively, as a result of better collection management alongside a remarkable increase in sales revenue in Asia market as mentioned earlier.
- **Inventories** as at 31 December 2024 stood at 31,697 million baht, a drop of 3.2% from 2023 but increased 26.5% from 2022 respectively, attributable to an efficient inventory management of Power Electronics business segment this year as mentioned earlier.
- **Property, Plant and Equipment** as at 31 December 2024 amounted to 37,721 million baht, an increase of 27.1% and 66.2% from 2023 and 2022 respectively due to the investment in the research & development centers and new factories in India and Thailand, along with further capacity expansion and optimization of the existing production facilities across all sites.

Liabilities and Liquidity

As at 31 December 2024, the company had total liabilities of 43,155 million baht, an increase of 6.3% and 18.9% from 2023 and 2022 respectively due to an increase in raw material purchasing and new commitment for capital expenditure in Thailand, India and Slovakia respectively.

Breakdown of Major Liabilities

รายการ	31 December 2024	31 December 2023	31 December 2022	2024 VS 2023	2024 VS 2022
				Increase (Decrease)	Increase (Decrease)
Bank overdrafts and short-term loans	160	2,497	945	(93.6%)	(83.1%)
Trade and other payables	35,793	32,096	30,202	11.5%	18.5%
Income Tax Payable and Liabilities	448	677	682	(33.8%)	(34.3%)
Other current liabilities	1,726	906	841	90.5%	105.2%
Provision for long-term employee benefit	1,559	1,579	1,329	(1.2%)	17.3%
Other non-current liabilities	3,469	2,852	2,306	21.6%	50.4%
Total liabilities	43,155	40,606	36,305	6.3%	18.9%

Return on Equity

As at 31 December 2024, shareholders' equity amounted to 79,942 million baht, rose by 18.4% and 46.2% from 2023 and 2022 respectively, driven by the current year Net Profit. At the same time, return on equity in 2024 stood at 25.7%, compared with 30.2% in 2023 and 31.9% in 2022, reflected a healthy track record based on the robust profitability performance across core businesses.



5. General Information and Other Important Information



5.1. Other Important Information

References person information : Details as specified under “Company General Information”

5.2. Legal Disputes

The company and its subsidiaries have no legal disputes that may affect more than 5% of the shareholders’ equity at the end of the latest fiscal year.



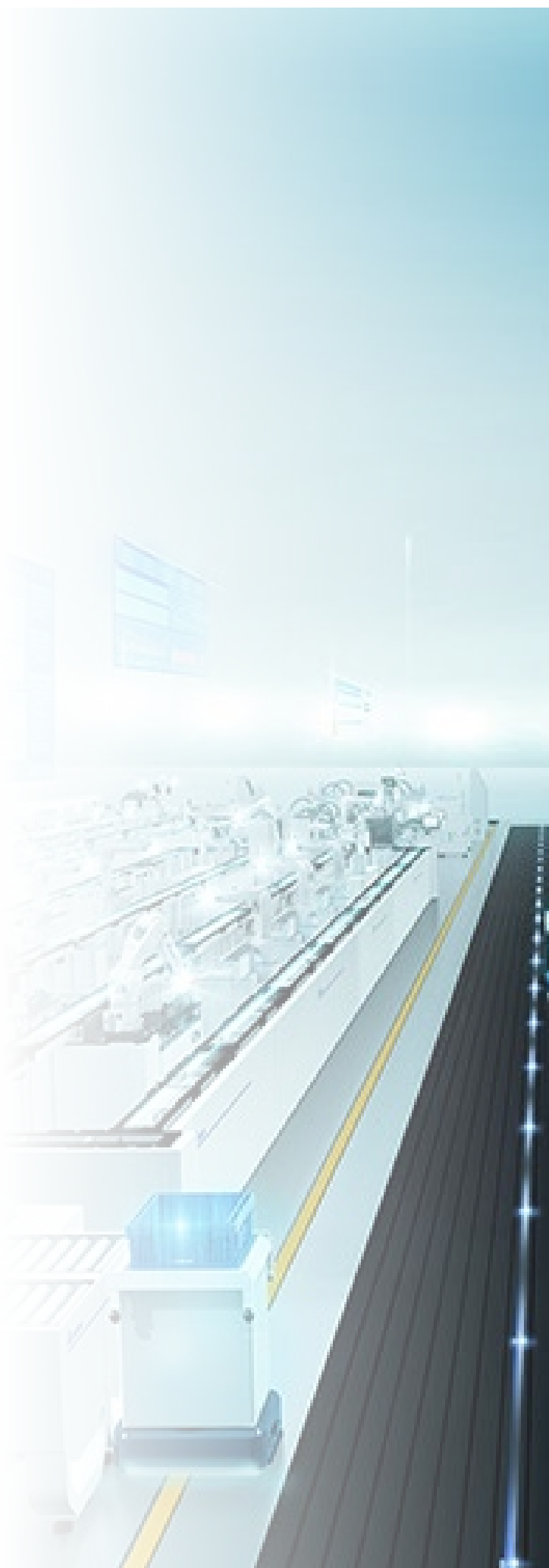
A world progressing
energy efficiency to
drive environmental
responsibility



2

Corporate Governance

-
- 6. Corporate Governance Policy
 - 7. Governance Structure and Key Data on the Board of Directors, Specific Committees, Management, Employees and Others
 - 8. Corporate Governance Report
 - 9. Internal Control and Connected Transaction





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6. Corporate Governance Policy



The Board of Directors realizes the importance of operating our company business under good corporate governance. The company corporate governance policy has been prepared and implemented since 2007 and review the content at least once a year to be appropriate to the current situation and in accordance with the Corporate Governance Code for listed companies 2017 (CG Code). This Policy has been reviewed by Corporate Governance Committee in detail for the directors, management and all employees to take as a guideline for working. Further details of the company's Corporate Government Policy can be found on the company website and intranet.

6.1. Overview on CG Policy and Guidelines

Policy and Guidelines for the Board

The Board of Directors has a duty to supervise the directors and management to perform their duties the best interests of the shareholders (fiduciary duty) and to supervise the company's business practices to be on target according to the principles of good corporate governance.

The Board of Directors consists of people with knowledge, ability and experience. in the performance of duties in accordance with the responsibilities. The Board of Directors will review the structure, proportion of independent directors as well as Board diversity and director qualifications to align with the company business operations that proposed by the Nomination and Compensation Committee on a yearly basis.

Currently, the Chairman of the Board and the CEO positions are held by two individuals with clearly separated responsibilities. The roles and responsibilities of the Board and management are also clearly defined so as to ensure transparency and independence management.

The Board will arrange an assessment of the performance of the Board of Directors overall and individually as well as the self-assessment of the sub-committees once a year in order to increase the efficiency and better understanding of the directors' working together.



Policy and Guidelines Related to Shareholders and Stakeholders

1) Rights of Shareholders

The company acknowledges and emphasizes our shareholders' rights with a policy to support, promote and facilitate every shareholder, including institutional investors. This policy is to ensure that shareholders are entitled to all basic legal rights and obtain adequate business information, including updated important information, via the SET and the company's website. In addition, all shareholders, including institutional shareholders, are encouraged to participate and vote in the shareholders meeting regarding matters that may affect their rights and interests. The company shall not obstruct or cause obstacles to communication opportunities among shareholders. When a shareholders agreement is to be executed by any shareholder, the company shall endeavor to ensure that such shareholders agreement will not materially affect the company or other shareholders.

The company generally holds an Annual General Meeting of Shareholders (AGM) once a year, within four months from the end of each fiscal year. In 2024, the AGM was held on April 11, 2024 through electronic media and Extraordinary General Meeting of Shareholders No.1/2024 (EGM) through electronic media was held on June 7, 2024 with live broadcasting from the company head office located at Bangpoo Industrial Estate, Samutprakarn province. The meeting was conducted in accordance with good governance principles.

In addition to the above mentioned fundamental rights, the company supports and facilitates the shareholders' rights as follows:

- **Prior to the Meeting**

A Record Date was used to determine the shareholders who were entitled to attend the meeting. The company entrusted Thailand Securities Depository Co., Ltd. (TSD), who acted as registrar, to send out invitations for the meeting in both Thai and English together with other supporting information and documents to all shareholders on April 3, 2024, prior to the AGM date and on May 23, 2024, prior to the EGM date. At the same time, it announced the AGM meeting on a Thai daily newspaper for three consecutive days and at least three days before the meeting date. All meeting related documents were also made available to the shareholders on the company website for 24 days in advance of AGM date (from 18 March 2024) and 25 days in advance of the EGM date (13 May 2024). All information was made available and easily accessible to provide shareholders adequate time to review the agenda. The meeting invitation clearly indicated the matters to be tabled at the meeting, for acknowledgment, approval or consideration. In addition, it enclosed the Board's opinions and supporting documents to ensure that shareholders had sufficient information to consider all issues. To be well prepared for the meeting day, the company provided a list of necessary documents

that attendees were required to present to identify themselves and a proxy form (as outlined by the Ministry of Commerce), e-proxy to facilitate shareholders who could not attend the meeting and thus wished to appoint as proxy an independent director or another representative.

In addition, the company facilitated institutional investors by arranging proxy and related document collection in the case of nonparticipation.

- **On the Meeting Date**

On the meeting day, attendance registration commenced not less than one hour before the meeting began. Shareholders who arrived late were allowed to vote for the remaining agenda and constituted part of the quorum, starting from the agenda item for which they were in attendance, unless stated otherwise. A barcode system was used to facilitate pre-registration and duty stamps were made available to shareholders without charge.

In the 2024 AGM, all 8 directors of the Board (excluding Chairman of Audit Committees who passed away), or 100% of Board of Directors were in attendance including 6 directors in the meeting room and 2 directors on abroad join through electronic media. For EGM, all 8 directors of the Board or 100% of Board of Directors were in attendance including 6 directors in the meeting room, 1 director on abroad and 1 director in Thailand, join through electronic media, the Chairman of the Board, the President and other key management members such as Chief Financial Officer (CFO) and the external auditor were present to listen to the shareholders' opinions or suggestions and also answer any questions. The company implemented DAP e-Shareholder Meeting System for registration and vote count systems which could display results immediately. Before the meeting started, the company announced the number of shareholders who attended the meeting in person and by proxy and clarified the voting procedures and vote count method. With regard to the voting criteria, each share is eligible for one vote and an ordinary resolution requires the majority of votes (except when voting on a special resolution, the meeting must comply with the company's Articles of Association and/or relevant laws). Votes are not allowed for shareholders who have interests related to any particular agenda item. For the election of directors, individual votes are required. With regards to the agenda on compensation to directors, the company notified shareholders the amount that each director received in the form of compensation and meeting allowances.

There was not any objection or request for re-inspection from shareholders on such arrangements. The meeting proceeded according to the agenda with no additional item without prior notification to shareholders. The preliminary voting results were reported openly at the meeting. In 2024 AGM, A Legal Adviser and Representative from, the Tilleke & Gibbins International Ltd. who monitored the counting of votes in the Meeting, no shareholder objected or asked to check the vote results. During the meeting, shareholders were allowed to voice their opinions and raise



questions during appropriate times. In fact, shareholders were permitted to submit their questions by e-mail to info@deltathailand.com, mail or fax before the meeting date.

The company disseminated an invitation to shareholders to send their questions or opinions on the company website from 15 November–31 December 2023. Generally, the company secretary will review and gather the questions before submission to the Board of Directors for their consideration. However, in the meeting, the Board principally attends to the questions that relate to the company's operations or are considered to cause material impact on the operating results. There were no questions proposed in the 2024 AGM.

- **After the Meeting Date**

Meeting minutes recorded every resolution and showed the number of approval, objection abstention and voided ballot votes for each agenda point. Questions, responses and opinions which arose during the meeting were documented for future examination. A report of the meeting was disclosed on the SET and the company's website within 14 days after the meeting date (Please find further details in the Minutes of 2024 AGM and EGM No.1/2024 posted on the company website)

2) Equitable Treatment of Shareholders

With consideration for all shareholders to equally enjoy basic rights, the company encourages the equitable treatment of shareholders as follows:

- **Appoint a Proxy to Attend and Vote at the Meeting**

If the shareholder is unable to attend the meeting, the shareholder may give a proxy to a person or to the company's nominated independent directors to attend the meeting and vote on his/her behalf. This is done by completing and sending to the company a proxy form enclosed with the invitation for the meeting or by downloading the proxy form from the company website or e-proxy.

- **Proposing Additional Agenda and Nominating Directors**

In addition, the company opened the floor for shareholders to propose additional agenda items and to nominate candidates to be directors of the company in advance. Procedures and details were disclosed on the company website www.deltathailand.com/en/shareholder-meeting during 15 November - 31 December 2023. Generally, the company secretary will review and gather the additional agenda items and director nominations before submission to the Board of Directors for consideration. In 2024, no shareholders exercised their right to propose agenda items or nominate directors. The company provided the opportunity to shareholders to submit proposals for the upcoming 2025 Annual General Meeting of Shareholders during the period of 15 November–31 December 2024.

3) Responsibility to Stakeholders

Delta has contributed extensively to the rights of all stakeholder groups such as shareholders, customers, employees, business partners, competitors, creditors and society in accordance with laws or agreements with the company. The company has opened various channels to accept suggestions or complaints from all stakeholders. The company also has policy and guidelines on how to treat each specific stakeholder group as follows;

Shareholders:

The company aims to bring long-term sustainable growth to its business, thereby enhancing the company's value and ultimately providing favorable returns to its shareholders and consistent paid dividends at a satisfactory rate. In fact, from 2010 to 2024, dividend payout ratio averaged over 30% of net profits per annum.

Customers:

The company is committed to its mission of providing products, services and solutions under short to long-term contracts that fulfill customer's requirements. In addition, the company has a policy to produce quality products in accordance with international standards, fairly, considering impact on health and safety. In order to gain customer's confidence and satisfaction.

The company has established a Customer Satisfaction Procedure Survey and Customer Feedback Process. The results are improved development and satisfaction for our customers in the long term, including keeping customer information confidential.

Employees:

The company treats employees fairly, respects human rights, and allows competitive compensation both short term and long term in line with the labor market's mechanisms, the company's operating results and the employee evaluation results such as annual bonus and contribution of provident funds based on year of experience. In addition, the company has established the Employee Relations (ER) unit to oversee employee welfare, both as required by law and beyond legal requirements. For example, it provides a shuttle bus for staff, uniforms, and savings cooperatives, providing occupational health and safety in workplace. Moreover, the company provides employees with the opportunity to join the labor union and have equal career opportunity on the basis of each employee's aptitude and capability. Domestic and international trainings are organized regularly to enhance employees' skills. The relevant employee welfare policies have been determined as follows:

- Work Safety, Health, Hygiene & Environment Policy.
- Compensation and Welfare Policy.
- Labor Relations Policy.
- Human Resources Management Policy.
- Misconduct, Harassment and Unfair Treatment Policy.

- Antitrust Law and Competition Law Policy.
- Human Rights Policy.
- Employment Policy.

(For details of the above policies, please see the company's website: www.deltathailand.com/en/corporate_governance_policy.php, www.deltathailand.com/en/about_human.php and www.deltathailand.com/en/related-documents

Business Partners:

The company will respect the rights of its business partners and treat them equally and fairly while performing its duties of fair procurement according to agreement or agreed conditions. We commit to provide business partners training, develop their potential, enhance production and service standards in line with applicable law and standards and supervise business partners to respect human rights, social and environmental responsibilities including treat their employees, staff, and workers fairly. Finally, we monitor and evaluate our partners to develop a sustainable business with related guidelines as follows:

- Supplier Management Procedure.
- Supplier Social Responsibility Management Measure.
- Supplier's RBA Code of Conduct Agreement.
- Responsible Minerals Initiatives (RMI) Agreement.

(For details of the above policies, please see the company's website: www.deltathailand.com/en/related-documents).

The company has held the Delta Annual Partner Meeting to recognize our vendors for improving quality and maintaining their standard of services and products. The company has a policy to arrange this partner meeting every year.

Competitors:

The company has a policy of promoting free competition under fair rules which are also respected on a professional basis under the rules of sound competition defined in the company's Code of Conduct and Antitrust Law and Fair Competition Policy published on www.deltathailand.com/en/about-anti-antitrust. As a result of implementing these measures, the company did not encounter any disputes or complaints from competitors in the past year.

Creditors:

The company will strictly comply with agreements and agreed on conditions for example, guarantee terms and loan repayment conditions. In the case of non-compliance with any conditions, it shall inform creditors promptly in order to jointly solve problems in a reasonable manner. The company will conduct business efficiently and manage cash flow effectively to maintain sustainable growth, ensure financial stability, and strengthen creditor confidence. During the past year, the company and its subsidiaries have had a good relationship with financial institutions in full compliance with borrowing obligations, both in terms of debt repayment and other agreed conditions.

Society and Environment:

The company is committed to conducting business according to our Corporate Social Responsibility Policy cover to governance, regulator and environment. The policy shall provide guidelines for the directors, management and employees to operate business ethically with transparency, compliance with regulations, accountability and respect for human rights and the fair treatment to all stakeholders. The company shall support promotion and education activities and promote employee participation. This includes building a good relationship with the surrounding communities to promote sustainable quality social and environment.

As a global corporate citizen, we support international standards such as the Responsible Business Alliance (RBA), the Universal Declaration of Human Rights (UDHR), the International Labor Office Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and Global Reporting Initiative (GRI).

Please find further information regarding activities with stakeholders in the Sustainability Development Report published on www.deltathailand.com/en/download-sd-report.

4) Disclosure and Transparency

The company has a policy to disclose data and information accurately, adequately and in a timely manner to allow stakeholders the opportunity to know about our operating performance, financial position, key developments and important information such as financial statements, annual report and disclosure Form 56-1, in both Thai and English language. Such information is available on the websites of relevant authorities such as the Stock Exchange of Thailand (SET) and the Securities Exchange Commission (SEC) as well as on the company's website www.deltathailand.com. Interested persons may telephone or email the company to request for more information at info@deltathailand.com. The company also has an investor relations unit to provide information to shareholders, investors, securities analysts and other parties, which can be reached at IR.TH@deltaww.com.

The company has organized a quarterly press conference to announce and explain each quarter's consolidated financial data, business performance and future plans to securities analysts, reporters and general investors. The meeting is also a chance for stakeholders to meet with our top management and build confidence in the company. Analyst meetings are arranged every quarter. In addition, private meetings upon investor's requests are also arranged by our Investor Relations unit to establish a better understanding of the company's operation and its business strategies.



The IR manager represents our management in regional conferences several times a year to provide updated information on the company's operation and business outlook. In 2024, the company organized various activities as followed;

Meeting with Foreign Investors 30 Times

Meeting with Analyst 8 Times

International Conference 8 Times

Meeting with Local Investors 10 Times

Opportunity Day organized by SET 4 Times

Domestic Conference 12 Times

5) Insider Information Policy

Under the company's policy, insider information is restricted to executives from the middle to the top levels. All employees are strictly prohibited from using company's documents or information for personal use, or taking them outside the company. Use of inside information without permission or that leads to any damage is deemed serious wrongful conduct with regards to the equitable treatment and protection of shareholders. The policy prohibiting the use of inside information for securities trading is clearly outlined in the company's Code of Conduct Guidelines, which has been published on the company's intranet and e-learning portal to ensure awareness among directors, executives and employees. Additionally, directors, senior management, and employees with access to insider information are prohibited from engaging in trading activities within one month prior to the public announcement of the company's operating results through the SET.

Moreover, the company has a policy that its directors and executives must disclose information on the securities held by themselves (including their spouses and minor children) to the Office of the Securities and Exchange Commission (the Office of the SEC) within 3 days after the change of ownership of securities has taken place and inform the company's secretary so they can report the Board of Directors accordingly.

6) Prevention of Conflict of Interest Policy

In general practice, decision making by the directors and executives must ultimately be done in a way that benefits the company. In the case of a conflict of interest, the directors or executives shall submit the issue to the Board or the shareholders' meeting to consider the necessity of executing such a transaction and the potential impact on the company if the matter approved. At the time of voting on the issue, a person with a conflict of interest is not allowed to vote. The directors and executives of the company have filed both their personal and their related persons' report on personal interests regarding the company, with an extra copy for the Chairman and Audit Committee Chairperson of the company, through the Company Secretary. Such reports are required to be updated annually and submitted to the company. In addition, employees who may have conflicts of interest with the company (as stated in the Conflict-of-Interest Declaration) are required to disclose any relationships that could create a conflict of interest with the company every year. The company also deals with related party transactions as regulated by the Capital Market Supervisory Board and also disclosed inter-transactions with its affiliates in

the company's financial statements and in the annual information disclosure Form 56-1 One Report.

7) Personal Data Protection Policy

The company has established policies and guidelines for supervising the information security management system to ensure the confidentiality of company information and maintain an appropriate level of information security control. Additionally, the company has developed an IT Risk Assessment Methodology to identify, assess, and mitigate risks.

The company respects the right to privacy in data collection, processing, and usage across all forms for employees, customers, partners, and shareholders. There are two privacy policies: (1) the Privacy Policy for Employees and (2) the Privacy Policy for Customers, Partners, and Shareholders. All relevant operations and processes must strictly comply with these policies. Policy compliance is regularly monitored, and disciplinary action will be taken in the event of any violations.

For more information, please refer to our Privacy Policy at <https://deltathailand.com/en/privacy-policy>.

8) Anti-Corruption Policy

The company has established a written Anti-Corruption Policy which has been approved by the Board of Directors to prevent our directors, management and employees from acting or consenting, directly or indirectly, in any form of corruption including not doing business with persons or juristic persons related to corruption. The company was certified in the Collective Action against Corruption (CAC) in March 2023.

The company has open channels for all stakeholders' suggestions and complaints to independent 3rd party provider via e-mail : delta@whistleblowing.link or website <https://delta.whistleblowing.link/> or whistleblow@deltathailand.com. More details on policy and practice guidelines can be found on the company website: www.deltathailand.com/en/about_anti-corruption.

9) Measures for Non-Compliance with Policies and Guidelines

The company shall investigate any reports or discoveries of employee dishonesty or non-compliance. If an investigation confirms that any employee has violated the regulations, the company may impose penalties based on the severity of the disciplinary violation.

6.2. Code of Conduct

The Board of Director has approved the Code of Conduct for all Delta employees to comply with and help uphold the company assets, interests and image and contribute to the sustainable operation and development of the company. All directors, management and employees must comply with the law and the company's policy as well as adhere to the company's mission and honesty is essential. The complete Code of Conduct Manual can be found at https://deltathailand.com/en/Code_of_Conduct.

The Board of Directors has assigned the Corporate Governance Committee to implement and monitor compliance with the Code of Conduct. Penalties are established, and performance results are reported to the Board of Directors at least once a year. Additionally, all employees are required to attend Code of Conduct training annually.

All new directors will receive communication and training on the Code of Conduct, while all executives and employees will be required to attend annual ethics training to reinforce compliance. In 2024, 100% of executives and employees within the Group (Integrity/RBA/CoC) attended the Code of Conduct training.

6.3. Milestone Development on the CG Policy, Guidelines and System during the year

In 2024, the Corporate Governance Committee revised the Code of Conduct, Anti-Corruption Policy, and Giving and Receiving of Gifts and Entertainment Procedure in accordance with the resolution of the Corporate Governance Committee Meeting No. 1/2024, held on May 10, 2024, to align with the current business practices and ethical expectations. Additionally, the committee revised the Corporate Governance Policy in accordance with the resolution of the Corporate Governance Committee Meeting No. 2/2024, held on December 18, 2024, to ensure its relevance to the current business environment.

Matters that have not yet complied with the principles of good corporate governance in accordance with the CG Code

1. The Chairman of the board is not an independent director.
2. The Board of Director consists of less than half of the independent directors.
3. The Chairman of the Nomination and Remuneration Committee is not an independent director due to additional duties that are adjusted for appropriateness.



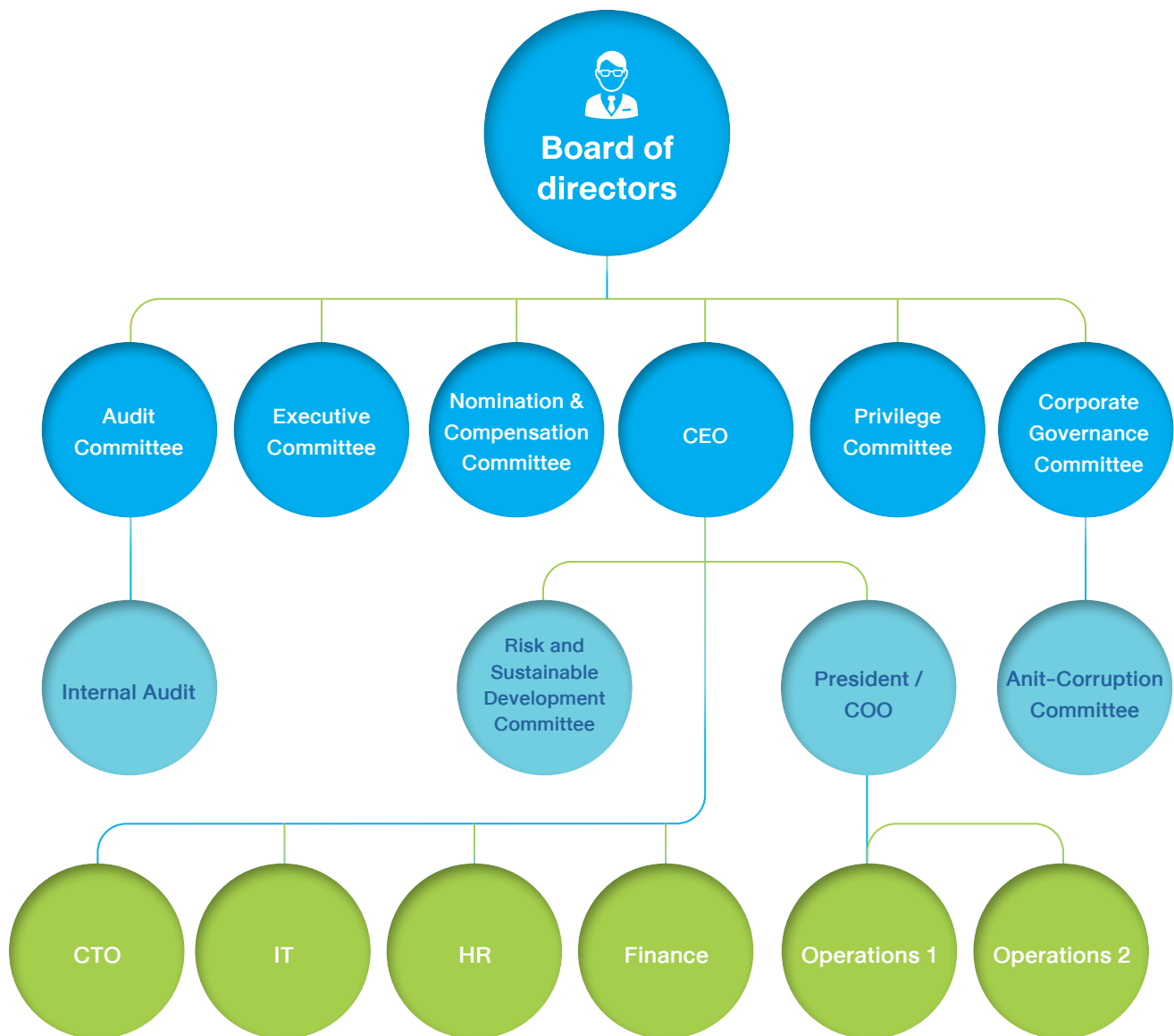


7. Governance Structure and Key Data on the Board of Directors, Specific Committees, Management, Employees and Others



7.1 Managerial Structure

The Company's Managerial Structure as of 31 January 2025



7.2. Board of Directors

7.2.1 Composition of the Board

The company's Board of Directors is now composed of 9 members consisting of

- 3 independent directors, representing 33.33%, which is more than one-third of all directors.
- 5 non-executive directors, representing 55.56% of all directors.
- 4 executive directors
- 3 female directors, representing 33.33% of all directors.

7.2.2 The Current Board of Directors

As reported in the Ministry of Commerce's certification dated on 30 January 2025, the list of the Board of Directors is as follows:

Name	Position	Appointment Date	Attendance Meeting in 2024
1. Mr. Ng Kong Meng	Chairman of the Board	3 May 1990	8/8
2. Mr. Cheng An*	Director	1 Dec 2023	8/8
3. Mr. Ko Tzu-shing*	Director	24 Jun 2019	8/8
4. Mr. Chang Tsai-hsing*	Director	24 Jun 2019	8/8
5. Mr. Anusorn Muttaraid	Director	22 Aug 1994	8/8
6. Ms. Xue Li*	Director	7 Apr 2023	8/8
7. Mrs. Tipawan Chayutimanta	Independent Director	2 Apr 2018	8/8
8. Dr. Somchai Harnhirun	Independent Director	7 Apr 2023	8/8
9. Mrs. Saowanee Kamolbutr**	Independent Director	7 Jun 2024	4/4

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

* Executive director

** Appointment by EGM No.1/2024 held on 7 June 2024.

Authorized Directors

The following 5 directors are authorized to act on behalf of the company under following conditions, "Mr. Ng Kong Meng or Mr. Chang Tsai-hsing or Mr. Anusorn Muttaraid or Mr. Cheng An or Mr. Ko Tzu-shing, any two of these five directors jointly sign and affixes the Company seal."

