

Delta's new LEED Gold-certified India headquarters and Global (R&D) Centre in Bengaluru



Delta Net Zero Science Lab in Tainan



Integrated solar storage charging project in Delta's Shanghai Park

2024 Delta Electronics ESG Report

DELTA

Contents

About the Report 1
A Word from the Management 3

1 Overview 6
1.1 Delta Electronics Organizational Structure 9
1.2 Sustainable Business Development 10
1.3 Enhancing Brand Value 13

2 Sustainable Management 15
2.1 Sustainable Key Performance 16
2.2 Policies and Promotions 19
2.3 Responding to Global Sustainable Development 22

3 Communication with Stakeholders 27
3.1 Stakeholder Engagement and Response 28
3.2 Materiality Assessment 33
3.3 Management of Material Topics 45

4 Corporate Governance 50
4.1 Key Performance Indicators 51
4.2 Enhancing the Board of Directors' Functions 52
4.3 Innovation 58
4.4 Customer Relationship Management 61
4.5 Supply Chain Sustainability Management 62
4.6 Information Security 81
4.7 Product Security 86
4.8 Risk Management 88
4.9 Quality Management 101

5 Environmental Protection and Energy Savings 103
5.1 Key Performance Indicators 104
5.2 Climate Strategy 107
5.3 Energy Management 121
5.4 Water Resource Management 130
5.5 Resource Management 135
5.6 Green Products 137
5.7 Biodiversity 145
5.8 Environmental Management 151

6 Employee Relations and Social Engagement 152
6.1 Key Performance Indicators 153
6.2 Building a Sustainable Workplace 154
6.3 Talent Attraction and Retention 185
6.4 Sustainable Development of Talent 200
6.5 Social Engagement 212
6.6 Occupational Health and Safety 219

7 Appendix 229
7.1 Environmental Data 230
7.2 Social Data 233
7.3 Index of GRI Standards Indicators 235
7.4 SASB Index and Sustainability Disclosure Indicators 241
7.5 Summary of Information Assured (ISAE 3000, ISAE 3410) 245
7.6 External Assurance Statement and Report 262

About the Report

Since our establishment in 1971, Delta Electronics, Inc. has consistently upheld our mission of "To provide innovative, clean and energy-efficient solutions for a better tomorrow." In 2024, Delta continued to reduce carbon emissions within our own operations, and actively collaborated with value chain partners to promote low-carbon transitions. Through robust climate and water resources management, Delta has achieved double "A" scores in the 2024 Climate Change and Water Security reports by CDP for the fourth time. Internally, Delta strengthened sustainable governance by elevating the Sustainability Committee to the Global ESG Committee in early 2025. As a functional committee at the board level, it is directly overseen by the Board of Directors and is responsible for guiding and implementing Delta's sustainability strategies.

For the first time, this report adopts the double materiality concept from the European Sustainability Reporting Standards (ESRS) issued under the EU Corporate Sustainability Reporting Directive (CSRD). It identifies risks and opportunities relevant to Delta, assesses their potential financial impact on the Company's operations, and selects material topics, communicating the progress of Delta's sustainability strategy and long-term goals to stakeholders.

In terms of governance, "Product Safety" and "Quality Management" chapters were added to this report. Through the formulation of relevant policies and guidelines that comply with international standards, we strengthened control mechanisms to ensure that all products are strictly tested and monitored. In addition, Delta has established a risk organizational framework. The Risk Management Committee identifies the Group's short- to long-term (emerging) risks and improves the risk management process. In terms of supply chain management, Delta held our first "Supplier ESG Conference" to clearly convey ESG and low-carbon supply chain management strategies.

In terms of carbon reduction in operations, Delta utilized the internal carbon fee fund of US$21 million to implement a number of carbon reduction technology and energy conservation projects in 2024. The Scope 1 and Scope 2 (market-based) carbon emissions of Delta's global operation sites decreased by 53.6% compared with the base year of 2021, meeting the Science-Based Targets (SBTs) for three consecutive years. The Company has also increased the percentage of renewable electricity used to 84%. By actively overcoming market barriers and promoting the adoption of renewable electricity, Delta was honored with the "RE100 Market Trailblazer Award" under the RE100 Leadership Awards. As the first Taiwanese company to receive this honor, Delta demonstrated our ability to drive low-carbon market development.

To promote carbon reductions in the value chain, Delta established two subcommittees in 2024 to carry out carbon reduction actions for C1 (purchased products and services) and C11 (use of sold products). Through cross-departmental collaboration, Delta conducted an inventory of carbon emissions from the raw material procurement and product use stages. The Company also promoted initiatives such as improving product energy efficiency, designing with low-carbon materials, and engaging suppliers and customers, with the goal of meeting the Scope 3 carbon reduction targets.

In terms of natural capital conservation, Delta aims to achieve a net positive impact (NPI) by 2050. The Company became one of the world's first Early Adopters in 2024 and published our first TCFD & TNFD Report. We followed international standards, such as the TCFD, TNFD, and IFRS S2, to enhance the quality and transparency of our disclosures. In the same year, we participated in a side event of the UN Biodiversity Conference (COP16) to share our practices. The Company also signed the "Renewed Policy Ambition on Nature" business statement, initiated by Business for Nature, which advocates for the integration of nature into policy decisions.

In 2024, Delta invested US$9.27 million in social engagement, with talent cultivation accounting for more than 70%. Delta strengthens cross-generational leadership and communication, develops local professionals and AI talents, and ensures that employees can continue to grow in a rapidly changing environment. We also value the opinions and feedback of our employees, achieving a 100% participation rate in the global employee engagement survey. We continue to take action and actively make improvements based on the survey results. Furthermore, Delta proactively offers the Employee Assistance Program (EAP), continuously promoting a friendly workplace and fostering an inclusive workplace culture.

On the path toward sustainable development, every reader who cares about environmental and social issues is a vital force for change. This report outlines how Delta integrates sustainability into our business strategies through innovative thinking and concrete actions, transforming it into a new driver of growth. We sincerely invite you to read this report, and thank you for your attention.

Chief Sustainability Officer 

ESG Report Scope and Reporting Period

Reporting Period

January 1, 2024 to December 31, 2024

Scope

Considering the realities of information disclosure and actual managerial requirements, the scope of the data is consistent with the scope of the financial and annual reports. Any adjustment of the scope of data shall be specified in the Report. The subsidiaries included in the consolidated financial statements for which the Company retains more than 50% of shares shall be included in the scope of the ESG Report.

Others

The exchange rates for currencies of different countries are based on the posted rates on December 31, 2024.

Publication of the Report

The ESG Report is published on a yearly basis

Publication Date

August 1, 2025

This Report is Verified and Assured by a Third Party

Verification

The Company contracted SGS Taiwan to verify that this report conforms to the GRI Standards and AA1000AS v3 Type II core standards with high-level assurance. Delta obtained SGS assurance based on SASB Standards and the Assurance Statement is attached in the Appendix.

Assurance

The Company contracted PwC Taiwan to conduct a limited assurance engagement to confirm that the specific key performance information is provided in accordance with ISAE 3000 and ISAE 3410. The assurance report for this ESG report is attached in the Appendix. The preparation, verification, and assurance of this Report have been approved by the Board of Directors.

If you have any comments or suggestions regarding the ESG Report of Delta Electronics, you are welcome to contact us at CSR@deltaww.com. We will respond as soon as possible.

A Word from the Management

The Founder



Bruce Cheng
Founder and Honorary Chairman of Delta Group

The global warming crisis is fast approaching. According to scientific data from the World Meteorological Organization (WMO), 2024 was the hottest year on record since 1850. For the first time, the global average temperature exceeded the critical threshold of 1.5°C. Extreme weather events, such as heavy rainfall, droughts, wildfires, and heatwaves, are occurring with increased frequency, creating severe challenges worldwide. The National Oceanic and Atmospheric Administration (NOAA) also announced that the continuous rise in surface and ocean temperatures may cause more than half of the world's coral reef ecosystems to fall into crisis, which will have an irreversible impact on the climate system and natural ecosystems.

Founded in 1971, Delta underwent a significant transformation following a global energy crisis. Starting in the 1980s, the Company gradually shifted from television component manufacturing to the power and energy solutions sector. We are deeply aware of the resource depletion, environmental pollution, and ecological impacts resulting from technological development and industrial advancement. As such, we have been actively addressing environmental, energy, and climate issues since the early days of our operations. Leveraging our core power electronics technology, Delta continues to invest in innovative R&D. We are dedicated to developing more energy-efficient products and integrated solutions for the next generation, responding to the growing global expectations for sustainability.

Since 2010, Delta's innovative products have helped global customers enhance energy efficiency, resulting in accumulated savings of over 52 billion kWh of electricity. On the operational front, Delta launched energy conservation initiatives across our facilities in 2009 and successfully halved electricity consumption per unit of output within five years. These efforts have since expanded to sites worldwide, continuously optimizing energy use through systematic management and technological applications. In addition, since 2006, Delta has actively promoted green building development by leveraging its core technologies. As of 2024, the company has established 35 green buildings and 2 green data centers globally. Several self-owned and donated green buildings demonstrated excellent energy performance after the third-party assurance, and reinforced Delta's commitment to advancing green buildings.

In the area of ecological conservation, the Delta Electronics Foundation has been actively promoting coral restoration programs since 2020. Collaborating with experts from the National Museum of Marine Biology and Aquarium, the National Museum of Marine Science and Technology, Mote Marine Laboratory & Aquarium (USA), Scripps Institution of Oceanography (USA), and Singapore's National Parks Board (NParks), the programs focus on coral conservation and restoration research. To enhance and accelerate restoration efforts, Delta has introduced its automation technologies, aiming to foster 10,000 corals by 2025. The Foundation has also partnered with the Jane Goodall Institute to promote marine education through the illustrated book *Coral, the Forest of the Ocean*, seeking to leverage both technology and education to make meaningful contributions to climate change adaptation.

In the face of intense global industry competition and the growing threat of climate change, we urge all sectors to prioritize sustainability in their operations and adopt a pragmatic mindset, along with a spirit of continuous improvement. By leveraging innovative technologies to drive energy conservation, carbon reduction, and climate adaptation, we can contribute to the planet's sustainability while generating long-term, resilient growth for businesses.

The Chairman and CEO



Ping Cheng
Chairman and CEO of Delta Electronics

In 2024, the global economy demonstrated a certain level of resilience in the face of multiple challenges; however, uncertainties in the political landscape have also created significant risks for corporates. In such a challenging environment, Delta adheres to a robust business strategy, not only achieving stable profitability, but also focusing on promoting sustainable development. In 2024, our revenue grew by 5% compared to 2023. At the same time, Scope 1 and Scope 2 (market-based) carbon emissions were reduced by 53.6% compared to the baseline year of 2021. Delta has met the staged Science Based Targets initiative (SBTi) net-zero targets for three consecutive years, demonstrating the Company's success in decoupling carbon emissions from revenue while pursuing growth.

Through the collective efforts of all employees and continuous investment in innovation and R&D, Delta has been recognized as one of the "Best Taiwan Global Brands" for the 14th consecutive year. In 2024, our brand value exceeded US$593 million, representing a 9% increase compared to 2023. Delta has also been included in the Dow Jones Best-in-Class World Index for 14 consecutive years. Additionally, Delta was named one of the World's Most Sustainable Companies in TIME magazine's list of the Global Top 500.

Delta is committed to driving sustainable development through technology and strengthening innovation capabilities. In 2024, R&D investment accounted for 10% of Delta's revenue, with technological development spanning four major business areas: power electronics, infrastructure, automation, and mobility. Delta has 73 R&D centers worldwide, with more than 12,000 R&D employees. We have long been developing patents in major global markets and production bases. As of the end of 2024, Delta has accumulated more than 18,000 patents across the globe. Delta was selected by Clarivate as one of its Top 100 Global Innovators™ for the fourth time, demonstrating international recognition for Delta's impressive results in innovation capacity and global patent development.

Leveraging our key technological advantages, Delta launched a 33kW high-power rack-mounted power system and an advanced thermal management solution in 2024 to support AI transitions in data center servers. The system achieves an energy efficiency of up to 97.5%. In response to the growing demand for high-efficiency cooling driven by AI, Delta offers system-level solutions spanning both air and liquid cooling. These include liquid-cooled cold plate modules and high-performance coolant distribution units, helping customers build stable and efficient computing environments. In the field of industrial automation, Delta utilizes the virtual machine development platform DIATwin to create digital twins, simulating product and production processes. This effort effectively shortens trial implementation time and integrates software to increase production capacity by three to four times while reducing material waste. In terms of energy infrastructure, Delta launched the UFC 500, a 500kW ultra-fast charger specifically designed for heavy-duty electric trucks and buses. Suitable for long-haul transportation hubs such as highways, the UFC 500 supports the rapid popularization of heavy electric vehicles and advances the development of green transportation.

In addition, Delta actively promotes green transformation throughout the supply chain. In 2024, the Company participated in the Ministry of Economic Affairs' "Large Enterprise Leading Small Enterprise" subsidy program, which aims to support low-carbon and smart upgrades in the manufacturing sector. Leveraging government funding, Delta assisted 11 supply chain partners in replacing outdated

equipment, optimizing processes, and establishing energy-saving and low-carbon monitoring systems. This included the implementation of the DeltaGrid® Carbon Management Platform and the VTScada Energy Management System. Delta also shared our expertise in renewable electricity procurement and matching program to support suppliers in developing their own renewable electricity deployment. These efforts resulted in a 7% reduction in their total emissions compared to 2023.

On the social front, Delta achieved a global offer acceptance rate of 91%, reflecting the strong appeal of our brand as an employer. We have also continued to receive recognition through various domestic and international awards. The coverage rate of Delta's global Employee Engagement Survey reached 100% for the first time, with overall engagement reaching 90%. The engagement of professional and management employees was 87%, which is equivalent to the level of high-performance enterprises globally and superior to the high-tech industry standard. Looking ahead to 2025, Delta will promote cross-generational leadership, solution capabilities, and smart system applications through the newly established AI Committee to create a forward-looking talent ecosystem. To establish a friendly working environment, Delta launched the Delta Care project to prevent unlawful infringement in the workplace from the four major aspects. Additionally, to ease the burdens of working parents and encourage childbirth, Delta offers up to US$12,300 in subsidies per child in Taiwan. In 2024, a total of 430 “Delta babies” were born, with a crude birth rate more than five times the national average.

Delta has participated in the UN Climate Change Conference (UNFCCC COP) for 17 consecutive years and hosted an official side event at COP29. For the first time, Delta showcased our comprehensive power and cooling solutions designed to address the energy demands of AI technologies. By leveraging the Company’s advanced liquid cooling technology, Delta supports customers in establishing green data centers with a PUE of approximately 1.1. Through the conference, Delta shared our knowledge and expertise globally, collaborating with the international community in pursuit of net-zero goals. Delta also participated in the UN Biodiversity Conference (COP16) for the first time, becoming the first Taiwanese company to obtain observer status under the United Nations Convention on Biological Diversity. We hosted side events in the COP16 blue zone to share sustainability strategies related to biodiversity.

In this rapidly changing era, sustainability has evolved from corporate social responsibility to a key driving force for creating competitive advantages and business opportunities. By introducing green manufacturing processes, improving energy efficiency, and developing low-carbon products, Delta effectively mitigates operational risks and capitalizes on emerging business opportunities during the transition process. We are actively working with our value chain partners to realize both environmental benefits and economic growth.



1

Overview



1.1 Delta Electronics Organizational Structure

1.2 Sustainable Business Development

1.3 Enhancing Brand Value

Overview

Established: 1971

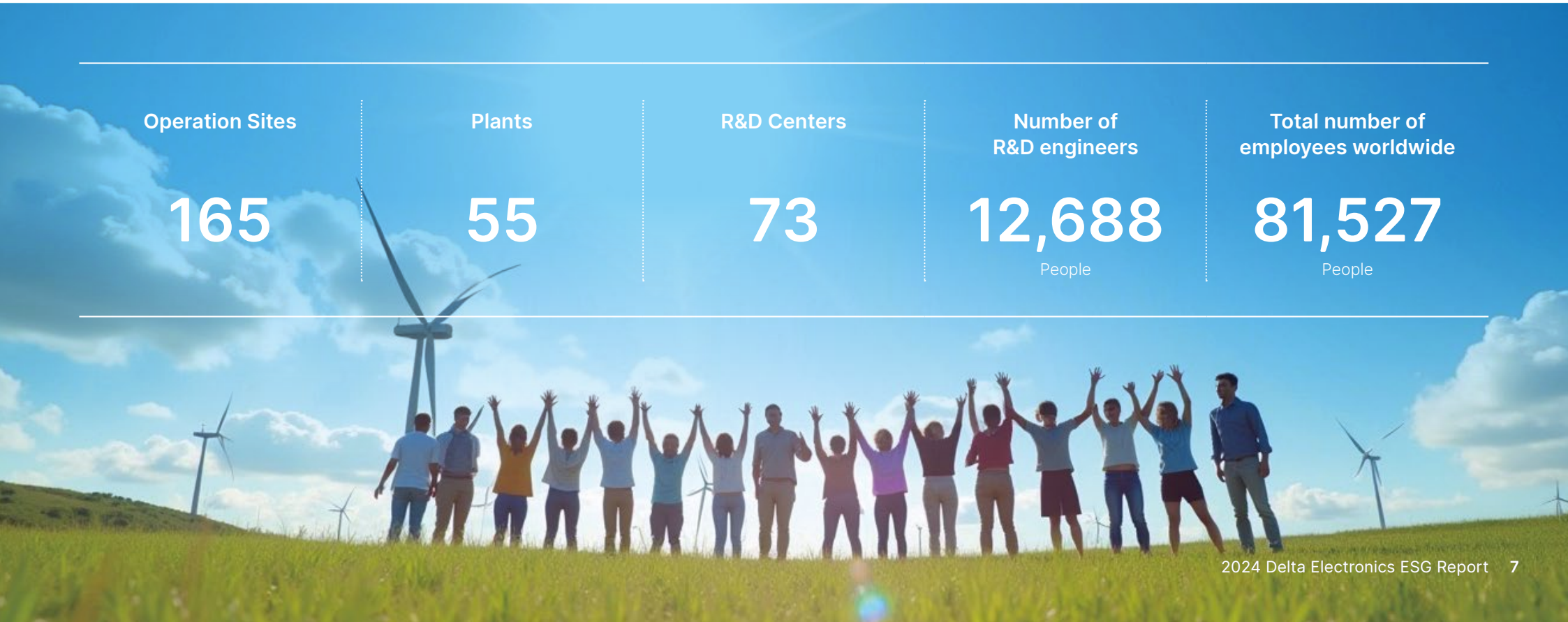
2024 Delta Electronics, Inc. (DEI) revenue: 12,846 MUSD
(NT$421.1 billion)*1

*1 The above data were calculated as of December 31, 2024.

Delta is a leader in power supplies and thermal management solutions, as well as energy-saving and new energy solutions, serving customers across the globe. From a key component manufacturer, Delta has integrated its software and hardware system products in recent years, and become an energy-saving solutions provider with core business categories in Power Electronics, Mobility, Automation, and Infrastructure. Delta is headquartered in Taipei, Taiwan, and has main operation sites throughout the world, including 40 countries in Europe, Asia, America, and Africa.

With our corporate mission: "To provide innovative, clean and energy-efficient solutions for a better tomorrow", Delta has always paid close attention to climate change issues and has established a long-term strategy with the target of attaining net-zero emissions in global operation sites by 2050. We became the first high-tech hardware equipment company in Asia and the 125th company in the world to pass the review for "net-zero science-based targets".

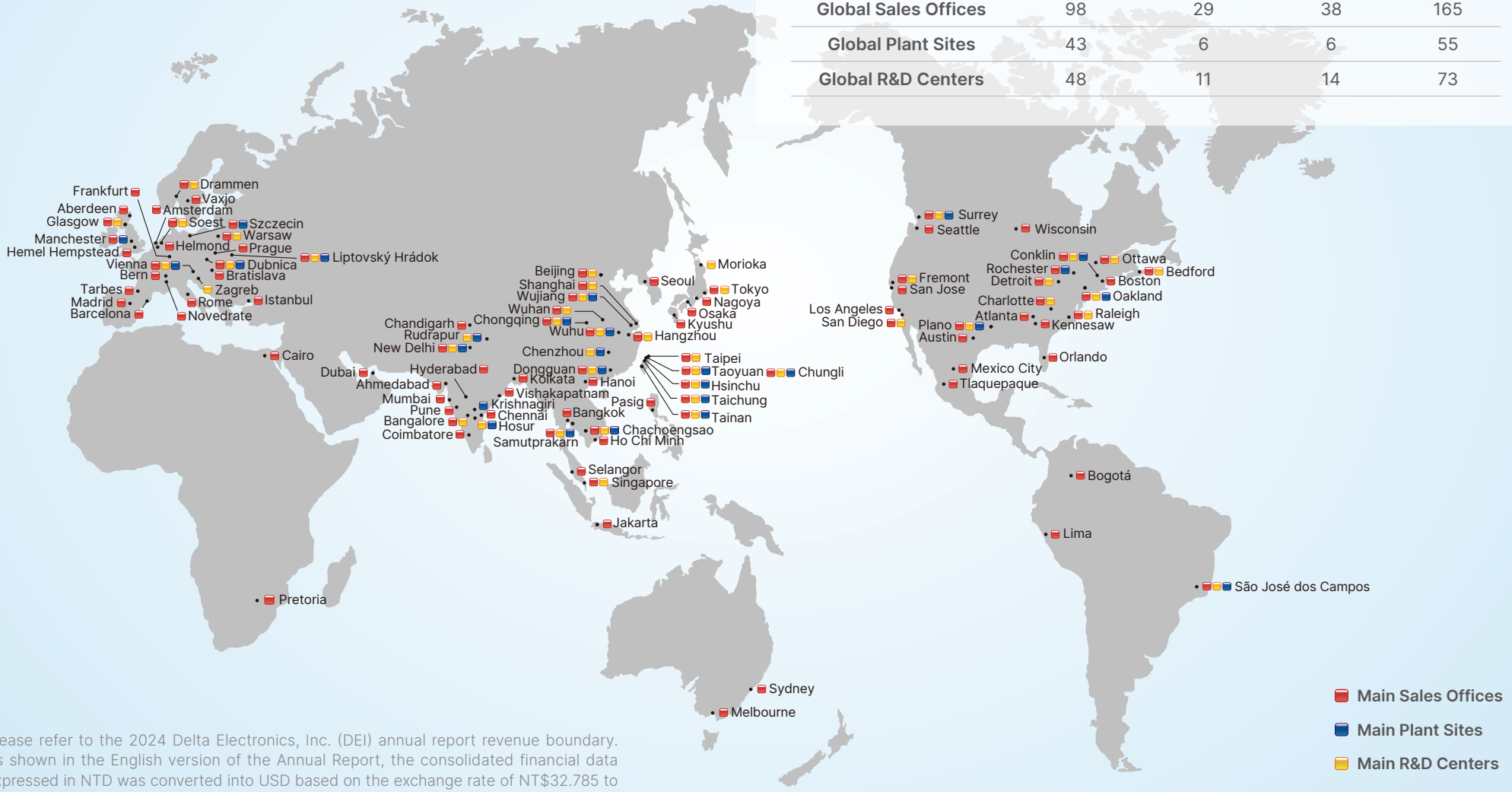
Operation Sites	Plants	R&D Centers	Number of R&D engineers	Total number of employees worldwide
165	55	73	12,688 People	81,527 People



Global Operations

Delta Group has 165 sales offices, 55 plant sites, and 73 R&D centers, with over 12,000 R&D engineers throughout the world.

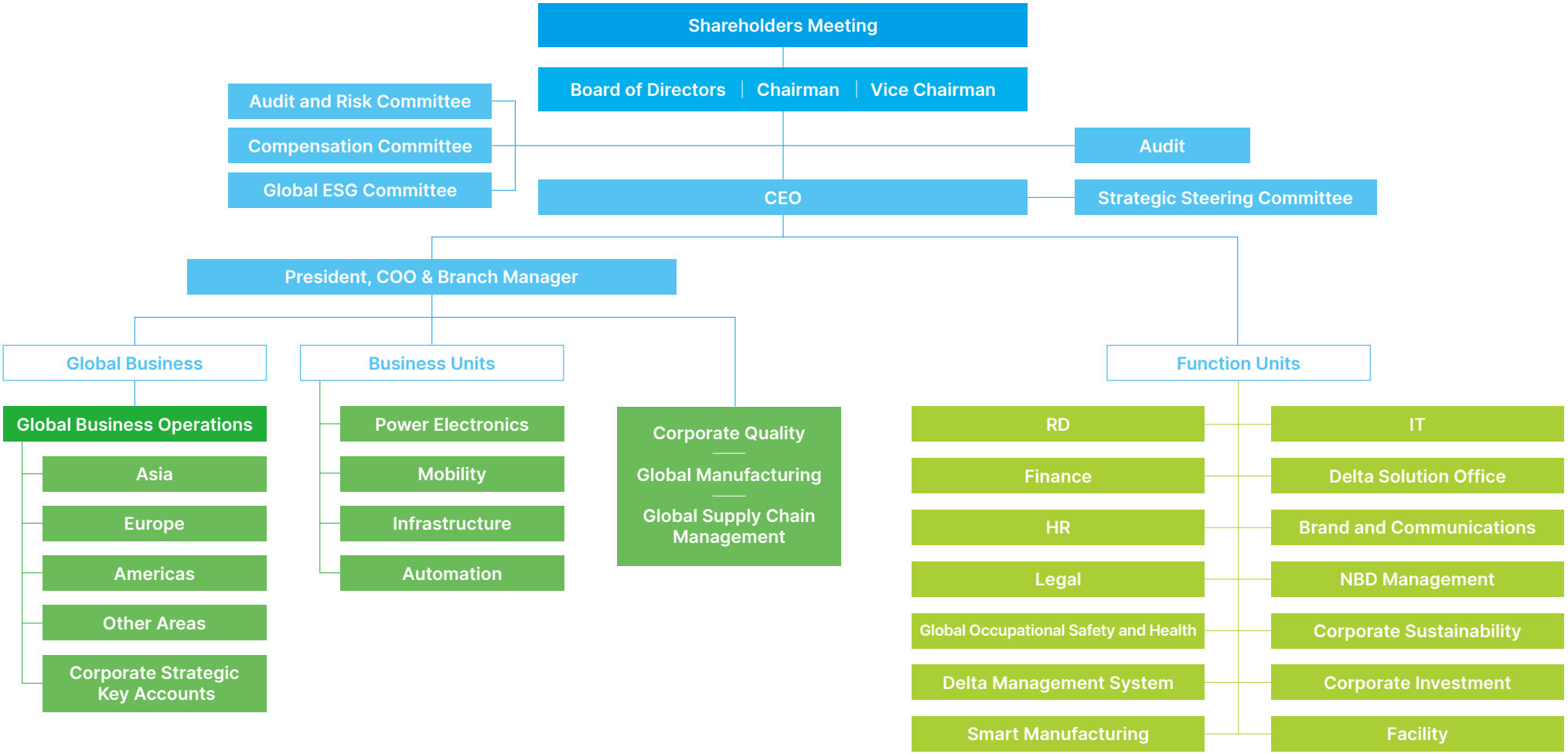
	Asia-Pacific	Americas	EMEA	Total
Global Sales Offices	98	29	38	165
Global Plant Sites	43	6	6	55
Global R&D Centers	48	11	14	73



*1 Please refer to the 2024 Delta Electronics, Inc. (DEI) annual report revenue boundary. As shown in the English version of the Annual Report, the consolidated financial data expressed in NTD was converted into USD based on the exchange rate of NT$32.785 to US$1.00 on December 31, 2024 for the reference of readers.

1.1 Delta Electronics Organizational Structure

Delta's corporate governance framework and highest governance unit is the Board of Directors. To strengthen corporate governance, Independent Directors are appointed in the Board of Directors and we have established functional committees such as the Compensation Committee and Audit and Risk Committee to improve the performance targets and compensation structure for directors and managers of the Company. We implement effective internal controls and risk management to respond to potential crises and risks for the Company.



1.2 Sustainable Business Development

By leveraging our core competence in power electronics, Delta has developed innovative technologies in both hardware and software based on the needs of our clients. We provide innovative, clean, and energy-efficient solutions and system integration services while striving to promote our brand and enhance our corporate image.

According to statistics from 2012 to 2024, Delta has had 1,599 successfully completed cases all over the world. These projects have covered areas such as industrial automation and smart manufacturing, building automation, data center infrastructure, telecom power systems, intelligent monitoring & management systems, electric charging systems, and renewable electricity. These projects have assisted clients in saving operations costs and improving their global competitiveness, and have helped reduce global warming.

1.2.1 High-Performance Product Development

Delta has divided its operations into four business categories based on the sustainable business strategy. These include "Power Electronics", “Mobility”, "Automation", and "Infrastructure", which account for 53%, 11%, 12% and 24% of Delta’s revenue, respectively. Delta maintains our leadership position in the ODM (Original Design Manufacturer) industry, and actively integrates product advantages with hardware and software technology. We focus on electric vehicles, smart manufacturing, smart green buildings, and energy storage and microgrid systems to provide customers with innovative, environmentally-friendly, and high-performance total solutions.

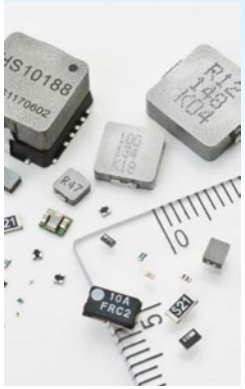
Business Categories

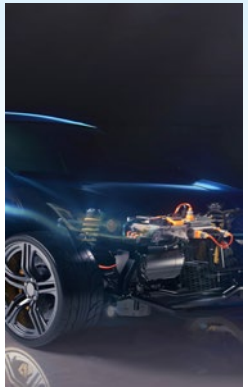
Power Electronics
- Components
- Power and System
- Fans and Thermal Management

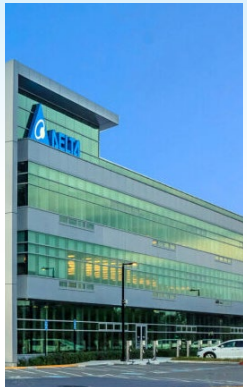
Mobility
- EV Powertrain Systems

Automation
- Industrial Automation
- Building Automation

Infrastructure
- ICT Infrastructure
- Energy Infrastructure
- Display







Delta's Four Major Business Categories

Power Electronics

Power Electronics include components, power and system, fans and thermal management, and Innergie, a consumer electronics brand for charging products. Delta is a provider of power and thermal management solutions. We provide switching power supplies, DC fans, and passive components for renowned customers in the global ICT, consumer electronics, and industry sectors.

Mobility

Mobility covers EV powertrain system assemblies, and its main products and solutions include EV power electronics, traction motors, motor drives, and all-in-one (X-in-1) system products.

Automation

Automation includes industrial automation and building automation. In the industrial automation area, Delta integrates different products to offer complete solutions for automated production lines. These include drives, motion control systems, industrial control and communication, power quality improvement, human machine interfaces, sensors, meters, and robot solutions. In the building automation area, Delta provides solutions covering energy analysis, building management and control systems, digital networks, sensors, high-end LED lighting systems and smart surveillance systems.

Infrastructure

Infrastructure includes ICT infrastructure facilities, energy infrastructure facilities, and Vivitek, a projection technology brand. In the ICT infrastructure facilities sector, Delta is a major global supplier of ICT power systems, data center infrastructure, and networking systems. Delta also leverages power conversion, control and AIoT technology to promote the development of renewable electricity, microgrid, smart grid, and eMobility, and improve energy efficiency from energy generation, storage, consumption, and conservation. Solutions include PV inverters, wind power converters, energy storage systems, EV chargers, energy IoT devices, high power motor drives, industrial testing, medical equipment and the DeltaGrid® energy management platform. Delta's visual display applications include projection and video wall solutions. Our projection solutions fulfill a wide range of professional applications, such as multimedia interaction, large-scale auto blending projection and 3D projection mapping.

1.2.2 Global Success Stories in the Implementation of SDGs

Delta actively provides one-stop service solutions to customers around the world. In 2024, we delivered 87 successful cases and actively developed high-performance products and solutions with significant benefits for our customers in regards to reduced operating costs, while enhancing customers' global competitiveness.

Statistics of Delta's Success Stories with Seven Major Solutions

Data Center	Display and Monitoring	Electric Vehicle Charging	Industrial Automation and Smart Manufacturing	Renewable Electricity	Building Automation	Telecom Power	Others	Total
10	27	3	8	13	13	9	4	87

Case 1 Delta successfully assists the Port of Taichung in implementing the Smart Community Solution

The Port of Taichung introduced Delta's Smart Community Solution, integrating existing and new infrastructure at the Port of Taichung with a single advanced smart management platform that encompasses central monitoring, security monitoring, smart street lights, and smart energy systems. By linking key information, GIS coordinates, statistical charts, and monitoring images, the solution enables real-time monitoring and management of diverse facilities and equipment within the port area, leading to improved management efficiency and enhanced safety. The solution's smart energy management platform not only integrates existing information on electricity consumption, water consumption, and renewable electricity, but it also displays carbon emissions and comprehensive energy consumption information, effectively improving the operation efficiency of the port area.



Port of Taichung implements Delta's solution to create a low-carbon and sustainable commercial port

Case 2 Delta and IZIVIA join forces to create a fast DC charging network for McDonald's France

Delta and IZIVIA (an EDF subsidiary) collaborated to bring Delta's UFC 200 ultra-fast DC chargers to IZIVIA FAST's project in France. The project will reach 700 McDonald's restaurants across France. Approximately 800 chargers will be installed, providing customers with a fast and efficient charging experience. UFC 200 chargers can charge electric vehicles (EV) to 80% in about 20 minutes, and support the charging of two vehicles at the same time to meet diverse needs.

As a global leader in power management and smart transportation, Delta has long been committed to providing highly efficient and sustainable charging solutions, having shipped more than 3 million chargers globally to date. Through this cooperation with IZIVIA, Delta has not only showcased its leadership in fast charging technology, but also helped upgrade the infrastructure of EVs in France, making important contributions to reducing carbon emissions.



Delta's UFC 200 ultra-fast DC chargers, deployed on the IZIVIA fast charging network at McDonald's France restaurants, allow EV owners to conveniently charge while they eat

Case 3 Delta's Smart Chiller Solution empowers a semiconductor manufacturer to achieve green enterprise status

Stable temperature control is crucial in semiconductor clean rooms, which often rely on hundreds of energy-consuming chillers, making energy efficiency improvements essential. Delta's Smart Chiller Energy Saving Solution uses variable frequency technology to reduce energy consumption. The solution integrates energy management with the SCADA system to accurately monitor water input and output temperature and flow, unify plant subsystems, and enable the development of comprehensive energy-saving strategies. With annual electricity savings of 14 million kWh and an average energy savings benefit exceeding 16%, the return on investment is approximately two years. Through precise variable frequency control and data integration, Delta's solution helped the manufacturer transform its chillers into smart, energy-saving units, which enabled the manufacturer to obtain ISO 14064-1 verification.



Delta tailors Smart Chiller Energy Saving Solution for semiconductor manufacturer

1.3 Enhancing Brand Value

New brand value propositions —Intelligent, Sustainable, Connecting

Since Delta was founded in 1971, we have successfully transitioned from a component supplier to a provider of system integration solutions, and we have become a leading global brand for industrial applications. Delta now provides closer support to users than ever before, and is committed to creating people-oriented, intelligent, and energy-saving total solutions. While Delta is branching out from an industrial brand into a commercial brand, we are identifying three major brand value propositions—Intelligent, Sustainable, and Connecting—to signify our transformation intent and align with future business developments. Delta seeks to drive sustainable transformation through technology by providing customers with smart, energy-efficient products and services, connecting with the industrial ecosystem, and jointly creating value.

Delta's business scope includes electric vehicle charging, smart buildings, microgrids, and renewable electricity. In recent years, Delta has experienced significant growth in its data center power systems, thermal management solutions, and key components businesses, which is driven by the increasing prevalence of AI, and has resulted in a gradual annual increase in brand value.



In 2023, Delta announced its new brand value propositions—Intelligent, Sustainable, and Connecting



Delta showcased a full portfolio of data center infrastructure solutions from cloud to edge technology at COMPUTEX 2024. Group photo with Chairman Ping Cheng (center, front row) and participating employees

Brand Positioning

Delta's brand emphasizes innovation and energy conservation and features a combination of product development and sustainability. As a provider of power electronics and energy management solutions faced with global climate and environmental changes, Delta continues to invest in R&D and technological innovation to provide more efficient and reliable energy-efficient solutions, and create sustainable low-carbon cities.

Delta is committed to its mission: "To provide innovative, clean, and energy-efficient solutions for a better tomorrow." This commitment is Delta's pledge and its promise to investors, customers, and employees. We believe deeply in bringing together leading technology and customer cooperation to continuously create highly efficient, reliable power and component products, industrial automation, energy management systems, and consumer products. Delta is dedicated to providing industry customers and consumers alike with a variety of products and services that support an intelligent, environmentally-friendly future.

Best Taiwan Global Brands

Delta announced 2010 as its “Brand Inauguration Year,” and applied innovation and a grander perspective to create an outstanding brand image, all while supporting more sustainable corporate development. Delta continues to adapt to the changing world by embracing diversity and actively implementing its brand slogan: “Smarter. Greener. Together.” “Smarter” represents Delta's core competencies in energy-saving technology and automation, and its continuous development of smart and efficient solutions. “Greener” represents Delta's corporate mission it has upheld since its founding. “Together” is Delta's business philosophy for establishing long-term partnerships with customers.

Since 2011, Delta has been listed on Interbrand's brand valuation of the Best Taiwan Global Brands for 14 consecutive years with stable growth in brand value. Delta’s brand value in 2024 reached US$593 million, a significant growth of 9% compared to 2023.



Delta was listed as one of the Best Taiwan Global Brands for the 14th year. Chief Brand Officer Ms. Shan-Shan Guo accepted the award on behalf of Delta

Becoming an ESG Brand

In response to global green energy developments, Delta has actively expanded its data center power supply and cooling solutions, industrial automation, building automation, EV powertrain systems and charging solutions, as well as renewable electricity based on its core technical capabilities in power management. Delta continues to develop innovative technologies to attain zero carbon targets and become an ESG brand, implementing energy conservation and carbon reduction in daily operations. In addition to improving product energy efficiency, promoting energy-saving solutions and green buildings, Delta is actively pursuing RE100 by 2030 and Net-Zero by 2050, aligning with relevant international initiatives and commitments.

Internal Brand Communication: Consolidating Employee Consensus

Employees are Delta's most important assets and best brand spokespersons. Delta's Brand Management Division, Corporate Sustainability Development Department, and the Delta Electronics Foundation jointly planned the first “Brand x ESG Workshop” in Wujiang, China, in autumn 2024. Nearly 90 brand & marketing and ESG managers from various regions/business units participated, supporting Delta's ongoing transformation toward a solution business. The three-day event offered sessions on strategy, practical implementation, issue planning, and case sharing, aiming to strengthen external communication capabilities of brand marketing and ESG teams, as well as to encourage cross-unit collaboration. In addition, Delta's Brand Management and Human Resource Divisions work together to organize regular brand training courses on the development history of the Delta brand, brand positioning, and ESG sustainability actions. In doing so, Delta aims to instill its core values in the DNA of employees, jointly driving brand development and ushering in a new era.



The “Delta Brand x ESG Workshop” was held for the first time in 2024. Global brand & marketing and ESG managers gathered for cross-team exchanges

2

Sustainable Management



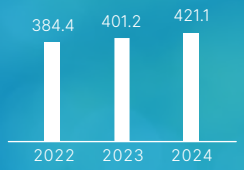
2.1 Sustainable Key Performance
2.2 Policies and Promotions
2.3 Responding to Global Sustainable Development

2.1 Sustainable Key Performance

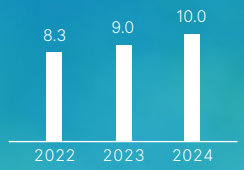
ECONOMY

12
Number of Board Members

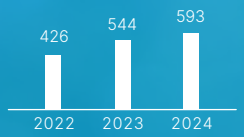
5
Number of Independent Directors



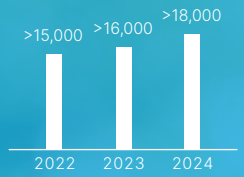
Total Revenue
(Billion NTD)



Ratio of Innovation and R&D Expenditures to Total Revenue
(%)



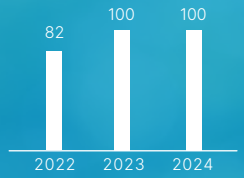
Brand Value
(MUSD)



Cumulative Granted Patents and Certificates
(Cases)



Litigation Involving Corruption and Anti-competition
(Cases)

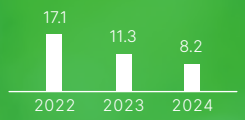


Supplier ESG Improvement Rate
(%)

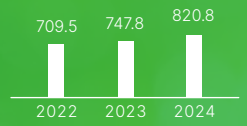
ENVIRONMENT

23,330
Equivalent Carbon Emissions Reduction of 21 Certified Delta Green Buildings and 5 Donated Green Buildings
(Metric Tons CO_2e)

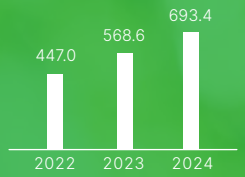
52
Energy Savings of High Efficiency Products for Customers
(Billion kWh / 2010-2024)



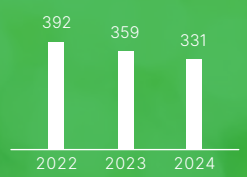
SBT Carbon Intensity
(Metric Tons CO_2e/MUSD)



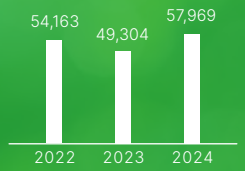
Electricity Consumption
(Million kWh)



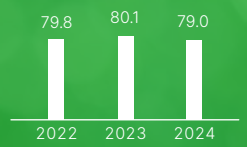
Produced and Purchased Renewable Electricity
(Million kWh)



Water Productivity Intensity
(Metric Tons / MUSD)



Total Waste Production
(Metric Tons)

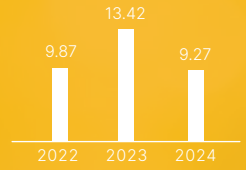


Hazardous Waste Recycled Rate
(%)

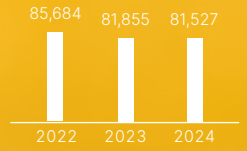
SOCIETY

32.2
Ratio of Female Managers
(%)

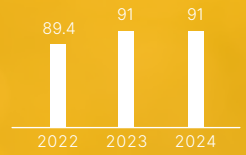
0.5
Recordable Occupational Injury Rate of Employees
(%)



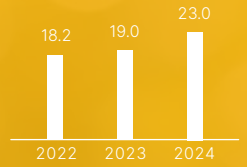
Social Participation and Engagement
(MUSD)



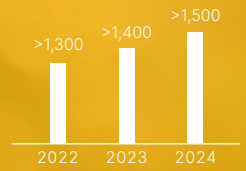
Total Number of Employees Worldwide



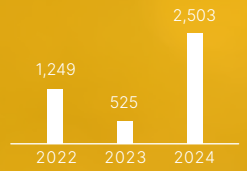
Offer Letter Acceptance Rate
(%)



Average Hours of Training per Person
(Hours)



Accumulated Views on the Main Social Media Facebook
(10,000 times)



Number of Volunteers
(People)

2.1.2 Awards and Recognition

Dow Jones Best-in-Class Indices

- Listed on the Dow Jones Best-in-Class World Index for 14 consecutive years
- Highest overall score in the electronic equipment, instruments & components industry in the Dow Jones Best-in-Class Indices for 7 years
- Listed in the Dow Jones Best-in-Class Emerging Markets Index for 12 consecutive years
- Delta Electronics (Thailand) was listed in the Dow Jones Best-in-Class World Index (2021-2024)

CDP

- Awarded CDP Climate Change Leadership for 9 times (A list 2020, 2022-2024)
- Included in the CDP Water Security A List (2020-2024)
- Included as a CDP Supplier Engagement Leader (2017-2024)

Morgan Stanley ESG Leaders Indexes

- Selected consecutively for the MSCI ACWI ESG Leaders Index
- Selected consecutively for the MSCI Emerging Markets ESG Leaders Index
- Selected consecutively for the MSCI Taiwan ESG Leaders Index

FTSE4Good Index Series

- Selected consecutively for the FTSE4Good Emerging Indexes
- Selected as a constituent of the FTSE4Good TIP Taiwan ESG Index (compiled by Taiwan Index Plus Corporation and FTSE Russell)

Institutional Shareholder Services (ISS) Enterprise Performance Evaluation

- Received a "Prime" rating in the evaluation



China's Top Runner for Industrial Carbon Peaking

- Received "China's Top Runner for Industrial Carbon Peaking" by the China Federation of Industrial Economics



Prime Minister Award of Thailand

- Received the Prime Minister Best Industry Award for 2 years



Best Taiwan Global Brands

- Selected as one of the "Best Taiwan Global Brands" for 14 consecutive years



Top 100 Global Innovators Award

- Selected by Clarivate as among its Top 100 Global Innovators™ for 4 consecutive years



RE100 Leadership Awards

- Received the RE100 Market Trailblazer Award



ENERGY STAR Sustained Excellence Award

- Received ENERGY STAR Sustained Excellence Award for 7 consecutive years
- Received the ENERGY STAR Partner of the Year award for 9 consecutive years



Taiwan Corporate Sustainability Award

- Awarded Taiwan's Top 10 Sustainable Manufacturing Companies Award at the 2024 Taiwan Corporate Sustainability Awards, along with 8 Outstanding Performance in Sustainable Practices Awards

Others

- Received a five-star rating for CSR governance level from the China Electronics Standardization Association for 3 consecutive years
- Ranked among the "Top 10 Foreign Companies in CSR Development Index in China" published by the Chinese Academy of Social Sciences for the 10 consecutive years
- Delta Electronics (Thailand) awarded "Top Senior CEO Award" in CEO Econmass Awards 2024
- Delta Electronics (Thailand) recognized with the "Excellent" Corporate Governance Grade from IOD for 9 consecutive years (2016-2024)

2.2 Policies and Promotions

2.2.1 ESG Policy and Mission

Delta has upheld the mission statement "To provide innovative, clean and energy-efficient solutions for a better tomorrow" since its founding. We are also committed to the brand promise of "Smarter. Greener. Together." Delta expresses its commitment to promoting economic, environmental and social sustainable development in its various aspects of operation. These include providing energy-saving products and green solutions, improving corporate governance, taking stakeholders' benefits into account, protecting the environment, focusing on energy conservation education, promoting environmental education, and more. Along with the continuous development of sustainability topics, we also focus on the relationship between Delta's value chain, the environment, and society. We actively play our role as an international corporate citizen based on our core competencies.

As an international corporate citizen, Delta supports international sustainability initiatives, responsible business principles and standards including the Universal Declaration of Human Rights, International Labour Organization (ILO) Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, United Nations Global Compact, United Nations Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises. Delta also complies with the Responsible Business Alliance Code of Conduct (RBA Code of Conduct) to implement our ESG policies and missions.

Delta's important policies are authorized for announcement by the Board of Directors to fulfill ESG responsibilities. The Board of Directors has clearly defined four major principles through "the Delta Corporate Social Responsibility Best Practice Principles" to fully secure ESG responsibilities: implement corporate governance, develop a sustainable environment, safeguard public welfare, and enhance the disclosure of corporate social responsibility information. Please refer to our official website.

OUR PROMISES

- Maintain good corporate governance and adhere to business ethics
- Adhere to all laws and regulations
- Create company value and improve shareholders' rights
- Invest in innovative R&D, develop intellectual property rights, and do our best to improve technology for humanity's social and economic development, and sustainable development of the global environment
- Develop environmental protection and energy saving products and implement environmental protection as a way to reduce our impact on the environment
- Provide a safe and healthy work environment for employees, space for their full talents, and reasonable compensation and benefits
- Actively participate in environmental protection and energy conservation education, and encourage employees to participate in social welfare activities
- Promote the concept and practice of sustainability in Delta's supply chain and jointly pursue better performance

2.2.2 Sustainable Promotion of Organizations

Delta's Global ESG Committee serves as a functional committee at the board level and is its highest-level sustainability management organization. Since the CSR committee was founded in 2007, it has continuously evolved with sustainability development trends. Delta established the role of Chief Sustainability Officer (CSO) in 2019. In 2021, the committee was renamed the ESG Committee. In 2025, it became a functional committee at the board level to promote and intensify Delta's development.

Board Oversight

The Global ESG Committee is overseen by six board members as representatives and is responsible for supervising Delta's sustainability strategy management and performance. The committee is chaired by Chairman and Chief Executive Officer Mr. Ping Cheng, with the other five main members including Vice Chairman Mr. Mark Ko, Chief Operating Officer Mr. Simon Chang, Chief Brand Officer Ms. Shan-Shan Guo, as well as Non-Executive Director Mr. Yancey Hai and Independent Director Ms. Doris Hsu.

Management Role

The Global ESG Committee is convened by Chief Sustainability Officer Mr. Jesse Chou and consists of Regional Operations Heads, Function Heads, Business Group Heads, regional ESG committees, various project teams, and the secretariat. Delta Electronics Foundation also attends meetings. The "Corporate Sustainability Division" serves as the secretariat which is responsible for analyzing international trends in sustainable development and understanding stakeholder expectations to identify material topics. It carries out project management and promotion to address the possible impacts of material topics such as environment, social, and governance on operations and jointly plans application strategies and execution plans with various function subcommittees. Each year, it also drafts the ESG Report which is approved by the Board of Directors for issuance.

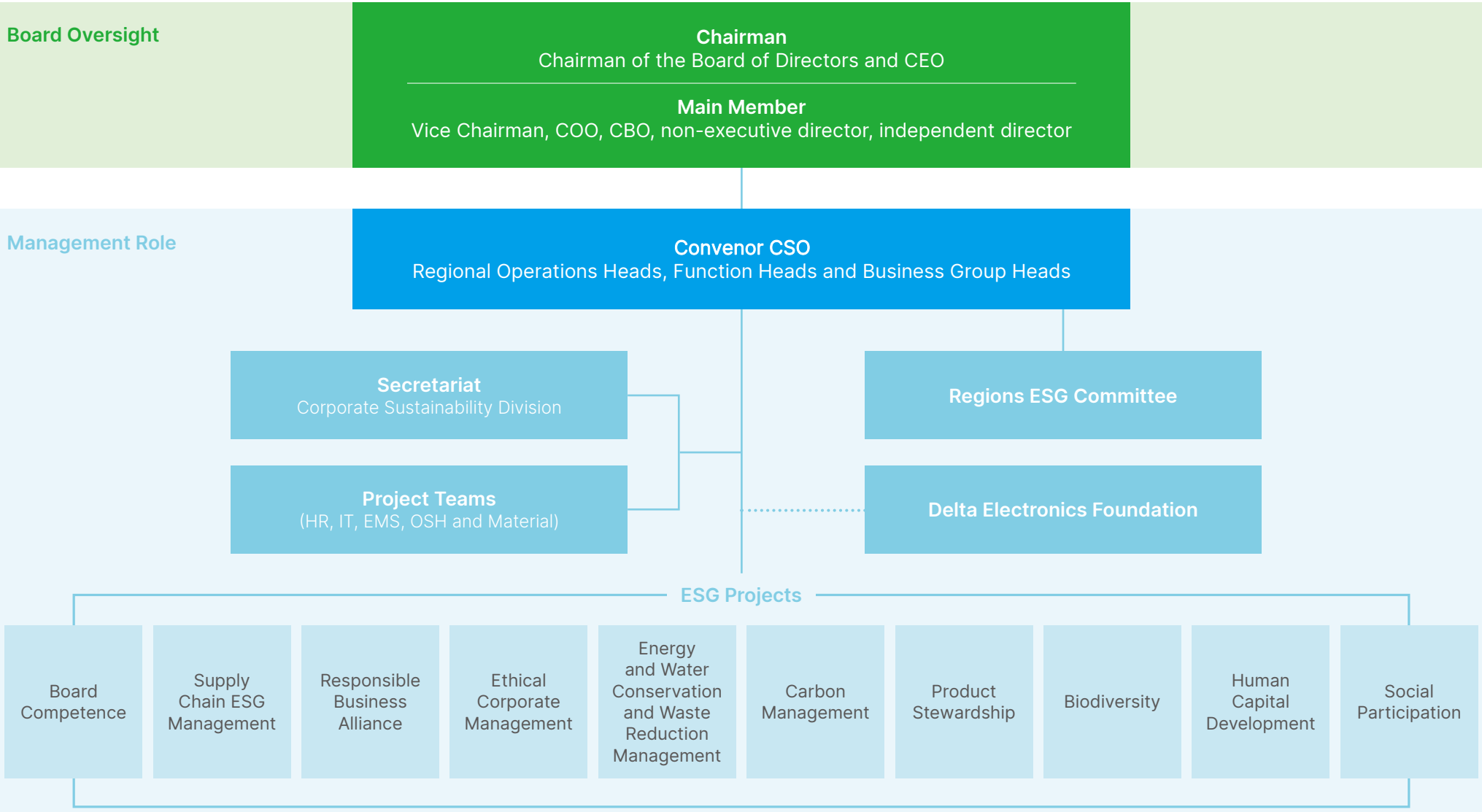
10 ESG projects are responsible for formulating Delta's project plans, development tools, and procedures. They implement sustainability strategies and achieve annual goals through regular meetings.

The CSO reports the implementation results and future work plans for sustainable development to all members of the Board of Directors each quarter. In 2024, the CSO reported to the Board of Directors on February 29, April 30, July 31, and October 29, with the agenda including:

(1) sustainable development topics and project progress reports;
(2) analysis of important international ratings;
(3) stakeholders and material issues;
(4) progress of international initiatives.



Delta Global ESG Committee



2.3 Responding to Global Sustainable Development

2.3.1 UN Sustainable Development Goals

The United Nations passed the Sustainable Development Goals (SDGs) in 2015, which set up 17 targets that are related to global sustainable development. The SDGs help Delta evaluate whether product development is in line with global demands and encourage us to think how to maximize the impact of our corporate mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow" and uncover opportunities. Delta's Corporate Sustainability Department is based on the company's core professional capabilities, and references international benchmark case analysis and customer success cases. The ESG Committee decided to focus on 7 SDGs for the future direction of Delta's key development plans.

Delta Focuses on Seven SDGs

Quality Education	Delta is promoting education and life-long learning from 4 major aspects: Promoting basic subject education; promoting environmental education such as energy, water resources, and green buildings; assisting in improving educational opportunities in developing countries; and establishing talent cultivation mechanisms within the company to move towards lifelong learning	**6.3** Talent Attraction and Retention **6.4** Sustainable Development of Talents **6.5** Social Engagement
Affordable and Clean Energy	Delta is dedicated to developing solar power generation systems, renewable electricity solutions and discovering new business models from them. Delta also provides affordable renewable electricity solutions for low development areas to help more people obtain sustainable modern energy.	**5.3** Energy Management **6.5** Social Engagement
Industry/ Innovation Infrastructure	Delta has implemented an internal incentive system to continuously accumulate innovative energy and provide diversified energy-saving solutions for global customers. Its applications include smart manufacturing and low-carbon transportation.	**4.3** Innovation **5.6** Green Products **6.3** Talent Attraction and Retention **6.4** Sustainable Development of Talents **6.5** Social Engagement
Sustainable Cities and Communities	Delta actively promotes green buildings, circular economy and our green building solutions include building automation and energy infrastructure. We seek to build sustainable cities with stakeholders.	**5.2** Climate Strategy **5.3** Energy Management **5.5** Resources Management **5.6** Green Products **6.5** Social Engagement
Responsible Consumption and Production	Delta upholds its mission of "To provide innovative, clean and energy-efficient solutions for a better tomorrow". It has implemented sustainable consumption and circular economy production into daily operations by promoting green production measures, green building factory management and the green operation concept.	**4.5** Supply Chain Sustainability Management **5** Environmental Protection and Energy Savings **6.6** Occupational Health and Safety
Climate Action	Delta responds to climate-related risks by adaptation, mitigation, and continuing to identify climate change opportunities. In addition, Delta uses "corporate self-motivated carbon reduction", "disclosure of climate change information", "participation in climate policy", "conversion to electric vehicles and expansion of charging facilities", and "promotion of 100% renewable electricity" as strategies, and takes action from the inside out.	**2.3** Responding to Global Sustainable Development **5.2** Climate Strategy **5.3** Energy Management **6.5** Social Engagement
Partnerships for the Goals	Delta participates in international conferences on climate change, provides its views on sustainable development to the international community, and increases the opportunities for industrial communication. Delta further promotes global partnerships by taking action responding to the "We Mean Business" commitments.	**2.3** Responding to Global Sustainable Development **4.4** Customer Relationship Management **5.2** Climate Strategy **5.3** Energy Management **5.7** Biodiversity **6.5** Social Engagement

2.3.2 International Sustainability Initiatives

Companies play a critical role in sustainable development. Delta has long focused on the development of various international sustainability initiatives and has identified climate change as a core issue that is consistent with Delta's ideals. Delta therefore regards climate change as an extension of the Company's sustainability commitments and actively participates in initiatives to maximize the effects of company strategy. Delta participates in important international initiatives, committing to adopting a science-based carbon emissions reduction target, reporting climate change information in mainstream reports as a fiduciary duty, engaging in a responsible corporate climate policy, conversion to electric vehicles and expansion of charging facilities, promoting 100% renewable electricity, and committing to report nature and biodiversity information in mainstream reports as a fiduciary duty. Delta also became a TNFD Early Adopter in the year 2024.

Progress on the Six Major Commitments

Initiative Topic	Delta's Strategic Direction	Milestones	Actions in 2024
Commit to adopt a science-based emissions reduction target	Adopt a science-based target (SBT) for driving carbon emissions reduction*	• Became the first in Taiwan as well as the 87th company globally to pass the validation of the Science Based Targets initiative (SBTi) in 2017 • Became a member of the Business Ambition for 1.5°C Campaign in 2021 • Achieved the science-based target of 2°C by 2025 ahead of schedule in 2021 • Became the first among high-tech hardware equipment manufacturers in Asia as well as the 125th company globally to pass the net-zero target validation of the Science Based Targets initiative (SBTi) in 2022	• Attained SBT 1.5°C net-zero with individual stages for three consecutive years from 2022 to 2024 (detailed in Chapter 5)
Commit to report climate change information in mainstream reports as a fiduciary duty	Promote climate-related financial information disclosure	• Became a signatory and supporter of the Task Force on Climate-Related Financial Disclosures (TCFD) in 2018 • Continued to conduct climate scenario analyses and impact assessments for key topics starting from 2019 • Developed the Delta Climate-related methodology and Taxonomy starting from 2021	• Referred to international classifications, such as comprehensively disclosing products' compliance with EU Taxonomy, as well as the corresponding capital expenditure and operating expenditure ratios • Finished the physical risk analysis for flooding, droughts, and heat waves at Delta's and key suppliers' locations

* Take 2021 as the base year and adopt the short-term target of reducing Scope 1+2 carbon emissions by 90% and reducing Scope 3 carbon emissions by 25% by 2030, and the long-term target of reducing Scope 1+2+3 carbon emissions by 90% by 2050.

