



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : DELTA ELECTRONICS (THAILAND) PUBLIC COMPANY LIMITED

Symbol : DELTA

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

Province : Samut Prakarn

Postcode : 10280

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

Registration Number : 0107537002559

Telephone : 0-2709-3200

Fax (if applicable) : 0-2709-2827

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

Email : info@deltathailand.com

Total Shares Sold (shares)

Common Stock : 1,247,381,614

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	118,557,966.68	84,318,360.47	63,208,010.17
Power Electronics Group (Thousand baht)	91,251,685.34	61,368,864.43	45,020,090.18
Automation Group (Thousand baht)	24,184,874.97	20,684,770.05	16,252,121.85
Infrastructure Group (Thousand baht)	3,009,439.08	2,098,384.64	1,810,775.93
Other income (Thousand baht)	111,967.29	166,341.35	125,022.21

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Power Electronics Group (%)	76.97	72.78	71.23
Automation Group (%)	20.40	24.53	25.71
Infrastructure Group (%)	2.54	2.49	2.86
Other income (%)	0.09	0.20	0.20

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	118,557,966.68	84,318,360.47	63,208,010.17
Domestic (Thousand baht)	1,590,749.00	864,590.23	673,942.74
International (Thousand baht)	116,967,217.68	83,453,770.24	62,534,067.43
United States of America (Thousand baht)	38,597,316.00	29,043,534.00	13,912,434.00
China (Thousand baht)	15,818,335.00	12,868,570.00	8,102,876.00
Germany (Thousand baht)	9,658,325.00	6,873,479.00	1,798,114.00

India (Thousand baht)	8,740,679.00	7,256,692.00	5,470,780.00
Netherlands (Thousand baht)	6,043,027.00	1,938,012.00	5,315,185.00
Singapore (Thousand baht)	5,094,348.00	5,335,879.00	455,241.00
Mexico (Thousand baht)	4,608,094.00	339,173.00	3,519,443.00
Taiwan (Thousand baht)	3,500,810.00	2,475,233.00	900,507.00
Ireland (Thousand baht)	3,092,792.00	5,391,333.00	236.00
Other countries (Thousand baht)	21,813,491.68	11,931,865.24	23,059,251.43

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	1.34	1.03	1.07
International (%)	98.66	98.97	98.93
United States of America (%)	33.00	34.80	22.25
China (%)	13.52	15.42	12.96
Germany (%)	8.26	8.24	2.88
India (%)	7.47	8.70	8.75
Netherlands (%)	5.17	2.32	8.50
Singapore (%)	4.36	6.39	0.73
Mexico (%)	3.94	0.41	5.63
Taiwan (%)	2.99	2.97	1.44
Ireland (%)	2.64	6.46	0.00
Other countries (%)	18.65	14.30	36.87

*Excluding the profit margins in the associated companies

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)	2020	2021	2022
R&D expenses in the past 3 years	2,621.00	3,165.00	3,742.00

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)

Financial Risk Management

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Corporate Investment Risk Management

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Fluctuation in return on assets or investment

Supply Chain Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties

Information Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Legal and Intellectual Property Rights Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Energy and Environmental Risk Management

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact on the environment

Occupational Health and Safety (OHS) Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment
- Impact on human rights

Compliance Risk

- 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>

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/th/นโยบายด้านสิ่งแวดล้อม>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	52,943.00	57,880.00	71,722.00
Gasoline (Litre)	4,479.00	4,324.00	5,300.00
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00

LPG (Kilogram)	0.00	0.00	0.00
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	79,584,240.00	101,507,480.00	119,830,984.00

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	434,317.00	444,903.00	536,013.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	5,791,438.00	7,733,657.00	8,783,341.00
Hazardous waste (kg)	63,716.00	244,930.00	128,823.00
Total (kg)	5,855,154.00	7,978,587.00	8,912,164.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	764.58	802.56	1,486.00
Scope 2 (Tons of carbon dioxide equivalents)	39,779.41	50,693.46	57,966.00
Scope 3 (Tons of carbon dioxide equivalents)	81,628.38	127,378.51	167,322.00

Total (Tons of carbon dioxide equivalents)	122,172.37	178,874.53	226,774.00
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• **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 : Yes

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

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	2,117	2,855	3,541
Number of female employees (persons)	11,735	14,095	16,481
Total (persons)	13,852	16,950	20,022

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	4,223,900,498.00	5,568,840,011.38	6,760,608,790.04

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	49	60	78

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	53	40	43

• Significant labor dispute

	2020	2021	2022
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

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

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	4	44.44

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mr. KONG MENG NG</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Original director</p>	18 Jul 1995	<p>Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Sustainability, Electronic Components, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Engineering, Information & Communication Technology, Change Management, IT Management, Negotiation, Corporate Social Responsibility, Brand Management, Project Management, Budgeting, Commerce, Automotive, Economics</p>
2.	<p>Mr. ANUSORN MUTTARAID</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	18 Jul 1995	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Budgeting, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Electronic Components, Governance/ Compliance, Leadership, Energy & Utilities, Information & Communication Technology, Brand Management</p>