7.2.3 Scope of Responsibilities of the Board of Directors

- To supervise the directors and executives to perform their duties in the best interests of the shareholders (fiduciary duty).
- To determine the vision, mission, objectives and target of the company and review them every year and communication across the organization.
- To supervise and support the innovation of social and environmental responsibility including ensure that the management adheres to the company's mission in operation.
- To consider and approve the main plan for setting the policy, strategies & annual business plan, the budget of the company to ensure that it is in line with the company's objectives.
- To monitor and supervise the management to implement the company's strategy and follow up on operation results performed and report to the Board of Directors regularly.
- To consider and approve the policy on corporate governance, Code of Conduct, the anti-corruption policy has been written in a way that is appropriate to the operation of all levels of employees and promotes awareness by communication and follow-up.
- To supervise and monitoring IT management, risks and the implementation of the IT security system.
- To supervise having good internal control system.
- To specifying risk management policies, process, report and overseeing to ensure effective risk management systems together with reviewing and assessing the systems periodically.
- To supervise the company complies with the Securities and Exchange Act and other securities and exchange laws. This includes any law governing the company's business.
- The Board should consider its responsibilities in the context of the company's shareholder structure and relationships, which may impact the management and operation of the company.
- Monitoring and managing any potential conflicts of interest and transactions with related parties according to laws and other regulations.



- To arrange for the preparation and submission of the audited balance sheet and profit/loss statement to the shareholders' meeting for its consideration and approval.
- To monitor the adequacy and timeliness of the company's disclosure of information.
- To authorize any other person to perform any action on behalf of the Board of Directors under its supervision, or to grant the power-of-attorney to such a person to perform any action as the Board may think fit. The Board of Directors has the sole discretion to revoke or modify the power-of-attorney as they may think fit.
- To act as the Chairman of the Board of Directors' meeting and the Shareholders' meeting.
- To have a casting vote in case the Board of Directors' meeting has a tie vote.
- To promote a constructive relation between the Board and management.
- Perform the Chairman's duty as specified by law.

The full roles and responsibilities can be find from <https://deltathailand.com/en/committee-charter>

Responsibilities of the Chairman of the Board

- To be the leader to oversee, monitor, promote and supervise to ensure that the operations are performed by the Board of Directors, executive committee and sub-committee to ensure the objective and plan achievement.
- To ensure that all directors contribute to the company's ethical culture and good corporate governance.
- To consider the agenda of the Board of Directors and supervise the important matters to be included in the agenda.

The full roles and responsibilities can be find from <https://deltathailand.com/en/committee-charter>

The Board of Directors' Authorization

The Board of Directors is empowered to authorize various matters in accordance with the scope of authority stipulated by law, the company's Articles of Association and the shareholders' meeting resolutions. Such matters include defining and reviewing corporate vision, operating strategies, operating plans, risk management policy, annual budget and business plans, and medium-term business plan. Added to this, is the defining of target operating results, following up and assessing operating results and overseeing capital expenditure, merger and acquisition, corporate spin-off and joint venture deals.

7.3 Sub-Committee

The Board of Directors appointed sub-committees to help study, scrutinize, and to give opinions on various matters. At present, there are six sub-committees under the Board of Directors totally five committees including Executive Committee, Audit Committee, Nomination and Compensation Committee, Corporate Governance Committee, and Privilege Committee, and there is one committee under the CEO, which is Risk and Sustainable Development Committee with details as described below.

(1) Executive Committee

The Executive Committee of the company consists of seven members, The list of members is as follows:

Name	Position
1. Mr. Cheng An*	Executive Committee Chairman
2. Mr. Chang Tsai-hsing	Executive Committee Member
3. Mr. Chang Shih-chien**	Executive Committee Member
4. Mr. Wei Hsi-ju*	Executive Committee Member
5. Ms. Nipaporn Jiarajareevong	Executive Committee Member
6. Mr. See Kai Mun	Executive Committee Member
7. Ms. Xue Li	Executive Committee Member

Remark : * Appointed by the Board of Directors Meeting No. 2/2024 on February 15, 2024.

** Appointed by the Board of Directors Meeting No. 1/2025 on February 14, 2025.

Scope of Responsibilities of Executive Committee

- To operate and manage the business of the company in compliance with the company's objectives, Memorandum of Association, policies, regulations, notifications, orders as well as the resolution of the Board of Directors and/or shareholders' meeting.
- To establish policies, business plan, directions, strategies, budget and the main organization structure and authority of each department within the company.

- To be eligible to do the following transactions with banks and to report these transactions to the Board of Directors in the next Board meeting after execution.
 - Open or close bank accounts.
 - Enter into any contract which is in the Company's normal course of business and/or any other transactions with banks or other financial institutions for a total amount not exceeding USD 50 million, or its equivalent in any other currency, per bank. Approval of the Board of Directors must be obtained in cases where any assets of the Company are used as collateral to support the banking facilities.
 - Issue corporate guarantee to support banking facilities granted to subsidiaries for a total amount not exceeding USD 50 million, or its equivalent in any other currency, per company.
- Renew banking facilities without any limit.
- To be eligible to approve investment in subsidiary companies for amounts not exceeding USD 5 million per company, per project but will not exceed USD 20 million or equivalent within a calendar year.
- To be eligible to appoint, promote, transfer or discharge directors and/or executives of subsidiary.
- To authorize any one or more persons to perform any action under the supervision of the Executive Committee.
- To perform any other duties assigned by the Board of Directors.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>

(2) Audit Committee

The Audit Committee of the company consists of three members and all members are independent directors. Term of office shall follow the annual director election and qualifications and responsibilities of the Committee are prescribed by the SET. The list of members is as follows:

Name	Position
1. Mrs. Tipawan Chayutimanta	Audit Committee Chairman
2. Dr. Somchai Harnhirun	Audit Committee Member
3. Mrs. Saowanee Kamolbutr*	Audit Committee Member

Remark : All Audit Committee member are director who knowledgeable and experienced in reviewing the company's financial statements

* Appointed by the Board of Directors Meeting No. 5/2024 on June 7, 2024.

Qualifications of the Audit Committee:

- All members must be independent directors.
- Not a director who is authorized by the Board of Directors to make decisions relating to the operations of the company, its parent company, its subsidiary, its associated company, its parallel subsidiary company or a person with a potential conflict of interest.
- Not a director of a parent company, subsidiary or parallel subsidiary company which is a listed company.
- Have duties and responsibilities according to the SET's rules.
- Have sufficient knowledge and experience to perform his/her duties as a member of the Audit Committee. At least one member of the Audit Committee must have sufficient knowledge and experience to review the reliability of the financial statements.
- Be appointed by the Board or shareholders meeting.

Scope of Responsibilities of Audit Committee:

- To review the company's financial reporting to ensure that it is accurate and disclosure is adequate.
- To review that the company employs appropriate and an efficient internal control system and approve the appointment, transfer and dismissal of the chief of the internal audit unit.
- To review that the company complies to the law related to the company business.
- To consider the capability and independence of an external auditor and propose an external auditor to be appointed as the company's auditor with an included audit fee.
- To review any related transactions or transactions that may lead to conflicts of interests.
- To report the governance activities of the Audit Committee in the company annual report.
- To conduct any other agreed upon matters assigned by the Board of Directors.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>



(3) Nomination and Compensation Committee

The Nomination and Compensation Committee consists of four members, three independent directors and one non-executive director. Term of office shall follow the annual director election. The list of members is as follows:

Name	Position
1. Mr. Anusorn Muttaraid	Nomination and Compensation Committee Chairman
2. Mrs. Tipawan Chayutimanta	Nomination and Compensation Committee Member (independent director)
3. Dr. Somchai Harnhirun	Nomination and Compensation Committee Member (independent director)
4. Mrs. Saowanee Kamolbutr*	Nomination and Compensation Committee Member (independent director)

Remark : * Appointed by the Board of Directors Meeting No. 5/2024 on June 7, 2024.

Scope of Responsibilities of Nomination and Compensation Committee:

- Appraise the performances of the CEO annually.
- Determine the compensation of the Directors and Sub-committee members and submit it to the Board of Directors and shareholders for approval.
- Determine the compensation policy of the CEO. This includes short-term and long-term compensation and submit it to the Board of Directors for approval.
- Review the compensation policy of Directors, Committee, CEO.
- Define the qualifications and aid in identifying and attracting qualified candidates.
- Assess the structure, size and composition of the Board of Directors/Sub-committee.
- Conduct an annual evaluation of the performance of the Board of Directors, Sub-committee and individual members.
- Assist in the establishment of a succession plan for medium to top key management positions.
- Review the roles and responsibilities of the CEO as well as review their Key Performance Indicator (KPI).
- Perform any other duties assigned by the Board.
- Participate in discussions if there is a case may result in cause or has caused the conflict or disputes between Management and Employee or Labour Union.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>

(4) Corporate Governance Committee

The Corporate Governance Committee consists of three members. Term of office shall follow the annual director election. The list of members is as follows:

Name	Position
1. Mr. Chang Tsai-hsing	Corporate Governance Committee Chairman
2. Mr. Cheng An*	Corporate Governance Committee Member
3. Mr. Anusorn Muttaraid	Corporate Governance Committee Member
4. Ms. Nipaporn Jiarajareevong	Corporate Governance Committee Member

Remark : * Appointed by the Board of Directors Meeting No. 2/2024 on February 15, 2024.

Scope of Responsibilities of the Corporate Governance Committee:

- To consider and review whether the company's Corporate Governance policy, Code of Conduct and Anti-corruption policy are appropriate and adequate and to regularly update.
- To promote and supervise Corporate Governance policy, Code of Conduct and Anti-corruption policy to all executives and employees for clear understanding and actual implementation.
- Promotes and provides advice for the company on participating in the Corporate Governance related assessment or rating to continuously develop and enhance the company's Corporate Governance standard.
- Reviews the Corporate Governance Committee Charter regularly.
- Responsible for other tasks assigned by the Board of Directors.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>

(5) Privilege Committee

The Privilege Committee consists of four members. Term of office shall follow the annual director election. The list of members is as follows:

Name	Position
1. Mr. Anusorn Muttaraid	Privilege Committee Chairman
2. Mrs. Tipawan Chayutimanta	Privilege Committee Member
3. Dr. Somchai Harnhirun	Privilege Committee Member
4. Mrs. Saowanee Kamolbutr*	Privilege Committee Member

Remark : *Appointed by the Board of Directors Meeting No. 5/2024 on June 7, 2024.

Scope of Responsibilities of the Privilege Committee:

- To consider, review, promote and supervise the measures for requesting a tax or non-tax privilege from Thai Government, state enterprise or other connected entity.
- Responsible for other tasks assigned.

(6) Risk and Sustainable Development Committee

The Risk Management Committee consists of eight members. The list of members is as follows:

Name	Position
1. Mr. Cheng An*	Risk Management Committee Chairman
2. Mr. Chang Tsai-hsing	Risk Management Committee Member
3. Mr. Chang Shih-chien**	Risk Management Committee Member
4. Mr. Wei Hsi-ju*	Risk Management Committee Member
5. Ms. Nipaporn Jiarajareevong	Risk Management Committee Member
6. Mr. Chen Chin-ming	Risk Management Committee Member
7. Mr. See Kai Mun	Risk Management Committee Member
8. Mr. Huang Chih-hao	Risk Management Committee Member

Remark : * Appointed by the Board of Directors Meeting No. 2/2024 on February 15, 2024.

** Appointed by the Board of Directors Meeting No. 1/2025 on February 14, 2025

Scope of Responsibilities of the Risk Management:

- Establish risk management procedures.
- Implement risk management and delegate risk management to respective managers.
- Develop and review strategic risk management plans.
- Report the implement risk management to the Board or the Audit Committee.
- Monitor and continuously improve risk management.

Scope of Responsibilities of the Sustainable Development:

- Review the Sustainable Development Policy and associated frameworks, processes and practices.
- To ensure that the company is taking the appropriate measures and monitor the policy from time to time.
- Coordinate with the company for implementing programs and executing initiatives as per Sustainable Development policy.
- Provide counsel and support appropriate resources and persons to promote the sustainable development strategy to the entire organization in the same direction.
- Form and delegate authority to subcommittees or working groups when appropriate.
- Review and reassess the adequacy of its responsibilities annually and recommend any proposed changes to the Board for approval.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>



7.4 Management Team

7.4.1 Management Team Members

The management team of the company as of 31 January 2025, consists of eight members as follows;

Name	Position
1. Mr. Cheng An	Chief Executive Officer (CEO)
2. Mr. Chang Tsai-hsing	President and Chief Operation Officer (COO)
3. Mr. Chang Shih-chien*	Manufacturing Operation 1 General Manager
4. Mr. Wei Hsi-Ju	Manufacturing Operation 2 General Manager
5. Ms. Nipaporn Jiarajareevong	Chief Financial Officer (CFO)
6. Mr. Chen Chin-ming	Chief Information Officer (CIO)
7. Mr. Huang Chih-hao	Chief Human Resources Officer of SEA Region
8. Mr. Chen Chern-lin**	Chief Technology Officer (CTO)

Remark : * Appointed on January 1, 2025.

** Appointed on January 13, 2025

Scope of Responsibilities of the Chief Executive Officer:

- To manage, control and responsible for the operation of the company.
- To propose policies, strategy of the company to the Board of Directors for acknowledgement and approval and to be responsible for applying such strategy with its operation.
- To be jointly responsible with the executive committee for preparation of the annual budget and the operational plan of the company.
- To report the operational result to the Board of Directors quarterly.
- To have the authorization to approve the payment in accordance with the Approval Authorization Instruction of the company.
- Undertakes its duties and responsibilities to ensure that systems are established, supports are provided and supervision of good corporate governance and anti-corruption.
- To be eligible in appointing and managing any working groups or any persons.

The full roles and responsibilities can be found from <https://deltathailand.com/en/committee-charter>

- Compensation packages must be reasonable in order to attract, retain and motivate executives to do their best at work.
- The Nomination & Compensation Committee must define and propose Key Performance Indicators (KPI), to assess performance of the executives, to the Board for approval before the end of each fiscal year.
- Compensation including annual salary increment, bonus and other compensation (if any) of the management is to be considered by the CEO based on each individual KPI achievement.
- Consideration to adjust compensation or annual salary will depend upon KPI achievement and other accomplishments. Determination of compensation should take into account the current market rate. Company sponsored market survey or consultancy from human resource professionals may be used for the committee's consideration.

7.4.3 Management's Compensation

Compensation of the 7 members of the management team including salary and bonus in 2024 amounted to Baht 81,939,379 as compared to that of last year (2023) of 43,600,140 baht to 5 members.

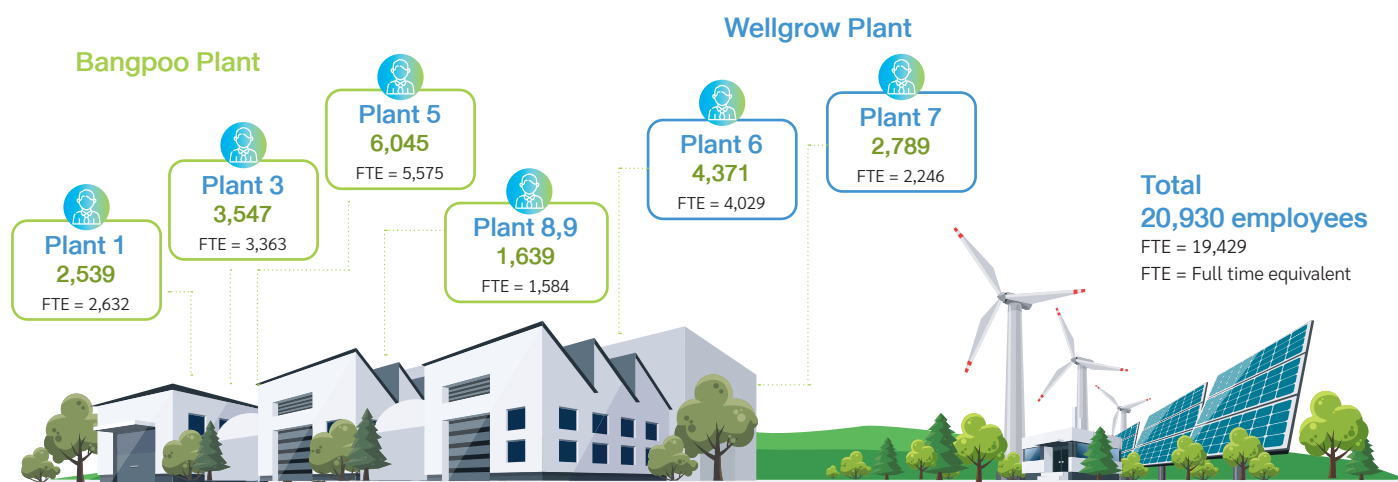
7.4.2 Management's Compensation Policy

Policy and Guidelines for top executive's compensation as follows;

- The Nomination & Compensation Committee is assigned to determine that the compensation principle and structure for the CEO is in accordance with policies made by the Board of Directors and in line with the company's operating result and individual performance.

7.5 Human Resource

In 2024, the company and its subsidiaries had a total number of employees of 28,527 and the total compensation including salary, bonus and provident fund paid to employees was THB 16,326 million. In Thailand, there were 20,930 employees, 16 disabled persons with THB 10,187 million paid for compensation including salary, bonus and provident fund. The employees participating in the provident fund is about 7,652 persons and ratio of compensation for female employees to male employees is approximately 70:30 and the employees in Thailand are divided by plant as follows.



Remark :

1. Headcount data is the information as at 20 December 2024
2. FTE formular: Worker actual working day / Total working day per 2024 working calendar.
3. The FTE calculation include all type of worker and all workers who join and left the company during the 2024 calendar year.

The Company and its Subsidiaries

Year	2020	2021	2022	2023	2024
No. of Employee (person)	17,968	21,437	26,366	27,896	28,527
Compensation (million Baht)	9,343	11,168	13,296	15,880	16,326

The Company Only

Year	2020	2021	2022	2023	2024
No. of Employee (person)	13,852	16,951	20,022	21,025	20,930
Compensation (million Baht)	5,983	7,230	8,923	10,323	10,187

With great awareness of the importance of human resources, the company employs sufficient people to support our business growth. At the same time, the company commit to continually develop skills and abilities of our people to support future business opportunities. The company recruit and develop employees based on their abilities and treat them equally regardless of ethnic origin, creed, race, age, gender, sexual orientation, marital status, political viewpoint or physical disability.

7.6 Other Information

Company Secretary

The Board of Directors appointed Ms. Wilailak Funghanakun the Company Secretary. The main responsibilities are: to prepare meetings, inform and advise on relevant law and regulations, take care of the Board's activities, and coordinate to ensure that the Board's resolutions are put into practice. All are to facilitate efficiency of the Board's administration in order to comply with good corporate governance principle and other responsibilities as required by law.

In the year 2024, the Company Secretary attended the seminar as follows.

- “Insight in SET” No. 2/2024, The Stock Exchange of Thailand
- Focus Group “Amendment of the regulation of acquisition or disposition of assets and connected transactions “, Thai Listed Companies Association

More profile details appear in Attachment 1.

The Person Supervising Accounting

The company has appointed Mr. Somsak Kajornritdech, a Financial Report Manager to be directly responsible for the company's accounting. He is a qualified as an accountant under the criteria set by the Department of Business Development. More profile details appear in Attachment 1.

Internal Audit Manager

The company set up its Internal Audit Department under the supervision of the Audit Committee to handle internal audit matters and review its own performance. The Internal Audit has been supporting by and reporting to Audit Committee. Presently, the internal audit function leads by Ms. Neythiya Peethong. More profile details appear in Attachment 3.

Investor Relations

The company has appointed Ms. Anchalee Jieratham to be the company's Investor Relations. Responsible for taking care of the company's information to shareholders, investors, analysts and other relevant agencies and can be contacted at IR.TH@deltaww.com.

Audit Fee

Fee for Audit

The audit fee paid in the year 2024 to the company auditor was THB 4,910,000 and review of group reporting package amount THB 500,000, excluding all actual out of pocket expenses (the Audit fee in 2023 was THB 4,910,000, review of group reporting package amount THB 500,000 and actual out of pocket amount THB 397,699). In addition, audit fees for 3 subsidiaries a total amount of THB 1,460,000.

The company and some of its subsidiaries hire the same international audit firm and the rest of our subsidiaries employ alternative audit firms. Selection criteria of Delta auditors are principally based on the auditor's service quality and charge rate.

Other Fee

- None -



8. Corporate Governance Report



8.1 Performance of the Board of Directors for 2023

8.1.1 Nomination, Development and Performance Assessment of the Board

(1) Selection of Directors and Independent Directors

The Board of Directors assigned the Nomination and Compensation Committee to search, select and nominate qualified candidates to be a director or member of any committee. The Board Matrix has been prepared with consideration to select people with knowledge and experience in various fields that are lacking. The committee selections are considered on the basis of whether that person is knowledgeable and experienced in areas such as accounting, finance, management, strategy and possess individual skill and expertise in line with the company's business and strategies without restrictions on gender, race or nationality. This is in order to have board diversity and a solid company structure to achieve business objectives under management according to the principles of good corporate governance standards.

In selecting directors, the Board of Directors considers candidates with the knowledge and experience that the Board lacks and has set a target of having three female directors, or 30% of the total Board, in compliance with the Board Diversity Policy.

In 2024, the Board of Directors considered appointing Mrs. Saowanee Kamolbutr, who has expertise in political science—a skill still lacking on the Board and aligned with the company's business strategy - as a new director, thereby achieving the target of having three female directors.

Currently, the company has provided the opportunity to the shareholders to nominate candidates to be company directors with basic qualifications set forth on the company website. The Board will consider and approve the selected candidate by majority votes of the board meeting. After selection, the Board shall nominate such a candidate to the shareholders' meeting for approval.

Qualifications of a Director

1. A director shall have qualifications and shall not have characteristics prohibited in the law on public limited companies, or characteristics indicating a lack of appropriateness in respect to trust in managing a business with public shares as specified in the notification of the SEC.
2. Professional ethics and excellent career profile.
3. Knowledge or experience in business administration, especially in electronics, telecommunications, finance and accounting or any other areas, as the board deems appropriate.
4. Able to participate in all Board meetings and shareholders' meetings (except in the case of an emergency).
5. Other qualifications that the Board may later consider appropriate or are required by law.



Qualifications of Independent Director

Independent directors must be independent from the management and major shareholders. Qualifications of the company's independent directors (ID) have been consistent and stricter than the requirements set by the Office of Securities and Exchange Commission as follows:

1. Not holding shares exceeding 0.5% of the total voting right shares of the company, its parent company, its subsidiary, its associated company. A person with a potential conflict of interest with any shares held by Related Persons taken into account.
2. Not being nor having been an executive director, employee, officer, monthly paid advisor or controlling person of the company, its parent company, its subsidiary, its associated company, its parallel subsidiary company. A person with a potential conflict of interest with the company. An exception would be if he/she has no such status for at least two years before becoming an independent director.
3. Not a person related by blood or by registration under the law as father, mother, spouse, sibling or child. This includes the spouse of a child of an executive, major shareholder, controlling person, or person who will be nominated to be an executive or controlling person of the company or its subsidiary.
4. Not having nor having had any business relationship with the company, its parent company, its subsidiary, its associated company. A person with a potential conflict of interest that may interfere with his/her use of independent discretion. This includes not being nor having been a major shareholder, a director who is not an independent director, or an executive of a person who has a business relationship with the company, its parent company, its subsidiary, its associated company. A person with a potential conflict of interest. An exception would be if he/she has no such status for at least two years before becoming an independent director. Details of business relations are summarized as follows:
 - 4.1 Professional advisor
 - 4.1.1 An auditor for any related case.
 - 4.1.2 Advisor (such as legal advisor, financial advisor, appraiser) for transactions with a value of over THB 2 million per year.
 - 4.2 Other business relationship
 - 4.2.1 Scope of business covers normal business transactions, rental or lease of immovable property transactions, asset or service transactions, and financial assistance transactions.
 - 4.2.2 Having business relationships with either the transaction value of THB 20 million or more, or 3% or more of its net tangible assets, whichever is lower (including transactions with the same person within 6 months).
 - 4.2.3 The Board of Directors may exempt any transaction by an independent director with a unanimous resolution which exceeds the above value if the case is deemed to be necessary, appropriate and

irregular. In such a case, the business transaction is required to be disclosed in the registration statement (Form 56-1) and the annual report. If the independent director is re-appointed for another term, such relationship or transaction must also be disclosed in the notice of meetings.

5. Not a director who is not appointed as a representative to safeguard the interests of the company's directors, majority shareholders or shareholders who are related to the company's major shareholders.
6. Having any other characteristics which make it impossible to express an independent opinion with regards to the company's operations.
7. An independent director who satisfies the qualifications specified in 1 to 6 above may be empowered by the Board to make decisions in normal business operations, provided that the decision process is collective.

Appointment of Directors

After the Nomination and Compensation Committee considers and selects a qualified director, they will propose the candidate to the Board of Directors. After that, the Board of Directors will nominate the candidate to the shareholders' meeting for approval based on the Article of Association of the company. The appointment of a director is made through a majority of the votes of the shareholders attending the meeting and casting their votes. One share shall count for one vote and each shareholder shall exercise all the votes he has to appoint the nominated person or nominated persons to be a director on a person-by-person basis or en-bloc basis. Shareholders cannot divide votes for any person. The person obtaining the most votes in descending order shall be elected as directors equal to the number of directors required. In the event that persons receiving votes in respective order receive equal votes and the number of positions exceed the positions required, the Chairman of the meeting shall have a casting vote.

Dismissal of Directors

The meeting of shareholders may pass a resolution to remove any director, prior to retirement by rotation, by a vote of not less than three-fourths (3/4) of the number of shareholders attending the meeting with voting rights and who hold shares in aggregation of over half of total shares held by attending shareholders with voting rights.

Director's Term of Office

At the annual general meeting of shareholders, one-third of the directors or close to one-third must vacate their office. A director who vacates their office by rotation is eligible for re-election. The meeting of shareholders may pass a resolution to remove any director prior to retirement by rotation with a vote by no less than three-fourths (3/4) of the number of shareholders attending the meeting who have the right to vote and hold shares in aggregate of no less than half of the total voting shares held by attending shareholders. The limit of terms which an individual may serve as an independent director to a maximum of three consecutive terms or 9 years.



Directorship in Other Companies

To ensure the director's efficient performance and compliance with Corporate Governance Principles, the Board of Directors requires that.

1. Apart from the company, each director may retain the office of director in a maximum of three other listed companies.
2. The Chief Executive Officer (CEO) is not permitted to be the director of other listed companies except subsidiaries. Moreover, before participating as a board director of any other company the CEO must first seek approval from the Board of Directors.

The company's executive directors and top management are encouraged to be the directors of subsidiaries to ensure the group's work efficiency and policy consistency.

(2) Director Development

Training for the Board and Management

The company has a policy to encourage directors, executives and the company secretary to continuously train in good corporate governance. Training is both organized internally or externally by relevant institutions such as the SET, the SEC and the Thai Institute of Directors Association (IOD).

At present, eight directors from of nine directors attended the training courses related to the duty of directors of the Thai Institute of Directors (IOD), representing 89% of the total. In addition, the Company Secretary regularly informs the Board of Directors of useful information, seminars and training.

In 2024, there were three directors attending the training course of the Thai Institute of Directors Association as follows:

1. Mr. Cheng An participated in Director Certification Program (DCP 361/2024)
2. Ms. Xue Li participated in Director Certification Program (DCP 361/2024), and
3. Mr. Chang Tsai-hsing participated in The Board's Role in Mergers and Acquisitions (BMA 10/2024) and 2024 Masterclass: Unlocking Financial Potential with Climate Risk Intelligence

The Orientation for New Director

The company set up an orientation for new directors which includes a briefing on the company business, on top of its operations,

and plant visits conducted by Management. Subsequently, the summary of the Board of Directors' roles and responsibilities, the listed company director's handbook and the company's information will be presented in detail by the Corporate Secretary. In 2024, the company arranged an orientation for new directors, Mrs. Saowanee Kamolbutr on July 18, 2024.

The Nomination of CEO

The company has established policies and criteria for the nomination of the Chief Executive Officer, with a clear and transparent nomination process. The Nomination and Compensation Committee has been assigned to evaluate qualified candidates based on their work experience, knowledge, and leadership skills appropriate for the company's management.

Management shall present the succession plan to the Nomination and Compensation Committee for review and consideration of its appropriateness at least once a year.

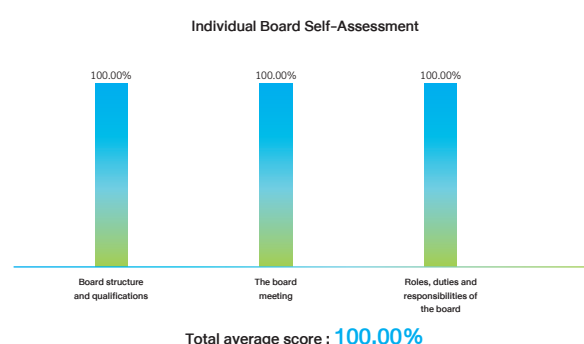
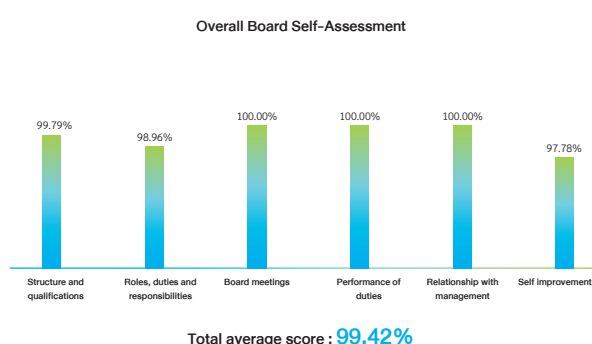
Talent Pool Management

The company adopts Talent Pool Management for succession planning as it not only offers flexibility in recruiting suitable personnel but also supports a dynamic business strategy rather than a traditional plan that tends to be more biased towards specific individuals. With talent pool management, candidates can be selected from both internal and external sources. This project has continued to show progress in obtaining sufficiently qualified candidates.