Initiative Topic	Delta's Strategic Direction	Milestones	Actions in 2024
Commit to responsible corporate engagement in climate policy	Provide advice to the government on green technology policies and pay attention to international climate policies	• Assisted the Business Council for Sustainable Development of Taiwan (BCSD Taiwan) in drafting the Energy and Climate Policy White Paper in 2015 • Collaborated with the reputable think tank American Council for an Energy-Efficient Economy (ACEEE) and provided urban energy conservation recommendations in 2018 • Delta and seven other major tech companies in Taiwan formed the Taiwan Climate Partnership, officially registered in 2022, to promote climate policies. Yancey Hai, Chairman of Delta, serves as its first Chairman	• Provided policy advice to Taiwan through the Climate Group • Invited to participate in the Government and CSO (Chief Sustainability Officer) Consensus Camp organized by the Ministry of Environment, sharing Delta's specific directions on net-zero transition and practical experience in sustainable development with the participating governments and CSOs
Conversion to electric vehicles and expansion of charging facilities	Delta has set a goal for installing charging infrastructure for employees and customers in major operation sites and switching 100% of company vehicles up to 3.5t and 50% of vehicles between 3.5 and 7t to electric vehicles by 2030	• Delta joined the international initiative EV100 in 2018. EV100 is a global initiative launched by the Climate Group. Its goal is to bring together influential companies and government organizations to accelerate the transition to low-carbon transportation and ensure that the use of electric vehicles in transportation becomes the new norm before 2030 • Delta joined the international initiative ZEV Declaration during COP27 in 2022 and the Company took a significant step to welcome a transition to climate-neutral transportation	• Plants in Taiwan implemented a reservation management system to systematically manage the use of charging piles and improve charging resource utilization • The Shanghai R&D Center installed the "Solar, Storage, Charging" system, which integrates solar power, energy storage, and charging facilities, in order to fully utilize renewable electricity
Promote 100% renewable electricity	• While ensuring energy conservation, Delta prioritizes the use of self-generated and consumed renewable electricity and bundled renewable electricity • Achieve the 100% renewable electricity target at global operation sites by 2030	• Joined RE100 in 2021 • Starting from 2022, the achievement rate of the RE100 initiative is included as a performance indicator for top executives. Delta became the first to link ESG indicators to the remuneration of top executives • In 2023, Delta's global operation sites completed dual verification for RE100 data (ISO 14064-1 verification & ISAE 3000 assurance)	• Received RE100 Market Trailblazer Award in 2024 • The use of renewable electricity at Delta's global operation site reached 84% in 2024 • Renewable electricity as part of a bundled REC system was more than 50% at Delta's global operation site in 2024, achieving the 2025 target ahead of schedule
Commit to report nature and biodiversity information in mainstream reports as a fiduciary duty	Promote nature-related financial disclosure	• Disclosed the corresponding information for the TNFD four pillars for the first time in the 2021 ESG Report • Became a member of the TNFD Forum and completed the first biodiversity risk assessment in 2023	• Became a TNFD Early Adopter • Attended the 2024 UN Biodiversity Conference (COP16) as an observer, and held three fringe meetings • Published the first Delta Electronics TCFD & TNFD Report

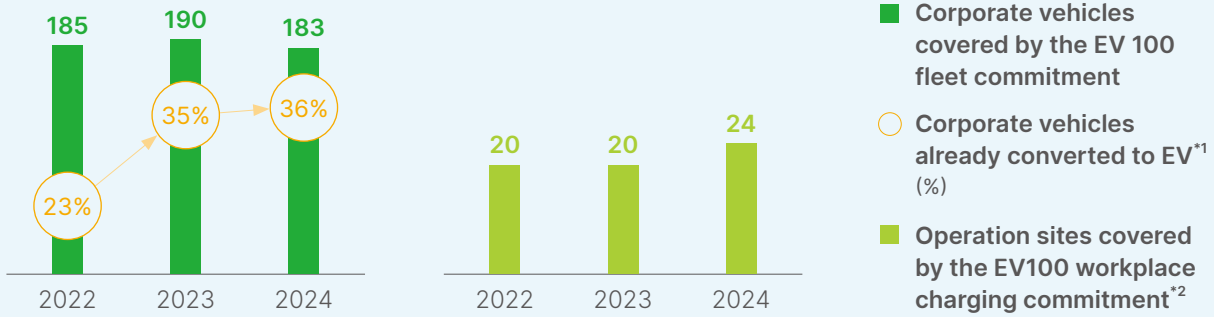
Conversion to Electric Vehicles and Expansion of Charging Infrastructure

Delta joined the EV100 low-carbon transportation initiative in 2018 and became the first EV100 member that is a provider of energy infrastructure facilities for electric vehicles. Delta has worked with leading companies and organizations in sustainable development across the world to jointly support low-carbon transportation. Delta is committed to providing charging facilities at Delta's operations and production plants within the scope of its global energy management as well as converting company vehicles to electric vehicles such as battery electric vehicles and hydrogen vehicles before 2030. This will reduce carbon emissions from transportation and fulfill Delta's mission: "To provide innovative, clean and energy-efficient solutions for a better tomorrow."

Delta's targets in the different stages of conversion to electric vehicles:

- Prioritize the purchase of electric vehicles for Delta's new company vehicles starting from 2020.
- Only choose electric vehicles for new purchases starting from 2025.
- Replace all non-electric company vehicles (100% up to 3.5t, 50% 3.5t to 7t) by 2028 and attain the EV100 commitment by 2030.

EV100 Progress



*1 EV100 electric vehicles include plug-in hybrid electric vehicles (PHEV), battery electric vehicles (BEV), and hydrogen fuel cell electric vehicles (FCEV).

*2 Scope of Delta's EV100 commitment: Dongguan, Wujiang, Wuhu, Chenzhou plants in China; DET plants 1, 3, 5, 6 and 7; Taoyuan plants 1, 2, and 5, as well as Pingjhen in Taiwan; Cyntec and Huafeng plants; Taipei Headquarters (Ruey Kuang Building and Ruey Kuang Building II, Taipei Yang Guang Building), Taoyuan Plant 3, Chungli R&D Center, Tainan Branch Office Phase I & II, Shanghai R&D Building, Dongguan Technology Development, Wujiang Technology Development, Japan Headquarters, Americas Headquarters, and Germany.

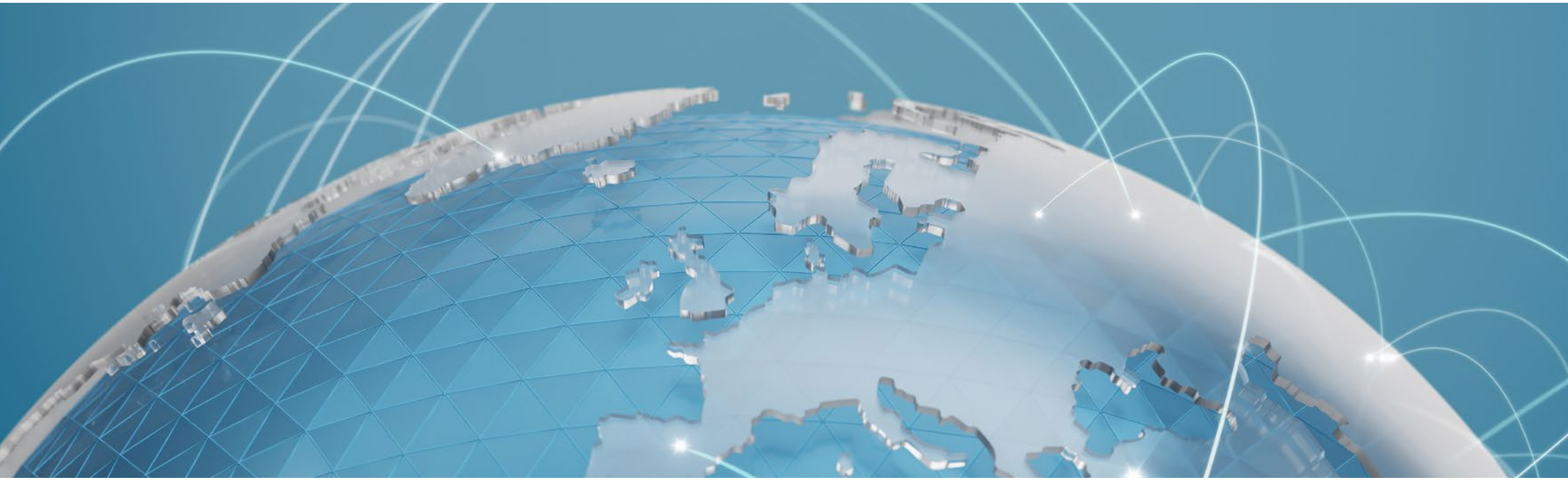
Delta provides charging facilities at operations and main production plants within the scope of its global energy management in order to encourage the use of electric vehicles among its employees and visitors. In 2024, 233 EV chargers have been operationalized across sites covered by Delta's EV100 commitment. Among global sites, the number of Delta employees who own EV private cars is the highest in Shanghai R&D Center. As of the end of 2024, the number of EVs among Shanghai colleagues' private cars has exceeded 170. To respond to such a large-scale charging demand, Shanghai R&D Center has set up a total of 31 EV chargers in above-ground and underground parking lots, which are equipped with the "Smart Renewable EV Charging Solution", integrating solar power, energy storage, and charging facilities. This allows them to fully utilize renewable electricity generation and regulates electricity usage via energy storage system. The system is also supplemented by the DeltaGrid® EVM electric vehicle charging management system, using AI to schedule energy and making smart charging a reality.



2.3.3 Participation in Associations

Delta participates in associations and various organizations to promote business, expand sectors of concern, meet business development conditions, meet regulatory requirements, enhance networking, cultivate talents, or demonstrate its leading position in the industry. Delta mainly joins organizations as a member or serves as director or the chairperson in certain associations. As associations have their own goals and intentions, Delta's participation as a member of such associations does not mean that Delta agrees with all opinions of the associations. Delta has long focused on businesses and sectors including electronics and electrical machinery, automation, renewable electricity, green building, healthy and smart buildings, electric vehicles, communication power supplies, leadership development, human resources, and corporate sustainability.

In 2024, our participation in associations in Taiwan included: the Business Council for Sustainable Development of Taiwan (BCSD Taiwan), Center for Corporate Sustainability, Taiwan Association of Green Energy Transition, Taiwan Power Electronics Association, Taipei Computer Association (TCA), and Taiwan Climate Partnership (TCP). In Mainland China, Delta is a member of associations such as the China Power Supply Society, Beijing Association of Taiwan Investment Enterprises, and Shanghai Environment and Energy Exchange Carbon Neutral Action Alliance. In Thailand, Delta is a member of the Federation of Thai Industries and Electric Vehicle Association of Thailand. In other overseas regions, Delta is a member of the EV100 Initiative and RE100 Initiative of the Climate Group, Japan Photovoltaic Energy Association, and U.S. Green Building Council (USGBC). Delta's total global expenditures for participation in associations in 2024 totaled approximately US$540,000 and the list of associations is disclosed on the Company's official website.



3

Communication with Stakeholders



3.1 Stakeholder Engagement and Response
3.2 Materiality Assessment
3.3 Management of Material Topics

3.1 Stakeholder Engagement and Response

Delta aims to be a global citizen committed to sustainable development and values communication with stakeholders. We deeply understand that each stakeholder has a unique and pivotal role that influences how an organization can achieve its goals. We must engage in sincere communication with stakeholders to obtain feedback and opinions, revise our sustainable development practices whenever necessary, respond to the expectations of the public, and demonstrate our social impact. We have defined six major stakeholders pursuant to the AA1000 Stakeholder Engagement Standard (AA1000 SES). They include employees, investors, media, customers, suppliers, and communities (research institutes, NPOs, communities, and other stakeholders). To ensure the establishment of effective communication with stakeholders, we target the four major goals of communication skills — to be received, to be understood, to be accepted, and to take action. These four goals help us confirm whether effective communication and engagement can be achieved and explain Delta's progress and response for sustainable management.

Interactions with Stakeholders

Communication Target	To Be Received Communication Platform	To Be Understood Issues of Concern	To Be Accepted Response	To Take Action Actions
Employees	• Labor management meetings (quarterly) • Employee Welfare Committee (intermittently) • Occupational safety and health committee (quarterly) • Occupational safety and health consultation meetings (annually) • Employee engagement survey (every two years) • Delta corporate website (intermittently) • Employee feedback mailbox (intermittently) • Communication and work meetings of units and departments (intermittently)	• Innovative Products and Services • Code of Conduct • Energy Management • Green Products • Talent Attraction and Retention • Talent Development	• Internal opinions filed in global production sites in 2024: 625 cases • Labor-management and welfare-related meetings: 161 sessions • Occupational Safety and Health Committee meetings and occupational safety and health consultation meetings: 235 sessions	• Delta organizes the Delta Innovation Awards each year, with the management team serving as members of the judging committee. The awards encourage employee innovation across the globe as well as reward exceptional innovation. • Organized the "Integrity and Human Rights Code of Conduct Policy" online course, which included a variety of major compliance topics. 73,977 participants in Delta's global operations completed training, and the completion rate was 93.1%. • Provide diverse communication channels; assign dedicated personnel to listen to employees' opinions and take related measures; establish the whistleblower system, rigorously abide by regulations for reports and complaints as well as management of unlawful infringement in the workplace; protect fairness, respect, and safety needs of all employees; take appropriate preventive, corrective, and punitive measures; and protect the rights and privacy of the parties involved. • Hold safety and health training or organize safety and health promotion activities to enhance the Company's culture of safety and health and employees' abilities to identify hazards in the work environment, as well as their safety and health knowledge and concepts for emergency prevention and response. • To address climate change, Delta provides comprehensive training to help employees enhance their skills, thereby mitigating the impact of climate transition on its workforce. Delta established a Global ESG Training Committee and planned learning maps with contents including general ESG theories, energy and resource management, net-zero and carbon management, circular economy, and environmental sustainability topics to strengthen employees' ESG knowledge, skills, and awareness, and to facilitate communication with stakeholders.

Communication Target	To Be Received Communication Platform	To Be Understood Issues of Concern	To Be Accepted Response	To Take Action Actions
Investors	• Delta ESG website & ESG Report (annually) • Delta website & financial report (annually) • Investor forum (intermittently) • Annual shareholder meeting (annually) • Institutional investor visits (intermittently) • Investor services mailbox (intermittently) • Meetings with institutional investors (intermittently) • Institutional investors' conference (quarterly)	• Corporate Governance • Supplier Sustainability Management • Net-Zero Commitment and Carbon Management • Energy Management • Human Rights and Labor Relations • Occupational Safety and Health	• External institutional investors' conference: 29 sessions	• Continued to actively engage investors in effective communication to explain the Company's financial and business information, as well as recent developments and future goals of ESG such as the Company's carbon reduction targets, supply chain management, remuneration of management, and corporate governance. Delta also provides feedback on investor opinions and expectations to the Company's management to facilitate positive bilateral communication.
Media	• Press releases (intermittently) • Press conferences (intermittently) • Media interviews (intermittently) • Delta PR contact (intermittently) • Major activity participation (intermittently) • Social media (intermittently)	• Corporate Governance • Risk Management • Net-Zero Commitment and Carbon Management • Water Resource Management • Human Rights and Labor Relations • Diversity and Inclusion	• Press releases: 204 releases • Videos published: 33 releases • Media interviews: 198 rounds • Social media: More than 74,500 followers on Facebook	• In response to the huge demand for electricity brought about by the AI trend, Delta provides high-efficiency power supply, cooling and infrastructure solutions, and has technological advantages and leading position in the AI ecosystem. Through global promotional activities and exhibitions, Delta communicates that it can meet the needs of the times, provide smart and energy-saving overall solutions, promote sustainability with technology, and highlight the brand uniqueness of Delta's combination of corporate operations and ESG. • Combined with the ESG international initiative and the summit forum speech, Delta shared its experience and achievements in implementing ESG and its climate strategy and practices towards the net-zero science-based carbon reduction target, calling for international integration and joint response to climate change.

Communication Target	To Be Received Communication Platform	To Be Understood Issues of Concern	To Be Accepted Response	To Take Action Actions
Customers	• Delta ESG website & ESG Report (annually) • Regular customer review meetings (annually) • Channel partner meetings and business platform (annually) • Customer Satisfaction Survey (annually) • Brand News (every two months) • Customer audits (intermittently) • Delta website (intermittently) • In-depth customer engagement meetings (intermittently)	• Innovative Products and Services • Customer Relationship Management • Energy Management • Water Resource Management • Occupational Safety and Health • Human Rights and Labor Relations	• Customer satisfaction questionnaire responses: 296 customers organizations • Customer-requested CDP questionnaire responses: 51 customers • Satisfaction score: 85.52	• If the customer does not provide a satisfaction rating, we then proactively ask the customer to conduct a satisfaction survey for continuous improvement. • Understand customer problems during the product design phase, accurately grasp end-market needs through consultation and inviting experts from various industries, and exceed customer expectations. • Conduct customer satisfaction surveys via mail to discover potential needs and seek more opportunities to serve customers. • Delta promotes its code of conduct, follows the Responsible Business Alliance (RBA) standards, and implements audits on labor, ethics, health and safety, environment, and management. • Share and exchange Delta's ESG experience and performance, net-zero commitment, and carbon management strategies and practices with important customers, and work together towards the net-zero goal.
Suppliers	• Delta ESG website & ESG Report (annually) • Supplier Training (annually) • Supplier e-commerce system (monthly) • Environmental Hazardous Substances Management Platform (monthly) • Initiatives and concerted actions in response to climate change (intermittently) • Supplier ESG Communication Conference (intermittently)	• Customer Relationship Management • Code of Conduct • Energy Management • Circular Economy • Occupational Safety and Health • Talent Development	• Delta Supplier Code of Conduct compliance signing rate: 100% • A total of 2 training sessions were held, with 1,236 personnel from suppliers participating	• Encourage suppliers to conduct energy-saving management and carbon emission reduction, provide free courses and management system establishment methodology, and cooperate with Delta solutions to move towards SBT net-zero goal in the long term. • Follow Delta's supply chain code of conduct, conduct supplier ESG questionnaires and conflict minerals surveys, grade sustainability capabilities through evaluation scores, identify high-risk suppliers, and discover suppliers with ESG cooperation potential from the questionnaire results to become priority counseling and cooperation targets. • Select significant suppliers for on-site audits, assist in establishing basic management systems and completing continuous improvement plans. • Work with suppliers to track raw material information and origin, promote Scope 3 reduction, and pave the way for long-term innovation and low-carbon material substitution.

Communication Target	To Be Received Communication Platform	To Be Understood Issues of Concern	To Be Accepted Response	To Take Action Actions
Communities (research institutes, NPOs, communities, and other related stakeholders)	• Delta ESG website & ESG Report (annually) • Website of Delta Electronics Foundation (intermittently) • Energy volunteers and climate salons (intermittently) • Low Carbon Life Blog and IC Broadcasting (regularly) • Facebook and PeoPo social media (intermittently) • Online training courses for Green Collar Architects and energy management personnel (regularly) • Podcast “Green Technology Charging Station” (intermittently)	• Innovative Products and Services • Supplier Sustainability Management • Green Products • Net-Zero Commitment and Carbon Management • Talent Attraction and Retention • Human Rights and Labor Relations	• Number of volunteer service beneficiaries: A headcount of 90,658 people • Cumulative social media reach since 2007: 15 million • Delta Electronics Foundation's Podcast Annual Listening in 2024: 33,000	• Expand the connection with international coral conservation organizations, deepen the coral bleaching rescue mechanism and knowledge exchange, continue to train Delta coral restoration volunteers, and combine with marine documentary tours and picture books to raise public awareness of biodiversity. • Continue to offer courses on WELL Healthy Buildings, LEED Zero standards, and energy management professionals managers to help society build capacity for carbon reduction and healthy building environments. • Provide Delta power and system products and building automation solutions to enhance the adaptation of outlying island communities to climate change and create a comfortable and healthy learning environment for schoolchildren. • Deliver the latest energy, climate and biodiversity information through video, social media and salon events, and hold a meeting at the United Nations Climate Change and Biodiversity Conference to share coral reef restoration results and innovative energy-saving technologies.



Expand the Influence of Sustainability Issues

Delta takes real action to respond to the critical challenges of climate change. We became the first company in Taiwan to pass the certification for Science Based Targets (SBT) and we support international sustainability initiatives such as TCFD, TNFD, EV100, and RE100. We passed the SBTi net-zero science-based target validation in 2022 to actively fulfill our corporate mission of "To provide innovative, clean and energy-efficient solutions for a better tomorrow". Delta is committed to implementing its responsibilities as a world-class corporate citizen in response to growing public concern for issues of climate change and net-zero emissions. We have taken on the responsibility of sharing our experience in sustainability issues and communicating the importance of energy conservation and carbon emissions reduction to the public. Delta's Corporate Sustainability Division attended 146 internal and external ESG communication events in 2024 and communicated sustainable development issues with customers, suppliers, the media, investors, employees, NGOs/NPOs, and public/academic research institutions. We strengthened the awareness of the public and companies with regard to sustainability issues and increased Delta's business opportunities for sustainable development in energy conservation and carbon emissions reduction. Furthermore, Delta provided policy recommendations through the Chinese National Association of Industry and Commerce, Taiwan (CNAIC) based on the three drafts of the Ministry of Environment's Regulations Governing the Collection of Carbon Fees, Regulations for Administration of Self-Determined Reduction Plan, and Designated Greenhouse Gas Reduction Goal for Entities Subject to Carbon Fees announced on April 29, 2024. The policy aims to substantially strengthen carbon reduction measures and incentives to encourage implementation by companies.



Delta's Chairman and CEO Ping Cheng shared the management experience of global strategic planning under the theme of "Delta's Strategy for the World" in 2024.



Delta's Vice President and Chief Sustainability Officer talked about Delta's ESG experience with the title "Promoting Corporate Sustainability and Building a Green Smart City" in 2024.

Communication and Sharing on Sustainability Issues

Communication Target	Form of Communication		Communicating Sustainability Concerns
Employees	• Communication meetings	• Internal training	• Actions in response to climate change, energy conservation, and carbon emissions reduction • Scope 3 emissions reduction • Internal carbon pricing (ICP) and low-carbon innovation • Biodiversity • Sustainability talent cultivation
Investors	• Interviews • Lectures	• Seminars • Communication meetings	
Media	• Interviews • Forums	• Seminars • Award ceremonies	
Customers	• Communication meetings	• Internal training	
Suppliers	• Communication meetings	• Internal training	
Communities (research institutes, NPOs, communities, and others)	• Communication meetings • Lectures • Seminars		

3.2 Materiality Assessment

Delta conducts a systematic materiality analysis every year to gain insights into the impact, risks, and opportunities brought by sustainability trends on the Company's operations. We confirm and adjust disclosures, action plans, and long-term goals on sustainability issues, and respond to stakeholder expectations. The analysis framework complies with the GRI Standards 2021 and references the concept of double materiality in the European Sustainability Reporting Standards (ESRS) published by the European Union's Corporate Sustainability Reporting Directive (CSRD). In 2024, a new methodology was adopted with reference to the CSRD to formulate risk and opportunity events relevant to Delta. Managers and employees across departments were invited to participate and assess the possible financial impact of each event on Delta's operations. The analysis results were then integrated into the materiality assessment process. The overall materiality analysis process includes three major steps: "identification", "analysis", and "confirmation". We comprehensively evaluate the importance of sustainability issues from a multi-dimensional perspective, including the impact of sustainability issues on Delta's finances and significant impacts from the perspectives of economy, environment, and human rights. Delta establishes long-term targets for sustainability according to these and adopts internal key performance indicator (KPI) verification, sustainability ratings, international trend analysis, and comparison with competitors for regular evaluations of execution and effectiveness. We actively disclose the progress of Delta's sustainability strategies and long-term sustainability goals to Delta's stakeholders.

3.2.1 Methodology

Stage 1 Identification of Sustainability Issues

Step 1

Communication Targets

Employees, investors, media, customers, suppliers, and community (research institutes, NPOs, communities, and other related stakeholders) are the main targets of communication identified by Delta based on the AA1000 Stakeholder Engagement Standard for communicating Delta's sustainability actions.

6 Categories of Major Stakeholders

Step 2

Delta's Sustainability Issues

In the process of identifying sustainability issues, Delta adopts an integrated approach for comprehensive inventory. International sustainability regulations, standard ratings, engagement with stakeholders, internal business goals, and historical sustainability information are all combined to conduct a systematic inventory of sustainability issues.

24 Sustainability Issues

ESG Regulation / Standard: GRI, CDP, DJSI, MSCI, IFRS, CSRD

International Initiatives: SDGs, RBA, SASB

Stakeholders' Feedback Delta's Six Major Stakeholders

Sustainable Development Blueprint Delta ESG Consensus Meeting

Operation Strategy Delta's Internal Operation Objective

9 Economic Issues

- Corporate Governance
- Code of Conduct
- Risk Management
- Customer Relationship Management
- Innovative Products and Services
- Brand Management
- Supplier Sustainability Management
- Information Security Managment
- Taxation

9 Environmental Issues

- Climate Strategy
- Net-Zero Commitment and Carbon Management
- Circular Economy
- Energy Management
- Green Products
- Water Resource Management
- Waste Management
- Air Pollution Management
- Biodiversity

6 Social Issues

- Diversity and Inclusion
- Social Engagement
- Occupational Safety and Health
- Talent Development
- Talent Attraction and Retention
- Human Rights and Labor Relations

Stage 2 Analysis

Step 3
Financial Impact Assessment

51 Delta risk and opportunity events were formulated from the ESG perspective with reference to the concepts of Impact, Risk, and Opportunity in CSRD. Representatives of Delta's sustainability projects were invited to participate in the assessment, analyzing the possibilities, frequency, and financial impact of past and future events. Among these, the financial impact assessment covers 7 major aspects, including "capital expenditure", "asset value", "liability", "direct operating costs", "indirect operating costs", "revenue", and "fundraising/financing".

20 Valid Questionnaires

Step 4
Assessment of Impact on Sustainability Development

This year, we followed the methodology in GRI 3: Material Topics and added impact measurement based on the methodology developed by the Value Balancing Alliance (VBA) for assessing economic, environmental, and social impact. Combined with methodologies of the Impact-Weighted Accounts Project of Harvard Business School and the impact management framework of the London Benchmarking Group, these helped us develop a systematic assessment mechanism for impact significance. 12 positive and 5 negative impacts were defined based on the relevance to Delta's operations, and 100 managers and employees were especially invited to participate in the process. We identified 12 external sustainability impacts that may be directly or indirectly caused by Delta from various aspects, such as probability, severity, and scope of impact in the future.

12 Significant Impacts

Step 5
Material Issues Confirmation

Based on both results of the financial impact assessment and sustainable development impact assessment, we combined the long-term goals of sustainability issues with stakeholders' level of concern for such. After confirmation by the internal sustainability taskforce, external experts, and senior executives, we finally established 14 material issues and created a materiality matrix and ranking list. Other issues were regarded as Delta's potential sustainability issues which also play critical roles in the operations of Delta. We shall continue to disclose the effectiveness of our execution on these issues in the ESG Report.

14 Material Sustainable Issues

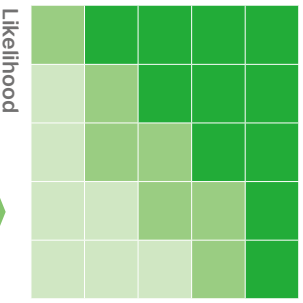
Delta's Sustainable Development Impact Assessment

17 Impacts

Impact	Positive	Negative
Economy	4	1
Environment	2	2
People/ Human Rights	6	2

Source of Impact
1. Value Balancing Alliance (VBA)
2. "Impact-Weighted Accounts" Research Program of Harvard Business School
3. London Benchmarking Group (LBG) Model
4. Delta's Definitions

Define Positive and Negative Impacts



Severity = 1+2+3
1 Scale
2 Scope
3 Irremediability

Analysis of the Significance of Impact

12 Significant Impacts

- ⊕ Industrial Technology Development
- ⊕ Create Upstream Revenue
- ⊕ Social Welfare Supported by Taxation
- ⊕ Increased Investor Financial Capital
- ⊕ Environmental Benefits of Products
- ⊕ Restoration of Important Habitats
- ⊕ Provide Reasonable Employee Compensation
- ⊕ Participation in International Initiatives
- ⊕ Increased Employee Engagement
- ⊖ Greenhouse Gas Emissions
- ⊖ Consumption of Resources
- ⊖ Negative Impact on Human Rights

\+ Positive Impact − Negative Impact

Extremely high

- Corporate Governance
- Net-Zero Commitment and Carbon Management

High

- Brand Management
- Customer Relationship Management
- Climate Strategy
- Green Products
- Code of Conduct
- Innovative Products and Services
- Energy Management
- Occupational Safety and Health
- Talent Attraction and Retention
- Human Rights and Labor Relations
- Supplier Sustainability Management
- Risk Management
- Circular Economy
- Air Pollution Management
- Talent Development

Significant

- Taxation
- Water Resource Management
- Waste Management
- Biodiversity
- Social Engagement

Sustainability Issues with Significant Impact

Delta's Sustainability Impact Assessment - Monetization

Delta evaluates the changes and impacts that the inputs and outputs of value chain activities have on the well-being of stakeholders, as well as the resulting social value or costs. We use systematic logical thinking to identify complex cause-and-effect relationships and further link related ESG issues to potential risks and opportunities for the company's operations.

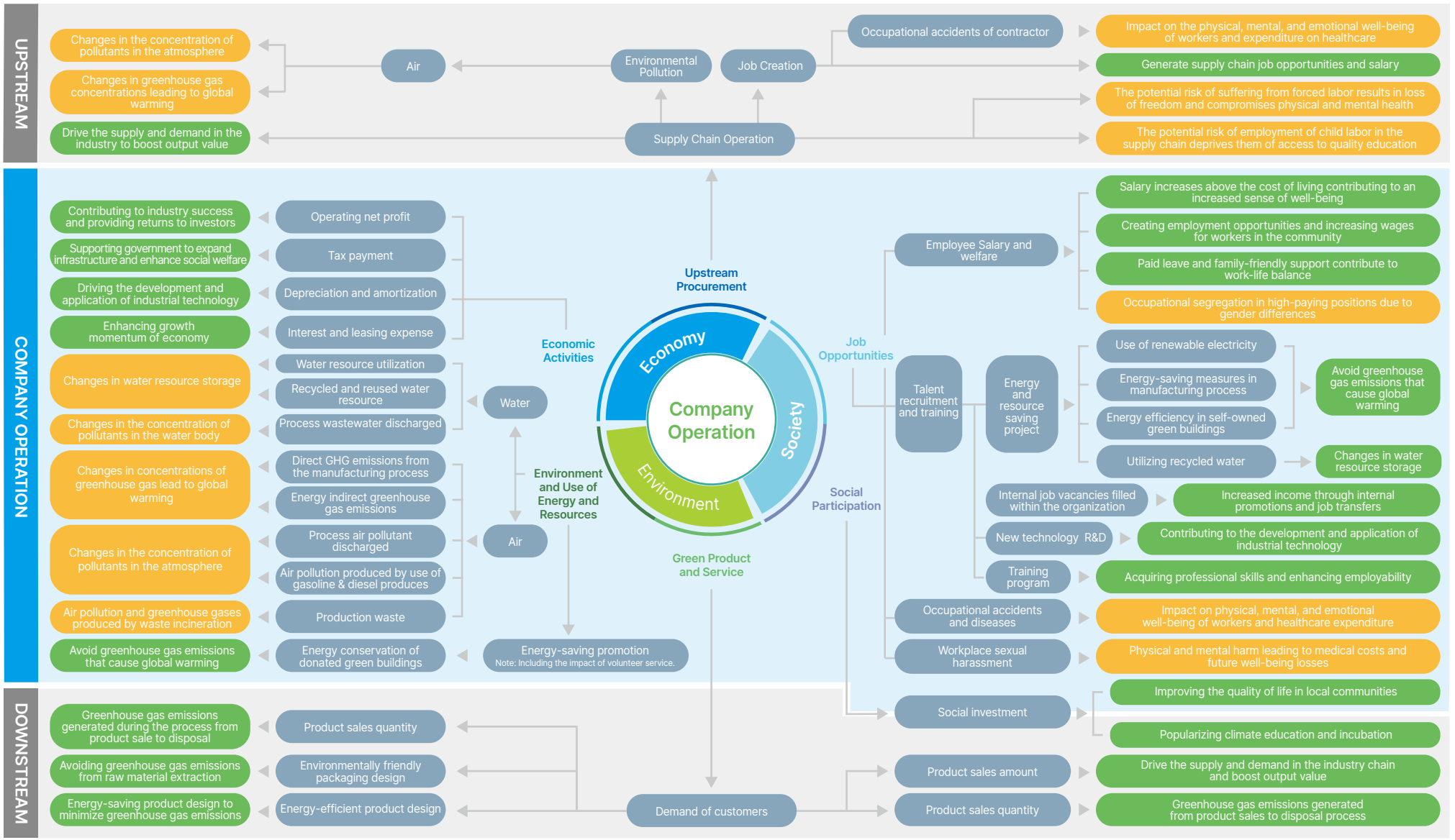
Value Chain	ESG Issue Management	Input/Output	Impact Value	Impact	Impacted Stakeholders
Supply Chain	Supplier Sustainability Management	Procurement amount paid to suppliers	Drive the supply and demand in the industry to boost output value	Socioeconomic development	Supply Chain
			Generate supply chain job opportunities and salary	Career opportunities and skills	External Employees
			The potential risk of suffering from forced labor results in loss of freedom and compromises physical and mental health	Decline in quality of life, Health loss	External Employees, Society
			The potential risk of employment of child labor in the supply chain deprives children of access to quality education	Future income loss	External Employees, Society
			Changes in greenhouse gas concentrations leading to global warming	Carbon social cost	Environment
			Changes in the concentration of pollutants in the atmosphere	Human health, Ecosystem	Environment
Company Operation	Innovative Products and Services	New technology research and development	Contributing to the development and application of industrial technology	Quality of life, Industrial technological capabilities	Customers, End-users
	Taxation	Tax payment	Supporting government to expand infrastructure and enhance social welfare	Socioeconomic development	Society
	Financial Performance	Depreciation and amortization	Driving the development of industrial technology	Industrial technological capabilities	Supply Chain
		Interest and leasing expense	Enhancing the growth momentum of the economy	Quality of life and purchasing power	Supply Chain
		Operating net profit	Contributing to clients to achieve product success and providing returns to investors	Quality of life and purchasing power	Customers, Shareholder, Investor

Value Chain	ESG Issue Management	Input/Output	Impact Value	Impact	Impacted Stakeholders
Company Operation	Climate Strategy and Energy Management	Direct greenhouse gas emissions from the manufacturing process	Changes in greenhouse gas concentrations leading to global warming	Carbon social cost	Environment
		Energy indirect greenhouse gas emissions	Changes in greenhouse gas concentrations leading to global warming	Carbon social cost	Environment
		Use of renewable electricity	Avoid greenhouse gas emissions that cause global warming	Carbon social cost	Environment
		Energy-saving measures in the manufacturing process	Avoid greenhouse gas emissions that cause global warming	Carbon social cost	Environment
		Energy efficiency in self-owned green buildings	Avoid greenhouse gas emissions that cause global warming	Carbon social cost	Environment
	Water Resource Management	Water resource utilization	Changes in water resource storage	Human health, Natural resource stock	Environment
		Use of recycled water	Changes in water resource storage	Human health, Natural resource stock	Environment
		Process wastewater discharged	Changes in the concentration of pollutants in the water	Human health, Ecosystem	Environment
	Waste Management	Process air pollutants discharged	Changes in the concentration of pollutants in the atmosphere	Human health, Ecosystem	Environment
		Air pollution produced by the use of gasoline and diesel produces	Changes in the concentration of pollutants in the atmosphere	Human health, Ecosystem	Environment
		Production waste	Air pollution and greenhouse gases produced by waste incineration	Carbon social cost, Human health, Ecosystem	Environment
	Occupational Safety and Health	Workdays lost due to employee occupational accidents	Impact on the physical, mental, and emotional well-being of workers and healthcare expenditure	Quality of life, Consumption of social resources	Employees, Society
		Workdays lost due to Contractor occupational accidents	Impact on the physical, mental, and emotional well-being of workers and healthcare expenditure	Quality of life, Consumption of social resources	External Employees, Society

Value Chain	ESG Issue Management	Input/Output	Impact Value	Impact	Impacted Stakeholders
Company Operation	Diversity and Inclusion	Gender pay ratio of employees	High-paying jobs lead to occupational segregation due to gender differences	Employment opportunities and purchasing power	Employees
	Talent Attraction and Retention	Number of employees	Bringing job opportunities and increased wages to the community	Employment opportunities and purchasing power	Employees, Society
		Employee salary and welfare	Salary increases above the cost of living contribute to an increased sense of well-being	Employment opportunities and purchasing power	Employees
		Employee Support Program	Bringing work-life balance through paid time off and family-friendly support	Work-life balance	Employees
	Talent Development	Average annual training hours for employees	Acquiring professional skills and enhancing employability	Professional knowledge and skills	Employees
		Internal vacancies filling	Gaining internal promotion and job transfer opportunities to increase income	Employment opportunities and purchasing power	Employees
	Human Rights and Labor Relations	Sexual harassment in the workplace	Physical and mental injuries resulting in medical costs and loss of future well-being	Physical and mental health and safety	Employees, Society
	Social Engagement	Social investment	Improving the quality of life in local communities	Local community relationships	Society
Products and Services	Customer Relationship Management	Product sales amount	Driving the supply and demand in the industry to boost output value	Socioeconomic development	Customers, End-users
	Green Products / Innovative Products and Services	Product sales quantity	Greenhouse gas emissions generated from product sales to disposal process	Carbon social cost	Environment
		Energy-saving product design	Energy-saving product design to minimize greenhouse gas emissions	Carbon social cost	Environment
		Environmentally-friendly packaging design	Avoiding greenhouse gas emissions from raw material extraction	Carbon social cost	Environment
	Social Engagement	Energy conservation of donated green buildings	Avoiding greenhouse gas emissions that cause global warming	Carbon social cost	Environment

* Methodological references include OECD input-output table (2018), EXIOBASE 2, UNICEF, Walk Free database, US EPA (2016), OECD (2012), CE Delft (2018), UK HSE (2017), VBA (2021), BASF (2018), VBA (2022), and PwC UK (2015).

Sustainability Impact Pathways



Level of Sustainability Impact - Monetization

Value Chain	Impact Value	Impact Type			Currency Value	Trend	ESG Issue
Supply Chain	Social externalities: Procurement drives supply chain output value	Indirect	Short-term	Regional	●●●●●●●●	↑	Supplier Sustainability Management
	Social externalities: Salary of supply chain employees	Indirect	Short-term	Regional	●●●●●●●●	↑	
	Social externalities: Potential risks towards human rights violations (forced labor)	Indirect	Long-term	Regional	●●●●○○○○	↑	
	Social externalities: Potential risks towards human rights violations (child labor)	Indirect	Long-term	Regional	●●●●○○○○	↑	
	Environmental externalities: Supply chain greenhouse gas emissions	Indirect	Long-term	Global	●●●●●●●○	↑	
	Environmental externalities: Supply chain air pollution emissions	Indirect	Short-term	Regional	●●●●●●●○	↑	
Company Operation	Gross value added (GVA): New technology research and development	Direct	Short-term	Regional	●●●●●●●●	↑	Innovative Products and Services
	Gross value added (GVA): Tax payment	Direct	Short-term	Regional	●●●●●●●○	↑	Taxation
	Gross Value Added (GVA): Depreciation and amortization	Direct	Short-term	Regional	●●●●●●●●	↑	Financial Performance
	Gross value added (GVA): Interest and lease expense	Direct	Short-term	Regional	●●●●●●●○	↑	
	Gross value added (GVA): Operating net profit	Direct	Short-term	Regional	●●●●●●●●	↑	
	Environmental externalities: Greenhouse gas emissions from the manufacturing process	Direct	Long-term	Global	●●●●○○○○	↑	Net-Zero Commitment and Carbon Management
							Energy Management

Impact Level (USD)

- ●○○○○○○○ <500,000
- ●●○○○○○○ 500,000~1,000,000
- ●●●○○○○○ 1,000,000~5,000,000
- ●●●●○○○○ 5,000,000~10,000,000
- ●●●●●○○○ 10,000,000~50,000,000
- ●●●●●●○○ 50,000,000~100,000,000
- ●●●●●●●○ 100,000,000~1,000,000,000
- ●●●●●●●● >1,000,000,000

Value Chain	Impact Value	Impact Type			Currency Value	Trend	ESG Issue
Company Operation	Environmental externalities: Benefits of using renewable electricity	Direct	Long-term	Global	●●●●●○○○	↑	Energy Management
	Environmental externalities: Benefits of energy-saving measures in the manufacturing process	Direct	Long-term	Global	●●●○○○○○	↑	
	Environmental externalities: Energy-saving benefits of green buildings	Direct	Long-term	Global	●●●○○○○○	↑	
	Environmental externalities: Operational water resource consumption	Direct	Short-term	Regional	●○○○○○○○	↓	Water Resource Management
	Environmental externalities: Benefits of using recycled water	Direct	Short-term	Regional	●○○○○○○○	↑	
	Environmental externalities: Operational wastewater discharge	Direct	Short-term	Regional	●○○○○○○○	↓	
	Environmental externalities: Operational air pollution	Direct	Short-term	Regional	●●●○○○○○	↑	Air Pollution Management
	Environmental externalities: Gasoline and diesel use	Direct	Short-term	Regional	●●○○○○○○	↓	Net-Zero Commitment and Carbon Management
	Environmental externalities: Operational waste disposal	Direct	Long-term	Global	●○○○○○○○	↓	Waste Management
	Social externalities: Employees occupational incidents	Direct	Short-term	Regional	●●●○○○○○	↑	Occupational Safety and Health
	Social externalities: Contractors occupational incidents	Direct	Short-term	Regional	○○○○○○○○	↓	
	Social externalities: Equal opportunities	Direct	Short-term	Regional	●●●●●●●○	↓	Diversity and Inclusion
		Direct	Short-term	Regional	●○○○○○○○	↓	
	Social externalities: Job opportunities	Direct	Short-term	Regional	●●●●●○○○	↑	
	Social externalities: Quality of wages	Direct	Short-term	Regional	●●●●●●●●	↑	Talent Attraction and Retention
		Direct	Short-term	Regional	●●●●●○○○	↓	
	Social externalities: Living and family-friendly support	Direct	Short-term	Regional	●●●●●○○○	↑	

Impact Level (USD)

- ●○○○○○○ <500,000
- ●●○○○○○ 500,000~1,000,000
- ●●●○○○○ 1,000,000~5,000,000
- ●●●●○○○ 5,000,000~10,000,000
- ●●●●●○○ 10,000,000~50,000,000
- ●●●●●●○ 50,000,000~100,000,000
- ●●●●●●● 100,000,000~1,000,000,000
- ●●●●●●● >1,000,000,000

Value Chain	Impact Value	Impact Type			Currency Value	Trend	ESG Issue
Company Operation	Social externalities: Future benefits to employees	Direct	Long-term	Regional	●●○○○○○○	↓	Talent Development
	Social externalities: Career development	Direct	Long-term	Regional	●●○○○○○○	↓	Talent Development, Talent Attraction and Retention
	Social externalities: Sexual harassment	Direct	Long-term	Regional	●○○○○○○○	↓	Human Rights and Labor Relations
	Social externalities: Social investment value	Direct	Long-term	Regional	●●●●●○○○	↑	Social Engagement
Products and Services	Social externalities: Boosting the output value of the industrial chain	Indirect	Short-term	Regional	●●●●●●●●	↑	Customer Relationship Management
	Environmental externalities: Carbon footprint derived from product use	Indirect	Long-term	Global	●●●●●●●○	↓	Green Products, Innovative Products and Services
	Environmental externalities: Energy-saving benefits of products	Indirect	Long-term	Global	●●●●●●●○	↑	
	Environmental externalities: Environmentally friendly product design	Indirect	Long-term	Global	●●○○○○○○	↓	
	Environmental externalities: Energy-saving benefits of green buildings	Indirect	Long-term	Global	●○○○○○○○	↓	Social Engagement

Impact Level (USD)

●○○○○○○○ <500,000
●●○○○○○○ 500,000~1,000,000
●●●○○○○○ 1,000,000~5,000,000
●●●●○○○○ 5,000,000~10,000,000
●●●●●○○○ 10,000,000~50,000,000
●●●●●●○○ 50,000,000~100,000,000
●●●●●●●○ 100,000,000~1,000,000,000
●●●●●●●● >1,000,000,000

Through Delta's Sustainability Impact Assessment, we can identify the changes and impacts brought by our operational inputs and outputs on the lives and well-being of stakeholders, as well as the social value or costs derived from them. It helps Delta to balance environmental and social issues while creating economic performance, strengthens its decision-making ability for sustainable development, and brings long-term value to the company's stable operations and competitiveness. In 2024, Delta generated a positive impact metric of around US$54.2 billion in value, while this resulted in a negative social cost of US$1.35 billion. In terms of the supply chain, Delta's demand of procurement has driven a positive impact metric of around US$23.6 billion in value, while this resulted in a negative social cost of around US$830 million. In Delta's operation, our activities have driven a positive impact metric of around US$9 billion in value, while this resulted in a negative social cost of US$260 million. In addition, Delta's product sales have generated positive impact metrics of around US$21.6 billion in value, while this resulted in a negative social cost of US$260 million.

3.2.2 Results of the Analysis and Corresponding Section of the Value Chain

In 2024, out of 24 sustainable issues, 14 material issues were identified in the materiality assessment, including: Customer Relationship Management, Innovative Products and Services, Supplier Sustainability Management, Climate Strategy, Net-Zero Commitment and Carbon Management, Circular Economy, Energy Management, Green Products, Waste Management, Biodiversity, Diversity and Inclusion, Occupational Safety and Health, Talent Development, and Talent Attraction and Retention. Water Resource Management, Social Engagement, and Human Rights and Labor Relations were removed compared to the previous year. Non-material issues include Corporate Governance, Code of Conduct, Risk Management, Brand Management, Information Security Management, Taxation, Water Resource Management, Air Pollution Management, Social Engagement, and Human Rights and Labor Relations.

Stage 3 Confirmation

Step 6

Review Disclosed Contents — 14 GRI Topics

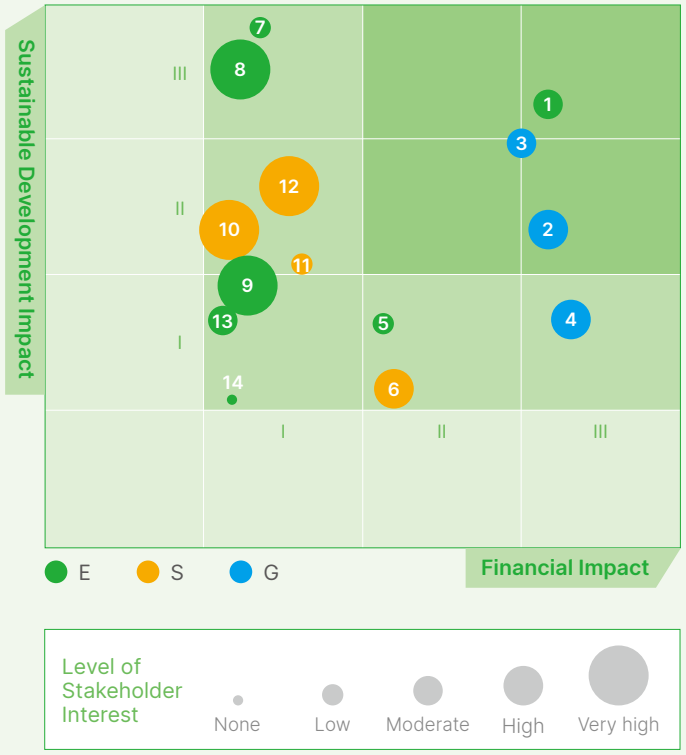
The 14 material sustainable issues that were identified and reported to the Board of Directors are matched with the specific topics of the GRI Standards. The information disclosure boundary of Delta's value chain (supply chain management, operations, products, and society) is then graphed based on these topics and used as the basis for reporting.

▼

Step 7

Formulate Long-Term Sustainability Goals — 3 Major Axes of Long-term Sustainability Goals

We formulated three major axes of long-term goals based on the material issues to help Delta respond to the expectations of stakeholders in the implementation of sustainability plans and use them as the basis for internal performance evaluations on achievement status. We clearly defined the important meanings, strategies, management approaches, and long-term goals and actions of each material sustainability issue. We follow up on the degree of completion of annual targets and the effectiveness of execution for flexible adjustments of Delta's sustainable management. Delta also discloses the execution effectiveness of other potential sustainability issues of the current year in the ESG Report.



Rank	Material Issues
1	Green Products
2	Innovative Products and Services
3	Supplier Sustainability Management
4	Customer Relationship Management
5	Waste Management
6	Talent Development
7	Climate Strategy
8	Energy Management
9	Net-Zero Commitment and Carbon Management
10	Occupational Safety and Health
11	Diversity and Inclusion
12	Talent Attraction and Retention
13	Circular Economy
14	Biodiversity

Delta's Double Materiality

Aspect	Material Issues	Financial Impact		Sustainable Development Impact							
		Opportunities	Risks	Industrial Technology Development	Create Upstream Revenue	Environmental Benefits of Products	Preserve Earth's Resources	Fair pay	Participation in International Initiatives	Consumption of Energy and Resources	GHG Emissions
Economic Issues	Innovative Products and Services	✓	✓	✓	✓	✓	✓		✓		
	Customer Relationship Management	✓	✓	✓	✓				✓		
	Supplier Sustainability Management	✓	✓		✓	✓					
Environmental Issues	Climate Strategy					✓	✓		✓	✓	✓
	Net-Zero Commitment and Carbon Management			✓	✓	✓	✓		✓	✓	✓
	Circular Economy			✓	✓	✓	✓			✓	✓
	Green Products	✓	✓	✓	✓	✓	✓				
	Energy Management					✓	✓			✓	✓
	Waste Management	✓								✓	✓
	Biodiversity						✓				
Social Issues	Talent Attraction and Retention							✓			
	Diversity and Inclusion							✓			
	Occupational Safety and Health							✓			
	Talent Development	✓						✓			

Delta's Materiality Issues and Value Chain

● Direct Impact △ Indirect Impact ■ Business Relations

Aspect	Material Issues	GRI Standards Topic	Supply Chain	Operations	Products	Society	Corresponding Chapter
Economic Issues	Innovative Products and Services	GRI 302: Energy		●			4.3 Innovation
	Customer Relationship Management	GRI 418: Customer Privacy		●	■		4.4 Customer Relationship Management
	Supplier Sustainability Management	GRI 204: Procurement Practices GRI 308: Supplier Environment Assessment GRI 414: Supplier Social Impact Assessment GRI 301: Materials	■		■		4.5 Supply Chain Sustainability Management
Environmental Issues	Climate Strategy	GRI 201: Economic Performance		●	■	△	5.2 Climate Strategy
	Net-Zero Commitment and Carbon Management	GRI 305: Emissions GRI 201: Economic Performance	■	●	■	△	5.2 Climate Strategy
	Circular Economy	GRI 301: Materials	■	●	■		5.5 Resources Management
	Green Products	GRI 302: Energy		●	■	△	5.6 Green Products
	Energy Management	GRI 302: Energy	■	●	■		5.3 Energy Management
	Waste Management	GRI 306: Waste	■	●	■		5.5 Resources Management
	Biodiversity	GRI 101: Biodiversity		●		△	5.7 Biodiversity
Social Issues	Talent Attraction and Retention	GRI 201: Economic Performance GRI 401: Labor Relations GRI 405: Diversity and Equal Opportunity		●		△	6.3 Talent Attraction & Retention
	Diversity and Inclusion	GRI 405: Diversity and Equal Opportunity		●			6.2 Building a Sustainable Workplace
	Occupational Safety and Health	GRI 403: Occupational Safety and Health		●			6.6 Occupational Health & Safety
	Talent Development	GRI 404: Training and Education		●			6.4 Sustainable Development of Talents

3.3 Management of Material Topics

We formulated three major long-term goals based on the material issues to help Delta respond to the expectations of stakeholders in the implementation of ESG projects and effectively track and manage the actions and implementation results of material issues. We regularly monitor the implementation of major thematic projects through the Sustainability Committee and track the results of action plans to mitigate risks. Based on the results of the analysis of material issues, any issue associated with Delta's risk factors are included in Delta's risk management procedures for risk assessment. If a project fails to reach its goals, we convene regular meetings for improvements and flexible adjustments. We learn from the experience and use it as a reference for the future implementation of sustainability management.

Three Major Long-term Sustainability Goals and Material Issues

Economic Issues	Commitment	KPI	2024 Targets and Performance	Short, Medium, and Long-Term Targets	Action Plans
Innovative Products and Services	"To provide innovative, clean and energy-efficient solutions for a better tomorrow" was adopted as the Company's mission to transform its capacity for innovation into high-quality products and solutions.	Ratio of R&D Investment to Total Revenue	• Target: >8% • Actual: 10%	• 2025: >8% • 2030: >8%	• Focus on enhancing the energy efficiency of core products and establish a lively and systematic culture of pioneering to build capacity for innovation • Improve manufacturing and operational efficiency, accelerate new product development, and increase product value
Customer Relationship Management	By integrating its core competency in power and electronics and developing advanced energy conservation technology, Delta provides cleaner, more effective, and more reliable energy-saving overall solutions. The Company also focuses on reducing resource consumption and greenhouse gas emissions to create more value for customers.	Customer Satisfaction Score	• Target: 85.06 • Actual: 85.52	• 2025: 88.42 • 2027: 91	• Communicate with customers to understand customers' issues at the product design phase • Gain an accurate understanding of end-market demands and exceed customers' expectations through consultations and recruiting experts from a variety of industries • Conduct customer satisfaction surveys through letters to understand the needs of potential customers and improve customer satisfaction year by year
Supplier Sustainability Management	Delta views its suppliers as long-term, critical partners in its promotion of the sustainable development of the value chain.	Tier 1[*1] Supplier ESG (SAQ) Survey Response Rate	• Target: 93% • Actual: 94%	• 2025: 95% • 2030: 100%	• Establish short and medium-term key objectives, focus on climate change management as the top priority, and provide free training resources for greenhouse gas inventory, energy conservation, and carbon emissions reduction to global suppliers • Continue to promote and implement the Code of Conduct based on the risk rating and classification of suppliers • Engage Tier 1 significant suppliers for more intensified collaboration on sustainability and evaluate the opportunities for promoting low-carbon materials in the future
		Improvement rate of major deficiencies in Supplier Code of Conduct assessment	• Target: 100% • Actual: 100%	Maintain 100% deficiencies improvement rate	
		Tier 1 significant suppliers obtained ISO 14064 Greenhouse Gas Inventory certificate	• Actual: 33%	• 2025: 40% • 2030: 100%	
		Number of raw materials of Tier 1 key suppliers that obtain third-party renewable / recycled content verification	• Target: 20 • Actual: 21	• 2025: 25 • 2030: 30	
		Cumulative number of suppliers that joined our ESG Training program	• Target: 350 • Actual: 401	2025: 450 suppliers	
		The percentage of Tier 1 significant suppliers that have signed Delta's "Carbon Reduction Commitment"	• Actual: 66%	• 2025: 70% • 2030: 80%	

*1 The main survey targets are suppliers with purchase amounts exceeding NTD 5 million in 2024 and continuous transactions.

Environmental Issues	Commitment	KPI	2024 Targets and Performance	Short, Medium, and Long-Term Targets	Action Plans
Climate Strategy	Participation in international initiatives and implementation of TCFD.	• **Inclusion of climate change issues in the quarterly reports of the Board of Directors** • **Disclosure of climate information and Delta's progress based on the TCFD framework each year**	• Climate change information and progress are reported to the Board of Directors each quarter and the results are disclosed in the mainstream report each year • Continuously meet targets since 2018	• Reduce climate risks and expand business opportunities in the low-carbon market	• Respond to climate change: Based on the TCFD framework and IFRS S2 Climate-related Disclosures, build a comprehensive climate change management framework to understand risks and opportunities and regularly disclose progress.
Net-Zero Commitment and Carbon Management	Respond to limiting global temperature increase within 1.5°C and meet net-zero targets by 2050.	**SBT Scope 1 and Scope 2 absolute reduction (2021 as the baseline year)**	• Target: **30%** reduction • Actual: **53.6%** reduction	• 2025: **40%** reduction • 2030: **90%** reduction and attain carbon neutrality	• Align with international sustainability trends: Actively support international initiatives, attain specific achievements on the "We Mean Business" commitments, and pass the SBTi Net-Zero target review • Launch of internal carbon pricing: Strengthen carbon reduction incentives and performance management, support carbon reduction projects, obtain renewable electricity, and invest in negative carbon technologies • Initiate the Delta Scope 3 Working Group: Provide business group Scope 3 education and training, and gradually promote Scope 3 reduction
		SBT Scope 3 absolute reduction (2021 as the baseline year)	• Target: **7.5%** reduction • Actual: **28.4%** increase	• 2025: **10%** reduction • 2030: **25%** reduction	
Energy Management	Delta promotes its own energy conservation management to cultivate and accumulate energy-saving technology. We are committed to setting power consumption intensity targets and global renewable electricity targets.	**Attainment rate in the use of renewable electricity in global operations**	• Target: **RE74** • Actual: **RE84**	• 2025: **RE80** • 2030: **RE100**	• Promote renewable electricity development: Actively develop renewable electricity solutions and increase the use ratio of renewable electricity • Energy management: Implement environmental protection and energy conservation in practice. All new production plants must implement green building designs, actively promote multiple energy-saving plans, and meet new conservation milestones

Environmental Issues	Commitment	KPI	2024 Targets and Performance	Short, Medium, and Long-Term Targets	Action Plans
Circular Economy	Promote the introduction of circular economy ideas in the value chain to pursue sustainable resource use and avoid the depletion of the Earth's resources.	• **Obtained UL 2799 certification** • **Waste Diversion Rate**	• Target: Overall production plants • Actual: Overall production plants	• 2050: **100%** waste diversion rate at global operation sites	• Promote circular economy and take inventory of all raw materials procured to set the Group's target for recycled materials • Subsidize circular economy-related promotion plans, such as recycling and reuse or reduction plans, through internal carbon fee funds
Waste Management	In pursuit of sustainable resource use and avoiding the depletion of resources on Earth, we will continue to improve the diversion rate of waste through reduction, reuse, and recycling to mitigate the environmental impact. Delta pledges a 100% waste diversion rate by 2025 in the overall production plants.	**Waste diversion rate of overall production plants**	• Target: **98%** • Actual: **99%**	• 2025: **100%**	• Promote environmental management, set reduction goals, and reduce the impact of production on the environment
Green Products	Delta continues to enhance product energy efficiency through technical innovation of products. We also mitigate environmental impact by introducing green designs in each phase of the product life cycle to realize product responsibility and green consumption.	**Product energy savings and avoided emissions passed ISAE 3000 assurance**	• Target: **≥10** products • Actual: **12** products	• Product energy savings and avoided emissions continued to pass ISAE 3000 assurance	• Intensify development of environmentally-friendly products: Continue to develop energy-saving products and solutions
		Any breach of legal regulations or standards for product / service provision and related usage	• Target: **0** products • Actual: **0** products	• No breach of legal regulations or standards for product / service provision and related usage	
Biodiversity	Comply with the Global Biodiversity Framework, implement biodiversity management, and move towards the goal of net positive impact (NPI) by 2050.	**Disclose information on natural biodiversity and Delta's progress according to the TNFD framework each year**	• Continuously meet targets since 2022	• 2050: Net positive impact (KPIs are under development)	• Introduce the TNFD framework to establish a nature-related risk management and disclosure framework, and gradually identify, assess, manage, and disclose nature-related dependencies, impacts, risks, and opportunities • Introduce avoidance, minimization, restoration, offset, and additional conservation actions to reduce negative impacts and strive to make a positive impact

Social Issues	Commitment	KPI	2024 Targets and Performance	Short, Medium, and Long-Term Targets	Action Plans
Diversity and Inclusion	Open to diverse perspectives, respecting of differing opinions and inclusive of various backgrounds that offer unique contributions. Compliance with international human rights principles and Delta's Human Rights Policy.	Percentage of female employees in all management positions[*1] (%)	• Target: 32.0% • Actual: 32.2%	• 2025-2026 Target: 32%	• Raise awareness of diversity and inclusion in the workplace through promoting values, caring for diverse groups, impactful interactions, and concept training. • Launched a new online course on core corporate values along with a workshop on core corporate values to comprehensively promote "Inclusive" behavior. • Established an employee resource group (ERG), implemented group-based welfare measures, and set up diverse labor-management communication channels.
		Percentage of positive responses from employee engagement[*2]	• Target: 89% • Actual: 90%	• 2026 Target: 90%	
		Employee human rights risk assessment coverage rate[*3]	• Target: 100% • Actual: 100%	• 2025-2026 Target: 100%	
Talent Attraction and Retention	We cultivate school relationships across different regions and strengthen the research and development capacity of teachers and students. We are also committed to providing competitive salaries and packages.	Offer letter acceptance rate[*4]	• Target: 90% • Actual: 91%	• 2025-2026 Target: 91%	• We actively cooperate with schools in various places to support innovative research and development of teachers and students. Industry-government-academia collaboration serve to implement research and development sponsorships, training programs, and internship programs, as to align with global trends and cultivate a new generation of outstanding talents. • We conduct global recruitment and employer brand promotion through in-person and online activities, and combine competitive compensation and benefits, performance evaluation mechanism, multinational job rotation opportunities, and retention strategies to empower talents and create a flexible environment for career development that promises growth.
		Intern conversion rate[*5]	• Target: 23% • Actual: 23%	• 2025-2026 Target: 25%	
Talent Development	Promote strategic global talent recruitment and establish a comprehensive training system through diverse talent development plans and learning resources to enhance talent capabilities.	Average hours of training per person[*6]	• Target: 18.5 hours • Actual: 23 hours	• 2025-2026 Target: 19 hours	• Adhere to the learning and development strategy of "Increase Professionalism, Prepare for the Future, and Collaborate with the World" and actively promote employee training and cultivation to ensure that the organization can continue to innovate and respond to the Company's transformation. • The training model of "Local Development, Multi-Local Sharing" ensures the rapid replication and application of knowledge and best practices. • We began implementing the Global International Job Rotation Policy in 2023 to expand employees' global perspectives and cultivate international leaders. Through international job rotation, promising employees can experience positions in different regions and hone their competitive advantages.
		Job rotation rate of key talents[*7]	• Target: 65% • Actual: 69%	• 2025-2026 Target: 70%	

Social Issues	Commitment	KPI	2024 Targets and Performance	Short, Medium, and Long-Term Targets	Action Plans
Occupational Safety and Health	Pay attention to the safety and health of the work environment of employees and commit to creating a safe and healthy workplace.	Total recordable work-related injuries frequency rate of employees, TRIFR	• Target: ≦ 0.60 • Actual: 0.50	• 2025: ≦ 0.40	• Establish the ISO 45001 Management System for all major plants across the globe and implement preventive safety and health management
		Lost-time injury frequency rate of employees, LTIFR	• Target: ≦ 0.48 • Actual: 0.38	• 2025: ≦ 0.32	

*1 Definitions of management roles: Those with leadership and management duties for the management of subordinates, including professional technical and management personnel among OPs (including production line assistants).
*2 Percentage of positive responses from employee engagement: Employees with a score of 4 or higher on a scale of 5 in the Employee Engagement Survey.
*3 Global human rights risk investigation coverage rate = Number of companies that completed risk assessments / Number of companies within the scope of evaluation required by the Dow Jones Sustainability Index.
*4 Offer letter acceptance rate: Number of people who accepted offers for global professional technical and management personnel openings / Number of issued offers.
*5 Intern conversion rate: The percentage of interns hired at Delta in the past three years (2022-2024) that are expected to graduate in 2024 and will become full-time Delta employees in 2024.
*6 Average hours of training per person: Total hours / Number of people employed in the year.
*7 Key talent rotation rate: Among key talents employed in 2024, those who have participated in cross-regional or cross-functional job rotation in the past and have had two years of experience each time.