3.	<p>Mr. WITOON SIMACHOKEDEE</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Mar 2015	<p>Law, Strategic Management, Change Management, Risk Management, Corporate Management, IT Management, Audit, Data Analysis, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Electronic Components, Accounting, Energy & Utilities, Petrochemicals & Chemicals, Leadership, Commerce, Engineering, Economics</p>
4.	<p>Mr. CHIH-YUAN CHU</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Oct 2015	<p>Strategic Management, Change Management, Risk Management, Corporate Management, Budgeting, Audit, Finance, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Economics, Finance & Securities</p>
5.	<p>Mr. BOONSAK CHIEMPRICHA</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Apr 2016	<p>Law, Strategic Management, Fund Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Audit, Finance, Budgeting, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Insurance, Leadership, Finance & Securities, Economics</p>

6.	<p>Mrs. TIPAWAN CHAYUTIMAND</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	2 Apr 2018	<p>Law, Strategic Management, Change Management, Risk Management, IT Management, Budgeting, Audit, Data Analysis, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Statistics, Economics</p>
7.	<p>Mr. PING CHENG</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education:</p> <p>Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	24 Jun 2019	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Project Management, Budgeting, Marketing, Digital Marketing, Data Analysis, Audit, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Brand Management, IT Management, Finance, Accounting</p>

8.	<p>Mr. TZU-SHING KO</p> <p>Gender: Male</p> <p>Age: 74 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 (Executive)</p> <p>Director type: Re-elected as director</p>	24 Jun 2019	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Governance/ Compliance, Internal Control, Leadership, Energy & Utilities, Commerce, Automotive, Engineering, Information & Communication Technology, Economics, Data Analysis, Finance, Accounting</p>
9.	<p>Mr. TSAI-HSING CHANG</p> <p>Gender: Male</p> <p>Age: 55 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 (Executive)</p> <p>Director type: Re-elected as director</p>	24 Jun 2019	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Data Analysis</p>

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

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

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. BOONSAK CHIEMPRICHA [1] Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	6 Apr 2016	Law, Strategic Management, Fund Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Audit, Finance, Budgeting, Data Analysis, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Insurance, Leadership, Finance & Securities, Economics
2.	Mr. CHIH-YUAN CHU [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Economics Thai nationality: No Residing in Thailand: No	Audit committee (Non-executive, Independent director) Director type: Original director	6 Apr 2016	Strategic Management, Change Management, Risk Management, Corporate Management, Budgeting, Audit, Finance, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Economics, Finance & Securities

3.	Mrs. TIPAWAN CHAYUTIMAND [1] Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	2 Apr 2018	Law, Strategic Management, Change Management, Risk Management, IT Management, Budgeting, Audit, Data Analysis, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Leadership, Commerce, Statistics, Economics
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[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. TSAI-HSING CHANG Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: English Literature Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	1 Apr 2020
2. Mr. Vichai Saksuriya Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2001

3.	Ms. Nipaporn Jiarajareevong Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Apr 2021
4.	Mr. Kai Mun See Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022
5.	Ms. Li Xue Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Member of the executive committee	1 Apr 2022
6.	Mr. Chun-chin Lu Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	Mr. ANUSORN MUTTARAID	Chairman
	Mr. CHIH-YUAN CHU	Member
	Mr. WITOON SIMACHOKEDEE	Member

Nomination and Compensation Committee	Mr. TSAI-HSING CHANG	Chairman
	Mr. ANUSORN MUTTARAID	Member
	Mr. Vichai Saksuriya	Member
Privilege Committee	Mr. ANUSORN MUTTARAID	Chairman
	Mr. BOONSAK CHIEMPRICHA	Member
	Mr. WITOON SIMACHOKEDEE	Member
	Mrs. TIPAWAN CHAYUTIMAND	Member
Risk Management Committee	Mr. TSAI-HSING CHANG	Chairman
	Mr. Vichai Saksuriya	Member
	Mr. Chi-ming Yu	Member
	Ms. Nipaporn Jiarajareevong	Member
	Mr. Chin-ming Chen	Member
	Mr. Youngyut Pakdougjan	Member
	Mr. Kai Mun See	Member
	Ms. Li Xue	Member
	Mr. Kuo-hung Ku	Member
	Mr. Peter Ide	Member
	Mr. Cheng-ping Lin	Member
	Mr. Min-chou Lai	Member
Sustainable Development Committee	Mr. TSAI-HSING CHANG	Chairman
	Ms. Nipaporn Jiarajareevong	Member
	Mr. Vichai Saksuriya	Member
	Mr. Chin-ming Chen	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee
Sub-committees responsible for remuneration	: Nomination and Compensation Committee
Sub-committees responsible for corporate governance	: Nomination and Compensation Committee
Sub-committees responsible for corporate sustainability development	: 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. TSAI-HSING CHANG Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: English Literature	PRESIDENT	1 Apr 2020	Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Data Analysis
2. Ms. Nipaporn Jiarajareevong [1] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Apr 2021	Energy & Utilities, Electronic Components, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance

3.	Mr. Vichai Saksuriya Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Vice President of Administration and HR	1 Jan 2014	Electronic Components, Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Law, Marketing, Accounting, Finance, Negotiation, Corporate Management, Engineering, Leadership, Strategic Management, Change Management, Internal Control, Budgeting, Risk Management, Governance/ Compliance
4.	Mr. Chin-ming Chen Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Nov 2011	Electronic Components, Information & Communication Technology, Accounting, Sustainability, IT Management, Data Management, Change Management, Leadership, Strategic Management, Risk 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 policy for executives

Remuneration policy for executives : Yes

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	46,623,525.00	41,721,661.00	37,548,762.00

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) : 3,541

Number of female employees (persons) : 16,481

Total (persons) : 20,022

Employee Remuneration

Total employee remuneration : 6,760,608,790.04

Provident fund

Total number of employees (persons) : 20,022

Number of employees contributing to the PVD (persons) : 7,636

Percentage of employees who are members (%) : 38.14

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. Preecha Arunnara Email: info@th.ey.com Telephone: -</p> <p>2. Ms. Supanee Triyanantakul Email: info@th.ey.com Telephone: -</p> <p>3. Mr. Supachai Phanyawattano Email: info@th.ey.com Telephone: -</p>	6,745,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PING CHENG Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Jun 2019	Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Project Management, Budgeting, Marketing, Digital Marketing, Data Analysis, Audit, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Brand Management, IT Management, Finance, Accounting

2.	<p>Mr. TZU-SHING KO</p> <p>Gender: Male</p> <p>Age: 74 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 (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 24 Jun 2019</p>	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Governance/ Compliance, Internal Control, Leadership, Energy & Utilities, Commerce, Automotive, Engineering, Information & Communication Technology, Economics, Data Analysis, Finance, Accounting</p>
3.	<p>Mr. TSAI-HSING CHANG</p> <p>Gender: Male</p> <p>Age: 55 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 (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 24 Jun 2019</p>	<p>Law, Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Energy & Utilities, Commerce, Automotive, Information & Communication Technology, Economics, Data Analysis</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KONG MENG NG	Chairman of the board	N/A
Mr. ANUSORN MUTTARAID	Director	N/A
Mr. WITON SIMACHOKEDEE	Director	N/A
Mr. CHIH-YUAN CHU	Director	N/A
Mr. BOONSAK CHIEMPRICHA	Director	N/A
Mrs. TIPAWAN CHAYUTIMAND	Director	N/A
Mr. PING CHENG	Director	N/A
Mr. TZU-SHING KO	Director	N/A
Mr. TSAI-HSING CHANG	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 1 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. KONG MENG NG (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. ANUSORN MUTTARAID (Director)	-	6/6	Participating	Did not hold the meeting
3.	Mr. WITOON SIMACHOKEDEE (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mr. CHIH-YUAN CHU (Director)	-	6/6	Participating	Did not hold the meeting
5.	Mr. BOONSAK CHIEMPRICHA (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mrs. TIPAWAN CHAYUTIMAND (Director)	-	6/6	Participating	Did not hold the meeting
7.	Mr. PING CHENG (Director)	-	5/6	Participating	Did not hold the meeting
8.	Mr. TZU-SHING KO (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. TSAI-HSING CHANG (Director)	-	6/6	Participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. KONG MENG NG (Chairman of the board)	-	175,000.00	3,093,750.00	No
2. Mr. ANUSORN MUTTARAID (Director)	-	510,000.00	2,187,500.00	No
3. Mr. WITOON SIMACHOKEDEE (Director)	-	440,000.00	1,868,750.00	No
4. Mr. CHIH-YUAN CHU (Director)	-	320,000.00	1,868,750.00	No
5. Mr. BOONSAK CHIEMPRICHA (Director)	-	408,000.00	2,187,500.00	No
6. Mrs. TIPAWAN CHAYUTIMAND (Director)	-	380,000.00	1,868,750.00	No
7. Mr. PING CHENG (Director)	-	N/A	812,500.00	No
8. Mr. TZU-SHING KO (Director)	-	N/A	812,500.00	No

9.	Mr. TSAI-HSING CHANG (Director)	-	N/A	812,500.00	No
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Report on the Audit Committee's Performance for the Past Year (8.2)

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. BOONSAK CHIEMPRICHA (Chairman of the audit committee)	-	4/4
2.	Mr. CHIH-YUAN CHU (Audit committee)	-	4/4
3.	Mrs. TIPAWAN CHAYUTIMAND (Audit committee)	-	4/4