



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	9
Corporate Governance	
Corporate Governance Policy	14
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	15
Performance Report on Corporate Governance	28

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Symbol : DELTA

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

Province : Samut Prakarn

Postcode : 10280

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

Registration Number : 0107537002559

Telephone : 0-2709-3200

Fax (if applicable) : 0-2781-9695

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

Email : info@deltathailand.com

Total Shares Sold (shares)

Common Stock : 12,473,816,140

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	118,557,966.69	146,371,348.26	164,732,742.46
Power Electronics Group (Thousand baht)	69,754,015.98	78,190,122.71	89,445,463.63
Mobility (Thousand baht)	21,497,669.36	42,100,521.14	44,773,582.98
Infrastructure Group (Thousand baht)	24,184,874.97	22,104,137.78	26,192,334.80
Automation Group (Thousand baht)	3,009,439.07	3,830,668.77	4,254,509.24
Other (Thousand baht)	111,967.31	145,897.86	66,851.81

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Power Electronics Group (%)	58.84	53.42	54.30
Mobility (%)	18.13	28.76	27.18
Infrastructure Group (%)	20.40	15.10	15.90
Automation Group (%)	2.54	2.62	2.58
Other (%)	0.09	0.10	0.04

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	118,557,966.69	146,371,348.26	164,732,742.46
Domestic (Thousand baht)	1,762,703.89	1,466,359.60	1,560,110.12
International (Thousand baht)	116,795,262.80	144,904,988.66	163,172,632.34

United States of America (Thousand baht)	38,597,316.18	44,171,211.28	43,308,950.47
China (Thousand baht)	15,818,334.78	19,051,684.07	14,244,271.00
Germany (Thousand baht)	9,658,324.86	21,527,811.33	24,404,785.97
India (Thousand baht)	8,740,678.89	11,065,611.63	12,234,502.97
Netherlands (Thousand baht)	6,043,026.71	4,289,389.37	7,765,748.24
Singapore (Thousand baht)	5,094,347.55	11,107,109.86	20,758,779.17
Mexico (Thousand baht)	4,608,093.91	2,375,855.03	3,356,426.72
Taiwan (Thousand baht)	3,500,809.66	5,927,171.44	11,584,804.30
Other countries (Thousand baht)	24,734,330.26	25,389,144.65	25,514,363.50

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	1.49	1.00	0.95
International (%)	98.51	99.00	99.05
United States of America (%)	33.05	30.48	26.54
China (%)	13.54	13.15	8.73
Germany (%)	8.27	14.86	14.96
India (%)	7.48	7.64	7.50
Netherlands (%)	5.17	2.96	4.76
Singapore (%)	4.36	7.67	12.72
Mexico (%)	3.95	1.64	2.06
Taiwan (%)	3.00	4.09	7.10
Other countries (%)	21.18	17.52	15.64

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	1,327,227.44	1,795,645.22	2,004,534.17
Other income from operations (Thousand baht)	849,161.57	1,221,146.34	1,029,018.74
Gain on exchange (Thousand baht)	449,870.98	675,371.01	0.00
Insurance compensation income due to flooding (Thousand baht)	330,678.80	0.00	0.00
Compensation for contract decommitment (Thousand baht)	68,611.79	545,775.33	1,029,018.74
Other income not from operations (Thousand baht)	478,065.87	574,498.88	975,515.43
Others (Thousand baht)	478,065.87	574,501.88	975,515.43

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

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	3,741,842.86	3,876,474.59	3,995,494.94

Risk Management

Risk Management

Risk Factors (2.2)

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

1. Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Shortage or reliance on skilled workers

Financial Risk

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

2. Emerging Business Revenue Decline

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Business operations of partners in the supply chain

Financial Risk

- Income volatility

3. Failure to comply with Increased Regulatory Stringency

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

4. Inefficiencies or Production Delays due to Technology Transfer

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties

5. Unethical Supply Chain Competition and Mining Impact

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

- Impact on human rights
- Corruption

6. AI Disinformation and Misinformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack
- System disruption risk

Compliance Risk

- Violations of laws and regulations
- Legal risk

7. Delay in meeting the commit SBTI

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

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

Compliance Risk

- Laws and regulations is not favorable for doing business

8. Worker Health and Safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Pandemic risk

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Safety, occupational health, and working environment
- Impact on the environment
- Impact on human rights
- Pandemic risk