4

Corporate Governance



4.1 Key Performance Indicators
4.2 Enhancing the Board of Directors' Functions
4.3 Innovation
4.4 Customer Relationship Management
4.5 Supply Chain Sustainability Management
4.6 Information Security
4.7 Product Security
4.8 Risk Management
4.9 Quality Management

4.1 Key Performance Indicators



Delta Revenue

NT$ 421.1 billion

Brand Value

US$ 593 million

Customer Satisfaction Score

85.52

Cumulative Granted Patents

>18,000 cases

Ratio of Innovation and R&D to Total Revenue

10%

Tier 1 Supplier ESG Survey Response Rate

94%

4.2 Enhancing the Board of Directors' Functions

The Chairman leads Delta's Board of Directors. The members of the Board of Directors meet diversity requirements and have the expertise necessary for the development of the Company. We have established regulations such as the "Corporate Governance Best Practice Principles", "Rules and Procedures of the Meetings of Board of Directors", "Rules for Election of Directors", "Audit and Risk Committee Charter", "Rules Governing the Scope of Powers of Independent Directors" and "Rules of Performance Evaluation of the Board of Directors" to strengthen the effectiveness of the operations of the board and implement a good board governance system. The Company has established multiple functional committees under the jurisdiction of the Board of Directors. Through the professional division of labor, key issues can be thoroughly discussed before presenting the Board with suggestions, which provides the Board with strategic guidance for its functions and strategic decisions in governance, risk management, and sustainable operations, thereby actively implementing corporate governance by strengthening supervision and management functions. Regarding cases of Director recusal, according to Article 15 of the "Rules and Procedures for the Meetings of Board of Directors": "If any director or a juristic person represented by a director is an interested party with respect to any agenda item, the director shall state the important aspects of the interested party relationship at the respective meeting. When the relationship is likely to prejudice the interests of the Company, the director may not participate in discussion or voting on that agenda item, and further, shall enter recusal during discussion and voting on that item and may not act as another director's proxy to exercise voting rights on that matter." Please refer to page 29 and page 30 of the 2024 Annual Report for the recusal of Directors from proposals involving conflicts of interest in 2024. Additionally, please refer to the information disclosed by the Company on the Market Observation Post System for more information on Directors' number of shares and shareholding ratios in Delta's investee companies.

The 20th (2024) Board of Directors of Delta Electronics consists of 12 Directors including 4 Directors who are employees of the Company (Executive Directors), 3 Directors who are not employees of the Company (Non-Executive Directors), and 5 Independent Directors with a term of 3 years. The Chairman of the Company serves concurrently as the CEO. To effectively implement the Company's development blueprint planned by the Board of Directors, and taking into account the scale of the Company's operations and to improve overall operational efficiency, the Company has also set up a President position. The CEO and the President have different responsibilities.



4.2.1 Board of Directors and Duties

Diversity among Members of the Board

The Rules for Election of Directors and the Corporate Governance Best Practice Principles clearly stipulate that when nominating and selecting the Company's directors, it should take into consideration the overall composition of the Board of Directors. The composition of the Board of Directors shall be determined by taking diversity into consideration, such as including different genders, ages, races, nationalities, cultures, professional backgrounds, working fields, and others. Meanwhile it is advised that the board members possess the knowledge, skills, and qualities needed to perform their duties in general, including business judgment, accounting and financial analysis ability, administrative management ability, crisis management ability, industry knowledge, international market perspective, leadership ability, and decision-making ability. Members of Delta's Board of Directors have professional backgrounds and experience in international business administration, control engineering, electrical engineering, brand management, marketing communication, telecommunication, law, accounting, finance, corporate governance, computer technology, semiconductors, and others, which are necessary for the Company's business operations to provide strategic guidance in the Company's operations. For more information, please refer to page 15 of the 2024 Annual Report.

Professional Backgrounds of the Board Members

The members of Delta's Board of Directors possess professional experience in fields related to the Company's industry or active developments and are highly sensitive and quick to respond to risks and impacts. On May 30, 2024, the CEO Mr. Ping Cheng assumed the role of Chairman, while the previous Chairman of Delta Electronics, Inc., Mr. Yancey Hai, continued to serve as a Director after the expiration of his term as Chairman. All executive directors have served in management roles at Delta group for over 15 years. Although non-executive directors no longer hold management roles, they also have possessed a thorough understanding of the Company's operations and businesses. Independent director Mr. Shyue-Ching Lu has served as the Chairman and President of Chunghwa Telecom Co., Ltd. and the Director General of the Department of Posts and Telecommunications of the Ministry of Transportation and Communications. Newly appointed independent director Ms. Doris Hsu has worked in the semiconductor industry for over 30 years. Currently, she is the Chairperson and CEO of Sino-American Silicon Products Inc. (SAS) and GlobalWafers Co., Ltd. All directors have extensive professional experience in the sectors required for the Company's operations and are fully equipped with the expertise and decision-making capabilities required for the Company's operations. Regarding the first-level division of sectors in the Global Industry Classification Standard (GICS), Chunghwa Telecom, SAS, GlobalWafers, and Delta are all in the Information Technology sector. Please refer to page 15 of the 2024 Annual Report for details.

Delta also conducts training for Board members each year to develop and improve its highest governing body's overall knowledge of economic, environmental, and social issues while continuing to improve the Board's risk management capabilities. Delta also refers to the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies" and the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies" as it continues to promote and arrange training for directors (including independent directors) with courses that cover corporate governance topics such as finance, risk management, operations, business, accounting, and law, as well as corporate social responsibility. The Company arranges at least 6 hours of training courses for directors every year. New directors of listed companies are also encouraged to complete a 12-hour director training course in their first year. Delta's self-organized director training course in 2024 covers topics including "Corporate Strategy" and "Global and Taiwan Economic Outlook for 2024". Please refer to page 48 of the 2024 Annual Report for details on the training status of all directors.

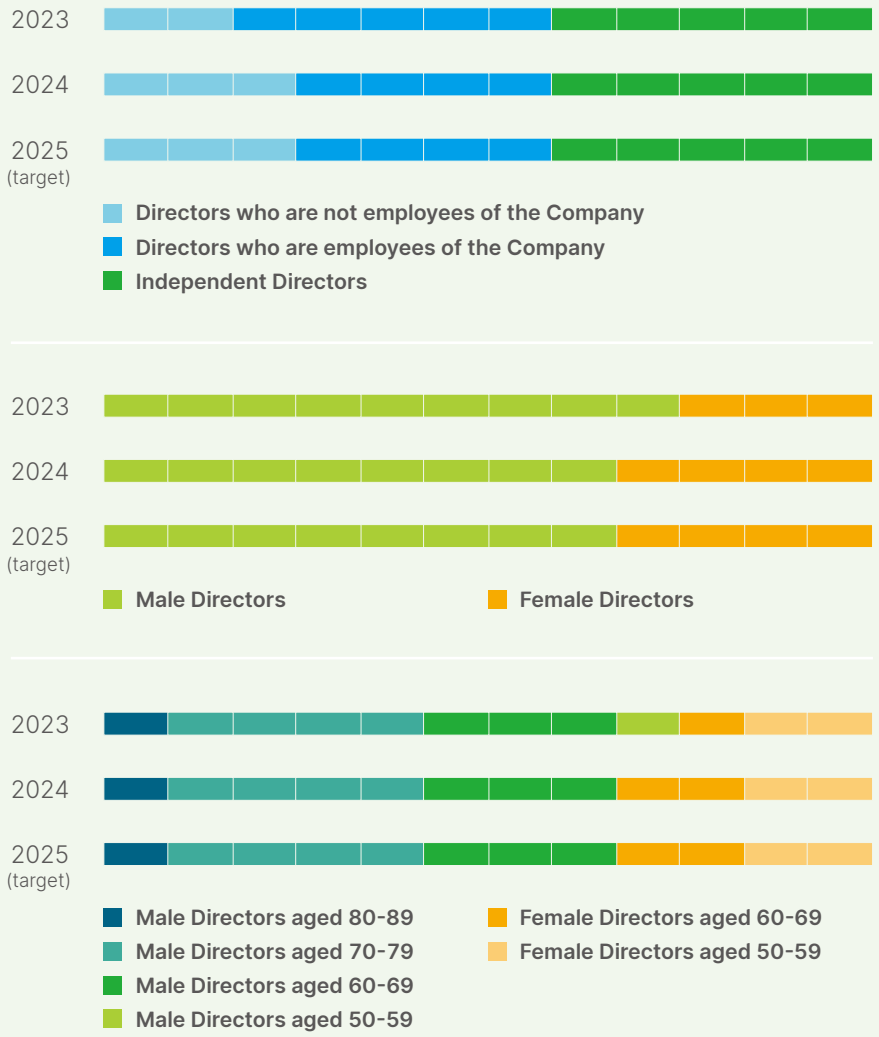
Enhancing the Effectiveness of Board Operations

Delta's Board of Directors has approved the "Rules of Performance Evaluation of the Board of Directors" and implements the performance evaluation of the Board of Directors, individual Directors, Audit and Risk Committee, and Compensation Committee each year. In addition, an external independent professional institution or a panel of external experts and scholars shall be assigned to conduct the Board Performance Evaluation at least once every 3 years. The criteria for evaluating the performance of the Board of Directors includes five aspects, participation in

matters related to duties of directors and results of implementation, improvement in the quality of decision making by the Board of Directors, composition and structure of the Board of Directors, election of the directors and their continuing professional education, and internal control to be used to ensure the effective operations of the Board of Directors and manage the risks and crises of the Company. Delta has assigned an external professional and independent institution for the 2022 performance evaluation of the Board of Directors and the evaluation results were reported to the Board of Directors in 2023. The 2024 self-evaluations of the Board of Directors, individual Directors, Audit and Risk Committee, and Compensation Committee were completed before the end of the first quarter of 2025. The overall performance of the Board of Directors was deemed as effective. For more information, please refer to page 31 and page 32 of the 2024 Annual Report.

The reports of issues filed to the Board of Directors encompass all aspects of ESG and the 70 issues reported in 2024 include reports on business operations, financial statements, internal audit reports, intellectual property management, information and communication security management, risk management, ethical corporate management and implementation, board performance evaluation, and ESG related issues, including reports on communication with stakeholders, greenhouse gas (GHG) inventory plans and progress, analysis of ESG rating results, progress on UL 2799 zero waste to landfill certification, the contents of the 2023 Sustainability Report, explanations of the 2023 assurance results, progress and planning of supply chain ESG management, an introduction to three sub-laws related to carbon fees, and Delta's response measures. Relevant units communicated with the Board of Directors on the following major issues, including business plans, audit plans, financial statements (including earnings distribution), quarterly consolidated financial reports, employee and Director compensation, re-election of board members, managerial appointments, managerial compensation proposals, mergers and acquisitions, issuance of corporate bonds, acquisition of securities, intangible assets, and real estate, effectiveness of internal control systems, evaluation of the competence and independence of CPAs, amendments of corporate governance regulations, elimination of non-compete requirements for managers, elimination of non-compete requirements for Directors and Independent Directors, and organization of general shareholders' meetings. For more information, please refer to the Company's material information posted on the Market Observation Post System or page 81 to page 85 of the 2024 Annual Report.

Composition and Structure of the Board of Directors



Board of Directors

Delta's Board of Directors is responsible for overseeing the attainment of the Company's operational goals, improving operational performance, and providing strategic guidance to the management team as the guiding principles for corporate sustainability. Board meetings are convened at least once every quarter to assess corporate business performance and discuss strategy topics and review ESG issues. This includes impacts, risks, and opportunities in relation to regulations, economics, environment, and society. Eight Board of Directors meetings were held in 2024, and the overall attendance rate was 99%.

Compensation Committee

Delta's Compensation Committee is responsible for formulating and regularly reviewing the policies, systems, standards and structures for performance evaluation and salary remuneration of directors and managers, as well as the regular evaluation and establishment of the remuneration of directors and managers. Delta created the Compensation Committee to facilitate the link between the compensation of Directors and managers and the corporate operations performance to decide the ratio of dividend distribution. The Committee gives compensation policy suggestions based on industry competition, corporate operations performance, and the market rate to construct a company-level compensation policy. Delta also participates in industry and consulting companies' salary surveys and evaluates how Delta's compensation is fair with the current market. Regarding specific remuneration issues, Delta hires outside HR consultants for suggestions and solutions. Annual employee compensation amounts are determined after the Board of Directors agrees with the suggestions of the Shareholders Meeting and are published in the Company's annual reports. Three Compensation Committee meetings were held in 2024, with an overall attendance rate of 100%.

Audit and Risk Committee

Key tasks performed by the Audit and Risk Committee this year included supervising the fair presentation of the Company's financial statements, the appointment and termination of CPAs and their independence and performance, the effectiveness of the Company's internal control, the Company's compliance with relevant laws and regulations and the Company's existing or potential risks. Meetings of the Audit and Risk Committee are convened at least once every quarter and seven meetings were held in 2024, with an overall attendance rate of 97%.

Delta Global ESG Committee

The Global ESG Committee, established in 2025, is a board-level functional committee, and serves as Delta's highest-level sustainability organization. The Committee is supervised by six Directors, including Executive Directors, Non-Executive Directors, and Independent Directors, and is responsible for overseeing the management and performance of Delta's sustainability strategies. The Committee shall participate in at least three meetings annually to promote and deepen Delta's sustainable development.



4.2.2 Ethical Corporate Management

Ethical corporate management is a core value of Delta and is part of its corporate DNA. It is deeply rooted in Delta's corporate culture and systems. To integrate the resources of the departments more effectively, the Company referenced practices in the industry and set up the "Ethical Corporate Management Committee" as the dedicated unit for promoting ethical corporate management based on the resolution of the Board of Directors on October 27, 2022. The Ethical Corporate Management Committee reports the ethical corporate management policies and plans for preventing unethical conduct and the implementation status to the Board of Directors once each year. It ensures that the Company prevents unethical conduct, regularly reviews implementation results, and continues to make improvements for ensuring the implementation of ethical corporate management policies. Delta's CEO serves as the chair of the Ethical Corporate Management Committee and the General Counsel is responsible for leading the promotion groups and members in the implementation of ethical corporate management plans and affairs.

After the establishment of the Ethical Corporate Management Committee, in 2023 it prioritized the introduction of the ISO 37001 anti-bribery management system for Delta's Head Office in Taiwan (i.e., functional units with head office functions) and passed certification at the end of 2023. The introduction of the ISO 37001 standards will continue to enhance the structure of ethical corporate management and optimize the system. In addition to the certification of Delta's Taiwan headquarters, the Company has also gradually expanded related systems to business units, business groups and subsidiaries.

Establishment of Policies and Systems

Delta established the "Ethical Corporate Management Best Practice Principles" and "Delta Group Code of Conduct" to clarify the Company's policies and the code of conduct for employees. They are disclosed on the Company's website and apply to all members of Delta including the Company's and subsidiaries' directors, managers, and employees. Delta established operating procedures and management regulations such as the Ethical Corporate Management Risk Assessment and Prevention Mechanism , "Delta Group Whistleblowing System Management Regulations", and "Management Regulations for Rewards and Penalties" to prevent unethical conduct. Through the process of introducing ISO 37001 standards, Delta will review and optimize the aforementioned procedures and regulations in accordance with ISO 37001 requirements. The procurement contracts signed with suppliers include the Delta Integrity Declaration, Responsible Business Alliance (RBA) Code of Conduct, fair competition, and anti-trust.

Training and Communication

New employees are required to attend orientation training for ethical corporate management and the attendance rate is 100%. Employees take online refresher courses on ethical corporate management/Code of Conduct each year. In 2024, 73,977 employees worldwide completed the courses and the completion rate was 93.1%. Delta's Directors also attend online courses on ethical corporate management / Code of Conduct each year with a training completion rate of 100%. The Company has started to introduce the ISO 37001 standard in 2023 for Delta's Head Office in Taiwan (i.e., functional units with head office functions) to optimize Delta's anti-corruption and anti-bribery related management mechanisms. Starting from Q3 of 2023 when the system goes online, the Company requires all employees in each unit within the system to complete training on the overall mechanisms of the ISO 37001 anti-bribery management system to enhance their understanding of anti-corruption and anti-bribery and prevent dishonest behavior. In response to the introduction of the ISO 37001 standard, employees in positions that have been categorized as medium or high risk by anti-corruption and anti-bribery risk assessments must undergo enhanced management and training in order to strengthen employees' anti-corruption and anti-bribery awareness. In addition, ethics and integrity have always been included in the evaluations of values and skills in employees' performance evaluation. The Company announces annually the regulations for recusals due to conflicts of interest and reminds employees to proactively fill out declaration forms. Ethical corporate management risk assessments are conducted for each unit every year to ensure that all employees comply with relevant regulations. Regarding suppliers, in addition to following the Responsible Business Alliance Code of Conduct as the framework in encouraging suppliers to practice sustainable development through major aspects such as labor, occupational health and safety, environment, ethics, and management systems, and using the "Delta Group Supplier Code of Conduct" as an important guideline in providing training material and the Delta Integrity Agreement for suppliers to sign, the Company will further provide a Delta Group Anti-Corruption and Anti-Bribery Policy for suppliers to read and comply with in accordance with the requirements of ISO 37001 standards.

Region	Trainees that Completed Training	Eligible Trainees	Completion Rate*1
Taiwan	13,755	15,554	88.4%
Mainland China	39,813	40,236	98.9%
Asia Pacific	17,144	18,895	90.7%
EMEA	2,193	3,173	69.1%
Americas	1,072	1,625	66.0%
Total	**73,977**	**79,483**	**93.1%**

*1 Global ethical corporate management / Code of Conduct online course completion rate = employees who reported for duty before the end of November of the current year who are still employed at the end of December, the number of trainees of relevant courses in the current year / the total number of employees who reported for duty before the end of November who are still employed at the end of December

Whistleblowing and Protection

The Company provides a reporting channel in accordance with the Delta Group Whistleblowing System Management Regulations. If any illegal or dishonest business practices are found, the whistleblower can choose to report to the supervisor, through a dedicated mailbox or other reporting channels, either by name or anonymously. The dedicated department shall conduct the investigation according to the procedures specified for each case type. The Company maintains strict confidentiality of reported information to protect whistleblowers from retaliation or inappropriate treatment, and any breach of confidentiality will incur penalties in accordance with the Company's regulations. Regular promotion and training will also be conducted regarding the whistleblowing policy and related systems. Where a report is verified as true and its contribution generates significant economic benefits, the whistleblower may be provided with a suitable amount of rewards based on local reward and penalty regulations.

In 2024, Delta did not have litigation or losses involving corporate governance, anti-corruption/bribery, or competition laws.

Evaluation and Prevention

To implement the Code of Conduct and avoid conflicts of interest, the Company requires all current employees to report conflicts of interest when they report for duty. Current employees are reminded to file reports every year and 3,304 employees actively completed the report in 2024.

Delta has also established risk management mechanisms for ethical corporate management. Each year, business and functional units conduct self-assessment of risks and 37 risk assessment tables were filled out in 2024 (the completion rate was 100%). They are also required to implement correction and management measures according to the results of the risk assessment.



4.3 Innovation

4.3.1 Delta's Internal Innovation Mechanisms

To reward outstanding accomplishments and to cultivate a culture of innovation, Delta established the Delta Innovation Awards in 2008, with senior executives serving as member of Evaluation Committees. The annual awards are designed to encourage employee innovation across the globe as well as to reward exceptional innovation. The 17th Innovation Awards included four grand prizes for "Intellectual Property", "New Product," "Manufacturing," and "New Business Model and New Business Process." The "Intellectual Property" award included "Elite Inventor", "Quality IP Portfolio" and "Outstanding Contribution". These awards are presented to recognize individual and team development and to establish patent planning for commercial value. Competition in the Delta Innovation Awards was extremely intense, demonstrating Delta's sustained commitment and capabilities for innovation across the world. In the final round, the judges decided to present the highest honors for innovation at Delta to 10 teams and 10 individuals, and the total prize money awarded was approximately US$335,000.



At the 17th Delta Innovation Awards, the highest honors for innovation at Delta were presented to 10 teams and 10 individuals.

4.3.2 Intellectual Property Rights Applications

Innovation, R&D, and Patent Planning

Delta promotes sustainability with technology and is committed to R&D and innovation in fields that include power and electronics, infrastructure, and automation. The Company established 73 R&D Centers across the world with more than 12,000 R&D engineers. In recent years, we have continuously invested at least 8% of total revenue into R&D and innovation. The Company remained committed to creating innovative and energy-efficient solutions, with investment in R&D having reached 10% of revenue in 2024, which was 1% higher than 2023. In terms of intellectual property rights, Delta has maintained its long-term commitment to patents and assets in terms of R&D, manufacturing bases, and main markets to maintain its competitiveness.

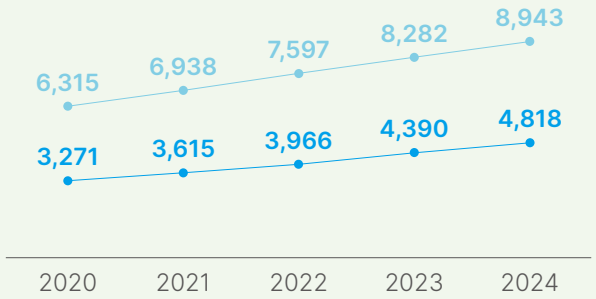
Patent Applications and Awards

To encourage employees to focus on R&D and proactively apply for patents from patent offices in Taiwan and other countries of the WTO, Delta has established Intellectual Property (IP) Patent Incentive System Procedures and assisted business groups in compiling a risk map for IP rights. As of the end of 2024, Delta has accumulated more than 18,000 patents globally, in which more than 1,700 patents were approved in 2024, an increase of more than 30% compared to 2023. The patents approved were mainly invention patents (accounting for 78%), with the patents mainly covering the U.S., Mainland China, Taiwan, and Europe. Additionally, Delta's self-developed internal patent management system is used to effectively manage patent assets. Future patents will focus on areas such as AI data



centers, smart energy solutions, and electric vehicles. Delta applied for more than 1,600 patents in 2024. The accumulation of patents has made Delta one of Clarivate's Top 100 Global Innovators for four consecutive years, which shows that Delta's achievements in innovation have been recognized by international professional evaluations.

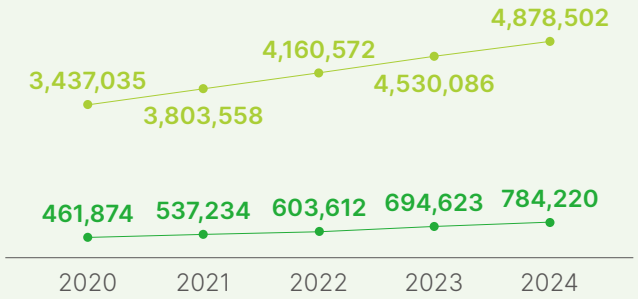
Total Number of Patents



- Cumulative - Number of Patents with Incentives Given for Patents Granted
- Cumulative - Number of Patents with Incentives Given for Patent Proposals

(Cumulative from 2010, including Taiwan, Shanghai, Singapore, Thailand, and India regions)

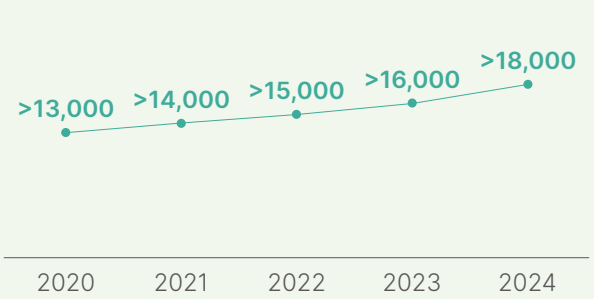
Total Incentives Given



- Cumulative - Total Incentives Given for Patents Granted (USD)
- Cumulative - Total Incentives Given for Patent Proposals (USD)

(Cumulative from 2010, including Taiwan, Shanghai, Singapore, Thailand, and India regions)

Number of Granted Patents



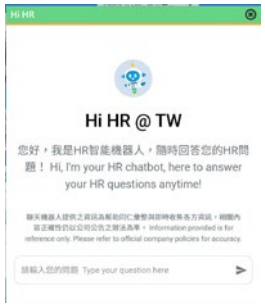
- Cumulative Number of Certificates Obtained

(Cumulative from 1987, including all of Delta's global regions)

4.3.3 Open Innovation and the Latest Technology Exchanges

Facing the rapidly changing technology landscape, Delta's Corporate Research Department is committed to fields with high growth potential and transformational potential. Under the leadership of the Chief Technology Officer, Delta Research Center was established in 2013 to work closely with partners in the industry, government, academia, and research ecosystems worldwide, creating opportunities for industry transformation and upgrade.

Strengthen Corporate Knowledge Management with AI, Saving over 400 Hours of Work



The knowledge management system developed by the Delta Research Center team uses key technologies, including large language models (LLMs), to flexibly adapt to different application scenarios, such as HR, customer support, and internal training. We have also created dedicated chatbots based on different requirements to help the enterprise effectively organize, convert, and preserve knowledge assets, thereby facilitating the efficiency of passing on knowledge and enabling the enterprise to respond more quickly to market changes.

Since November 2024, Delta's HR Department has also been collaborating with the Delta Research Center to officially launch the HR Chatbot system. Compiled statistics show that a total of 7,000 inquiries were made between November 2024 and the end of February 2025. The system has successfully saved more than 400 working hours*, significantly lowering the time spent searching for references and information, lowering the occurrence of duplicate work, and noticeably improving operational efficiency. With AI-powered knowledge management, we can implement digital transformation and enhance our competitiveness.

Industry, Academia, and NGOs Collaborate to Address Challenges in Aging Societies with Robotic Technology



As the global population gradually ages, providing effective and sustainable elderly care has become a major challenge for many countries. In response to this issue, Delta Electronics Int'l (Singapore) Pte. Ltd. began collaborating with the non-governmental organization Lions Befrienders (LB), a social service organization, at the end of 2023, and started introducing relevant technologies into application settings in 2024. Using the autonomous robot AIDEN ("Autonomous Intelligence for Delivery and Engagement"), they provide twice-daily meal and everyday necessities delivery services to elderly individuals (aged 67-82) with disabilities.

As a technology provider, the Delta Research Center team in Singapore served as the technology provider for the creation of AIDEN, integrating the results from industry-academic collaborations with Nanyang Technological University in Singapore. AIDEN is capable of moving independently within restricted indoor spaces and is equipped with an extendable mechanical arm that enables it to push elevator buttons and take the elevator by itself. This means it is not necessary to spend large amounts of money on modifying elevators (such as installing Bluetooth or Wi-Fi), which had been necessary in traditional automation solutions. Furthermore, by introducing robotic technology, personnel at the LB social service organization could spend more of their time and effort on other key tasks, such as social activities for the elderly and dementia prevention projects. Taking the AIDEN project as an example, 44 working hours are saved monthly that would otherwise have been spent on delivering meals and necessities.

As demographic structures change worldwide, these new types of collaboration can effectively create more resilient and inclusive communities and serve as a useful reference for addressing aging societies.

* Data collected between November 2024 and February 2025. Based on past experience, human responses typically take 3–5 minutes; with a total of 7,000 inquiries, it is calculated that the system has saved more than 400 hours of work.

4.4 Customer Relationship Management

Customer Satisfaction Survey

Delta has sought to achieve a deep understanding of customer requirements and issues through observation of user operating environments and usage habits, seeking constant improvement to find the most appropriate solutions. We make it a point to gather the responses of customers and end users through focus groups, individual interviews, and online questionnaires. The results are given an in-depth analysis of their needs and expectations, which is then used to improve the basis for technology research and development, system design, and program development. The customer satisfaction survey consisted of two components which are consolidated for analysis. These included the quarterly business review (QBR) with information actively provided by customers and the Delta Satisfaction Survey, which is a satisfaction survey actively initiated by Delta when the customer has not rated their satisfaction. Delta continues improvements based on customer recommendations, and Delta engineers are encouraged to communicate directly with customers. This allows engineers to understand customer issues at the product design phase, while also gaining an accurate understanding of end-market demands and exceeding customer expectations through consultations and recruiting experts from a variety of industries. To achieve an in-depth understanding of customer satisfaction with Delta's products and services, we organize annual customer satisfaction surveys and use the results of the evaluation and surveys as an important basis for improving customer relations. We analyze surveys for intensified interactions with customers to explore potential market opportunities and improve product design to meet customer demands and build win-win cooperation. In the past, each business unit adopted the survey system it designed instead of a systematic universal questionnaire for the customer satisfaction survey. To effectively maximize customer satisfaction and continuously improve the customer service management process, we focused on seven major categories such as technology, quality, responsiveness, delivery, cost, service, and global ESG, and adopted an analysis process including questionnaire collection, system analysis, dashboard display, Failure Analysis/ Corrective Action/ Preventive Action, and effect verification to develop and design the Customer Satisfaction Survey System for the entire Group.

In 2024, Delta distributed questionnaires to 421 key customers that account for a high percentage of Delta's revenue. After including the QBR feedback, responses to satisfaction surveys were received from a total of 296 customers. The percentage of revenue contributed by customers who replied to the customer satisfaction survey was 83.1% of the total revenue contributed by all survey recipients; this is a significant improvement compared to past surveys, and indicates that an increasingly high percentage of customers providing a significant portion of Delta's revenue are responding to Delta's satisfaction surveys. In accordance with the 80/20 principle, a few key customers are responsible for 80% or more of Delta's revenue. Therefore, the views of these key customers are given greater importance. The calculation of customer satisfaction scores by Delta and the Company's various departments, as well as the target scores, were changed in 2024 from an arithmetic average to a weighted average based on revenue. The satisfaction score in 2024 was 85.52, achieving the goal of 85.06. Among the responses received by Delta in the satisfaction survey, the percentage of feedback scores that reached the level of "satisfied" or above was 74%, representing a significant improvement compared to previous years.

Many new customers in new markets have appeared as Industry 4.0 progresses. There have been significant changes in customers' industry types and Delta has noted the potential of Internet and telecommunication customers. To collect feedback from these potential customers, Delta will continue to conduct customer satisfaction surveys to uncover potential customer needs and identify more opportunities for providing services and increasing customer satisfaction with Delta each year.

	2021	2022	2023	2024
Percentage of Customer Satisfaction Survey Coverage[1]	69.4%	71.4%	67.2%	83.1%
Calculated Customer Satisfaction Score	77.65	77.06	81.32	85.52
Percentage of Responses that Reached "Satisfied"[2]	38.3%	39.4%	63.1%	74%

※ All figures above for 2021-2023 have been adjusted based on the new calculation method from 2024.

Note 1: Percentage of Customer Satisfaction Survey Coverage = The contribution to revenue by the customers who responded to the satisfaction survey divided by the contribution to revenue by all customers who received the satisfaction survey

Note 2: The number of responses that reached the level of "satisfied" or above as a percentage of the total responses received in the satisfaction survey. A level of "satisfied" is defined as the customer giving a satisfaction score of 80 points or more.

4.5 Supply Chain Sustainability Management

Delta Supply Chain

As a leading company in the supply chain, Delta implements the Company's mission “To provide innovative, clean, and energy-efficient solutions for a better tomorrow” into all aspects of its supply chain management. Committed to providing customers with high-value products and services, Delta uses the Supplier Code of Conduct as the basis for dialog, collaborating with suppliers to establish sustainable development targets for energy conservation and carbon reduction, sustainable raw material procurement, and waste reduction. Delta actively supervises the implementation of these targets to mitigate the impact of climate change and practice sustainable supply chain management. Delta's suppliers include raw materials suppliers, component suppliers, distributors, and outsourced service providers. These suppliers are mainly located in Mainland China, Thailand, the United States, and Taiwan, with production bases located across Mainland China, Taiwan, Thailand, and other countries.

4.5.1 Supply Chain ESG Committee and Execution Blueprint

To enhance the sustainable management of the supply chain, Delta has established a Supply Chain ESG Committee, which is chaired by the Chief Supply Chain Officer. Committee members include procurement supervisors from each business group, and an executive secretary is appointed to be responsible for daily operations and project implementation. The Committee regularly reports to the Company’s management team and the Board of Directors in order to ensure that a consensus has been reached throughout the whole Company on all material ESG issues. By conducting regular meetings and tracking KPIs, the Committee performs ongoing management, reviews, and adjustments to short-, mid-, and long-term objectives, in order to dynamically make strategic adjustments.

The scope of the Committee's work is divided into six core categories: policy / regulations/ management methods, "supplier evaluation and engagement", establishment of the supply chain ESG platform, "environmental performance improvement", "communication and disclosure", and "management of special issues". To fulfill Delta's commitment to sustainable development, we actively implement three major strategies: "Supplier ESG Risk Management", "Green and Low-Carbon Supply Chain" and "Supply Chain Engagement and Capacity Building". We strengthen cooperation and communication with suppliers through annual questionnaire surveys, the supply chain ESG platform, and supplier conferences. We have also introduced a sustainable procurement system to further improve the efficiency and effectiveness of supply chain management and carbon reduction, thereby ensuring that Delta's suppliers can practice and implement sustainability.



4.5.2 Supply Chain ESG Risk Management

Delta's supply chain management includes four stages: selection and recognition of new suppliers, continuous risk assessment and management, performance evaluation, and supplier engagement and capacity building. The targets include suppliers of materials/components, agents, and outsourced service providers.

1 Selection and Recognition of New Suppliers
1. Commitment letter signing
2. Evaluations of new suppliers and sustainability capacities

2 Continuous Risk Assessment and Management
1. Annual questionnaire surveys
2. On-site ESG audits and coaching for suppliers

3 Performance Evaluation
1. Quarterly performance evaluations
2. Incentive and removal mechanisms

4 Supply Chain Engagement and Capacity Development
1. Supplier sustainability development
2. Carbon reduction engagement

Selection and Recognition of New Suppliers

In the selection and recognition of new suppliers' phase, Delta ensures that suppliers meet sustainability standards by requiring the signing of a Code of Conduct and Letter of Commitment, and conducting capability assessments, thereby strengthening supply chain sustainability management.



Compliance with the Supplier Code of Conduct

Delta has established the Delta Group Supplier Code of Conduct based on the Responsible Business Alliance (RBA) Code of Conduct, covering seven major aspects: climate change, labor, occupational health and safety, environment, ethics, management systems, and supply chain management. The Code of Conduct provides key guidelines for sustainable management.

All new suppliers are required to make relevant commitments when signing procurement contracts and registration documents, such as the Code of Conduct, Integrity Agreement, Environmental Protection, and Conflict Minerals. They must also encourage their upstream suppliers to comply with these commitments. Presently, the signature rate in Taiwan, Mainland China, and Thailand has reached 100%, and the roll-out is gradually continuing in other regions.

Evaluations of New Suppliers and Sustainability Capacities

Delta conducts comprehensive evaluations of new suppliers, including their manufacturing, quality, delivery, cost, and hazardous substance management, and uses ESG-related documents as indicators for comprehensive evaluations. Suppliers must pass the evaluation to become qualified suppliers of Delta.

Continuous Risk Assessment and Management

Supplier Tiered Management

Delta defines Tier 1 Suppliers as suppliers whose annual procurements exceed NT$5 million and have engaged in direct transactions with Delta for more than one year. Furthermore, Delta defines suppliers who provide key materials, technologies or processes, who are a single procurement source, or who account for the top 80% of transactions in key component materials as Tier 1 Significant Suppliers.

The total value of procurement from 476 Tier 1 Significant Suppliers in 2024 accounted for 80%. The total number of Significant Suppliers in non Tier 1 was 1,361.

Tier 1 Suppliers

- Annual ESG risk management
  [ESG (SAQ) questionnaire, conflict minerals due diligence]
- Reviews of major deficiencies and improvement plans in the Supplier Code of Conduct

2,020 suppliers,
accounting for **98%** of procurement amount

Tier 1 Significant Suppliers

- Priority for audits and building carbon reduction capabilities

476 suppliers,
accounting for **80%** of procurement amount

Annual Supplier Risk Identification

Assessment Aspect	Assessment Content
Environmental	Includes but not limited to climate change, environmental footprint, biodiversity, carbon emissions and reduction targets, and major environmental violations
Social Responsibility	Includes but not limited to employee rights and benefits, workplace safety, human rights protection, and major violations of human rights and occupational accidents
Corporate Governance	Includes but not limited to ethical corporate management, anti-corruption/bribery, company operations/emergency response and recovery plans, and violations such as major violations of ethics or litigation
Business Relevance	• Classification of suppliers: manufacturers, agents, and outsourced service providers • Procurement amount tiering: Suppliers in Tier 1 / Significant Suppliers in Tier 1 • Raw material product categories: active or passive electronic components, electrical machinery, magnetic components, mechanical parts, raw materials, etc.

Assessment Methodology	Assessment Content
Country-Specific	Level of impact from geopolitics and national trade entity lists
Sector-Specific	Carbon intensity, energy dependence, and industry-specific risks
Commodity-Specific	Identify the risks of environmental pollution, hazardous substances, conflict minerals, human rights and labor, and business ethics that may arise from specific materials

Delta's annual ESG questionnaires are designed based on the risk assessment methodology/aspects listed in the table above. The questionnaires cover seven major components, including climate change and disclosure, labor, occupational health and safety, environment, ethics, management systems, and supply chain management. The questionnaires are provided in languages such as Traditional Chinese, Simplified Chinese, and English. The questionnaires are sent to Delta's Tier 1 Suppliers, and online webinars are organized to help suppliers understand Delta's expectations and requirements regarding the questionnaire.

The data collected is used to identify suppliers' "ESG capability level" and "risk management level", which are used to draw up risk maps. They are then combined with risk indicators to classify each supplier's ESG capabilities into tiers, thereby strengthening supply chain risk management.

Analysis and Results of the 2024 Questionnaire

Indicator Type	Indicator	Number/ Percentage	Indicator Description
Participation in questionnaire	Total number of suppliers evaluated in the annual ESG questionnaire	**1,855**	Delta's Tier 1 Suppliers that participated in the ESG questionnaire
	Questionnaire response rate	**94%**	
Supplier ESG capability tiers	Percentage of high sustainability suppliers	**41%**	Procurement volume from suppliers with high sustainability capabilities can be increased based on requirements
	High-risk suppliers	**31%**	[ESG capabilities] [Risk management] Priority for audits and providing guidance for improvement
ESG improvement plans for high-risk suppliers	Number of suppliers with deficiencies that completed improvement plans	**551**	Suppliers that had major deficiencies according to the Supplier Code of Conduct as found in the ESG questionnaire
	Number of suppliers with deficiencies that did not complete improvement plans	**0**	Suppliers are required to provide improvement plans
	Percentage of suppliers suspended due to deficiencies	**0**	All suppliers implemented improvements, no suspensions were made
Supply chain management and responsibility management	Number of suppliers that voluntarily implemented the RBA Validated Assessment Program (VAP)	**247**	Number of suppliers that voluntarily implemented in RBA VAP audits and completed verification

To support Delta's SBT commitments and sustainable procurement goals, the 2024 ESG questionnaire added new topics related to climate change and disclosure and the environment, including sustainable raw materials and environmental impact management. The questionnaire requires suppliers to submit corporate carbon emissions data, set specific carbon reduction targets, and provide sustainable raw material resources and information. This submitted information is used to update Delta's green supplier database. In addition, Delta also pays attention to the establishment of suppliers' management systems (environmental, occupational health and safety, and energy management), after collecting the questionnaire responses, we will conduct systematic review on key information and supporting evidence, such as third parties' certification. Suppliers' annual ESG questionnaire data is used as a key reference for formulating future strategies.

The questionnaire results identified 694 suppliers as high sustainability performers, indicating their strong potential for long-term and sustainable collaboration. Conversely, 551 suppliers were categorized as high-risk, including 110 from Taiwan, 205 from mainland China, and 236 from other countries. For high-risk suppliers, Delta will prioritize them for audits and provide guidance and improvement suggestions, thereby enhancing the sustainability of the supply chain.

Additionally, in the major aspects of climate change and environmental management, Delta further strengthens supply chain sustainability management and new metrics were added to assess suppliers' practices in sustainable raw material procurement and usage, aimed at tracking progress towards sustainable procurement goals. In 2024, 85% of Tier 1 significant suppliers provided sustainable raw materials (2025 target: 90%), and 30% of them used recycled materials in the materials or packaging they supplied (2025 target: 40%). In response to the Group's SBT carbon reduction target, Delta requires Tier 1 significant suppliers to sign a carbon reduction commitment letter by 2030, and formulate a mid- to long-term carbon reduction path in stages based on the commitment content. This will further promote the increase in the proportion of sustainable raw materials and renewable materials used, and strengthen the low-carbon transformation capabilities of the overall supply chain.

*1 Sustainable raw materials refer to products provided to Delta that use renewable electricity, recycled/renewable raw materials, and use green power and supply chain low-carbon engagement materials for manufacturing.

Conflict Minerals Management

Conflict minerals management process

In compliance with the Delta Group Responsible Sourcing Policy, 100% of manufacturers are required to sign a declaration

Conduct annual supply chain conflict mineral traceability surveys

Follow the RMI Active and Conformant Facilities List and National Trade Entity List, requiring suppliers to remove or replace unqualified refineries

Collaborate with third-parties to conduct on-site audits on high-risk suppliers and review their conflict minerals management mechanisms

Reveal refinery investigation results and publish and report them on Delta's website

Establish and Announce Policies Regarding Conflict Minerals

Research conducted by the Responsible Minerals Initiative (RMI) discovered that the rebel groups in the Democratic Republic of Congo and neighboring countries in Central Africa use forced labor, child labor, and other illegal means to mine tungsten, tin, tantalum, gold, cobalt, and mica, and sell them in exchange for weapons, thereby causing regional instability. Minerals obtained through illegal means are referred to as conflict minerals. Tungsten, tin, tantalum, gold, cobalt, and mica are essential for electronic products to function. To avoid the use of conflict minerals obtained from illegal operations, we have established the Responsible Raw Materials Procurement Policy and the Due Diligence Investigation on Conflict Minerals of Suppliers. Please refer to the "Delta Group Responsible Sourcing Policy" section of our website for more information.

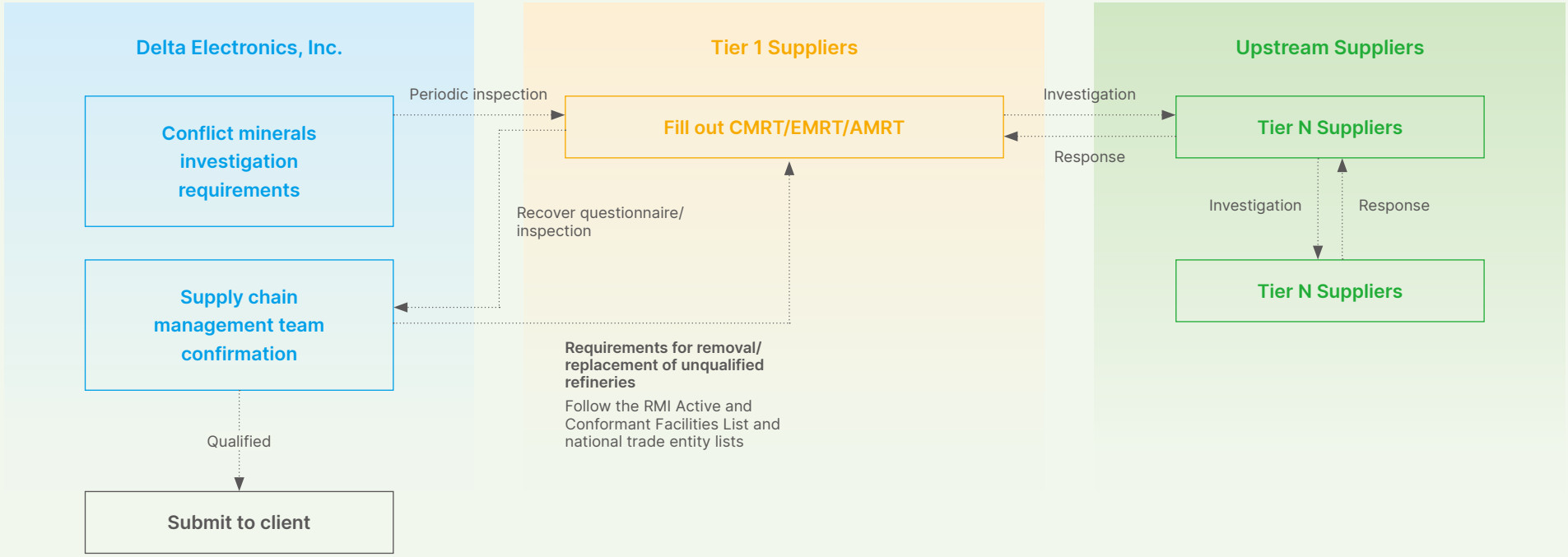
Conduct Due Diligence Investigation

To ensure that no conflict minerals are used in Delta products, Delta examines product ingredients and identifies suppliers that require investigation every year. In 2024, 2,525 suppliers are included. Delta conducts due diligence investigations using an online questionnaire converted from the CMRT*1 6.4, EMRT*2 1.3, and the AMRT*3 1.2 template to comprehensively check the distribution and compliance of the refineries used by suppliers. We also strengthen communication and cooperation with suppliers through webinars to practice responsible manufacturing. Delta requires suppliers to disclose and purchase minerals from qualified refineries based on the latest list of valid and qualified refineries published by the Responsible Minerals Initiative (RMI).



*1 Conflict Minerals Reporting Template
*2 Extended Minerals Reporting Template
*3 Additional Minerals Reporting Template

Conducting Due Diligence Investigations



According to the investigation, Delta's supply chain sourced materials come from 267 refineries as of the end of 2024, all of which were included in the most recently updated list of qualified refineries. Further analysis showed that Asia had the highest number of qualified refineries, followed by Europe.

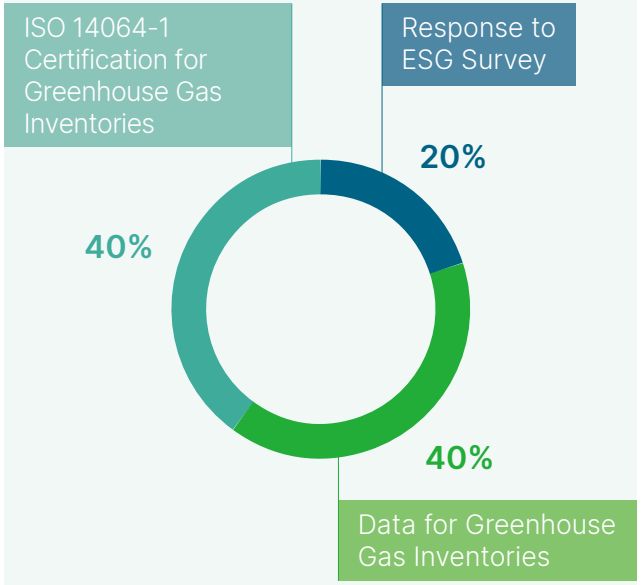
Category	Number of refineries
Gold	93
Tin	52
Cobalt	49
Tungsten	36
Tantalum	32
Mica	5
Total	267

Region	Number of refineries
Asia	163
Europe	37
Americas	44
Africa	20
Oceania	3
Total	267

Performance Evaluation

When conducting our quarterly business review (QBR), in addition to traditional considerations such as technology, quality, service, delivery time, and cost, Delta also takes into account suppliers' ESG risk and capabilities, which are given a 10% weighting in the score, as key factors for order management and continuing cooperation. The ESG performance of suppliers affects their partnerships with Delta. For example, those with higher scores may receive more orders, while those with low scores may have their collaboration with Delta reduced or even terminated.

ESG factors to consider



Reward and Penalty System

Reward

To encourage proactive action by suppliers in the field of ESG, Delta includes ESG responses and practices as scoring items in the QBR. We select the best-performing (MVP) and most-improved (MIP) suppliers each year, and specially recognize suppliers with outstanding sustainability performance. We also use our brand influence to motivate the entire supply chain to continue to make improvements.

Penalty

In addition to the QBR items regularly implemented by suppliers, if suppliers had major deficiencies in the annual ESG questionnaire or ESG audit, improvement plans must be submitted according to Delta's requirements. If any supplier does not actively cooperate with the improvement or refuse to take improvement measures after formal notification, the Company will suspend the suppliers according to internal procedures and temporarily halt price inquiries and cooperation process within one month after the notification is issued, until the suppliers with deficiencies submit supporting evidence and pass a secondary review.

Grade	Supplier Rating	Action Item	Review Meeting
A	**Excellent (90-100)**	Proactive supplier - can increase procurement volume up to 20% according to demand	Quarterly
B	**Good (80-89.9)**	Qualified supplier - maintain business relationship	Quarterly
C	**Marginal (70-79.9)**	Poor supplier - reduce procurement volume 1. Arrange supplier coaching program in conjunction with quarterly reviews 2. For suppliers with a C rating for two consecutive quarters, orders will be transferred and transactions will be terminated. 3. Suppliers rated C for three consecutive quarters will be listed as an unqualified supplier.	Quarterly
D	**Poor (below 70)**	Unqualified supplier 1. Orders transferred and transactions terminated 2. Suppliers given D ratings for two consecutive quarters shall be disqualified as a Delta supplier.	Weekly/Monthly

Supply Chain Audits and Coaching

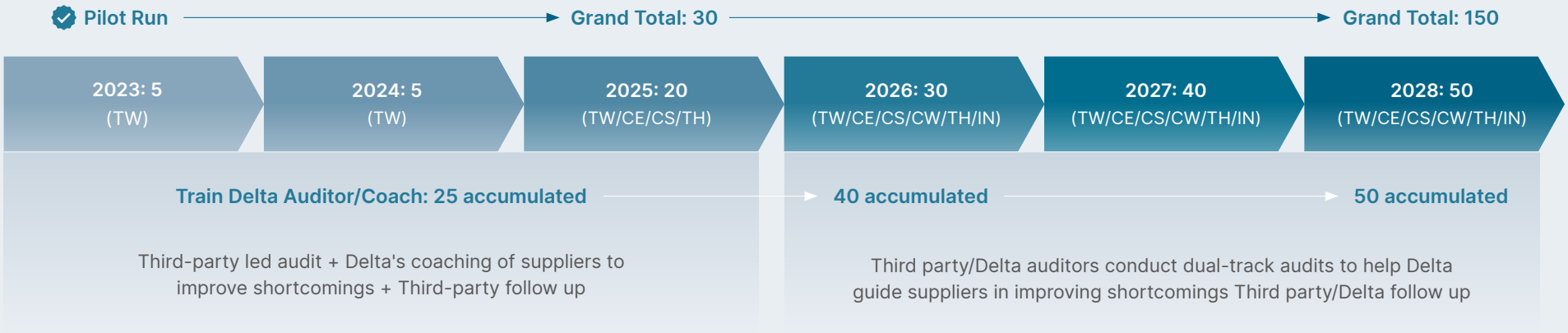
Delta Audit/Coaching Team and Action Plan

Delta Group has begun to strengthen supply chain management and plans to increase the number of on-site audits each year to ensure that suppliers' actual ESG performance is consistent with their reports, thereby enhancing transparency and responsibility in the overall supply chain. To this end, Delta launched the Audit/Coaching Team Development Project in early 2024, establishing a dedicated seed team based on the standards of official auditors, and providing professional training on environmental, social, and governance (ESG) standards in the supply chain. The project was first launched in the Taiwan and Mainland China regions, covering compulsory courses, scenario simulations, and audit examinations. A total of 25 people completed the training and obtained the completion certificate in 2024.

To ensure audit quality, Delta initially adopted a tripartite cooperation model, in which a third-party certification agency was responsible for conducting audits, while Delta's team participated in audit training and assisted in supplier coaching to strengthen the practical experience of the Delta seed team. Starting in 2026, Delta plans to implement a dual-track audit process conducted by both third-party and Delta auditors, gradually expanding the scope of on-site audits, and comprehensively promoting sustainable management of the supply chain.

On-site audits of 15 suppliers were originally scheduled to be completed in 2024. However, in response to the RBA 8.0 revision, Delta adjusted the Company's ESG audit documents and conducted additional training for Delta personnel, therefore on-site ESG audits using the revised audit plan were completed for 5 companies in the Taiwan region. In the future, the scope of audits will be further expanded to the eastern, southern, and western parts of Mainland China, as well as major supplier locations such as Thailand and India, in order to comprehensively deepen the sustainable development of the supply chain.

Delta Supplier ESG On-site Audit Project Schedule



Annual Circular Program for ESG On-site Audits

To reduce supply chain risks and improve overall competitiveness, Delta has been promoting on-site ESG audits and mentoring projects since 2023. Delta conducts audits and mentors key high-risk suppliers, and has established an annual circular program for on-site audits. Please refer to the diagram below:

Establish/Amend Delta's ESG Framework

Delta independently formulated and optimized the Supply Chain ESG Management framework in accordance with the Delta Group Supplier Code of Conduct and sustainable development goals, and planned and implemented Delta's supply chain ESG on-site audit plan. The following key steps are taken:

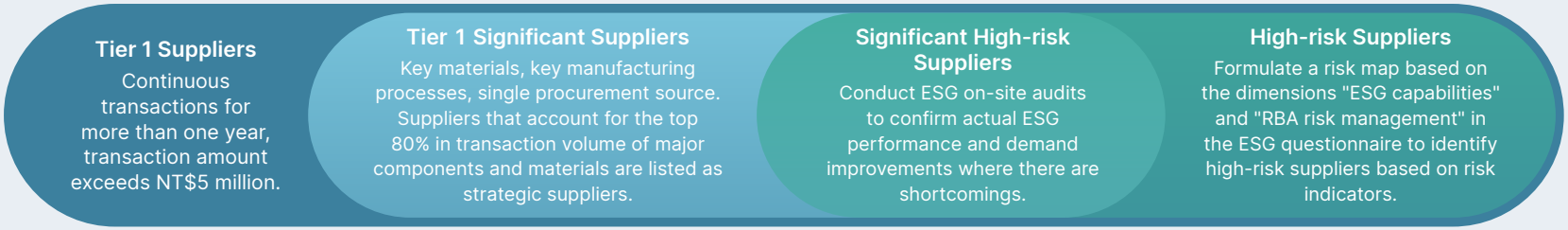
1. Update the annual supplier ESG questionnaire (also known as Self-Assessment Questionnaire, SAQ for short) to comprehensively evaluate suppliers' ability to meet Delta's sustainability standards.
2. Update Delta's supply chain on-site ESG audit protocol.
3. Provide standardized training to Delta audit advisors to ensure they have the necessary skills and knowledge when conducting audits.

Document Review

Review suppliers' ESG self-assessment capabilities and identify high-risk factors and supplier lists through document audits

1. Delta identified high-risk suppliers based on the risk map drawn from the ESG questionnaire and the indicators of major deficiencies in the Delta Group Supplier Code of Conduct. In 2024, a total of 1,855 suppliers completed ESG questionnaire reviews, with 551 identified as having high-risks and all submitted corrective action plans, resulting in no suppliers being terminated due to ESG issues. For suppliers with higher risks in specific regions or topics, Delta further conducted written or on-site management system reviews by its internal audit team. In 2024, audits of 50 suppliers were completed.
2. Suppliers' failure to respond to the ESG questionnaire shall affect their quarterly business review (QBR) score. Those who do not respond will be automatically regarded as high-risk manufacturers and added to the priority list for on-site audits.
3. To ensure maximum benefits from resource use, Delta will identify significant high-risk suppliers to undergo the on-site ESG audit process.

Significant high-risk suppliers



On-site Audits

Conduct second-party and third-party on-site audits

1. The audit results found that shortcomings generally occurred in labor working hours, factory environment, workplace health and safety, and the establishment of management systems.
2. The number of second-party and third-party on-site audits are increased year by year according to the audit plan of Delta's audit/coaching team to ensure that suppliers' self-assessments are in line with their actual performance.

Delta Coaching Measures

Provide coaching resources to deal with shortcomings discovered through audits and require suppliers to respond with implementation of corrective/improvement actions

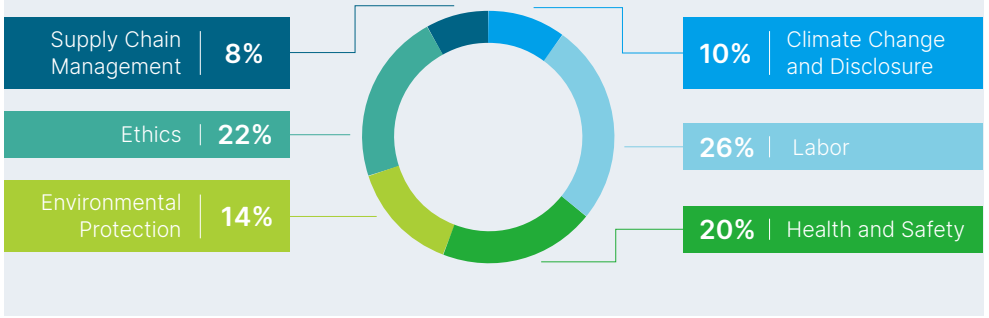
1. Suppliers should provide specific improvement plans based on their actual status within a month of receiving an audit report.
2. Provide coaching resources based on Delta's strategic goals and suppliers' weaknesses, and hold occasional supplier training to help suppliers enhance sustainability skills.

Audit Findings and Continuous Improvement Plans

No supplier relationships were terminated in 2024 due to the review results. Further analysis of the audit results showed that deficiencies in the six major aspects were mainly found in the areas of labor rights and ethics, indicating that there is room for improvement for some suppliers in the areas of employee management, working hours management, and ethical corporate management.

To ensure the ongoing development of the supply chain, Delta will continue to follow up on implementation progress after receiving improvement plans from suppliers, and will provide appropriate guidance and resources as needed. The aim is for Delta to introduce the Company's accumulated ESG knowledge and management resources into the supply chain by sharing experience, building suppliers' capabilities, and providing practical guidance, thereby helping suppliers enhance their capacity for sustainable operations.

Distribution of deficiencies found in audit



Category		Delta CoC classification	Shortcomings found in audits	Supplier improvement plans
A Climate Change and Disclosure	A1	Greenhouse Gas Inventory and Management	Annual emissions are not quantified, and there are no inventory and management mechanisms.	Establish an annual GHG inventory plan, quantify emissions data, and establish comprehensive inventory and management mechanisms.
	A3	Carbon Footprint Reduction	Energy conservation and carbon reduction measures were not evaluated, and carbon reduction targets were not set or reviewed.	Evaluate energy conservation and carbon reduction measures, set and regularly review short-, mid-, and long-term carbon reduction targets.
	A4	Proactive Response to Climate Change	There were no climate change management frameworks or reporting mechanisms.	Establish a climate change management framework and set up an internal reporting mechanism, and ensure that regular reports to management are made.
B Labor	B1	Prohibition of Forced Labor	Excessively long non-compete clauses in the employment contract and not clearly defined job descriptions.	Revise labor contracts to shorten the duration of non-compete clauses, and clearly define job descriptions (work location, job content, and remuneration).
	B3	Working Hours	Some employees worked overtime hours that exceeded the legal limit.	Make immediate improvements to the management of working hours to ensure that overtime complies with legal regulations, and establish an early warning mechanism to prevent overtime that violates regulations.
	B.M	Process Control	No effective labor policies established, and lack of senior representatives to oversee labor affairs.	Appoint senior management representatives to oversee labor affairs and establish clear departmental responsibilities and audit mechanisms.