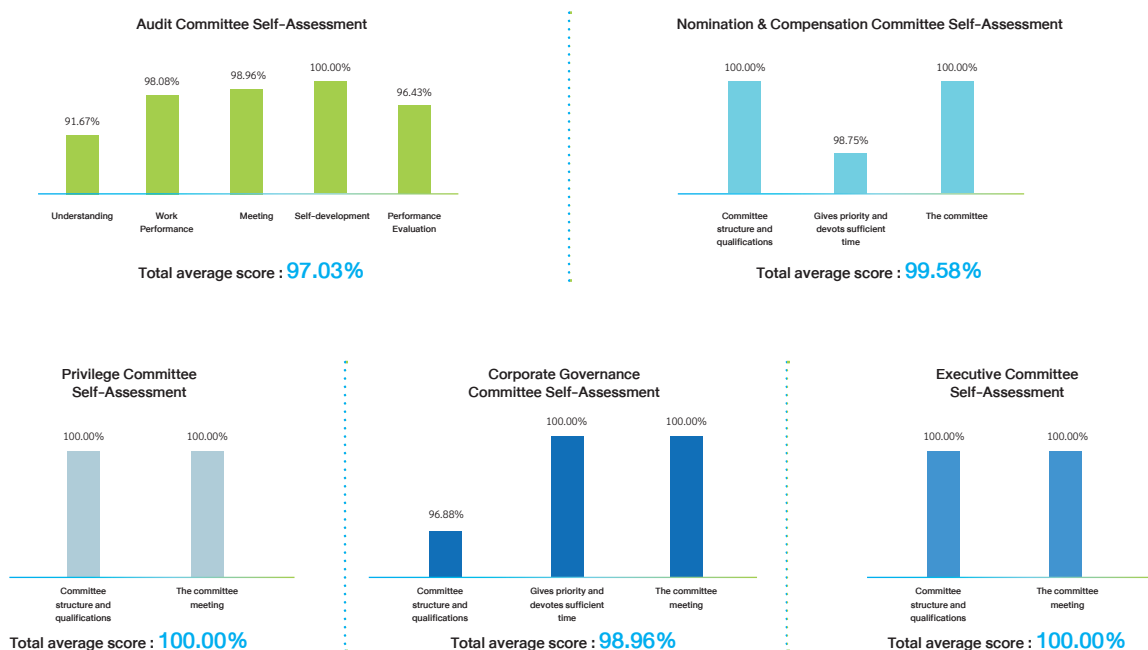
(3) Assessment of the Board of Director and Sub-Committee

The Board generally arranges assessment forms once a year, namely, Assessment of the Board, Assessment of Individual Directors (self-assessment), Executive Committee's self-assessment, Audit Committee's self-assessment, Nomination and Compensation Committee's self-assessment, Corporate Governance Committee's self-assessment and Privilege Committee's self-assessment. Upon completion of the mentioned assessments, the Evaluation Forms will be submitted to the Company Secretary team for tabulation and the results will be presented to the Board together with agreed action plans to address the gaps and improve work efficiency, for deliberation and onward submission to the Board.

Board of Director Self-Assessment



Sub-Committee Self-Assessment



Performance Assessment of the CEO

The Board assigns the Nomination and Compensation Committee to determine and propose Key Performance Indicators (KPI) of the CEO. The evaluation criteria is divided into 4 parts: 1. Corporate Governance Indicators (CG) 2. Operational Indicators 3. Social & Environmental Indicators 4. Nomination and Compensation Committee Score. The KPIs must be approved by the Board and be reviewed annually.

In 2024, CEO performance evaluation results were 72.3 percent, which falls within the specified standard criteria.

8.1.2 Meeting Attendance and Individual Directors' Compensation

(1) The Board's Meeting

The company schedules the Board meeting at least four times a year or on a quarterly basis (middle of February and the end of April, July and October). The meeting dates are set in advance throughout the year and informed the Board of Directors of the meeting schedule since the end of last year. Each director must attend at least 75% of the meetings throughout the year. An extraordinary meeting may be arranged when there is an issue to consider. Regular meeting dates will be set in advance for the entire year at least seven days prior to the meeting date (not less than five days).

The company will send out invitation letters with the agenda to all directors. In case of emergency, the invitation letters may be sent less than seven days prior to the meeting. Each director is free to propose items for the agenda. The company secretary has the duty to arrange the meetings, take care of and give suggestions to ensure that the meeting is in compliance with all relevant laws and regulations. Minutes of the meeting will be put in writing and those endorsed by the Board will be kept as evidence at the company's office.



Meeting Attendance of Directors in 2024 was as follows;

Unit : Times

Name	Board of Directors 8 Times			Audit Committee 4 Times	Nomination & Compensation Committee 5 Times	Corporate Governance Committee 2 Times	Privilege Committee 4 Times	AGM/ EGM 2 Time
	Self	E-meeting	attendance ratio %					
Mr. Ng Kong Meng	5/8	3/8	100%	-	-	-	-	2/2
Mr. Cheng An	7/8	1/8	100%	-	-	2/2	-	2/2
Mr. Ko Tzu-shing	-	8/8	100%	-	-	-	-	2/2
Mr. Chang Tsai-hsing	8/8	-	100%	-	-	2/2	-	2/2
Mr. Anusorn Muttaraid	8/8	-	100%	-	5/5	2/2	4/4	2/2
Ms. Xue Li	2/8	6/8	100%	-	-	-	-	2/2
Mrs. Tipawan Chayutimanta	5/8	3/8	100%	4/4	5/5	-	4/4	2/2
Dr. Somchai Harnhirun	6/8	2/8	100%	4/4	5/5	-	4/4	2/2
Mrs. Saowanee Kamolbutr*	3/4	1/4	100%	2/2	2/2	-	2/2	1/1
Mr. Boonsak Chiempricha**	-	2/2	100%	1/1	1/1	-	1/1	-

Remark: * Mrs. Saowanee Kamolbutr was appointed by EGM on June 7, 2024, replacing Mr. Boonsak Chiempricha.

** Passed away

The Quorum for Voting

The Board of Directors considered additional policy concerning the quorum for voting at the Board of Director's meeting by requiring the quorum be not less than two-thirds of the total number of directors. However, the meeting quorum is still required to comply with the company's Articles of Association that state that at the meeting of the Board of Directors there shall be not less than one half of the total number of directors attending in order to constitute a quorum.

Important Agenda

In 2024, the Board of Directors held a total of eight meetings, during which matters related to sustainability were considered as follows:

Board of Directors' meeting (BOD)	Acknowledgement and Approval
BOD No. 1/2024 11-Jan-24	Report the progress of projects to improve employee welfare
	Report the progress of operation improvement projects
	Report organization restructuring in subsidiaries for strengthening governance and operation efficiency
BOD No. 2/2024 2-Feb-24	Report Q1-2024 operation results of the company and its subsidiaries
	Report on Sustainability Goal, KPI's and achievements
	Report of the Risk Management focus and improvement
	Report of the Corporate Governance focus on business integrity management improvement
	Report organization restructuring of the sub-committees
	Report performance of CEO KPIs
	Report the board self-assessment results
BOD No. 3/2024 11-Apr-24	Report the progress of operation expansion
BOD No. 4/2024 26-Apr-24	Report the appointment of a new independent director
	Report the amendment of key operating procedure
	Report the capital change in the subsidiaries



Board of Directors' meeting (BOD)	Acknowledgement and Approval
BOD No. 5/2024 7-Jun-24	Report the progress of operation improvement projects
BOD No. 6/2024 26-Jul-24	Report Q2-2024 operation results of the company and its subsidiaries
	Report the progress of operation improvement projects
BOD No. 7/2024 25-Oct-24	Report Q3-2024 operation results of the company and its subsidiaries
	Report the shareholder structure change in the subsidiaries
	Report the progress of operation improvement projects
BOD No. 8/2025 3-Dec-24	Report the progress of operation improvement projects
	Report organization restructuring in subsidiaries for strengthening governance and operation efficiency

The Meeting without Attendance of Management

The independent directors may hold a meeting without the attendance of management as it sees appropriate. Normally, meetings of the Audit Committee are held without executive participation. The company's auditor generally attends the Audit Committee meeting on a quarterly basis when reviewing financial statements. In some circumstances, the Audit Committee may request an executive to clarify an issue as it sees fit.

In 2024, the non-executive directors held four meetings to evaluate the suitability of land acquisition and to follow up on the progress of obtaining benefits from new land investments. The results were reported to the Board of Directors for acknowledgment.

(2) Directors' Compensation

The Board of Directors has assigned the Nomination and Compensation Committee to determine and propose the compensation of directors and sub-committee members to ensure that the compensation is transparent, in line with the strategic plan and long-term goals of the company. The compensation for directors and sub-committee requires approval from the shareholders' meeting. The following are some key guidelines:

1. Compensation package must be reasonable in order to attract and retain competent directors. Major factors to determine director compensation include:
 - Scope of work and responsibilities
 - Current market rate
 - The company's overall performance
 - Other factors specified by the Compensation Committee or the Board
2. Chairman of the Board and Chairman of sub-committees would receive higher compensation in accordance with their responsibilities.
3. Non-executive directors would receive competitive compensation which would be higher than that of the executive director. This is to attract knowledgeable and capable people to be non-executive director or independent director.
4. Compensation may be entirely fixed or partially fixed with some variable amount such as meeting allowance or other incentives.

Compensations of Directors in 2024 are listed as follows;

1. Compensation

The Annual General Meeting of Shareholders approved the compensation of the directors for the year 2024 with details shown below;

1. The Compensation of the Directors

Position	Year 2024	Year 2023
Chairman of the Board	2,475,000	2,475,000
Independent Director/ Non-Executive Director	1,495,000	1,495,000
Executive Director	650,000	650,000
Chairman of the Audit Committee	1,750,000	1,750,000
Chairman of the Nomination & Compensation Committee	1,750,000	1,750,000

2. The Meeting Fees

Position	Meeting fee/ Meeting	
Board of Director	Year 2024	Year 2023
Chairman of the Board	25,000	25,000
Independent Director/ Non-Executive Director	20,000	20,000
Executive Director	-	-
Sub-Committee		
Chairman	22,000	22,000
Member	20,000	20,000

3. Annual Bonus

The 2024 annual bonus should be paid to the Chairman of the Board and the directors at rates of 60% and 40%, respectively, of the annual compensation for directors under item 1 above.

Remarks

1. Meeting attendance fee are for Chairman of the Board, Non-Executive Director and Independent Director for their participation in every committee meeting and Shareholders' meeting.
2. Others compensation of directors: None of other compensation and benefit.

The Compensation of the Directors for the year 2024 as follow;

Name of Director	Compensation		Meeting fee		Bonus		Other		Total Amount	
Unit : Baht	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
Mr. Ng Kong Meng	2,475,000	2,475,000	250,000	225,000	1,485,000	1,485,000	-	-	4,210,000	4,185,000
Mr. Cheng An	650,000	-	-	-	-	-	-	-	650,000	-
Mr. Ko Tzu-shing	650,000	650,000	-	-	260,000	260,000	-	-	910,000	910,000
Mr. Chang Tsai-hsing	650,000	650,000	-	-	260,000	260,000	-	-	910,000	910,000
Mr. Anusorn Muttaraid	1,750,000	1,750,000	438,000	484,000	700,000	700,000	-	-	2,888,000	2,934,000
Ms. Xue Li	650,000	650,000	-	-	260,000	-	-	-	910,000	650,000
Mrs. Tipawan Chayutimanta	1,750,000	1,495,000	444,000	460,000	598,000	598,000	-	-	2,792,000	2,553,000
Dr. Somchai Harnhirun	1,495,000	1,495,000	440,000	380,000	598,000	-	-	-	2,533,000	1,875,000
Mrs. Saowanee Kamolbutr	1,495,000	-	220,000	-	-	-	-	-	1,715,000	-
Mr. Boonsak Chiempricha	-	1,750,000	102,000	388,000	700,000	700,000	-	-	802,000	2,838,000
Mr. Cheng Ping	-	650,000	-	-	260,000	260,000	-	-	260,000	910,000
Mr. Chu Chih-yuan	-	-	-	60,000	-	598,000	-	-	-	658,000
Dr. Witoon Simachokedee	-	-	-	60,000	-	598,000	-	-	-	658,000
Total	11,565,000	11,565,000	1,894,000	2,057,000	5,121,000	5,459,000	-	-	18,580,000	19,081,000

2. Other Compensation

- None -

Share/Warrant holdings of Directors and Management

Name of Director	Holding DELTA (Shares)							
	Self				Spouse & Minor child			
	31 Jan 25	% holding	31 Jan 24	Inc (Dec)	31 Jan 25	% holding	31 Jan 24	Inc (Dec)
Mr. Ng Kong Meng	-	-	-	-	-	-	-	-
Mr. Cheng An	-	-	-	-	-	-	-	-
Mr. Ko Tzu-shing	-	-	-	-	-	-	-	-
Mr. Chang Tsai-hsing	-	-	-	-	-	-	-	-
Mr. Anusorn Muttaraid	-	-	-	-	-	-	-	-
Ms. Xue Li	-	-	-	-	-	-	-	-
Mrs. Tipawan Chayutimanta	-	-	-	-	-	-	-	-
Dr. Somchai Harnhirun	-	-	-	-	-	-	-	-
Mrs. Saowanee Kamolbutr	-	-	-	-	-	-	-	-
Mr. Chang Shih-chien	-	-	-	-	-	-	-	-
Mr. Wei Hsi-ju	-	-	-	-	-	-	-	-
Ms. Nipaporn Jiarajareevong	-	-	-	-	-	-	-	-
Mr. Chen Chin-ming	-	-	-	-	-	-	-	-
Mr. Huang Chih-hao	-	-	-	-	-	-	-	-
Mr. Chen Chern-lin	-	-	-	-	-	-	-	-



8.1.3 Supervision of Subsidiary and Associated companies

The Board of Directors has assigned the Executive Committee to supervise the operations of subsidiary and associated companies. The Executive Committee has a certain authority to make investments in subsidiaries and associates and may assign some directors or top executives of the companies and/or appoint some local personnel to participate in the Board of Directors or management of its subsidiaries or associates to support management and determine business policies and direction. After appointment, the Executive Committee will report such appointment to the Board of Directors for their acknowledgment. However, if the investment amount exceeds the granted authority, the Executive Committee is required to seek for Board's approval.

Further supervision and monitoring to ensure compliance with policies are done through the implementation of Enterprise resource planning (ERP) solutions, which effectively gathers and provides important information including finance, accounting and other data, to support the management, controlling and monitoring of subsidiaries and associate's operations. Furthermore, the Treasury and Investment Section of the company also actively participates in monitoring and supporting the sourcing of funds, capital increase and reduction. It seeks approval from the Executive Committee or Board of Directors for these transactions. Almost all of the companies in the Delta Group are wholly owned subsidiaries so there would be no connected transactions occurring. In the case that there might be some transactions with other related companies in Delta Group, the subsidiaries have been instructed that prior approval from the company's Executive Committee or Board of Directors is required and relevant SET or SEC's requirements must also be complied with.

8.1.4 Corporate Governance Policy and Guideline Compliance Control

(1) Reviewing the Mission and Strategy of the Company

The Board of Directors regularly reviews the Company's mission and monitors the implementation of the strategy. The company's strategy has been reviewed to ensure its appropriateness for the current situation. Along with monitoring the performance of the management on an annual basis. In 2024, the strategic plans were considered, and the performance results according to the strategies of each business group were acknowledged in the Board of Directors Meeting No. 6/2024 on 26 July 2024.

(2) Prevention of Conflict of Interest

In addition to requiring the directors and executives of the company to file both their personal Interest Report and that of their related persons-submitting an extra copy to the Chairman and the Audit Committee Chairperson through the Company Secretary each year, the company also monitors compliance with the policy to avoid conflicts of interests in accordance with the Code of Conduct, the directors, managements and employees are required to attend the 'Integrity/RBA/CoC' training course and pass a 100-point test each year. In addition, all monthly staff must make a self-declaration in

your conflicts of interest with the company in annual "Conflicts of Interest Declaration Report" to ensure that they will perform their duties fairly and impartially in accordance with the company's Code of Conduct which includes the following topics:

- Avoidance of family conflict of interest
- Avoidance of conflict of interest by having relatives involved in company business transactions
- Avoidance of conflict of interest in personal business/investment activities

In cases where employees report a conflict of interest, the supervisor or manager, along with HR, should conduct a risk assessment and identify the best solutions for both the company and the employees.

In 2024, there were no actions or complaints regarding actions that violated the policy to prevent conflicts of interest.

(3) Insider Information Protection

Additionally, the company has a policy that its directors and executives must disclose information on their personal securities holdings (including that of their spouses and minor children) to the Office of the Securities and Exchange Commission (the Office of the SEC) within 3 days after a change in ownership of Securities has taken place. They must then inform the Company Secretary to report to the Board of Directors accordingly.

In order to comply with the use of internal data policy. The Company Secretary Department has in advance notified directors, executives and employees who are able to access internal data via e-mail about the Blackout Period, which is a 1-month prior period before announcing the company's operating results. From the monitoring, in 2024, there were no actions or complaints about the misconduct of the directors, senior management and related employees regarding the use of internal data in any way.

To provide guidelines on preventing the use of inside information, all directors, executives, and employees are required to attend the online training course '8-Min Delta's Essential Code of Conduct,' which covers 'Insider Trading,' and complete the assessment form with a minimum score of 90 points. The training was attended by 100% of directors, executives, and employees.

(4) Information System Security and Personal Data Protection

The company has established an Information Security and Personal Information Protection Policy and disseminated it on the company's intranet. Additionally, the company has appointed the IT Information Security unit to continuously monitor, follow up, and develop the system to ensure security, including publishing the Personal Data Protection Policy on the company's website: <https://deltathailand.com/en/privacy-policy>.

In 2024, the IT department updated 14 information security standards documents and six information security process documents to further enhance information security and data protection for Delta Group worldwide. Additionally, emails were sent to all employees to raise awareness about phishing emails and the use of external code.

The company has also developed an e-learning lesson to educate employees on Personal Data Protection practices for customers, partners, and themselves. All employees are required to complete online training annually.

In this regard, if customers, business partners, or employees have any complaints regarding personal data, they can report them through the company's whistleblowing channel. In 2024, there were no cases in which the company received complaints about personal data infringement.

(5) Anti-Corruption

- **Announcement Policy:** The Board of Directors has approved the adoption of an Anti-Corruption Policy in order to establish principles, set practice guidelines, arrange communication and provide training in the area of anti-corruption and signed on declaration of intent in establishing Thailand's Private Sector Collective Action against Corruption (CAC) on 16 July 2018 and was the 2nd consecutive certification in the Collective Action against Corruption on March 2023.
- **Operations:** The company established an Anti-Corruption Procedure to guidelines to work against corruption, which consists of implementation, risk assessment, auditing, monitoring, whistleblowing, investigation, and the punishment process, and announced it on the company's internal website. Our Anti-Corruption commitment program ensures employees are aware of their duties and responsibilities and perform their jobs with honesty and integrity.
- **Supervision:**
 - The Anti-Corruption Committee is in charge of offering guidance, following up and evaluating our performance to be in accordance with established policies. Meetings will be held at least twice a year for these tasks.
 - The Audit Committee is responsible for supervising internal control. The committee ensures Anti-corruption measures are adequate and effective, reviews risk assessment and makes recommendations to the Board.
 - Management is responsible for setting guidelines and for assessing risks in the operating process that may cause corruption, reviewing the appropriateness of processes and measures and communicating to employees and all stakeholders.
- **Other Operations:**
 - The company initiated an agreement between the purchasing department and suppliers named The Procurement and Supplier Covenants in 2001 and later changed it to Integrity Undertaking to build a healthy procurement system and avoid the negative influence of human factors and reduce the risk on normal business. The agreement is an acknowledgment by both parties to do business with integrity and without bribery or any unwarranted returns.
 - The company has issued a letter to its suppliers and partners requesting their cooperation in complying with

the Company's anti-corruption guidelines. in the following aspects

1. Avoid conflicts of interest by submitting a self-report to the Company if relatives are involved in a business transaction with Delta.
 2. Whistleblowing through complaint channels
 3. No gift policy
- Requires all departments, including subsidiaries, to conduct an 'Annual Integrity Risk Assessment' to evaluate risks and review the effectiveness of processes and measures.
 - The company seeks cooperation from suppliers not to send any gift/gratuity to company management, employees or their family member during New Year and other festival occasions.
 - Organized the online training 'MRO Supplier Training' with more than 180 participants to communicate the company's Code of Conduct and ensure honest and ethical business operations. It has been clearly announced that the company shall refrain from conducting any business transactions with any dishonest agent, supplier, or vendor.
 - Organized an online training on "Anti-Corruption". requiring all directors, management and employees to attend the training with a passing score of at least 85 points.
 - Campaign on anti-corruption through company emails to make employees aware of the importance of this matter regularly.

(5) Whistleblowing and Complaints

The company has a Whistle Blowing Policy to support and encourage employees and stakeholders to make complaints about misconduct. With the policy, complainants can provide information concerning wrongful acts including any unlawful activity or any behavior against the company rules and/or Code of Conduct to the management or Board of Directors. This is to ensure the company's transparent and efficient operations. The company has established the following communication channels to allow all employees and stakeholders to provide feedback or file complaints concerning this issue.

- **Communication Channel for Delta Employees**
 1. Head of the unit where the employee belongs to
 2. Suggestion box
 3. Email: HR.GRIEVANCE.SEA@deltaww.com
- **Communication Channel for other Stakeholders**
Email: whistleblow@deltathailand.com

In order to ensure that the system remains secure, confidential and independent for anonymous disclosure, we have contracted with an independent third-party whistleblowing provider. You can use the below email and website to report the concerns regarding ethics, misconduct, fraud, and other violations of company policies.

Email: delta@whistleblowing.link

Website: <https://delta.whistleblowing.link/>

Mailing Address: P.O Box 241 Phra Khanong Post office Bangkok Thailand 10110



Depending on the relevance of the complaints, the Board’s Secretary will gather and submit the complaints to the Executive Committee, the Audit Committee or the Board. The company has established a policy to protect the complainant, the details of the complaint will be kept confidential and get appropriate protection in order to avoid an infringement of privacy.

At the Board of Directors Meeting No. 1/2025, the Board Secretary informed the Board that the company has continued monitoring business ethics violations from cases dating back to 2022. Further evidence and additional offenders were identified, prompting an investigation. As a result, three violations of the Code of Conduct were identified, leading to disciplinary action against vendors and employees involved in bribery, conflict of interest, business disciplinary violations. These cases were related to procurement, the maintenance team, and fixtures related team over the past year.

The company has implemented corrective measures for the procurement system and introduced several proactive measures to prevent vendor and employee misconduct.

These measures include online bidding, job rotation, increased interaction between top management and vendors, signing contracts to promote awareness of honesty, the establishment of a third-party whistleblower system, increasing communication channels both internally and externally, and other mechanisms aimed at fostering a culture of integrity and preventing corruption within the organization. In addition, the company has introduced rewards for whistleblowers and set a goal to eliminate corruption from the company by 2025, which will be reported to the Board of Directors.

There have been no complaints received regarding anti-trust, or fair competition.

(7) Employee Training

We regularly organize training and campaigns for employees to realize the importance of good corporate governance. We have organized the 2024 Delta Compulsory Learning Course, which all employees must complete before October 31, 2024. The course includes:

1. Personal Data Protection
2. Delta’s Essential Code of Conduct (Integrity/RBA/CoC)

In addition, employees are required to complete the E-course “DELTA Core Value” to deepen their understanding of Delta’s new core values, vision, and mission. Be a part of Delta’s sustainable growth.



8.2 Report of the Audit Committee for 2024

Details can be found in the Audit Committee Report in Attachment 6.

8.3 Report of the other Sub-Committee for 2024

8.3.1 Nomination and Compensation Committee Report

Details can be found in the Nomination and Compensation Report in Attachment 6.

8.3.2 Corporate Governance Committee Report

Details can be found in the Corporate Governance Committee Report in Attachment 6.

8.3.3 Privilege Committee Report

Details can be found in the Privilege Committee Report in Attachment 6.

8.3.4 Risk & Sustainable Development Committee Report

Details can be found in the Risk & Sustainable Development Committee Report in Attachment 6.



9. Internal Control and Connected Transaction



9.1 Internal Control

The Company set up its Internal Audit Department under the supervision of the Audit Committee since 1999 to handle internal audit matters and review its own performance. The Internal Audit has been supporting by and reporting to Audit Committee whom was assigned by the Board of directors to take account of internal audit in order to evaluate company's sufficiency and efficiency of its internal control systems including managing any possible risk which may affect the firm. The effectiveness of the company's internal control system, using guidelines from the Office of the Securities and Exchange Commission of Thailand (SEC) and COSO - Internal Control Integrated Framework. The Audit Committee also reviewed the results of internal audits conducted on various key business processes every quarter, along with the issues and recommendations to management. Presently, the internal audit function leads by Ms. Neythiya Peethong. For the time being, the Company's internal control system is up to a satisfactory level.

The Company realizes the importance of the risk management which may influence to the business operations, from the organization's both internal and external factors. Since 2010 the Company has organized the Risk Management Committee (RMC) to monitor the organization's risk management to achieve goals according to the organization's acceptance level. RMC then sets a policy on risk management in order the Company can operate well in the long term for the benefit of all stakeholders.

For better Corporate Governance, the Audit Committee proposed "Whistle – Blow Misconduct Claim Process" to the Board of Director in 2012 and proposed to set up Anti – Corruption policy and include specified terms / procedures in the Company's Code of Conduct in 2013. The policy and regulation has been implemented continuously. The follow-up system is implemented to control the corrections in order to operate properly according including the subsidiaries. It is to prevent the assets of the company and the subsidiaries from being misused. The policy and regulation has updated to in line with the regulation of the Securities and Exchange Commission of Thailand (SEC).

According to the Board of Director Meeting No.1/2025 held on 15 February 2025, the Audit committee reported the audit result and evaluation that current company's internal control system is sufficient and efficient.



9.2 Connected Transactions

Policy for the Related Party Transactions

The company and its subsidiaries still need to do the business with the related parties in the future as it is considered normal course of business. Moreover, supports from the group's network help strengthen the company's business and improve its competitiveness in the world market and will utmost benefit the company. However, the company has stipulated that any significant related party transactions must be considered and approved by the Board of Directors to considering that the connected transactions are fair and have a reasonable pricing policy which can be compared with transactions with third parties for the maximum benefit of the company. The company shall comply with rules, regulations and notifications of the Capital Market Supervisory Board and other relevant authorities re Connected Transactions and also adequately disclose the transaction in the company's quarterly and annual financial statements.

Procedures for Related Party Transactions

Procedures for related party transactions are principally based on the notification of the Capital Market Supervisory Board re Connected Transactions. According to the said notification, business transactions are generally classified into 6 major categories:

1. Normal business transactions
2. Supporting normal business transactions
3. Rent or lease of immovable property (≤ 3 years)
4. Sale/purchase of asset or service
5. Offer or receipt of financial assistance
6. Transactions other than 1-5

Procedures for each business category are established and summarized as follows;

1. In case of normal business and supporting normal business transactions, the Board of Directors has approved in principle that such transactions can be done under normal/general business terms and conditions which the company and/or its subsidiaries performs with other general parties without any control or influences from the related parties.
2. In case of other business categories, the related party transactions shall be classified by its transaction size and are required to follow below procedures.
 - Small sized transaction, being the transaction with the size of not more than THB 1 million or 0.03% of net tangible assets (NTA), whichever is higher, requires the management's approval.

- Medium sized transaction, being the transaction with the size of greater than THB 1 million but less than THB 20 million, or greater than 0.03% but less than 3% of NTA, whichever is higher (except Item 5: Financial assistance that its size is less than THB 100 million or 3% of NTA, whichever is lower), requires board of directors' approval and information disclosure.
- Large sized transaction, being the transaction with the size of THB 20 million and higher or 3% of NTA and higher, whichever is higher (except Item 5: Financial assistance that its size is equal to THB 100 million and higher or 3% of NTA or higher, whichever is lower), requires board of directors' approval, shareholders' approval and information disclosure.

For other details and definitions, the company will perform according to the relevant notification as mentioned above.

Related Party Transaction Control

For regular transaction which most of transactions are among the company's group, the company's management will set pricing policy to ensure buying and selling price based on market price or normal trading conditions. In case, of any irregular transaction, the company's Chief Financial Officer (CFO), for the company's management, will conduct the transactions with the company secretary's collaboration to ensure the implementation of transaction in line with related policies and regulations.

However, the connected transaction which is not based on the general trade conditions may lead to conflict of interest and must be reviewed and considered by the Audit Committee prior to being proposed to the Board or shareholders for approval.

In addition, the Audit Committee generally reviews and discusses about the related party transactions with the company's external auditor in order to help protect conflicts of interest and see if the related party transactions are adequately and properly disclosed.

The Need for Related Transactions

The company and its subsidiaries have engaged into business transactions with their related companies in Delta group. The major transactions and reasons for having such related party transactions can be summarized as follows.

1. Sales of Goods/Raw Materials

In order to manage trade constraints in certain countries for either the company or its customers e.g. local content requirements, Delta group has established its trade network in local area for better service to customers as well as to enhance its business opportunities in those countries. The transactions are made based on certain trade agreement or with reference to market price.

Sales of raw material are normally due to the urgent need of some raw materials from the related companies and the selling prices are based on the market price or cost of the materials sold.

2. Purchase of Goods/Raw Materials

Currently Delta Thailand has also expanded its trade network through its subsidiaries which are located in major regions. To offer a full range of products, those subsidiaries may have to purchase some products from related companies to serve their clients. However, the transactions are made based on certain trade agreement which may also include their operating costs, or with reference to market price.

Delta group has set up material network in order to create bargaining power for better price and availability for the group members. Purchase price of raw material is generally charged based on cost plus other actual out of pocket expenses such as insurance, freight and others. Handling fee is charged based on value of purchase/sale transaction and considered general business condition.

3. Purchase of Machine and Equipment

Amidst the ongoing trade war between China and the United States, customers are requesting the relocation of production for certain products outside of China. Consequently, production lines have been relocated to Thailand. Furthermore, as part of the Company's Delta Smart Manufacturing (DMS) project, automation machinery and equipment manufactured by the Delta Group have been procured to enhance production capacity and minimize reliance on labor. The acquisition of this machinery and equipment is expected to facilitate the company in securing orders and achieving enhanced production efficiency. The pricing for the procurement will be assessed against values determined by independent appraisers, prevailing market rates, and book value.