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://deltathailand.com/th/ปณิธานความรับผิดชอบต่อสังคม>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

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

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	N/A
Diesel (Litres)	111,126.10	115,247.26	89,658.23
Gasoline (Litres)	4,766.67	46,705.55	47,066.52
Fuel oil (Litres)	0.00	0.00	N/A
Crude oil (Barrels)	0.00	0.00	N/A
Natural gas (Standard cubic feet)	0.00	7,157,255.74	6,692,580.97
LPG (Kilograms)	0.00	120.00	30.00

Steam (Metric tonnes)	0.00	0.00	N/A
Coal (Metric tonnes)	0.00	0.00	N/A

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	97,224,790.00	158,654,100.00	179,495,040.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	438,890.00	689,704.00	798,109.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	5,599,218.00	9,217,661.00	9,000,575.00
Hazardous waste (Kilograms)	69,860.00	51,680.00	53,880.00
Remark : Amount of waste and non-hazardous waste reused (Reuse) / recycled (Recycle) (kg)			
Total waste generated (Kilograms)	5,669,078.00	9,269,341.00	9,054,455.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	2,113.75	2,654.28	2,426.71
Scope 2 (Tons of carbon dioxide equivalents)	60,452.14	46,691.35	38,753.00

Scope 3 (Tons of carbon dioxide equivalents)	189,340.85	171,817.25	130,580.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	251,906.74	221,162.88	171,759.71

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

Third-party verification : Yes

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

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

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

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	3,205	2,970	2,752
Number of female employees (Persons)	7,025	7,722	7,627
Total number of employees (Persons)	10,230	10,692	10,379

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	13,296,000,000.00	15,880,000,000.00	16,326,000,000.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	41.70	42.30	43.80

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	43	58	20

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	0.00	0.00	N/A

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

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

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	6	66.67
Number of female directors	3	33.33
Number of executive directors	4	44.44
Number of non-executive directors	5	55.56
Number of independent directors	3	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KONG MENG NG Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	3 May 1995	Strategic Management, Electronic Components, Governance/ Compliance, Engineering, Business Administration

2.	<p>Mr. ANUSORN MUTTARAID</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	22 Aug 1994	Human Resource Management, Electronic Components, Governance/ Compliance, Business Administration, Law
3.	<p>Mrs. TIPAWAN CHAYUTIMANTA</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	2 Apr 2018	Law, Audit, Finance, Internal Control, Accounting
4.	<p>Mr. TZU-SHING KO</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	24 Jun 2019	Strategic Management, Risk Management, Electronic Components, Engineering, Business Administration
5.	<p>Mr. TSAI-HSING CHANG</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: English Literature</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	24 Jun 2019	Strategic Management, Risk Management, Electronic Components, Governance/ Compliance, Business Administration

6.	Dr. SOMCHAI HARNHIRUN Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	7 Apr 2023	Economics, Law, Accounting, Audit, Internal Control
7.	Ms. LI XUE Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Original director	7 Apr 2023	Business Administration, Automotive, Electronic Components, Engineering, Strategic Management
8.	Mr. An Cheng Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Dec 2023	Electronic Components, Corporate Management, Engineering, Strategic Management, Governance/ Compliance
9.	Mrs. SAOWANEE KAMOLBUTR Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	7 Jun 2024	Accounting, Finance, Audit, Internal Control, Public Administration

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

General information	Position	Tenure	Replacement Director
---------------------	----------	--------	----------------------

1.	Mr. BOONSAK CHIEMPRICHA	Director	Date position was assumed:	Mrs. SAOWANEE KAMOLBUTR
	Gender: Male	(Non-executive,		Date position was assumed:
	Age: 75 years old	Independent director)	5 Apr 2016	7 Jun 2024
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		8 Mar 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mrs. TIPAWAN CHAYUTIMANTA [1]</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	2 Apr 2018	Law, Audit, Finance, Internal Control, Accounting
2.	<p>Dr. SOMCHAI HARNHIRUN [1]</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	7 Apr 2023	Economics, Law, Accounting, Audit, Internal Control
3.	<p>Mrs. SAOWANEE KAMOLBUTR [1]</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	7 Jun 2024	Accounting, Finance, Audit, Internal Control, Public Administration