Category	Delta CoC classification		Shortcomings found in audits	Supplier improvement plans
C Health and Safety	C1	Occupational Health and Safety	Periodic identification of hazards was not performed, including failure to assess the risk of falling from heights and shelves collapsing, insufficient protection measures, and others.	Regularly update hazard identification, assess the risk of falling from heights and shelves collapsing, and add necessary protective measures.
	C4	Industrial Hygiene	Chemicals were not labeled or were stored inappropriately, and inventory records were not complete.	Label chemicals clearly, improve storage management, and regularly update and inspect the chemicals inventory list.
	C.M	Performance Evaluation and Continual Improvement	Did not implement health and safety management system reviews or occupational health and safety self-assessments.	Add an occupational health and safety self-assessment mechanism to management review meetings.
D Environmental Protection	D.M	Risk Assessment (Risk Management)	Did not periodically identify and update environmental regulations, and did not identify stakeholders.	Establish mechanisms to periodically identify and update environmental regulations, and improve procedures for identifying internal and external stakeholders.
	D.M	Communication	Did not label hazards, and there was no effective two-way communication mechanism.	Label hazards, and establish internal and external communication channels to ensure that relevant information is communicated effectively.
	D.M	Process Control	Did not provide education and training related to the environment.	Analyze education and training requirements and provide environmental education and training for new employees and current employees.
E Ethics	E1	Ethical Corporate Management and No Improper Benefits	Not all employees signed the linked letter of commitment, and there is no review mechanism for conflicts of interest.	Require all employees to sign the Integrity Agreement, and introduce a mechanism for declaring conflicts of interest.
	E.M	Performance Evaluations and Continual Improvement	Did not establish procedures to ensure compliance with ethics regulations, and there were no mechanisms for stakeholder identification and risk assessment.	Establish procedures to ensure compliance with ethics regulations and strengthen internal and external risk assessment mechanisms.
F Supply Chain Management	F1	Company Commitment	Did not establish a Code of Conduct that includes Delta's ESG standards or have it signed by management.	Establish a Code of Conduct that corresponds to Delta's ESG standards, to be formally signed by management and implemented.
	F4	Supplier Responsibilities	Did not communicate RBA and Code of Conduct requirements to upstream suppliers.	Incorporate the Code of Conduct into supplier management mechanisms.

* Please refer to Delta Group Supplier Code of Conduct for the correspondence between categories and numbers.

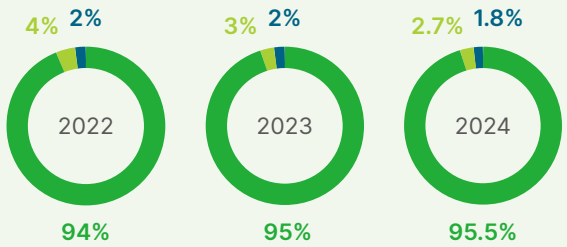
4.5.3 Green and Low-Carbon Supply Chain

To achieve the 2030 short-term and 2050 long-term carbon reduction targets set by the Science Based Targets initiative (SBTi), Scope 3 reduction is the most impactful yet difficult part to implement. Therefore, Delta has adopted the three major strategies of "localized management", "sustainable raw material procurement", and "value chain carbon footprint reduction" to achieve the implementation of a Green and Low-Carbon Supply Chain.

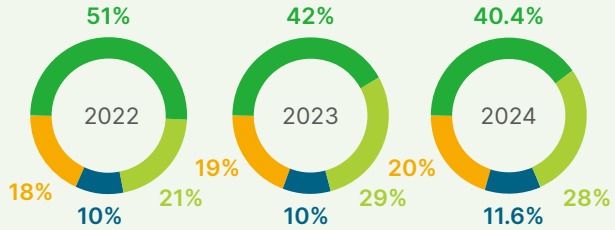
Localized Management

Delta's products and services cover four major areas: Power Electronics, Electric Transportation, Industrial Automation, and Infrastructure, and Delta is continuing to promote smart green solutions. Suppliers are divided into three types: production-related direct materials, non-production-related indirect materials, and labor. Direct materials account for the vast majority of procurement expenditures, accounting for 95.5% in 2024, and mainly comprising raw materials/components suppliers, agents, and contractors. In recent years, Delta has deepened research and development in the Company's core technology products, and has accelerated the transformation into a global solution provider through strategic mergers and acquisitions and by integrating innovation into processes. The scale of the supply chain also continues to grow. In addition, Delta has continued to implement local procurement strategies and endeavored to construct a green supply chain to build closer relations with local partners, promote local social and economic development, and reduce the carbon footprint from production and transportation. In particular, the percentages of global and local procurement of direct materials for production sites in Mainland China, Taiwan, and Thailand are shown in the figures below.

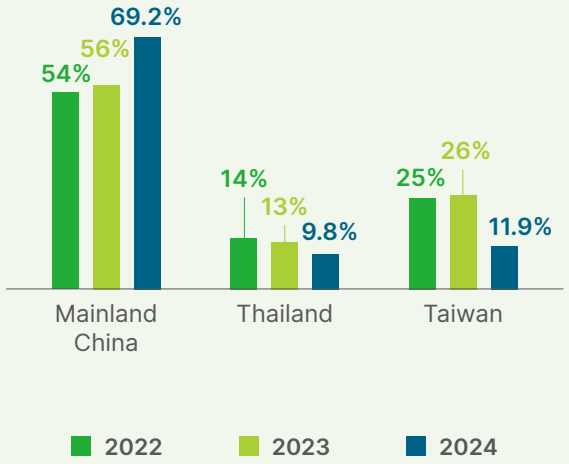
Percentage of Direct Procurement



Percentage of Global Procurement



Percentage of Local Procurement



Sustainable Raw Material Procurement

Delta Group has developed a series of circular economy goals and solution pathways based on the product life cycle assessment (LCA) method by integrating the operating data and material information of its business groups. To promote the sustainable use of raw materials, Delta has also set up sustainable raw material procurement strategies, namely "sustainable raw material traceability" and "promoting circular economy procurement", to promote the implementation of sustainable procurement and optimize overall value chain efficiency in order to contribute to the 2050 goal of net-zero emissions.

Sustainable raw material traceability	Promoting circular economy procurement
• Use third-party verified raw materials • Avoid damaging biodiversity	• Use renewable/recycled materials • Use low-carbon materials • Waste reduction

Delta continues to promote sustainable procurement training and requires personnel from key departments such as procurement, materials engineering, and R&D to participate, in order to systematically strengthen their understanding and practical application of sustainability topics. Training content includes Delta's sustainable procurement strategy and carbon reduction targets, as well as topics such as product carbon footprint (PCF), circular raw material management, biodiversity impact, and the potential environmental effects of material selection. In 2024, a total of 103 employees participated in these training sessions.

In parallel, Delta has implemented a structured process to evaluate critical raw materials that are essential to product quality and supply stability. This process involves identifying and managing key materials, and gathering relevant sustainability indicators from suppliers.

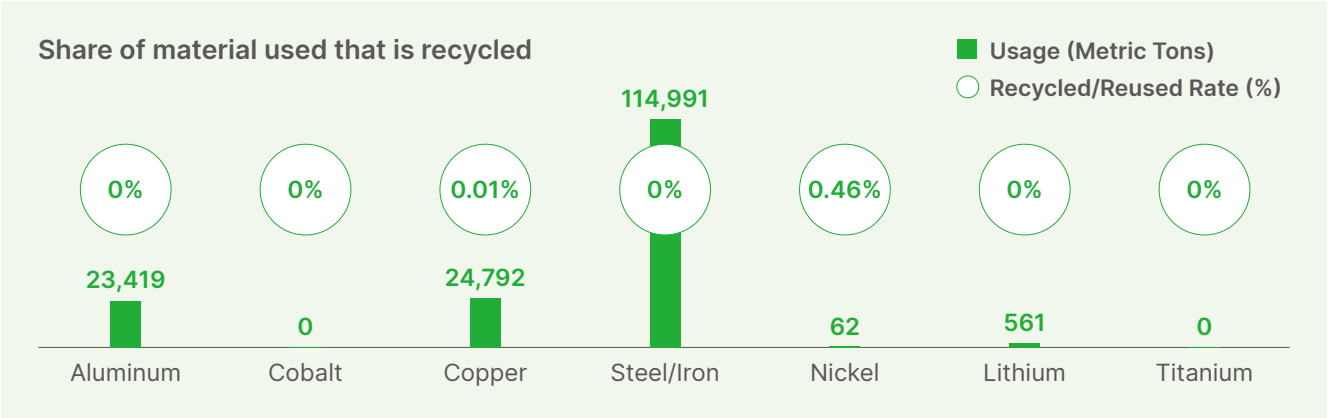
Key evaluation criteria include the material's renewability, whether it has undergone product carbon footprint (PCF) assessment and certification, and its overall environmental impact — such as performance in pollution control, water and air resource management, waste reduction, and biodiversity protection.

The assessment outcomes serve as a foundation for future collaboration with suppliers, particularly in setting goals for increasing the use of recycled and sustainable raw materials.

Materials Management

In response to global demands for sustainable corporate development, especially in the tracing and disclosure of raw materials, Delta Group uses circular economy inventory tools to systematically collect and manage data to continuously improve its environmental footprint. The following data summary shows our procurement distribution by weight across major material categories, as well as the share of renewable and recycled materials in our supply chain.

The main materials used by Delta products include metals, plastics, chemicals, packaging or buffer packaging materials, and other materials. Based on the weight of procured materials in 2024, metal materials accounted for 41.70% (167,872 metric tons), packaging materials accounted for 17.71% (71,298 metric tons, of which 0.06% is recycled), thermoplastic materials accounted for 14.84% (59,753 metric tons, among which 0.15% is recycled), production process chemicals accounted for 0.13%, and other materials accounted for 25.62%.



Identification of Key Raw Materials

To promote the sustainable use of raw materials, Delta Group has implemented the following set of key raw material identification and management processes.

1. **Establish sustainable procurement strategies**: Delta not only considers cost-effectiveness, but also comprehensively measures its energy saving and emission reduction potential and resource recycling rate based on the sustainability risk assessments conducted on raw materials. This evaluation process helps Delta establish priorities when using raw materials, thereby ensuring that the procurement strategy implements sustainable management.
2. **Material information gathering**: Delta's business groups conduct statistical analysis on important procurement categories and high-volume materials, evaluate costs and environmental impacts, and focus on carbon reduction opportunities for high-carbon-emitting materials to improve procurement sustainability.
3. **Traceability and sustainable procurement risk assessment**: Delta works with suppliers to ensure transparency in the sourcing of raw materials and to assess possible negative impacts on the environment and society during its extraction and production processes. This includes measuring sustainability factors such as carbon footprint, ecological protection, environmental pollution, and labor rights.
4. **Sustainable raw materials**: Based on the results of sustainability risk assessments, raw materials that best meet Delta's needs at this stage are selected.

Implementation of Carbon Reduction Strategies for Supply Chain Materials

Delta actively promotes Scope 3 carbon reduction actions in the supply chain through product redesigns, low-carbon material engagement, and material recycling. The Group implements annual carbon reduction targets in each business group according to the following processes. The year 2021 is used as the baseline for carbon reduction targets. In accordance with the Group's SBT target, Scope 3 carbon emissions are expected to be reduced by 25% by 2030.

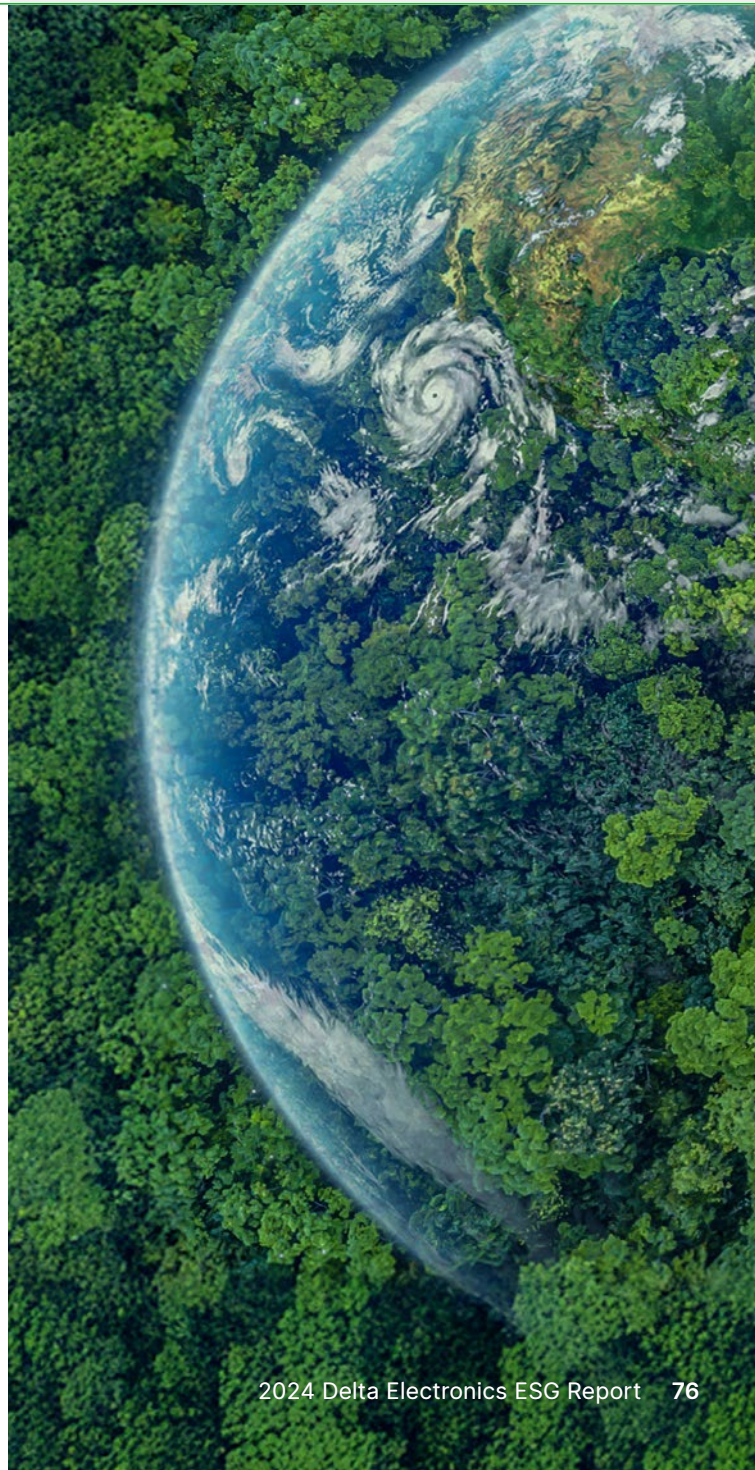
Raw Material Assessment and Carbon Reduction Potential Evaluation	1. Inventory the Group's business group raw materials usage and carbon emissions 2. Collect carbon footprint data and trace sources 3. Assess material decarbonization potential and countermeasures 4. Set raw materials carbon reduction targets and the priority of strategies
Verification of Low Carbon Materials	1. Carbon footprint data verification 2. Assess the adoption of recycled materials, renewable materials, or low-carbon materials 3. Material performance and feasibility analysis
Introduction and Execution of Carbon Reduction Strategies	Introduce decarbonization measures based on material categories and continuously collaborate with the supply chain on decarbonization initiatives
Tracking of Carbon Reduction Results	1. Track the carbon reduction results of key materials 2. Continuously adjust carbon reduction measures
Evaluation and Sharing of Low Carbon Achievements	1. Disclose the carbon reduction of raw materials and share methods 2. Formulate and continually update the Group's low carbon materials database and list of sustainable suppliers

Value Chain Carbon Footprint Reduction

Delta's Supply Chain ESG Committee worked with business groups to fully launch the group's product carbon footprint pilot program in 2022, while the business groups also established product carbon footprint promotion teams. In the mid-term, the program will independently improve product carbon footprint promotion capabilities, launch a quantitative plan, and establish a response mechanism for customer product carbon footprint requirements. In the long-term, all important products will be included in Delta's product carbon footprint calculation platform to help develop low-carbon products. Delta will also continue to negotiate, communicate and encourage value chain partners to accelerate product carbon footprint reduction actions in compliance with international trends, customer demand, and relevant regulations.

The key measures implemented for product carbon footprint reduction are as follows:

1. Pay attention to developments in international carbon border taxes, complete inventories and calculation of the carbon footprint of products based on international standards, and ensure that the methodology and data quality comply with the regulations.
2. Establish a product carbon footprint implementation team in Business Units to strengthen product carbon footprint awareness and knowledge in all functional groups and facilitate the long-term development of low-carbon products.
3. Incorporate data from international carbon emission factor databases and set requirements for material suppliers to provide data on carbon emissions for continuous updates of Delta's carbon emissions database for materials.
4. Analyze product carbon footprint hot spots and opportunities for carbon reduction. Consider the use of circular business models, green product design, partnerships with low-carbon raw material suppliers, energy conservation and renewable power operation in plants, setup of green logistics, waste management, and others, to plan carbon footprint reduction actions.



4.5.4 Supply Chain Engagement and Capability Development

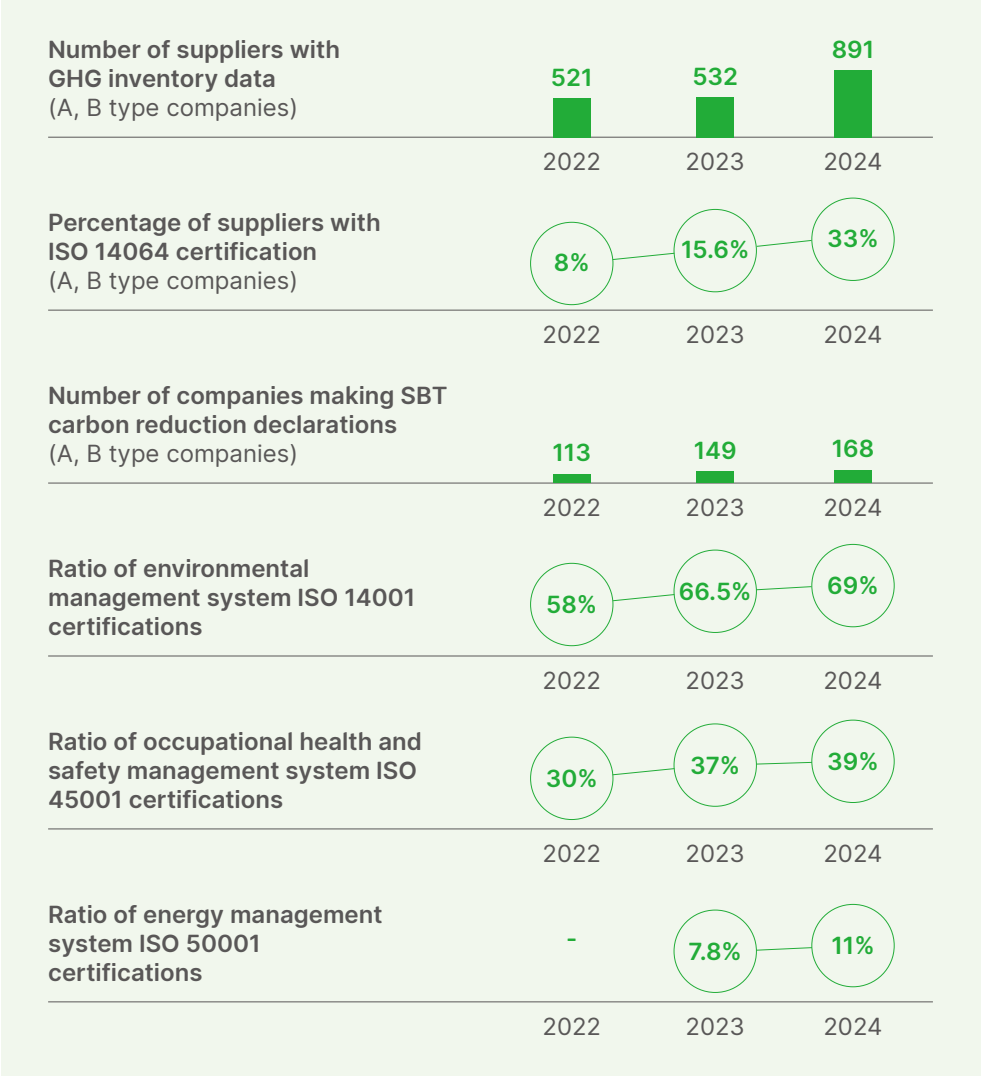
Supplier Sustainability Development

Delta sees suppliers as long-term partners in sustainable development. In addition to requiring a certain degree of quality, technology, delivery timeliness, and cost competitiveness, Delta also attaches importance to suppliers' ESG performance, especially climate change-related actions.

Starting from 2022, Delta has included suppliers' GHG inventory capabilities in their QBRs, including quantifying their annual GHG emissions, establishing stage by stage carbon reduction goals, and providing the necessary product-based GHG data to meet Delta's requirements for information on product carbon footprints. We also require Tier 1 Suppliers to obtain third-party verification statements for GHG inventory data before Q4 of 2025.

To help Delta's supply chain strengthen their ESG risk management and low-carbon transformation capabilities, Delta plans a series of general knowledge and practical training courses each year, and invites professional consultants to teach education and training courses in both Chinese and English. These courses are provided free of charge to Delta's Tier 1 Suppliers. In 2024, Delta organized the "ESG Code of Conduct and Implementation" and "Greenhouse Gas Inventory Analysis and Carbon Reduction Practices" courses. A total of 1,236 personnel from suppliers participated. By building up suppliers' professional concepts and sharing Delta's experience and tools in energy conservation and carbon reduction, Delta can help suppliers achieve low-carbon transformation as well as commit to continuously providing such specialized training courses, thereby promoting the development of a sustainable supply chain.

Compared with 2023, Delta suppliers have achieved significant progress in a number of management system standards, as shown in the figure on the right.



* Type A companies are manufacturers, and type B companies are distributors.

Supply Chain Sustainability Engagement Platform

Supply Chain ESG Platform

To strengthen supplier ESG management and information transparency, Delta started development on the "Supply Chain ESG Platform" in 2024, which brings together functions such as supply chain information and policy announcements, annual questionnaire management, education and training resources, on-site audit management, and materials information maintenance. The objective of the platform is to improve the efficiency of supply chain management by providing suppliers with a one-stop solution for the disclosure of policies and requirements, as well as suppliers' access to resources and submission of relevant information. This means suppliers do not need to go through multiple channels to comply with Delta's ESG requirements. This platform enables Delta to further realize the transparency and digital management of the supply chain, and deepens sustainable cooperation with suppliers. The platform is currently in the test stage, and is expected to be available to suppliers free of charge in 2025.

Supplier ESG Communication Conference

Delta actively supports the global net-zero carbon reduction goal. To this end, Delta organized the first Delta Supplier ESG Communication Conference in October, inviting Tier 1 Suppliers from the Taiwan and Mainland China regions to jointly promote ESG practices and carbon reduction actions in the supply chain.

A third-party professional consulting team was invited to the conference to analyze the key factors affecting enterprises' long-term competitiveness and low-carbon transition practices from the perspective of climate change, as well as to emphasize the importance of sustainability transitions through international regulatory frameworks. At the conference, Delta also explained the Company's future ESG strategic management directions and low-carbon supply chain implementation requirements, demonstrating the Company's determination to push for carbon reduction. Delta also required suppliers to sign a Letter of Commitment to carbon reduction, as well as publicly announce their carbon reduction goals and commitments.

The conference allowed suppliers to find answers to common questions, and also promoted open exchanges and discussions on pain points, thereby helping Delta gain a better understanding of the resources and support that suppliers would need. After the conference, Delta provided suppliers with the key findings and presentations on key topics from the conference, which were also translated into English to ensure that key suppliers in other regions would also receive the latest information on Delta's strategies. In the future, Delta will organize other Supplier ESG Communication Conferences in other regions and languages in order to further deepen sustainability cooperation throughout the global supply chain.

Disclosure of Engagement Results and Environmental Performance

Delta's Large Enterprise Leading Small Enterprise Project

Delta promotes the green transformation of the Company's supply chain. To achieve the goal of low-carbon transformation, Delta participated in the Ministry of Economic Affairs' "Large Enterprises Leading Small Enterprises in Low-Carbon and Smart Manufacturing Transformation Subsidy" in 2024, using the government's subsidy of up to NT$30 million for low-carbon projects and bringing together 11 like-minded supply chain partners to save energy and reduce carbon emissions. Delta used more than 96% of the subsidy to help supply chain partners replace equipment, improve processes, and establish energy-saving and low-carbon operation monitoring systems. This included introducing Delta's DeltaGrid® carbon emission management platform and the VTScada energy management system, diagnostics and coaching from experts, and education and training. We also leveraged our experience in renewable electricity transactions and our research and development of green power supply matching technologies to provide planning and procurement solutions related to green energy, thus to helping supply chain partners reduce their Scope 2 indirect emissions from energy sources compared to 2023. It is expected that, by the end of 2025, carbon emissions will be reduced by 2,094.5 tons, or approximately 7% of total emissions, which is equivalent to the annual carbon dioxide absorption of 16 Da'an Forest Parks.

* The carbon dioxide absorption of Da'an Forest Park is based on: Estimation of Carbon Sequestration Capacity of Urban Trees - A Case Study of Daan Forest Park in Taipei City, Chyi-Rong Chiou and Yu-Ting Lin, Journal of Landscape Volume 27 Issue 2, Pp. 37-62 (2024).



Utilization of Recycled Materials in Delta Production Plants

To fulfill our corporate Mission "To provide innovative, clean and energy-efficient solutions for a better tomorrow," Delta continuously cooperates with suppliers to reduce carbon emissions. This not only lowers operational costs for both Delta and the supplier, but also increases the competitiveness of the entire supply chain.

Packaging Materials Recycling

Recycling packaging materials for products

Partners: Major processing manufacturers

Quantitative/Qualitative Results

We saved US$6.63 million through packaging materials recycling in 2024. Plastic packaging accounted for 79%, paper packaging accounted for 14%, and cushioning packaging accounted for 4%.

Reuse of Carriers
(Plastic Frames)

Use reusable carriers (plastic frames) for transporting plastic casings and materials in place of cardboard boxes.

Partners: Local institutional component suppliers

Quantitative/Qualitative Results

We saved 4.82 million cardboard boxes in 2024, reducing packaging costs by approximately US$4.8 million.

Pallet Recycling and Reuse

Recycled foundations and battens of wooden pallets

Partners: Local suppliers

Quantitative/Qualitative Results

The foundations and battens in pallets are recycled, saving US$3.16 million in pallet costs. We also recycled approximately 389,000 pallets.



4.6 Information Security

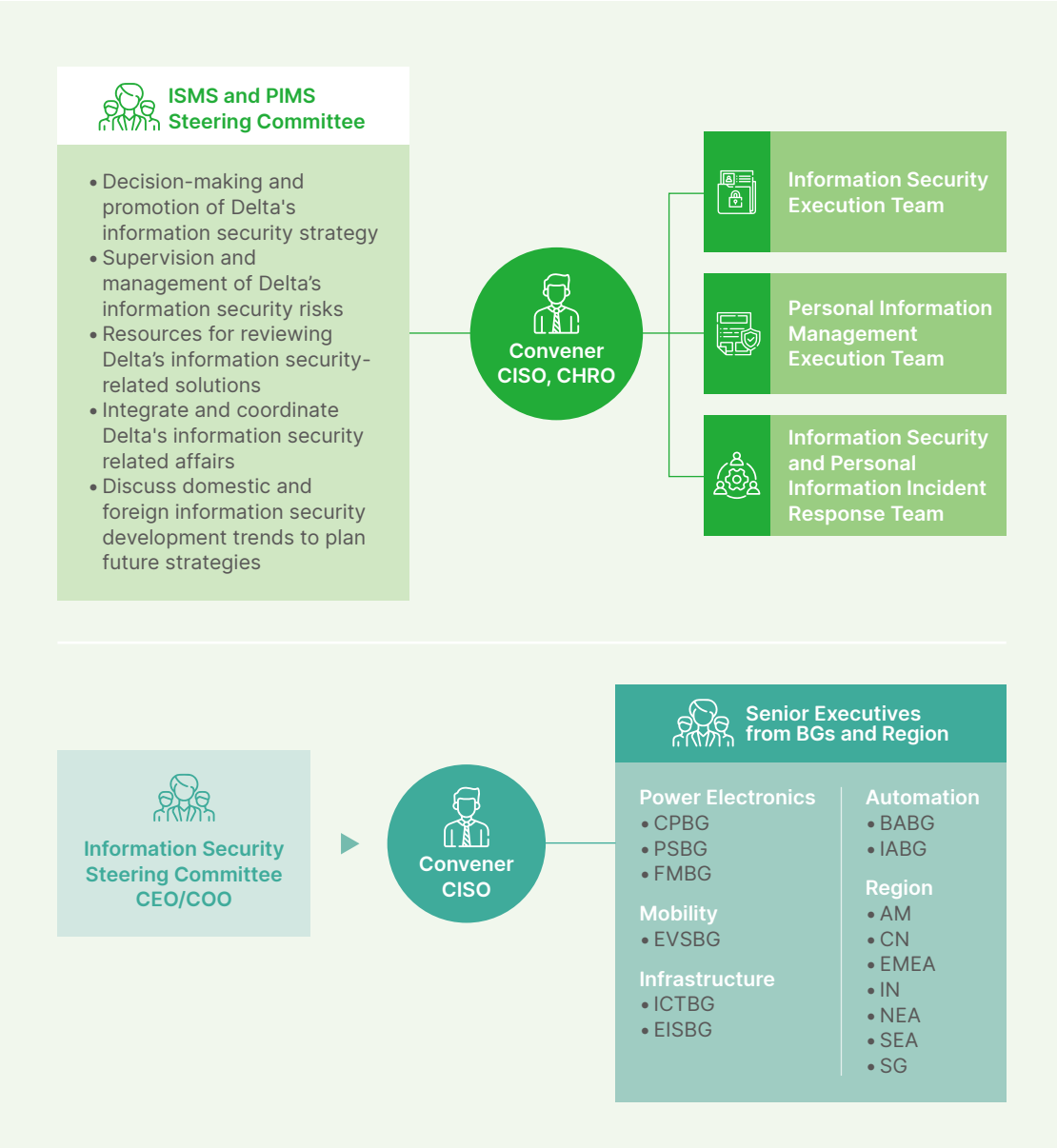
Delta's Board of Directors is responsible for approving the Group's Information Security Policy and making decisions on material issues related to information security. This demonstrates that the management supports Delta's information security management system and actively participates in it. All information security management policies must not only comply with domestic and foreign information security laws and regulations, but also actively expand the scope of application and certification areas of international information security standards, integrating information security into everyday operations. Delta continues to improve its information security system and strengthen protections. The Company has established the "Information Security Steering Committee" to promote overall information security governance, set up consistent information security policies, and planned Delta Group's information security management system. To fully fulfill its responsibility to protect and manage customer data, Delta established an "Information Security Execution Team" responsible for establishing information security management standards to ensure the security of the organization and relevant stakeholder data.



4.6.1 Information Security Organization

Delta has a Chief Information Security Officer (CISO), who is the highest-ranking person in charge of information security. The CISO is responsible for supervising the execution of company-wide information security operations, ensuring the effectiveness of information security risk management mechanisms, and reporting the overall information security implementation status and effectiveness to the Board annually. This ensures that information security policies and controls are implemented at Delta Group's business groups worldwide. The CISO reported the status of Delta's information security governance to the Board of Directors on April 30, 2024.

Regarding information security and personal information management, Delta established the "ISMS and PIMS Steering Committee", which holds regular meetings every year to supervise the overall information security and personal information management status of Delta Group in order to effectively discuss and identify information security and personal information issues and related risks. To ensure that Delta Group's information security management can continue to operate effectively, and to properly protect business secrets and customer information, preventing their confidentiality, integrity, accuracy, and availability from being intentionally or negligently damaged by internal or external personnel, Delta established the "Information Security Steering Committee". The Committee convenes regular meetings every quarter to discuss the information security issues and business needs of different regions and determine required resources and action plans. The Committee is chaired by the CEO, with CISO as the convener. The COO, senior executives from business groups around the world, and regional senior executives are all committee members. In addition, in order to achieve the effective promotion and implementation of information security operations within the group, Delta established the "Information Security Task Force" in 2023, with managers assigned by each business group to promote information security. In its regular bimonthly meetings, the task force not only discusses information security-related issues, but also promotes information security campaigns launched by the headquarters, thereby enhancing colleagues' information security awareness.



4.6.2 Information Security and Personal Information Protection Measures

Organizational Control

- To strengthen information security management and protect the rights of data subjects, Delta Group has established the "Delta Group Information Security and Personal Information Protection Policy" in accordance with the international standards ISO 27001 and ISO 27701, the Personal Data Protection Act, and relevant laws and regulations related to the protection of personal data in the regions where the Group operates. The policy serves as the guidelines for the division of responsibilities in the information security and personal data management organization, personnel education and training, and the management of computer hardware and software, networks and physical environments. The scope of the policy includes the Delta Group, suppliers, and customers.

- Delta's major information systems have been certified with ISO/IEC 27001 since December 3, 2018. To continuously ensure the implementation of information security and the maintenance of certificate validity, control measures are conducted annually, including asset inventories, risk assessment and treatment, business continuity plans(BCPs) for critical information systems, conducting drills per the BCPs, and internal audits. Delta was certified by an external verification body on July 12, 2024, in accordance with the ISO/IEC 27001:2022 international standard, and the validity period of the certificate was extended to August 8, 2027. We will continue to promote and implement the information security system across the Delta Group's global regions and business units to minimize potential information security threats and build a secure and reliable information environment that protects the rights and interests of the Group and its customers.

- To concretely demonstrate our commitment and responsibility to creating a secure environment for privacy, Delta has continued to maintain the validity of the Company's ISO 27701 certification for privacy system information security management, and evaluates potential risks through systematic methods to ensure the confidentiality, integrity, and availability of private information. Delta's processes for human resources have been certified by ISO 27701 for three consecutive years since 2022. In 2024, the scope of certification was successfully expanded to the sales and marketing services processes of the Industrial Automation Business Group, demonstrating Delta's capabilities and commitment to privacy protection and protecting the rights and interests of customers, employees, and related stakeholders.

- Delta incorporates privacy factors into group risk management, complies with the Personal Data Protection Act and related regulations, and has established a "Privacy Policy" along with relevant operating procedures, promoting management system design and implementation, privacy security risk assessment, strengthening physical security control, and internal audits. The "Regulatory Compliance Internal Assessment" and internal and external audits are conducted annually to evaluate the implementation status of the information security personal data protection management systems.

- To ensure that the Company's information security management documentation is in line with actual operations and constantly-changing information technologies, thereby ensuring that they can accurately reflect Delta's latest requirements and information security standards, Delta added one new management policy in 2024 — the Cloud Service Management Policy in response to new trends and requirements in the use of cloud solutions. Furthermore, to optimize and enhance existing procedures and respond to customers' and external audit requirements, Delta revised a total of 20 procedural documents. Delta is committed to continuously improving its information security management and ensuring that its information systems and data are properly protected.

- Delta conducts overall information security checkups through the professional services of major international information security providers so that there are objective results from an impartial third-party that can serve as the basis for strengthening advanced information security.

- Delta's information security service providers provide information security intelligence in order to strengthen existing threat detection solutions. Furthermore, Delta has joined the Taiwan Computer Emergency Response Team / Coordination Center (TWCERT/CC), allowing the Company to receive information security intelligence when needed. Delta analyzes and integrates existing intelligence to improve the Company's defense efficiency, in order to implement appropriate prevention and reduce the Company's potential exposure risks.

Personnel Control

Information security training is regarded as a vital part of today's digital and information-based environment. Through adequate information security awareness training, employees can better understand the importance of information security and learn how to prevent and respond to various information security threats. This includes learning how to avoid common human errors and ensuring compliance with relevant regulations and standards. Employees with this information security awareness can greatly reduce security risks faced by the organization and improve the level of data and system protection, thereby ensuring that the organization's business operations are safe and reliable.

- Delta not only organizes information security training for new employees, but professional technical and management units personnel must also complete annual information security training and pass the exam. In 2024, 39,562 participants completed the annual online and in-person information security training courses, resulting in a completion rate of 99%. The Information Security Department also periodically issues information security newsletters to remind employees of the latest information security risks and relevant matters that employees should pay attention to. The Information Security Department also has a dedicated information security mailbox for employees to report information security issues promptly.

- In order to enhance employees' information security awareness, social engineering phishing email drills and phishing email identification courses are conducted annually to employees around the world. Results of the drills are analyzed in order to continue improving the effectiveness of such drills. Three emails of different types were sent during the drill, such as a message claiming that the user's account has been suspended and requires an immediate reply, a message simulating a cloud service and asking for login information, and a message claiming promotional offers. These drills helped hone employees' ability to identify and report different types of phishing emails. A total of 48 phishing email drills were conducted in 2024. A total of 234,440 emails were sent, and the average click-through rate of all employees was lower than the target. The results of the drills were all lower than the target: Fewer than 3% of all employees clicked on 2 of the 3 simulated phishing emails.

- Personal data protection management awareness campaigns are held regularly, and personal data auditor training courses are also held for overseas regions to enhance employees' awareness of personal data protection. All new employees sign the Delta Group Information Security and Personal Information Protection Policy and Notification of Collection, Processing and Use of Personal Data Statement. In 2024, Delta conducted 10 personal information-related courses, with total participation exceeding 50,000. Regarding the use of personal data, data will not be collected, processed, or reused for purposes other than the original specified purpose, unless it is for compliance with regulatory requirements or with the agreement of the personal data subject.

- Employees who violate the information security policy will be disciplined in accordance with Delta Group's Management Regulations for Rewards and Penalties, with the most severe penalty being dismissal. In 2024, two employees in the Taiwan region were penalized for violations of Delta Group's Information Security Policy.

Technology Control

- Antivirus and endpoint protection systems are used and maintained, coupled with multi-level information security monitoring mechanisms to prevent the risk of computer viruses and malware.
- A security information and event management (SIEM) system and endpoint detection and response tools have been deployed to improve the efficiency of information security threat detection and response.
- Firewalls have been upgraded to achieve network protection and segmentation, thereby strengthening security control measures for critical basic services.
- Secure email gateways (SEGs) have been deployed to prevent hackers from sending phishing emails containing malicious programs or links.
- External data transmissions are monitored in real time to identify and manage potential data leakage risks.
- Delta conducts vulnerability analysis (including vulnerability scanning and management) for application systems used in the Company. We also promote more automated integration solutions to enhance information security resilience in response to digital transformation and cloud security.

4.6.3 Information Security and Personal Information Incident Response

Delta has clearly established information security reporting and handling procedures (including escalation process) for reporting and handling information security incidents, and has set up dedicated mailboxes for reporting information security incidents, vulnerabilities, or suspicious activities. After receiving the information security incident report, the Information Security Operations and Management Team will file the report and set the impact level (impact level is assessed based on the "confidentiality", "integrity", and "availability" impacts caused by the information security incident, from most serious to least serious, the levels are "Level 3 - severe", "Level 2 - moderate", and "Level 1 - mild"). Relevant units need to eliminate and resolve information security incidents within the target processing time and conduct root cause analysis and take corrective measures after the incident is processed to prevent recurrences. In 2024, no information security incidents that caused losses to the company and customers occurred.

Delta also values and upholds the rights of individuals for exercising their legal rights on personal information, and accepts complaints. We also provide contact information on the Company's website. If the Company receives a complaint or discovers an incident involving personal information infringement, the Company shall notify authorities, process the infringement, and punish perpetrators in accordance with the "Personal Data Protection and Incident Response Management Regulation". The Company has had no complaints caused by infringement of customer privacy for four consecutive years since 2021.



4.7 Product Security

To effectively promote product security activities and enhance the Company's product security capabilities, Delta established the Product Security Steering Committee in 2020 with the approval of the CEO. In April of the same year, Delta obtained IEC 62443-4-1 certification, establishing consistent product security policies, guidelines, and frameworks, and thoroughly implementing them in Delta's products. Furthermore, to ensure the quality and continuous improvement of Delta's product security, Delta's Product Security Office obtained the TAF ISO/IEC 17025 Product Security Assessment Lab certification in 2022, and collaborated with experts in various business groups to establish a Product Security Committee and a Product Security Issue Response Team, in order to jointly maintain Delta's product security.

4.7.1 Product Security Organization

Delta's Product Security Steering Committee is jointly established by the head of the Delta Research Center and the presidents of each business group. The committee is responsible for supervision and implementation of the Company's product security work. Meetings are held every six months to review the implementation results of product security strategies, discuss major product security issues, and formulate strategic directions. To ensure the effectiveness of product security strategic directions as well as qualitatively and quantitatively improve product security and the effectiveness of product security incident management, Delta has established the Product Security Committee, Product Security Office, and Product Security Issue Response Team. These entities help product development units effectively respond to product security requirements, product security threats and risks, and the response and handling of product security issues based on the regulations and customers of each country, thus ensuring product security based on the Company's overall product portfolio.



4.7.2 Product Security Investment and Development Status

Delta has established comprehensive product security guidelines based on the secure product development lifecycle requirements of IEC 62443-4-1. The contents are revised annually by the Product Security Committee, Product Security Office, and Product Security Issue Response Team according to their respective professional scope. The scope covers the entire product life cycle, from the organization and establishment of the product project, establishment of roles and responsibilities, assessment of security requirements, functional design and implementation, testing and verification, to post-market security updates, vulnerability handling, and continuous improvement to the product, all the way to product decommissioning.

As of 2024, Delta's DeltaGrid® management system and commercial and industrial (C&I) solution products have obtained IEC 62443-3-3 certification, and UPS management interface card products have obtained IEC 62443-4-2 certification. Furthermore, all certifications were awarded at Security Level 2. Delta's Product Security Office supports product teams in obtaining certifications such as ISO 21434, GE ACC Level II, and TW EV BSMI VPC based on the best practices of IEC 62443, to meet regional regulatory requirements and customer product security expectations.

4.7.3 Product Security Incident Reporting and Management

To ensure products have high reliability and outstanding quality, the Product Security Issue Response Team continuously monitors the latest developments in product information security issues in the market, and tracks and manages vulnerabilities in related components that may affect products, thereby effectively reducing product security threats and risks. Delta has established a comprehensive and rigorous Product Security Vulnerability Management Policy and related processes in accordance with ISO 29147, ISO 30111, and the FIRST PSIRT Services Framework, as well as international standards such as IEC 62443 and ISO 21434. The process covers five major stages: receipt and confirmation of the vulnerability report, triage and analysis, investigation, mitigation, and disclosure. The standardized vulnerability management and risk management enables us to significantly reduce potential product security risks and ensure the overall security and stability of products. To further strengthen product security management, Delta officially became a member of the CVE Numbering Authority (CNA) on December 10, 2024. This demonstrates Delta's commitment to product security, and we will continue to comply with the relevant regulations and standards of various countries, thereby achieving continual improvement and enhancement.

Product Security Vulnerability Management Process

Acknowledge Receipt of a Report

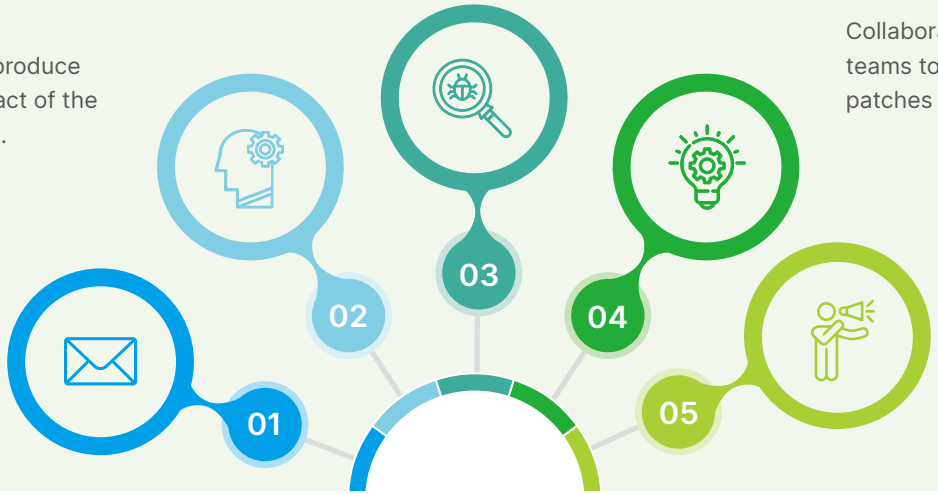
After receiving reports on an external vulnerability of a Delta product, we usually provide a preliminary response within 2 business days.

Triage and Analysis

Triage and analyze potential cybersecurity vulnerabilities to produce an initial assessment of the impact of the vulnerabilities on Delta products.

Investigation

We collaborate with product development teams to identify the root cause of the vulnerability and further assess the degree of impact on Delta products.



Mitigation

Collaborate with product development teams to develop software/firmware patches or mitigation measures.

Disclosure

Announce the results of product cybersecurity vulnerabilities on the Product Cybersecurity Advisories section of the Delta website.

4.8 Risk Management

Delta has adopted a preventive policy for risk management. In addition to setting up a rigorous internal control system and assigning internal auditors to conduct audits at regular and irregular intervals, Delta has also set up committees and crisis management teams to implement risk management and control. Delta's Board of Directors passed the "Delta Group Risk Policy" in 2020 to specify the units responsible for various risk factors. The units use risk identification, risk assessment, risk control, risk monitoring, and communication management procedures to ascertain the scope of risks and take appropriate measures to ensure the adequate management of related risks. A risk report was made to the Board of Directors on July 31, 2024 by referencing ISO 31000 and COSO-ERM as well as the Risk Management Best-Practice Principles for Taiwan Stock Exchange and Taipei Exchange listed Companies issued by Taiwan Stock Exchange. The Group's Risk Management Policy, including the Group's Risk Organizational Structure, was revised to clearly specify the risk management duties of the governance team and the three lines of defense, and to confirm the Group's short-to mid-term (one to two years) mid- to long-term (three to five years) emerging risks, thereby improving the risk management process.

In addition to the Board of Directors' risk governance, Delta adopts a three lines of defense model to ensure the adequacy and effectiveness of its risk management system. Duties are as follows:

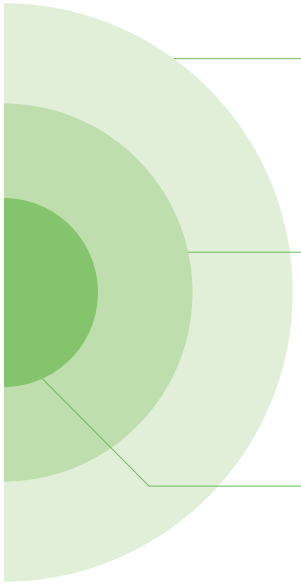
Risk Governance

Board of Directors

The Board of Directors is the highest risk governance unit. It supervises the companies of the Group in compliance with laws and regulations and promotes and implements the Group's overall risk management system.

Audit and Risk Committee

This committee is composed of all independent directors and assists the Board of Directors in supervising the implementation and effectiveness of the risk management system.



1 First Line of Defense

Business groups, functional units, and regional personnel (hereinafter referred to as “operating units”): These operating units follow the guidance of members of the Risk Management Implementation Committee to execute risk control activities, and establish sub-committees in different regions as needed.

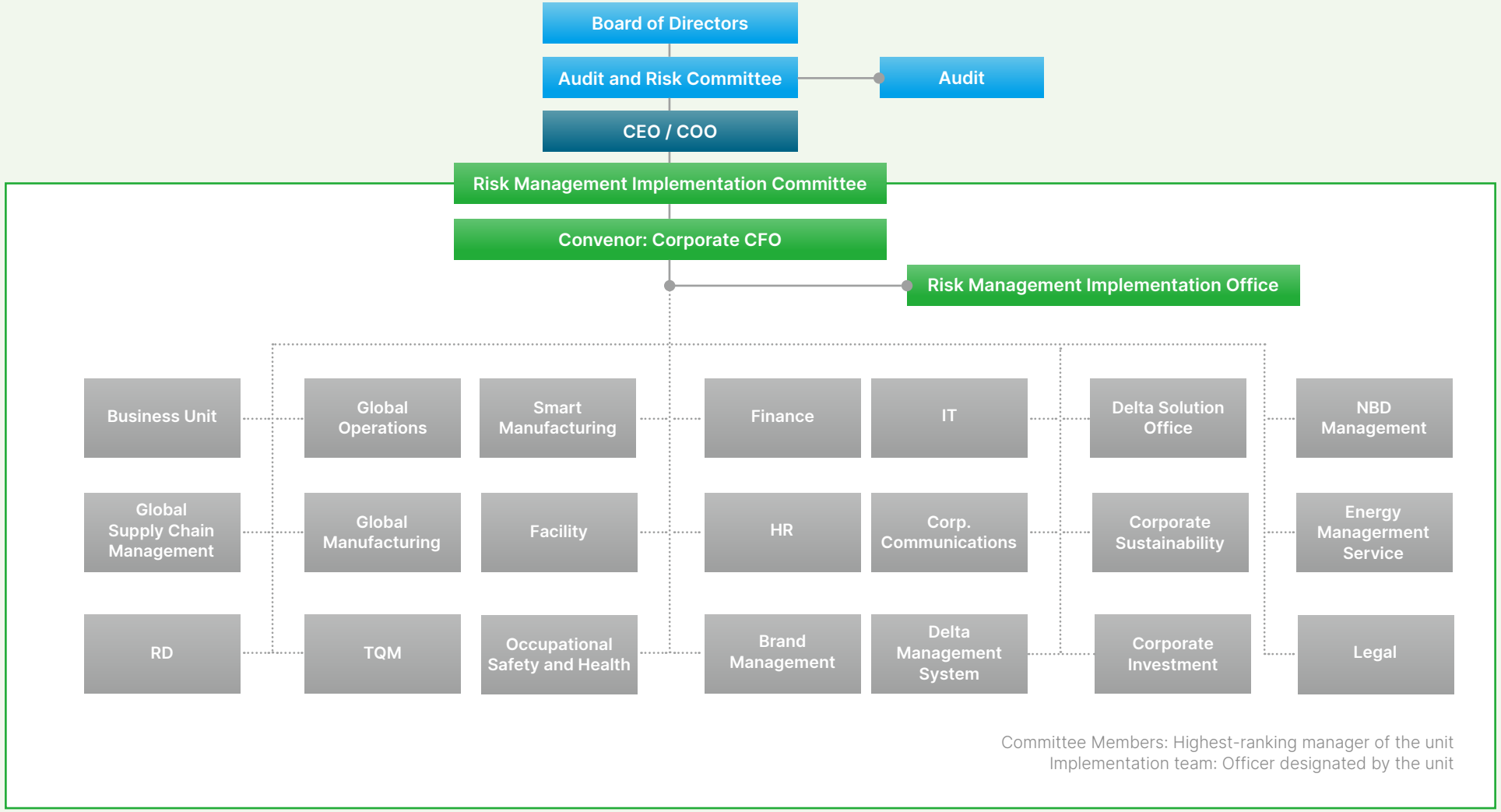
2 Second Line of Defense

- CEO and COO: The CEO and COO review the implementation results of the Risk Management Implementation Committee and guide the allocation of resources if there are insufficient resources.
- Risk Management Implementation Committee: The corporate CFO serves as the convener of the committee, to guide and formulate the organization, procedures, structures, and risk appetite of risk management policies, as well as to coordinate cross-departmental risk management interactions and communication. The Risk Management Implementation Committee regularly compiles and submits the Company's Risk Management Implementation Status Report to the Audit and Risk Committee at least once a year. The Risk Management Implementation Committee may establish relevant response teams for incidents, and may assign different responsible supervisors to coordinate and respond accordingly.

3 Third Line of Defense

Audits: The chief auditor is the highest-ranking manager of the Audit Department, which is under the jurisdiction of the Board of Directors. The chief auditor regularly reports to the Audit and Risk Committee and the Board of Directors, and is responsible for the audit and implementation of the internal control system. Auditing is the third line of defense. The Audit Department conducts annual audits of risk management-related business and risk management processes, and helps operating units keep their risks within tolerable limits. The results of the audits are reported to the Board of Directors to ensure that all corporate risks are controlled and managed.

Group Risk Management Organization Architecture and Procedures



Risk Management Scope

The Risk Management Implementation Committee integrates strategy risk, operational risk, financial risk, hazard/compliance risk, and other emerging risks. It establishes a risk radar map to categorize risks and distinguish between internal and external risks, scanning potential threats that the Group may face to achieve its strategic goals.



Risk Management Process and Operations

To improve the Company's risk management capabilities, Delta's risk management is carried out through the following management procedures. This allows the Company to have a clear understanding of the scope of each risk, and take suitable measures to ensure the appropriate management of related risks, as well as effectively allocate limited resources to related risk management tasks.



1. Risk identification
2. Risk analysis
3. Risk appetite
4. Risk assessment
5. Risk response
6. Supervision and review
7. Risk reporting

1. Risk identification:

From the perspectives of internal operations and external environments, the operating units identify risk factors that may affect the achievement of the Group's short-, mid-, and long-term strategic goals, including threats and opportunities. The sources of risks include strategic risks, operational risks, financial risks, hazard/compliance risks, and other emerging risks.

2. Risk analysis:

(1) The risks within the scope of risk management defined by the Group are analyzed and identified in order to determine the potential risk factors that may be encountered during the Company's pursuit of operational goals. The likelihood of risk events and the degree of negative impacts when they occur are analyzed in order to understand the impact of risks on the Company. These analyses serve as the basis for risk management.

(2) At least once a year, operating units conduct quantitative analyses of various risk factors that they may encounter during their pursuit of their operational goals. Reassessments shall be conducted if there are any major internal or external changes.

3. Risk appetite:

The Risk Management Implementation Committee decides the Company's risk appetite (risk tolerance) and submits it to the Audit and Risk Committee and the Board of Directors for review and approval, thereby determining the Company's tolerable risk limits. After completing risk analysis, it is necessary to confirm whether the risk exceeds the risk appetite (risk tolerance) to facilitate subsequent resource allocation. Delta's Risk Appetite Statement was approved by the Audit and Risk Committee on July 30, 2025, to serve as the Group's risk preference and attributes for operational strategy. It outlines the nature and extent of risks that Delta is willing to undertake to achieve corporate objectives and serves as guidance for resource allocation. Delta Group's risk appetite distribution map, Risk Appetite Statement, and Risk Tolerance examples are shown below. Delta establishes financial risk tolerance values annually based on the Group's operational objectives, assessing potential unexpected financial losses from investments, operations, incidents, and other factors. The Company uses three Financial Pain Threshold models to conduct stress testing analysis to determine the annual financial risk tolerance value, which is then approved by the Audit and Risk Committee.

Risk Appetite Summary

	Very Low(1)	Low(2)	Medium(3)	High(4)	Very High(5)
Risk Appetite Rating	Low Opportunity ←				→ High Opportunity
Willingness to Take Serious Risks	Conservative(1)	Cautious(2)	Stable(3)	Growth(4)	Aggressive(5)
	Low Risk ←				→ High Risk
Approach to Risk	Avoid risks and uncertainties that may increase costs, requiring high-intensity control	Minimize risks, prefer safe operational activities	Prefer prudent operational activities and strategies, conduct thorough and extensive evaluation before decision-making	If returns are sufficient, conduct certain level of assessment for operational activities and strategies	Deliberately choose high-return strategies and activities

Strategy & Objevtives

- **Company Strategy:** Delta continues to develop deeply in four major business areas, maintaining innovation-driven and quality-based development strategies through global deployment, constantly exploring new market opportunities, and moving toward a broader future.
- **Internal and External Risks:** For example, impacts from geopolitical economy, regional and global macroeconomic environment, emerging technologies, compliance requirements, etc.

Category		Key Operation Activities/ Key Risks				
Strategy		Business reputation		ESG/Low-carbon	Investment/M&A	
Finance			Financial Risk			
Operation	RD		Intellectual property		Innovative R&D	
	Production	Product quality	Productivity/Cost	Supply chain management		
	Sales			Revenue/Profit		
Compliance/ others	People	Life Safety and Health		Talent/Human resources		
	Information		Information/ Information security			
	Compliance	Compliance				

*1 Functional Risk Assessment results, if impact level > 4 points, then it is a high-risk item exceeding boundaries (risk tolerance)
*2 (Tax, Cash, Credit, Exchange Rate)

4. Risk assessment:

(1) The results of risk assessments by each operating unit are ranked and compared with the determined risk appetite, in order to determine the risk issues that need to be prioritized.

(2) High-priority risk issues and assessment results are submitted to the Risk Management Implementation Committee for registration and approval.

5. Risk response:

Relevant response plans shall be formulated, and relevant personnel shall fully understand and implement them. Furthermore, the implementation of related plans will be continuously monitored. For example: 1) After conducting risk analysis and identification in 2025, the Industrial Automation Business Group (IABG) and ICT Business Group (ICTBG) both view geopolitics and geoeconomics as high-risk factors that affect their achievement of operational goals, and formulate risk mitigation plans. The IABG formulates plans to enhance the flexibility of switching factories, and plans to expand production capacity in the United States and Thailand to reduce the impact of tariffs. The ICTBG would make adjustments to customers' prices and relocate production to the United States. 2) The Occupational Health and Safety Management Department considers compliance and regulatory risk as a high-risk factor, and expects to introduce experts to perform on-site safety diagnoses and make improvements based on the results of the diagnoses.

6. Supervision and review:

(1) Relevant handling plans are formulated based on the assessment results of the risk analysis and taking into account the cost benefits of the Company's resource allocation. After the plan is implemented, a residual risk assessment will be conducted to ensure that the remaining risk after implementation is lower than the risk appetite (risk tolerance).

(2) The risks in the routine operations of operating units are controlled and monitored by each respective operating unit.

(3) The Risk Management Implementation Committee shall periodically (at least twice a year) review and supervise the implementation of priority risk issues registered by operating units. Extraordinary Risk Management Implementation Committee meetings may be convened in response to major internal and external risk incidents.

(4) Key risk indicators are established and monitored, and relevant handling and control measures are taken in a timely manner.

(5) Risk assessments across departments or plants shall be implemented for crises involving several departments or plants. The Risk Management Implementation Committee is responsible for directing and coordinating resources and related departments or plants, and to identify feasible strategies for the prevention of crises. They shall also formulate crisis management procedures and response plans based on the crisis incidents.

7. Risk reporting:

The Risk Management Implementation Committee compiles the status of the Group's risk management operations based on the risk information provided by each unit, and periodically issues risk-related reports to the Audit and Risk Committee. Furthermore, the convener of the Risk Management Implementation Committee or another designated person shall report on the matter to the Board of Directors at least once a year.



Risk Control and Monitoring

Delta's risk control and monitoring include external audits and internal audits.

External Audits

Delta has conducted verification and confirmation in 2023 based on international standards including ISO 31000:2018 Risk Management System and the Enterprise Risk Management Integrated Framework (COSO ERM 2017) from the Committee of Sponsoring Organizations of the Treadway Commission (COSO Committee). The verification was conducted by third-party international risk management consultant Marsh & McLennan Companies. It is planned that external organizations will conduct confirmation every two years, with the third-party risk management consultant issuing an ERM compliance report.

Internal Audits

1. The risks in the routine operations of units are controlled and monitored by each unit.

2. Risk assessments across departments or plants shall be implemented for crises involving several departments or plants. The CEO or personnel designated by the CEO is responsible for directing and coordinating the resources to identify feasible strategies to prevent crisis. They shall also formulate crisis management procedures and recovery plans based on different kinds of crisis incidents.

   (1) In September 2024, the Legal Affairs Department of Delta Group launched the Compliance Management Mechanism Evaluation Project, which uses ISO 37301 as the tool to identify the compliance risks of each department and establish Delta Group's compliance management system. Furthermore, risk levels were used to prioritize the key tasks in establishing the compliance system, thereby facilitating continuously implementating and planning compliance topics.

   (2) In April 2024, the Risk Management Implementation Committee launched the Business Continuity Management System project. The first phase involves implementing ISO 22301 at Delta headquarters and Delta's Energy Infrastructure & Industrial Solutions Business Group (EISBG) at Chungli Plant 5, with external audit certification expected to be obtained in 2025 to verify operational effectiveness and ensure human safety, environmental safety, legal compliance, and business continuity objectives when disasters or impacts occur. The Company has identified major natural and man-made disaster risks, including earthquakes, typhoons, floods, fires, pandemics, network interruptions, supply chain disruptions, critical facility and equipment failures, geopolitical events, and others. Six major business continuity plans have been established corresponding to important disruption risks. Additionally, emergency response organizations and plans, crisis management teams and procedures, and business continuity management teams have been established. Led by the Business Group General Manager and Plant General Manager, relevant supervisors were convened to complete major earthquake business continuity drills, with comprehensive discussions on stakeholder matters including employee and vendor support coordination, customer and media communication priorities, and tactical deployment of inter-plant capacity allocation. In the future, Delta will progressively implement ISO 22301 Business Continuity Management Systems at important production sites to demonstrate the Group's business continuity resilience.