4. Commissions

Since various services are generally required to serve the global clients, the company needs to offer such services to customers in the area where they are located in. This makes Delta group to establish business network which enables the company to have customer relations offices worldwide to provide effective marketing and after sales services to its clients at the competitive costs. Commissions [fee is normally based on general business conditions and refers to Benchmarking Study Report issued by an independent tax advisor.](#)

5. Service Fee

Currently the operations of the company's subsidiaries have covered in several regions, especially Europe. Some related companies, therefore, occasionally request for supports to provide some services such as reworking, tooling service and others. Service fees are generally based on the estimated man hour used for each service. [The service fee is based on general business conditions and refers to the Benchmarking Study Report issued by an independent tax advisor](#)

6. Design and Engineering Cost/Royalty Paid

To support its expanding operations, Delta entered into research and development service agreements with subsidiaries and associated companies that provide design and engineering services for some of the company's products and technical support for customers. These companies have specific expertise in designing Delta products and charge service fees equal to the local operational costs incurred on product research and development plus margin on the arm's length basis

In addition, the company has entered into an agreement to apply for intellectual property and technology License Agreement with related companies by allowing the company to produce and sell patented products and technologies including related improvements in which the exercise of such rights The Company agrees to pay royalties at a percentage of revenue from sales of products under this agreement. The percentage rate is based on the market price (Arm's length basis) and the parties will review the percentage on an annual basis prior to the contract expiration date. [The charge based on general business conditions and refers to the Benchmarking Study Report issued by an independent tax advisor.](#)

7. Interest paid

To accommodate the growing demand and expand our production capacity for future orders, our subsidiary has engaged in contractual agreements for inter-company loans with affiliated entities. These loans are structured with an interest rate determined by the Euro Interbank Offered Rate (EURIBOR) plus an additional 0.5 percent per annum

8. Legal expenses

The legal dispute is related to an infringement of U.S. patents in the United States. The case continued in the ongoing litigation process

[The expenses related to the said dispute are based on actual or anticipated legal expenses incurred.](#)

During the years, the Group has significant business transactions with related parties. Such business transactions are in accordance with commercial terms and criteria as agreed between the companies and those related parties which is in the normal business transactions which can be summarized as follows



Details of Important Related Transactions with Associated Companies and Related Parties

No.	Type of Transaction	Related Company	Nature of Business	Relationship	Transfer Pricing Policy	Amount		
						2024	2023	2022
1	Sales of goods and raw materials	1.Delta Electronics, Inc.	Manufacture and trading of electronic products	Delta Group	With reference to market price	607.5	149.2	198.6
		2.Delta Electronics (Japan), Inc.	Trading of electronic products			207.9	56.4	312.1
		3.Delta Electronics (Korea), Inc.	Trading of electronic products			9.9	1,307.7	70.3
		4.Delta Electronics (Shanghai) Co., Ltd.	Manufacture and trading of electronic products			17.8	0.5	17.8
		5.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			16,899.9	7,228.5	4,090.6
		6.Delta Electronics (Brasil) LTDA	Trading of electronic products			9.0	4.6	40.3
		7.Delta Electronics (Americas) Ltd.	Trading of electronic products			1,016.2	167.4	1,957.6
		8.Delta Electronics (Netherlands) B.V.	Trading of electronic products			1,368.1	1,789.6	1,552.5
		9.Delta Electronics (Switzerland) AG Group	Trading of electronic products			1,641.6	2,635.3	76.9
		10.Eltek Group	Manufacture and trading of electronic products			-	260.9	2,773.4
		11.Delta Controls Inc.	Trading of electronic products			-	16.7	0.7
		12.Delta Electronics (Jiangsu) Ltd.	Manufacture and trading of electronic products			9.2	11.6	1.9
		13.VIVOTEK INC.	Manufacture and trading of electronic products			-	7.6	2.6
		14.Others				2.2	2.4	3.8
Total						21,789.5	13,638.5	11,099.0
2	Purchase of goods and raw materials	1.Delta Electronics, Inc	Manufacture and trading of electronic products	Delta Group	With reference to market price	460.1	331.0	584.7
		2.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			9,585.1	8,997.5	6,771.9
		3.Delta Electronics (Netherlands) B.V.	Trading of electronic products			30.5	103.0	55.8
		4.Eltek Group	Manufacture and trading of electronic products			411.8	536.4	740.6
		5.Delta Electronics (Switzerland) AG Group	Trading of electronic products			13.0	4.4	2.8
		6.Delta Electronics (Japan), Inc.	Trading of electronic products			1.3	1.4	31.5
		7.Delta Electronics (Americas) Ltd.	Trading of electronic products			45.2	180.5	132.7
		8.Delta Electronics (Jiangsu) Ltd.	Manufacture and trading of electronic products			167.4	66.5	16.0
		9.Power Forest Technology Inc.	Trading of electronic products			2.3	0.5	90.3
		10.Loy Tec Electronics GmbH	Trading of electronic products			7.5	8.3	9.1
		11.Digital Projection Ltd	Trading of electronic products			1.6	5.6	3.7
		12.Delta Controls Inc.	Trading of electronic products			4.5	6.6	5.3
		13.Delta Electronics (Dongguan) Co. Ltd	Trading of electronic products			4.4	0.6	-
		14.DLG Electronics Co.,Ltd	Trading of electronic products			58.5	-	-
		15.DLS Electronics Co.,Ltd.	Trading of electronic products			39.8	-	-
		16.Others				0.8	3.3	5.3
Total						10,834.0	10,245.5	8,449.7

No.	Type of Transaction	Related Company	Nature of Business	Relationship	Transfer Pricing Policy	Amount	
						2024	2023
3	Purchase of equipment	1.Delta Electronics, Inc	Manufacture and trading of electronic products	Delta Group	Contract price	523.7	856.5
		2.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			1,470.9	1,238.8
		3.Delta Electronics (Netherlands) B.V.	Trading of electronic products			10.0	76.0
		4.Cyntec Electronics Group	Manufacture and trading of electronic products			114.2	65.8
		5.Delta Electronics (Jiangsu) Ltd.	Manufacture and trading of electronic products			93.7	70.2
		6.Delta Networks (Dongguan) Ltd.	Manufacture and trading of electronic products			-	24.5
		7.Eltek AS	Manufacture and trading of electronic products			18.3	15.1
		8.Delta Electronics (Dongguan) Co., Ltd.	Manufacture and trading of electronic products			8.2	-
		9. Delta Electronics (Shanghai) Co.,Ltd.	Manufacture and trading of electronic products			9.7	-
		10.Others				0.1	-
						2,248.7	2,346.9
4	Services income	1.Delta Electronics (Netherlands) B.V.	Trading of electronic products	Delta Group	Contract price	86.6	17.6
		2.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			117.1	22.0
		3.Eltek Group	Manufacture and trading of electronic products			183.7	90.6
		4.Delta Electronics (Japan), Inc.	Trading of electronic products			-	30.5
		5.Delta Electronics (Switzerland) AG Group	Trading of electronic products			2.0	2.6
		6.Others				0.2	1.3
						389.6	164.6
5	Services paid	1.Delta Electronics Inc.	Manufacture and trading of electronic products	Delta Group	Contract price	12.2	8.4
						12.2	8.4
6	Commission received	1.Delta Electronics (Netherlands) B.V.	Trading of electronic products	Delta Group	Contract price	203.2	117.1
		2.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			119.2	83.8
		3.Eltek Group	Manufacture and trading of electronic products			-	53.4
						322.4	254.2
						932.6	36.8
						20.0	24.9
						10.9	2.4
						0.8	95.8
						19.9	19.9
						95.7	58.6
						95.6	249.9



No.	Type of Transaction	Related Company	Nature of Business	Relationship	Transfer Pricing Policy	Amount		
						2024	2023	2022
7	Commission paid	1.Delta Electronics, Inc	Trading of electronic products	Delta Group	Contract price	17.7	11.3	1.2
		2.Delta Electronics (Japan), Inc.	Trading of electronic products			41.9	70.9	80.3
		3.Delta Electronics Europe Ltd.	Manufacture and trading of electronic products			-	0.2	1.2
		4.Delta Electronics (Americas) Ltd.	Trading of electronic products			763.8	625.8	552.9
		5.Delta Electronics (Korea), Inc	Trading of electronic products			16.0	13.2	7.4
		6.Delta Electronics (Switzerland) AG Group	Trading of electronic products			12.2	43.7	15.0
		7.Delta Electronics (Netherlands) B.V.	Trading of electronic products			170.7	140.9	171.4
		8.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			3.3	-	-
		9.Eltek Group	Manufacture and trading of electronic products			21.2	32.0	12.7
		10.Others				-	0.3	0.4
Total						1,046.7	938.4	842.5
8	Royalty paid *	1.Delta Electronics, Inc.	Manufacture and trading of electronic products	Delta Group	Contract price	10,285.9	5,595.0	3,677.7
		Total						10,285.9
9	Administrative expenses	1.Delta Electronics, Inc.	Manufacture and trading of electronic products	Delta Group	Contract price	42.3	37.8	37.1
		2.Delta Electronics (Japan), Inc.	Trading of electronic products			6.4	7.9	2.2
		3.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			-	-	3.5
		4.Eltek Group	Manufacture and trading of electronic products			2.5	1.2	3.0
		5.Delta Electronics (Americas) Ltd.	Trading of electronic products			16.1	16.7	30.7
		6.DEI Logistics (USA) Corporation	Trading of electronic products			12.6	10.6	9.1
		7.Delta Electronics (Switzerland) AG Group	Trading of electronic products			12.2	4.2	15.2
		8.Delta Electronics (Netherlands) B.V.	Trading of electronic products			18.8	-	-
		9.Others				-	0.1	1.2
Total						111.0	78.5	102.0

*Royalty payment mainly based on growing revenue related to AI segment. Besides, this quarter saw an adjustment in royalty fee for certain non-AI products with higher rates based on the assessment by third-party audit and tax professional, PWC, that aligns with the industry benchmark for technology sector. The scope of new applicable has been extended retroactively last year which led to a significant rise over the last quarter. The collection of royalty fees for the use of intellectual property (IP) is generally based on a percentage of revenue to ensure that the IP owner receives appropriate compensation for the rights granted. According to the OECD Transfer Pricing Guidelines, royalty fees should adhere to the arm's length principle, reflecting the price that independent parties would agree upon under comparable conditions. In line with standard business practices, if a benchmarking study on royalty fees is conducted during the fiscal year, the revised royalty rate may be applied retroactively for the entire fiscal year. This ensures that the royalty fees accurately reflect current market conditions and remain up to date. The practices mentioned above (i.e., pricing, the determination of royalty rate adjustments, and the general commercial terms) are in line with market standards and are consistent with international standards for transfer pricing of goods and services between related parties

The Audit Committee has considered and concluded that the royalty rate complies with the Arm's Length Principle. Additionally, the contract is established on an annual basis, with PWC-Taiwan conducting the study and preparing the Transfer Pricing Documents for the year 2024. This assessment, based on the Arm's Length Principle, was completed in the third quarter of 2024. Accordingly, the company applies this rate for the 2024 contract from the first quarter to the fourth quarter to align with OECD guidelines and ensure compliance with normal business practices.

No.	Type of Transaction	Related Company	Nature of Business	Relationship	Transfer Pricing Policy	Amount		
						2024	2023	2022
10	Design and engineering fee paid	1.Delta Electronics, Inc.	Manufacture and trading of electronic products	Delta Group	Contract price	0.4	1,376.0	-
		2.Delta Electronics (Japan), Inc.	Trading of electronic products			2.3	13.9	7.0
		3.Delta Electronics (Americas) Ltd.	Manufacture and trading of electronic products			104.1	136.9	78.6
		4.Delta Electronics (Shanghai) Co., Ltd.	Manufacture and trading of electronic products			962.6	619.2	179.5
		5.Delta Electronics (Netherlands) B.V.	Trading of electronic products			1.9	2.9	0.8
		6.Delta Electronics (Switzerland) AG Group	Trading of electronic products			58.9	48.3	36.6
		7.Eltek Group	Manufacture and trading of electronic products			10.3	8.6	6.6
		8.Delta Controls Inc.	Trading of electronic products			17.0	-	-
		9.Delta Electronics Int'l (Singapore) Pte. Ltd.	Manufacture and trading of electronic products			-	0.1	0.3
		10.Others				-	0.1	0.9
Total						1,157.6	2,206.0	310.2
11	Interest paid	1.Eltek AS	Manufacture and trading of electronic products	Delta Group	EURIBOR + 0.5% p.a.	34.0	31.0	4.0
		2.Delta International Holding B.V.	Holding business		4.45% p.a.	6.7	-	-
	Total						40.7	31.0
12	Legal expenses	1.Delta Electronics, Inc.	Manufacture and trading of electronic products	Delta Group	Contract price	140.0	-	-
		Total				140.0	-	-

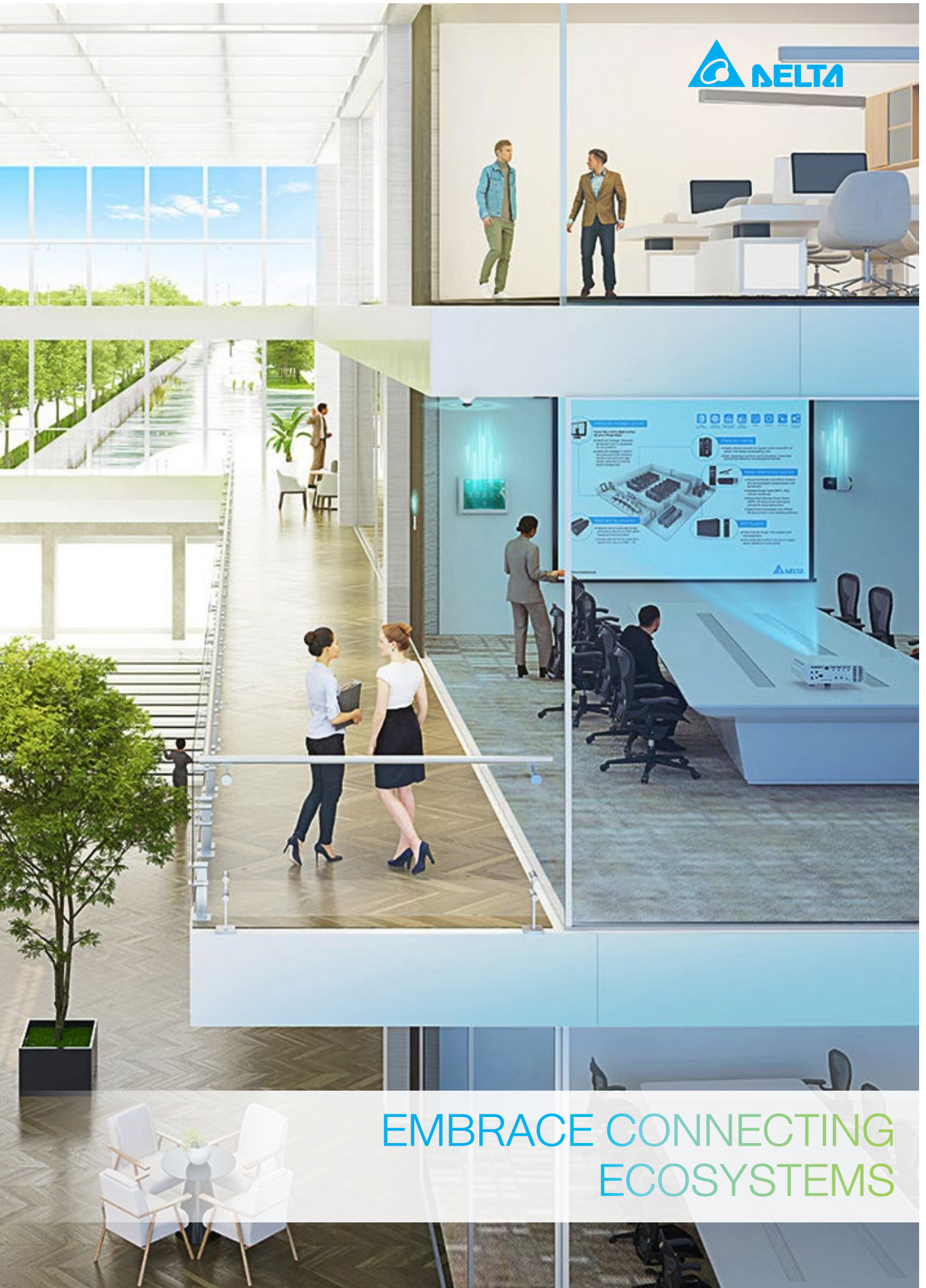


A world bringing
together diverse
stakeholders to foster
dynamic collaboration



3

Financial Statements



EMBRACE CONNECTING
ECOSYSTEMS



Responsibility of the Board of Directors to the Financial Statements



The Board of Directors of Delta Electronics (Thailand) Public Company Limited is responsible for the financial statements of the company and its subsidiaries which have been prepared in accordance with Thailand's generally accepted accounting standards. The appropriate accounting policies are applied consistently with adequate disclosure of material information in the notes to the financial statements.

The Board of Directors has assigned the Audit Committee which is composed of all independent directors to review the quality of financial statements and the effectiveness of the internal control system to ensure that accounting records

are booked properly and accurately in order to safeguard the company's assets. The opinions of the Audit Committee have been reported in the annual report. Furthermore, the company's external auditor has also provided their opinions on the financial statements of the company and its subsidiaries in the auditor's report, which has also been disclosed in the annual report.

The Board of Directors is therefore of the opinion that the company's financial statements are sufficient, fair, and appropriate to create confidence that the financial status and operating results are presented true and fairness in all material respects.

Ng Kong Meng (James)

Chairman of the Board

On behalf of Board of Directors



Independent Auditor's Report



To the Shareholders of Delta Electronics (Thailand) Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Delta Electronics (Thailand) Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2024, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Delta Electronics (Thailand) Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Delta Electronics (Thailand) Public Company Limited and its subsidiaries and of Delta Electronics (Thailand) Public Company Limited as at 31 December 2024, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.



Key audit matters and how audit procedures respond to each matter are described below.

Revenue recognition from sales of goods

Revenue from sales of goods is one of the Company's significant accounts because the amounts of revenue recorded would directly affect the Company's profit or loss for the year. Moreover, the Company has a large number of customers with a variety of different commercial terms. There are therefore risks with respect to the amount and timing of revenue recognition. For this reason, I have paid particular attention to the Company's recognition of revenue from sales of goods in order to ensure that the revenue is recorded correctly and in accordance with the relevant accounting standards.

I have examined the Company's revenue recognition by gaining an understanding and evaluating the effectiveness of the Company's internal controls with respect to revenue cycle. On a sampling basis, I also examined supporting documents for sales transactions occurring during the year and near the end of the accounting period. In addition, I reviewed credit notes issued by the Company to its customers after the period-end and performed analytical review procedures on the sales account to identify possible irregularities in sales transactions throughout the period.

Reduction of inventory cost to net realisable value

Estimating the net realisable value of inventory, as disclosed in the Note 9 to the financial statements, is an area of significant management judgement, and the inventories of the Company are high technology products, which become obsolete faster than some other products. There is a risk with respect to the amount of provision set aside for diminution in the value of inventory.

I assessed and tested the Company's internal controls relevant to the determination of provision for diminution in the value of inventory by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls and I also assessed the method and the assumption applied by management in determining such provision by gaining an understanding of the basis applied in determining the provision for diminution in value of inventory, and reviewing the consistency of the application of that basis. In addition, I compared the data on inventory aging and inventory movement to identify product lines with indicators of lower than normal inventory turnover. I also compared details of net amount that an entity expects to realise from the sale of inventory after the date of the financial statements with the cost of inventory for each product line.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.



In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Chatchai Kasemsrithanawat

Chatchai Kasemsrithanawat

Certified Public Accountant (Thailand) No. 5813

EY Office Limited

Bangkok: 14 February 2025

Statement of financial position



As at 31 December 2024

Delta Electrics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
Assets					
Current assets					
Cash and cash equivalents	7	15,700,903,372	7,617,210,826	9,790,790,001	353,196,230
Trade and other receivables	8	32,906,076,373	33,237,288,997	34,500,166,109	34,695,748,111
Inventories	9	31,697,443,577	32,746,509,432	22,728,246,921	23,076,989,840
Derivative assets	32.1	43,659,248	562,668,521	42,574,124	562,600,327
Other current assets	10	2,183,435,397	1,402,270,545	682,981,516	523,934,838
Total current assets		82,531,517,967	75,565,948,321	67,744,758,671	59,212,469,346
Non-current assets					
Deposits at bank with restrictions		32,043,369	34,413,191	-	-
Investments in subsidiary companies	11	-	-	20,283,903,131	18,748,597,094
Investments in associated companies		774,274	-	1,000,000	-
Investment properties	12	152,765,026	201,166,821	-	-
Property, plant and equipment	13	37,721,164,261	29,681,378,931	24,706,385,370	19,658,089,182
Advances to contractors and for acquisitions					
of assets		854,511,828	950,439,744	831,564,466	950,439,744
Right-of-use assets	19	464,455,801	525,491,690	26,880,753	62,111,041
Goodwill	14	433,689,569	443,885,208	-	-
Other intangible assets	15	137,781,686	147,211,653	44,266,335	51,868,099
Deferred tax assets	25	591,110,409	436,270,012	-	-
Other non-current assets		176,871,185	158,785,287	29,890,975	25,139,626
Total non-current assets		40,565,167,408	32,579,042,537	45,923,891,030	39,496,244,786
Total assets		123,096,685,375	108,144,990,858	113,668,649,701	98,708,714,132

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)



As at 31 December 2024

Delta Electronics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Liabilities and shareholders' equity					
Current liabilities					
Short-term loans from financial institutions	16	160,199,844	2,496,590,713	-	2,475,907,200
Trade and other payables	17	35,793,288,147	32,096,498,443	29,583,364,839	26,550,932,073
Current portion of lease liabilities	19	84,825,465	110,246,919	20,555,436	40,013,022
Income tax payable		334,558,046	563,544,556	202,615,676	376,145,822
Short-term provisions	21	519,858,870	33,455,347	488,958,183	-
Liabilities and provision from tax assessments	30.4.1	113,201,431	113,201,431	113,201,431	113,201,431
Derivative liabilities	32.1	217,559,660	604,345	215,979,421	-
Other current liabilities	18	903,471,366	761,402,464	689,410,959	501,556,305
Total current liabilities		38,126,962,829	36,175,544,218	31,314,085,945	30,057,755,853
Non-current liabilities					
Long-term loans from related party	6	1,087,671,641	825,302,066	-	-
Lease liabilities, net of current portion	19	123,474,505	144,134,148	5,214,202	21,179,645
Deferred tax liabilities	25	386,415,239	233,773,616	-	-
Provision for long-term employee benefits	20	1,559,243,546	1,578,814,463	768,254,235	727,183,482
Long-term provisions	21	1,254,749,936	1,137,310,709	986,275,548	860,929,301
Other non-current liabilities		616,353,984	511,560,298	344,034,529	185,583,434
Total non-current liabilities		5,027,908,851	4,430,895,300	2,103,778,514	1,794,875,862
Total liabilities		43,154,871,680	40,606,439,518	33,417,864,459	31,852,631,715

The accompanying notes are an integral part of the financial statements.



Statement of financial position (continued)



As at 31 December 2024

Delta Electrics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2024	2023	2024	2023
Shareholders' equity					
Share capital					
Registered					
12,590,000,000 ordinary shares of Baht 0.1 each		1,259,000,000	1,259,000,000	1,259,000,000	1,259,000,000
Issued and fully paid					
12,473,816,140 ordinary shares of Baht 0.1 each		1,247,381,614	1,247,381,614	1,247,381,614	1,247,381,614
Share premium		1,491,912,500	1,491,912,500	1,491,912,500	1,491,912,500
Difference from business combination under common control					
		(1,339,694,088)	(1,339,694,088)	-	-
Retained earnings					
Appropriated - Statutory reserve	22	125,900,000	125,900,000	125,900,000	125,900,000
Unappropriated		81,834,974,334	68,499,609,190	77,385,591,128	63,990,888,303
Other components of shareholders' equity		(3,418,660,665)	(2,486,557,876)	-	-
Total shareholders' equity		79,941,813,695	67,538,551,340	80,250,785,242	66,856,082,417
Total liabilities and shareholders' equity		123,096,685,375	108,144,990,858	113,668,649,701	98,708,714,132
		-	-	-	-

The accompanying notes are an integral part of the financial statements.

Directors



Statement of comprehensive income



For the year ended 31 December 2024

Delta Electronics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2024	2023	2024	2023
Profit or loss:					
Revenues					
Sales		162,063,374,674	144,732,458,271	138,605,765,413	124,797,226,630
Service income		2,669,367,821	1,638,889,992	379,680,022	198,735,843
Other income					
Gain on exchange		-	675,371,014	-	712,908,539
Compensation for contract decommitment		1,029,018,735	545,775,325	1,027,918,818	526,500,872
Others		975,515,433	574,501,882	868,446,881	442,180,801
Total revenues		<u>166,737,276,663</u>	<u>148,166,996,484</u>	<u>140,881,811,134</u>	<u>126,677,552,685</u>
Expenses					
Cost of sales		122,488,678,299	111,730,865,380	100,889,419,013	94,488,261,025
Cost of services		1,747,293,614	1,149,682,550	213,028,792	118,472,201
Selling and distribution expenses	30.2.1	15,179,907,786	9,597,378,832	13,781,980,120	8,353,246,930
Administrative expenses		3,461,444,974	2,008,880,166	1,984,747,388	922,731,542
Research and development expenses	30.2.2	3,995,494,936	3,876,474,593	4,481,879,309	4,269,402,359
Loss on exchange		70,106,652	-	85,019,750	-
Other expenses		163,167,755	382,063,252	153,444,266	216,937,850
Total expenses		<u>147,106,094,016</u>	<u>128,745,344,773</u>	<u>121,589,518,638</u>	<u>108,369,051,907</u>
Operating profit		<u>19,631,182,647</u>	<u>19,421,651,711</u>	<u>19,292,292,496</u>	<u>18,308,500,778</u>
Share of loss from investments in associated companies		(225,726)	-	-	-
Finance income		284,518,061	183,410,391	101,986,643	63,618,136
Finance cost		(166,977,934)	(109,353,449)	(25,290,652)	(9,079,266)
Profit before income tax expenses		<u>19,748,497,048</u>	<u>19,495,708,653</u>	<u>19,368,988,487</u>	<u>18,363,039,648</u>
Income tax expenses	25	(809,917,123)	(1,073,168,664)	(361,068,399)	(571,393,047)
Profit for the year		<u>18,938,579,925</u>	<u>18,422,539,989</u>	<u>19,007,920,088</u>	<u>17,791,646,601</u>

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income (continued)



As at 31 December 2024

Delta Electrics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
Note	2024	2023	2024	2023
Other comprehensive income:				
<i>Other comprehensive income to be reclassified to profit or loss in subsequent periods:</i>				
Exchange differences on translation of financial statements in foreign currency	(932,102,789)	(375,855,710)	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods	(932,102,789)	(375,855,710)	-	-
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods:</i>				
Actuarial gain (loss) - net of income tax	10,002,482	(198,368,778)	-	(191,487,242)
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax	10,002,482	(198,368,778)	-	(191,487,242)
Other comprehensive income for the year	(922,100,307)	(574,224,488)	-	(191,487,242)
Total comprehensive income for the year	18,016,479,618	17,848,315,501	19,007,920,088	17,600,159,359
Profit attributable to:				
Equity holders of the Company	18,938,579,925	18,422,539,989	19,007,920,088	17,791,646,601
Total comprehensive income attributable to:				
Equity holders of the Company	18,016,479,618	17,848,315,501	19,007,920,088	17,600,159,359
Earnings per share	27			
Basic earnings per share				
Profit attributable to equity holders of the Company	1.52	1.48	1.52	1.43

The accompanying notes are an integral part of the financial statements.