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

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

General information	Position	Tenure	Replacement Director
1. Mr. BOONSAK CHIEMPRICHA [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 6 Apr 2016 Date directorship ended: 8 Mar 2024	Mrs. SAOWANEE KAMOLBUTR Date position was assumed: 7 Jun 2024

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. An Cheng Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	15 Feb 2024
2. Mr. TSAI-HSING CHANG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: English Literature Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Apr 2020

3.	<p>Ms. Nipaporn Jiarajareevong</p> <p>Gender: Female</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	1 Apr 2021
4.	<p>Mr. Kai Mun See</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	1 Apr 2022
5.	<p>Ms. Li Xue</p> <p>Gender: Female</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	1 Apr 2022
6.	<p>Mr. Hsi-ju Wei</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	15 Feb 2024
7.	<p>Mr. Chang Shih-chien</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	14 Feb 2025

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

General information	Position	Tenure	Replacement Director
1. Mr. Chun-chin Lu Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Mathematics Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 1 Apr 2022 Date directorship ended: 1 Jan 2025	Mr. Chang Shih-chien Date position was assumed: 14 Feb 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination & Compensation Committee Chairman	Mr. ANUSORN MUTTARAID Mrs. TIPAWAN CHAYUTIMANTA Dr. SOMCHAI HARNHIRUN Mrs. SAOWANEE KAMOLBUTR	Chairman Member Member Member
Corporate Governance Committee	Mr. TSAI-HSING CHANG Mr. An Cheng Mr. ANUSORN MUTTARAID Ms. Nipaporn Jiarajareevong	Chairman Member Member Member
Risk & Sustainable Development Committee	Mr. TSAI-HSING CHANG Mr. An Cheng Mr. Hsi-ju Wei Ms. Nipaporn Jiarajareevong Mr. Kai Mun See Mr. Chin-ming Chen Mr. Chih-hao Huang Mr. Chun-chin Lu	Member Chairman Member Member Member Member Member Member
Privilege Committee	Mr. ANUSORN MUTTARAID Mrs. TIPAWAN CHAYUTIMANTA Dr. SOMCHAI HARNHIRUN Mrs. SAOWANEE KAMOLBUTR	Chairman Member Member Member

Roles of Sub-committees

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

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. An Cheng Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering	Chief Executive Officer (CEO)	1 Jan 2024	Electronic Components, Corporate Management, Engineering, Strategic Management, Governance/ Compliance
2. Mr. TSAI-HSING CHANG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: English Literature	PRESIDENT & COO	1 Apr 2020	Strategic Management, Risk Management, Electronic Components, Governance/ Compliance, Business Administration
3. Mr. Hsi-ju Wei Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Manufacturing Operation 2 General Manager	1 Jan 2024	Automotive, Electronic Components, Strategic Management, Risk Management, Engineering
4. Ms. Nipaporn Jiarajareevong [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Apr 2021	Accounting, Finance, Engineering, Risk Management, Governance/ Compliance
5. Mr. Chin-ming Chen Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Information Officer (CIO)	1 Oct 2011	Information & Communication Technology, IT Management, Data Management, Strategic Management, Risk Management

6.	Mr. Chih-hao Huang Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Chief Human Resources Officer of SEA Region	1 Apr 2023	Business Administration, Human Resource Management, Corporate Management, Strategic Management, Risk Management
7.	Mr. Chang Shih-chien Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Manufacturing Operation 1 General Manager	1 Jan 2025	Business Administration, Electronic Components, Strategic Management, Risk Management, Energy & Utilities
8.	Mr. Chern-lin Chen Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Engineering	Chief Technology Officer (CTO)	13 Jan 2025	Information & Communication Technology, IT Management, Engineering, Strategic Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2022	2023	2024
Total executive remuneration (baht)	375,487,620.00	43,600,140.00	81,939,379.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 2,752
Number of female employees (persons)	: 7,627
Total number of employees (persons)	: 10,379