3. The deficiencies found in the risk monitoring and control shall be reported through normal channels.

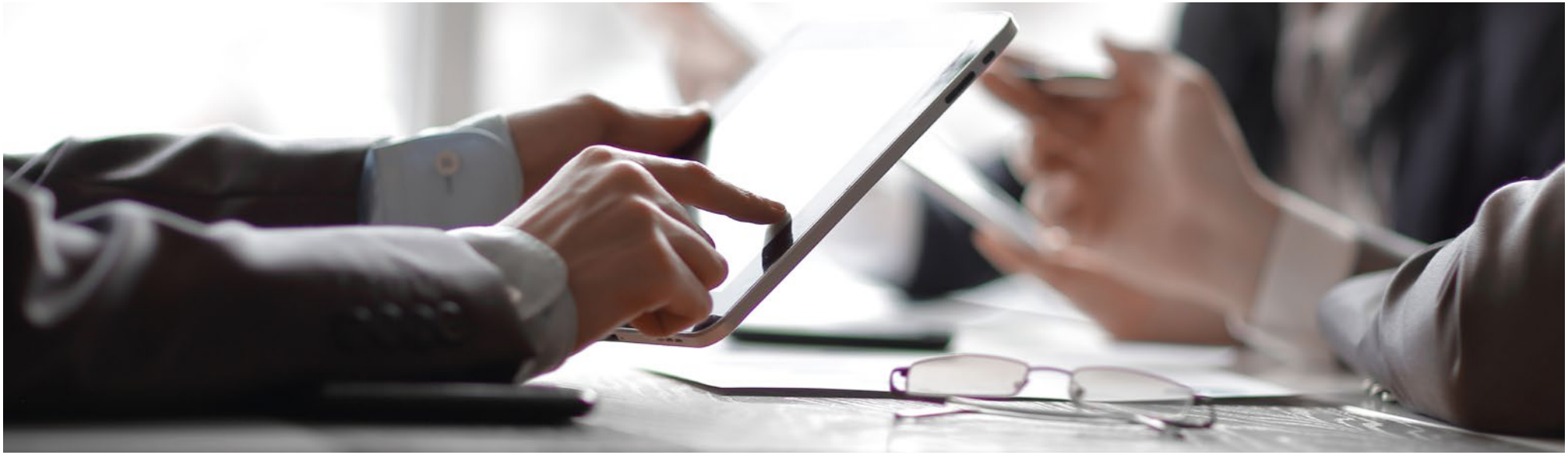
Risk Awareness and Support Measures

In accordance with the Delta Group's risk management policies, Delta has taken the following measures to strengthen employees' awareness of risks and establish the risk and safety awareness of all employees:

Risk Training Mechanism

Regularly organize training related to risk management: The Risk Management Implementation Committee regularly arranges education courses for the Board of Directors and all employees in order to enhance their risk management awareness and capabilities. In July 30, 2025, we plan to arrange courses on "The Current Global Economic Situation and Corporate Risk Responses" for directors. Furthermore, risk management awareness courses are held for all employees to enhance their risk management awareness and capabilities. Additionally, all units regularly organize general knowledge courses related to risk, including security management, information security, industrial safety, occupational safety, anti-bribery network management system, and others. The legal affairs department also provides professional courses such as intellectual property management training and patent training courses as well as antitrust and trust law courses to strengthen the risk awareness of first-line business groups at all operational levels. In addition, risks are taken into consideration during the product development stage: R&D units search for possible intellectual property infringement issues during product design, and the Company also hires IP patent engineers to assist in confirmation.

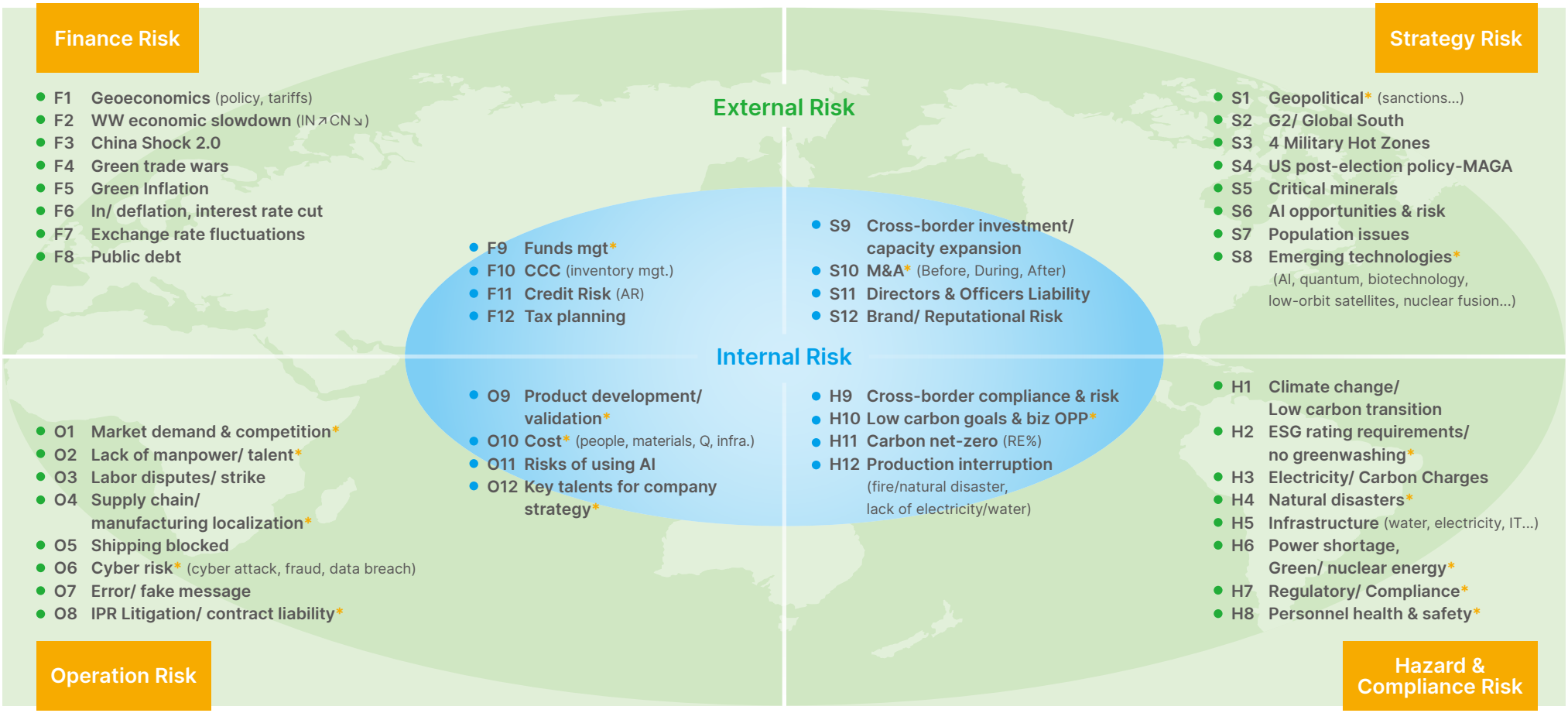
When introducing new systems, new standards, or new topics, such as "International Financial Reporting Standards S1", "International Financial Reporting Standards S2", and other relevant guidelines in the future, external or internal training have been and will be arranged for relevant units in the governance structure to ensure that these units have sufficient knowledge and capabilities to implement or continuously manage the topic. The Risk Management Implementation Committee held a risk seminar in January 2025 for the executives of the Risk Management Implementation Committee: to explain how to identify risks, learn how to use tools for risk identification, conduct subsequent risk analysis, adopt response and control measures, and improve their understanding of Delta's risk management procedures.



2024 Risk Management Implementation Status

Delta actively promotes the implementation of risk management mechanisms, reporting risk control status to the Audit and Risk Committee at least once annually and operational status to the Board of Directors at least once annually. It is planned to increase the reporting frequency to quarterly reports to the Audit and Risk Committee starting in 2025. The main operational activities in 2024 are as follows:

Risk Radar, Identification and Control: Based on PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis of internal and external business environment comprehensive assessment, a Risk Radar map was established. Delta's 2024 Risk Radar identified a total of 48 risks, including 16 internal risks and 32 external risks. Additionally, 12 emerging risks for the next 3-5 years were identified.

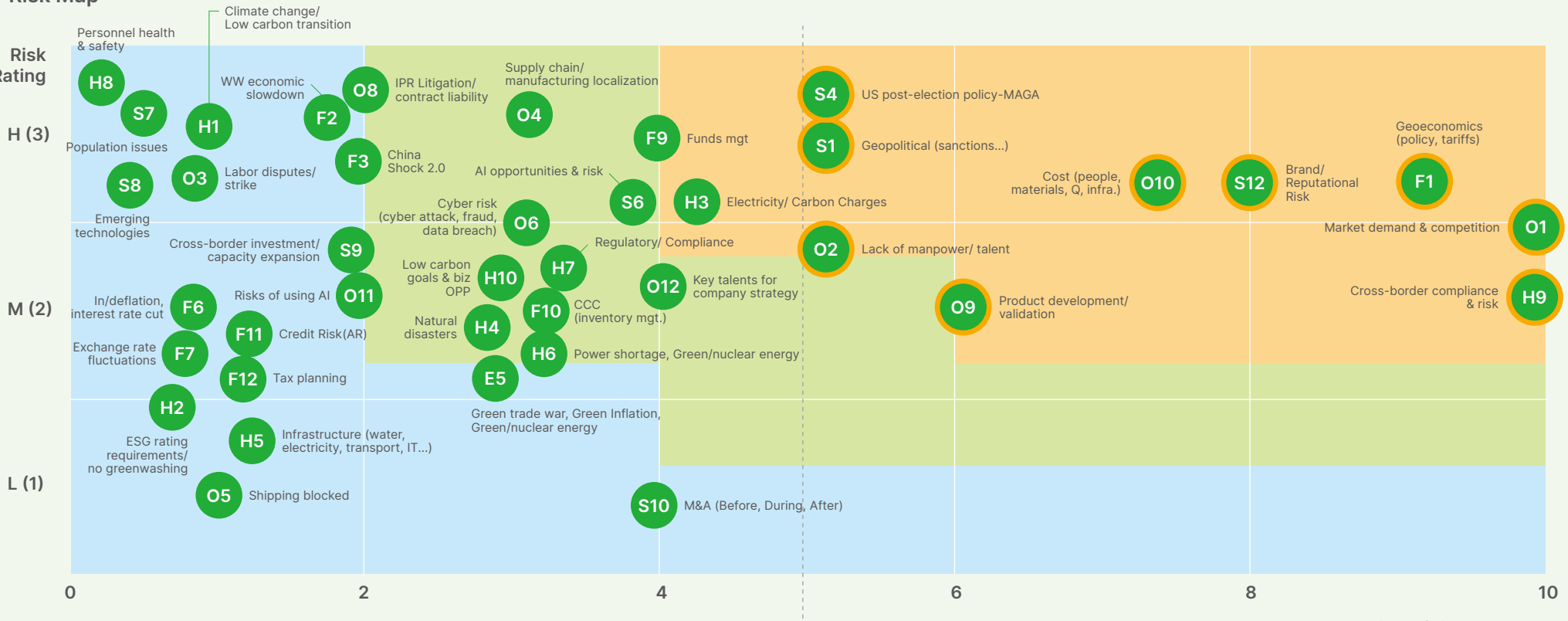


* The division heads assessed the high risk

Top 5 Risks: After deliberation by the CEO, COO, and Risk Management Implementation Committee, the Group's top 5 short-term risks and 5 major medium-to-long-term emerging risks were selected by voting and reported to the Audit and Risk Committee and Board of Directors on April 29, 2025. Short-term risks mainly include geopolitical/economic issues, supply chain/production localization, post-US election strategies, and multinational compliance issues. Medium-to-long-term emerging risks include geopolitical/economic issues (national policies of various countries), AI business opportunities and risks, supply chain fragmentation, multinational compliance and risk management, green trade wars (including green inflation, green energy & nuclear energy), and strategic resource competition.

Risk Map: Risk identification was conducted for 14 major first-level functional units and 44 KPIs (Key Performance Indicators) to create the Company's Risk Map. The analysis identified 9 risk factors that are expected to potentially exceed risk appetite (risk tolerance), which is also one of the key focuses for resource allocation. In addition to assessing the potential threat level (probability and severity) that each risk may pose to the Company's future operations, the above risk assessment also incorporates the penetration of risks' impact on KPIs as an evaluation factor.

Risk Map



* The further toward the upper right corner, the more important the risk/threat becomes

Risk Results: For identified, analyzed, and assessed risk items, relevant department personnel are assigned to be responsible for formulating subsequent risk management strategies and related risk mitigation plans, including common risk management response methods in practice: Loss Prevention, Avoidance, Separation & Duplication, Transfer, and Retention. This includes advance evaluation of appropriate resource investment, execution priorities, and subsequent progress tracking methods. 132 risk control measures were implemented in 2024, with 157 measures planned for 2025. Two improvement measures for risks exceeding risk tolerance are listed below:

- **Geoeconomic (Trade Tariff) Risk**: After assessment, 5 functional units and 12 KPIs were impacted to a certain degree, including cost, quality, and compliance issues arising from customers, supply chains, and production bases. 67 response measures are planned, including establishing resilient partnerships with customers and suppliers, developing markets in different countries and regions, planning production bases in different countries and regions, and others.

- **Multinational Compliance Risk**: After assessment, 7 functional units and 11 KPIs were impacted to a certain degree, including product compliance (energy consumption, carbon footprint), ESG-related issues (carbon reduction, green electricity), information security, labor laws, occupational safety regulations, import/export compliance, and others. 35 response measures are planned, and Delta Group's compliance management mechanism is established according to ISO 37301 Compliance Management System standards.

Major Risks and Mitigating Actions in 2024

Geopolitical risks have triggered trade protection and increased political risks, which are expected to be medium-term risks. Delta's response measures are as follows:

1. Develop additional suppliers, disperse manufacturing locations, and adjust supply chain strategies
2. Product optimization
3. Strengthen market monitoring and adjust geographic location of investment



Emerging Risks

Industry Trends Leading to Key Talent Shortages

Key talent shortages caused by industry trends are related to talent redistribution, Delta's global expansion, and the industry's intense competition, which might pose a long-term risk to the company. First, the rise of AI technologies is gradually impacting the availability of the hardware talent market, leading to various challenges for businesses. As AI adoption accelerates, there's an increased demand for software development, data science, and machine learning roles, which might pull talent away from hardware-focused roles. This shift creates a scarcity of hardware engineers, affecting companies that rely on hardware innovation and maintenance. Certain regions may experience declining birth rates, presenting challenges in talent recruitment. Further, Delta is going to need more talent with cross-cultural and international experience to navigate diverse market challenges and opportunities as we expand globally. As intense market competition drives businesses to seek innovation and efficiency, there is an increasing demand for technical expertise and specialized skills. In the industry, there has been intense competition for talent among companies, leading to a shortage of skilled professionals that affects future talent availability. The shortage of key talents caused by changes in future industry trends is a risk that Delta is concerned about.

Impact

Delta is undergoing a transformation and large-scale global expansion, requiring outstanding R&D talent to ensure it continues to maintain an advantage in the industry. The impacts include:

1. **Long-term profit loss:** The demand for key talent in various regions is significantly increasing due to Delta's global expansion strategy. A talent shortage will impact Delta's global expansion plans, slowing revenue growth.
2. **Decline in R&D capacity:** Insufficient supply of professional talent would affect recruitment progress, subsequently impacting product and solution development timelines.
3. **Increased hiring costs:** As the competition for talent intensifies, we might need to offer higher salaries and better benefits to attract and retain employees.
4. **Strategic adjustments:** Unable to keep up with market trends or talent competition in the industry, we may need to adjust our talent strategy direction to reduce reliance on scarce human resources.

Mitigating actions

1. Enhance talent acquisition through diverse channels

(1) Global Elite Mingle International Talent Reserve Project: Recruit talent globally and providing centralized training to support the rapid growth of overseas branches.

(2) Establishing Joint R&D Centers: Strengthen talent development through collaborative efforts, offer scholarship programs, and diverse internship opportunities to secure future talent.

(3) Enhancing employer branding: Increase the overall appeal and influence of the company.

(4) Join internationally renowned universities in Internship Programs: Encourage the employment of foreign talent.

2. Retain key talent

(1) Localized Retention Measures: Implement tailored retention strategies for key R&D personnel worldwide, including offering retention bonuses, in accordance with local market conditions.

(2) Long-term Retention Strategies: Create an environment conducive to long-term development, identifying and tracking high-potential young talent through talent management mechanisms, and fostering their potential within the organization.

(3) Global Rotation Programs: Provide opportunities for potential employees to gain experience in different regions, thereby expanding global R&D capacity.

AI Business Opportunities and Risks

The rapid development of AI is changing the way companies operate. AI technologies are becoming ubiquitous, and they are widely regarded as effective tools to increase corporate productivity and provide innovative opportunities. However, while AI can enhance efficiency and innovation, it also brings risks. For example, corporate personnel may input information into AI tools for assistance or advice, but because such tools need to upload data to the cloud for processing, there is a risk that information may be leaked. Furthermore, due to biases in the AI models, the AI may generate discriminatory speech or content, resulting in damage to the reputation of corporations.

With the widespread application of AI, governments around the world have also started to pay attention to this issue, and are planning to issue relevant laws and regulations to limit the application of AI. The EU's first wave of AI bans officially entered into force on February 4, 2025, strictly controlling the risk of AI abuse, with penalties of up to 7% of a company's global revenue.

Companies must understand the severity of the risks from AI use, and adopt proactive measures to effectively address and mitigate their potential threats and risks, such as technological protection, employee training, the formulation of relevant policies and others.

Impact

Potential risks arising from extensive corporate use of AI include:

1. **Incorrect information:** The information generated by AI may be incorrect, and it may not be easily verified, thus affecting people's decision-making and product development directions.
2. **Deviations in conclusions:** AI uses a large amount of data, and flaws in the training data can easily lead to deviations in the algorithms or discriminatory conclusions, which may lead to incorrect decisions by the company or cause unfair treatment within the company.
3. **Leakage of data or private information:** Employees input information into AI tools and upload it to the cloud to process, which may result in the leakage of the Company's confidential information, or the information may be collected by companies gathering large amounts of data for analysis, resulting in the leakage of personal and private information.
4. **Copyright infringement:** AI is based on a wide range of information and training models, which may lead to the Company infringing on copyright.
5. **Compliance risks:** Countries around the world have begun formulating restrictions on the use of AI. Companies need to properly manage their policies and strategies for using AI to avoid violating related regulations.

Mitigating actions

1. Strengthen technological protections

The Company must enhance its technology and establish protective measures to prevent information theft due to malicious hacker attacks from outside sources, as well as reduce internal risks

2. Implement usage policies internally

The Company must clearly specify what data and information can be input into AI tools. Strict procedures should be established for the handling of confidential information, and rigorous security assessments should be conducted for AI tools to ensure compliance with the Company's security standards.

3. Strengthen employee training

Regular training should be conducted to ensure that employees understand data privacy and regulations, to improve employees' awareness of AI risks—including data leakage, model bias, copyright infringement, and others—and to strengthen employees' awareness of ethics and build a corporate culture of compliance.

4. Establishment of a dedicated unit

The Company should establish a dedicated unit to strengthen compliance management, including identifying relevant laws and regulations, monitoring the compliance requirements of competent authorities, and continuously tracking regulatory changes and implementing response measures.

Violations of Laws

There were no cases of penalties for antitrust, product security, corruption, conflicts of Interest, money laundering or insider trading in 2023 and 2024, and no records of major environmental violations, labor violations, or major work-related injuries in 2023 and 2024.

Definition of major provision violation:

- Major labor violations are defined as cases involving fines of more than US$330,000.
- Major environmental violations are defined as cases involving fines of more than US$100,000.
- Major work-related injuries refer to cases that meet one of the following occupational accident conditions, including deaths, accidents involving three or more people, leaks of chemical substances such as ammonia, chlorine, hydrogen fluoride, phosgene, hydrogen sulfide, or sulfur dioxide, accidents involving one or more workers who require hospitalization, and other accidents designated and announced by the central competent authority.

In 2024, there were no major violations of occupational safety and health regulations. However, in 2023, Delta undertook the LED streetlight replacement project and subsequent maintenance work under Tainan City's "Mercury Streetlight Phase-out Project (Zone 2)", subcontracting the maintenance operations to Company A. While carrying out the work, Company A was involved in a truck rollover incident resulting in one fatality, with the deceased being an employee of Company A. Although the incident did not occur at a Delta facility, the competent authority determined that Delta had failed to adequately communicate work-related hazards prior to the operation, and therefore imposed a fine of NT$150,000 in accordance with Article 26, Paragraph 1 of the Occupational Safety and Health Act.* Subsequently, Delta has reinforced subcontractor management for outsourced engineering projects, and requires:

- Prior to commencement of work, relevant requirements under Taiwan's Occupational Safety and Health Act — such as hazard communication and coordination meetings — shall be duly implemented.
- Implementation of on-site safety training and supervision during operations.
- Immediate reporting of any abnormal situation and cooperation with Delta in accident reporting and investigation procedures.

* This case pertains to an external engineering OSH incident and is not included under the current statistical scope of Chapter 6.6 Occupational Health and Safety.



4.9 Quality Management

Delta has established its internal quality policy as: "Quality Excellence, Superior Reliability, and the Pursuit of Excellence." We strive to achieve “Quality Excellence” through the execution of “do the right things right the first time” concept. Furthermore, being a customer-oriented company, we fully understand and fulfill both internal and external customer demands, thereby attaining “Superior Reliability” through effective communication and team work. Finally, we carefully monitor market information and trends. We are committed to developing products that improve the quality of life and in pursuit of excellence with continuous innovation.

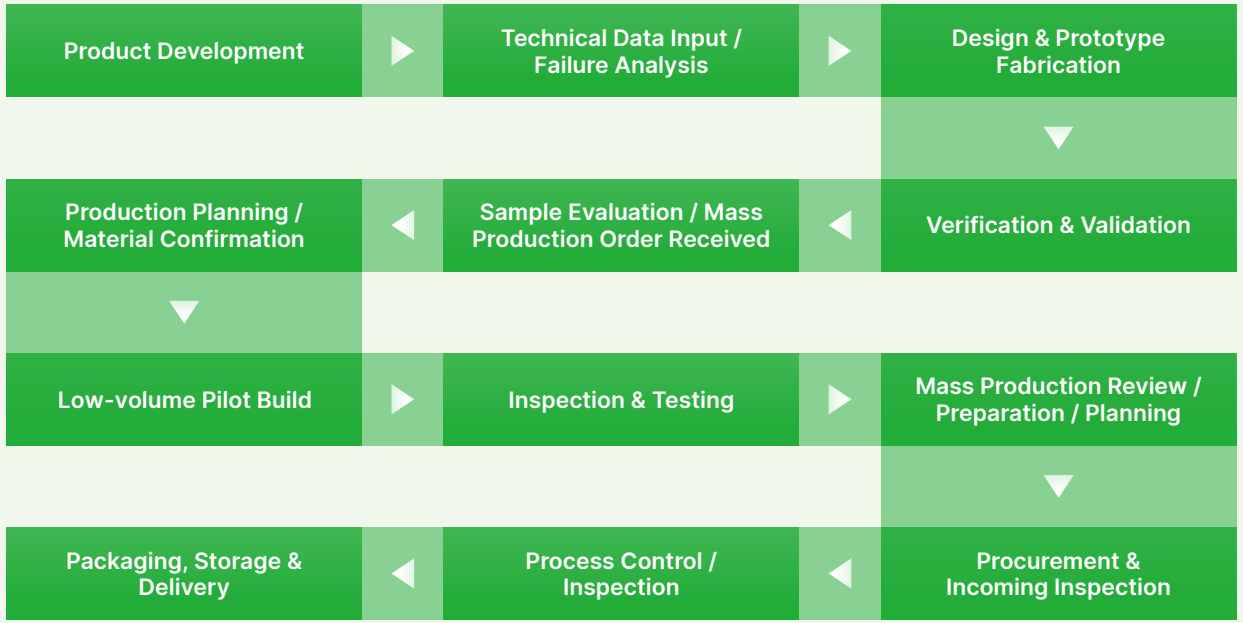
Quality Management System

Delta has established, based on the Delta Quality Policy, a quality management system aligned with international standards. As of December 2024, a total of 50 production locations worldwide have obtained ISO 9001:2015 certification, and 15 locations have been certified to IATF 16949:2016.

Delta has also developed a Quality Management System Planning Flowchart, which serves as the foundation for defining relevant procedures and guidelines. These are used as the basis for production control to ensure the proper operation of the quality management system.

In addition to the aforementioned quality management systems, Delta has also established a Smart Quality Management System (SQMS) information platform. Led by the Quality Department in collaboration with the IT team, SQMS is designed and developed to consolidate data from internal and external quality management processes across product design, manufacturing, and after-sales service. The platform generates various KPI dashboards, which serve as a basis for each business unit to regularly review and evaluate performance.

Delta Quality Management System Planning Flowchart



Product Safety and Corrective & Preventive Actions

Delta enforces strict quality control to ensure that its products comply with applicable safety regulations and meet the latest technical safety standards, posing no threat to the life or health of customers or third parties.

In the event of nonconformities in testing, measurement, or inspection, or occurrences such as internal audit findings, customer complaints, material abnormalities, or deviations from quality objectives, Delta follows internal procedures to conduct systematic product monitoring and implements necessary corrective actions to address potential product safety issues.

Through an internal platform, Delta manages quality-related product anomalies by classifying internal and external abnormalities based on issue type, root cause, and impact scope to determine severity. Once an issue is reported into the system, it automatically triggers alerts of varying levels according to severity—such as halting production lines or shipment. Responsible supervisors then evaluate whether product recall, rework, or other actions are necessary. The assigned unit is required to submit a corrective action report, and based on the effectiveness of the actions taken, a decision is made on whether the product still poses a quality risk and whether production and shipment can resume.

Internal Quality Management System Audit

In accordance with quality management system requirements, Delta has established an internal audit plan, conducting audits at least once per year. Each annual audit must cover all relevant audit items, and any nonconformity identified in the previous audit must be included to ensure effective follow-up and improvement. The results of internal audits are reviewed through management review meetings.

Auditors conduct audits based on system requirements and actual practices. If any operation is found not to comply with standard procedures or violates quality management system requirements, a nonconformity may be issued. The audited unit is then required to propose corrective actions and a completion date within a specified timeframe.

Internal Stakeholder Training

Delta provides a wide range of quality-related training courses through its Delta Academy learning platform, which is accessible to all employees. Topics include basic quality concepts, quality issue handling procedures, cost of quality, product safety regulations, environmental management substances, as well as in-depth explanations of ISO 9001 and IATF 16949 standards and clauses. The courses on ISO 9001 and IATF 16949 are available in both Chinese and English, enabling employees worldwide to gain a deeper understanding of the standards and apply them in their daily work.

In addition, internal auditors at Delta are required to complete internal quality audit training. On-the-job training for certified auditors can be provided based on updates to quality management systems, standard revisions, or company-specific operational needs, and is carried out in accordance with the established training procedures.

Customer Service and Complaint Channels

To ensure prompt and effective handling of customer feedback, Delta has established dedicated customer service hotlines or service websites across its various business units and countries. These platforms allow customers to submit service requests or file complaints.

Upon receiving a customer inquiry—whether via phone or written communication—Delta first conducts a preliminary analysis based on product model, quantity, and other relevant information. Depending on the nature of the issue, different levels of response are provided, such as dispatching personnel to the site for investigation or retrieving defective products for in-house analysis and repair.

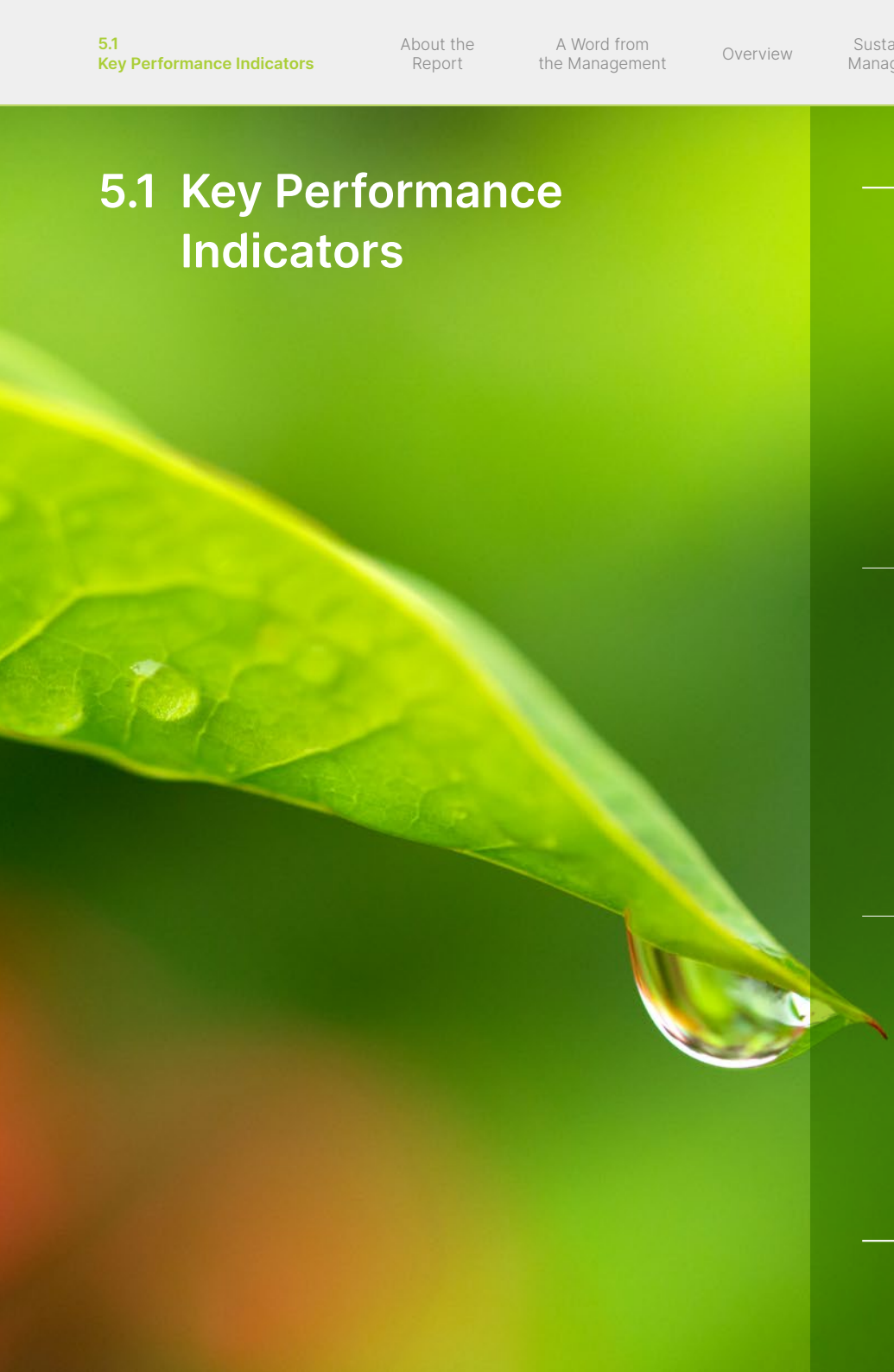
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Environmental Protection and Energy Savings



5.1 Key Performance Indicators
5.2 Climate Strategy
5.3 Energy Management
5.4 Water Resource Management
5.5 Resources Management
5.6 Green Products
5.7 Biodiversity
5.8 Environmental Management

5.1 Key Performance Indicators



2010-2024
Total Energy Saved by High-efficiency Products for Worldwide Customers
52
billion kWh

Compared to 2021
Decrease in Scope 1 and Scope 2 Emissions (SBT)
53.6%

2024
Use of Renewable Electricity at Global Operation Sites
84%

2024
Energy Saving in Global and Donated Green Buildings
45.43
million kWh

Compared to 2020
Decrease in Overall Production Plants' EI
18.3%

Compared to 2020
Decrease in Overall Production Plants' WPI
30.7%

2024
Waste Diversion Rate
99%

2024
Environmental Protection Expenditures
73.5
MUSD

Milestones of Actions Towards Net-Zero

Precise Disclosure of Environmental Information

- **2010** Product carbon footprint disclosure
- **2010** Joined the Carbon Disclosure Project (now known as CDP)
- **2014** The only company in Greater China selected as CPLI (Carbon Performance Leadership Index) and CDLI (Carbon Disclosure Leadership Index) for CDP (Carbon Disclosure Project)
- **2015** Selected as CDLI (Carbon Disclosure Leadership Index) of CDP for two consecutive years
- **2016** Awarded as CDP Climate Change Leadership Level A-
- **2017** Disclosed climate change information in the Financial Report based on the TCFD framework for the first time
- **2017** Awarded as CDP Climate Change Leadership Level A- and Supplier Engagement Leadership Level
- **2018** Awarded the CDP Climate Change Management Level and Supplier Engagement Leadership Level
- **2019** Awarded the CDP Climate Change Leadership Level A- and Supplier Engagement Leadership Level
- **2020** Awarded the CDP Climate Change and Water Security A List and Supplier Engagement Leader
- **2021** Awarded the CDP Climate Change Leadership Level A-, Water Security A List, and Supplier Engagement Leader
- **2022** Awarded the CDP Climate Change and Water Security A List and Supplier Engagement Leader
- **2022** All business groups completed the product carbon footprint trial program
- **2022** Disclosed the corresponding information for the TNFD four pillars for the first time in the ESG Report
- **2023** Awarded the CDP Climate Change and Water Security A List and Supplier Engagement Leader
- **2024** Awarded the CDP Climate Change and Water Security A List and Supplier Engagement Leader
- **2024** Published the first Delta Electronics TCFD & TNFD Report in accordance with the TNFD v1.0 framework

Implementation of Environmental Management

- **2010** Greenhouse Gas Inventory ISO 14064-1 verification
- **2011** ISO 50001 compliance certification
- **2014** Reduced electricity intensity of main plants by 50% compared to 2009
- **2014** Launched internal carbon pricing shadow price mechanism
- **2015** Dongguan, Wujiang, Wuhu, Cyntec Hsinchu, and Cyntec Huafeng plants achieved ISO 14064-1 certification
- **2015** Expanded the scope of power savings to new plants, buildings, and data centers
- **2016** 100% of Delta's main production plants[*1] have achieved ISO 14064-1 verification
- **2017** Officially established consistent internal carbon pricing for global operation sites (shadow price)
- **2017** 100% of Delta's overall production plants[*2] (including Eltek) have achieved ISO 14064-1 verification
- **2018** Completed the initial assessment of climate risks and opportunities
- **2019** 100% of Delta's overall production plants and buildings in Taiwan have passed ISO 14064-1 verification
- **2020** Dongguan Plant received UL 2799 certification (Platinum)
- **2021** Met the 2025 Delta science-based target (SBT) of 2°C ahead of schedule
- **2021** Delta signed a long-term green power purchase agreement with a wind power generation company, which was Delta's first renewable electricity transaction
- **2021** Launched the internal carbon fee mechanism for global operation sites
- **2021** Wujiang Plant received UL 2799 certification (Platinum)
- **2022** All global operation sites of Delta completed ISO 14064-1 inventory and verification
- **2023** Achieved more than 50% of renewable electricity coming from bundled sources
- **2023** Introduced the ISAE 3000 assurance to the RE100 data for the first time in 2023
- **2023** Completed the first biodiversity risk assessment
- **2023** Cyntec Hsinchu Plant and Huafeng Plant received UL 2799 certification
- **2024** Received the 2024 RE100 Market Trailblazer Award
- **2024** Overall production plants received UL 2799 certification

*1 Main production plants include Dongguan, Wujiang, Wuhu, and Chenzhou plants in China; DET plants 1, 3, 5 and 6; Taoyuan plants 1 and 2, in Taiwan; Cyntec and Huafeng plants.
*2 Overall production plants include Dongguan, Wujiang, Wuhu, and Chenzhou plants in China; DET plants 1, 3, 5, 6 and 7; Taoyuan plants 1, 2, and 5, as well as Pingjhen in Taiwan; Cyntec and Huafeng plants.

Deeper Cooperation with International Initiatives

- **2015** Committed to the We Mean Business initiative
- **2017** Submitted Delta's 2°C SBT and became the 87th company in the world to pass the SBTi compliance validation
- **2018** Joined the EV100 Initiative
- **2018** Became the first technology manufacturer in the world to support TCFD
- **2021** Joined RE100 and committed to using 100% renewable electricity by 2030
- **2021** Became a member of the Business Ambition for 1.5°C Campaign
- **2021** Joined the United Nations Race to Zero initiative
- **2022** Submitted Delta's Net-Zero SBT of 1.5°C and became the 125th company in the world to pass the SBTi compliance validation
- **2023** Joined the TNFD Forum
- **2024** Became a TNFD Early Adopter
- **2024** Signed the "Renewed Policy Ambition on Nature"

Industry-Leading Design Cases

- **2010** Became a partner of ENERGY STAR in the US
- **2011** India Rudrapur Plant (LEED-India Gold)
- **2012** Taoyuan R&D Center (EEWH Gold and LEED Gold)
- **2012** India Gurgaon Plant (LEED-INDIA Platinum)
- **2013** Taipei Headquarters - Ruey Kuang Building (EEWH-RN Diamond)
- **2013** Shanghai R&D Building (LEED Gold)
- **2015** America Headquarters (LEED Platinum)
- **2016** Beijing Office Building (LEED Silver)
- **2016** Taoyuan Plant 5 (EEWH Gold and LEED Gold)
- **2016** India Mumbai Office Building (LEED Platinum)
- **2016** Taipei Headquarters - Ruey Kuang Building (LEED Platinum)
- **2016** Breez ventilation fan products won the ENERGY STAR Partner of the Year–Product Brand Owner Award for the first time
- **2017** EMEA Headquarters (BREEAM Very Good)
- **2017** DET Plant 5 (LEED Gold)
- **2017** Shanghai R&D Building (LEED Platinum)
- **2017** Won the ENERGY STAR Partner of the Year–Product Brand Owner Award
- **2018** Chungli R&D Center (LEED Gold)
- **2018** Delta Ako Energy Park Multi-purpose Building (LEED Gold)
- **2018** Wujiang Data Center (LEED Gold)
- **2018** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award for the first time
- **2018** Won the ENERGY STAR Partner of the Year–Product Brand Owner Award
- **2019** Green data center in Taipei Headquarters (LEED Platinum)
- **2019** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award
- **2020** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award
- **2021** DET Plant 7 (LEED Gold)
- **2021** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award
- **2022** Taichung Plant 1 (LEED Gold & EEWH Diamond)
- **2022** Chungli Plant 5 (LEED Gold), Intelligent Building Gold Level
- **2022** America Headquarters (LEED Zero Energy)
- **2022** Helmond Office Building (LEED Gold)
- **2022** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award
- **2023** Tainan Plant 2 (LEED Gold)
- **2023** Taipei Headquarters - Ruey Kuang Building II (LEED Platinum, EEWH Diamond, Building Energy-Efficiency Rating Label for Net-Zero Building, Intelligent Building Diamond Level)
- **2023** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award
- **2024** New Delta India HQs and R&D Centre in Bengaluru (LEED Gold)
- **2024** Won the ENERGY STAR Partner of the Year–Sustained Excellence Award and Product Brand Owner Award

5.2 Climate Strategy

As global warming gradually impacts the global economy and climate change becomes a global risk, the Global Risks Report 2024 published by the World Economic Forum (WEF) listed natural disasters and extreme weather events, critical change to the Earth's ecosystems, biodiversity loss, and natural resource shortages 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. Starting from 2004, Delta has been focusing on how to use green building to mitigate and adapt to climate change. Since 2007 Delta has conducted in-depth research on the impact of climate change. We actively communicated with Delta employees regarding the importance of climate change mitigation and increased public awareness of climate change. Delta set the 2°C science-based target (SBT) of carbon reduction and passed the SBTi review in 2017, and introduced an internal carbon fee mechanism in 2021. We formally committed ourselves to "promoting 100% renewable electricity" in 2021 as well as set a net-zero SBT of 1.5°C and passed the SBTi review in 2022.



5.2.1 Climate-Related Financial Information Disclosure

Delta implements climate change management and disclosure based on the four core elements of the Task Force on Climate-Related Financial Disclosures (TCFD) and the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures, including climate governance, strategy, risk management, and metrics and targets. For detailed climate risks disclosure, please refer to the Delta Electronics TCFD & TNFD Report.

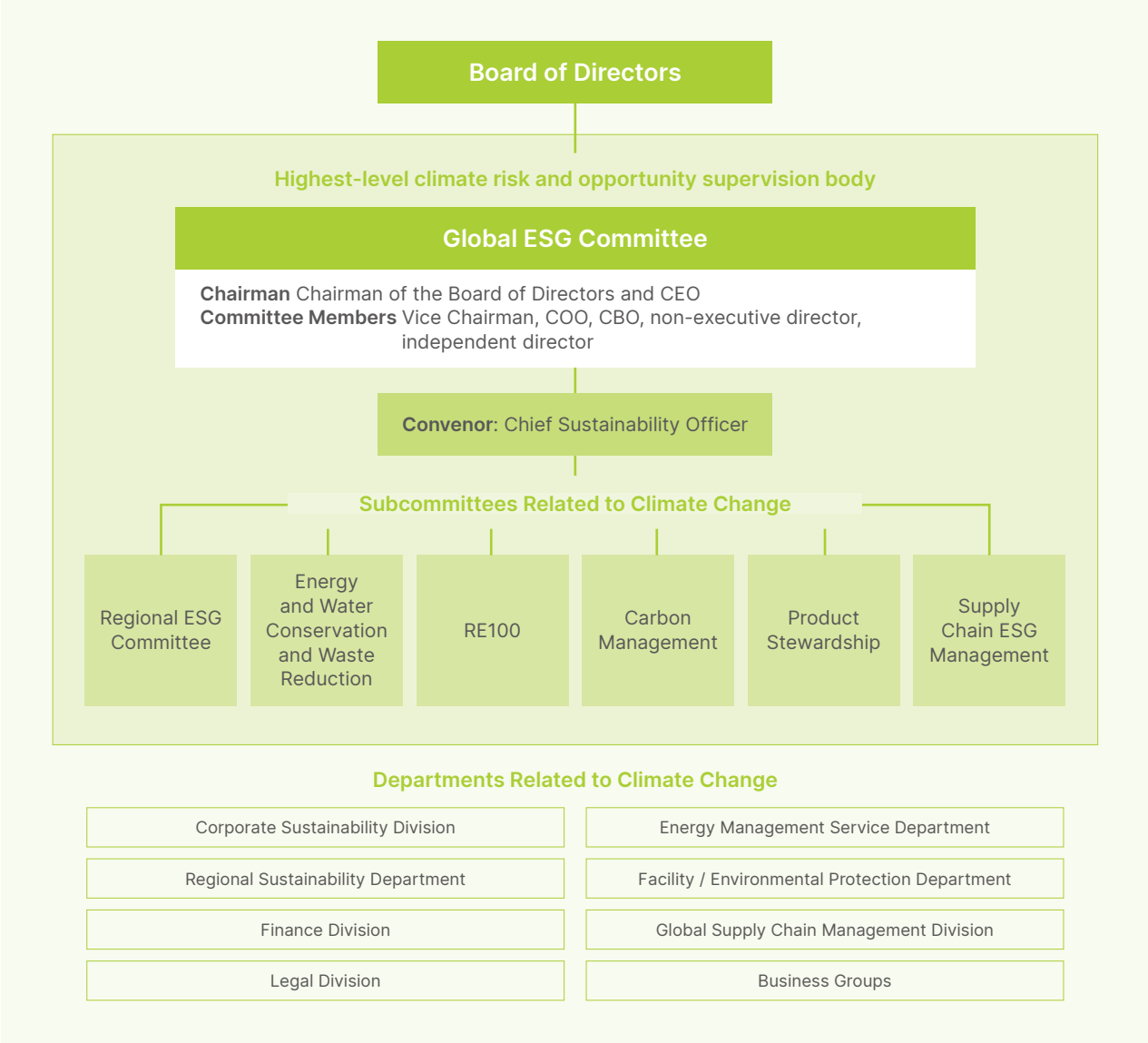
5.2.1.1 Governance

Board Oversight

The members of Delta's Board of Directors have participated in international events and monitored the latest climate change developments for many years. Climate change-related knowledge has been deeply embedded in the professional functions of the Board of Directors. They supervise issues including climate strategy, climate transformation plans, greenhouse gas (GHG) inventory and reduction, internal carbon pricing and related budget and project implementation results. In 2025, the Global ESG Committee, a board-level committee, serves as Delta's highest-level internal supervision organization for climate risk and opportunity, and supervises Delta's climate change risk and opportunity management. All members are board members in this committee.

Management Role

The convener of the Global ESG Committee is Jesse Chou, the Chief Sustainability Officer, and he reports developments in climate change and Delta's management of related climate actions to Delta's Board of Directors on a quarterly basis. The report includes important trends, key metrics, GHG reduction management, external evaluation results, and the overall implementation results of the energy and carbon management.



5.2.1.2 Strategy

Delta has set climate-related performance indicators with sound climate governance and organization, and actively takes real actions to fulfill its commitment to sustainability. We analyze the climate-related risks and opportunities based on the latest internal and external regulations, scenario analysis, and strategies, and implement management on the basis of "mitigation," "adaptation" and "innovation." The mitigation measures include the measurement and the settings for commitments and objectives. We also strengthen actions to support the circular economy, renewable electricity, and energy-saving products. In terms of adaptation, we have focused on water resource management and the taxonomy of Delta's products for addressing climate change. Delta uses decision-making tools such as internal carbon pricing mechanisms to continue to encourage low-carbon innovation. We continuously uncover business opportunities through technologies to respond to climate change challenges and we regularly disclose our climate-related management results and performance.

Climate Governance



5.2.1.3 Risk Management

Nature and Climate Risk Management

Climate change and changes in natural systems have become one of the major challenges the globe faces today. In response to increasingly stringent climate and nature risk policy requirements and stakeholder expectations, Delta continues to strengthen nature and climate risk management to gain in-depth understanding of dependencies and potential impacts on the natural environment, serving as an important basis for formulating strategies and operational decisions. Delta Group's risk management incorporates nature and climate-related factors into the identification process. Through regular risk identification, risk assessment, risk prioritization, risk response and monitoring processes, we aim to grasp potential impacts early and enhance Delta's resilience and sustainable operations capability.

STEP 1 Risk Identification

Based on business strategic objectives, Delta's experience in implementing climate and nature management, scenario analysis, and stakeholder opinions, Delta references the latest international research and trend reports, TNFD, TCFD, local government climate change and meteorological data, local regulations, and local market reports to continuously optimize and improve nature and climate risk management tools and processes, and to identify nature and climate risk inventories.

- **Frequency**: Through comprehensive surveys conducted every three years and annual reviews, gathering perspectives from important global locations
- **Value chain coverage**: Upstream activities, own operations, downstream activities or customers
- **Time horizon**: According to Group risk management definitions, short-term risks are defined as occurring within 0-2 years, medium-term climate risks are defined as 2-5 years, and long-term climate risks are defined as over 5 years
- **Coverage scope**:
  1. Transition risks: Policy and regulatory risks, technology risks, market risks, reputation risks (such as regulatory and policy uncertainties, facing litigation, changes in customer greenhouse gas reduction requirements and selection criteria for suppliers, costs of transitioning to low-carbon technologies, negative climate change or nature-related news affecting company image)
  2. Physical risks: Acute and chronic physical risks (such as landslides or rockslides, flooding, drought, air quality deterioration, heat waves)
  3. Systemic risks: Ecological stability risks (such as global warming accelerating warming, loss of climate regulation functions)

STEP 2 Risk Assessment

Assessment dimensions: Three major assessment dimensions include Enterprise Risk Management (ERM) risk scores, nature and climate dependency and impact levels, and risk vulnerability levels, to screen high-priority nature and climate risks that have significant impacts on Delta's operations from the nature and climate risk inventory.

1. ERM Risk Scores

Nature and climate risks are part of Delta Group's risk management risk analysis, considering the probability of risk occurrence and its impact on operations to systematically assess risk values. First, by mapping the nature and climate risk inventory to the Group's risk analysis high-priority risks integration, we further identify the correlation and potential impacts of climate and nature risks across various operational dimensions.

2. Nature and Climate Dependency and Impact Levels

"Dependency level" assesses Delta's attention to specific risks and their correlation with our operations. "Impact level" assesses Delta's correlation in causing specific risks to occur. Among these, physical and systemic risk levels reference TNFD dependency and impact assessment results as the basis; transition risks adopt qualitative analysis for level classification.

3. Risk Vulnerability Levels

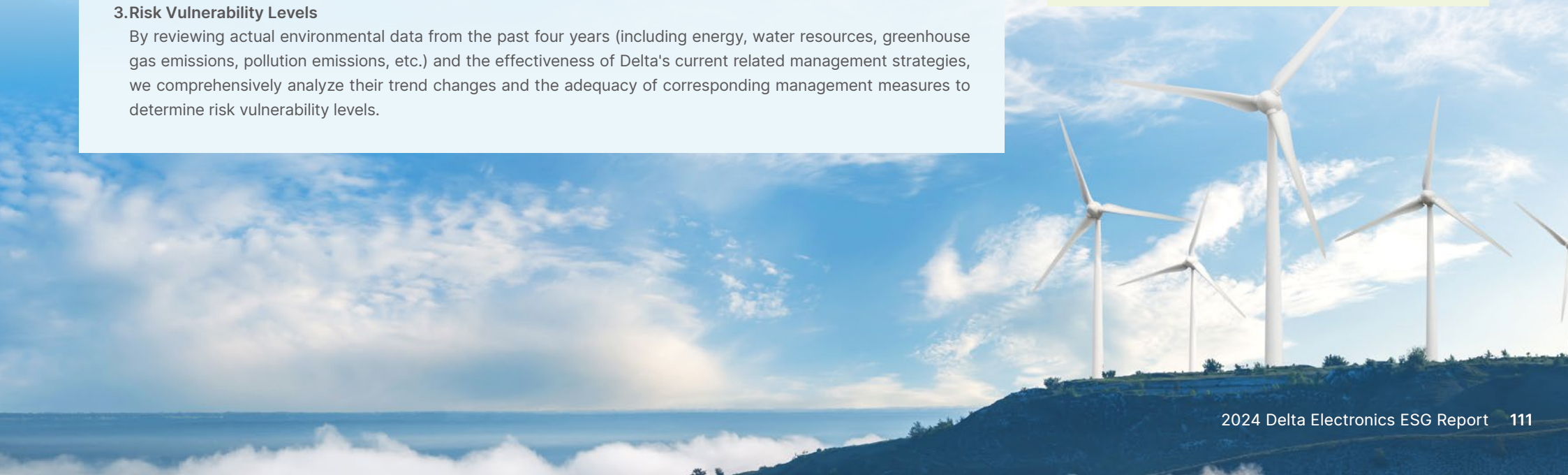
By reviewing actual environmental data from the past four years (including energy, water resources, greenhouse gas emissions, pollution emissions, etc.) and the effectiveness of Delta's current related management strategies, we comprehensively analyze their trend changes and the adequacy of corresponding management measures to determine risk vulnerability levels.

STEP 3 Risk Prioritization

Based on nature and climate risk assessment results, we prioritize various risks and ultimately screen high-priority nature and climate risks that have significant impacts on Delta's operations.

STEP 4 Risk Response and Monitoring

Delta follows the 4T principles of risk management, considering approaches of "reducing probability of occurrence," "reducing risk impact," "transferring risk," and "avoiding risk" to formulate appropriate risk response plans, and continuously conducts risk supervision and follow-up management.



Nature and Climate Opportunity Management

Climate change and changes in natural systems have become one of the major challenges the globe faces today, while also serving as catalysts for driving low-carbon transition and green innovation. Facing increasingly severe climate risks, natural resource pressures, and policy regulations, Delta continues to strengthen operational resilience and actively transforms challenges into growth momentum. Delta views nature and climate-related opportunity identification, analysis, and promotion as important future development strategies and business opportunity drivers, promoting forward-looking climate transition actions and strengthening low-carbon product and solution layouts.

1 **Opportunity Identification and Analysis**	Through systematic inventory of international climate and nature trends, sustainability assessment indicators, and industry and market dynamics, we establish climate and nature-related potential opportunity inventories. Then, based on international trends, industry development, and Delta's current situation, we conduct assessments focusing on high-potential priority opportunity themes. Additionally, combined with senior management interviews, we integrate corporate strategic planning, industry characteristics, and market opportunities, aiming to exceed regulatory requirements to confirm core opportunities with strategic intent.
2 **Opportunity Maturity Assessment**	Through organizing opportunity maturity workshops, we invite business units, departments, and senior management related to nature and climate core opportunities to jointly conduct opportunity maturity self-assessments.
3 **Opportunity Strategic Planning and Action Plans**	Based on the maturity results of core opportunities, we plan specific and feasible action plans. According to the importance and implementation complexity of each action plan, we prioritize and classify them, plan phased promotion strategies, and set corresponding internal and external short-, medium-, and long-term targets, prioritizing the use of quantifiable indicators for subsequent tracking and performance management.

Delta views nature and climate-related opportunities as important strategic directions for driving future growth and key business opportunity drivers. At annual global strategy meetings, we share related analysis results and action plans with important executives from various regions to build consensus and promote cross-regional collaboration and implementation. Delta has long focused on forward-looking technology research and development, actively investing in the development of innovative applications, automation, low-carbon and low environmental impact products and solutions, continuously expanding emerging green markets such as hydrogen energy technology, smart grids, and renewable electricity matching systems, as well as formulating carbon credit management and investment possibilities, and striving to combine the strength of industry partners for collaborative low-carbon applications, injecting innovative momentum into Delta's sustainable transformation and accelerating progress toward net-zero targets.

Scenario Analysis

Delta identifies risks and opportunities in accordance with corporate strategies, big data on climate risks, research reports, and external ratings and indicators. We screen key indicators and use climate scenarios to analyze the impact on the market size, costs, and overall strategies. We have selected climate scenarios with the most pressing transition and physical risks for analysis, including quantification factors, and incorporated the results into the internal decision-making process. The scenario analyses conducted in recent years include the business opportunities derived from transformation risks regarding air pollution and Delta's fan and air quality solutions as well as Delta's energy storage solutions; the effect of physical risks from Delta's purchased renewable electricity and the effect of water shortages at plants in Taiwan; and quantitative analysis of potential physical risks from flooding, droughts, and heat waves at Delta's operation sites and key suppliers' locations in order to understand the locations that will face short-, medium-, and long-term physical risks in future climate scenarios.

Nature and Climate Risks and Opportunities Response Measures

For nature and climate risk items and core opportunities assessed as high priority, Delta implements management through mitigation, adaptation and innovation. At the same time, Delta continues to clarify the responsibilities and specific response strategies for various types of nature and climate risk characteristics and response capabilities, establishing SOPs as appropriate to enhance overall response efficiency and resilience.

I. Mitigation

Actively reduce GHG emissions to slow down the rate or scale of climate change.

Energy Management

Build the Company's self-generated and consumed renewable electricity, energy conservation projects, and green buildings to enhance energy efficiency and reduce Delta's dependence on energy. Refer to Ch 5.3 Energy Management.

RE100

Delta strategically promotes renewable electricity at global operation sites by setting procurement priorities to reduce the emissions generated from electricity consumption. Refer to Ch 5.3.2 RE100 International Initiative and Renewable Electricity Promotion.

II. Adaptation

To address the impacts of climate change, Delta has created a sustainable business plan for climate-related physical risks, initiated the development of a group-level adaptation strategy, and continued to analyze and monitor the impact of climate change to align with R&D strategies. Delta aims to provide customers with integrated solutions to help them adapt to climate change.

Physical Risks Analysis

Conduct short-, medium- and long-term physical risk analysis of the impact of flooding, drought, and heatwaves on Delta's global operation sites and key suppliers to understand the possible impact.

Business Continuity Plan (BCP)

In response to the pandemic and the frequent occurrence of climate-related disasters, Delta has developed business continuity plans (BCPs) for epidemics, floods, fires, earthquakes, and typhoons with reference to international standards such as "ISO 14090: Adaptation to climate change — Principles, requirements and guidelines" and "ISO 22301: Business continuity management systems" to prevent interruptions in the Company's business operations and protect critical business operations from major failures or disasters.

III. Innovation

As the world needs technological innovation and breakthroughs to jointly move towards net-zero emissions, Delta focuses on forward-looking technological research and development, and encourages the development of more innovative low-carbon applications, products, and solutions to expand green business opportunities such as hydrogen energy, smart grid, and renewable electricity matching programs.

Internal Carbon Pricing

Delta has long focused on the trend for internal carbon pricing and has internalized the economic costs of carbon emissions from operating activities. Delta established a consistent internal carbon pricing management strategy for all global operations and annually updates its internal carbon pricing based on carbon reduction developments as a strategic tool to help our internal decarbonization efforts, as well as to serve as a risk management tool.

To enhance incentives for reducing carbon emissions and performance management, Delta introduced carbon fee mechanisms in 2021 and set the internal carbon price at US$300 per ton based on the internal and external carbon costs of our global production plants including regulatory penalties, carbon trading prices, case studies of benchmark international companies, and the Company's investment in renewable electricity solutions and renewable electricity purchase costs. The price was consistent with the expected carbon price for limiting global warming to within 1.5°C by 2030 as specified in the Sixth Assessment Report of the IPCC. Delta implemented the rate after it was approved by the Global ESG Committee.

Delta's implementation system for its internal carbon pricing mechanisms collects carbon fees from business groups at a rate of US$300 per metric ton. The fees are included in Delta's carbon fee fund. The carbon fee charged through the internal carbon pricing mechanism is reflected in the monthly financial management reports and linked to the performance evaluation of the top executives of business groups to incentivize investments in carbon reduction applications in global operation sites and applies to all business decision-making processes. The three major applications of Delta's internal carbon pricing include supporting the development of renewable electricity and renewable energy technology, energy and resource management, and low-carbon innovations and initiatives. We seek to uncover business opportunities in these technologies, adopt the concept of carbon pricing for business group decisions, and integrate carbon cost for management. For example, the Renewable Electricity Matching Program, developed with support from the carbon fee fund, addresses the challenge of matching renewable electricity while the business navigates the transition to a low-carbon future. This program can provide solutions for the optimal allocation of renewable electricity if the business is facing a grid-matched system. This program serves as one of the business opportunity cases developed through internal carbon pricing. In 2024, Delta allocated a total of 21 MUSD through the internal carbon pricing mechanism fund, including 6 MUSD for operating expenses and 15 MUSD for capital expenditures, to promote investment in the development of renewable electricity and renewable energy technology, energy and resource management, and low-carbon innovations and initiatives.

Three major applications of Delta's internal carbon fee:

- **Development of renewable electricity and renewable energy technology**
- **Energy and resource management**
- **Low-carbon innovations and initiatives**

* Please see Delta's Internal Carbon Pricing Report for detailed internal carbon pricing disclosures.

Climate-related Product Classification

We set the classification tree diagram for Delta's climate-related products based on their characteristics, method of application by customers, and the EU Taxonomy. It facilitates the internal management of the ratio of Delta's revenue for meeting climate change trends and international green investment requirements. Based on the impact of climate change, in 2019 we classified products into stable products (e.g., UPS products), adaptation products (e.g., fan products), and emerging products (e.g., electric vehicle key components). Based on this foundation, in 2023 Delta analyzed the EU Taxonomy and optimized the climate-related classification of Delta products based on the published climate change mitigation and climate change adaptation standards. We also disclosed, for the first time, the ratio of revenue associated with taxonomy-eligible activities. In 2024, in addition to the revenue associated with taxonomy-eligible activities, Delta has included two more financial indicators: capital expenditure (CapEx) and operating expenditure (OpEx). Furthermore, we have provided more detailed explanations of its policies, strategies, and concrete measures in support of four environmental objectives—Water and Marine Resources, Circular Economy, Pollution Prevention and Control, and Biodiversity and Ecosystems. At the same time, Delta has strengthened the alignment and consistency of its human rights policy with the requirements of the Minimum Safeguards.

5.2.1.4 Metrics and Targets

Delta continues to establish and promote internal and external climate change goals. In 2021, we pledged to attain the 2030 renewable electricity targets for the RE100, and in 2022, we passed the net-zero target validation of the Science Based Targets initiative (SBTi).