Statement of changes in shareholders' equity

For the year ended 31 December 2024

Delta Electronics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Consolidated financial statements									
	Other components of shareholders' equity									
	Other comprehensive income									
	Exchange differences									
	Issued and fully paid share capital	Share premium	Difference from business combination under common control	Appropriated	Retained earnings	Unappropriated	on translation of financial statements in foreign currency	Total other components of shareholders' equity	Total equity attributable to owners of the Company	
Balance as at 1 January 2023	1,247,381,614	1,491,912,500	(1,339,694,088)	125,900,000	55,264,964,435	18,422,539,989	(2,110,702,166)	(2,110,702,166)	54,679,762,295	
Profit for the year	-	-	-	-	-	18,422,539,989	-	-	18,422,539,989	
Other comprehensive income for the year	-	-	-	-	(198,368,778)	-	(375,855,710)	(375,855,710)	(574,224,488)	
Total comprehensive income for the year	-	-	-	-	-	18,224,171,211	(375,855,710)	(375,855,710)	17,848,315,501	
Dividend paid (Note 23)	-	-	-	-	(4,989,526,456)	-	-	-	(4,989,526,456)	
Balance as at 31 December 2023	1,247,381,614	1,491,912,500	(1,339,694,088)	125,900,000	68,499,609,190	68,499,609,190	(2,486,557,876)	(2,486,557,876)	67,538,551,340	
Balance as at 1 January 2024	1,247,381,614	1,491,912,500	(1,339,694,088)	125,900,000	68,499,609,190	68,499,609,190	(2,486,557,876)	(2,486,557,876)	67,538,551,340	
Profit for the year	-	-	-	-	-	18,938,579,925	-	-	18,938,579,925	
Other comprehensive income for the year	-	-	-	-	-	10,002,482	(932,102,789)	(932,102,789)	(922,100,307)	
Total comprehensive income for the year	-	-	-	-	-	18,948,582,407	(932,102,789)	(932,102,789)	18,016,479,618	
Dividend paid (Note 23)	-	-	-	-	(5,613,217,263)	-	-	-	(5,613,217,263)	
Balance as at 31 December 2024	1,247,381,614	1,491,912,500	(1,339,694,088)	125,900,000	81,834,974,334	81,834,974,334	(3,418,660,665)	(3,418,660,665)	79,941,813,695	

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity



For the year ended 31 December 2024
Delta Electricity (Thailand) Public Company Limited and its subsidiaries

	Separate financial statements				Total shareholders' equity	(Unit: Baht)
	Issued and fully paid share capital	Share premium	Retained earnings			
			Appropriated	Unappropriated		
Balance as at 1 January 2023	1,247,381,614	1,491,912,500	125,900,000	51,380,255,400	54,245,449,514	
Profit for the year	-	-	-	17,791,646,601	17,791,646,601	
Other comprehensive income for the year	-	-	-	(191,487,242)	(191,487,242)	
Total comprehensive income for the year	-	-	-	17,600,159,359	17,600,159,359	
Dividend paid (Note 23)	-	-	-	(4,989,526,456)	(4,989,526,456)	
Balance as at 31 December 2023	1,247,381,614	1,491,912,500	125,900,000	63,990,888,303	66,856,082,417	
Balance as at 1 January 2024	1,247,381,614	1,491,912,500	125,900,000	63,990,888,303	66,856,082,417	-
Profit for the year	-	-	-	19,007,920,088	19,007,920,088	
Other comprehensive income for the year	-	-	-	-	-	-
Total comprehensive income for the year	-	-	-	19,007,920,088	19,007,920,088	
Dividend paid (Note 23)	-	-	-	(5,613,217,263)	(5,613,217,263)	
Balance as at 31 December 2024	1,247,381,614	1,491,912,500	125,900,000	77,385,591,128	80,250,785,242	

The accompanying notes are an integral part of the financial statements.

Cash flow statement



For the year ended 31 December 2024

Delta Electronics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash flows from operating activities:				
Profit before tax	19,748,497,048	19,495,708,653	19,368,988,487	18,363,039,648
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation	6,670,986,831	4,521,045,079	5,274,200,883	3,570,311,186
Amortisation	67,254,419	86,570,597	11,620,136	11,001,363
Recording of allowance for expected credit losses (reversal)	(44,545,338)	178,585,064	(3,914,565)	137,162,963
Reduction of inventory to net realisable value	900,145,019	3,309,515,104	624,535,558	2,213,922,403
Reversal of the reduction to net realisable value of the obsolete and damaged inventories	(1,346,935,664)	(628,794,005)	(1,033,425,387)	(465,472,786)
Increase in provision for long-term employee benefits	149,401,482	123,437,822	84,369,527	61,673,862
Increase in provisions	1,037,415,841	505,988,363	898,328,511	317,689,761
(Gain) loss from disposal/write-off of property, plant and equipment	(11,811,330)	194,232,071	2,966,126	81,549,048
Share of loss from investments in associated companies	225,726	-	-	-
Loss from write-off of other intangible assets	139,145	21,135	-	-
Unrealised gain on exchange	(555,777,003)	(284,167,552)	(475,944,768)	(255,759,115)
Loss on fair value valuation of derivative instruments	735,964,588	19,287,562	736,005,624	15,753,203
Finance income	(284,518,061)	(183,410,391)	(101,986,643)	(63,618,136)
Finance cost	166,977,934	109,353,449	25,290,652	9,079,266
Profit from operating activities before changes in operating assets and liabilities	27,233,420,637	27,447,372,951	25,411,034,141	23,996,332,666
Decrease (increase) in operating assets:				
Trade and other receivables	1,475,471,416	(5,140,140,467)	1,252,396,814	(5,576,517,785)
Inventories	1,615,267,362	(10,367,166,005)	757,632,748	(8,190,419,731)
Other current assets	(697,929,859)	720,554,578	(169,252,251)	(173,854,996)
Other non-current assets	8,234,005	(14,334,440)	(4,751,349)	(14,270,632)
Increase (decrease) in operating liabilities:				
Trade and other payables	2,927,884,448	1,809,334,378	2,316,172,277	1,572,793,733
Other current liabilities	125,749,990	44,074,154	173,295,784	211,450,934
Cash paid for long-term employee benefits	(114,133,346)	(97,782,293)	(43,298,774)	(38,294,247)
Cash paid for provisions	(403,581,610)	(223,524,317)	(277,963,344)	(83,931,105)
Other non-current liabilities	104,793,686	131,237,803	158,451,095	181,698,036
Cash flows from operating activities	32,275,176,729	14,309,626,342	29,573,717,141	11,884,986,873
Cash received from interest income	267,770,847	175,887,336	101,986,643	64,058,684
Cash paid for interest expenses	(144,466,657)	(103,013,842)	(26,704,403)	(10,724,453)
Cash paid for income tax resulting from tax assessments	-	(144,971,323)	-	(144,971,323)
Cash received from corporate income tax refund	-	14,322,608	-	1,457,487
Cash paid for corporate income tax	(1,149,981,302)	(939,158,624)	(537,443,213)	(514,332,500)
Net cash flows from operating activities	31,248,499,617	13,312,692,497	29,111,556,168	11,280,474,768

The accompanying notes are an integral part of the financial statements.

Cash flow statement (continued)



As at 31 December 2024

Delta Electrics (Thailand) Public Company Limited and its subsidiaries

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash flows from investing activities:				
(Increase) decrease in deposits at bank with restrictions	2,369,822	(773,273)	-	-
Increase in investments in subsidiaries	-	-	(1,535,306,037)	(4,669,701,107)
Increase in investments in associated companies	(1,000,000)	-	(1,000,000)	-
(Increase) decrease in advances to contractors				
and for acquisitions of assets	95,927,916	(544,102,264)	118,875,278	(544,102,264)
Acquisition of property, plant and equipment	(13,694,707,244)	(10,492,161,842)	(9,040,557,424)	(8,314,904,676)
Cash paid others payable for purchase of plant and equipment	(1,180,766,426)	(1,052,839,911)	(1,142,974,512)	(963,328,871)
Proceeds from disposal of plant and equipment	99,281,087	131,398,011	37,461,321	120,199,285
Acquisition of investment properties	(29,351,001)	-	-	-
Increase in right-of-use assets	(386,522)	(6,970,267)	(386,522)	-
Acquisition of other intangible assets	(52,877,520)	(37,988,535)	(4,018,372)	(5,370,000)
Net cash flows used in investing activities	(14,761,509,888)	(12,003,438,081)	(11,567,906,268)	(14,377,207,633)
Cash flows from financing activities:				
Cash receipt from short-term loans from financial institutions	21,994,371,026	13,345,930,057	21,527,642,900	12,948,044,100
Repayment of short-term loans from financial institutions	(24,359,156,331)	(11,757,674,399)	(24,032,227,700)	(10,443,459,300)
Decrease in short-term loans from related parties	-	-	-	100,000,000
Cash receipt from long-term loans from related party	384,624,000	-	-	-
Repayment of long-term loans from related party	(38,797,200)	-	-	-
Repayment of liabilities under lease agreements	(124,278,189)	(100,750,653)	(43,306,393)	(22,248,663)
Dividend paid	(5,613,217,263)	(4,989,526,456)	(5,613,217,263)	(4,989,526,456)
Net cash flows used in financing activities	(7,756,453,957)	(3,502,021,451)	(8,161,108,456)	(2,407,190,319)
Increase in translation adjustments	(793,481,317)	(379,161,342)	-	-
Net increase (decrease) in cash and cash equivalents				
before effect from currency translation	7,937,054,455	(2,571,928,377)	9,382,541,444	(5,503,923,184)
Effect from currency translation of cash and cash equivalents	146,638,091	46,939,430	55,052,327	21,859,079
Net increase (decrease) in cash and cash equivalents	8,083,692,546	(2,524,988,947)	9,437,593,771	(5,482,064,105)
Cash and cash equivalents at beginning of year	7,617,210,826	10,142,199,773	353,196,230	5,835,260,335
Cash and cash equivalents at end of year	15,700,903,372	7,617,210,826	9,790,790,001	353,196,230
	-	-	-	-
Supplemental disclosures of cash flows information				
Non-cash transaction				
Additions to right-of-use assets and lease liabilities	76,531,522	150,944,950	7,054,348	81,623,731
Increase in others payable from purchase of plant and equipment	1,321,793,553	1,181,374,605	1,279,347,065	1,145,899,962
Transfer from investment properties to property and plant	58,105,500	10,718,671	-	-

The accompanying notes are an integral part of the financial statements.



Notes to financial Statements



For the year ended 31 December 2024

Delta Electronics (Thailand) Public Company Limited and its subsidiaries

1. General information

Delta Electronics (Thailand) Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. Its parent company is Delta Electronics Inc., which is incorporated in Taiwan. The registered office of the Company is at 714 Moo 4, Tambon Prakasa, Amphur Muangsamutprakarn, Samutprakarn.

The Group is principally engaged in the manufacture and distribution of electronic products, together with related research and development.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

2.2.1 The consolidated financial statements include the financial statements of Delta Electronics (Thailand) Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2024 Percent	2023 Percent
DET International Holding B.V.	Holding business	The Netherlands	100	100
Delta Green Industrial (Thailand) Company Limited	Manufacture and trading of electronic products	Thailand	100	100
Delta Energy Systems (Singapore) Pte. Ltd.	Holding business and trading of electronic products	Singapore	100	100
Delta Electronics (Vietnam) Company Limited	Trading of electronic products	Vietnam	100	100
Delta Electronics India Manufacturing Private Limited	Manufacture and trading of electronic products	India	100	100
PT Delta Electronics Indonesia	Trading and installation of electronic products	Indonesia	100	-

The subsidiaries which the Company owns through DET International Holding B.V. are as follows:

Company's name	Nature of business	Country of incorporation	Percentage of indirect shareholding	
			<u>2024</u>	<u>2023</u>
			Percent	Percent
DET Logistics (USA) Corporation	Trading of electronic products	USA	100	100
Delta Electronics (Slovakia) s.r.o.	Manufacture and trading of electronic products	Slovakia	100	100
Delta Energy Systems (Germany) GmbH	Research, development, marketing and trading of electronic products	Germany	100	100
Delta Energy Systems Property (Germany) GmbH (wholly owned by Delta Energy Systems (Germany) GmbH)	Property rental	Germany	100	100
Delta Energy Systems (India) Pvt. Ltd. *	Manufacture and trading of electronic products	India	100	100
Delta Energy Systems (Romania) S.R.L.	Research and development of electronic products	Romania	100	100
Eltek s.r.o.**	Manufacture and trading of electronic products	Slovakia	100	55
Delta Electronics (Automotive) Americas Inc.	Research and development of electronic products	USA	100	100
Delta Electronics (Hungary) Kft.	Manufacture and trading of electric vehicle and electronics products	Hungary	100	100

* Dissolution and is in the process of liquidation.

** DET International Holding B.V. acquired all shares of Eltek s.r.o. from Delta Greentech (Netherlands) B.V. during the year.

The subsidiaries which the Company owns through Delta Energy Systems (Singapore) Pte. Ltd. are as follows:

Company's name	Nature of business	Country of incorporation	Percentage of indirect shareholding	
			<u>2024</u>	<u>2023</u>
			Percent	Percent
Delta Electronics (Australia) Pty. Ltd.	Trading of electronic products	Australia	100	100
Delta Greentech (Netherlands) B.V.	Holding business	The Netherlands	100	100
Delta Energy Systems LLC (wholly owned by Delta Greentech (Netherlands) B.V.)	Trading of electronic products	Russia	100	100
Eltek s.r.o. *	Manufacture and trading of electronic products	Slovakia	-	45
(wholly owned by Delta Greentech (Netherlands) B.V.)				
Delta Electronics India Pvt. Ltd.	Manufacture, research and development and trading of electronic products	India	100	100
Delta Electronics (Myanmar) Co., Ltd.	Manufacture and trading of electronic products	Myanmar	100	100
Delta Energy Systems (UK) Limited	Research and development of electronic products	Scotland	100	100

* DET International Holding B.V. acquired all shares of Eltek s.r.o. from Delta Greentech (Netherlands) B.V. during the year.



- 2.2.2 The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
 - 2.2.3 Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
 - 2.2.4 The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
 - 2.2.5 The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rates prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of “Exchange differences on translation of financial statements in foreign currency” in the statements of changes in shareholders’ equity.
 - 2.2.6 Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
 - 2.2.7 Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
- 2.3 The separate financial statements present investments in subsidiaries and associates under the cost method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group’s financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International

Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances and price promotions to customers.

Rendering of services

Revenue from installation, repair and other services are recognised at a point in time upon completion of the service.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the first-in, first-out method) and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost and includes all production costs and attributable factory overheads.

Raw materials are valued at the lower of cost (under the first-in, first-out method) and net realisable value and are charged to production costs whenever consumed. The cost of inventories is measured using the standard cost method, which approximates actual cost.



4.4 Investments in subsidiaries and associates.

Investments in associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the cost method net of allowance for impairment loss (if any).

4.5 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 10 - 40 years. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

4.6 Property, plant and equipment/Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on a straight-line basis over the following estimated useful lives:

Buildings	10 - 50 years
Land improvement	5 - 10 years
Machinery and equipment	3 - 7 years
Molds	2 - 5 years
Installation	5 - 15 years
Furniture, fixtures and office equipment	5 - 7 years
Computer	3 - 5 years
Motor vehicles	5 years

Depreciation is included in determining income.

No depreciation is provided for land and assets under installation and under construction.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.7 Intangible assets

Intangible assets acquired through business combination are initially recognised at their fair value on the date of business acquisition while intangible assets acquired in other cases are recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that they may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follow:

	<u>Useful lives</u>
Patents	10 years
Computer software	3 years
Customer relationship	10 years

4.8 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses (if any). Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

4.9 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.



Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	1 - 99	years
Buildings	1 - 6	years
Machinery and equipment	1 - 5	years
Motor vehicles	1 - 3	years

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from

operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.10 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel and directors, and officers with authority in the planning and direction of the Company's operations.

4.11 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.12 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss



is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

4.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company and its employees have jointly established the provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the contributions of the Company are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments, it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

The liabilities under the defined benefit plan consist of the present value of the defined benefit obligation less fair value of plan assets.

Net interest recognised in profit or loss consists of the interest cost on the defined benefit obligation net with the interest income on plan assets which calculated using the same rate as the discount rate applying for the post-employment benefit obligation.

Actuarial gains and losses from defined benefit plans and return of plan assets net from interest income on plan assets are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

4.14 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.15 Research and development expenses

The Group records research and development costs as expenses when incurred.

4.16 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.17 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.



Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group’s financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.18 Derivatives

The Group uses derivatives, such as forward currency contracts to hedge its foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

4.19 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.



All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Reduction of inventory cost to net realisable value

In determining the reduction of inventory cost to net realisable value, the management exercises judgement in estimating the net realisable value of inventory based on the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated costs necessary to make the sale. The management also exercises judgement in estimating the expected losses from stock obsolescence based on the approximate aging profile of each type of inventory.

Property plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Goodwill and intangible assets

The initial recognition and measurement of goodwill and intangible assets, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash-generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

Deferred tax assets

Deferred tax assets are recognised only to the extent that it is probable that taxable profit will be available against which these deferred tax assets can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Allowance for impairment of non-financial assets

In determining allowance for impairment of a non-financial asset, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget for the next 5 years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

Tax assessments

The Group has contingent liabilities as the result of tax assessments. The management was required to exercise judgement to assess the results of the tax assessments and estimate the liabilities that might be incurred as at the end of the reporting period.



6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

	Consolidated		Separate		
	financial statements		financial statements		Transfer pricing policy
	2024	2023	2024	2023	
<u>Transactions with the parent company</u>					
Sales of goods and raw materials	608	149	574	143	With reference to market price
Purchase of goods and raw materials	460	331	9	5	With reference to market price
Purchase of equipment	524	856	512	811	Contract price
Commission paid	18	11	12	8	Contract price
Royalty paid (Note 30.2.1)	10,286	5,595	10,286	5,595	Contract price
Services paid	12	8	12	8	Contract price
Administrative expenses	42	38	5	-	Contract price
<u>Transactions with subsidiary companies</u>					
(eliminated from the consolidated financial statements)					
Sales of goods and raw materials	-	-	39,641	39,894	With reference to market price
Purchase of goods and raw materials	-	-	1,274	1,621	With reference to market price
Purchase of equipment	-	-	137	126	Contract price
Commission paid	-	-	650	500	Contract price
Design and engineering fee paid (Note 30.2.2)	-	-	1,587	1,946	Contract price
Administrative expenses	-	-	52	105	Contract price
<u>Transactions with associated companies</u>					
Purchase of goods and raw materials	98	-	98	-	With reference to market price
<u>Transactions with related companies</u>					
Sales of goods and raw materials	21,182	13,489	8,637	3,635	With reference to market price
Purchase of goods and raw materials	10,276	9,915	3,590	4,758	With reference to market price
Purchase of equipment	1,725	1,490	1,518	1,113	Contract price
Commission paid	1,029	927	989	913	Contract price
Commission received	322	254	-	-	Contract price
Services income	390	165	-	-	Contract price
Design and engineering fee paid	1,157	830	1,126	816	Contract price
Legal expenses	140	-	140	-	Contract price
Administrative expenses	69	41	8	17	Contract price
Interest paid	41	31	-	-	EURIBOR + 0.5% p.a. and 4.45%

The balances of the accounts as at 31 December 2024 and 2023 between the Group and those related companies are as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
<u>Trade receivables - related parties (Note 8)</u>				
Parent company	237	95	229	85
Subsidiary companies	-	-	14,266	15,516
Related companies (common shareholders)	4,973	4,136	2,081	797
Total trade receivables - related parties	<u>5,210</u>	<u>4,231</u>	<u>16,576</u>	<u>16,398</u>
<u>Other receivables - related parties (Note 8)</u>				
Subsidiary companies	-	-	28	14
Related companies (common shareholders)	78	12	74	12
Total other receivables - related parties	<u>78</u>	<u>12</u>	<u>102</u>	<u>26</u>
<u>Amounts due from related parties (Note 8)</u>				
Subsidiary companies	-	-	2	2
Total amounts due from related parties	<u>-</u>	<u>-</u>	<u>2</u>	<u>2</u>
<u>Trade payables - related parties (Note 17)</u>				
Parent company	454	331	223	170
Subsidiary companies	-	-	237	318
Associated companies	23	-	23	-
Related companies (common shareholders)	2,606	2,294	1,016	813
Total trade payables - related parties	<u>3,083</u>	<u>2,625</u>	<u>1,499</u>	<u>1,301</u>
<u>Other payables - related parties (Note 17)</u>				
Parent company	1,017	2,123	1,010	2,115
Subsidiary companies	-	-	384	217
Related companies (common shareholders)	877	921	759	851
Total other payables - related parties	<u>1,894</u>	<u>3,044</u>	<u>2,153</u>	<u>3,183</u>
<u>Accrued expenses - related parties (Note 17)</u>				
Parent company	433	308	433	308
Related companies (common shareholders)	190	142	187	142
Total accrued expenses - related parties	<u>623</u>	<u>450</u>	<u>620</u>	<u>450</u>
<u>Advance received - related parties (Note 17)</u>				
Subsidiary companies	-	-	-	346
Total advance received - related parties	<u>-</u>	<u>-</u>	<u>-</u>	<u>346</u>

Long-term loans from related party

As at 31 December 2024 and 2023, the balances of long-term loans from related party and the movement in long-term loans are as follows:



(Unit: Million Baht)

	Consolidated financial statements			
	Balance as at 1 January 2024	Increase (decrease) during the year	Translation adjustment	Balance as at 31 December 2024
Long-term loans				
Related companies				
(common shareholders)				
- Eltek AS	825	(39)	(53)	733
- Delta International Holding Limited B.V.	-	385	(30)	355
Total long-term loans from related parties	825	346	(83)	1,088

Long-term loans from Eltek AS, which are unsecured, carry interest at a rate of EURIBOR + 0.50 percent per annum, payable every three months. The principal repayments of EUR 9 million, or approximately Baht 308 million and EUR 12 million, or approximately Baht 425 million are scheduled for June 2026 and October 2027, respectively.

Long-term loan from Delta International Holding Limited B.V., which is unsecured, carries interest at a rate of 4.45 percent per annum, payable every three months. The principal repayments of EUR 10 million, or approximately Baht 355 million is scheduled for August 2029.

Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Group had employee benefit expenses payable to their directors and management as below.

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Short-term employee benefits	196	153	98	74
Post-employment benefits	14	15	11	9
Total	210	168	109	83

7. Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Cash	1	-	1	-
Bank deposits in current accounts	2,705	2,836	2	2
Bank deposits in saving accounts	11,212	2,032	9,788	351
Fixed deposits with maturity not over 3 months	1,783	2,749	-	-
Total	15,701	7,617	9,791	353

As at 31 December 2024, the above bank deposits in saving accounts and fixed deposits carried interests between 0.00 and 8.00 percent per annum (2023: between 0.00 and 7.08 percent per annum) (the Company only: between 0.00 and 4.25 percent per annum, 2023: between 0.00 and 2.50 percent per annum).

8. Trade and other receivables

	(Unit: Million Baht)	
	Consolidated	Separate
	financial statements	financial statements
	2024	2023
<u>Trade receivables, related parties</u> (Note 6)		
Aged on the basis of due dates		
Not yet due	5,125	4,144
Past due		
Up to 3 months	76	85
3 - 6 months	9	-
6 - 12 months	-	2
Total	5,210	4,231
<u>Trade receivables, unrelated parties</u>		
Aged on the basis of due dates		
Not yet due	24,027	21,603
Past due		
Up to 3 months	2,470	6,013
3 - 6 months	407	291
6 - 12 months	154	143
Over 12 months	27	115
Total	27,085	28,165
Total trade receivables	32,295	32,396
Less: Allowance for expected credit losses	(320)	(367)
Total trade receivables - net	31,975	32,029
<u>Other receivables</u>		
Amounts due from related parties (Note 6)	-	-
Other receivables - related parties (Note 6)	78	12
Other receivables - unrelated parties	847	1,191
Interest receivables - unrelated parties	6	5
Total other receivables	931	1,208
Trade and other receivables - net	32,906	33,237

The normal credit term is 30 to 150 days.

Set out below is the movement in the allowance for expected credit losses of trade receivables.

	(Unit: Million Baht)	
	Consolidated	Separate
	financial statements	financial statements
	2024	2023
Beginning balance	(367)	(189)
Provision for expected credit losses	(19)	(185)
Reversal	64	6
Translation adjustment	2	1
Ending balance	(320)	(367)



9. Inventories

(Unit: Million Baht)

Consolidated financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	17,234	16,790	(2,123)	(2,215)	15,111	14,575
Work in process	3,743	3,559	-	-	3,743	3,559
Raw materials	14,179	16,344	(3,103)	(3,577)	11,076	12,767
Goods in transit	1,767	1,846	-	-	1,767	1,846
Total	36,923	38,539	(5,226)	(5,792)	31,697	32,747

(Unit: Million Baht)

Separate financial statements						
	Cost		Reduce cost to net realisable value		Inventories - net	
	2024	2023	2024	2023	2024	2023
Finished goods	10,617	10,263	(1,126)	(759)	9,491	9,504
Work in process	3,506	3,015	-	-	3,506	3,015
Raw materials	10,377	12,112	(1,852)	(2,628)	8,525	9,484
Goods in transit	1,206	1,074	-	-	1,206	1,074
Total	25,706	26,464	(2,978)	(3,387)	22,728	23,077

Details movement of the reduction of inventory cost to net realisable value are as follows:

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Balance at beginning of year	(5,792)	(3,123)	(3,387)	(1,638)
Increase during the year	(915)	(3,324)	(624)	(2,214)
Reversal of the reduction to net realisable value of the obsolete and damaged inventories written off during the year	1,347	629	1,033	465
Reversal during the year	15	14	-	-
Translation adjustment	119	12	-	-
Balance at end of year	(5,226)	(5,792)	(2,978)	(3,387)

The Group reduced cost of inventories to reflect the net realisable value. This was included in cost of sales. In addition, the Group reversed the write-down of cost of inventories and reduced the amount of inventories recognised as expenses during the year.

10. Other current assets

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Input tax refundable	1,154	603	599	423
Advance payments	136	328	5	27
Prepaid expenses	724	411	64	66
Prepaid tax	131	40	-	-
Others	38	20	15	8
Total other current assets	<u>2,183</u>	<u>1,402</u>	<u>683</u>	<u>524</u>

11. Investments in subsidiary companies

11.1 Details of investments in subsidiaries as presented in separate financial statements

(Unit: Million Baht)

Company's name	Paid-up capital			Cost	
	Foreign currency	<u>2024</u> (Million)	<u>2023</u> (Million)	<u>2024</u>	<u>2023</u>
DET International Holding B.V.	USD	264	264	9,622	9,450
Delta Green Industrial (Thailand) Company Limited	THB	206	206	206	206
Delta Energy Systems (Singapore) Pte. Ltd.	USD	311	279	10,463	9,305
Delta Electronics (Vietnam) Company Limited	USD	0.1	0.1	3	3
Delta Electronics India Manufacturing Private Limited	INR	2,941	2,526	1,293	1,109
PT Delta Electronics Indonesia	IDR	10,000	-	21	-
Subtotal				<u>21,608</u>	<u>20,073</u>
Less: Allowance for impairment loss of investments in subsidiary companies				<u>(1,324)</u>	<u>(1,324)</u>
Investments in subsidiary companies - net				<u>20,284</u>	<u>18,749</u>

No dividend was received from the above subsidiary companies during the years ended 31 December 2024 and 2023.

11.2 Significant events during the year

11.2.1 Subsidiaries directly owned by the Company

a) Establishment of new subsidiary

PT Delta Electronics Indonesia

On 27 October 2023, a meeting of the Company's Board of Directors passed a resolution approving the establishment of a subsidiary, PT Delta Electronics Indonesia, to operate as a trading and installation of electronic products. The subsidiary was incorporated



in Indonesia on 28 February 2024, with a registered capital of IDR 10,000 million. The Company holds 100% of the new subsidiary's share capital.

PT Delta Electronics Indonesia called up IDR 10,000 million, or approximately Baht 21 million and the payment of the share capital was received on 8 August 2024.

b) Additional investment in subsidiary company

- On 15 February 2023, a meeting of the Company's Board of Directors passed a resolution to increase the Company's investment in Delta Energy Systems (Singapore) Pte. Ltd. by USD 32 million, or approximately Baht 1,158 million, to enable the latter to invest in Delta Electronics India Pvt. Ltd. to support the business growth. The Company made the additional investment in the first quarter during the current year.
- On 26 April 2024, a meeting of the Company's Board of Directors passed a resolution to increase the Company's investment in Delta Electronics India Manufacturing Private Limited by USD 5 million, or approximately Baht 184 million, to cover machinery capital expenditures. The Company made the additional investment in the second quarter during the current year.
- On 25 October 2024, a meeting of the Company's Board of Directors passed a resolution to increase the Company's investment in DET International Holding B.V. by USD 5 million, or approximately Baht 172 million, to support the expansion of research and development activities. The Company made the additional investment in the fourth quarter during the current year.

The above additional investment had no impact on the investment structure of the Group.

11.2.2 Subsidiaries indirectly owned by the Company

a) Restructuring of shareholding in subsidiaries

On 5 January 2024, Delta Greentech (Netherlands) B.V. sold 45% interests in Eltek s.r.o. to two subsidiary companies, 44.99% to DET International Holding B.V. and 0.01% to Delta Energy Systems (Singapore) Pte. Ltd. for a total of EUR 18.4 million, or approximately Baht 700 million and had a loss on the sale of approximately EUR 2.2 million, or Baht 84 million. The Group did not recognise a loss on the sale of this investment under the equity method in the consolidated financial statements because this transaction constitutes the sale of an investment within a group of companies under common control.

b) Registered capital reduction of subsidiary company

Delta Greentech (Netherlands) B.V.

On 26 February 2024, the Board of Directors' meeting of Delta Greentech (Netherlands) B.V. passed a resolution approving the reduction of the par value of its shares, resulting in a decrease in its registered share capital from EUR 26.9 million (2,691,020 ordinary shares of EUR 10 each) to EUR 0.4 million (2,691,020 ordinary shares of EUR 0.15 each). Delta Greentech (Netherlands) B.V. registered the corresponding decrease in its

registered share capital on 15 March 2024. Subsequently, on 18 April 2024, Delta Energy Systems (Singapore) Pte. Ltd., which is a subsidiary of the Company, received payment in respect of the capital reduction, amounting to approximately EUR 26.5 million, or approximately Baht 1,036 million.

The decrease in investment had no impact on the investment structure of the Group.

c) Additional investment of subsidiary company

- On 15 February 2023, a meeting of the Company's Board of Directors passed a resolution approving the incorporation of a subsidiary, Delta Electronics (Hungary) Kft., with a registered capital of EUR 8 million. The Company's subsidiary, DET International Holding B.V., holds 100% of the new subsidiary's share capital.

Delta Electronics (Hungary) Kft. requested an additional share payment of EUR 0.13 million, or approximately Baht 5 million and the payment of the share capital was received on 2 May 2024.

- On 26 April 2024, a meeting of the Company's Board of Directors approved an additional investment by DET International Holding B.V., a subsidiary of the Company, in Delta Electronics (Automotive) Americas Inc. by USD 1.5 million, or approximately Baht 55 million, to support the expansion of research and development activities. The company made this additional investment in the second quarter during the current year.
- On 26 April 2024, a meeting of the Company's Board of Directors approved an additional investment by Delta Energy Systems (Singapore) Pte. Ltd., a subsidiary of the Company, in Delta Electronics India Pvt. Ltd. by USD 28 million, or approximately Baht 1,019 million, to cover expenses related to the infrastructure improvements at the research and development center. The company made this additional investment in the second quarter during the current year.