Employee Remuneration

Total employee remuneration	: 16,326,000,000.00
-----------------------------	---------------------

Provident fund

Total number of employees (persons)	: 10,379
Number of employees contributing to the PVD (persons)	: 7,652
Percentage of employees who are members (%)	: 73.73

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

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

- Company secretary

General information	Email	Telephone
---------------------	-------	-----------

1.	Ms. Wilailak Fungthanakun	wilailak@deltaww.com
----	---------------------------	----------------------

• Head of internal audit

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

• Head of investor relations

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

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr CHATCHAI KASEMSRITHANAWAT Email: chatchai.kasemsrithanawat@th.ey.com Telephone: -</p> <p>2. Mrs. KRONGKAEW LIMKITTIKUL Email: Krongkaew.limkittikul@th.ey.com Telephone: -</p> <p>3. Mrs. SUTTHIRAK FAKON Email: Sutthirak.fakon@th.ey.com Telephone: -</p>	5,410,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ANUSORN MUTTARAID Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 Aug 1994	Human Resource Management, Electronic Components, Governance/ Compliance, Business Administration, Law
2. Mrs. TIPAWAN CHAYUTIMANTA Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Apr 2018	Law, Audit, Finance, Internal Control, Accounting

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

General information	Position	Date position was assumed	Experience and expertise
---------------------	----------	---------------------------	--------------------------

1.	Mrs. SAOWANEE KAMOLBUTR	Director	Date position was assumed:	Accounting, Finance, Audit, Internal Control, Public Administration
	Gender: Female	(Non-executive, Independent director)	7 Jun 2024	
	Age: 72 years old			
	Highest level of education:			
	Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Political Science			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 8
Date of AGM meeting	: 11 Apr 2024
EGM meeting	: Yes

List of directors		Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KONG MENG NG (Chairman of the board)	-	8/8	Participating	Participating
2.	Mr. ANUSORN MUTTARAID (Director)	-	8/8	Participating	Participating
3.	Mrs. TIPAWAN CHAYUTIMANTA (Director)	-	8/8	Participating	Participating
4.	Mr. TZU-SHING KO (Director)	-	8/8	Participating	Participating
5.	Mr. TSAI-HSING CHANG (Director)	-	8/8	Participating	Participating
6.	Dr. SOMCHAI HARNHIRUN (Director)	-	8/8	Participating	Participating
7.	Ms. LI XUE (Director)	-	8/8	Participating	Participating
8.	Mr. An Cheng (Director)	-	8/8	Participating	Participating
9.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	4/4	Non-participating	Participating
10.	Mr. BOONSAK CHIEMPRICHA (Director)	8 Mar 2024	2/2	Non-participating	Non-participating

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. KONG MENG NG (Chairman of the board)	-	2,725,000.00	1,485,000.00	No
2.	Mr. ANUSORN MUTTARAID (Director)	-	1,950,000.00	700,000.00	No
3.	Mrs. TIPAWAN CHAYUTIMANTA (Director)	-	1,930,000.00	598,000.00	No
4.	Mr. TZU-SHING KO (Director)	-	650,000.00	260,000.00	No
5.	Mr. TSAI-HSING CHANG (Director)	-	650,000.00	260,000.00	No
6.	Dr. SOMCHAI HARNHIRUN (Director)	-	1,675,000.00	598,000.00	No
7.	Ms. LI XUE (Director)	-	650,000.00	260,000.00	No
8.	Mr. An Cheng (Director)	-	650,000.00	0.00	No
9.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	1,595,000.00	0.00	No
10.	Mr. BOONSAK CHIEMPRICHA (Director)	8 Mar 2024	80,000.00	700,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. TIPAWAN CHAYUTIMANTA (Audit committee)	-	4/4
2.	Dr. SOMCHAI HARNHIRUN (Audit committee)	-	4/4
3.	Mrs. SAOWANEE KAMOLBUTR (Audit committee)	-	2/2
4.	Mr. BOONSAK CHIEMPRICHA (Chairman of the audit committee)	8 Mar 2024	1/1