	Name or Type	Metrics and Targets	Corresponding Chapters / Sections in the Report
External Targets	**SBTi: 2°C SBT**	56.6% reduction in carbon intensity of Scope 1 and 2 GHG emissions in 2025 compared to 2014 (attained targets ahead of schedule in 2021)	Ch 5.2.2 Net-Zero Commitment Ch 5.2.3 Greenhouse Gas Inventory and Management
	SBTi: Net-Zero SBT	• 90% reduction in GHG emissions in Scope 1 and 2 by 2030 compared to 2021 and 25% reduction in Scope 3 compared to 2021 • 90% reduction in net-zero science-based targets in Scope 1, 2, and 3 by 2050 compared to 2021	
	RE100	100% use of renewable electricity at global operation sites by 2030	Ch 5.3.2 RE100 International Initiative and Renewable Electricity Promotion
	EV100	Provide charging facilities at Delta's operation sites and main production plants within the scope of its global energy management, and convert company vehicles to electric vehicles such as pure electric vehicles and hydrogen vehicles by 2030	Ch 2.3.2 International Sustainability Initiatives
Internal Targets	**Plant electricity intensity (EI)**	2025 target: 20% reduction (2020 as baseline year)	Ch 5.3 Energy Management
	Building energy use intensity (EUI)	2025 target: 20% reduction (2020 as baseline year)	
	Data center power usage effectiveness (PUE)	2025 target: 37.5% reduction (2020 as baseline year)	
	Plant water productivity intensity (WPI)	2025 target: 10% reduction (2020 as baseline year)	Ch 5.4.2 Consumption and Effectiveness of Water Resources
	Building water consumption intensity (WCI)	2025 target: 10% reduction (2020 as baseline year)	
	Waste diversion rate in plants	2025 target: 100%	Ch 5.5.2 Waste Generation and Reduction Effectiveness
Other	**Green buildings**	Quantifying energy savings and carbon reduction from Delta plants and offices, and academic donations green buildings, and pass ISAE 3000 assurance	Ch 5.3.3 Promotion of Energy Conservation with Green Buildings
	Energy savings of high-efficiency products and avoidance of carbon emissions	Quantify the energy savings and avoidance of carbon emissions for computer and networking power, ventilating fans, LED street lights, AC-DC adapters, EV DC chargers, LED high bay lights, UPS, TV power, LED drivers, inverters, on-board chargers, and traction motors, and pass ISAE 3000 assurance	Ch 5.6.4 Energy Saving Benefits and the Avoided Emissions of Products

5.2.2 Net-Zero Commitment

Delta actively supports international initiatives. Since 2015, we have implemented the policies of the We Mean Business Coalition for "commit to adopt a science-based emissions reduction target," "commit to report climate change information in mainstream reports as a fiduciary duty," "commit to responsible corporate engagement in climate policy," and "conversion to electric vehicles and expansion of charging facilities." In 2021, we also pledged to "use 100% renewable electricity" and joined the "Business Ambition for 1.5°C" action to actively respond to the United Nations Race to Zero initiative to limit the average global temperature rise to 1.5°C compared to pre-industrialization levels. We shall support the attainment of the long-term goal for net-zero emissions before 2050.

Delta's Net-Zero Commitment and Action Strategies



Low-Carbon Growth | **Net-Zero Emissions**

2015 — Commitment to We Mean Business

2017 — Passed SBTi 2°C compliance validation

✓ **Commitment to SBT 2°C**
- Carbon intensity (CI) decreased by 56.6% in 2025
- Baseline year: 2014

2018 — EV100 Commitment

2021 — RE100 Commitment and carbon neutrality

✓ **Attained SBT 2°C ahead of schedule**
- Carbon intensity (CI) decreased by 71%

2022 — Passed SBTi 1.5°C compliance validation

✓ **Commitment to SBT 1.5°C**
- Net-zero emissions by 2050

2030

✓ **SBT 1.5°C Short-term targets**
- Scope 1 and 2 ▼ 90%
- Scope 3 ▼ 25%
- Baseline year: 2021

✓ **RE100**

✓ **EV100**

✓ **Carbon neutrality**

2050

✓ **SBT 1.5°C Long-term targets**
- Scope 1, 2, and 3 ▼ 90%
- Baseline year: 2021

Continue to adopt energy conservation solutions and use renewable electricity

Delta continues to reduce carbon emissions by implementing energy conservation projects in production plants, self-generation and use of renewable electricity, purchasing renewable electricity, and purchasing unbundled EACs.

Continue to promote green buildings

Starting from 2006, Delta has pledged to use green building construction methods and Delta's green building solutions for all new plants.

Launch internal carbon pricing and invest in low-carbon innovations

Set an internal carbon price of US$300 per metric ton to promote renewable electricity and energy technology development, energy resource management, and low carbon innovation and initiatives.

Invest in high-quality carbon offsets and permanent carbon removal

Delta intends to neutralize residual emissions and further mitigate emissions beyond our value chain by using high-quality carbon offsets and investing in permanent carbon removal.

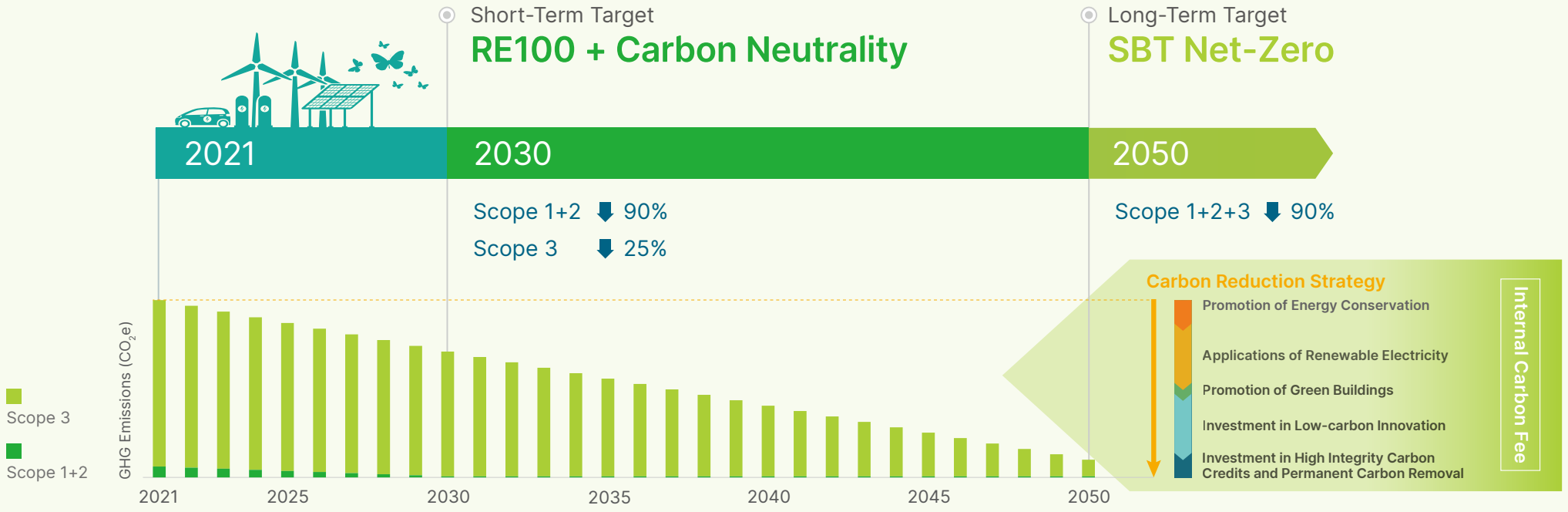
Delta's Net-Zero SBT

Delta met its science-based target (SBT) set in 2017 four years ahead of schedule in 2021. We continued to actively pursue a 1.5°C reduction pathway in 2022 in accordance with the Net-Zero Standard published by the Science Based Targets initiative (SBTi) at the end of 2021. We obtained the SBTi validation in the same year and became the first high-tech hardware equipment company in Asia and the 125th company globally to pass the review for net-zero science-based targets (Net-zero SBT).

We proposed the SBTs with 2021 as the baseline year, covering 100% of our global operation sites, to reduce absolute Scope 1 and Scope 2 (market-based) emissions by 90%, reducing absolute Scope 3 emissions by 25% by 2030, and achieve 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.

Scope 1 and 2 emissions from Delta's global operation sites in 2024 decreased by 53.6% compared to the baseline year of 2021. This marks the third consecutive year that Delta has achieved its SBT, significantly surpassing the original reduction goal of 30%. This accomplishment demonstrates Delta's strong commitment to realizing its SBT and its long-term dedication to climate action. Delta continues to collaborate closely with partners across the value chain to advance low-carbon economic growth.

Delta's SBT Carbon Reduction Pathway



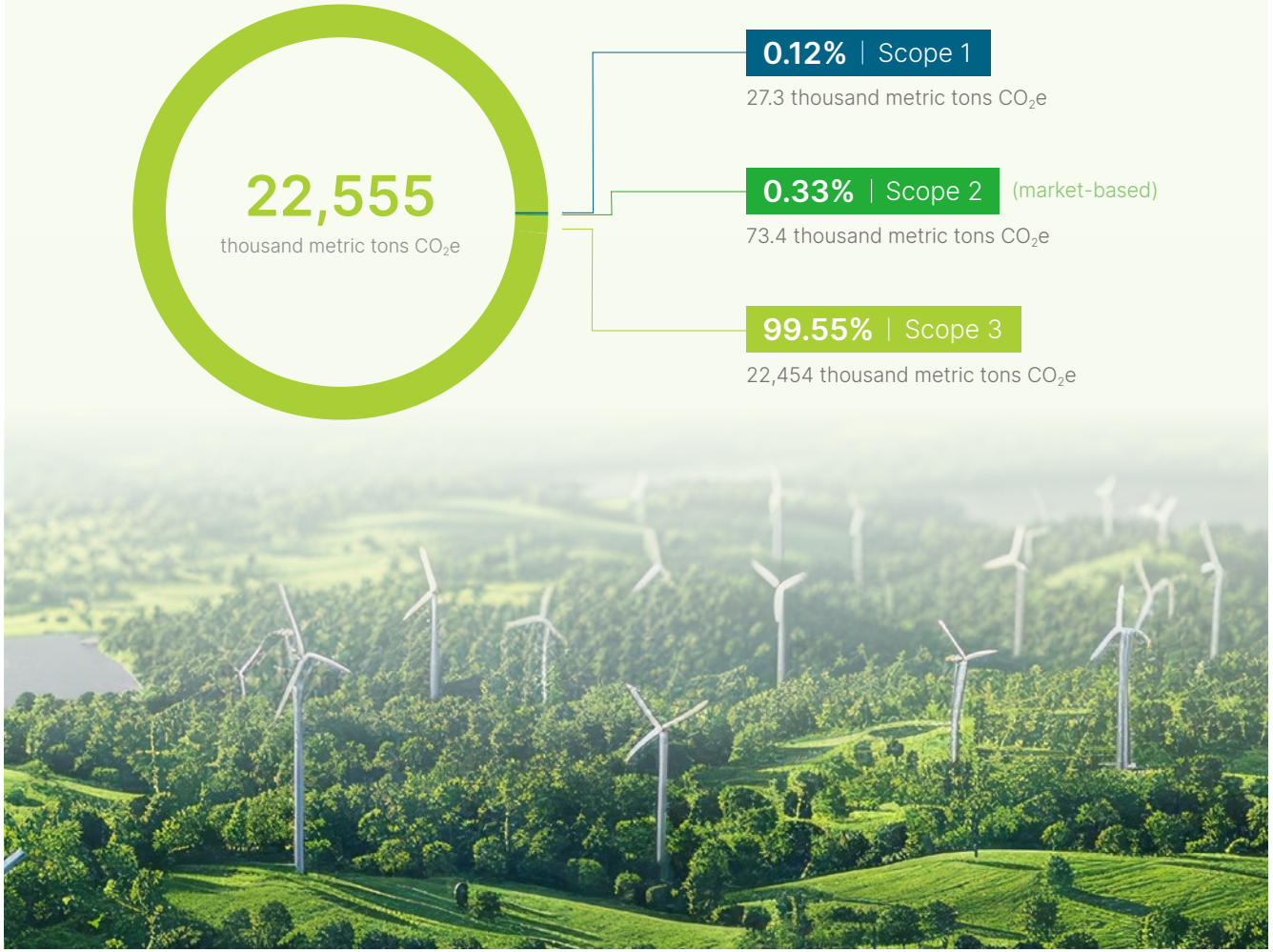
5.2.3 Greenhouse Gas Inventory and Management

Since 2010, Delta has participated in the CDP to perform annual inventories and disclosures of our GHG emissions, setting organizational boundaries based on operational control in the investigation of GHG emissions. Delta's overall production plants have passed ISO 14064-1 verification since 2017. We gradually expanded the scope of verification to buildings, overseas operation sites, and subsidiaries. Since 2022, all global operation sites have completed the ISO 14064-1:2018 GHG inventory verification, and have adopted the latest Global Warming Potential (GWP). The current version of GWP is from the sixth assessment report published by the IPCC, ensuring that GHG emissions data align with the latest science.

GHG Emissions in the Value Chain

GHG emissions in the value chain include Delta's direct emissions as well as upstream and downstream indirect emissions, i.e., Scope 1 direct emissions, Scope 2 energy indirect emissions, and Scope 3 other indirect emissions. In 2024, Delta's GHG emissions in the value chain (market-based) was 22,555 thousand metric tons CO_2e, in which Scope 3 accounted for 99.55%, and Scope 1 and 2 accounted for 0.12% and 0.33%, respectively. We will continue our carbon reduction measures in Scope 1 and 2 and expand our efforts to upstream and downstream of the value chain to actively discuss, communicate, and encourage value chain partners to join us on our path to 1.5°C reduction.

Delta's GHG Emissions in the Value Chain in 2024 (market-based)

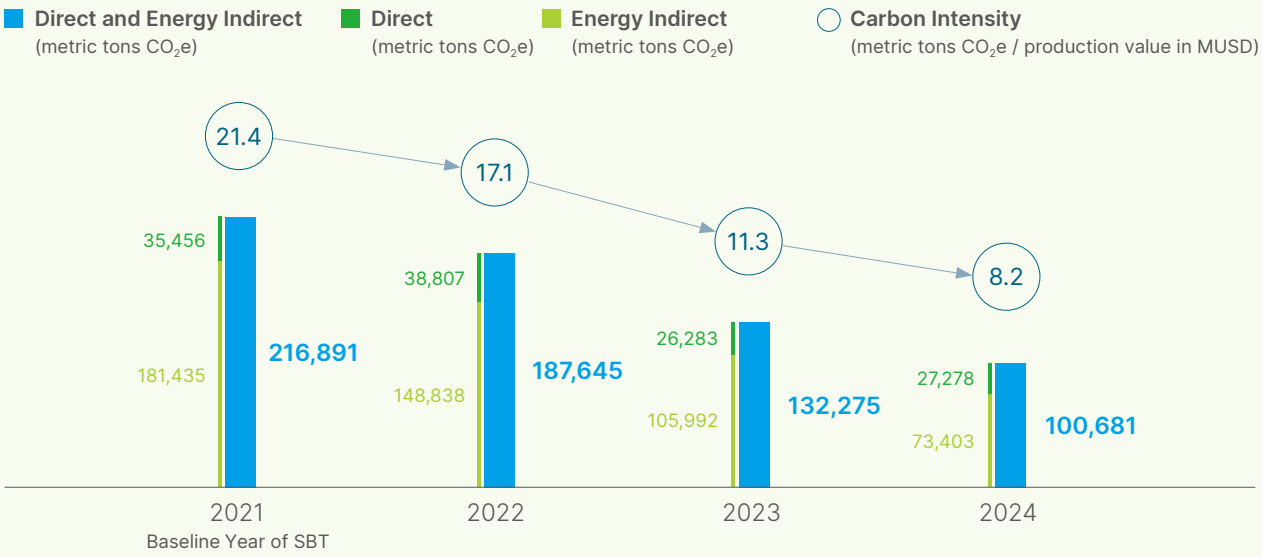


Direct Emissions and Energy Indirect Emissions (Scope 1 and 2)

According to the results of greenhouse gas inventories in past years, Delta's Scope 1 and Scope 2 GHG emissions consisted mainly of Scope 2 emissions (accounting for more than 94% by location-based or more than 72% by market-based). Therefore, Delta's greenhouse gas emissions reduction strategy is based primarily on energy management and the adoption of renewable electricity.

Direct emissions and indirect greenhouse gas emissions of Delta's global operation sites in 2024 was 100,681 metric tons CO_2e (market-based), which was a 23.9% reduction compared to the previous year and a 53.6% reduction compared to the baseline year of 2021, significantly outperforming the SBT target of a 30% reduction. Our global operation sites can be divided into seven regions including Taiwan, Mainland China, Southeast Asia, Northeast Asia, India, Europe, the Middle East & Africa (EMEA), and the Americas. In market-based terms, Southeast Asia (approximately 38.0%), Mainland China (approximately 28.7%), India (approximately 14.4%) and Taiwan (approximately 14.4%) are the main regions of Delta's GHG emissions. As the number of global operation sites continues to increase, the reason for Delta's continuous attainment of the SBT is the successful internal carbon fee mechanism launched in 2021, which has effectively empowered energy conservation initiatives and active carbon reduction within the Group. The results of these initiatives are applied to reducing carbon emissions and increasing the ratio of renewable electricity. In 2024, the proportion of renewable electricity in global operation sites reached 84%, outperforming the original target of 74%.

Greenhouse Gas Emissions (market-based)



Greenhouse Gas Emissions by Type (market-based)

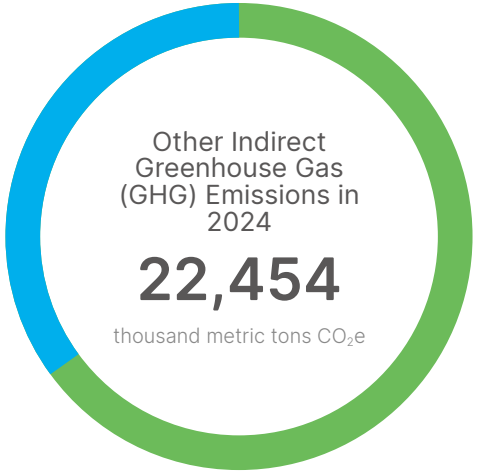
Item	Emissions (metric tons CO_2e)
CO_2	86,847
CH_4	6,050
N_2O	140
HFCs	7,283
PFCs	359
SF_6	2
NF_3	0
Total	100,681

Other Indirect Emissions (Scope 3)

Since 2020, Delta has identified the significant emissions and calculated GHG emissions based on the requirements of ISO 14064-1:2018. We have also conducted an inventory of indirect GHG emissions in each category in accordance with the GHG protocol methodology. We completed the calculation for all emissions for the first time in 2022. According to the GHG inventory results from previous years, the main categories of Scope 3 emissions were C1 purchased goods & services and C11 use of sold products. To make progress toward the net-zero goal and more proactively and effectively follow up on upstream and downstream value chain engagement, Delta established the Scope 3 C1 and C11 Implementation Subcommittee in 2024, inviting business groups to participate in joint inventories and the formulation of management strategies. Progress is reported to the management team on a regular basis. Through working together with business groups, we have been able to achieve a more comprehensive inventory of data on raw material procurement and product energy efficiency. Therefore, we have updated the C1 and C11 calculation methodologies[*1], recalculated the GHG emissions in the baseline year of 2021, and obtained ISO 14064-1 verification. The total emissions from all categories of Scope 3 in 2024 were 22,454 thousand metric tons CO_2e[*2], an increase of 28.4% compared with the baseline year of 2021, when emissions were 17,485 thousand metric tons CO_2e. It was mainly due to the increase in product production and sales in 2024. The main emissions category for Scope 3 are C11 use of sold products (approximately 74.1%) and C1 purchased goods & services (approximately 20.9%). We will continue to work on Scope 3 reduction through key strategies such as product energy efficiency improvement, product low-carbon material design, as well as low-carbon engagements with customers and the supply chain.

Upstream activities

- Category 1 **4,694 / 20.9%** **Purchased goods & services**
- Category 2 **436 / 1.9%** **Capital goods**
- Category 3 **28 / 0.1%** **Fuel- and Energy-Related Activities** (not included in Scope 1 or Scope 2)
- Category 4 **129 / 0.6%** **Upstream transportation & distribution**
- Category 5 **14 / 0.1%** **Waste generated in operations**
- Category 6 **14 / 0.1%** **Business travel**
- Category 7 **54 / 0.2%** **Employee commuting**
- Category 8 **- / 0.0%** **Upstream leased assets**



Downstream activities

- Category 9 **95 / 0.4%** **Downstream transportation & distribution**
- Category 10 **46 / 0.2%** **Processing of sold products**
- Category 11 **16,642 / 74.1%** **Use of sold products**
- Category 12 **173 / 0.8%** **End-of-life treatment of sold products**
- Category 13 **15 / 0.1%** **Downstream leased assets**
- Category 14 **Not applicable** **Franchises**
- Category 15 **114 / 0.5%** **Investments**

*1 Please refer to Appendix 7.1 Environmental Data for the updated C1 and C11 methodologies in 2021–2024.
*2 Please refer to Ch 7.1 Environmental Data for the explanation of the calculation for each category in Scope 3.

5.3 Energy Management

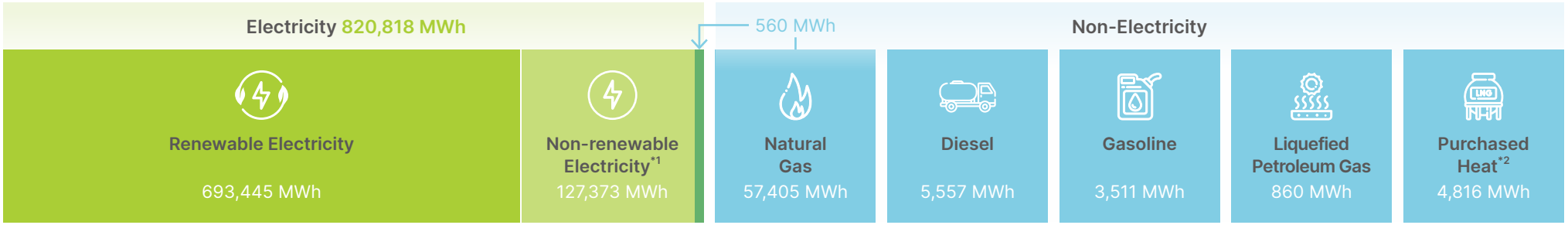
To increase industrial production capacity and expand production output, we are reducing energy consumption and greenhouse gas emissions in production as we improve economic efficiency. Part of Delta's production plants are certified by third parties according to the ISO 50001 Energy Management System standard. We established the Energy Management Committee and the RE100 Committee in 2011 and 2021, respectively. These committees set performance indicators from voluntary energy conservation, use of renewable electricity, and green building energy conservation, and regularly review the results of energy conservation improvement plans and carbon reduction measures to reduce the impact of Delta's business operations on the environment.

5.3.1 Energy Management and Performance

We established the Delta Energy Online (EnOL) management system to provide real-time energy consumption and load analysis through methods such as energy planning, efficiency, consumption analysis, and equipment management. The EnOL system optimizes equipment operations, enhances power consumption efficiency, and serves as the basis for evaluating energy-saving improvements. Delta's energy consumption at global operation sites in 2024 included electricity and fossil fuels (e.g., natural gas, diesel, gasoline, and liquid petroleum) and externally purchased heat. The total energy consumption was 892,407 MWh, with electricity accounting for 92%. The total energy use increased by 10.6% compared to 2023, chiefly due to the expansion of the factory, increase of production lines and output, which has led to increase the use of electricity. Fossil fuels are mainly used to power emergency power generators, lawn mowers, forklifts, company vehicles, as well as boilers in living areas (including dormitories and cafeterias).

To raise awareness of energy consumption reduction, Delta provides training courses on energy efficiency management to our employees periodically. In 2024, Delta offered the "Energy Management System Awareness Training" course to provide internal employees with an overview of the energy use at plants and the implementation of the ISO 50001 system. We also organized the "Online Training for Energy Conservation Management Personnel" and "Delta Climate Salon - Innovative Energy Conservation Technologies and Case Studies" courses, sharing innovative energy conservation methods and real case studies of buildings, factories, and data centers with more than 3,000 external participants.

Energy Consumption at Delta's Global Operation Sites in 2024



*1 In 2024, 560 MWh of non-renewable electricity was from self-generated and consumed sources (partially from natural gas). To avoid double counting with natural gas consumption, this amount was deducted from the total energy consumption.

*2 In 2024, purchased heat energy included 1,169.08 MWh from renewable fuels.

Energy Conservation Performance

Overall Production Plants*1

The EI of the overall production plants in 2024 was 56,109 kWh*2 / MUSD of production

2024 target ▼16%

2024 actual result ▼18.3%

2025 target ▼20%
Baseline year: 2020

The main reasons are as follows:

- The electricity usage in 2024 had increased by 8.9% compared to 2020
- The production value in 2024 had increased by 33.3% compared to 2020
- Introduced magnetic suspension chillers and high-efficiency chillers
- Replaced old chillers, water ring vacuum pumps, and air compressors to improve efficiency

Buildings*3

The EUI of 13 buildings in 2024 was 121 kWh/m^2

2024 target ▼16%

2024 actual result ▲2.1%

2025 target ▼20%
Baseline year: 2020

The main reasons are as follows:

- The electricity usage in 2024 had increased by 10.1% compared to 2020
- The area used in 2024 had increased by 7.8% compared to 2020
- Continuous investment in R&D and increased laboratory capacity and manpower

Data Centers*4

The PUE was 1.3 for the 4 data centers in 2024

2024 target ▼32%

2024 actual result ▼10%

2025 target ▼37.5%
Baseline year: 2020

The main reasons are as follows:

- The server room electricity usage in 2024 increased by 8.9% compared to 2020
- The IT equipment electricity usage in 2024 increased by 11.7% compared to 2020
- Improvements addressed the mixed flow of hot and cold return air to reduce energy consumption
- Replacement of old air-side cooling equipment

*1 Overall production plants include Dongguan, Wujiang, Wuhu, and Chenzhou plants in China; DET plants 1, 3, 5, 6 and 7; Taoyuan plants 1, 2, and 5, as well as Pingjhen in Taiwan; Cyntec and Huafeng plants.
*2 The total electricity consumption does not include the self-generated and consumed renewable electricity from solar energy.
*3 The 13 buildings include Taipei Headquarters - Ruey Kuang Building and Ruey Kuang Building II, Taipei Yang Guang Building, Taoyuan Plant 3, Chungli R&D Center, Tainan Branch Office Phase I & II, Shanghai R&D Building, Dongguan Technology Development, Wujiang Technology Development, Japan Headquarters, Americas Headquarters, and Germany.
*4 Delta has 4 data centers around the world, including Taipei Headquarters – Ruey Kuang IT Data Center, Wujiang, DET, and Americas Headquarters.

Implementing the Internal Carbon Fee Mechanism and Continuing to Expand Energy Conservation Projects

In 2011, Delta established a cross functional energy management committee, and an Energy-Saving Technology Team was further organized within the committee. Over the years, the team regularly audited the energy consumption result to find more opportunities and it has implemented various energy conservation and improvement measures for public facilities. These audits serve as checkpoints, allowing Delta to evaluate its progress in reducing energy consumption. By coordinating firsthand experience with energy conservation from internal and external consultants, the team is able to implement these practices at global operation sites. We started implementing the internal carbon pricing mechanism in 2021 and encouraged global operation sites to apply for investment as well as implement energy-saving and carbon reduction projects (e.g., replacing the water ring vacuum pumps at the Wujiang Plant, introducing magnetic suspension chillers at the Dongguan Plant, replacing old chillers at the Pingjhen Plant, and introducing the high-efficiency chillers at the Thailand Plants. These projects were expanded across production plants to strengthen energy and resource management and applied to innovative low-carbon developments as well as innovative energy conservation and carbon reduction technologies.

From 2011 to 2024, Delta's global operation sites have continued to implement energy conservation and carbon reduction measures (see table). The Company put 457 energy conservation projects into practice in 2024 and saved approximately 55,277 thousand kWh of electricity, equivalent to approximately 37,577 metric tons CO_2e. Delta implemented a total of 3,693 energy conservation projects from 2011 to 2024 with an estimated 459,106 thousand kWh of electricity saved, equivalent to a reduction of 350,640 metric tons CO_2e.

Statistics of Energy Conservation Projects from 2011 to 2024

Energy Conservation Projects	Statistical Item	2024	2011-2024 Total
Air Conditioning Ventilation Systems	Cases	110	818
	Electricity Savings per Year (MWh)	19,274	99,212
	Carbon Reduction per Year (Metric Tons)	11,663	69,440
Air Compressors	Cases	34	324
	Electricity Savings per Year (MWh)	9,408	50,091
	Carbon Reduction per Year (Metric Tons)	6,967	37,479
Injection Molding Machines	Cases	3	40
	Electricity Savings per Year (MWh)	1,635	18,056
	Carbon Reduction per Year (Metric Tons)	943	14,968
Lighting Systems	Cases	40	295
	Electricity Savings per Year (MWh)	1,496	24,683
	Carbon Reduction per Year (Metric Tons)	1,042	22,791
Burn-in Recovery Systems	Cases	33	188
	Electricity Savings per Year (MWh)	6,509	67,581
	Carbon Reduction per Year (Metric Tons)	4,421	50,408
Process Improvements	Cases	191	1,442
	Electricity Savings per Year (MWh)	13,858	123,032
	Carbon Reduction per Year (Metric Tons)	10,440	95,378
Other (Management, Innovation, etc.)	Cases	46	586
	Electricity Savings per Year (MWh)	3,097	76,451
	Carbon Reduction per Year (Metric Tons)	2,100	60,174
Total	**Cases**	**457**	**3,693**
	Electricity Savings per Year (MWh)	**55,277**	**459,106**
	Carbon Reduction per Year (Metric Tons)	**37,577**	**350,640**

*1 Electricity emission coefficient cited: The electricity emission coefficient in Taiwan was 0.494 kg CO_2e/kWh in 2023; the emission coefficients of Mainland China's regional power grid in 2023 were 0.7703 kg CO_2e/kWh in Eastern China, 0.8771 kg CO_2e/kWh in Central China, and 0.7738 kg CO_2e/kWh in Southern China; the electricity emission coefficient in Thailand in 2019 was 0.4999 kg of CO_2e/kWh; the electricity emission coefficient in Germany in 2023 was 0.7199 kg of CO_2e/kWh; the electricity emission coefficient in Slovakia in 2023 was 0.35756 kg of CO_2e/kWh.

5.3.2 RE100 International Initiative and Renewable Electricity Promotion

Delta announced in 2021 that it had joined the global renewable electricity initiative RE100 as a Gold Member, and pledged to achieve the goal of 100% renewable electricity by 2030 for Delta's global operation sites. Delta officially established the Delta Global RE100 Committee in 2021 with the Chairman, Vice Chairman, CEO, COO, and CSO as the main members who oversee 8 working groups in more than 30 countries. Each working group is led by the president of regional operations, who establishes a regional promotion organization to expand management to all sites. The organization is responsible for the promotion and attainment of renewable electricity targets for all sites in each region.

Delta's global operation sites continued to promote renewable electricity in 2024. The sites studied and reviewed local renewable electricity regulations and policies, market trends, prices and costs, and the integrity of traceability information, and gradually consulted with renewable electricity suppliers or electricity retailers. They also considered the long-term demand for renewable electricity and evaluated the benefits and feasibility of constructing or investing in renewable power plants. Each working group identified bottlenecks for the usage ratio of renewable electricity in the process. They learned about the reasons for these bottlenecks and actively sought opportunities for improvement.

In 2022, the attainment rate of the use of renewable electricity was included for the first time as a performance indicator for the Chairman, CEO, and Region Heads of each working group and it now accounts for 5% to 15% of their total remuneration and incentives. To ensure data quality, Delta included electricity data statistics from global operation sites for the ISAE 3000 assurance for the first time in 2023. All renewable electricity sources and types must comply with the RE100 technical criteria, and obtain complete traceability information to prove the source and quantity.

Delta strategically promotes renewable electricity by setting procurement priorities. In terms of the methods for attaining the targets, Delta uses energy conservation as the basis for reducing electricity consumption and has adopted a strategy of self-generated and consumed renewable electricity as the highest priority. The second category is direct purchase of renewable electricity (e.g., power purchase agreements (PPAs) and green electricity products) with bundled renewable electricity and certificates. The third category is unbundled energy attribute certificates (unbundled EACs). In full compliance with the RE100 technical manual, Delta developed other categories of innovation to encourage innovative measures for increasing the percentage of renewable electricity use. The RE100 mechanisms are also partially linked to the internal carbon pricing, with the target of increasing the percentage of bundled renewable electricity and certificates among sources of renewable electricity to over 50% by 2025. Delta aims to encourage all sites to prioritize the use of self-generated and consumed renewable electricity and bundled renewable electricity.

Delta Global RE100 Committee



Overall Progress of Renewable Electricity in 2024

In 2024, the use of renewable electricity at Delta's global operation sites reached 84%, which exceeded the internal target of RE74. The global operation sites total electricity consumption was 820,818 MWh, including 693,445 MWh of renewable electricity. The sources of renewable electricity as a proportion of total electricity consumption included 45,288 MWh (5%) from self-generated and consumed solar power, 112,864 MWh (14%) from direct purchase of PPAs electricity, 330,681 MWh (40%) from green electricity products, and 204,612 MWh (25%) from unbundled EACs.

Delta's Progress of RE100

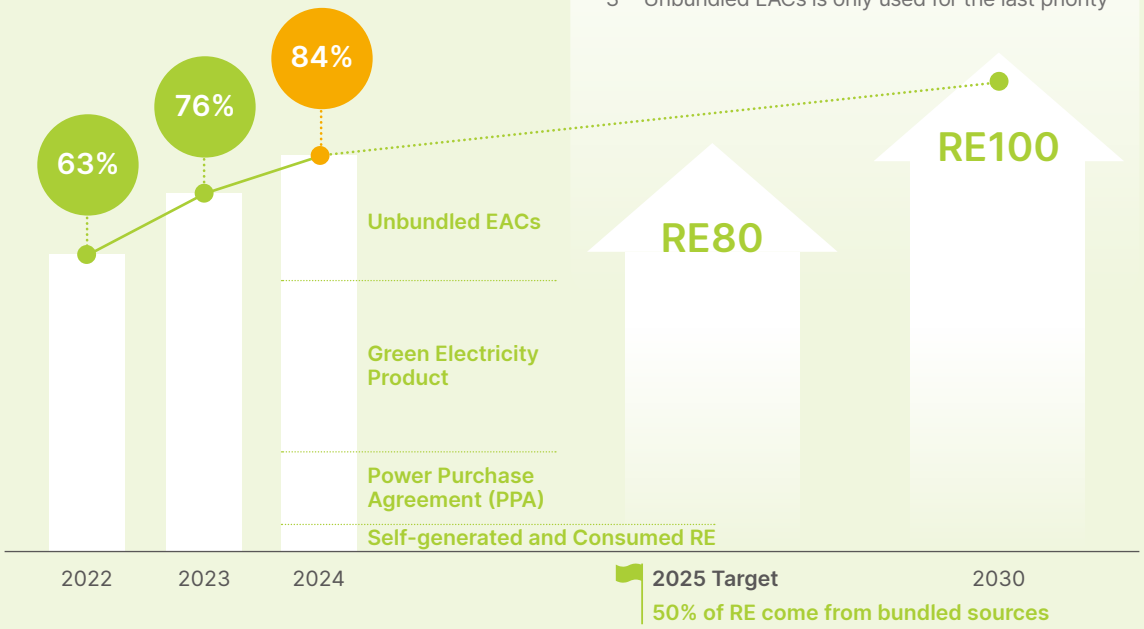
Delta will power its global operations with **100%** renewable electricity by 2030, with an interim target of **80%** by 2025.

The key measures implemented

1st Self-generated and Consumed RE as priority

2nd PPA and Green electricity product

3rd Unbundled EACs is only used for the last priority



Delta is pursuing the goal of 100% renewable electricity by 2030 for global operation sites and is actively participating in international initiatives and relevant awards. To promote the development of renewable electricity, Delta has actively signed renewable electricity purchase agreements in Taiwan to inject vitality into the developing renewable electricity market. Delta actively negotiates and collaborates with the government and related stakeholders to accelerate the development of local regulations and renewable electricity trading systems at the key production site of Thailand, in order to promote access to renewable electricity at local plants.

Delta received the RE100 Market Trailblazer Award from the RE100 Leadership Awards in 2024, becoming the first company in Taiwan to receive this award. The RE100 Market Trailblazer Award recognizes companies that play a leading role in renewable electricity transformations in the market, especially those that have demonstrated innovation and influence in markets that are not yet mature.

Thanks to Delta's work with stakeholders to overcome market restrictions and play an active leading role in market changes, the Company has received recognition and approval from the international independent judges for outstanding performance among the RE100 member companies, which demonstrates Delta's contributions to driving the development of the renewable electricity market.

Delta's Renewable Electricity Promotion History

2014	Dongguan, Wujiang and Wuhu Plants in Mainland China have partaken in the "Golden Sun Demonstration Engineering" project, in which solar power generation systems were established at the plants.
2016	Taoyuan Plant 2, Cyntec Huateng and Huafeng Plant (hereinafter referred to collectively as Cyntec Huafeng Plant) established solar power generation systems at the plants.
2017	Chenzhou Plant in Mainland China established solar power generation systems.
2018	• Wujiang and Wuhu Plants in Mainland China expanded their solar power generation systems. • Purchased International Renewable Energy Certificates (I-RECs) in Mainland China.
2019	10% of the contracted capacity of renewable electricity has been installed in Taiwan.
2020	Negotiated long-term Renewable Electricity Power Purchase Agreements (PPAs) in Taiwan.
2021	• Became a RE100 Gold Member. • Established the Delta Global RE100 Committee. • Completed Delta's first renewable electricity transaction.
2022	The RE100 achievement rate was officially included as a performance indicator for Delta's top executives.
2023	Introduced the ISAE 3000 assurance for the first time in 2023.
2024	Delta received the 2024 RE100 Market Trailblazer Award.



Delta received the 2024 RE100 Market Trailblazer Award



Delta became the first company in Taiwan to receive the RE100 Market Trailblazer Award

5.3.3 Promotion of Energy Conservation with Green Buildings

When Delta established the first green building in the Tainan Science Park in 2006, the Company proactively pledged that all new plants and offices in the future will implement the concept of green building. In 2024, Delta's new headquarters building and R&D center in India, located in the Bommasandra Industrial Area in Bengaluru, received LEED Gold certification. As of December 2024, Delta has built and donated 35 green buildings and 2 green data centers around the world.

Delta continues to expand products and energy-efficient solutions in green buildings and has received certification from the US Green Building Council (LEED), the UK Building Research Establishment (BREEAM), the Ecology, Energy-Saving, Waste Reduction, and Health (EEWH) system in Taiwan, and the Green Building Evaluation Standards in Mainland China. With the inauguration of green buildings, Delta has incorporated diverse greening into plant areas, ecological ponds, and other environmentally-friendly designs with positive benefits for biodiversity. Delta has also joined the United Nations Climate Change Conference, sponsored green building design competitions, and offered training courses related to green buildings to promote the application and foster talents in the field.

Delta has voluntarily set high standards for the Company by establishing comparison standards based on the EUI (kWh/m^2/year) of local buildings. We calculate energy savings with reference to the ISAE 3000 assurance process, and in 2024 Delta's 21 certified plants and 5 donated green buildings saved 45,430 thousand kWh of electricity. These buildings together reduced carbon emissions by 23,330 metric tons CO_2e.

In addition, Delta evaluates annual electricity savings using the PUE of data centers as the baseline. In 2024, Delta's certified green plants and buildings collectively saved, in total, 57,860 kWh of electricity and reduced carbon emissions by approximately 28.58 metric tons CO_2e.

* Refer to Appendix 7.5 Summary of information assured (ISAE 3000, ISAE 3410) for the literature on the EUI calculation methodology used for Delta's green buildings. The items below were excluded for the calculation of the building EUI: Electricity consumption in the laboratories (Taipei Headquarters - Ruey Kuang Building, Taipei Headquarters - Ruey Kuang Building II, Taoyuan R&D Center, Taoyuan Plant 5, Chungli Plant 5, Chungli R&D Center, Taichung Plant 1, Tainan Plant Phase I & II, Tainan Plant 2, Shanghai R&D Building, and America Headquarters), electricity consumption in the production process (DET Plant 7, Taoyuan Plant 5, Chungli Plant 5, and Tainan Plant 2), electricity consumption of data centers (Taipei Headquarters - Ruey Kuang Building, Americas Headquarters), electricity consumption of EV chargers (EMEA Headquarters, DET Plant 7, America Headquarters, Shanghai R&D Building, Taipei Headquarters - Ruey Kuang Building, Taipei Headquarters - Ruey Kuang Building II, Taoyuan R&D Center, Taoyuan Plant 5, Chungli Plant 5, Chungli R&D Center, Taichung Plant 1, Tainan Plant Phase I & II, Tainan Plant 2), and the floor space of indoor parking lots, data centers, and vacant areas.

Energy Saving Benefits of Delta's Green Buildings and Data Centers

Taipei Headquarters - Ruey Kuang Building
(Inaugurated in 1999)
LEED Platinum
EEWH-RN Diamond
WELL Health-Safety Rating (HSR)
- 2024 EUI: 111.72 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 58% (Compared to traditional offices)

Taipei Headquarters - Ruey Kuang Building II
(Inaugurated in 2023)
LEED Platinum
EEWH Diamond
WELL Platinum
Intelligent Building Diamond Level
Building Energy-Efficiency Rating Label for Net-Zero Building
- 2024 EUI: 17.31 < EUI Baseline 147.4[*1]
- Energy saving rate: 88% (Compared to traditional offices)

Taoyuan R&D Center (Inaugurated in 2011)
LEED Gold
EEWH Gold
WELL Health-Safety Rating (HSR)
- 2024 EUI: 83.09 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 53% (Compared to traditional offices)

Taoyuan Plant 5 (Inaugurated in 2015)
LEED Gold
EEWH Gold
- 2024 EUI: 118.72 < EUI Baseline 154[*2]
- Highest energy saving rate to date: 24% (Compared to air-conditioned general factory operation areas)

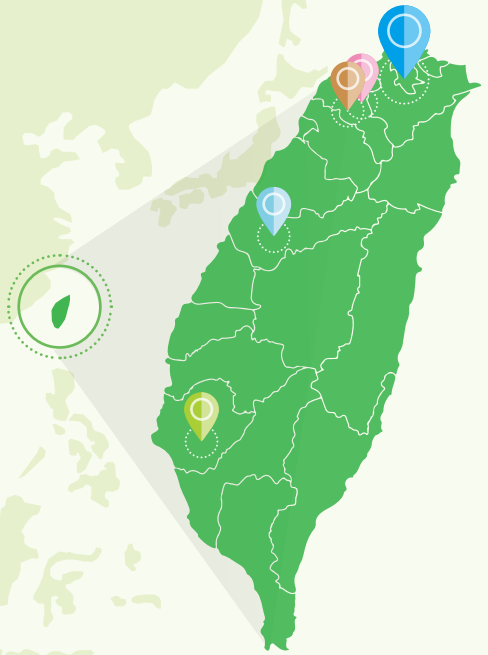
Taipei Headquarters - Ruey Kuang IT Data Center
(Inaugurated in 2014)
LEED V4 ID + C Platinum (first in the world)
- 2024 PUE: 1.28
- Highest energy saving rate to date: 27.3% (Compared to 2015)

Taichung Plant 1 (Inaugurated in 2021)
LEED Gold
EEWH Diamond
WELL Health-Safety Rating (HSR)
- 2024 EUI: 126.5 < EUI baseline 154[*2]
- Highest energy saving rate to date: 41% (Compared to air-conditioned general factory operation areas)

Tainan Plant Phase I (Inaugurated in 2006)
EEWH Diamond
WELL Health-Safety Rating (HSR)
- 2024 EUI: 184.07 > EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 38% (Compared to traditional offices)

Tainan Plant Phase II (Inaugurated in 2013)
EEWH Diamond
- 2024 EUI: 39.4 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 73% (Compared to traditional offices)

Tainan Plant 2 (Inaugurated in 2021)
LEED Gold
- 2024 EUI: 61.73 < EUI Baseline 154[*2]
- Highest energy saving rate to date: 60% (Compared to air-conditioned general factory operation areas)



Chungli R&D Center (Inaugurated in 2017)
LEED Gold
- 2024 EUI: 87.65 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 45% (Compared to office buildings)

Chungli Plant 5 (Inaugurated in 2021)
LEED Gold
Intelligent Building Gold Level
- 2024 EUI: 102.03 < EUI Baseline 154[*2]
- Highest energy saving rate to date: 68% (Compared to air-conditioned general factory operation areas)

Delta Building at National Cheng Kung University (NCKU) (Inaugurated in 2009)
EEWH
School Category (2009-2012)
- 2024 EUI: 96.22 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 65% (Compared to traditional offices)

Yun-Suan Sun Green Building Research Center at National Cheng Kung University (NCKU) (Inaugurated in 2011)
LEED Platinum
EEWH Diamond
- 2024 EUI: 47.73 < EUI Baseline 147.4[*1]
- Highest energy saving rate to date: 85% (Compared to traditional offices)

Delta Building at National Tsing Hua University (NTHU) (Inaugurated in 2011)
EEWH Bronze (2011-2014)
- 2024 EUI: 66.98 < EUI Baseline 71[*13]
- Highest energy saving rate to date: 6% (Compared to traditional university buildings)

Kuo-Ting Optoelectronics Building at National Central University (NCU) (Inaugurated in 2011)
EEWH Bronze
- 2024 EUI: 122.45 > EUI Baseline 71[*13]
- Highest energy saving rate to date: 70% (Compared to traditional university buildings)

Namasia Minquan Elementary School
(Inaugurated in 2012)
LEED Zero Energy
LEED Platinum
EEWH Diamond
- 2024 EUI: 0 < EUI Baseline 24[*14]
- Highest energy saving rate to date: 100% (Compared to traditional elementary school buildings)

Americas Headquarters (Inaugurated in 2015)
LEED Zero Energy
LEED Platinum
CBE Annual Livable Buildings Award
WELL Health-Safety Rating (HSR)
- 2024 EUI: 0 < EUI Baseline 166.88[*6]
- Highest energy saving rate to date: 100% (Compared to traditional offices)[*7]

India Rudrapur Plant (Inaugurated in 2008)
LEED-India Gold
- 2024 EUI: 74.96 < EUI Baseline 178[*5]
- Highest energy saving rate to date: 76% (Compared to traditional commercial buildings)

India Gurgaon Plant (Inaugurated in 2011)
LEED-India Platinum
- 2024 EUI: 95.52 < EUI Baseline 178[*5]
- Highest energy saving rate to date: 60% (Compared to traditional commercial buildings)

India Mumbai office Building
(Inaugurated in 2015)
LEED Platinum
- 2024 EUI: 89.38 < EUI Baseline 178[*5]
- Highest energy saving rate to date: 77% (Compared to traditional commercial buildings)

Delta Ako Energy Park Multi-purpose Building
(Inaugurated in 2017)
LEED Gold
- 2024 EUI: 115.47 < EUI Baseline 165.57[*12]
- Highest energy saving rate to date: 50% (Compared to green building application documents)

Beijing Office Building (Inaugurated in 2012)
LEED Silver
- 2024 EUI: 31.24 < EUI Baseline 100[*4]
- Highest energy saving rate to date: 74% (Compared to traditional offices)

Wujiang IT Data Center (Inaugurated in 2014)
LEED V4 ID + C Gold
- 2023 PUE: 1.34
- Highest energy saving rate to date: 57% (Compared to 2015)

Shanghai R&D Building (Inaugurated in 2011)
LEED Platinum
WELL Health-Safety Rating (HSR)
- 2024 EUI: 55.63 < EUI Baseline 85.1[*3]
- Highest energy saving rate to date: 49% (Compared to large-scale civil buildings)

DET Plant 5 (Inaugurated in 1990)
LEED Gold
- 2024 EUI: 762.32 > EUI Baseline 640.24[*10]
- Highest energy saving rate to date: 23% (Compared to pre-renovation plant)

DET Plant 7 (Inaugurated in 2022)
LEED Gold
- 2024 EUI: 225.82 < EUI Baseline 627[*11]
- Highest energy saving rate to date: 64% (Compared to green building application documents)

EMEA Headquarters (Inaugurated in 1987)
BREEAM Very Good
- 2024 EUI: 133.26 < EUI Baseline 177.16 [*8]
- Highest energy saving rate to date: 65% (Compared to non-residential buildings)

Helmond Office Building
(Inaugurated in 2022)
LEED Gold
- 2024 EUI: 84.98 > EUI Baseline 76.1[*9]
- Highest energy saving rate to date: 56% (Compared to non-residential buildings)

*1 <Energy Administration, Ministry of Economic Affairs> 2024 Energy Audit Annual Report for Non-Productive Industries (P.28): 147.4 kWh/m^2 (Office buildings, parking lots not included)
*2 <Architecture and Building Research Institute, Ministry of the Interior> Green Building Evaluation Manual - Existing Building Energy Efficiency Expert Assessment System E-BERSe (2024 Edition) (P.57): 154 kWh/m^2 (10 hours of operation in air-conditioned general factory operation area).
*3 <Shanghai Municipal Commission of Housing and Urban-Rural Development> 2023 Shanghai Government Office Building and Large Public Building Energy Consumption Monitoring and Analysis Report (P.13): 85.1 kWh/m^2 (office buildings).
*4 <Beijing Municipal Commission of Housing and Urban-Rural Development> and <Beijing Municipal Administration for Market Regulation> Standard for Energy Consumption of Building (published in 2023) (P.6): 100 kWh/m^2 (large commercial offices).
*5 <UN and Indian Bureau of Energy Efficiency> 2016 Energy Efficiency Improvements in Commercial Buildings (P.3): 178 kWh/m^2 (air-conditioned office buildings).
*6 <ENERGY STAR> Technical Reference of the 2018 US Energy Use Intensity by Property Type (P.4): 166.88 kWh/m^2 after conversion (office buildings)
*7 The Americas Headquarters adopted a net-zero energy consumption design, and the self-generated and sold renewable electricity exceeds the purchased electricity, therefore the EUI = 0.
*8 <Statistics Netherlands> StatLine Energy Database, energy intensities of buildings: 76.1 kWh/m^2 and 10.7 m^3/m^2 (2500-5000 square meters of buildings). Considering that the EMEA headquarters also uses natural gas, the average natural gas consumption of buildings in the StatLine Energy Database is converted into electricity consumption, and the average energy consumption of buildings is added to derive the EUI baseline: 177.16 kWh/m^2.
*9 <Statistics Netherlands> StatLine Energy Database, energy intensities of buildings: 76.1 kWh/m^2 (2500-5000 m^2 of buildings).
*10 <LEED 2009 for Existing Buildings Operations and Maintenance Rating System> DET Plant 5 Green Building Application (According to the LEED 2009 for Existing Buildings Operations and Maintenance)-Baseline year 2010-2012 average EUI: 640 kWh/m^2.
*11 <LEED 2009 for Existing Buildings Operations and Maintenance Rating System> DET Plant 7 Green Building Application (According to the LEED 2009 for Existing Buildings Operations and Maintenance)-Baseline year 2010-2012 average EUI: 627 kWh/m^2.
*12 AKO green building application documents (according to LEED v4 commercial interiors, retail, hospitality minimum energy performance simulation requirements) simulation baseline value: 165.57 kWh/m^2.
*13 <Energy Administration, Ministry of Economic Affairs> 2024 Energy Audit Annual Report for Non-Productive Industries (P.28): 71 kWh/m^2 (general university EUI, indoor parking lots not included).
*14 <Ministry of Economic Affairs and Ministry of Education> 2024 Public elementary schools group 2 EUI in the Energy Conservation Project for Governmental and Educational Institutions (2024-2026) Approved version (P.20): 24 kWh/m^2.

5.4 Water Resource Management

5.4.1 Identification of Water Risks and Response Measures

Establish Risk Assessment Mechanisms

Water is an indispensable resource in the global economy. Delta continues to strengthen operation management and risk identification to achieve sustainable cooperation with partners in the value chain and conduct in-depth analyses of the risks of supply chain interruptions caused by droughts derived from climate change. Delta uses the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI) to identify the risks to Delta's supply chain and global operation sites. We scored each risk based on the risk elements, such as WRI risk, water consumption, procurement amount, and production value, and the comprehensive final results were used as the basis for Delta's internal decision making. We formulated corresponding measures to ensure adequate response capabilities, make adjustments before risks arise, and implement sustainable management of water resources. Delta shall continue to use the assessment methodology for high-risk plants and plan suitable measures for adaptation.

To raise awareness of water consumption reduction, Delta provides training courses on water efficiency management and water conservation to our employees periodically. In 2024, Delta launched the "Water Efficiency Management" training course on Delta's internal online learning Academy system to explain water management trends as well as share water conservation case studies in plants and buildings in order to cultivate employees' water-related knowledge and develop self-assessment and improvement abilities. More than 100 people participated in the course.

Value Chain	Risk Factors	WRI Risk Distribution Grade*1 (%)				
		Extremely high	High	Medium-high	Medium-low	Low
Supply Chain Tier 1 suppliers with continuous transactions in 2024	• Hazards: Use the tools of the WRI for hazard classification • Exposure: Rating based on the amount of purchases made from suppliers • Vulnerability: Determined by the industry characteristics (sensitivity to water usage) of the supply chain	24.8	7.4	11.8	33.3	22.7
Global Operation Sites Operation sites, production sites, and R&D centers	• Hazards: Use the tools of the WRI for hazard classification • Dependency: Classification based on the water consumption and standard deviation of the operation site in previous years • Severe: Classification based on the production value / number of employees and standard deviation of the operation site in previous years • Probability: Past flooding / droughts are used as the criteria	22.3	13.2	7.1	31.0	26.4
		Total Tap Water Withdrawal (ML)				
		481.8	1,039.2	628.0	1,710.9	190.1

*1 WRI overall water risk: Extremely high (4-5 points), high (3-4 points), medium-high (2-3 points), lmedium-low (1-2 points), low (0-1 points).

Water Risk Adaptation and Response

Supply Chain

- Supplier risks are divided based on the weighted score into medium-high (0.8%), medium (3.2%), medium-low (9.7%) and low (86.3%).
- Delta shares the water conservation experience from its own plants and green buildings with suppliers in high risk (or higher) areas to plan for climate change mitigation and adaptation.
- Delta evaluates Tier 1 suppliers' water resource management and short, medium, and long-term response strategies based on the feedback in the questionnaire to strengthen the sustainability of the value chain and enhance the Company's influence in achieving corporate sustainability.

Global Operation Sites

- According to the weighted scores, Delta's global operation sites contained no high-risk sites in 2024. In contrast, DET Plant 1 and Plant 5 were classified as high-risk plants based on the weighted scores in 2023. This was due to the proposed water conservation measures and implementation of water management in 2024, such as the introduction of the DI water treatment system and rainwater recycling and reuse in DET plants. In 2024, the WPI of DET plants was 152 metric tons/MUSD, a decrease of 26% compared to 2020 (the goal for 2024 was a decrease of 8% compared to 2020). The 2024 assessment results showed that the overall comprehensive risk has been reduced to moderate risk due to an effective reduction in water demand.
- Global operation sites have established their own water conservation targets and evaluated the current conditions and future water shortage risks according to RCP* 2.6 (2°C warming) and RCP 8.5 scenarios of IPCC AR5 to enhance regional water resource resilience and achieve sustainability in water consumption. The risk values derived from the analysis are used as the basis for financial impact estimates.
- Delta continues to use the assessment methodology for high-risk plants and plan suitable measures for adaptation. In addition to reducing the impact of floods, these measures will also increase the number of days for sustained operations.
- Increase wastewater treatment and recycling, to reduce dependency on tap water.
- Delta evaluated individual risks of the sources of water resources for formulating corresponding measures to ensure adequate response capabilities and to make the most resilient adjustments before risks arise, in order to implement sustainable management of water resources.

* Representative Concentration Pathway (RCP)

5.4.2 Consumption and Effectiveness of Water Resources

Implementation of Water Resources Management

Delta is keenly aware of the connections between water safety and the welfare of people and industries. The issues have been extended from the environment to human rights and economic development. Among the 17 Sustainable Development Goals of the United Nations, SDG 6 "Clean Water and Sanitation" aims to ensure availability and sustainable management of water and sanitation for all. Delta's Board of Directors passed the Water Resource Policy in 2024 to enhance the resilience of water management amid climate change and increase Delta's capacity for flexible adjustments in face of severe pressure on water resources in the future. Delta will also continue to conduct water risk identification and adaptation management for global operation sites and Tier 1 suppliers, while developing innovative energy-saving and water-saving products and solutions.



Clean Water for Consumption

In terms of the drinking water and water supply for the kitchen in each plant, tap water must be filtered through a filtration system and sterilized by UV light to ensure that the quality of drinking water meets local legal standards.

Effectiveness / Results
Drinking water is tested at least once each quarter. We also commission third-party water quality inspection units to test for bacteria such as E. coli.

Improving Efficiency

Delta actively increases water consumption efficiency at the process end and increases output under the same water consumption conditions to reduce the risks of water resources in different industries.

Effectiveness / Results
Delta introduced 12 water conservation solutions at global operation sites in 2024, which reduced water consumption by 47 megaliters.

Smart Monitoring

Delta completed water meter installation in production plants and buildings and combined them with the Delta Energy Online monitoring system to monitor water consumption.

Effectiveness / Results
Each plant monitors and regularly reviews water consumption efficiency to reduce unnecessary waste.

Pollution Reduction

Sewage treatment and wastewater treatment in plants effectively help reduce the negative impact on the environment.

Effectiveness / Results
Delta regularly appoints third-party institutions to test the waste (sewage) water quality to ensure that no material impact is posed to the surrounding environment from receiving water.

Promotion of Water Conservation and Use of Recycled Water

Delta conducts comprehensive water use assessments to identify opportunities for water efficiency improvement. These assessments analyze water consumption and identify areas where water-saving measures can be implemented. The sources of water for Delta's global operation sites consist mostly of tap water (96.6%), which is mainly used in cooling towers, restaurants, and daily general sanitation for cleaning bathrooms. In 2024, Delta's total water withdrawal for global operation sites[*1] was 4,192.7 ML (including groundwater 17.2 ML and rainwater 125.5 ML). Water consumption was 1,010.8 ML and water discharge[*1] was 3,181.9 ML (91.1% domestic sewage and 8.9% process wastewater). Total water recycled[*2] was 505.1 ML and recycled water usage rate[*3] was 11%. Global operation sites implemented a total of 12 water conservation solutions in 2024, including: recycling and reuse of discharged water, low-concentration washing water for machine wastewater separation and recovery, replacement of cooling water tower packing, and equipment adjustment and improvement, saving a total of 47 ML of water consumption.

*1 Total water withdrawal and total water discharge are all fresh water (total dissolved solids ≤ 1,000 mg/L).
*2 Total water recycled = (reclaimed water + rainwater).
*3 Recycled water usage rate = total water recycled / (total water withdrawn + reclaimed water).
*4 The eight buildings include Taipei Headquarters - Ruey Kuang Building and Ruey Kuang Building II, Taipei Yang Guang Building, Taoyuan Plant 3, Chungli R&D Center, Tainan Branch Office Phase I & II, and Shanghai R&D Building. They do not include Dongguan Technology Development, Wujiang Technology Development, Japan Headquarters, Americas Headquarters, and Germany.
*5 Megaliters = one thousand cubic meters (1,000 m³) = 1,000 metric tons.



Water Conservation Performance

Overall Production Plants	Buildings
In 2024, the overall production plants' WPI was 322 metric tons/MUSD of production, a decrease of 30.7% compared to 2020	The WCI of eight buildings[*4] in 2024 was 16.1 metric tons / people-years, a decrease of 26.9% compared to 2020
2024 target ▼8% 2024 actual result ▼30.7%	2024 target ▼8% 2024 actual result ▼26.9%
2025 target ▼10% Baseline year: 2020	2025 target ▼10% Baseline year: 2020
The main reasons are as follows: • Recycling and reuse of discharged water • Low-concentration washing water for machine wastewater separation and recovery • Replacement of cooling water tower packing improves energy efficiency • Recycling of concentrate discharge from the RO pure water system	**The main reasons are as follows:** • Rainwater recycling • Fish pond filtering system update reduced water replacement frequency • Water conservation improvements were made for high-level water tanks in dormitories

Wastewater Management

All waste (sewage) water from Delta's global operation sites is either properly treated by suitable wastewater treatment facilities, or directly discharged to waste (sewage) water plants designated by the local management center. For sites where no flow meter is installed and no relevant bills are available, the sewage discharge is estimated based on a specific ratio of the sites' water consumption; while wastewater discharge of Taoyuan Plant 5, Pingjhen Plant, Cyntec Tainan, Cyntec Hsinchu, Cyntec Huafeng, Cyntec Huateng, and Cyntec Wuhu is calculated by actual monitoring and inspection of discharge volume. The quality of discharge across all plants is in compliance with current legal regulations, and we regularly test the waste (sewage) water quality to ensure that all the treatment facilities are meeting wastewater quality requirements and no material impact is posed to the surrounding environment from receiving water. No material leakage or overflow occurred at any production plant in 2024.