The above additional investment had no impact on the investment structure of the Group.

d) Dissolution of a subsidiary company

During the current year, Delta Energy Systems (India) Pvt. Ltd., a subsidiary which the Company indirectly held 100%, has registered its dissolution and is in the process of liquidation.

12. Investment properties

The net book value of investment properties as at 31 December 2024 and 2023 is presented below.

(Unit: Million Baht)

	Consolidated financial statements		
	Land for rent	Office building for rent	Total
31 December 2024:			
Cost	33	268	301
Less: Accumulated depreciation	-	(78)	(78)
Translation adjustment	(12)	(58)	(70)
Net book value	21	132	153



(Unit: Million Baht)

	Consolidated financial statements		
	Land for rent	Office building for rent	Total
31 December 2023:			
Cost	42	314	356
Less: Accumulated depreciation	-	(98)	(98)
Translation adjustment	(10)	(47)	(57)
Net book value	32	169	201

A reconciliation of the net book value of investment properties for the years 2024 and 2023 is presented below.

(Unit: Million Baht)

	Consolidated financial statements	
	<u>2024</u>	<u>2023</u>
Net book value at beginning of year	201	214
Acquisition of assets	29	-
Depreciation charged	(6)	(9)
Transfer out due to change in type of use of assets (Note 13)	(58)	(11)
Translation adjustment	(13)	7
Net book value at end of year	153	201

The additional information of the investment properties as at 31 December 2024 and 2023 stated below:

(Unit: Million Baht)

	Consolidated financial statements	
	<u>2024</u>	<u>2023</u>
The fair value	227	229

The fair value of the land and office building held for rent has been determined using the income approach. Key assumptions used in the valuation include yield rate, long-term vacancy rate and long-term growth in real rental rates.

13. Property, plant and equipment

(Unit: Million Baht)

	Consolidated financial statements						
	Land	Buildings	Machinery and equipment	Mold	Installation	Assets under installation and under construction	Total
Cost:							
1 January 2023	1,789	5,045	17,460	1,815	3,289	7,005	37,631
Purchase/transfer in	19	3,122	7,215	407	456	4,599	16,119
Disposal/write-off/transfer out	-	(239)	(978)	(65)	(147)	(4,442)	(5,970)
Transfer in due to change in type of use of assets (Note 12)	2	9	-	-	-	-	11
Translation adjustment	(5)	57	50	1	11	(44)	75
31 December 2023	1,805	7,994	23,747	2,158	3,609	7,118	47,866
Purchase/transfer in	399	4,144	8,954	438	572	8,511	23,820
Disposal/write-off/transfer out	-	-	(910)	(49)	(138)	(8,303)	(9,971)
Transfer in due to change in type of use of assets (Note 12)	9	49	-	-	-	-	58
Translation adjustment	(31)	(204)	(256)	(1)	(35)	(164)	(729)
31 December 2024	2,182	11,983	31,535	2,546	4,008	7,162	61,044
Accumulated depreciation:							
1 January 2023	-	1,286	9,290	1,570	1,839	-	14,912
Depreciation for the year	-	154	3,452	272	352	-	4,398
Depreciation - disposal/write-off	-	(61)	(863)	(64)	(125)	-	(1,199)
Translation adjustment	-	11	35	-	7	-	55
31 December 2023	-	1,390	11,914	1,778	2,073	-	18,166
Depreciation for the year	-	276	5,267	391	394	-	6,542
Depreciation - disposal/write-off	-	(1)	(823)	(49)	(136)	-	(1,079)
Translation adjustment	-	(44)	(159)	(1)	(28)	-	(325)
31 December 2024	-	1,621	16,199	2,119	2,303	-	23,304



13. Property, plant and equipment (continued)

(Unit: Million Baht)

	Consolidated financial statements					
	Land	Buildings	Machinery and equipment	Mold	Installation	Assets under installation and under construction
						Computer
						Others
						Total
Allowance for impairment loss:						
31 December 2023	-	17	-	-	2	-
31 December 2024	-	17	-	-	2	-
Net book value:						
As at 31 December 2023	1,805	6,587	11,833	380	1,534	7,118
As at 31 December 2024	2,182	10,345	15,336	427	1,703	7,162
Depreciation for the year						
Year 2023 (Baht 3,697 million include in manufacturing cost, and the balance in selling, administrative and research and development expenses)						4,398
Year 2024 (Baht 5,483 million include in manufacturing cost, and the balance in selling, administrative and research and development expenses)						6,542

13. Property, plant and equipment (continued)

(Unit: Million Baht)

	Separate financial statements						
	Land	Buildings	Machinery and equipment	Mold	Installation	Assets under	
						installation and under construction	Total
Cost:							
1 January 2023	1,084	2,616	14,360	1,794	2,889	2,332	25,723
Purchase/transfer in	-	2,048	5,634	398	283	3,400	11,940
Disposal/write-off/transfer out	-	(96)	(874)	(60)	(142)	(2,474)	(3,709)
31 December 2023	1,084	4,568	19,120	2,132	3,030	3,258	33,954
Purchase/transfer in	399	697	7,312	425	268	5,234	15,020
Disposal/write-off/transfer out	-	-	(777)	(48)	(120)	(4,132)	(5,690)
31 December 2024	1,483	5,265	25,655	2,509	3,178	4,360	43,284
Accumulated depreciation:							
1 January 2023	-	686	7,476	1,559	1,582	-	11,756
Depreciation for the year	-	64	2,817	262	292	-	3,549
Depreciation - disposal/write-off	-	(17)	(781)	(59)	(121)	-	(1,028)
31 December 2023	-	733	9,512	1,762	1,753	-	14,277
Depreciation for the year	-	113	4,306	377	288	-	5,231
Depreciation - disposal/write-off	-	-	(741)	(48)	(116)	-	(949)
31 December 2024	-	846	13,077	2,091	1,925	-	18,559



13. Property, plant and equipment (continued)

(Unit: Million Baht)

	Separate financial statements						Total
	Land	Buildings	Machinery and equipment	Mold	Installation	Assets under installation and under construction	
Allowance for impairment loss:							
31 December 2023	-	17	-	-	2	-	19
31 December 2024	-	17	-	-	2	-	19
Net book value:							
As at 31 December 2023	1,084	3,818	9,608	370	1,275	3,258	19,658
As at 31 December 2024	1,483	4,402	12,578	418	1,251	4,360	24,706
Depreciation for the year							
Year 2023 (Baht 3,120 million include in manufacturing cost, and the balance in selling, administrative and research and development expenses)							3,549
Year 2024 (Baht 4,687 million include in manufacturing cost, and the balance in selling, administrative and research and development expenses)							5,231

As at 31 December 2024, certain items of building, machinery and equipment of the Group were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately of Baht 11,067 million (2023: Baht 8,867 million) (the Company only: Baht 9,015 million, 2023: Baht 6,957 million).

14. Goodwill

The net book value of goodwill as at 31 December 2024 and 2023 is presented below.

	(Unit: Million Baht)
	Consolidated financial statements
Net book value as at 1 January 2023	437
Translation adjustment	7
Net book value as at 31 December 2023	444
Translation adjustment	(10)
Net book value as at 31 December 2024	434

As at 31 December 2024, the net book value of the goodwill as above included the goodwill of approximately Baht 215 million from Power electronics segment related to DES products and the goodwill of approximately Baht 219 million from Delta Greentech (Netherland) B.V.'s acquisition of Eltek s.r.o. in 2017.

The Group determined the recoverable amount of the cash generating units based on value in use, with the cash flow projections derived from financial budgets approved by management. The projections cover a five-year period.

Key assumptions used in the value in use calculation of each group of the cash generating units are summarised below:

	(Unit: Percent per annum)	
	Power electronics segment related to DES products	Eltek s.r.o.
Growth rate	3	3
Pre-tax discount rates	14.1	13.5

The management of the Group determined growth rates based on factors including historical operating results, expected market growth and economic growth. The discount rate is a pre-tax rate that reflects the risks specific to each cash generating units.

The Group performed impairment tested on goodwill by comparing the recoverable amount of the cash generating units (calculated by independent appraiser) with their carrying value and found that the recoverable amount of the cash generating units was higher than the carrying value. The management of the Group thus believes that goodwill is not impaired.



15. Other intangible assets

The net book value of intangible assets as at 31 December 2024 and 2023 is presented below.

(Unit: Million Baht)

	Consolidated financial statements				
	Patent rights	Computer software	Customer relationship	Others	Total
Cost:					
1 January 2023	63	580	130	3	776
Purchase	-	38	-	-	38
Disposal/write-off	-	(20)	-	-	(20)
Translation adjustment	-	13	4	-	17
31 December 2023	63	611	134	3	811
Purchase	-	53	-	-	53
Disposal/write-off	-	(3)	-	(3)	(6)
Translation adjustment	-	(34)	(1)	-	(35)
31 December 2024	63	627	133	-	823
Accumulated amortisation:					
1 January 2023	14	493	74	3	584
Amortisation for the year	6	68	13	-	87
Amortisation - disposal/write-off	-	(20)	-	-	(20)
Translation adjustment	-	10	3	-	13
31 December 2023	20	551	90	3	664
Amortisation for the year	6	47	14	-	67
Amortisation - disposal/write-off	-	(3)	-	(3)	(6)
Translation adjustment	-	(33)	(7)	-	(40)
31 December 2024	26	562	97	-	685
Net book value:					
31 December 2023	43	60	44	-	147
31 December 2024	37	65	36	-	138

(Unit: Million Baht)

	Separate financial statements		
	Patent rights	Computer software	Total
Cost:			
1 January 2023	63	94	157
Purchase	-	6	6
31 December 2023	63	100	163
Purchase	-	4	4
31 December 2024	63	104	167
Accumulated amortisation:			
1 January 2023	14	86	100
Amortisation for the year	6	5	11
31 December 2023	20	91	111
Amortisation for the year	6	6	12
31 December 2024	26	97	123
Net book value:			
31 December 2023	43	9	52
31 December 2024	37	7	41

16. Short-term loans from financial institutions

	Interest rate (percent per annum)	Consolidated		(Unit: Million Baht) Separate	
		financial statements		financial statements	
		<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Short-term loans from financial institutions	2.48 - 5.00	160	2,497	-	2,476
Total		160	2,497	-	2,476

17. Trade and other payables

	Consolidated		(Unit: Million Baht) Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Trade payables - related parties (Note 6)	3,083	2,625	1,499	1,301
Trade payables - unrelated parties	22,351	17,703	20,363	15,686
Other payables - related parties (Note 6)	1,894	3,044	2,153	3,183
Other payables - unrelated parties	2,412	2,179	1,854	1,954
Accrued expenses - related parties (Note 6)	623	450	620	450
Accrued expenses - unrelated parties	3,098	3,213	1,911	2,887
Advance received - related parties (Note 6)	-	-	-	346
Advance received - unrelated parties	2,332	2,882	1,183	744
Total trade and other payables	35,793	32,096	29,583	26,551

18. Other current liabilities

	Consolidated		(Unit: Million Baht) Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Withholding tax payable	357	300	290	256
Value added tax payable	107	142	10	15
Others	439	319	389	231
Total other current liabilities	903	761	689	502

19. Leases

The Group as a lessee

The Group has lease contracts for assets used in its operations. Leases have lease terms between 1 - 99 years.

a) Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2024 and 2023 are summarised below:



	Consolidated financial statements					(Unit: Million Baht) Separate financial statements
	Machinery and Motor Land Buildings equipment Vehicles Total					Buildings
1 January 2023	288	172	7	15	482	1
Additions	16	124	2	16	158	82
Depreciation for the year	(5)	(96)	(3)	(10)	(114)	(21)
Translation adjustment	(3)	2	-	-	(1)	-
31 December 2023	296	202	6	21	525	62
Additions	1	45	1	31	78	8
Depreciation for the year	(10)	(94)	(4)	(15)	(123)	(43)
Translation adjustment	(12)	(6)	1	1	(16)	-
31 December 2024	275	147	4	38	464	27

b) Lease liabilities

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Lease payments	233	266	26	62
Less: Deferred interest expenses	(25)	(12)	-	(1)
Total	208	254	26	61
Less: Portion due within one year	(85)	(110)	(21)	(40)
Lease liabilities - net of current portion	123	144	5	21

Movements of the lease liability account during the years ended 31 December 2024 and 2023 are summarised below:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Balance at beginning of year	254	202	61	1
Additions	77	151	7	82
Accretion of interest	8	5	1	-
Repayments	(124)	(101)	(43)	(22)
Translation adjustment	(7)	(3)	-	-
Balance at end of year	208	254	26	61

A maturity analysis of lease payments is disclosed in Note 32.2 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Depreciation expense of right-of-use assets	123	114	43	21
Interest expense on lease liabilities	8	5	1	-
Expense relating to short-term leases and leases of low-value assets	125	66	15	10

d) Other

The Group had total cash outflows for leases for the year ended 31 December 2024 of Baht 249 million (2023: Baht 167 million) (the Company only: Baht 58 million, 2023: Baht 32 million), including the cash outflow related to short-term lease and leases of low-value assets.

20. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Defined benefit obligation	(1,667)	(1,664)	(768)	(727)
Fair value of plan assets	108	85	-	-
Provisions for long-term employee benefits				
as at 31 December	<u>(1,559)</u>	<u>(1,579)</u>	<u>(768)</u>	<u>(727)</u>

The change in the defined benefit obligation is as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Defined benefit obligation at beginning of year	(1,664)	(1,406)	(727)	(512)
Included in profit or loss:				
Current service cost	(97)	(80)	(63)	(44)
Interest cost	(58)	(50)	(21)	(18)
Included in other comprehensive income:				
Actuarial gain (loss) arising from				
Demographic assumptions changes	(1)	6	-	3
Financial assumptions changes	(6)	(36)	-	(43)
Experience adjustments	18	(168)	-	(151)
Benefits paid during the year	96	93	43	38
Translation adjustments	45	(23)	-	-
Defined benefit obligation at end of year	<u>(1,667)</u>	<u>(1,664)</u>	<u>(768)</u>	<u>(727)</u>

The change in the fair value of plan assets is as follows:



	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Fair value of plan assets at beginning of year	85	77	-	-
Included in profit or loss:				
Interest income on plan assets	6	7	-	-
Contributions by employer	22	11	-	-
Benefits paid during the year	(4)	(6)	-	-
Translation adjustments	(1)	(4)	-	-
Fair value of plan assets at end of year	<u>108</u>	<u>85</u>	<u>-</u>	<u>-</u>

The amount of each major category constitutes of the fair value of the total plan assets are as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Government bonds	58	50	-	-
Debentures	22	29	-	-
Others	28	6	-	-

The Group expects to pay Baht 107 million of long-term employee benefits during the next year (the Company only: Baht 39 million) (2023: Baht 131 million, the Company only: Baht 38 million).

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefit of the Group is 8 - 31 years (the Company only: 14 years) (2023: 8 - 32 years, the Company only: 14 years).

Significant actuarial assumptions are summarised below:

	(Unit: percent per annum)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Discount rate	2.5 - 7.2	2.9 - 7.2	3.06	3.06
Future salary increase rates (depending on age)	3.2 - 7.0	3.2 - 8.3	3.2 - 8.0	3.2 - 8.0
Pension increase rate	3.0	2.5	-	-
Turnover rate	1.0 - 16.0	1.0 - 18.0	2.0 - 16.0	2.0 - 16.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2024 and 2023 are summarised below:

(Unit: Million Baht)

	As at 31 December 2024			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase	Decrease	Increase	Decrease
	0.5%-1%	0.5%-1%	1%	1%
Discount rate	Decrease 105	Increase 118	Decrease 61	Increase 70
Future salary increase rates (depending on age)	Increase 74	Decrease 66	Increase 68	Decrease 60
Pension increase rate	Increase 37	Decrease 34	-	-
	Increase	Decrease	Increase	Decrease
	0.5%-10%	0.5%-10%	10%	10%
Turnover rate	Decrease 27	Increase 29	Decrease 27	Increase 29

(Unit: Million Baht)

	As at 31 December 2023			
	Consolidated		Separate	
	financial statements		financial statements	
	Increase	Decrease	Increase	Decrease
	0.5%-1%	0.5%-1%	1%	1%
Discount rate	Decrease 71	Increase 81	Decrease 59	Increase 67
Future salary increase rates (depending on age)	Increase 62	Decrease 56	Increase 58	Decrease 52
Pension increase rate	Increase 8	Decrease 8	-	-
	Increase	Decrease	Increase	Decrease
	0.5%-10%	0.5%-10%	10%	10%
Turnover rate	Decrease 30	Increase 34	Decrease 26	Increase 27

21. Provisions

(Unit: Million Baht)

	Consolidated financial statements			Separate financial statements	
	Other				
	Warranty	provisions	Total	Warranty	Total
Balance as at 1 January 2023	856	45	901	638	638
Recognition during year	628	29	657	443	443
Decrease during year	(206)	(18)	(224)	(84)	(84)
Reversal during year	(134)	(17)	(151)	(125)	(125)
Translation adjustment/unrealised loss on exchange rate	(14)	1	(13)	(11)	(11)



(Unit: Million Baht)

	Consolidated financial statements			Separate financial statements	
	Warranty	Other provisions	Total	Warranty	Total
Balance as at 31 December 2023	1,130	40	1,170	861	861
Recognition during year	1,223	9	1,232	1,063	1,063
Decrease during year	(400)	(4)	(404)	(278)	(278)
Reversal during year	(182)	(13)	(195)	(165)	(165)
Translation adjustment/unrealised gain on exchange rate	(27)	(1)	(28)	(6)	(6)
Balance as at 31 December 2024	1,744	31	1,775	1,475	1,475
Short-term provisions	-	33	33	-	-
Long-term provisions	1,130	7	1,137	861	861
Balance as at 31 December 2023	1,130	40	1,170	861	861
Short-term provisions	489	31	520	489	489
Long-term provisions	1,255	-	1,255	986	986
Balance as at 31 December 2024	1,744	31	1,775	1,475	1,475

Warranty

The Group recognised a provision for the expected warranty claims on products based on past experience of the level of repairs and returns with current sales for each type of products under current warranty.

22. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any) until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

23. Dividends

Dividends declared in 2024 and 2023 consisted of the followings:

<u>Dividends</u>	<u>Approved by</u>	<u>Total dividends</u> (Million Baht)	<u>Dividend per share*</u> (Baht)
Final dividend for year 2023	Annual General Meeting of the shareholders on 11 April 2024	5,613	0.45
Final dividend for year 2022	Annual General Meeting of the shareholders on 7 April 2023	4,990	4.00*

- * The calculation of dividend per share is based on the number of ordinary shares as of the date of dividend approval, representing the number of shares prior to any change in the par value of the ordinary shares. If the calculation were based on the adjusted number of shares at Baht 0.10 per share, the dividend per share would be 0.40 Baht.

24. Expenses by nature

Significant expenses classified by nature are as follows:

	Consolidated		(Unit: Million Baht)	
	financial statements		Separate	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Salaries, wages and other employee benefits	16,326	15,880	10,187	10,323
Raw materials used and purchase of				
finished goods	103,757	96,474	83,579	80,849
Changes in finished goods and work in progress	(628)	(6,943)	(845)	(6,033)
Depreciation	6,671	4,521	5,274	3,570
Amortisation	67	87	12	11
Commission expenses	1,049	993	1,651	1,464
Marketing fee	134	41	88	139
Design and engineering fee	1,158	843	2,713	2,771
Royalty paid	10,286	5,595	10,286	5,595
Legal expenses	1,008	19	1,003	16
Services paid	12	8	12	8

25. Income tax

Income tax expenses for the years ended 31 December 2024 and 2023 are made up as follows:

	Consolidated		(Unit: Million Baht)	
	financial statements		Separate	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Current income tax:				
Current income tax charge	(826)	(1,107)	(368)	(577)
Adjustment in respect of income tax of previous year	7	6	7	6
Deferred tax:				
Relating to origination and reversal of				
temporary differences	3	21	-	-
Translation adjustment	6	7	-	-
Tax expenses reported in profit or loss	(810)	(1,073)	(361)	(571)

The reconciliation between accounting profit and income tax expenses is shown below.



	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Accounting profit before tax	19,748	19,496	19,369	18,363
Income tax at Thai corporate income tax rate of 20%	(3,950)	(3,899)	(3,874)	(3,673)
Adjust in respect of income tax of previous years	7	6	7	6
Effect of elimination entries on the consolidated financial statements	(151)	(92)	-	-
Tax effect of:				
Difference in tax rates of overseas subsidiaries	(203)	(188)	-	-
Tax savings from the tax privileges granted by the government	3,558	3,123	3,506	3,122
Loss for the current year	(50)	(6)	-	-
Non-deductible expenses	(16)	(29)	-	-
Unrecognised deferred tax assets on temporary differences	(47)	(94)	-	(27)
Utilisation of previously unrecognised deferred tax asset on tax losses	53	95	-	-
Others	(11)	11	-	1
Total	3,284	2,912	3,506	3,096
Tax expenses reported in profit or loss	(810)	(1,073)	(361)	(571)

The tax rates enacted at the end of the reporting period of the subsidiaries in overseas countries are 9.00% to 34.94%.

As at 31 December 2024 and 2023, the components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Million Baht)			
	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Deferred tax assets				
Allowance for expected credit losses	20	26	-	-
Allowance for diminution in value of inventories	425	290	-	-
Accrued bonus	73	47	-	-
Provision for warranty	9	10	-	-
Others	64	63	-	-
Total	591	436	-	-
Deferred tax liabilities				
Difference depreciation for tax purpose	386	234	-	-
Total	386	234	-	-

As at 31 December 2024 the Group has deductible temporary differences and unused tax losses totaling Baht 1,353 million, INR 617 million or approximately Baht 247 million and EUR 39 million or approximately Baht 1,384 million (2023: 1,327 million, INR 37 million or approximately Baht 15 million and EUR 48 million or approximately Baht 1,831 million). No deferred tax assets have been recognised on these amounts as the Company has been granted tax privileges by the Board of Investment and the subsidiaries have determined that they may not be able to utilise the deductible temporary difference and unused tax losses because they do not yet have any taxable profits and they are unable to estimate the benefit they would generate from utilisation of such deductible temporary difference and unused tax losses.

Detail of expiry date of unused tax losses are summarised as below:

	Consolidated financial statements		(Unit: Million Baht) Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
The five-year limitation period				
31 December 2024	-	2	-	-
31 December 2027	1	1	-	-
31 December 2028	28	-	-	-
The eight-year limitation period				
31 March 2024	-	15	-	-
31 March 2031	2	-	-	-
31 March 2032	70	-	-	-
31 March 2033	175	-	-	-
No expiry date	1,384	1,831	-	-
Total	<u>1,659</u>	<u>1,849</u>	<u>-</u>	<u>-</u>

As at 31 December 2024, the total amount of temporary differences associated with investments in subsidiaries for which deferred tax liability has not been recognised, is Baht 454 million (2023: Baht 316 million).

Effect from international tax reform - Pillar Two model rules

The Group falls within the scope of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD) and operates in several jurisdictions, some of which have enacted the Pillar Two legislation which became effective for fiscal years beginning on or after 1 January 2024.

The Group's ultimate parent entity is located in Taiwan, while its intermediate parent entities are located in the Netherlands and Singapore.



Based on the financial statements for the year ended 31 December 2024, approximately 98% of the Group's total profit before tax was derived from its operations in Thailand, with an average effective tax rate under TAS 12, Income Taxes, applicable to those profits is 2%. As a result, the Group has determined that its operations in Thailand are subject to the top-up tax due to promotional privileges granted by the Board of Investment. Nevertheless, the aforementioned top-up tax has recognised in the Group's intermediate parent jurisdiction where Pillar Two legislation has been enacted in 2024.

Therefore, during 2024, the Group has not recognised any top-up tax expenses for the current year related to Pillar Two, as Thailand has not yet enacted the relevant legislation and the other entities within the Group fall within the "Transitional CbCR Safe Harbour" relief under the Pillar Two legislation. Additionally, the Group has complied with the mandatory exception requiring that entities shall neither recognise nor disclose information regarding deferred tax assets and liabilities related to Pillar Two income taxes.

In Thailand, the Royal Decree on Top-Up Tax was enacted on 26 December 2024 and will be effective for fiscal years beginning on or after 1 January 2025. The impact on the Group's financial statements for the year 2025 will depend on various factors such as revenues, costs and tax incentives. Currently, the Group's management is in the process of assessing the potential impact and has engaged tax specialists to assist in evaluating relevant tax implications.

26. Promotional privileges

The Company was granted promotional privileges by the Board of Investment subject to certain significant conditions. Significant privileges of the Company are as follows:

Details		The Company												
1. Certificate No.	1732(2)/2557	Manufacturing of electro - magnetic products	1688(2)/2558	Manufacturing of DC FAN	61-1505-1-00-1-0	Manufacturing of electro - magnetic products	63-0114-1-00-1-0	Manufacturing of telecommunication equipment	63-0340-1-00-1-0	Manufacturing of Ventilation Fan	67-0402-2-00-1-0	Manufacturing of power supply, converter and inverter	67-0359-2-00-1-0	Manufacturing of electro - magnetic products
2. Promotional privileges for														
3. The significant privileges are														
3.1 Exemption from corporate income tax for net income from the promoted operations and exemption from income tax on dividends paid from the income of the operations throughout the period in which the corporate income tax is exempted.	8 years (No limit on the income tax exemption)	7 years (Maximum amount Baht 538,898,005)	9 years (No limit on the income tax exemption)	6 years (Maximum amount Baht 632,252,669)	13 years (No limit on the income tax exemption)	3 years (Maximum amount Baht 3,222,000)	6 years (Maximum amount Baht 346,920,000)	4 years (Maximum amount Baht 988,710,000)	4 years (Maximum amount Baht 1,179,580,000)					
3.2 Exemption from import duty on machinery as approved by the board.	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted
3.3 Exemption from import duty on raw materials and significant supplies used in export production.	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted	Granted
4. Date of first earning operating income	5 January 2018	1 December 2017	24 February 2023	8 January 2020	6 January 2023	15 January 2022	Not yet commenced operation	5 July 2024	21 October 2024					
5. Additional right and benefit	Granted the additional tax incentive under the Skill, Technology and Innovation	-	Merit-based incentives	-	Merit-based incentives	-	-	-	-	-	-	-	-	-



The Company's operating revenues for the years ended 31 December 2024 and 2023, divided between promoted and non-promoted operations, are summarised below.

(Unit: Million Baht)

	Promoted operations		Non-promoted operations		Total	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
<u>Separate financial statements</u>						
Sales and service income						
Domestic sales	1,401	1,116	159	151	1,560	1,267
Export sales	133,067	116,494	3,978	7,036	137,045	123,530
Service income	-	-	380	199	380	199
Total sales and service income	<u>133,468</u>	<u>117,610</u>	<u>4,517</u>	<u>7,386</u>	<u>138,985</u>	<u>124,996</u>

Significant tax privileges which were granted to other subsidiary of the Company are as follows:

- On 20 March 2019, Delta Electronics India Pvt. Ltd. was granted tax privileges by the Government of India for operations in a special economic zone at Krishnagiri. Subject to certain imposed conditions, the privileges include an exemption from corporate income tax for a period of 15 years from the year in which the promoted operations commenced, ending on 31 March 2034.

27. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

The following table sets forth the computation of basic earnings per share:

	Consolidated financial statements		Separate financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Profit attributable to equity holders of the Company (Million Baht)	18,939	18,423	19,008	17,792
Weighted average number of ordinary shares (Million shares)	12,474	12,474	12,474	12,474
Basic earnings per share (Baht)	1.52	1.48	1.52	1.43

28. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker. The chief operating decision maker has been identified as president of the Group. During the year, the Group changed the business units based on its products and services in order to make

improvements to decision making with respect to the allocation of resources to the segment and to assessment of its performance. The Group restated the segment information of prior year, presented as comparative information.

The Group has four reportable segments as follows:

- 1) The power electronics segment is a business segment which designs, manufactures, and sales of power supplies applied to computer, server, office automation equipment and household electric appliances.
- 2) Mobility segment (former was electric vehicle solution under power electronics segment) is a business segment which designs, manufactures, and sales of power supplies applied to e-Drive System and Power Electronics System in driving electric vehicle.
- 3) Infrastructure segment is a business segment which designs, manufactures, and installations of information and communication technology infrastructure and energy system infrastructure.
- 4) Automation segment is a business segment which designs, manufactures, and installations of industrial and building automation.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting applied to any transactions between reportable segments is consistent with that applied to third party transactions.



The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2024 and 2023.

[illegible]

Geographic information:

Revenue from external customers is based on locations of the customers

	(Unit: Million Baht)	
	<u>2024</u>	<u>2023</u>
United States	43,309	44,171
Germany	24,405	21,528
Singapore	20,759	11,107
China	14,244	19,052
India	12,235	11,066
Taiwan	11,585	5,927
Thailand	9,086	5,368
The Netherlands	7,766	4,289
Mexico	3,356	2,376
Slovakia	2,714	3,564
Others	15,273	17,923
Total	<u>164,732</u>	<u>146,371</u>

Non-current assets other than financial instruments, deferred tax assets, net defined benefit assets and rights arising under insurance contracts are disaggregated based on locations of the assets as follows:

	(Unit: Million Baht)	
	<u>2024</u>	<u>2023</u>
Non-current assets		
Thailand	25,629	20,743
India	9,033	7,280
Slovakia	2,470	2,321
Germany	1,809	989
United States	302	72
Others	70	101
Total	<u>39,331</u>	<u>31,506</u>

Major customer

For the years 2024, the Group has revenue from one major customer in amount of Baht 17,034 million, arising mainly from sales by Infrastructure and Power electronics segment (2023: the Group has no major customer with revenue of 10 percent or more of an entity's revenues).

29. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly, at rates of 5 - 10 percent of basic salary (2023: 5 - 10 percent of basic salary). The fund, which is managed by TMBThanachart Bank Public Company Limited, will be paid



to employees upon termination in accordance with the fund rules. The contributions for the year 2024 amounting to approximately Baht 205 million (2023: Baht 190 million) were recognised as expenses.