Process Water Discharge by Quality and Destination

Region	Production Plant	Process Wastewater (ML)	Concentration of Effluent (mg/L)			Processing Unit	Receiving Water Body
			Total Suspended Solids	Biochemical Oxygen Demand	Chemical Oxygen Demand		
Taiwan Headquarters	Taoyuan Plant 5	3.8	14.5	135	247	Guishan Industrial Park Wastewater Treatment Company	Nankan River
	Pingjhen Plant	1.8	3.2	1.9	30.9	Treatment within the plant	Dakengque River
	Cyntec Tainan Plant	24.2	24.8	31	142.5	Tainan Science Park Wastewater Treatment Company	Yanshuei River
	Cyntec Hsinchu Plant	107.8	1.9	<2	7.3	Hsinchu Science Park Wastewater Treatment Company	Keyaxi River
Mainland China	Cyntec Huafeng Plant	5.1	26	184.3	392	Yundong Wastewater Processing Company	Wusongjiang River
	Cyntec Huateng Plant	6.7	15	44.7	121	Yundong Wastewater Processing Company	Wusongjiang River
	Cyntec Wuhu Plant	132.7	45.25	51.1	150.75	Zhujiaqiao Wastewater Processing Company	Yangtze River

5.5 Resource Management

5.5.1 Promoting the Circular Economy

Delta promotes the implementation of circular economy concepts in the value chain. To ensure that the value chain selects sustainable materials in everyday operations, as well as take advantage of business opportunities in circular economy business models, Delta has organized education and training courses related to the circular economy at Delta's supplier conference as well as the internal online learning system Academy. These courses explain what corporate sustainable transformation entails, as well as the methods to implement it. To date, nearly 500 people have attended the courses. In 2024, Delta implemented net-zero Scope 3 projects and worked with business groups to comprehensively review procured raw materials. Furthermore, in response to Delta's circularity strategy, we promoted circular procurement and manufacturing models involving five key reduction measures. We will further set a goal for the use of recycled materials by 2030. Please refer to 4.5 Supply Chain Sustainable Management for details.

Carbon Reduction Strategies for Raw Materials

- Increase the percentage of recycled/renewable materials
- Use low carbon emissions materials
- Reduce material consumption (lightweight policies)
- Recycle and reuse product packaging materials
- Supply chain management

5.5.2 Waste Generation and Reduction Effectiveness

Implement Waste Management and the Transformation of Waste into Resources

Delta established the "Water Conservation and Waste Reduction Management Committee" in 2016. To promote sustainable resource use and proper waste management, the Committee analyzed waste sources and types, identifying key areas that could be integrated into projects to improve waste management performance, and combined internal and external resources to explore the potential for waste reuse. The UL 2799 Zero Waste to Landfill Validation was introduced starting from 2019, and the number of certified plants has increased every year. As of 2024, overall production plants have obtained UL 2799 certification, including six plants having platinum certification, the highest level. The goal is to achieve a 100% waste diversion rate for overall production plants by 2025. The scope of the Group's waste management will be expanded by 2050, with a goal of a 100% waste diversion rate for global operation sites. Delta will continue to improve the diversion rate of waste through reduction, reuse, and recycling to reduce environmental impact, pursue sustainable use of resources and prevent the depletion of Earth's resources.

Overall production plants have obtained UL 2799 certification

2 sites	Pingjhen Plant Platinum Taoyuan Plant (1, 2, 5) Certified*	4 sites	DET plant 1 Gold DET plant 3 Gold DET plant 5 Gold DET plant 6&7 Gold
4 sites	Dongguan Plant Platinum Wujiang Plant Platinum Chenzhou Plant Platinum Wuhu Plant Certified*	5 sites	Cyntec Huafeng Wuhu Plant Platinum Cyntec Wujiang Huafeng Plant Platinum Cyntec Huateng Plant Certified* Cyntec Hsinchu Plant Certified* Cyntec Tainan Plant Certified*

*with a 100% diversion rate

The data on Delta's waste production are entered in the internal ESG data platform at regular intervals and placed under the centralized management of the system. We also retain the weighing records and government report data for reference. The management units track the vehicles of the institutions responsible for disposal and perform audits from time to time.

Statistically, the total weight of waste at global operation sites processed by qualified disposal institutions was approximately 57,969 metric tons in 2024, of which, non-hazardous waste accounted for 53,929 metric tons (93%), and hazardous waste accounted for 4,040 metric tons (7%).

Value Chain Waste Reduction Results

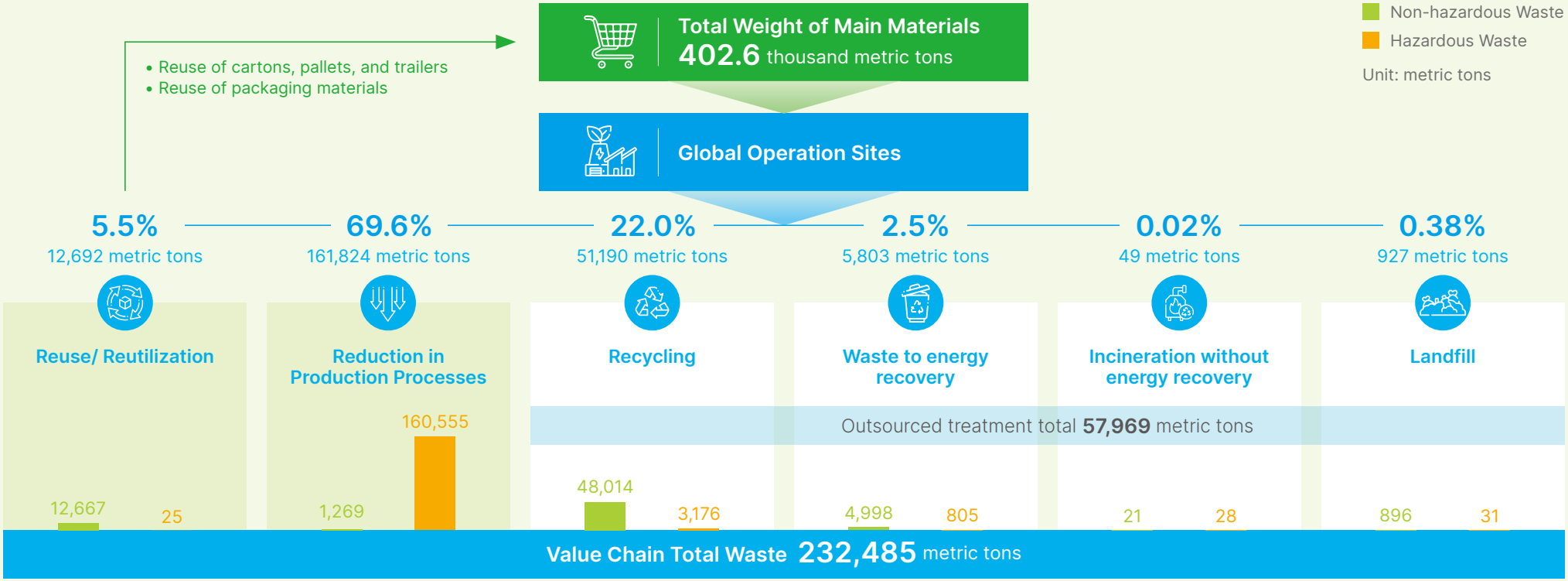
Delta's waste reduction starts with its own improvements and it collaborates with the value chain to facilitate effective use of waste and reduce the production of waste in operations, including packaging material recycling, reduction of use in processes, and reuse of cartons, pallets, and trailers to attain reuse and reduction. The total amount of waste generated in value chain activities of Delta's global operation sites totaled 232,485 metric tons.

The total amount of all waste converted was 231,509 metric tons and the diversion rate[*1] was 99.6%. The revenue from waste recycling totaled 27 MUSD.

Delta continued to promote waste reduction and circular economy measures, and a total of 19 projects were implemented in global operations in 2024, including: improvements to fan heat flow to molds, improvements to material carriers, the reuse of pallets, and more. Total waste reduction amounted to 464 metric tons of waste and saved approximately 0.33 MUSD.

*1 Waste diversion rate = reuse + reduction + recycling + waste energy recovery + anaerobic digestion + biofuel + composting) / total weight of waste generated; of which, the percentage of waste energy recovery must be less than 10%.

Delta Value Chain Waste Flow Chart



5.6 Green Products

5.6.1 Green Design

Life Cycle Assessment

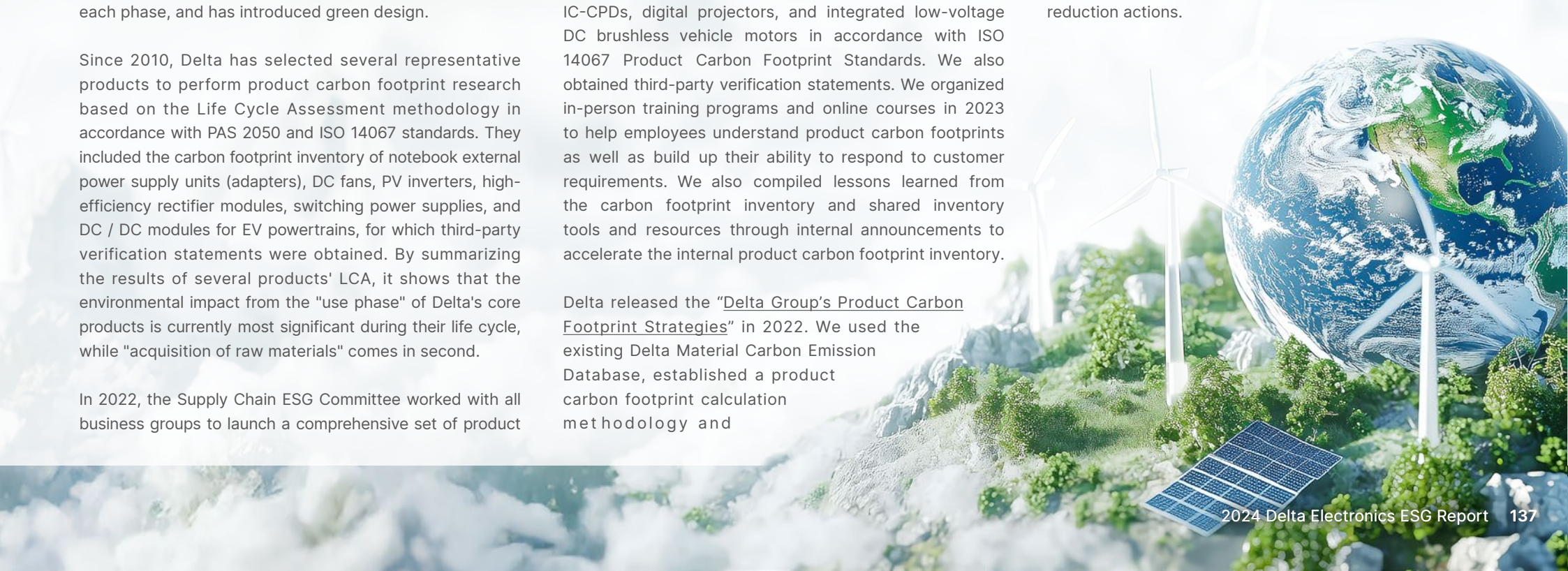
Life cycle assessment (LCA) is a systematic analysis method for environmental impact caused in each phase of input and output from the acquisition of raw materials, manufacturing and assembly, transportation and distribution, and use to final disposal. In order to reduce the impact of products on the environment, Delta has conducted full-scale LCA and Screening LCA on the environmental impact of respective products according to the international standards ISO 14040 and ISO 14044 in each phase, and has introduced green design.

Since 2010, Delta has selected several representative products to perform product carbon footprint research based on the Life Cycle Assessment methodology in accordance with PAS 2050 and ISO 14067 standards. They included the carbon footprint inventory of notebook external power supply units (adapters), DC fans, PV inverters, high-efficiency rectifier modules, switching power supplies, and DC / DC modules for EV powertrains, for which third-party verification statements were obtained. By summarizing the results of several products' LCA, it shows that the environmental impact from the "use phase" of Delta's core products is currently most significant during their life cycle, while "acquisition of raw materials" comes in second.

In 2022, the Supply Chain ESG Committee worked with all business groups to launch a comprehensive set of product carbon footprint projects. Each business group has established a working group to regularly report on their progress, including the parallel deployment of product carbon footprint calculations, examination of reduction practices for product life cycles, and case studies of green product design.

Delta has a large variety of products, and for this reason, we calculate our carbon footprint in separate stages. We expanded the product categories included in the inventory to adapters, power chokes, stators, DC fans, LED high bay, wireless APs, electric vehicle charger IC-CPDs, digital projectors, and integrated low-voltage DC brushless vehicle motors in accordance with ISO 14067 Product Carbon Footprint Standards. We also obtained third-party verification statements. We organized in-person training programs and online courses in 2023 to help employees understand product carbon footprints as well as build up their ability to respond to customer requirements. We also compiled lessons learned from the carbon footprint inventory and shared inventory tools and resources through internal announcements to accelerate the internal product carbon footprint inventory.

Delta released the "Delta Group's Product Carbon Footprint Strategies" in 2022. We used the existing Delta Material Carbon Emission Database, established a product carbon footprint calculation methodology and introduced international carbon emission factor databases to create a platform of knowledge. We would analyze product carbon footprint hot spots and opportunities for carbon reduction, and use circular business models, green product design, product energy efficiency improvement, partnerships with low-carbon raw material suppliers, voluntary energy conservation and renewable electricity operation in plants, the setup of green logistics, waste management, and continuous engagement, and communication and encouragement for value chain partners to jointly accelerate product carbon footprint reduction actions.



Continuous Reduction of the Environmental Impact of Products

Delta has upheld the mission statement "To provide innovative, clean and energy-efficient solutions for a better tomorrow" and has incorporated the spirit of green product design and circular design into the life cycle of products in the development process. We continue to develop and innovate energy-efficient products and solutions to provide efficient and reliable integration solutions and services for energy conservation. Our strategy includes allocating R&D resources to minimize waste. We continue to provide training related to circular design, including principles such as changing from the source, using waste as a resource, maintaining high value utilization and thinking about circular pathways. We also introduce strategies such as circular designs, the selection of low-carbon materials, the provision of product usage rights, the extension of product life cycles, and the creation of residual product value. For example, we use post consumer recycled (PCR) PBT (Polybutylene Terephthalate) on fan blades and fan frames, use recycled copper in metal components, add recycled aluminum and PC recycled materials for products' outer casings, use eco-friendly product packaging made entirely of paper, use lighting equipment that's 90% recyclable, and more. The aim is to raise our resource utilization from the perspective of the product life cycle and reduce the environmental impacts when designing products and services, while also satisfying customer expectations.

Product Life Cycle Stage	Strategies for Reducing Environmental Impact of Products	More Information
Product Design	• Consider the full life cycle (raw materials / energy / water / waste) • Modular design	
Raw Materials	• Lightweight product design • Adoption of green packaging materials • Use of renewable / recycled / recyclable materials • Green supply chain • Local procurement of materials • Chemicals and hazardous substance management	• 4.5 Supplier Sustainability Management • 5.5 Resource Management • 5.6.2 Hazardous Substance Policy and Management
Manufacturing and Assembly	• Green building plants • Adoption of energy conservation / water conservation / waste reduction solutions • Resource recycling • Use of renewable electricity	• 5.3 Energy Management • 5.4 Water Resource Management • 5.5 Resource Management
Transportation & Distribution	• Reduce packaging volume design • Lightweight product design • Improved transportation efficiency	
Usage	• Enhance energy efficiency of products	• 5.6.4 Energy Saving Benefits and the Avoided Emissions of Products
Final Disposal	• Use of recyclable materials • Design for ease of recycling and dismantling • Meet requirements of local environmental protection regulations (e.g., EU WEEE Directive)	• 5.5 Resource Management

5.6.2 Hazardous Substance Policy and Management

Delta established the Delta Environmental Hazardous Substance Management Policy and Regulations in 2002. Since then, Delta's product design to manufacturing process, including the components, process chemicals, jigs, and packaging materials that make up Delta's products, have all been included in the management system in order to achieve the most comprehensive management. We commit to collaborating with industry associations to identify substitutes for hazardous substances and continuously dedicate R&D resources to developing substitutes or phasing out these hazardous substances. Delta's responsibility and contribution as a global citizen is to insist on producing excellent products that meet green regulations and enhance performance.

Delta's Hazardous Substance Management System

Delta introduced the IECQ QC 080000 specification for restricted / hazardous substance process management in 2007 in order to ensure consistent implementation standards for the regulations for hazardous substance management as well as a comprehensive process for hazardous substance control. These include environmental considerations and hazardous risk management procedures, hazardous substance management procedures, and procedures for managing hazardous substances in the manufacturing process.

Identify hazardous substances	Confirm material risks	Assessments and alternatives	Standardization
Take into account customer regulations and professional regulatory platforms (e.g. ECHA, USEPA) to identify potential hazardous substances	• Controlled substances (determine applicability) • Determine type and risk of controlled materials • Compliance review: Substance survey • Effective dates of regulations (including product / material regulations during transition periods)	• Take inventory and establish control procedures for material numbers • Work with upstream and downstream suppliers and use evaluation tools such as GreenScreen to select alternative materials. Verify material characteristics to ensure function and performance.	• Determine the compliance documents suppliers are required to submit • Include standardization in Delta's management documents, and announce them

The entire process, from material assessment and the formulation of material numbers to material procurement, is managed using product life cycle management (PLM) and enterprise resource planning (ERP) systems. We use the Delta EC Suppliers exchange platform as an interface to publish the latest hazardous substance management regulations. We will then subsequently obtain a declaration based on the material number and conduct new supplier evaluations based on the same management regulations.

We currently impose restrictions on more than 500 hazardous substances in approximately 13 categories including heavy metals, flame retardants, plasticizers, and persistent organic pollutants.

Monitoring Legislative Changes

In line with Delta's diverse product development, Delta continues to pay attention to various regulations related to hazardous substances, such as the "Restriction of Hazardous Substances in Electrical and Electronic Equipment Directive" (RoHS), which is the main regulation for electronic products in the European Union; the European Union's "Registration, Evaluation, Authorization and Restriction of Chemicals" (REACH); "Persistent Organic Pollutants Regulations" (POP Regulations); the automotive industry's mainstream "Global Automotive Declarable Substance List" (GADSL); the “Safe Drinking Water and Toxic Enforcement Act” of the United States, also known as the "California Proposition 65" (Prop 65); the "Toxic Substances Control Act" (TSCA) list of the US Environmental Protection Agency; the “Prohibition of Certain Toxic Substances Regulations, 2012 (SOR/2012-285)” in Canada; and Japan's "Chemical Substances Control Law" (CSCL). We pay advance attention to these regulations, and we incorporate them into our management standards and implement them at least one year before the implementation of the regulations.

EU and US regulatory authorities have shifted their focus to per- and polyfluoroalkyl substances (PFAS) in recent years. The US TSCA and the EU's POP and REACH directives have added new management plans, and the electronics industry is trying hard to respond and adjust to the changes.

Implementation

When there are significant adjustments to external laws and regulations or Delta's policies, the Delta Environmental Hazardous Substance Management Policy and Regulations content will be discussed across business groups to reissue the regulations and confirm the schedule. The frequency of adjustment is once a year. Under the management regulations, each plant has established detailed control procedures, including material recognition, testing requirements, reports, and declaration requirements. Each plant has a dedicated staff responsible for handling quality abnormalities and preparing environmental management material implementation plans. We have also incorporated supplier-end management and audits into the management scope by integrating supplier audits with incoming material inspection and sampling, parts engineering units, and materials units to establish a complete hazardous material management system.

Disclosure of Hazardous Substances

The composition of electronic products is complex, and the greatest concerns of customers are the substances of very high concern under EU REACH and RoHS exclusion-related statements.

Take power supplies as an example: There are mainly 17 disclosed substances in Delta's electronic products, including resin materials and additives, metal surfaces, electrical contact alloys, electrolyte additives, ceramic material additives, flame retardant, and substances of concern, such as antimony trioxide, boric acid, and siloxane.

Delta discloses information related to hazardous substances in accordance with customer requirements and investor expectations. All products in the Power and System Business Group comply with the IEC 62474 Material Declaration for Products of the Electrotechnical Industry. Furthermore, comprehensive statements for RoHS, REACH, Prop 65 and TSCA have been voluntarily disclosed on the official Delta website for all standard power products. We also completed the International Material Data System (IMDS) reference settings for automotive product lines.

Progress on the Response to the Latest Legislation

China will add four plasticizers to the China RoHS for control in 2026. Since Delta actively monitors regulatory changes, these regulated chemicals have all been included in Delta's management procedures, and Delta's products all use corresponding material selection standards. Currently all products meet the latest regulatory requirements.

Regulatory authorities in the EU, US, and other countries have increased their attention toward per- and polyfluoroalkyl substances (PFAS) in recent years. As PFAS is both carcinogenic and non-degradable in the natural environment, industry must exercise greater caution in its use. For example, due to its stable nature and high performance, PFAS is commonly used in electronic products. Delta has launched an inventory in 2023 to strengthen communication with upstream raw material suppliers and collect detailed information to meet requirements for the disclosure of materials. The results of the inventory showed that PFAS is used in at least four major categories, namely industrial plastics, capacitors, insulation materials, and charging lithium battery products. Currently, Delta's R&D team and supply chains are working on developing various alternative solutions, and we expect to conduct verifications on materials not containing PFAS by 2025 at the earliest.

Delta's Phase-Out Program for Hazardous Substances

Since Delta's introduction of the first lead-free soldering production line in 2000, it has eliminated hazardous components that do not comply with regulations, and has actively reviewed the materials used. In 2007, we established the Delta Halogen-Free Standard to ensure that Delta's products comply with market trends and regulatory requirements for the use of halogenated substances.

All Delta plants have adopted solvent-free protective insulation paint since 2020. Solvent-free materials significantly reduce emissions of volatile organic compounds (VOCs) and provide stronger protection. In other words, by researching and developing alternative materials and replacing currently-used materials, we can protect employees' health while also improving air quality.

Targets and Progress for Flame Retardants and Plasticizers

Delta also continues to carry out more control and evaluations of flame retardants and plasticizers for continuous optimization. For example, phosphorus-based flame retardants were used in the past to replace brominated flame retardants to achieve the halogen-free goal (chlorine and bromine). But several phosphorus-based flame retardants were later found to be more biotoxic, so they were phased out again, while a number of phosphorus-based flame retardants and plasticizers with higher biotoxicity have been banned. The phasing out was completed in 2023, and at a standard more rigorous than the regulatory requirements. To ensure higher rigor in the selection of chemicals in products, we choose flame retardants and plasticizers based on scientific evaluation standards from GreenScreen, thereby ensuring that we pick flame retardants that are safer to humans and less harmful to the environment. Currently, we fulfill the requirements of green labels for IT products, such as TCO Certified as well as EPEAT, an environmental performance evaluation tool from the United States Environmental Protection Agency. For new products released after 2024, Delta will comprehensively provide safer products and services based on even higher standards.

We expect that the Stockholm Convention and the EU POPs regulation will add Dechlorane Plus (DP) to the controlled substances list in the near future. DP has characteristics such as persistent non-decomposition and bioaccumulation in the environment, which may cause accumulation throughout the food chain and lead to biological and health issues in humans and other organisms. Currently, DP is widely used in electronic parts and plastic materials as a flame retardant. Although the EU has not included DP in the controlled substances list yet, Delta still included it in the list of Delta's environmentally controlled substances in 2024 and initiated an inventory of materials. Our R&D team is actively communicating with customers to discuss replacements. The inventory and elimination of DP products is expected to be completed before 2026.

Milestones

2000
- Introduction of the first lead-free soldering production line

2002
- Delta established Environmental Hazardous Substance Management Policies and Regulations

2005
- Adopted the ISO 14001 Environmental Management System

2006
- Prohibited the use of PVC packaging materials for shipping products

2007
- Adopted the QC 080000 Hazardous Substance Process Management System
- Delta established Delta's Halogen-Free Regulations

2008
- Delta established the Green Product Management (GPM) Information System

2010
- Delta completed the first product carbon footprint inventory

2013
- Registration in the International Material Data System (IMDS)

2021
- Production plants in Taiwan, Mainland China, and Thailand no longer use chlorinated organic solvents or cleaning agents which contain CMR Level 1 ingredients.

2022
- Delta established Environment Related Substance (ERS) Management Platform
- New models do not use highly toxic flame retardants such as TCEP or TCPP.

2023
- Information on all standard power supply product lines was placed on the official website to provide complete statements and information disclosure for RoHS, REACH, Prop 65, and TSCA.

Rare Metals

Delta uses rare metals for certain elements of its electronic components, particularly rare metals defined by the Sustainability Accounting Standards Board (SASB) such as cobalt, gallium, graphite, tantalum, and palladium. In response to the issue of the scarcity of metals, Delta conducts regular inventories and evaluates the feasibility of product use in the circular economy to manage the use of rare metals.

Gallium plays a critical role in the next generation of semiconductor power components. Rare elements such as cobalt, tantalum, palladium, and antimony are widely adopted in a variety of passive components such as resistors, capacitors and magnetic components. Rare earth elements are also indispensable parts of passive components.

5.6.3 Eco-labels and Eco-declarations

Type I Eco-labels (ISO 14024)

Type I Eco-labels refer to a third-party environmental protection certification program for products that comply with the ISO 14024 standard. It is a voluntary mechanism to ensure that products meet or exceed pre-established environmental protection standards throughout their entire life cycles.

Other Environmental Protection Labels

In addition to Type I Eco-labels, Delta also participates in numerous other types of voluntary third-party environmental protection certification programs to verify that products meet or exceed pre-established environmental protection standards, such as energy efficiency.

Type I Eco-label	Taiwan Green Mark	52 projector products have obtained the Taiwan Green Mark
	China Environmentally Friendly Certification	72 projector products have obtained the China Environmentally Friendly Certification
Energy Efficiency Label	Taiwan Energy Label	106 products have obtained the Taiwan Energy Label (including indoor lightings, road lightings, bathroom exhaust fans, electric fans and others.)
	China Energy Conservation Certification	388 products have obtained the China Energy Conservation Certification (including digital projectors, three-phase asynchronous motors, permanent magnet synchronous motors, uninterruptible power supplies, power adapters, switching power supplies, AC adapters and others.)
	ENERGY STAR Most Efficient Products	98 products have obtained the ENERGY STAR Most Efficient certification (including ceiling fans and ventilating fans)
	ENERGY STAR Certification	69 products have obtained ENERGY STAR certification (including ceiling fans, ventilating fans, DC charging stations, AC charging stations, uninterruptible power supplies, and display screens)
	80 PLUS Certification	549 power supply products certified by 80 PLUS

Type II Environmental Declarations

Type II Environmental Declarations refer to environmental labels declared by the company but not certified by an independent third party. Delta launched the "EnergE" program in 2010 and assigns different ratings based on communications power source products' performance in energy efficiency. They include a green label for 95% to 96%, gold label for 96% to 97%, and purple label for efficiency higher than 97% and are placed on products to help customers distinguish between each products' efficiency.

Delta EnergE Product Label Examples

EnergE

Efficiency > 97%

EnergE

Efficiency 96%~97%

EnergE

Efficiency 95%~96%

5.6.4 Energy Saving Benefits and the Avoided Emissions of Products

Delta continues to develop innovative energy-saving products and solutions to provide efficient and reliable energy-saving integrated solutions and services. We also continuously improve the energy efficiency of our products to help customers save more energy and achieve better cost-saving performance. Based on the shipment of power supplies, direct-current fans, uninterruptible power supplies, inverters (variable frequency drives), LED street lights, PV inverters, and EV DC chargers shipped between 2010 and 2024, Delta's high efficiency products saved customers an estimated 52 billion kWh of electricity and reduced carbon emissions by nearly 27.09 million metric tons CO_2e[*1].

In 2015, Delta was the first in the industry to introduce product energy-saving calculations into ISAE 3000 assurance. In 2023, Delta became the first in Taiwan to calculate avoided emissions and obtain ISAE 3000 assurance in accordance with the "Guidance on Avoided Emissions" published by the World Business Council for Sustainable Development (WBCSD) in 2023.

In 2024, Delta's products saved, in total, 6.58 billion kWh of electricity per year for customers and avoided emissions by approximately 15.23 million metric tons CO_2e in the use phase. The twelve products included computer and networking power, ventilating fans, LED street lights, AC-DC adapters, EV DC chargers, LED high bay, UPS, TV power, LED drivers, inverters (variable frequency drive), traction motors, and on-board charging module. For more information, please refer to Appendix 7.5 Summary of Information Assured (ISAE 3000, ISAE 3410).

*1 The reduced carbon emissions in 2024 were based on the electricity emission coefficient of 0.494 kg CO_2e/kWh for Taiwan in 2023.

Twelve Types of Products Assured by ISAE 3000 in 2024

Computer and Networking Power
4,063.27 million kWh
Avoided Emissions 7,842.11 thousand $mtCO_2e$

Ventilating Fans
24.21 million kWh
Avoided Emissions 9.70 thousand $mtCO_2e$

LED Street Lights
15.71 million kWh
Avoided Emissions 21.15 thousand $mtCO_2e$

AC-DC Adapter
167.70 million kWh
Avoided Emissions 197.72 thousand $mtCO_2e$

EV DC Charger
42.51 million kWh
Avoided Emissions 142.64 thousand $mtCO_2e$

LED High Bay
1.12 million kWh
Avoided Emissions 11.19 thousand $mtCO_2e$



2024 Electricity Savings
Total 6.58 billion kWh
Avoided Emissions 15.23 million $mtCO_2e$

Uninterruptible Power Supply (UPS)
449.32 million kWh
Avoided Emissions 356.37 thousand $mtCO_2e$

TV Power
24.11 million kWh
Avoided Emissions 14.33 thousand $mtCO_2e$

LED Driver
20.89 million kWh
Avoided Emissions 40.33 thousand $mtCO_2e$

Inverter (Variable Frequency Drive)
1,759.82 million kWh
Avoided Emissions 6,504.31 thousand $mtCO_2e$

On-Board Charging Module
11.96 million kWh
Avoided Emissions 61.26 thousand $mtCO_2e$

Traction Motor
4.83 million kWh
Avoided Emissions 25.69 thousand $mtCO_2e$

5.7 Biodiversity

Biodiversity loss has accelerated due to the impact of climate change. Humans' overconsumption of natural resources has also created systemic risks of the collapse of the ecosystem. In addition to Delta's long-term attention toward climate change, we also incorporated biodiversity into the Company's sustainability strategy in 2022. In the future, Delta will continue to implement practical action and leverage core competencies in response to the UN Sustainable Development Goals and the Kunming-Montreal Global Biodiversity Framework (GBF).

5.7.1 Biodiversity Management and Implementation

Delta's Board of Directors passed the Delta Group Biodiversity Policy in 2022 to implement avoidance, minimization, restoration, offset and additional actions within the scope of corporate actions. Delta also works with upstream value chain and partners to achieve No Net Loss (NNL). We aim to achieve the ultimate goal of Net Positive Impact (NPI) by 2050.

2022

- Established the Delta Group Biodiversity Policy
- First disclosure in the 2021 ESG Report in accordance with the TNFD beta v0.2 framework
- Commenced the Renewable Electricity Due Diligence Investigation Project
- Joined the Taiwan Nature Positive Initiative (TNPI) launched by BCSD Taiwan as a founding member

2023

- Joined the TNFD Forum
- Disclosure in the 2022 ESG Report in accordance with TNFD beta v0.4 framework
- Completed establishing the Renewable Electricity Ecological Due Diligence Investigation process and tools, and completed trial implementation at several sites in Taiwan
- Completed the first biodiversity risk assessment (Site assessment, nature-related dependencies and impacts assessment)

2024

- Became one of the TNFD Early Adopters
- Published the 2023 Delta Electronics TCFD & TNFD Report for the first time and disclosed it in accordance with the official version of TNFD v1.0
- Became the first in Taiwan to serve as an official observer at the United Nations Convention on Biological Diversity (CBD) COP 16 conference and held 3 side events

Renewable Electricity Ecological Due Diligence Investigation

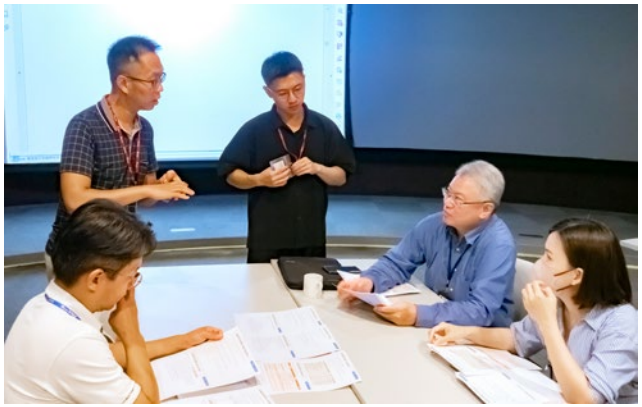
Delta joined RE100 in 2021 and committed itself to attaining the goal of using 100% renewable electricity by 2030. To effectively reduce potential negative impacts, Delta worked with an ecological consulting company to take inventory of the potential ecological impacts of different types of renewable electricity projects through literature review. We then established Delta's renewable electricity ecological due diligence methodology with reference to the environmental and ecological assessment management processes of domestic and foreign renewable electricity projects. It includes assessment processes, verification tools, and operation manuals, as well as evaluates multiple aspects such as biodiversity sensitive areas around project sites, changes in natural habitats and species of concern in the project



Delta's workshop on ecological due diligence for renewable electricity sites, in which more than 50 employees were invited to participate online or in person.

sites, response strategies, and eco-friendly actions as a reference for purchasing electricity. In 2023, we completed the pilot evaluation of purchased renewable electricity projects in Taiwan, including solar, onshore wind, and biomass.

We organized training workshops in 2024, inviting more than 50 employees from various departments. The courses and discussions helped employees better understand the relationship between renewable electricity and environmental protection, as well as how due diligence tools should be used and applied. In the same year, we also established an ecological restoration strategy list for renewable power plants based on existing research. The plan covers environmental protection measures that different types of renewable power facilities can take at different stages (planning, construction, operation, and closure). This list serves as an important basis for subsequent restoration actions. In addition to continuing to optimize the assessment process and relevant tools in the future, we will also conduct evaluations and restoration to minimize the ecological impact of using renewable electricity.



The workshop involved going through case studies to guide employees in thinking about incorporating ecological considerations in the decision-making process of renewable power procurement.

Stakeholder Engagement

Delta is committed to managing and promoting biodiversity, while also communicating the Company's commitments and progress with stakeholders. Internally, we have organized education and training and incorporate the concept of protected animal species into employee Happiness Day activities, thereby improving knowledge and enhancing awareness among employees regarding biodiversity issues. Externally, Delta discloses the Company's biodiversity management strategies, actions, and results through annual sustainability reports, TCFD & TNFD reports, the official website, participating in advocacy organizations, and other channels.



Delta Electronics Foundation participated as an observer at the COP16 side event organized jointly with IUCN, during which Delta's Corporate Sustainability Development Department shared its biodiversity strategies and practices.

As one of the founding members of the Taiwan Nature Positive Initiative (TNPI) launched by the Business Council for Sustainable Development of Taiwan (BCSD Taiwan), Delta has continuously shared its implementation experience through courses, workshops, and seminars since the end of 2022, and is committed to exerting the Company's influence alongside other Taiwanese enterprises. With support from the members of the TNPI, BCSD Taiwan published the "Nature Positive – Taiwan Report" in July 2024 to provide guidelines for conducting localized sustainability actions. Delta contributed by providing corporate case studies, with the goal of bringing inspiration and guidelines for local enterprises to take action on behalf of nature.

Regarding international participation, in 2024 Delta joined the COP16 "Renewed Policy Ambition on Nature" statement released by the international organization Business for Nature. The hope is for decision-makers to incorporate nature into their disclosure, devote resources to biodiversity actions, and pass ambitious global agreements. We also shared our corporate biodiversity practices and strategies, TNFD implementation results, case studies of sustainable coexistence between green buildings and biodiversity projects, and ecological due diligence processes for renewable electricity at international conferences.

5.7.2 Taskforce on Nature-related Financial Disclosures (TNFD)

The Taskforce on Nature-related Financial Disclosures (TNFD) launched the beta framework in 2022 and Delta disclosed the corresponding information for the four pillars for the first time in the 2021 ESG Report. In 2023, Delta became a member of the TNFD Forum to continue to track the latest trends in TNFD. In January 2024, Delta became one of the TNFD Early Adopters and commits to information disclosure in accordance with the TNFD framework.

Delta introduced the TNFD framework to establish a framework for nature risk management and disclosure, aligning with the Kunming-Montreal Global Biodiversity Framework (GBF) passed in late 2022, which mentions that the private sector must manage and disclose biodiversity-related risks to ensure a sustainable production model. We will work to identify, assess, manage, and disclose nature-related dependencies, impacts, risks, and opportunities and continue to enhance assessment methodologies to support global biodiversity targets by taking real actions.

Delta Electronics TCFD & TNFD Report was published for the first time in 2024, and is based on the spirit of international frameworks such as the TCFD, TNFD, and IFRS S2 to improve disclosure quality and transparency, and provide significant climate and nature-related financial information. The aim of this report is to share the results of Delta's in-depth development with stakeholders, demonstrate the value we have created in the face of climate risks and ecological crises, and convey Delta's sustainability commitment to all stakeholders.

The corresponding reviews for 2024 are summarized below:





Governance

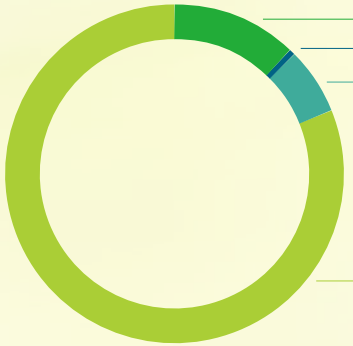
- Delta's highest-ranking supervisory authority for nature-related risks and opportunities is the Global ESG Committee. The biodiversity implementation plans have been reported to the Board of Directors, which passed the Delta Group Biodiversity Policy in 2022.
- Delta has identified departments for the management of nature-related issues. They include the Corporate Sustainability Division, Facility Management Department, HR, business groups, Supply Chain ESG Committee, and Delta Electronics Foundation, which play different roles based on their core operations and capabilities.



Strategy

- Delta regularly conducts analyses of global operation sites (including an inventory of new sites for that year). There are currently no sites directly located in biodiversity sensitive areas.
- Delta identified the dependencies and impacts through questionnaire surveys shared among upstream suppliers, its own operations, and downstream customers. The main dependencies are global climate regulation services and rainfall pattern regulation services. The main impacts include freshwater resource usage, fossil fuel and electricity consumption, greenhouse gas emissions, generation of waste, and mineral resource usage. The corresponding risk categories include physical risks, reputation risks, market risks, and policy risks. The potential opportunities include markets, resource efficiency, products and services, and more.
- Regarding water resources, we used the Aqueduct Water Risk Atlas of the World Resources Institute (WRI) to screen global operation plants and Tier 1 suppliers with whom we had continuous transactions in 2024 located in areas with high water risks. The results are detailed in Ch 5.4.1 Identification of Water Risks and Response Measures.

2024 Site Analysis Results for Delta's Global Operation Sites



12.2% sites are adjacent to sensitive areas

These sites are mainly distributed in Asia and Europe. Most of these sites serve as offices, while some have production lines, laboratories, warehouses or data centers.

0.5% sites are located in other protected areas

The site is located in Yunnan Province, China. It is an office without any production activities, approved by the Kunming Municipal Government as commercial real estate with development permits. The site is situated within the Dianchi Lake, designated as Scenic Area at National level in 1981 and covering an area of 2,290 km^2. The primary objective of this protected area is to prevent and control water pollution and improve the ecological environment of the watershed. It is classified as a Class VI area in the IUCN grading, designated for sustainable utilization of natural resources.

6.3% sites are adjacent to other protected areas

These sites are mainly distributed across Europe and the Americas, all of which serve as offices.

81.0% sites have no biodiversity related risk areas

Not located in and adjacent to biodiversity sensitive areas and other protected areas.

0% sites are located in biodiversity sensitive areas

Risk and Impact Management

- Delta's nature and biodiversity risk assessment is implemented in two parts:
  I. Operation site assessment: We compiled the coordinates of Delta's global operation sites and top 100 suppliers for overlay and buffer analysis with biodiversity data such as the local map data of Taiwan (e.g., public maps of protected areas, important habitats, and biodiversity hotspots) and international map data (IUCN World Database on Protected Areas (WDPA)) to check whether they are directly located in or adjacent to a biodiversity sensitive area.
  II. We distributed questionnaires to suppliers, Delta employees, and customers to learn about the dependence and impact on nature at each stage of the value chain, including the likelihood of occurrence, extent of impact, and preparedness for various risks.

- We have set our strategies and principles in policies and commitments and we adopted avoidance, minimization, restoration, offsetting, and additional conservation actions to determine the sequence and process.



Additional Conservation Actions

Partnered with professional marine conservation organizations on the restoration of coral reefs, the enhancement of marine biodiversity using Delta's technology and equipment, and strengthening ecosystems. Refer to Chapter 6.6 Social Engagement for details.

Offsetting

Researched the methodologies with experts and developed our process of assessing the feasibility of natural-based solutions such as non-deforestation and preserving biodiversity, by investing in permanent carbon removal and Natural Climate Solutions (NCS) credits.

Restoration

- Assessed and fulfilled the biodiversity criteria specified in the green building standards.
- Established restoration guidelines for renewable electricity sites to serve as the basis and reference for the formulation of restoration action plans.

Minimization

- Site level: Adopted green building standards that comprehensively consider energy, greenhouse gas, water, waste, and biodiversity-related criteria.
- Product level: Developed new products and business models that require fewer natural resources and pose lower stress on the ecosystem.
- Value chain level: Built partnerships with our supply chain to reduce the negative impact on the ecosystem of raw material sourcing activity by sharing knowledge and creating tools.

Avoidance

- Pledged that the Company would avoid setting up operations in or near recognized areas with significant biodiversity on a national or international level.
- Included nature-related risks as one of the key items in the supply chain evaluation and due diligence investigations.

Metrics and Targets

Evaluate the coverage of global operation sites positioning: Conduct evaluations for site positioning of existing and new locations each year.

Target: Achieve 100% every year

2024 Performance: 100%

All printing paper purchased should have non-deforestation certifications or labels (e.g., FSC, PEFC, and others.) in order to reach the no deforestation target and have positive impacts on the environment, social development and governance.

Target: Achieve 100% in 2025

2024 Performance: 66%

Under Evaluation

- Evaluate and establish nature-related goals based on SBTN methodologies
- Analyze climate-related and nature-related solutions based on the Delta net-zero goal, in order to offset approximately 10% of the remaining emissions while improving biodiversity
- Percentage of sustainable raw materials among all materials used

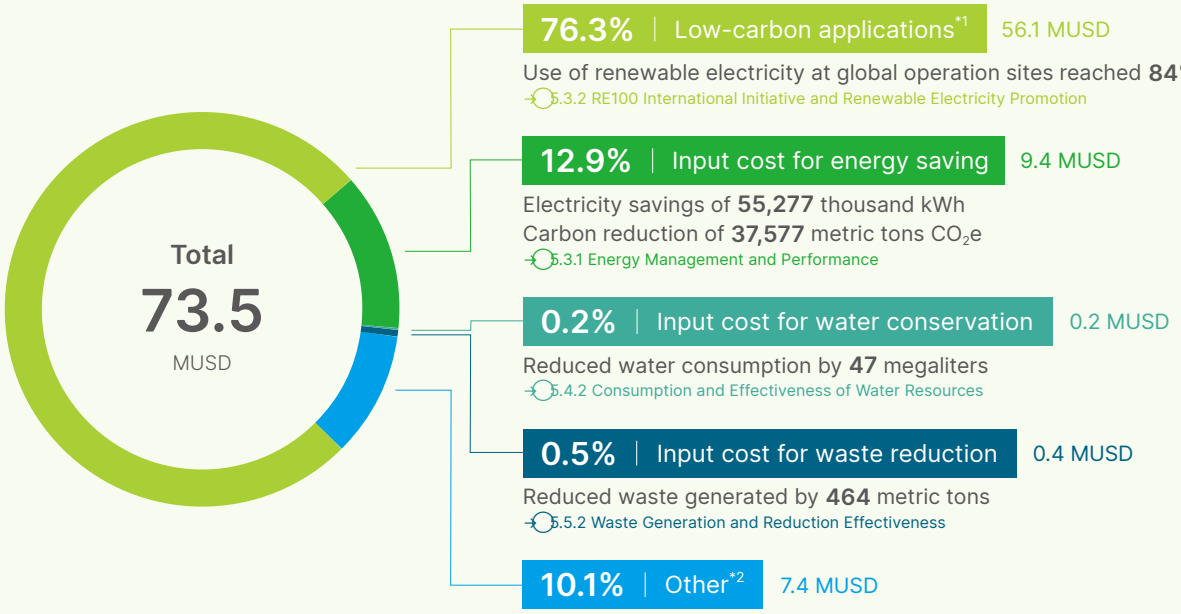
Unlike climate change, nature-related issues are highly complex and highly localized. Furthermore, there is currently no single integrated indicator for measurement. This poses a considerable challenge to Delta as a multinational enterprise. In addition to the above indicators, we will continue to track international research progress and aim to establish a set of Measurable, Reportable, and Verifiable (MRV) indicators. Simultaneously, we have initiated various projects, and are committed to reducing negative impacts on biodiversity within our scope of influence, implementing biodiversity management, and moving towards the 2050 NPI goal.

5.8 Environmental Management

Upholding its corporate mission of "To provide innovative, clean and energy-efficient solutions for a better tomorrow," Delta has published its Environmental, Safety and Health Policies. Delta's ISO system implementation team implements the system in a Plan-Do-Check-Act model, while top management regularly reports on the implementation to the Board of Directors. Delta's overall production plants have passed third party certification of the ISO 14001 Environmental Management System and promote environmentally-friendly performance management.

5.8.1 Environmental Protection Expenditures

Delta continues to invest in various environmental projects, including low-carbon applications, energy saving, water conservation, waste reduction, and others. In 2024, Delta's total protection environmental expenditure amounted to US$73.5 million.



*1 Includes the energy storage facilities, investments in low-carbon transportation (including EVs and charging facilities), unbundled EACs, the Company's solar PV facilities, Power Purchase Agreement (PPA) and green electricity products.

*2 Includes waste, air pollution and waste (sewage) water treatment fees, environmental testing fees, and management system verification costs.

5.8.2 Air Pollution Prevention and Management

All of Delta's plants have obtained emission permits in compliance with local environmental regulations and used the best available treatment technologies for each pollutant type to ensure that environmental loads around the plants are minimized. Moreover, gas monitoring is regularly scheduled at discharge outfalls of the plants. Currently, air pollutants generated by Delta include volatile organic compounds (VOCs), nitrogen oxides (NO_x), sulfur oxides (SO_x), and particulate matter (PM).

The total VOCs in 2024 were calculated based on data from monitoring reports and operation time. The total declared emissions amount of VOCs in global operation sites was 188.1 metric tons. The VOCs mainly came from escaped asphalt (filled in electronic ballast) during the heating process, and volatile organic solvents (such as fluxes and isopropyl alcohol) and others. Nitrogen oxides (6.4 metric tons) and sulfur oxides (0.6 metric tons) came from testing or the emergency use of generators at plants, or from hot water furnaces in dormitories and kitchens, and both were in minute quantities. The total amount of suspended particulate matter generated was 91.3 metric tons.

6

Employee Relations and Social Engagement



6.1 Key Performance Indicators
6.2 Building a Sustainable Workplace
6.3 Talent Attraction & Retention
6.4 Sustainable Development of Talents
6.5 Social Engagement
6.6 Occupational Health and Safety



6.1 Key Performance Indicators

Ratio of female managers[*1]

32.2%

Offer letter acceptance rate[*2]

91%

Employee human rights risk assessment coverage rate[*3]

100%

Percentage of positive responses from employee engagement survey[*4]

90%

Average hours of training per person[*5]

23.0

Job rotation rate of key talents[*6]

69%

Intern conversion rate[*7]

23%

Social engagement

9.27

MUSD

Number of volunteers

2,503

people

*1 Definition of manager: Those with leadership and management duties for the management of subordinates, including professional technical and management personnel among OPs (including production line assistants).
*2 Offer letter acceptance rate: Number of people who accepted offers for global professional technical and management personnel openings/number of issued offers.
*3 Employee human rights risk assessment coverage rate: Number of companies that have completed risk assessment / number of companies for which coverage is required based on the Dow Jones Best-in-Class Index assessment.
*4 Percentage of positive responses from employee engagement: Employees with a score of 4 or higher on a scale of 5 in the Employee Engagement Survey.
*5 Average hours of training per person: Total hours/Number of people employed in the year.
*6 Key talent rotation rate: Among key talent employed in 2024, those who have participated in cross-regional or cross-functional job rotation in the past and have had two years of experience each time.
*7 Intern conversion rate: The percentage of interns hired at Delta in the past three years (2022-2024) that are expected to graduate in 2024 and will become full-time Delta employees in 2024.

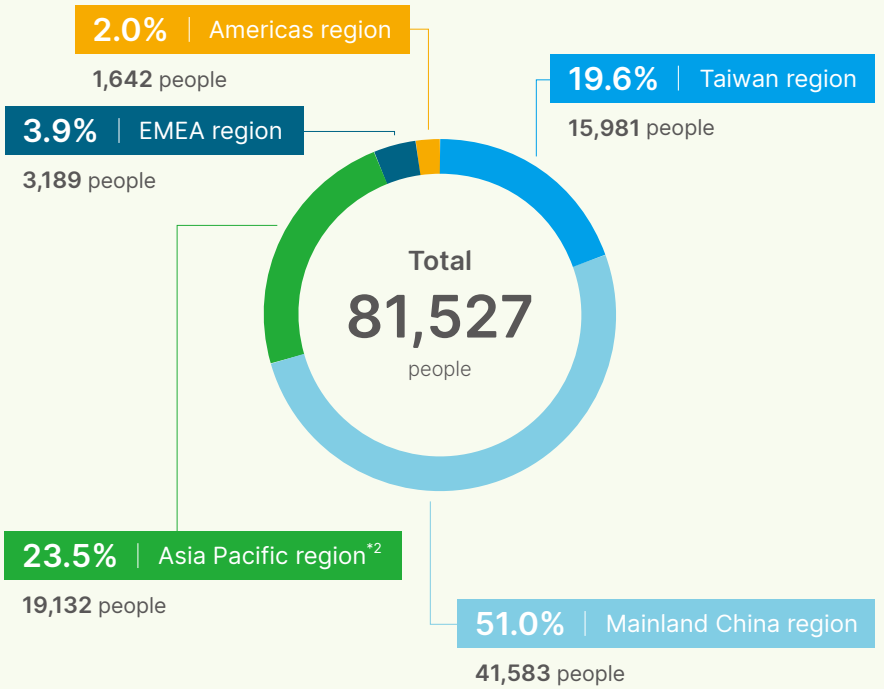
6.2 Building a Sustainable Workplace

6.2.1 Creating a Sustainable Workplace Based on People

6.2.1.1 Global Employee Composition

Delta has been actively expanding its global production bases and capacity, and in recent years has established new factories in the Taiwan region, the Asia Pacific region, the EMEA region, and the Americas region. Due to expansions to Delta's R&D and engineering as well as new business development, in 2024 the number of employees in the Taiwan region grew by approximately 6.3%, while the number of employees in the Americas region grew by approximately 65.7%. The promotion of smart manufacturing has produced clear results, and has made adjustments to global deployments. Consequently, at the end of 2024, among the 81,527 total employees, the number of professional technical and management units personnel increased by 9.1%, and the number of operators (including production line assistants) decreased by 7.3%. To assist new employees in adapting to the work environment, plants in different regions have implemented retention measures, including new employee seminars, mentorship programs, professional training, and other programs to create high-quality work environments and facilities to retain talents. The overall monthly average turnover rate decreased from 1.5% in 2023 to 1.4% in 2024. The annual voluntary turnover rate of professional technical and management units personnel across the globe was 7.3%. The figure was 5.6% in the Taiwan region, which was better than the average for the overall market and other companies in the same industry[*1]. The retention rate[*2] of global R&D employees within three years of employment was 92%. The retention rate of R&D employees in the Taiwan region was 93%.

Number of employees by region[*1]



*1 Market data sourced from the 2024 Salary Budget Planning Survey conducted by Willis Towers Watson.
*2 The retention rate of global R&D employees within three years of employment is defined as: Number of R&D personnel who have worked for two years or more at the end of 2023 and are still employed at the end of 2024 / Number of R&D personnel who have worked for two years or more at the end of 2023.

*1 Including interns in official internship programs. Employee head count at the affiliated company Universal Instruments will be included in 2025.
*2 The Asia Pacific region refers to regions in Asia outside of the Taiwan and Mainland China regions, including the locations of operations in countries in Southeast Asia and Northeast Asia.

Gender, nationality, and age distribution of employees[*1]

Distribution Employee Category		Professional, Technical and Management Units Personnel[*2]			Operators (including production line assistants)[*3]		Total	
		Management Role	Technical Personnel	All Other Employees	Management Role	Non-management	Head Count	Percentage
Gender Distribution	Female	1,650	4,875	4,367	787	24,479	36,158	44.4%
	Male	4,353	16,430	5,652	783	18,146	45,364	55.6%
	Not disclosed[*4]	0	0	5	0	0	5	< 0.05%
Nationality Distribution	Mainland China	2,029	7,723	3,241	1,481	26,787	41,261	50.6%
	Thailand	866	2,413	733	53	12,784	16,849	20.7%
	Taiwan	2,223	8,461	2,919	28	1,196	14,827	18.2%
	India	223	1,073	705	2	396	2,399	2.9%
	Slovakia	87	304	303	2	533	1,229	1.5%
	Vietnam	13	4	14	0	547	578	0.7%
	USA	15	32	115	0	5	167	0.2%
	Other nationalities	124	138	389	1	87	739	0.9%
	Not disclosed	423	1,157	1,605	3	290	3,478	4.3%
Age Distribution	≥ 50 years old	1,488	1,187	1,136	22	1,805	5,638	6.9%
	30-49 years old	4,218	12,982	6,754	1,352	27,585	52,891	64.9%
	< 30 years old	297	7,136	2,134	196	13,235	22,998	28.2%
Total		6,003	21,305	10,024	1,570	42,625	81,527	100.0%

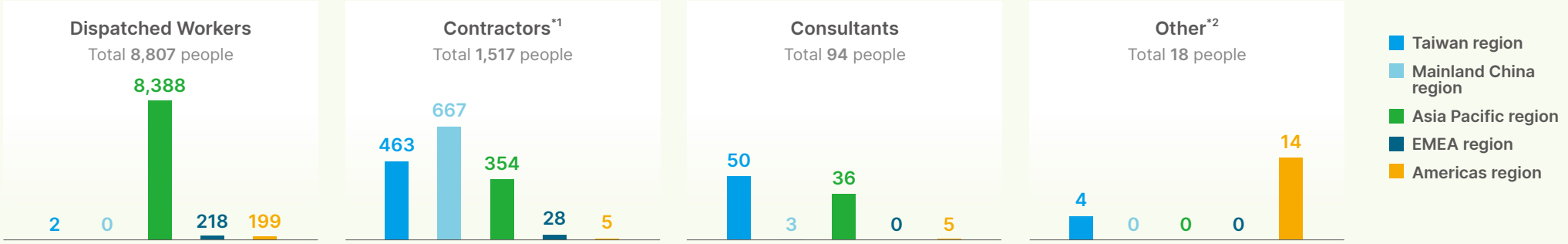
*1 Employees as of the end of 2024 were classified in accordance with 2023 SASB Standards (TC-HW-330a.1). Management is defined in accordance with the definition for Major Group 1 (Managers) in the International Standard Classification of Occupations, and include 7,573 executive/senior level officials and managers and non-executive (senior) management. Technical personnel is defined in accordance with the definition for Sub Major Group 21 (Science and Engineering Professionals) or 25 (Information and Communications Technology Professionals), and include 21,305 employees. All other employees and OPs (including production line assistance) are not classified as the aforementioned management or technical personnel, and include 52,649 employees.

*2 Definition of professional technical and management units personnel: Management coordinators or engineers directly related to production activities such as quality management coordinators, materials management coordinators, R&D engineers, sales and marketing specialists, human resources coordinators, and others.

*3 Definition of operators (including production line assistants): Employees directly related to production activities such as system assembly personnel, quality management personnel, warehouse management personnel, production technicians, and others.

*4 Those who do not disclose their gender are not included in the statistical calculations related to gender classification in this report, such as hours of training, male-female salary ratio, and others.

Distribution of non-employees



*1 Refers to the number of contractors permanently stationed at workplaces under Delta's control to perform work as of the end of 2024, such as security, group catering, and information technology maintenance personnel. They do not include those who perform short-term and temporary work.
*2 At the end of 2024, there were 18 campus representatives who were not employees. Their primary responsibilities were to assist Delta in talent recruitment on campuses and hold campus career seminars.

Total distribution of employees according to region, gender, and type

		Taiwan Region		Mainland China Region		Asia Pacific Region		EMEA Region		Americas Region*1			Total			Percentage
		Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Not disclosed	Female	Male	Not disclosed	
Contract	Permanent Employees	5,310	10,382	16,302	25,281	12,895	5,987	938	2,193	493	1,117	5	35,938	44,960	5	99.2%
	Temporary Employees*2	138	151	0	0	53	197	22	36	7	20		220	404		0.8%
Hired	Full-time Employees	5,365	10,458	16,302	25,281	12,948	6,184	907	2,193	500	1,136	5	36,022	45,252	5	99.7%
	Part-time Employees*3	83	75	0	0	0	0	53	36	0	1		136	112		0.3%

*1 Employees without guaranteed employment and hours: 4 male employees in the Americas.
*2 Temporary Employees: The labor contract signed with the employee has a fixed term, such as assistants, masseurs, and others.
*3 Part-time Employees: Employees who work fewer hours per week, month, or year than full-time employees, such as interns, student workers, and assistants in the internship program.

Average monthly new recruit and new hire rate: All employees by region, gender, and age[*1*2]

Gender	Age	Taiwan region		Mainland China region		Asia Pacific region		EMEA region		Americas region		Total	
		Headcount	New Recruits Rate	Headcount	New Recruits Rate	Headcount	New Recruits Rate	Headcount	New Recruits Rate	Headcount	New Recruits Rate	Headcount	New Recruits Rate
Female	≥ 50 years old	1	< 0.05%	1	< 0.05%	< 0.5	< 0.05%	1	< 0.05%	1	0.1%	4	< 0.05%
	30-49 years old	28	0.2%	276	0.7%	36	0.2%	5	0.2%	3	0.2%	348	0.4%
	< 30 years old	27	0.2%	239	0.6%	107	0.5%	4	0.1%	3	0.2%	380	0.5%
Male	≥ 50 years old	4	< 0.05%	2	< 0.05%	3	< 0.05%	3	0.1%	2	0.2%	14	<0.05%
	30-49 years old	56	0.4%	497	1.2%	25	0.1%	14	0.5%	8	0.6%	600	0.7%
	< 30 years old	60	0.4%	576	1.4%	56	0.3%	11	0.4%	8	0.6%	711	0.9%
Not disclosed	30-49 years old	0	0.0%	0	0.0%	0	0.0%	0	0.0%	< 0.5	< 0.05%	<0.5	<0.05%
Monthly average		176	1.1%	1,591	3.9%	227	1.1%	38	1.2%	26	2.0%	2,058	2.5%

Average monthly resigned employees and turnover rate: All employees by region, gender, and age[*1*3]

Gender	Age	Taiwan region		Mainland China region		Asia Pacific region		EMEA region		Americas region		Total	
		Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate	Headcount	Turnover Rate
Female	≥ 50 years old	2	< 0.05%	4	< 0.05%	4	< 0.05%	2	0.1%	< 0.5	< 0.05%	12	< 0.05%
	30-49 years old	31	0.2%	160	0.4%	35	0.2%	4	0.1%	1	0.1%	231	0.3%
	< 30 years old	15	0.1%	125	0.3%	53	0.3%	1	< 0.05%	2	0.2%	196	0.2%
Male	≥ 50 years old	3	< 0.05%	3	< 0.05%	2	< 0.05%	3	0.1%	< 0.5	< 0.05%	11	< 0.05%
	30-49 years old	40	0.3%	274	0.7%	21	0.1%	7	0.2%	3	0.2%	345	0.4%
	< 30 years old	17	0.1%	285	0.7%	23	0.1%	3	0.1%	3	0.2%	331	0.4%
Monthly average		108	0.7%	851	2.1%	138	0.7%	20	0.6%	9	0.7%	1,126	1.4%

*1 The calculations of global new recruits and turnover are based on the average monthly number of employees, which is the total annual number of employees in each value divided by 12 and rounded to the nearest integer, excluding the following non-voluntary turnover such as: employment termination due to retirement, severance, dismissal, and if the contract or internship period has concluded; or Operators (including production line assistants) who have not stayed with the Company for more than 30 days since they first joined, or professional technical and management units personnel who have not stayed with the Company for more than 90 days since they first joined.

*2 Average monthly percentage of new employees = average monthly number of new employees / average number of employees in the year; The average number of employees in the year is defined as (initial head count + end head count) /2, initial head count is the end head count of the previous period (previous year).

*3 Average monthly turnover rate = average monthly turnover / average number of employees in the year; The average number of employees in the year is defined as (initial head count + end head count) /2, initial head count is the end head count of the previous period (previous year).