The provident funds of the subsidiaries and their employees have been established in accordance with each subsidiary's policies and the law of its country of domicile.

30. Commitments and contingent liabilities

30.1 Significant capital commitments

As at 31 December 2024, the Group had significant capital commitments amounting to Baht 6,083 million, EUR 13 million or approximately Baht 460 million and INR 5,781 million or approximately Baht 2,298 million in respect of the building construction, purchase of machinery and equipment (2023: Baht 4,543 million, EUR 4 million or approximately Baht 149 million and INR 1,437 million or approximately Baht 594 million) (the Company only: Baht 6,083 million, 2023: Baht 4,543 million).

30.2 Significant long-term service commitments

30.2.1 Intellectual Property & Technology License commitments

The Company entered into the Intellectual Property & Technology License Agreement with Delta Electronics Inc. ("Licensor"), whereby the Licensor granted the Company the right to manufacture and sell products that apply the Licensor's patents and technology, including improvements thereof. In consideration for the rights, the Company agrees to pay a royalty to the Licensor at a percentage of revenue from sales of products manufactured under the licenses, with that percentage determined on an arm's length basis. The percentage is to be amicably reviewed by the parties annually before each anniversary of the effective date, which was 1 January 2018. The agreement matures annually and renews continuously for further periods of one year until terminated by either party. The Company has recorded the related expense as "Royalty expenses", which are presented under the caption of "Selling and distribution expenses" in the statements of comprehensive income.

30.2.2 Research and development service commitments

The Company entered into the research and development service agreements with the subsidiary companies and related companies. Under these agreements, the subsidiary companies and related companies provide research and development services (design and engineering) to the Company and charge fees equal to the local operational costs incurred on product research and development plus a margin, on an arm's length basis. These agreements mature annually.

The Company has recorded the design and engineering fees as "Research and development expenses" in the statements of comprehensive income.

30.3 Guarantee obligations

As at 31 December 2024, the Group had the following significant outstanding letters of guarantee required in the ordinary course of their businesses:

- 30.3.1 Outstanding letters of guarantee totaling approximately Baht 229 million (2023: Baht 225 million) have been issued by banks to meet requirements of the Company (including a letter of guarantee for approximately Baht 163 million (2023: Baht 163 million) issued by banks to meet obligations of the Company to the Revenue Department in relation to the tax assessment mentioned in Note 30.4.1 to the financial statements).
- 30.3.2 Outstanding letters of guarantee for totals of approximately Baht 27 million, INR 1,447 million or approximately Baht 575 million, EUR 0.5 million or approximately Baht 19 million, AUD 3 million or approximately Baht 68 million have been issued by banks to meet requirements of the subsidiaries (2023: INR 1,507 million or approximately Baht 623 million, EUR 0.5 million or approximately Baht 21 million, AUD 3.9 million or approximately Baht 91 million).

30.4 Tax assessment

- 30.4.1 a. On 23 August 2017, the Company received tax assessment notices for the year 2007 from the Revenue Department, assessing corporate income tax amounting to approximately Baht 79 million (including penalties and surcharges) and specific business tax amounting to approximately Baht 3 million (including penalties and surcharges). The Company has submitted letter appealing the assessments to the Tax Appeal Committee of the Revenue Department and the appeal is currently under consideration by the Committee.
- b. On 21 August 2018, the Company received tax assessment notices for the year 2008 from the Revenue Department, assessing corporate income tax amounting to approximately Baht 49 million (including penalties and surcharges) and specific business tax amounting to approximately Baht 4 million (including penalties and surcharges). The Company has submitted letter appealing the assessments to the Tax Appeal Committee of the Revenue Department and the appeal is currently under consideration by the Committee.
- c. On 20 August 2019, the Company received tax assessment notices for the year 2009 from the Revenue Department, assessing corporate income tax amounting to approximately Baht 23 million (including penalties and surcharges) and specific business tax amounting to approximately Baht 5 million (including penalties and surcharges). The Company has submitted letter appealing the assessments to the Tax Appeal Committee of the Revenue Department and the appeal is currently under consideration by the Committee.



However, the Company has recorded provisions for the tax assessments as mentioned in a., b., and c., with approximately Baht 113 million (including penalties and surcharges) under the captions of “Liabilities and provision from tax assessments” in the statement of financial position.

- 30.4.2 The Indian tax authorities assessed corporate income tax of approximately INR 169 million or approximately Baht 67 million, covering the years 2007 - 2016, and sales tax and excise duties of approximately INR 148 million or approximately Baht 59 million, covering the years 2014 - 2020, against the subsidiaries in India. The subsidiaries have appealed the assessments. The management of the subsidiaries believe that the outcome of the cases will be favorable to the companies and therefore no provision for these contingent liabilities have been made in the accounts.

31. Fair value hierarchy

As at 31 December 2024 and 2023, the Group had certain assets and liabilities that were measured at fair value or for which fair value were disclosed using different levels of inputs (as mentioned in Note 4.19 to the financial statements) as follows:

	(Unit: Million Baht)			
	Consolidated financial statements			
	As at 31 December 2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Foreign currency forward contracts	-	44	-	44
Liabilities measured at fair value				
Foreign currency forward contracts	-	218	-	218
Assets for which fair value are disclosed				
Investment properties (Note 12)	-	-	227	227
	(Unit: Million Baht)			
	Consolidated financial statements			
	As at 31 December 2023			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Foreign currency forward contracts	-	563	-	563
Liabilities measured at fair value				
Foreign currency forward contracts	-	1	-	1
Assets for which fair value are disclosed				
Investment properties (Note 12)	-	-	229	229
	(Unit: Million Baht)			
	Separate financial statements			
	As at 31 December 2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Foreign currency forward contracts	-	43	-	43
Liabilities measured at fair value				
Foreign currency forward contracts	-	216	-	216

(Unit: Million Baht)

	Separate financial statements			
	As at 31 December 2023			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Foreign currency forward contracts	-	563	-	563

32. Financial instruments

32.1 Derivatives

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
Derivative assets				
Derivative assets not designated as hedging instruments				
- Foreign currency forward contracts	44	563	43	563
Total derivative assets	<u>44</u>	<u>563</u>	<u>43</u>	<u>563</u>
Derivative liabilities				
Derivatives liabilities not designated as hedging instruments				
- Foreign currency forward contracts	218	1	216	-
Total derivative liabilities	<u>218</u>	<u>1</u>	<u>216</u>	<u>-</u>

Derivatives not designated as hedging instruments

The Group uses foreign currency forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 - 3 months.

32.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, other accounts receivable, investments, short-term loans from financial institutions and long-term loans from related party. The financial risks associated with these financial instruments and how they are managed is described below.

Credit Risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, other accounts receivable, deposits with banks and financial institutions and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.



Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions. In addition, the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments, customer type and rating, and coverage by letters of credit and other forms of credit insurance.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

There are two types of market risk comprising foreign currency risk and interest rate risk. The Group enters into derivatives, in the form of foreign currency forward contracts, in order to hedge the foreign currency risk arising on the export or import of goods.

Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to its trading transactions that are denominated in foreign currencies. Mostly the Group seeks to reduce this risk by entering into foreign currency forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.

As at 31 December 2024 and 2023, the balances of the financial assets and financial liabilities denominated in foreign currencies are summarised below:

(Unit: Million foreign currency unit)

Foreign currency	As at 31 December							
	Consolidated financial statements				Separate financial statements			
	Financial assets		Financial liabilities		Financial assets		Financial liabilities	
	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>	<u>2024</u>	<u>2023</u>
US dollar	1,079	1,023	666	672	1,044	983	626	613
Euro	8	44	21	28	7	25	21	28
Japanese yen	181	82	582	734	181	82	537	724

(Unit: Baht per 1 foreign currency unit)

Foreign currency	Average exchange rate as at 31 December	
	2024	2023
US dollar	33.9879	34.2233
Euro	35.4284	38.0334
Japanese yen	0.2155	0.2423

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar, Euro and Japanese yen exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2024 and 2023. The Group's exposure to foreign currency changes for all other currencies is not material.

Currency	2024		2023	
	Change in FX rates	Effect on profit before tax	Change in FX rates	Effect on profit before tax
	(%)	(Million Baht)	(%)	(Million Baht)
US dollar	+4	561	+3	361
	-4	(561)	-3	(361)
Euro	+7	(32)	+9	55
	-7	32	-9	(55)
Japanese yen	+12	(10)	+7	(11)
	-11	10	-7	11

This information is not a forecast or prediction of future market conditions and should be used with care.

As at 31 December 2024 and 2023, the outstanding forward contracts are summarised below.

	Consolidated financial statements					
	As at 31 December 2024					
	Amount			Forward rate		Maturity date
Forward contracts to “Sell”						
USD/THB	USD	394	million	32.0400 - 34.7330	THB/USD	January - March 2025
Forward contracts to “Buy”						
USD/INR	USD	7	million	84.3775 - 85.3000	INR/USD	January 2025
JPY/THB	JPY	250	million	0.2196 - 0.2200	THB/JPY	January - February 2025
EUR/THB	EUR	1	million	35.7950	THB/EUR	January 2025



	Consolidated financial statements					
	As at 31 December 2023					
	Amount			Forward rate		Maturity date
Forward contracts to “Sell”						
USD/THB	USD	421	million	34.1700 - 36.8100	THB/USD	January - April 2024
Forward contracts to “Buy”						
USD/INR	USD	10	million	83.0935 - 83.7375	INR/USD	January - February 2024
JPY/THB	JPY	521	million	0.2426 - 0.2438	THB/JPY	January - February 2024
EUR/THB	EUR	2	million	38.1000 - 38.1780	THB/EUR	January 2024
	Separate financial statements					
	As at 31 December 2024					
	Amount			Forward rate		Maturity date
Forward contracts to “Sell”						
USD/THB	USD	394	million	32.0400 - 34.7330	THB/USD	January - March 2025
Forward contracts to “Buy”						
JPY/THB	JPY	250	million	0.2196 - 0.2200	THB/JPY	January - February 2025
EUR/THB	EUR	1	million	35.7950	THB/EUR	January 2025
	Separate financial statements					
	As at 31 December 2023					
	Amount			Forward rate		Maturity date
Forward contracts to “Sell”						
USD/THB	USD	421	million	34.1700 - 36.8100	THB/USD	January - April 2024
Forward contracts to “Buy”						
JPY/THB	JPY	521	million	0.2426 - 0.2438	THB/JPY	January - February 2024
EUR/THB	EUR	2	million	38.1000 - 38.1780	THB/EUR	January 2024

Interest rate risk

The Group’s exposure to interest rate risk relates primarily to its cash deposits with financial institutions, short-term loans from financial institutions and long-term loans from related party. Most of the Group’s financial assets and financial liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2024 and 2023, significant financial assets and financial liabilities classified by type of interest rates are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

Consolidated financial statements							
As at 31 December 2024							
	Fixed interest rates			Floating			
	Within 1 year	1 - 5 years	Over 5 years	interest rate	Non-interest bearing	Total	Interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	1,783	-	-	11,236	2,682	15,701	0.00 - 8.00
Trade and other receivables	-	-	-	-	32,906	32,906	-
Derivative assets	-	-	-	-	44	44	-
Deposits at bank with restrictions	30	-	-	-	2	32	0.00 - 5.50
Total	1,813	-	-	11,236	35,634	48,683	
Financial liabilities							
Short-term loans from financial institutions	160	-	-	-	-	160	2.48 - 5.00
Trade and other payables	-	-	-	-	35,793	35,793	-
Long-term loans from related party	-	355	-	733	-	1,088	EURIBOR + 0.50 and 4.45
Total	160	355	-	733	35,793	37,041	

(Unit: Million Baht)

Consolidated financial statements							
As at 31 December 2023							
	Fixed interest rates			Floating			
	Within 1 year	1 - 5 years	Over 5 years	interest rate	Non-interest bearing	Total	Interest rate (% p.a.)
Financial assets							
Cash and cash equivalents	2,748	-	-	2,977	1,892	7,617	0.00 - 7.08
Trade and other receivables	-	-	-	-	33,237	33,237	-
Derivative assets	-	-	-	-	563	563	-
Deposits at bank with restrictions	32	-	-	-	2	34	0.00 - 6.10
Total	2,780	-	-	2,977	35,694	41,451	
Financial liabilities							
Short-term loans from financial institutions	2,497	-	-	-	-	2,497	2.70 - 5.87
Trade and other payables	-	-	-	-	32,096	32,096	-
Long-term loans from related party	-	-	-	825	-	825	EURIBOR + 0.50
Total	2,497	-	-	825	32,096	35,418	



(Unit: Million Baht)

Separate financial statements						
As at 31 December 2024						
	Fixed interest rates			Floating		Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years	interest rate	Non-interest bearing	
						Total
Financial assets						
Cash and cash equivalents	-	-	-	9,789	2	9,791
Trade and other receivables	-	-	-	-	34,500	34,500
Derivative assets	-	-	-	-	43	43
Total	-	-	-	9,789	34,545	44,334
Financial liabilities						
Trade and other payables	-	-	-	-	29,583	29,583
Total	-	-	-	-	29,583	29,583

(Unit: Million Baht)

Separate financial statements						
As at 31 December 2023						
	Fixed interest rates			Floating		Interest rate (% p.a.)
	Within 1 year	1 - 5 years	Over 5 years	interest rate	Non-interest bearing	
						Total
Financial assets						
Cash and cash equivalents	-	-	-	351	2	353
Trade and other receivables	-	-	-	-	34,696	34,696
Derivative assets	-	-	-	-	563	563
Total	-	-	-	351	35,261	35,612
Financial liabilities						
Short-term loans from financial institutions	2,476	-	-	-	-	2,476
Trade and other payables	-	-	-	-	26,551	26,551
Total	2,476	-	-	-	26,551	29,027

Most of the interest rates related to cash deposits with financial institutions and loans are floating interest rates or fixed interest rates that are close to the market rate. In addition, the interest rates on savings accounts are mostly considered low and fluctuate only slightly and most of the loans are short-term loans due for repayment less than 1 year. As a result, the Group believes that the Group's exposure to interest rate risk on cash deposits with financial institutions and loans is not material.

Liquidity risk

Approximately 88% of the Group's debt will mature in less than one year at 31 December 2024 (2023: 89%) (the Company only: 94%, 2023: 94%) based on the carrying value of borrowings reflected in the financial statements. The Group has assessed the liquidity risk and concluded it to be low. The Group believes that it has ability to pay its debts and accessibility to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2024 and 2023 based on contractual undiscounted cash flows:

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2024					
	On demand	Less than 1 year	1 - 5 years	> 5 year	Total
Non-derivatives					
Short-term loans from financial institutions	160	-	-	-	160
Trade and other payables	-	35,793	-	-	35,793
Lease liabilities	-	94	121	18	233
Long-term loans and interest expenses from related party	-	43	1,179	-	1,222
Total non-derivatives	160	35,930	1,300	18	37,408

(Unit: Million Baht)

Consolidated financial statements					
As at 31 December 2023					
	On demand	Less than 1 year	1 - 5 years	> 5 year	Total
Non-derivatives					
Short-term loans from financial institutions	2,497	-	-	-	2,497
Trade and other payables	-	32,096	-	-	32,096
Lease liabilities	-	117	149	-	266
Long-term loans and interest expenses from related party	-	36	906	-	942
Total non-derivatives	2,497	32,249	1,055	-	35,801

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2024					
	On demand	Less than 1 year	1 - 5 years	> 5 year	Total
Non-derivatives					
Trade and other payables	-	29,583	-	-	29,583
Lease liabilities	-	21	5	-	26
Total non-derivatives	-	29,604	5	-	26,609



(Unit: Million Baht)

	Separate financial statements				
	As at 31 December 2023				
	On demand	Less than 1 year	1 - 5 years	> 5 year	Total
Non-derivatives					
Short-term loans from financial institutions	2,476	-	-	-	2,476
Trade and other payables	-	26,551	-	-	26,551
Lease liabilities	-	41	21	-	62
Total non-derivatives	2,476	26,592	21	-	29,089

32.3 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair values are not expected to be materially different from the amounts presented in the statements of financial position.

For derivatives, the fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies, interest rate yield curves and commodity price yield curves. The Group considers counterparty credit risk when determining the fair value of derivatives.

During the current year, there were no transfers within the fair value hierarchy.

33. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2024, the Group's debt-to-equity ratio was 0.54:1 (2023: 0.60:1) and the Company's was 0.42:1 (2023: 0.48:1).

34. Events after the reporting period

On 14 February 2025, the Company's Board of Directors' meeting passed the resolution to propose the Annual General Meeting of shareholders approve a dividend payment of Baht 0.46 per share, a total of Baht 5,738 million. The dividend will be paid from the Company's operating results for the year 2024.

35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 14 February 2025.





4

Attachments

Attachments 1

Information of the Board of Directors, Executives, Controlling Person, Company Secretary, Head of Accounting & Finance and Supervising Accounting

Attachments 2

Profile of Directors in Subsidiaries

Attachments 3

Profile of Internal Audit Manager

Attachments 4

Business Assets and Details on Asset Valuation

Attachments 5

Corporate Governance Policy & Code of Conduct Handbook

Attachments 6

The Sub - Committee Report



SMART HOME



Attachments 1

Information of the Board of Directors, Executives, Controlling Person, Company Secretary, Head of Accounting & Finance and Supervising Accounting

Profiles of Board of Directors

Mr.Ng Kong Meng (James)

Chairman of the Board

(Authorized Director) (Director since : 3 May 1990)

Age : 77 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Master of Science in Electronic Engineering, University of Southampton, UK
- Bachelor of Science in Electrical Engineering, National Taiwan University, Taiwan

Training

- 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
- Credit Suisse 2019 Market Outlook Seminar, Hong Kong
- Thailand Labor Law Introduction and Case Analysis, International Legal Counsellors Thailand Ltd.

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 1990 - Present | <ul style="list-style-type: none"> • Chairman of the Board, Delta Electronics (Thailand) Pcl. |
|----------------|--|

Mr. Cheng An (Victor)

Director of the Board

(Authorized Director) (Director since : 1 Dec 2023)

**Chief Executive Officer (CEO) / Executive Committee Chairman /
Corporate Governance Committee Member/ Risk and Sustainable
Development Committee Chairman**

Age : 60 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Master and Bachelor of Science in Electrical Engineering from Santa Clara University in the state of California, USA

Training

- Tax issues before and after corporate merger (2018)
- Introduction of (EU) GDPR and Personal Data Protection Rules in China (2018)
- Directors drive the corporate responding to the rapid change in technology (2018)
- Lega liability and case study of insider trading (2018)
- Corporate Strategy (2019)
- Balance between technology and humanities-which side AI stand on (2019)
- Corporate Strategy (2020)
- Opportunities and challenges of 5G in the aspect of the development of Telecommunications (2020)
- From the fragmentation and reconstruction of the American dream- the future of Taiwan-US-China trilateral relations (2021)
- Directors' functions and responsibilities (2021)
- The latest developments and revision trends of international taxation and domestic taxation (2022)
- Insider trading prevention advocacy seminar (2022)
- Corporate Strategy (2023)
- Technology and impacts of modern artificial intelligence (2023)
- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2024
- Corporate Strategy (2024)
- Global and Taiwan Economic Outlook for 2024 (2024)

Work Experience in 5 years

Listed Company

- Feb 2024 - Present • Executive Committee Chairman
- Corporate Governance Committee Member

Jan 2024 - Present

Dec 2023 - Present

2018 - Present

2023 - Dec 2023

2017-2022

Non-Listed Company

Mar 2024 - Present

2023 - Present

2020 - Present

2016 - Present

2015 - Present

2007 - Present

2022 - 2024

2020 - 2024

2015 - 2024

2010 - 2024

2002 - 2024

2020 - 2023

2001 - 2023

- Risk and Sustainable Development Committee Chairman
Delta Electronics (Thailand) Pcl.
- CEO, Delta Electronics (Thailand) Pcl.
- Director of the Board, Delta Electronics (Thailand) Pcl.
- Director, Delta Electronics, Inc.
- Director, Lanner Electronics Inc.
- Executive Vice President, Infrastructure Business (IFB), Delta Electronics, Inc.
- General Manager, Information and Communications Technology BG (ICTBG), Delta Electronics Inc.

- Director, Eltek Power Co., Ltd.
- Director, Atrust Computer Corporation
- Director, Eltek Power Incorporated
- Vice-Chairman, Delta Networks (Xiamen) Ltd.
- Director, Eltek SGS Pvt Ltd.
- Director, Delta Networks (HK) Limited
- Chairman, Graterudveien 8 AS
- Director, Delta Electronics (Italy) S.r.l.
- Director, Delta Greentech Electronics Industry LLC
- Director, Delta Electronics (Switzerland) AG
- Director, Delta Solutions (Finland) Oy
- Director, Delta Electronics Solutions (Spain) SL
- Chairman, Delta Electronics (Norway) AS
- Chairman/General Manager, Delta Networks (Dongguan) Ltd.
- Director, Delta Networks Inc.
- Director, Delta Networks Holding Limited
- Director, Delta Electronics (Poland) Sp. z o.o.
- Director, Delta Electronics (Dongguan) Co., Ltd.



Mr. Ko Tzu-shing (Mark)

Director of the Board

(Authorized Director) (Director since : 24 Jun 2019)

Age : 76 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Bachelor in Control Engineering, National Chiao Tung University, Taiwan

Training

- The impact of tax reform on Delta group (2018)
- Introduction of (EU) GDPR and Personal Data Protection Rules in China (2018)
- Corporate Strategy (2019)
- Balance between Technology and Humanities- Which Side AI Stand On (2019)
- Corporate Strategy (2020)
- Opportunities and Challenges of 5G in the aspect of Development of Telecommunications (2020)
- Directors' duties and responsibilities (2021)
- From the fragmentation and reconstruction of the American dream-The future of Taiwan-US-China trilateral relations (2021)
- The latest developments and revision trends of international taxation and domestic taxation (2022)
- Net-zero emissions, carbon neutrality and corporate compliance (2022)
- Corporate Strategy (2023)
- Technology and impacts of modern artificial intelligence (2023)
- Corporate Strategy (2024)
- Global and Taiwan Economic Outlook for 2024 (2024)

Work Experience in 5 years

Listed Company

- 2019 - Present • Director of the Board, Delta Electronics (Thailand) Pcl.
- Oct 2021 - Present • Chairman of Strategic Steering Committee, Delta Electronics, Inc.
- 2001 - Present • Vice-Chairman, Delta Electronics, Inc.
- 2012 - Oct 2021 • Vice-Chairman of Strategic Steering Committee, Delta Electronics, Inc.

Non-Listed Company

- 2022 - Present • Director (corporate shareholder's representative), Ancora Semiconductors Inc.
- 2016 - Present • Director, Delta Intelligent Building Technologies (Canada) INC. (Former name: Delta Controls Inc.)
- 2012 - Present • Chairman, Delta Green (Tianjin) Industries Co., Ltd.
- Director, Delta Greentech (China) Co., Ltd.
- 2010 - Present • Chairman, Chenzhou Delta Technology Co., Ltd.
- Director (corporate shareholder's representative), Delta Electronics Capital Company
- 2007 - Present • Chairman, Delta Electronics (Chenzhou) Co., Ltd.
- 2006 - Present • Chairman, Delta Electronics (Wuhu) Co., Ltd.
- 2004 - Present • Chairman, Delta Electronics (Dongguan) Co., Ltd.
- 2000 - Present • Director, Delta Electronics (Jiangsu) Ltd.
- 1991 - Present • Director, Delta Electronics (Japan), Inc.
- 2004 - 2021 • Chairman, Delta Electronics Power (Dongguan) Co., Ltd..



Mr. Chang Tsai-hsing (Jackie)

Director of the Board

(Authorized Director)(Director since : 24 Jun 2019)

**President and Chief Operation Officer (COO) / Executive Committee Member
/ Corporate Governance Committee Chairman / Risk and Sustainable
Development Committee Member**

Age : 57 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Bachelor of English Literature of National Central University, Taiwan

Training

- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2021
- Simplified Strategic Planning, Kexxel Group.
- Director's Briefing 10 # Driving Organizational Culture from the Boardroom, Thai Institute of Directors Association
- Thailand Labor Law Introduction and Case Analysis, International Legal Counsellors Thailand Ltd.
- The Board's Role in Mergers and Acquisitions (BMA), Thai Institute of Directors Association, Year 2024
- 2024 Masterclass: Unlocking Financial Potential with Climate Risk Intelligence, Thai Institute of Directors Association

Work Experience in 5 years

Listed Company

- Feb 2024 - Present • Executive Committee Member
- Risk and Sustainable Development Committee Member
Delta Electronics (Thailand) Pcl.
- Jan 2024 - Present • President & COO, Delta Electronics (Thailand) Pcl.
- 2020 - Present • Corporate Governance Committee Chairman, Delta Electronics (Thailand) Pcl.

2019 - Present

- Director of the Board, Delta Electronics (Thailand) Pcl.

2020 - Feb 2024

- Executive Committee Chairman
- Risk and Sustainable Development Committee Chairman
Delta Electronics (Thailand) Pcl.

2020 - Dec 2023

- President, Delta Electronics (Thailand) Pcl.

2019 - 2020

- Executive Committee Member
- Corporate Governance Committee Member
- Vice President of South East Asia and India Region
Delta Electronics (Thailand) Pcl.

Non-Listed Company

Dec 2024 - Present • Director, Eltek Power Co., Ltd.

2022 - Present • Director, Eltek Power (Malaysia) Sdn. Bhd.

• Director, Embun Elektronik Sdn. Bhd.

2021 - Present • Director, Delta Greentech SGP Pte. Ltd.

2020 - Present

- Director, Eltek Power Incorporated
- Director, Chunghwa SEA Holdings
- Vice President, Asia Pacific Region
- Member of Strategic Steering Committee
Delta Electronics Int'l (Singapore) Pte. Ltd.

2016 - 2022



Mr. Anusorn Muttaraid

Director of the Board

(Authorized Director) (Director since : 22 Aug 1994)

Nomination & Compensation Committee Chairman / Corporate Governance Committee Member / Privilege Committee Chairman

Age : 70 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Bachelor of Science, Kasetsart University

Training

- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2004
- Capital Market Academy Leader Program # 27, Capital Markey Academy
- Board Nomination and Compensation Program (BNCP), Thai Institute of Directors Association, Year 2023

Work Experience in 5 years

Listed Company

- | | |
|--------------------|---|
| Mar 2021 - Present | • Privilege Committee Chairman, Delta Electronics (Thailand) Pcl. |
| Oct 2020 - Present | • Nomination & Compensation Committee Chairman, Delta Electronics (Thailand) Pcl. |
| 2018 - Present | • Corporate Governance Committee Member, Delta Electronics (Thailand) Pcl. |
| 1994 - Present | • Director of the Board, Delta Electronics (Thailand) Pcl. |
| 2015 - Oct' 2020 | • Nomination & Compensation Committee Member, Delta Electronics (Thailand) Pcl. |

2015 - 2019

- Sustainability Development Committee Member, Delta Electronics (Thailand) Pcl
- Risk Management Committee Member, Delta Electronics (Thailand) Pcl.
- Executive Committee Member, Delta Electronics (Thailand) Pcl.
- Human Resources & Administration/ Public Relations Director, Delta Electronics (Thailand) Pcl.

2009 - 2019

1999 - 2019

1993 - 2019

Non-Listed Company

- | | |
|----------------|--|
| 2011 - Present | • 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, The Thai Chamber of Commerce and Board of Trade of Thailand |
| 2007 - Present | • Chairman of Thailand-India Business Council, The Thai Chamber of Commerce and Board of Trade of Thailand |
| | • Managing Partner, Anusorn Globalize Limited Partnership |



Ms. Xue Li

Director of the Board

(Director since : 7 Apr 2023)

Age : 56 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Education

- MBA, Asian Institute of Technology, Thailand
- Bachelor of Electronics Engineering, Shanghai Jiaotong University

Training

- Director Accreditation Program (DAP) Thai Institute of Directors Association, Year 2023
- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2024

Work Experience in 5 years

Listed Company

- | | |
|--------------------|---|
| Jan 2025 - Present | • General Manager of EVSBG, Delta Electronics, Inc. |
| 2023 - Present | • Director of the Board, Delta Electronics (Thailand) Pcl. |
| 2022 - Present | • Executive Committee Member, Delta Electronics (Thailand) Pcl. |
| 2021 - 2024 | • Deputy BG head/ EVSBG, Delta Electronics, Inc. |
| 2017 - 2021 | • CDBU head, Delta Electronics (Thailand) Pcl. |



Mrs. Tipawan Chayutimanta

Independent Director

(Director since : 2 Apr 2018)

**Audit Committee Chairman / Nomination & Compensation Committee Member /
Privilege Committee Member**

Age : 67 years

Shareholding in the Company As of 31 Dec 24
- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Master of Business Administration, Kasetsart University
- Bachelor of Accounting, Thammasat University

Training

- Senior Executive Program by London Business School
- Anti-Money Laundering Program by US International Revenue Service
- Development of Management Skills and Leaderships Program by National Graduate Institute for Policy Studies (Japan)
- International Taxation Course by The Japanese National Tax Agency (Japan)
- Transfer Pricing and Tax Audit for Multinational Companies Program by Australian Taxation Office
- Director Certification Program (DCP), Thai Institute of Directors Association, Year 2019
- IT Governance and Cyber Resilience Program), Thai Institute of Directors Association, Year 2020
- Refreshment Training Program (RFP) , Thai Institute of Directors Association, Year 2024

Work Experience in 5 years

Listed Company

- June 2024 - Present • Audit Committee Chairman, Delta Electronics (Thailand) Pcl.
- Oct 2023 - Present • Independent Director / Audit Committee Member, Jenkongklai Pcl.
- Apr 2023 - Present • Independent Director/Audit Committee Member, Quality Houses Pcl.
- Nomination & Compensation Committee Member, Delta Electronics (Thailand) Pcl.
- Mar 2021 - Present • Privilege Committee Member, Delta Electronics (Thailand) Pcl
- 2018 - Present • Independent Director/ Audit Committee Member, Delta Electronics (Thailand) Pcl.
- 2018 - June 2024 • Audit Committee Member, Delta Electronics (Thailand) Pcl.

Non-Listed Company

- 2019 - Present • Independent Director, SREIT Management Co., Ltd.



Dr. Somchai Harnhirun

Independent Director

(Director since : 7 Apr 2023)

**Audit Committee Member / Nomination & Compensation Committee Member /
Privilege Committee Member**

Age : 67 years

Shareholding in the Company As of 31 Dec 24
- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Ph.D. (Economics), Concordia University, Canada
- Master of Economics, Queen's University, Canada
- Master of Economics, National Institution of Development Administration, Thailand
- Bachelor of Economics, Thammasat University, Thailand

Training

- Director Accreditation Program (DAP),
Thai Institute of Directors Association, Year 2009

Work Experience in 5 years

Listed Company

- Apr 2023 - Present • Independent Director/Audit Committee Member
- Nomination & Compensation Committee Member
 - Privilege Committee Member
Delta Electronics (Thailand) Pcl.
- 2023-Present • Director, Somboon Advance Technology Pcl.
- Independent Director, Interhides Pcl.
 - Independent Director, Pacific Pipe Pcl.
- 2022-Present : • Independent Director, Synnex (Thailand) Pcl.

Non-Listed Company

- 2019-2024 • Senator
- 2017-2019 • Deputy Minister of Industry



Mrs. Saowanee Kamolbutr

Independent Director

(Director since : 7 June 2024)

Audit Committee Member / Nomination & Compensation Committee Member / Privilege Committee Member

Age : 71 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)



Family Relationship among Directors and Executives :

- None -

Education

- Master of Political Science (Public Administration) Thammasat University
- Bachelor of Political Science (Public Administration), Thammasat University

Training

- Director Certification Program (DCP) Class no.69/2006 , Thai institute of Directors (IOD)
- Role of the Compensation Committee (RCC) Class no. 8/2009, Thai institute of Directors (IOD)
- Role of the Chairman Program (RCP) Class no. 23/2010, Thai institute of Directors (IOD)
- Financial Institutions Governance Program (FGP) Class no. 1/2010, Thai institute of Directors (IOD)
- Advance Audit Committee Program (AAP) Class no. 17/2014, Thai institute of Directors (IOD)
- Boards that make a difference (BMD) Class no. 9/2019, Thai institute of Directors (IOD)
- IT Governance and Cyber Resilience Program (ITG) Class no. 15/2020, Thai institute of Directors (IOD)
- National Defense College of Thailand (NDC) 2005
- Capital Market Academy (CMA) Class No.7
- Senior Executive Program (Kellogg - Sasin)
- The Management Development Program (Wharton School)
- Advanced Security Management Program Alumni (ASMA.) Class No.4

Work Experience in 5 years

Listed Company

- Jun 2024 - Present
- Independent Director/ Audit Committee Member
 - Nomination & Compensation Committee Member
 - Privilege Committee Member
- Delta Electronics (Thailand) Pcl.

2021 - Present

2016 - Present

2014 - Present

2012 - Present

2020 - 2023

2016 - 2020

2017 - 2019

Non-Listed Company

2021 - Present

2018 - 2021

2017 - 2020

2014 - 2019

- Independent Director and Audit Committee, Thitikorn Pcl.
- Independent Director/ Chairman of the Audit Committee
- Chairman of the Nomination Remuneration and Good Corporate Governance Committee FN Factory Outlet Pcl.
- Independent Director/ Chairman of the Audit Committee
- Member of the Risk Management Committee
- Vice Chairman of the Nomination and Remuneration Committee Carabao Group Pcl.
- Independent Director
- Chairman of the Corporate Governance and sustainability Committee T.K.S. Technologies Pcl.
- Independent Director and President of Audit Committee Global Power Synergy Pcl.
- Independent Director/ President of Audit Committee
- Nomination and Remuneration Committee Glow Energy Pcl.
- Independent Director Chairman, Pacific Pipe Pcl.

Profiles of Management Team

Mr. Cheng An Chief Executive Officer (CEO)

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

Mr. Chang Tsai-hsing President and Chief Operation Officer (COO)

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

Mr. Chang Shih-chien

Manufacturing Operation 1 General Manager

Age : 51 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Mr. Wei Hsi-ju

Manufacturing Operation 2 General Manager

Age : 59 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Family Relationship among Directors and Executives :

- None -

Education

- MBA of National Taipei University of Technology
- Bachelor of Management Science, University of California, San Diego (UCSD)

Work Experience in 5 years

Listed Company

- Feb 2025 - Present • Executive Committee Member, Delta Electronics (Thailand) Pcl.
- Jan 2025 - Present • Manufacturing Operation 1
- Risk & Sustainable Development Committee Member
- Delta Electronics (Thailand) Pcl.

Non-Listed Company

- 2024 - Present • General Manager of Manufacturing, Delta Electronics (India) Pvt. Ltd.
- 2023 - 2024 • Regional General Manager of Western China, Delta Electronics (Chongqing) Ltd.
- 2022 • Site Plant Manager, Delta Electronics (Wujiang) Co., Ltd.
- 2018 - 2021 • Site Plant Manager, Delta Electronics (Dongguan) Co., Ltd.
- 2010 - 2019 • Factory Manager, Delta Electronics (Wuhu) Co., Ltd.

Family Relationship among Directors and Executives :

- None -

Education

- EMBA of National Taipei University of Technology
- Bachelor of Mechanical Engineering, National Yunlin Institute of Technology, Taiwan

Work Experience in 5 years

Listed Company

- 2024 - Present • Executive Committee Member
- Risk & Sustainable Development Committee Member
- Delta Electronics (Thailand) Pcl
- July 2023-Present • Manufacturing Operation 2 General Manager, Delta Electronics (Thailand) Pcl.

Non-Listed Company

- Jan 2021 - Jun 2023 • General Manager, Delta Electronics (Dongguan) Co., Ltd.
- Feb 2018 - Dec 2020 • General Manager, Delta Electronics (Jiangsu) Ltd.



Ms. Nipaporn Jiarajareevong

Chief Financial Officer (CFO)

Age : 54 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Family Relationship among Directors and Executives :

- None -

Education

- MBA, Thammasat University
- Bachelor of Engineering, Chulalongkorn University
- "Preparing for Environmental Measures."
- TLCA CFO CPD No. 2/2024 "Economic Update for CFO"
- TLCA CFO CPD No. 3/2024 "Tax Governance"
- TLCA CFO CPD No. 5/2024 "ESG Bond"
- TLCA CFO CPD No. 6/2024 "Cybersecurity & Risk Management for CFOs"
- TLCA CFO CPD No. 7/2024 "Economic Update for CFO"
- TLCA CFO CPD No. 8/2024 "How AI will transform the CFO's role"

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 2023 - Present | <ul style="list-style-type: none">• Corporate Governance Committee Member, Delta Electronics (Thailand) Pcl. |
| 2021 - Present | <ul style="list-style-type: none">• Chief Financial Officer (CFO)• Executive Committee Member• Risk & Sustainable Development Committee Member Delta Electronics (Thailand) Pcl. |
| 2013 - 2021 | <ul style="list-style-type: none">• Finance Head & Business Finance Management Director, Delta Electronics (Thailand) Pcl. |

Mr. Chen, Chin-ming

Chief Information Officer (CIO)

Age : 55 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Family Relationship among Directors and Executives :

- None -

Education

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

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 2018 - Present | <ul style="list-style-type: none">• Risk & Sustainable Development Committee Member, Delta Electronics (Thailand) Pcl. |
| 2011-Present | <ul style="list-style-type: none">• Chief Information Officer (CIO), Delta Electronics (Thailand) Pcl |

Mr. Huang Chih-hao

Chief Human Resources Officer of SEA Region

Age : 52 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Family Relationship among Directors and Executives :

- None -

Education

- EMBA, Quantic School of Business and Technology, USA.
- Bachelor of Statistic, Fu Jen University, Taiwan

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 2023 - Present | • Risk & Sustainable Development Committee Member, Delta Electronics (Thailand) Pcl. |
| 2022 - Present | • Chief Human Resources Officer of SEA Region, Delta Electronics (Thailand) Pcl. |

Non-Listed Company

- | | |
|-----------|--|
| 2019-2022 | • Global HR Special Assistant of CEO, SSB Footwear Manufacturing Industry (Adidas) |
| 2016-2019 | • Lead Consultant/VGM, United Power International |

Mr. Chen Chern-lin

Chief Technology Officer (CTO)

Age : 63 years

Shareholding in the Company As of 31 Dec 24

- None - (0.00% of the voting rights)

Family Relationship among Directors and Executives :

- None -

Education

- PhD of Electrical Engineering, National Taiwan University, Taiwan
- Bachelor of Electrical Engineering, National Taiwan University, Taiwan

Work Experience in 5 years

Listed Company

- | | |
|--------------------|---|
| Jan 2025 - Present | • Chief Technology Officer, Delta Electronics (Thailand) Pcl |
| 2024 - Present | • Executive Assistant of President & COO Delta Electronics, Inc. |
| 2022 - 2024 | • Senior Vice President & Chief Technology Officer, Focaltech Electronics Co., Ltd. |
| 2014 - 2023 | • Ind. Board Member, Advanced Power Electronics Corp. |



Profile of Company Secretary

Ms. Wilailak Fungthanakun

Company Secretary (Appointment date : 8 Aug. 2008)

Age : 56 years

Shareholding in the Company As of 31 Dec 24

- None - (0.0% of paid up capital)

Family Relationship among Directors and Executives :

- None -

Education

- Bachelor of Humanities, majoring in English, Chiang Mai University
- Company Secretary Program (CSP), Thai Institute of Directors Association
- Fundamentals of law and regulations related to listed companies, Thai Listed Companies Association
- Advances for Corporate Secretaries, Thai Listed Companies Association
- Risk Management Workshop, Thai Listed Companies Association
- Anti-Corruption the Practical Guide (ACPG), Thai Institute of Directors Association
- ASEAN CG Scorecard Coaching

Training in 2024

- "Insight in SET" No. 2/2024, The Stock Exchange of Thailand
- Focus Group "Amendment of the regulation of acquisition or disposition of assets and connected transactions", Thai Listed Companies Association

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 2008 - Present | <ul style="list-style-type: none">• Company Secretary
Delta Electronics (Thailand) Pcl. |
| 1997 - Present | <ul style="list-style-type: none">• Management Secretary
Delta Electronics (Thailand) Pcl. |

Profile of Head of Accounting and Finance

Ms. Nipaporn Jiarajareevong

Chief Financial Officer (CFO)

Age : 54 years

Shareholding in the Company As of 31 Dec 24

- None - (0.0% of paid up capital)

Family Relationship among Directors and Executives :

- None -

Education

- MBA, Thammasat University
- Bachelor of Engineering, Chulalongkorn University

Training in 2024

Continuing development course in accounting knowledge 10 hours;

- "Preparing for Environmental Measures."
- TLCA CFO CPD No. 2/2024 "Economic Update for CFO"
- TLCA CFO CPD No. 3/2024 "Tax Governance"
- TLCA CFO CPD No. 5/2024 "ESG Bond"
- TLCA CFO CPD No. 6/2024 "Cybersecurity & Risk Management for CFOs"
- TLCA CFO CPD No. 7/2024 "Economic Update for CFO"
- TLCA CFO CPD No. 8/2024 "How AI will transform the CFO's role"

Work Experience in 5 years

Listed Company

- | | |
|----------------|--|
| 2023 - Present | <ul style="list-style-type: none">• Corporate Governance Committee Member, Delta Electronics (Thailand) Pcl. |
| 2021 - Present | <ul style="list-style-type: none">• Chief Financial Officer (CFO)• Executive Committee Member• Risk & Sustainable Development Committee Member
Delta Electronics (Thailand) Pcl. |
| 2013 - 2021 | <ul style="list-style-type: none">• Finance Head & Business Finance Management Director,
Delta Electronics (Thailand) Pcl. |

Duties and responsibilities of the Company Secretary, please see the section for more details in "Governance Structure item 7.6 Other Information"

Profile of Supervising Accounting

Mr.Somsak Khajornritdacha

Financial Report Manager

Age : 59 years

Shareholding in the Company As of 31 Dec 24

- None - (0.0% of paid up capital)

Family Relationship among Directors and Executives :

- None -

Education

- MBA, Kasetsart University
- Bachelor of Accounting, Chulalongkorn University

Training in 2024

Official CDP* hours :

- Accounting 31.3 hours
- Ethics 1 hour
- Others 9 hours

* CDP : Continuing Professional Development

Work Experience in 5 years

Listed Company

2015 - Present • Financial Report Manager,
Delta Electronics (Thailand) Pcl.



Attachment 2

Profile of Directors in Subsidiaries

Hold by	Delta Electronics (Thailand) Pcl. ("DET")	Delta Green Industrial (Thailand) Co., Ltd.	Delta Electronics (Vietnam) Co., Ltd.	Delta Electronics India Manufacturing Pvt. Ltd.	PT Delta Electronics Indonesia	DET International Holding B.V. "DETH"	DETH's subsidiaries (as of 31 December 2024)				Delta Energy Systems (Singapore) Pte. Ltd. "DESS"	บริษัทอิเล็กทรอนิกส์ เดส (นุ 31 ธันวาคม 2567)				
							DET Logistics (USA) Corporation	Delta Energy Systems (Romania) SRL	Delta Energy Systems (India) Pvt. Ltd.	Delta Electronics (Automotive) Americas Inc		Delta Electronics India Pvt. Ltd.	Delta Electronics (Myanmar) Co., Ltd.	Delta Electronics (Australia) Pty Ltd	Delta Greentech (Netherlands) B.V.	Delta Energy Systems (UK) Ltd.
1. Mr. Ng Kong Meng	X					/	DET 100%			/	DET 100%	DET 100%	DESS 100%	DESS 100%	DESS 100%	DESS 100%
2. Mr. Cheng An	/, //									/						
3. Mr. Chang Tsal-hsing	/, //	/	/		/			/			/			/		/
4. Mr. Anusorn Muttaraid	/	/		/								/	/			
5. Ms. Nipaporn Jiarajareevong	//		/				/					/				
6. Mr. Lu Chun-chin													/			
7. Mr. Pham Cong Trang			/													
8. Mr. Shashidhar Mathapati				/												
9. Mr. Chuhaio Chen				/												
10. Mr. Hsu, Chai-jung					/											
11. Mr. Huang, Chein-ta						/										
12. Mr. Jia-shien Chen							/									
13. Ms. Judy Lee							/									
14. Mr. Om Prakash									/							
15. Mr. Peter Ide								/								/
16. Mr. Tang Peng Seng										/						
17. Mr. Dalip Sharma															/	
18. Mr. Lin Cheng Pin									/			/				
19. Mr. Austin Tseng										/						
20. Ms. Daw Khaing Wai Naing													/			
21. Mr. Tam Chung-I					/											
22. Mr. Niranjan Nayak												/				

X = Chairman / = Director // = Management

Remark : Delta Energy Systems (Germany) GmbH, Delta Energy Systems Property (Germany) GmbH, Delta Electronics (Slovakia), s.r.o., Elek, s.r.o., Delta Electronics (Hungary) Kft. and Delta Energy Systems LLC no formal Board



Attachment 3



Profile of Internal Audit Manager

Miss Neythiya Peethong

Education:

- Master of Information Technology,
The University of Sydney
- Bachelor of Industrial Technology
(Electrical Engineering), King Mongkut Institute of
Technology North Bangkok

2008 - 2013

Project Manager,
Delta Electronics (Thailand) Pcl.

2006 - 2008

Customer Service,
Delta Electronics (Thailand) Pcl.

2000 - 2004

New Model Engineer,
NMB-Minebea Thai Ltd. (Lopburi Plant).

1998 - 2000

R&D Engineer,
Delta Electronics (Thailand) Pcl.

Work Experience:

2016 - Present Internal Auditor Manager,
Delta Electronics (Thailand) Pcl.

2013 - 2016 Internal Auditor,
Delta Electronics (Thailand) Pcl.

Training in Internal Audit :

Creative Problem Solving for Auditors, IIA

Attachment 4



Business Asset and Details on Asset Valuation

- Please find in item “1.2.4 Business Assets”

Attachment 5



Corporate Governance Policy & Code of Conduct Handbook

- Corporate Governance Policy :
<https://deltathailand.com/en/corporate-governance-policy>
- Code of Conduct Handbook :
https://deltathailand.com/en/Code_of_Conduct





Attachment 6



The Sub – Committee Report

The Audit Committee Report

The Audit Committee consists of three independent directors in 2024: Due to Mr. Boonsak Chiempricha passed away on 8 March 2024 then Mrs. Tipawan Chayutimand was designated to be the chairman, Dr. Somchai Harnhirun and Mrs. Saowanee Kamolbutr are the committee members with the Internal Audit Manager as its secretary.

During the year 2024, the Audit Committee held 4 meetings. Mrs. Tipawan Chayutimand and Dr. Somchai Harnhirun attended all 4 meetings, Mrs. Saowanee Kamolbutr attended 2 meetings and Mr. Boonsak Chiempricha attended 1 meeting.

The Audit committee performed its work during the year according to the Audit Committee Charter, which complies with the guidelines of the Stock Exchange of Thailand. The Audit Committee also fulfilled the matters assigned by the Board of Directors which can be summarized as follows:

1. Reviewed the quarterly and year-end financial statements independently with the external auditors to ensure that the financial statements and the disclosures were accurate, appropriate, and reliable, and then submitted them to the Board of Directors. The Audit Committee also received reports from the external auditor that there was no any irregularity that should be investigated.
2. Reviewed and evaluated the company internal control including the prevention of corruption in the organization whether it is adequate and appropriate. Including the effectiveness of the company's internal control system using guidelines from the Office of the Securities and Exchange Commission and COSO-Internal Control Integrated Framework. The committee has not been reported that the company internal control has any significant deficiency.
3. Reviewed the risks and the risks management of the company so that all the risks were properly managed.
4. Reviewed and approved the annual internal audit plan, acknowledged the internal audit reports conducted on various key business processes every quarter, along with the issues and provided recommendations to the management, also evaluated the performance of the Internal Audit Manager as well.
5. Acknowledged with some suggestions the semi-annual compliance report and the progress of tax assessments.
6. Reviewed the related party transactions or the conflict of interest transactions together with the external auditors that these transactions were reasonable, proper and fully disclosed, including reviewing the internal control of these transactions
7. The Committee conducted a self-assessment to review and evaluate its performance by benchmarking it against the Audit Committee Charter and best practice guidelines. The review concluded that the Committee had been effective in carrying out its duties and had followed the terms of reference in the charter.
8. Considered the proficiency and the independence of the external auditor and propose to the Board of Directors including the audit fee in order to propose for approval in the Annual General Shareholder Meeting. The Audit Committee proposed to reappoint EY Office Limited as the Company's auditor for the accounting period ended December 31st, 2024 by Mr. Chatchai Kasemsrithanawat C.P.A. Registration No. 5813 or Miss Supanee Triyanantakul C.P.A. Registration No. 4498 or Ms. Krongkaew Limkittikul C.P.A. Registration No. 5874, from EY Office Limited with the audit fee for the company and subsidiaries of Baht 6,870,000 (The audit fee for separated of financial statement of the company amount Baht 5,410,000 plus the review of subsidiaries fee amount Baht 1,460,000.)

In summary, the Audit Committee performed its duties as specified in the charter with high caliber, prudence and adequate independence. In the opinion of the committee, Delta's financial reports were accurately prepared in all material aspects under generally accepted accounting principles. Delta commanded adequate risk management practices, appropriate internal control and internal audit systems, compliance with good corporate governance, legislation, requirements, and obligations relevant to its businesses.

Mrs. Tipawan Chayutimand
Audit Committee Chairman

Corporate Governance Committee Report

The Corporate Governance Committee consists of four directors in 2024, as follows:

- Mr. Chang Tsai-hsing
Chairman
(from Apr 2020–Present)
- Mr. Cheng An
Member
(from Jan 2024–Present)
- Mr. Anusorn Muttaraid
Member
(from Oct 2018–Present)
- Ms. Nipaporn Jiarajareevong
Member
(from Sep 2023–Present)

The Company Secretary serves as secretary to the committee.

The Board of Directors commits to conducting business operations with transparency, integrity and accountability. This commitment serves as cornerstone for the company's sustainable growth and corporate best practice, earning the trust and respect of stakeholders. The Corporate Governance Committee is tasked with setting Delta's Corporate Governance (CG) policies, ensuring they are implemented across the organization, and that these policies effectively support the company's long-term success.

In 2024, the Corporate Governance Committee held two meetings, and all directors attended all two meetings, focusing on key initiatives to strengthen the company's ethical and governance practices. The significant tasks undertaken during these meeting include:

1. Policy Enhancements
 - Approved revisions to the company's Code of Conduct, Corporate Governance Policy, Anti-Corruption Policy, and the Giving and Receiving of Gift and Entertainment Procedure to ensure alignment with current business practices and ethical expectations.
2. Enforcing Accountability
 - Participated in the determination of penalties for violations of the Code of Conduct, reinforcing a culture of accountability and ethical compliance.
3. Integrity Oversight
 - Reviewed subsequent measures taken in response to integrity issues, ensuring prompt and effective resolutions while safeguarding the company's reputation.
4. Governance Performance Assessment
 - Acknowledged the outcomes of the 2024 Corporate Governance (CG) assessment, highlighted the company's progress in governance practices and its dedication to continuous improvement.

The Corporate Governance Committee reaffirms its commitment to enhancing the company's CG framework, promoting social responsibility, and advancing sustainable development practices. Through its effort, the committee strives to serve the best interests of all stakeholders, ensuring Delta remains a trusted and forward-thinking organization.



Mr. Chang Tsai-hsing

Corporate Governance Committee Chairman



The Nomination and Compensation Committee Report

The Nomination and Compensation Committee (NCC) has performed duties pursuant to the good corporate governance principles and the Nomination and Compensation Committee Charter specified by the Company. Such duties included recruitment, selection, and recommendation of knowledgeable, competent, and qualified candidates suitable for the position of director and top management. This Committee is also responsible for proposing fair and transparent compensation policy and payment guidelines including other benefits to the Board of Directors and the sub-committee by taking into consideration the best interests of all parties which match the performance of the company and the economic environment.

The Nomination and Compensation Committee consists of 4 members: Mr. Anusorn Muttaraid (Non-executive Director) as Chairman of Committee, Mrs. Tipawan Chayutimand (Independent Director) as Committee Member, Dr. Somchai Harnhiran (Independent Director) as Committee Member, and Mrs. Saowanee Kamolbutr (Independent Director) as Committee Member.

During 2024, the Committee convened 5 meetings (Mr. Anusorn Muttaraid, Mrs. Tipawan Chayutimand, Dr. Somchai Harnhiran attended all 5 meetings, Mrs. Saowanee Kamolbutr attended 2 meetings and Mr. Boonsak Chiempricha attended 1 meeting) for important matters and reported the meeting results including comments and suggestions to the Board of Directors for consideration regarding important issues as follows:

1. The Committee has reviewed and considered the persons who have the qualification, knowledge, capability, and experience in the business related to the company's operation and proposed to the Board of Director Meetings and Annual General Meeting of Shareholders to appoint 3 directors who are:
 - (1) Mr. Anusorn Muttaraid, a director retiring by rotation, to be a director for another term;
 - (2) Mr. Boonsak Chiempricha, a director retiring by rotation, to be a director for another term; and
 - (3) Mrs. Tipawan Chayutimand, a director retiring by rotation, to be a director for another term.

2. The Committee has reviewed and considered the persons who have the qualification, knowledge, capability, and experience in the business related to the company's operation and proposed to the Board of Director Meetings and Extraordinary General Meeting of Shareholders to appoint Mrs. Saowanee
3. Kamolbutr, as a director in place of Mr. Boonsak Chiempricha, a director who passed away.
4. The Committee has reviewed and considered compensation for Directors in which criteria for the compensation of Directors is deemed appropriate for and in line with each Director's scope of duties and responsibilities. Compensation is at a budget that is considered reasonable compared to the responsibilities and to other companies in the same or similar industry to attract and retain knowledgeable and qualified Directors to perform duties for the Company. This is proposed to the Board of Director Meetings and Annual General Meeting of Shareholders for consideration and approval.
5. The Committee monitored and reviewed the KPIs of Chief Executive Officer during the year 2024.
6. Follow up and monitoring of the policy on fair compensation to employees to enhance competitiveness in the market and maintain quality and potential employees.
7. Organize a performance evaluation for the Nomination and Compensation Committee 2024 and submit an evaluation report to the Board of Directors in order to improve performance and efficiency. The evaluation's results are released in the Annual Report.

The Nomination and Compensation Committee has performed duties with care, transparency, and fairness in accordance with the corporate governance, and above all, to the benefit of the Company and the stakeholders.

(Mr. Anusorn Muttaraid)

Nomination and Compensation Committee Chairman

Privilege Committee Report

The Privilege Committee consists of five directors in 2024 as follows;

1. Mr. Anusorn Muttaraid
Chairman (Attended 4 meeting)
2. Mr. Somchai Hanhirun
Member (Attended 4 meetings)
3. Mrs. Tipawan Chayutimanta
Member (Attended 4 meetings)
4. Mrs. Saowanee Kamolbutr
Member (Assumed office on June 7, 2024 and attended 2 meetings)
5. Mr. Boonsak Chiempricha
Member (Leave office on March 8, 2024 and attended 1 meetings)

Mr.Yongyuth Pakdounjan serves as secretary to the committee.

The Privilege Committee is committed to corporate governance, supporting procedures for receiving privileges from the Thai government, state-owned enterprises, and other related entities to ensure that the company's privilege procedures and systems contribute to the company's long-term success.

The Privilege Committee held four meetings in 2024 for the following major tasks:

1. To promote and support the project in accordance with the Thailand Board of Investment's conditions for the benefit of investments.
2. Discussions and participation in activities by various state agencies that assist the company's production base expansion.

3. To promote a positive corporate image and build strong working relationships with government and commercial sector organizations.

- Invited the Prime Minister to deliver a special address at the opening ceremony of the new building (Delta 8) and the Research and Development (R&D) center.
- Invited Mr. Prasert Chantharathavong, Deputy Prime Minister and Minister of Ministry of Digital Economy and Society, to deliver a special address at the Delta Future Industry Summit 2024.
- Delta Thailand recognized with Prime Minister's Industry Award for Excellence in Industry and Services of the Future.
- Delta Electronics CEO Mr. Cheng An receives "Top Senior CEO Award" from Thailand's Prime Minister at CEO Econmass Awards 2024.
- Organized the 9th Delta Angel Fund program in collaboration with the Department of Industrial Promotion to provide funding support to Thai startups, aiming for excellence in innovation at the global level.
- Donated a Power Electronics Lab to the university to enhance the technical skills of engineering students and serve as a hub for collaboration and innovation in Thailand's industrial academia.
- Organized the Delta Automation Academy 2024 program to award certificates to students who completed training in Industrial Automation by the company, aiming to promote skills, capabilities, and innovation development, as well as modern technologies for students.
- Organized the Delta Cup 2024 competition for students, with the goal of sparking creativity and fostering innovation to support Thailand's transition to a digital economy and innovation-driven growth.

The Privilege Committee is committed to developing its procedures and supporting measures for receiving privileges in order to serve the best interests of all stakeholders.

Mr. Anusorn Muttaraid
Privilege Committee Chairman



The Risk and Sustainable Development Committee Report

The Risk and Sustainable Development Committee, appointed by the Board of Directors and chaired by Mr. Cheng An, CEO, comprises top management members with diverse expertise. This committee plays a pivotal role in strengthening the company's enterprise risk management framework, enhancing ESG performance, and fostering mutual benefits for stakeholders.

The committee is dedicated to proactively mitigating risks while providing strategic oversight, guidance, and recommendations on economic, environmental, social, and corporate governance matters. Through these efforts, it aims to support long-term sustainable business growth and optimize value for all stakeholders.

The Sustainable Development Committee convened twice in 2024, with all members attending to undertake the following key responsibilities:

1. Address and monitor global and national ESG risks along with emerging risk across political, economic, social, technological, environmental and climate, and legal and compliance dimensions that may impact Delta's ESG performance and strategic targets.
2. Assess stakeholder expectations and emerging risks gathered through Delta's communication channels to ensure alignment with corporate sustainability objectives.
3. Evaluate risk effectiveness by analyzing key risk indicators, sustainability performance metrics, enterprise risk assessments, and ESG benchmarks.
4. Oversee risk assessment, tolerance management, and mitigation strategies to ensure corporate risks remain at an appropriate level.
5. Advise on the development and review of corporate sustainability and governance policies, including the Corporate Governance Policy, Code of Conduct, environmental policies, risk management policies, human rights policies and other policies related to our long-term target achievement.
6. Foster a risk-aware and sustainability-driven culture across Delta's value chain through stakeholder collaboration.
7. Provide risk and sustainability insights to the Board of Directors, executives, and assigned committees to support informed decision-making, particularly regarding capital expenditure and operational expenditure including necessary resources allocation for sustainable growth.
8. Review and track progress on key environmental initiatives such as RE100, Internal Carbon Pricing, and Product Carbon Footprint Reporting to ensure alignment with Delta's science-based targets for 2050.

The Risk and Sustainable Development Committee has responsibly fulfilled its duties as outlined in its Charter, reviewing ESG risks, control measures, risk appetite, tolerance, and mitigation plans in line with business standards. In 2024, the company's risk management effectively supported growth, cost-effectiveness, and the implementation of projects aligned with science-based targets and stakeholder well-being. The outcomes of ESG risk management and sustainability efforts were communicated to and reviewed by the Board of Directors, in accordance with the Committee's Charter. Strategic analysis, stakeholder expectations, and material issues were integrated into Delta's non-financial reports, prepared in line with the GRI Standards.



Mr. Cheng An

The Risk and Sustainable Development Committee Chairman



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