Average monthly new recruits rate and turnover rate: All employees by nationality[*1*2*3]

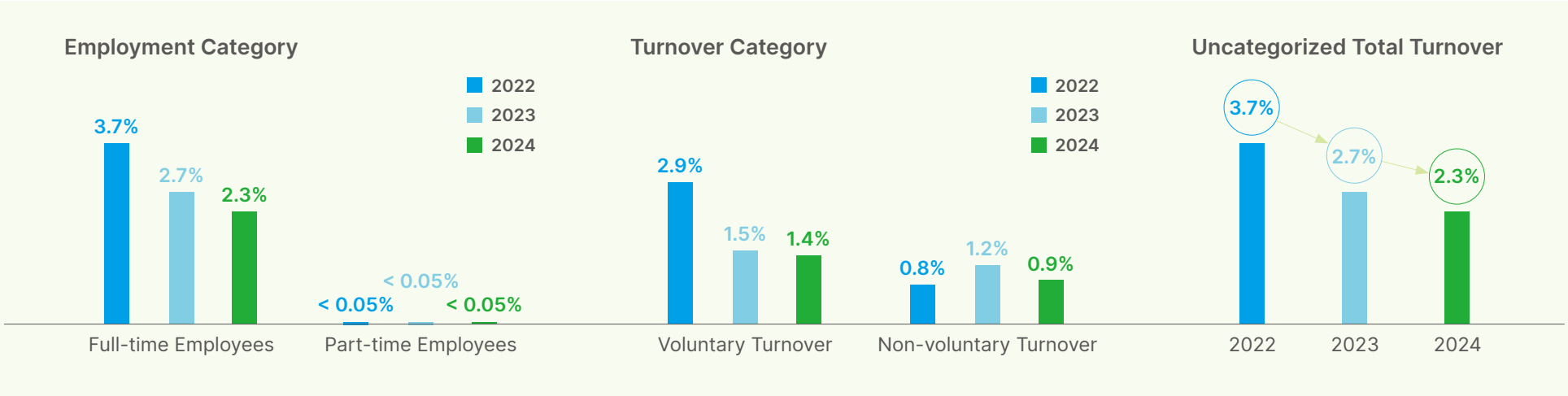
Nationality Distribution	New Hires	New Recruits Rate	Turnover Employees	Turnover Rate
Mainland China	1,586	4.0%	854	2.1%
Thailand	192	1.0%	127	0.7%
Taiwan	146	1.0%	82	0.6%
India	51	2.5%	18	0.8%
Other nationalities	46	2.2%	29	1.4%
Not disclosed	37	1.0%	16	0.4%
Monthly Average	2,058	2.5%	1,126	1.4%

*1 The calculations of global new recruits and turnover are based on the average monthly number of employees, which is the total annual number of employees in each value divided by 12 and rounded to the nearest integer, excluding the following non-voluntary turnover such as: employment termination due to retirement, severance, dismissal, and if the contract or internship period has concluded; or Operators (including production line assistants) who have not stayed with the Company for more than 30 days since they first joined, or professional technical and management units personnel who have not stayed with the Company for more than 90 days since they first joined.

*2 Average monthly percentage of new employees = average monthly number of new employees / average number of employees in the year; The average number of employees in the year is defined as (initial head count + end head count) /2, initial head count is the end head count of the previous period (previous year).

*3 Average monthly turnover rate = average monthly turnover / average number of employees in the year; The average number of employees in the year is defined as (initial head count + end head count) /2, initial head count is the end head count of the previous period (previous year).

Analysis of the monthly turnover rate in the past three years



6.2.1.2 Employee Human Rights Risk Management

Human Rights Policy and Commitment

Delta is committed to adhering to international human rights conventions and the local regulations at its locations of operations. We established the "Delta Human Rights and Employment Policy" to communicate our commitment to global human rights. Delta is committed to safeguarding diversity and security in the workplace. In 2024, Delta Group updated the Delta Human Rights and Employment Policy, emphasizing that the Company offers equal pay for equal work, prohibits forced labor, provides reasonable accommodations for persons with physical and mental disabilities, enforces gender equality, and conducts two-way communication between labor and management. These measures are a declaration of Delta's focus on the workplace environment. We also adjusted nine internal management regulations to protect the equality, respect, and safety requirements of relevant personnel. Furthermore, Delta takes appropriate preventive, corrective, and punitive actions to protect the rights and privacy of parties involved in incidents.

Delta organizes human rights policy training every year and conducts Human Rights Due Diligence for employees across business activities at least once every three years. The scope of coverage includes Delta's own operations and joint ventures[*1]. The severity of the risk assessment is subdivided based on the scale, scope, and irremediability to identify the impact on employee human rights, formulate mitigation and remediation measures, and determine the priority of actions to mitigate and prevent recurrence of risks. The results and risk response measures from the most recent survey, conducted in 2023, are summarized in the 2024 Human Rights Due Diligence Report and Modern Slavery Statement, which is published on the official website in accordance with the Modern Slavery Act of the United Kingdom.

The Company complied with local labor regulations and related rules and there were no major violations of regulations in 2024.

Promotion of and Commitment to a Living Wage

A living wage refers to employees earning an income sufficient to adequately cover basic daily needs from their work during legal working hours. The remunerations of Delta's employees in location of operations all around the world are in compliance with the statutory minimum wage or minimum wage standards stipulated by local labor laws and regulations. We attach great importance to our employees' living wages. We began implementing the following projects in 2024 to actively ensure that the regular wages of Delta employees around the world are sufficient for basic expenses such as food, clothing, housing, and transportation.

1. Establish a living wage database for main locations of operations.
2. Calculate the coverage rate of employees' regular wages not being lower than local living wage.
3. Formulate and implement promotion plans, and continue to monitor the relative levels of living wages and employee compensation.

2024 Human Rights Management Achievements

Employee human rights protection

- Amended the Delta Human Rights and Employment Policy
- Added a mechanism for applications for reasonable accommodations by people with disabilities
- Amended the "Management Procedures for Unlawful Infringement in the Workplace"

Audit of human rights standards in each region

- 458 internal reviews
- 1,417 external audits
- The risk ratio[*2] of own operations was 2.5%

Human rights policy training

- Training was completed 73,977 person-times globally
- 93.1% completion rate[*3]
- 13,562 total training hours

*1 The scope and classification of the risk assessment are based on the Dow Jones Sustainability Index, and they include Delta's own operations and joint ventures in which Delta holds stakes above 10% .

*2 The risk ratio calculation was based on the methodology of the Dow Jones Sustainability Indices.

*3 Course completion rate = for employees who reported for duty before the end of November of the current year who are still employed at the end of December, the number of trainees in the current year / the total number of employees who reported for duty before the end of November who are still employed at the end of December.

Employee Human Rights Due Diligence

Human Rights Due Diligence Procedures

Delta systematically reviews its policies, procedures, and plans related to human rights, identifies potential employee human rights issues in the value chain, and proposes improvement measures.

Inclusion of human rights due diligence	Identify human rights issues and risks	Human rights investigation	Human rights risk identification	Auditing and counseling for corrective actions	Continuous risk management and public disclosure
All employees and all workplaces of Delta's own operations are included, as well as joint ventures in which Delta holds more than 10% of shares.	Design human rights questionnaires based on Delta's human rights-related policy and international human rights conventions. Pay special attention to issues such as modern slavery, child labor, underage workers, migrant workers, working overtime, and violations of local labor laws and regulations.	The risk levels of all human rights issues are evaluated by employing risk assessment tools and comparing results with public information to verify their authenticity.	Identify risk priorities and potential risks based on the severity and frequency of human rights risks.	For global operation sites including the Taiwan, Mainland China, Asia Pacific[*1], EMEA, and Americas regions, formulate management and mitigation measures for high risk populations, continue tracking, require correction plans, provide recommendations for improvement and training, and ongoing audit management.	Produce human rights due diligence reports to continuously manage and improve performance on human rights issues.

*1 The Asia Pacific region refers to regions in Asia outside of the Taiwan and Mainland China regions, including the locations of operations in countries in Southeast Asia and Northeast Asia.

Human Rights Risk Assessment Tools

Delta identifies human rights issues every year through internal Responsible Business Alliance (RBA) reviews and external audits, as well as internal and external grievance records. We identify potential employee human rights risks through human rights risk assessment questionnaires at least once every three years.

Intermittently	Annually	At least once every three years
• Customer/third-party RBA audits • Employee opinions and labor-management communication • Employee grievance and whistle-blowing report	• Internal RBA reviews	• Human Rights Risk Assessment Questionnaire

Human Rights Risk Mitigation Measures for Own Operations in 2024

We take remedial and mitigation measures based on risk assessment results and implement continuous improvement to ensure the purpose of risk management. In 2024, the following actions were taken within the scope of Delta's own operations.

2024 Human Rights Due Diligence Improvements and Tracking

Risks	Targets of Concern	Mitigation and Remediation Measures	Management Actions
Working hours	Operators All employees	• Produced forecasts based on sales and marketing meetings, established effective recruitment plans, and prepared labor reserves. • Production line supervisors reviewed employees' working hours every day and made appropriate work arrangements to comply with the Company's working hour regulations. • Implemented disciplinary mechanisms to provide a regulatory basis for imposing penalties on supervisors who violate work hour regulations. • Conducted questionnaire surveys on employees to ensure that all overtime is voluntary, provided overtime pay superior to statutory requirements, and scheduled reasonable annual leave for employees.	✓ Developed a real-time working hours control system, which is scheduled to come online in mid-2025, and used digital tools to control overtime risks in real time as well as implement manpower and work allocations in advance. ✓ Education and training related to working hours was provided for shift supervisors and employees on production lines, requiring them to take one day off after six consecutive days of work, or better, thereby strictly monitoring work hours. ✓ Formulated production line incentive and training measures to increase employee work efficiency and reduce working hours.
Forced labor	New employees Migrant workers	• An English version of the termination letter was added to the online system in order to ensure that foreign employees can understand their relevant rights.	✓ Strengthened audits of labor contracts to prevent omissions in related operating procedures. ✓ Conducted regular evaluations to determine whether the number of fixed-term contract employees and their operation methods are appropriate, thereby ensuring relevant personnel have suitable working conditions.
Wages and benefits	All employees Senior employees Departed employees	• Cyntec revised its operating procedures so that any remaining salary is paid within 30 days of departure. • Optimized labor insurance information and added information related to medical issues so that employees would understand their rights. • Updated the salary distribution date on paper separation letters to be consistent with labor contracts. • Paid the social insurance payment base as required by local laws and regulations based on employees' preferences.	✓ Used electronic separation forms to ensure that the salary distribution date is consistent with labor contracts. ✓ Revised the salary distribution schedule for departed employees in the salary system. ✓ Annual leave scheduling and registration started to be carried out in 2024 for senior employees who did not take their annual leave due to their workloads. Supervisors are required to communicate with the employee in advance and schedule a leave plan. ✓ Established an advance survey mechanism to follow employees' preferences regarding choosing their social insurance payment base.

Risks	Targets of Concern	Mitigation and Remediation Measures	Management Actions
Discrimination, harassment, and humane treatment	All employees Female employees	• Amended the Management Procedures for Unlawful Infringement in the Workplace to expand its applicability to include departed employees, and to invite external professionals to participate in case investigations. • Modified the supporting information requested in the leave system, female employees who apply for maternity leave no longer need to provide marriage certificates. • Conducted investigations and convened a meeting of the complaint processing committee for unlawful infringement in the workplace in accordance with the measures for the unlawful infringements regulation in the workplace, and implemented punishments and reporting in accordance with regulations, provided victim protection, placement, and assistance measures.	✓ Strengthened the risk management for unlawful infringement in the workplace, strengthened the training of relevant units to identify potential risks in the workplace, and implemented reporting and response procedures. ✓ Revised the Employee Handbook in the Mainland China region to comply with the requirements related to discrimination and salary and benefits in the Delta Human Rights and Employment Policy. ✓ Established an online course for sexual harassment prevention and tracked employee completion rate. ✓ Organized courses on friendly workplaces and sexual harassment prevention.
Freedom of association and collective bargaining	All employees	• Town hall meetings were held at Delta sites around the world, where the senior management team communicated directly with employees to enhance consensus and trust between employees and management. • Provided more two-way communication channels between employees and management, and created an environment for free expression and communication.	✓ Amended the Delta Human Rights and Employment Policy to establish two-way communication channels between employees and management.
Occupational health and safety	All employees Departed employees	• The period in which employees are required to undertake a physical examination after returning to work was increased to one month in Mainland China.	✓ Revised the medical check-up notice for employees returning to work.

6.2.1.3 Integration and Optimization of Human Resources Compliance Management

To achieve better performance and provide better and more comprehensive products to customers, the Delta Group protects the Company's assets, rights, and image by abiding by stringent ethical principles as well as local laws, thereby enabling the Delta Group to operate and develop in a sustainable manner. Consequently, the Delta Group has formulated the Delta Group Code of Conduct, which is applicable to all members of Delta Electronics Inc., its subsidiaries, and affiliates, including directors, supervisors, managers, and employees. Countries around the world are continuously strengthening their regulatory efforts, and regulatory compliance risks have continued to rise. As a result, the establishment of a multinational compliance and risk management system has become an inevitable trend. Thus, Delta established a global human resources compliance team in 2024 to work with relevant units at the Company's headquarters to set up relevant policies and guidelines for the Group. Furthermore, we have established human resources compliance review mechanisms to assist individual regions in developing regulatory systems that comply with local labor regulations and create more sound compliance management systems.

The managed issues include:

1. applicability and basic behavioral requirements;
2. avoiding conflicts of interest;
3. management principles for accepting gifts and services;
4. business integrity;
5. business operations with ethical corporate management;
6. political donations, political participation, and charitable donations;
7. insider trading;
8. fair competition;
9. trade secrets, intellectual property rights, and confidential information;
10. respecting personal privacy;
11. diverse and fair employment opportunities and respect;
12. prohibition of discrimination and harassment;
13. safe and healthy work environments;
14. use of company resources;
15. compliance with environmental regulations;
16. training, propagating, discipline, and complaint channels.

Primary Results of Human Resources Compliance Management in 2024

- Received the ISO 27701 international privacy information security management system certification, and expanded the Personal Information Management System (PIMS) management system to include the whole world.
- Human resources processes underwent internal audits to ensure that they are in line with the RBA 8.0 requirements, which were updated in 2024. Furthermore, personnel were also dispatched alongside the Supply Chain Management Division to visit Delta suppliers and conduct on-site audits.
- Collaborated with relevant units to integrate the ISO 37001 anti-bribery management system and the Taiwan Intellectual Property Management System (TIPS), and passed internal and external verification.
- Integrated human resources regulations from around the world to ensure compliance with local laws and Delta's policies.

Human Resources Compliance Management Framework



Group Policies and Guidelines

Established the Delta Human Rights and Employment Policy, the Delta Group Non-Discrimination and Anti-Harassment Policy, and the Delta Group Code of Conduct, which are the basis for Delta's human resources management procedures.

Labor Compliance Review Mechanisms

- Regular reviews of local labor regulations
- Regular evaluations of the effectiveness of human resources internal control
- Revision of regulations and systems in each region
- Internal and external human rights standards audits

Management System Verification

- ISO 27701
- ISO 37001
- Patents, intellectual property, anti-corruption and bribes, management of conflicts of interest, operational risk management, enterprise risk management, and more.

Risk Identification and Prevention

Use risk assessment tools to regularly identify and assess risks and implement management measures for labor and personnel issues, thereby managing risks.

International and Industry Trends

Dynamic tracking of international and industry trends and standards, planning disclosure schedules and relevant operation plans in advance to meet relevant standards.

6.2.2 Multiple Approaches to Promote Internal Communications and Exchanges of Opinions

Protect Employee Rights

Delta endeavors to implement open communications with employees and a two-way communication environment, achieving a global collective bargaining and union coverage rate of 59.3%. Remaining employees who "have not joined a union or are not covered by collective bargaining" and those in "operating sites or subsidiaries without unions" enjoy work conditions and employment clauses that comply with local labor regulations, labor contracts, working rules, or which have been confirmed by labor negotiation channels instated by law.

Smart Communication Channels

Delta is committed to establishing diverse communication channels and real-time two-way communication mechanisms, thereby disseminating Company information in a correct and rapid manner. The Company hears and responds to employees' voices, which leads to alignment in both sides' expectations and feelings and more robust labor relations. Such measures include an internal employee e-newsletter published every month in order to communicate corporate culture and values as well as core ideals. Short reports are paired with lively visual design to enhance employees' reading experience. It also includes the highlights of global activities and promotes exchanges between employees in different regions. Moreover, Delta also encourages employees to provide feedback and suggestions to the Company. By establishing good work relationships through open communication models, such as the employee e-newsletter, internal systems, electronic billboard system, and suggestion boxes, we can disseminate information and collect employee opinions. We also provide anonymous channels and have implemented confidentiality policies to ensure that employees can make suggestions without worries.

	Employee Feedback	Labor-management Communication
Regularly	Global employee engagement survey Regional employee opinion survey	Employee Welfare Committee meetings Labor-management communication meetings*1 Union and collective bargaining meetings*2
Intermittently or as needed	HR service functional station Employee EAP hotline Employee feedback mailbox Employee grievance and whistle-blowing channels Mobile app feedback channels NEW Online discussion board for employee opinions NEW Exclusive Line group for migrant workers NEW	Senior executive seminars Migrant worker seminars Plant communication conferences Employee seminars Communication meetings for new employees

*1 Regular labor-management communication meetings: These include different forms of labor-management communication meetings in different regions, such as labor-management meetings in the Taiwan region, labor-management communication meetings in the Asia Pacific region, and employee representative meetings in the Mainland China region.

*2 Applicable to locations with a union or collective bargaining agreement.



Town hall meetings were held in each region, where the senior management team communicated directly with employees to enhance consensus and trust between employees and management.



The President of the Energy Infrastructure and Industrial Solutions Business Group (first left) held a town hall meeting to communicate annual work objectives as well as Delta's core values with employees, thereby creating a stronger consensus.



The "Chat Over Coffee with the President" event held at DET was one of the two-way communication activities between managers and employees.



Regular employee forums and exchange meetings are held in the Mainland China region.

Prevention of Unlawful Infringement

Delta has established the Delta Group Non-Discrimination and Anti-Harassment Policy and has adopted a "zero tolerance" principle for any form of discrimination or harassment. We also established a whistleblowing system and strictly comply with regulations such as the Whistleblowing System Management Regulations, Management Procedures for Unlawful Infringement in the Workplace, and Sexual Harassment Prevention Management Regulations. Reports can be made in a named or anonymous manner. The handling unit keeps complaint information strictly confidential in order to protect the rights of every employee. In addition, we provide dedicated contact persons for reporting complaints across the globe. When we receive a complaint or report of unlawful infringement in the workplace, such as physical, mental, verbal, sexual harassment, or stalking, we will investigate and handle the matter in a timely manner in accordance with the Procedures for Handling Sexual Harassment and Unlawful Infringements in the Workplace. During the investigation process, the Company endeavors to protect the privacy of complainants while also providing victims with protection, placements, and assistance. Punishments are handed out and reports are made based on the investigation results. Moreover, relevant incident reports are kept and recorded, and reviews are conducted to find the cause of the incident and prevent similar incidents from recurring.

The key points of the 2024 Unlawful Infringements in the Workplace Management Plan include proactively providing employee assistance programs, continuing to promote friendly workplace concepts and shaping an inclusive workplace culture, and ensuring the independence of investigations and fairness of results. The goal is to cultivate managers' and employees' sensitivity toward suspected illegal infringements happening to themselves or their surroundings, so that all employees can quickly respond to incidents and seek appropriate assistance. This will reduce the chances of unlawful infringements in the workplace and their potential impact on related personnel.



Management Procedures for Unlawful Infringement in the Workplace

Regular response

- Regularly identify and assess hazards
- Inspect and make improvements to workplace environments
- Allocate manpower and design work appropriately
- Establish a Code of Conduct: Announce the Management Procedures for Unlawful Infringement in the Workplace; declare zero tolerance for unlawful infringements
- Organize training on hazard prevention and communication skills
- NEW Organized promotion seminars for a friendly workplace and created FAQs on the intranet for all employees to read
- NEW Launched the Delta CARE employee care project
  - Connect: Added links to resources such as on-site psychologists to improve employees' mental health and emotional resilience
  - Assist: Provided emotional, physical, and mental support to help employees tackle the challenges they face in life and work
  - Resource: Offered courses on office culture and leadership/communication to enhance managers' sensitivity and employee self-awareness
  - Enhance: Strengthened mechanisms to prevent unlawful infringements in the workplace and improved efficiency and fairness when handling employee issues

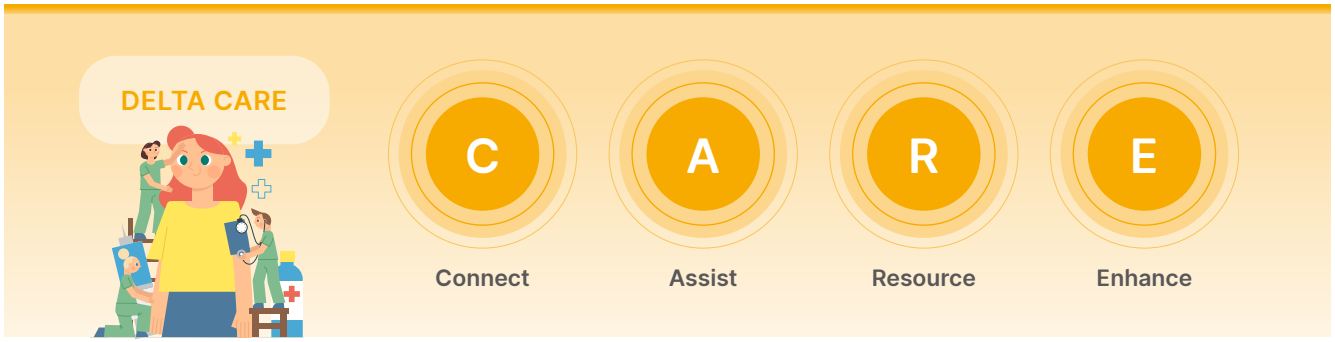
Incident response

- Set procedures for handling incidents
- When a suspected unlawful infringement in the workplace has occurred, an investigation is conducted according to the incident handling procedures (including investigation, convening a review meeting, determining the results, notifying the related parties, filing subsequent complaints, and closing the case).
- Continued to enhance the timeliness of complaints and reporting.
- NEW Established an Emergency Investigation Committee for major incidents[*1]
- NEW External professionals (legal, psychological, or medical background) participated in case investigations
- NEW Expanded the applicability of management regulations on preventing unlawful infringements and sexual harassment in the workplace to include separated employees, and employee representatives were added to the committees.

Post-incident response

- Provided guidance on tracking physical and mental health and protection of rights
- Reviewed the impact of unlawful infringement incidents on the organization and implemented responses
- Implemented risk reassessment and mitigation
- Reviewed the number of new cases and continued to pay close attention to preventing the recurrence of risks
- Paid attention to the physical and mental health of employees who declined to use consultation channels and provided immediate assistance when needed.
- Continued to actively improve management's communication and management modes through training and advocacy, and increase their awareness toward identifying suspected cases.
- NEW Proactively provided psychological counseling channels for victims and their dependents
- NEW Provided focus groups and counseling, as well as one-on-one counseling for employees that have suffered a significant impact, with no limitations on the number of sessions

*1 The Company rates risks based on the probability of occurrence and impact. There was a NOT Work-Related significant incident that occurred in 2024. The Company immediately reported the incident to the competent authority. Furthermore, the Emergency Investigation Committee was formed internally (members included the heads and members of departments such as the Legal Office, Auditing Division, and Human Resources Division). After thorough investigation, it was concluded that there was no concrete evidence related to unlawful infringement in the workplace and no bullying by managers. The investigation report has been submitted to the competent authority for review and confirmation. Delta's subsequent improvement plans for the incidents included stationing counselors on-site, as well as inviting employee representatives and at least two external independent experts to attend review meetings for employee complaints, thereby strengthening the training and promotion measures for a friendly workplace and inclusive culture. Delta will continue to uphold the concept of a friendly workplace, continue to implement health and safety protection for employees performing their duties, and actively protect labor rights.



The Delta Care employee care project was launched in the Taiwan region at the end of 2024 to prevent unlawful infringement in the workplace and create more friendly workplace environments.

Global Human Rights and Employee Feedback Mailboxes:

- **Human Resources Division/Taiwan**
  HR885@deltaww.com
- **Human Resources Department/Mainland China**
  HR885.CN@deltaww.com
- **Human Resources Department/Americas**
  HR885.DAL@deltaww.com
- **Human Resources Department/EMEA**
  HR885.EMEA@deltaww.com
- **Human Resources Department/SEA**
  HR885.SEA@deltaww.com
- **Human Resources Department/NEA**
  HR885.NEA@deltaww.com
- **Human Resources Department/India**
  HR885.DIN@deltaww.com





Each employee in the Taiwan region receives an EAP Card when they arrive at work, and employees can call the care hotline whenever they need to.

Employee Feedback and Improvement Measures in 2024

- In 2024, a total of 625 employee feedback items were provided across the globe, including 54 reports and complaints related to labor standards (25 cases in the Taiwan region and 29 cases in other regions). In 2024, 100% of whistleblowing and complaint cases have been closed, except for cases under review by the U.S. Equal Employment Opportunity Commission (EEOC). There was one case of discrimination on the basis of issues such as race, religion, skin color, nationality, or gender. The EEOC has closed the investigation at this stage, but the individual retains the right to appeal within 90 days. Delta will continue to monitor the outcome.
- There were three cases of sexual harassment. One case was determined to be valid after investigation, and relevant improvement measures were taken in accordance with the Sexual Harassment Prevention Management Regulations.
- There were nine labor-management disputes, and after complaints were received, they were processed in accordance with the labor consultation procedure.
- There were a total of 12 cases of unlawful infringement in the workplace. The Company conducted investigations and convened meetings of the Workplace Unlawful Infringement Complaint Handling Committee in accordance with regulations, and provided victims with protection, placement, and assistance measures.

Major Improvement Measures in 2024 from Employee Feedback

Work environment	• Adjusted production line lighting based on employee feedback, added work necessities such as cleanroom garments and masks, and adjusted the clock sounds in the plant. • Installed fans or independent air conditioning units for high-temperature work areas. • Listed elevator maintenance as a key inspection item to ensure safety. • Purchased facial recognition devices to alleviate crowding at entrances and exits.
Physical and mental health	• Used the EAP project to help employees overcome difficulties through internal and external resources. • Stationed counselors on-site, employees can make appointments freely. • Organized health camps to raise employee awareness toward their health and encourage them to take action to maintain their physical and mental health. • Organized EAP seminars to help employees identify their own requirements and encouraged the use of EAP channels. • Held life seminars with professional lecturers from outside the Company to educate employees on life topics.
General needs	• Redistributed and added new facilities such as microwaves, refrigerators, and tables on each floor to facilitate their use by employees. • Conducted employee meal satisfaction surveys to increase the variety of breakfast meals and their nutritional balance. • Strengthened service quality training for on-site vendors to enhance the employee experience. • Strengthened employee benefits, such as increasing the items and programs for group buying by employees as well as increasing the number of times employees can apply for massages. Improved dormitory facilities and the quality of accommodation, including additional closets in break rooms, repairs to laundry machines and microwaves, improved cleanliness of bathrooms, and improved toilet ventilation equipment. • Added lockers and monitoring facilities to optimize employee safety and meet their daily needs.
Workplace communication	• Posted promotional materials to strengthen awareness regarding friendly workplaces for key units. • Organized courses on workplace communication and emotional management to promote effective communication in the workplace. • Strengthened the communication of company policies and reward and punishment regulations and reminded supervisors and employees to manage their conduct. • Launched monthly friendly workplace Q&A campaigns to promote good two-way communications between managers and employees, in order to jointly create a friendly workplace.
Harassment and discrimination	• Strengthened sexual harassment prevention training and added case studies on gender discrimination patterns to the training to raise employee awareness. • Planned courses and activities to strengthen awareness of gender equality and the concept of diversity and inclusion.
Employee-employer communication	• Discussed the venues and plans for employee activities in the following year in advance during the Employee Welfare Committee meeting in order to better meet employee expectations. • Made the travel subsidy application process more convenient for migrant workers.

6.2.3 Devoting Resources to Monitoring Employee Physical and Mental Health

Introduced External Resources and Focused on Employees' Mental Resilience

Taiwan region

- Organized an eight-week PIY self-exploration and mindfulness course to help employees improve their work performance and concentration, enhance their emotional awareness and emotional management skills, and raise their sense of happiness.
- Collaborated with external professional institutions to provide EAP consultations and organize training on topics such as stress management, family care, medical care, and psychological counseling, thereby helping employees create a friendly working environment. A total of eight courses were offered in 2024, with 3,151 participants, with a satisfaction rate of 4.7 to 5 points (out of 5) for every course.
- Stationed counselors on-site, employees can make appointments freely.



Mainland China region

- Provided employees with the EAP project and organized emotional stress relief courses, thereby providing internal and external resources to help employees overcome their difficulties.
- Organized EAP seminars to help employees identify their own requirements and encouraged the use of EAP channels.



Asia Pacific region

- The India site's infirmary staff planned a series of health seminars on life education, in which professional speakers from outside the Company were invited to provide life education to employees.
- Psychological counseling personnel are stationed in the infirmary at the Thailand site to provide online health counseling services with real-time responses, thereby providing medical and mental health care services to employees.
- Health seminars were held at the Thailand site on topics such as stress management, ergonomic posture improvement, and anxiety prevention.



Americas region

- Provided external EAP resources for employees to make appointments freely on work or life-related issues.
- Held health seminars at the Brazil site on the impact of a healthy diet and exercise on mental health, encouraging employees to pay attention to their diet and physical and mental health.
- Allowed employees to apply for subsidies for gym fees in order to improve their quality of life and help them reduce their work stress.



Health Risk Management Process

Delta is committed to employee healthcare and provides health examination services that are superior to regulatory requirements. We have established a comprehensive welfare system and created a friendly workplace through systematic health management models. Furthermore, we have formulated and implemented three major health management plans in the Taiwan region in order to effectively identify workplace health risks, and special health hazard inspections are conducted in accordance with the law. Risk management is carried out in accordance with the health management classification system, with each level having corresponding mitigation measures. A variety of channels such as online/physical channels are used to disseminate health information, thereby improving employees' self-health management.

Delta's Healthy Workplace Implementation Cycle



1. The three main goals of the 2024 management plan were implemented as follows in accordance with regulations:
   (1) Medical and health education/consultations on abnormalities in the ergonomic hazard prevention plan. 100% completion rate.
   (2) Medical education/consultations on prevention plans for abnormal workload-triggered ill health. 100% completion rate.
   (3) Workplace maternal health protection plan. 100% consultation rate.

2. The 2024 health promotion activities, based on the Health Belief Model, aimed to identify potential risk factors. By basing communications on health promotion as the main focus, Delta launched a series of activities on smoking cessation and cancer prevention. Furthermore, in response to the relatively high number of employees with abnormally high BMI values, Vivotek organized a global walking competition to encourage employees to exercise regularly. Cyntec launched a series of "Disciplined Life, Sustainable Health" health promotion activities, which included walking for lower carbon and better health, daily blood pressure checks, and rediscovering our summer bodies. The results are shown in the table below:

Number of people with hypertension, hyperglycemia, and hyperlipidemia after the health examination

Item	Number of cases
Hypertension	528
Hyperglycemia	454
Hyperlipidemia	784
Obese (BMI≥27)	694
Health management level C or above	999

Goals and results of health promotion activities

Item	Target Number of Participants	Results	Completion Rate
Delta_Tobacco Hazard Prevention Project	1. The Lung Health Seminar attended by 200 people 2. Received a total of 300 messages of support on World No-Tobacco Day on May 31 3. Employees who participated in the smoking cessation clinic have a smoking cessation success rate of 40%	1. The Lung Health Seminar was actually attended by 683 people 2. Received an actual total of 792 messages of support on World No-Tobacco Day on May 31 3. Employees who participated in the smoking cessation clinic had an actual smoking cessation success rate of 64.7%	1. The Lung Health Seminar had an attendance rate of 341% of the target 2. The response rate for World No-Tobacco Day on May 31 was 264% of the target 3. The success rate of smoking cessation for employees who participated in the smoking cessation clinic was 161% of the target
Delta_Cancer Prevention Activities	400 people participated in the cancer prevention knowledge Q&A	1,608 people participated in the cancer prevention knowledge Q&A	The cancer prevention knowledge 1,608 had a participation rate of 402% of the target
Vivotek_Walking Competition for all Employees	1. 150 total participants 2. 30 million total steps taken in the competition	1. 204 actual total participants 2. Over 45 million total steps actually taken in the competition	1. The number of participants was 136% of the target 2. The number of steps taken was 153% of the target
Cyntec_Lower carbon and better health	200 total participants	296 actual total participants	148% of the target
Cyntec_Daily Blood Pressure Checks	100 total participants	216 actual total participants	216% of the target
Cyntec_Rediscovering our Summer Bodies	1. 70 total participants 2. Total weight loss of 70 kg	1. 72 actual total participants 2. Total weight loss of 158.2 kg	1. The number of participants was 103% of the target 2. The total weight loss was 226% of the target

Sustainable LOHAS Workplace

The primary theme of 2023, "PLUS Strategy, Delta + You, Making Things Better Together", was continued, integrating digital transformation and embracing the concept of diversity and inclusion to develop novel experiences for employees, promote employee health empowerment, and increase work enthusiasm for employees to enjoy life even more. Employees from around the world participated enthusiastically, with total participating reaching: 66,201 participants in disease prevention activities; 53,892 participants in sports competitions; 37,746 participants in health examinations; and 9,154 participants in health seminars.

Preventive Healthcare

- In the Taiwan region, we launched the monthly "Good Health Partners" section, providing the latest health information and producing e-learning courses quarterly to dispel common medical myths. In 2024, we expanded to new media channels, adding quarterly podcasts recorded by the Health Management Center and on-site physicians, focusing on topics related to current issues and the needs of employees. The number of people who completed training and downloaded the newsletters and podcasts increased by 5% compared to 2023.
- Employees in the Taiwan region learned about potential risk factors based on health theories in order to promote healthy behavior and communications. To this end, smoking cessation activities were organized, with 64.7% of employees who participated in the smoking cessation clinic successfully quitting smoking. This is higher than the 30% success rate of smoking cessation according to statistics of the Health Promotion Administration.
- Cyntec combined health, green, self-discipline, and social care in the “Disciplined Life, Sustainable Health” activities, expanding its long-term business philosophy of “self-health management” to demonstrate five key skills for a healthy lifestyle: reading, action, sharing, perseverance, and goal achievement.
- The India sites organized health seminars and healthcare camps on an as-needed basis on topics such as heart disease and diabetes care, as well as offered bone density testing and skin testing, thereby taking care of employees’ physical health.





Work-Life Balance

- Sports Company Certification was obtained in the Taiwan region from the Sports Administration in 2023. By holding diverse and innovative team competitions, the Company was able to integrate the resources and manpower of clubs to hold events such as the only Dragon Boat competition in the industry, the Delta Cup ball games, and the e-sport Crazyracing KartRider. In 2024, Delta organized the first ever one-day baseball event in Taiwan. Furthermore, to encourage participation by female employees, we added a point handicap mechanism. These team sport competitions helped build cohesion and allowed participants to pursue glory for their teams.
- In the Mainland China region, Delta held sports activities, which included team spirit performances, tug-of-war, swimming, running, and various team competitions. Sports activities were also held from time to time to enhance health and teamwork so that employees can work together and accomplish great results.
- Sports days were held at sites in India, including track and field events, volleyball, tug-of-war, and cricket competitions, thereby improving the physical health of employees.
- Employees in the Netherlands participated in the annual Amsterdam Marathon to promote healthy lifestyles.
- Employees in the Americas region formed teams to participate in soccer and volleyball tournaments, thereby enhancing friendship and promoting health.





Unique Experience

- In 2023, we launched the "Delta Go" mobile APP for point gathering activities in the Taiwan region. Employees can improve their health and benefit their physical and mental development through health promotion activities and other tasks. Furthermore, interactive and gamified methods are used to enhance employees' health awareness and promote changes. A new fitness activity series was launched in 2024 to increase employee participation and help maintain momentum through group contests.
- The Japan site provided sports and health plans, in which employees can use the app to monitor the number of steps they take, their exercise volume, and their caloric consumption, thereby enhancing their health awareness.
- The Slovak site organized Children's Day family activities, which were combined with games and company visits, and co-organized movie nights with local cinemas. Employees can take part with their families to create an enriched and exclusive experience.
- In the Americas region, medical and insurance plans are provided for employees and their families, and employees can use gyms and tennis courts. This encourages employees to engage in daily exercise.





Social Welfare

- In the Taiwan region, based on the central theme of "Sustainable Green Living", four special areas were designed: Sustainability Seminars, Carbon Reduction Zone, Charity Donations, and Assistance for Dreams. Sustainability concepts were integrated with social issues, and the concepts of diversity and inclusion were integrated during collaborations with many different social welfare units. A total of 7,559 donated items, a new record, were provided to 15 social welfare organizations across Taiwan. They are expected to help nearly 6,500 people. This is an increase of 114% in donated items compared to 2023, and demonstrates the Company's continued positive influence.
- The Thailand and Singapore sites helped schools and families in need with painting and renovation equipment and donated computers, thereby helping to create comfortable learning and living environments for communities, families, and remote campuses.
- The Singapore site organized a beach cleaning activity on the local beach, collecting 1,989 pieces of garbage, which totaled more than 300 kg.
- In Slovakia, we organized cycling activities to promote a more sustainable form of transportation. A total of 46 employees traveled 9,764 kilometers by bicycle.
- The Dutch site organized ecological seminars to discuss how crucial bees are to ecosystems, and increased attention on ecological issues by working together to create shelters for bees.
- The Polish site participated in a corporate competition to support a foundation for children with cancer, in which employees took tangible action to support children and contribute to health topics.
- Employees at the German site participated in tree planting activities for two consecutive years to support reforestation and ecological management.
- In the Americas region, Delta collaborated with the non-profit organization Pacific Beach Coalition on Earth Day to jointly contribute to protecting the natural beauty of the Pacific coastline.



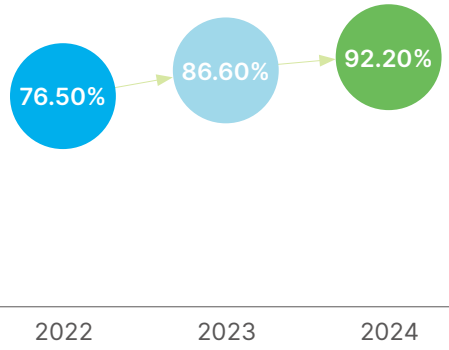


6.2.4 Keeping Up with the Times and Providing Comprehensive Support Programs for Employees

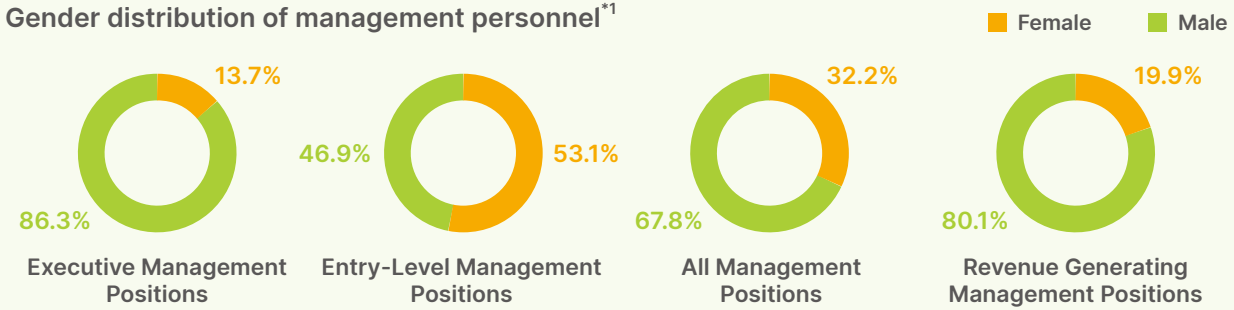
Equal Development Support Measures

Delta has adopted diversity in appointment as its sustainable policy and actively promotes gender equality and environmental workplace care. In 2024, the proportion of female employees reached 44.4%, the proportion of female employees from STEM backgrounds was 22.3%, and the proportion of female employees in R&D positions in the Delta Research Center was 21.4%. For managerial positions, the number of female senior managers increased by 0.6%, and the proportion of female managers among all management positions increased by 0.2%. A childcare subsidy policy was launched in 2022 to alleviate employees' financial burdens from childcare. This has led to a recovery trend in the employee retention rate; the return to work rate of employees going on unpaid parental leave in 2024 increased by 5.6% compared with the previous year.

Retention Rate After Parental Leave



Gender distribution of management personnel[*1]



*1 Management positions: Those with leadership and management duties for the management of subordinates, including professional technical and management units personnel and management personnel among Operators (including production line assistants); The executive management positions are above the manager level, entry-level management positions are senior team leaders or team leaders. Revenue Generating Management Positions: Managerial roles involving business planning and operations.

Statistics for parental leave in the Taiwan region

Statistical Item	Male	Female	Subtotal
Employees qualified for parental leave in 2024 (A)[*1]	968	307	1,275
Number of employees applying for parental leave in 2024 (B)	26	78	104
Number of employees expected to apply for parental leave and reinstatement in 2024 (C)	27	65	92
Number of employees applying for parental leave and reinstatement in 2024 (D)	15	56	71
Number of employees reinstated after parental leave in 2023 (E)	12	39	51
Number of employees reinstated after parental leave in 2023 and working for no less than one year (F)[*2]	10	37	47
Return to Work Rate (D/C)	55.6%	86.2%	77.2%
Retention Rate (F/E)	83.3%	94.9%	92.2%

*1 Number of employees in the Taiwan region qualified for parental leave in 2024 (A): Confirmed number of employees who applied for maternity leave of more than 56 days and paternity leave for more than 1 day in the three years from January 1, 2022 to December 31, 2024.
*2 Number of employees in the Taiwan region who returned after parental leave in 2023 and were working for no less than one year (F): Number of returning employees who continued to work no less than one year after returning from unpaid parental leave in 2023.

Gender Equality and Care

Cheers for you:
Gender-specific activities are held during holidays to express gratitude and celebrate employees for their contributions and achievements.



- The Taiwan region responded to the International Women's Day slogan #InspireInclusion, with a total of 351 people taking photos of them making the iconic hand gesture for this year and uploading them, symbolizing unity and respect for diversity.
- In the Mainland China region, Delta organized a recruitment activity on International Men's Day to invite employees to share their male role models and thank men for their hard work for their family and in their jobs.
- Female employees at the Thailand site shared stories of their personal growth for Mother's Day and Labor Day.
- Employees at the Singapore site gathered together to talk about their contributions to equality and inclusion, as well as purchase gift boxes from charity organizations to fulfill their social responsibility and create a brighter future and better development.
- The Slovak site distributed gifts exclusively for women to thank women for their amazing contributions to society and their professions.
- In the Americas region, we collaborated with female entrepreneurs to organize a one-day event to share and express our support and gratitude toward women in their respective fields.

Growth support:
Provided a platform for women to perform and supported the growth of female employees.



- In the Taiwan region, we created a women's employee resource group to support women in facing challenges. It is expected to provide learning resources and organize exclusive activities to help women exert their influence.
- Online roundtable meetings were held in the EMEA region, where female employees shared their experiences and offered encouragement to each other in order to support one another's career development.



Exclusive activities:
Focused on gender needs in the new era and organized activities to enrich and enhance happiness.



- The Mainland China region held activities exclusively for women such as manicures, DIY fans, flower arrangements, and yoga.
- The Thailand site organized the "Say It Out Loud" Pride Month event in June. LGBT employees from the Company were invited to share their personal experiences on the significance of Pride Month as well as the importance of equality and mutual respect in their work environments.
- The India site invited female speakers from outside the Company to share their personal experiences, encouraging women to overcome barriers and support each other as well as fostering empowerment and gender equality in the workplace.



Health support:
Cared for employee health and provided exclusive health care and experience activities for both genders.



- In the Taiwan region, a Parents' Club was established to build a platform for communications and mutual learning, and encourage exchanges to enhance employees' sense of belonging.
- In the Mainland China region, we organized a series of parenting courses for new parents, including information on preparing for pregnancy, precautions during pregnancy, postpartum care, and newborn care, thereby helping new parents quickly adjust to their new lives and take care of the child.
- Discounted health examinations and gynecological health consultation activities are offered to women in the Mainland China region.
- A series of pregnancy and maternal health care courses were held at the India site.

Caring for Migrant Workers

Delta currently has more than one thousand Thai and Vietnamese employees in the Taiwan region. Adhering to the spirit of diversity and inclusion, we provide three major aspects of care and we are committed to creating a "happy village" for migrant workers and building a friendly and diverse workplace environment.

Zero Placement Fee Policy, Long-term Retention Program, and Employment Upon Returning Home to Provide Secure Employment

- Delta practices the zero placement fee policy for RBA and offers secure employment guarantees for migrant workers by providing full payment of all pre- and post-employment costs when hiring migrant workers.
- In 2023, we launched the Long-term Retention Program for Migrant Workers so that migrant workers whose work periods have expired are no longer constrained by the time limit for working in Taiwan and can continue to work in Taiwan. We also help migrant workers who return to their home countries by finding them positions at Delta's overseas sites, thereby providing diverse career development opportunities throughout the world.

Unobstructed Communication, Comprehensive Care

- Vietnamese and Thai counselors are stationed at dormitories to provide immediate assistance to migrant workers 24 hours a day, thus creating an environment where workers can work safely and live without worries.
- We regularly communicate Taiwan's laws, the Company's policies, and dormitory regulations to ensure that migrant workers can fully understand relevant information and better integrate into the local environment in Taiwan.



- We provide migrant workers with dedicated employee care forms and conduct monthly care interviews to help migrant workers fully express their opinions and needs, so that they can receive appropriate support from the Company in a timely manner.

Diversity and Inclusion, Building Villages of Happiness

- To enhance migrant workers' sense of belonging and cohesiveness in Taiwan, we organize cultural experience exchange activities exclusively for migrant workers every year, such as Songkran, Christmas events, and outings for migrant workers from time to time.
- In 2024, a total of 658 people participated in the second Delta Southeast Asia Carnival.
- Delta participates in activities such as the Company's Dragon Boat Race and Family Day. All Delta employees can form teams to participate, regardless of their background or department, thus demonstrating the spirit of inclusion and collaboration.



Caring for Key Minority Groups

We organize internal inclusion activities and community services to promote the human rights of people with disabilities in the workplace, enhance employees' empathy and respect toward diverse groups, and create a friendly and inclusive workplace environment for employees with disabilities.

In 2024, there were a total of 791 employees with disabilities.



We organized an experience activity for employees to experience first-hand what it's like to be visually impaired as well as how to help visually impaired persons in their lives.



We organized sign language courses to help create a friendly workplace environment.

Measures for Employees to Start a Family with Peace of Mind

To help employees start families without worries, alleviate Delta employees' financial burdens when they have children, and increase the fertility rate, the Company has launched a series of policies related to benefits, leave, and working hours to provide working parents with a better work environment, thus helping them achieve a better work-life balance. Training seminars and EAP consultation channels are used to enhance employees' knowledge toward childcare and children's education, and to create a friendly and healthy workplace.

Family Benefits and Friendly Childcare Contributions

Marriage and Starting a Family

- Marriage leave system superior to regulatory requirements and marriage bonus
- Health insurance and health care activities for employees, dependents, and children

Childbirth Incentives

- Birth celebration gift money
- Child care subsidy
- Pregnancy and newborn gifts/ gift money

Maternity Support

- Paternity leave, maternity leave, paid parental leave, and other leave policies superior to regulatory requirements
- Breastfeeding facilities and time
- Exclusive parking spaces for maternity protection

Parenting Assistance

- Contracted childcare institution or kindergarten
- Flexible work hours and work from home arrangements
- Bursary for three-year-olds

Family Growth

- Family communication course
- Education lectures for working parents
- Paid travel leave
- Family activities for employees

- Starting from October 2022, we expanded child care subsidies in the Taiwan region to those aged 0-6, with a maximum subsidy of US$12,300 per child. As of the end of 2024, a total of 3,228 Delta babies have benefited with a total expenditure of approximately US$5.04 million (NT$165,255,000).
- A total of 430 Delta babies were born in Taiwan in 2024 and the crude birth rate was 31.56 per 1,000, which is more than five times Taiwan's crude birth rate (5.76 per 1,000).
- In 2024, a Parents' Club was established to build a platform for communications and mutual learning, and encourage exchanges to enhance employees' sense of belonging. We also set up a supply station for working parents to provide information on government maternity subsidies and company welfare and health information.

6.2.5 Promoting Company Culture and Creating a Professional Work Environment

Implementing Core Values of Inclusion

In 2020, we began promoting the concept of inclusion in global sites based on our methods in the Taiwan region. We endeavor to provide employees with a "unique" work experience by seeking consensus while respecting differences. In 2023, with the ongoing implementation of the Solution Business campaign, Delta announced a new set of core corporate values by adding “Inclusion”, and launched specific implementation measures across the globe. As Delta continues to expand business, we are also attaching greater importance to cultural diversity, generational differences, and the needs of different groups, so that all employees from all backgrounds can realize their strengths at Delta. In 2023, we launched online courses on diversity and inclusion, with the aim to introduce methods and tools to eliminate unconscious bias, help employees understand the fundamental characteristics of unconscious bias, and provide strategies and techniques to identify, respond to, and reduce the impact of bias. In 2024, we launched a brand-new online course on Delta’s core corporate values and Code of Conduct, along with a core corporate value workshop, to comprehensively promote the concept of inclusion and encourage employees to demonstrate inclusive behavior.

Main Actions for Inclusion in 2024

Create an Inclusive Cultural Environment in the Workplace

- Promote values and encourage diversity, impactful interactions, and concept training to raise awareness of diversity and inclusion in the workplace.
- We organize various activities related to inclusion, including national festivals for different countries, cross-team activities, and cultural exchange activities, to create a unique inclusive culture at Delta.

Diverse Communication Channels

- Delta periodically conducts global employee engagement surveys (100% coverage rate for all global sites)
- Seminars for senior executives at global sites
- Established multiple channels for real-time employee feedback
- Communication meetings for each department/plant
- Labor management meetings/union communication meetings
- Employee seminars
- Communication meetings for new employees



Group Welfare Measures

- Delta’s measures to help employees establish their families with peace of mind include setting up a support station for working parents and providing childcare subsidies.
- Delta has implemented a flexible work hour system and provides a leave system superior to statutory requirements, so that employees can balance their work with their physical and mental well-being and their families.
- The PLUS Strategy, Delta + You, Making Things Better Together program empowers employees of all ages to improve their health, their passion for their work, and their lives.
- Delta has set up a counseling room to provide employees with mental health support and promote a positive corporate culture, ensuring that employees can feel cared for and supported.

Caring for Diverse Groups Establishing an employee resource group (ERG)

- Women@Delta
- Cross-Generation@Delta
- Global Family@Delta
- Parents’ Club

Create an Inclusive Cultural Environment in the Workplace

Promote Values

We launched online courses on Delta's global core values, as well as promotional activities and core values workshops that integrate key values and behaviors, in order to help employees understand Delta's new core values and demonstrate inclusive behavior.

- The "Delta Core Values" online course, launched in December 2024, was watched by almost 40,000 employees worldwide.
- We organized workshops on Delta's core values to give employees a deeper understanding of Delta's corporate culture. A total of 21 workshops were held worldwide in 2024.



Managers and employees in the Mainland China region studied and discussed the content and case studies of core values together during the workshop



The EMEA region transformed core values into concrete actions through discussions and posters

Encourage Diversity

We established an employee resource group to encourage the participation of colleagues interested in related topics and promote a diverse and inclusive workplace environment.

- Since 2023, we have successively established four employee resource groups, including Women@Delta, Cross-Generation@Delta, Global Family@Delta, and the Parents' Club, with efforts focusing on gender issues, generational issues, nationalities, and family groups. We encourage employees to use their voice on diversity issues through community activities from time to time and resource sharing.



Cognitive Training

Cognitive training helps employees detect possible biases and barriers to inclusion in their teams, and promote a diverse and inclusive team.

- Continuing on from the themes explored in the 2023 in-person training course on unconscious bias, the "Voice of Delta" podcast invited employees to share and break down common biases, including discussions on perception biases and cross-cultural cooperation.



Impact of Interactions

We organized a series of lectures and used interactive podcasts for Delta specialists or key experts to teach employees new ideas and mindsets and help them turn knowledge into action.

- The "Voice of Delta" podcast explored a series of topics on diversity and inclusion. The podcast featured guests from different groups, who shared their approaches to and experiences with inclusion, thereby promoting a diverse and inclusive workplace environment.
- Inclusion seminar: Expanding the Influence of Women, Finding the Courage to Grow. At this seminar, female employees shared how they could leverage their own unique values in the workplace, break through their existing limitations, and tackle challenges and growth with confidence. The satisfaction score for the seminar was 4.74 points, and participants said that they would not be able to face their work with a more active and accepting attitude, and set their own workplace goals more clearly.



Global Village with Transnational Cultural Integration

Delta Group employees come from more than 50 different nationalities, and the composition of employees is very diverse in terms of races, cultures, and customs. Each year, Delta's global sites organize various inclusive activities to create work environments where employees can feel a sense of belonging, including national festivals, cross-team interactions, and cultural exchange activities. This expands employees' horizons and reminds them to maintain an open mind to respect ideas from different perspectives, thereby creating a Delta culture of inclusion.



Taiwan

The second Delta Southeast Asia Carnival event was attended by a total of 658 people. A new exotic clothing experience activity was added to allow employees to showcase their personal characteristics while respecting the values of inclusion. We held a competition for Sepak Takraw, a popular sport in Southeast Asia. The event was filled with rich cultural activities and promoted cultural exchanges.



Thailand

Employees were encouraged to showcase their personal styles by wearing their favorite costumes during the traditional New Year celebrations.



Americas

A series of activities were planned for World Inclusion Day, including fashions, electronic dance music, and dance culture from South Asia, pet adoption, LGBTQIAP+ events, and cultural exchanges, to showcase the diversity and enthusiasm of employees.



Singapor

Team building activities were organized, where events were designed to allow employees from different backgrounds to work together and inspire teamwork and innovation. The Shanghai Beach Festival was held, where employees wore eastern-styled clothing to showcase their diverse cultures and styles.



Japan

Cross-team competitions were organized to enhance teamwork and team proactiveness.



India

Traditional activities were held during Holi to allow employees to experience local culture and explore this vibrant festival.



EMEA

Decorative lanterns and traditional accessories were set up for Lunar New Year, and dishes were offered to allow participants to taste traditional Asian flavors and share the cultural stories of different nations.



Mainland China

For the Mid-Autumn Festival, employees from different regions and ethnic groups engaged in online and offline interactions and a series of charity activities to experience traditional culture and celebrate the Mid-Autumn Festival.



Australian

World Inclusion Day and Thanksgiving were celebrated with culinary journeys, where participants could experience food and cultural stories from different countries.

Employee Engagement Survey and Optimization Actions

Delta values the opinions and feedback of employees. Every two years, an external professional consulting firm is commissioned to conduct an independent and fair global engagement survey, and actions are taken to actively make improvements to important issues based on the survey results. The contents of the survey include work satisfaction, clear work goals, sense of happiness, and work stress. In 2024, we referenced the recommendations and the global trends observed from surveys, and designed the survey questions based on strengthened employees' approval toward remuneration and bonuses, talent cultivation, and employee well-being, in order to better meet employees' needs and accurately collect their opinions. The scope of the questionnaire survey was expanded to all Delta locations around the world. The survey coverage rate reached 100%, with a response rate of 87% and overall employee engagement score of 90% (i.e., those with a score of 4 or higher in the 5-point scale accounted for 90%). Among them, the engagement score of employees in professional technical and management units was 87%, which was the same as the score in the 2022 survey, and equal to the 87% engagement score for global high-performing companies' market values in 2024, as well as better than the engagement score of 83% among global high-tech companies' market values. Thus, Delta continues to be ranked as one of the world's top-performing companies. Delta aims to continue to identify key issues, implement improvement measures, and enhance employee happiness through these survey reports.

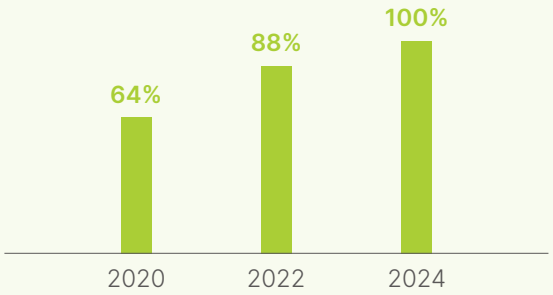
Compared with the previous survey, "Trusted Leadership Team" and "Diversity and Inclusion" were the areas that showed the greatest improvement. "Trusted Leadership Team" refers to how the Company's senior managers have created a highly efficient leadership style, managers can make decisions in line with Delta's core values, and employees trust the decisions made by senior managers. "Diversity and Inclusion" means that everyone generally feels that the Company respects employees from different cultures and backgrounds, and employees have equal opportunities to speak out even if they are from different nationalities.

However, the survey results also showed that employees want the Company to provide more training opportunities for future positions to achieve the goal of transforming into a "Solution Business" and reach revenue growth goals. Additionally, they also hope that the Company will continue to integrate information systems and streamline internal processes to improve internal efficiency.

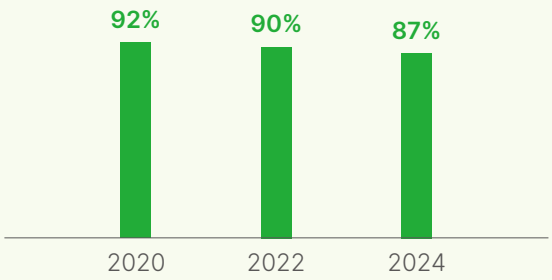
Looking towards the future, a key priority will be to find ways to encourage cross-generational communication and integration. The Company will implement a series of training courses on cross-generational communication as well as execute promotion measures for Delta's core values, and will use a cross-generational mentorship system to promote exchanges and collaborations between different generations. In addition, we continued to improve the insights in internal communication, and have designed a real-time feedback mechanism for employees to quickly apply their suggestions in decision-making, thereby creating a more optimized internal management process. Moreover, our implementation of leadership improvement programs for managers at all levels is ongoing, with the aim of managers being able to show greater leadership, such as providing positive support, and assisting employees in developing their personal careers in the Company in a sustainable manner.

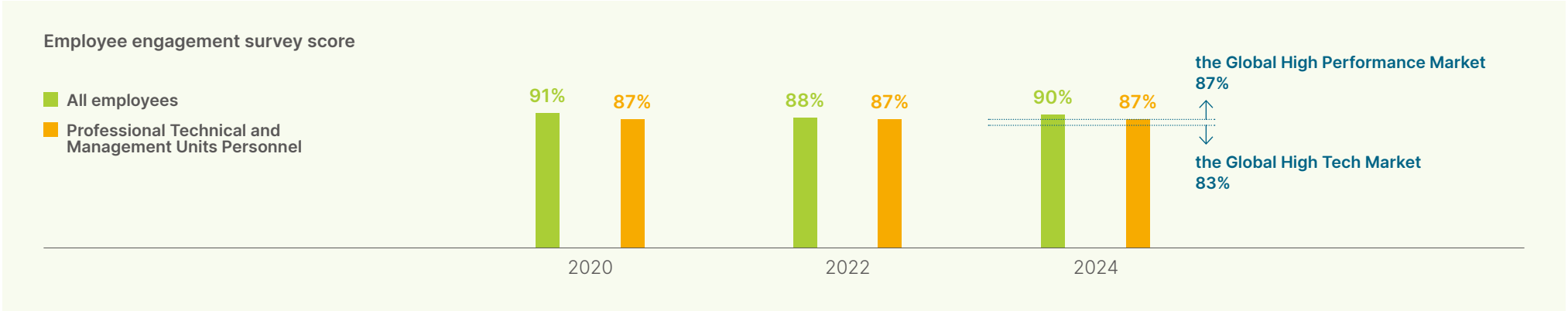
Employee engagement score

The questionnaire coverage rate



The questionnaire response rate





This employee engagement survey covers the following:

Process Indicator | **Result Indicator**

Employee Experience | **Employee Engagement**

Vision and Mission	Trust and Collaboration	Work Efficiency	Overall Well-being	Core Values	Sustainability Engagement and Willingness to Stay at the Company
Does the Company enable employees to understand the Company's mission and goals, create an environment that integrates diverse backgrounds, and encourage employees to contribute to the Company's operations based on the Company vision?	Are managers willing to support employees, do team members collaborate with each other, and do employees trust the decisions of senior management?	In a rapidly changing global business environment, is the Company capable of agile transformations and implementations, do employees actively participate in the Company's operations, and has good organizational efficiency been achieved?	Does the Company provide employees with development opportunities to realize their potential, do managers pay attention to the well-being of employees, and is there a reasonable balance between work and feedback?	The new corporate culture Delta implemented in 2023 is in response to corporate growth and transformation, including integrity, innovation, collaboration, inclusion, and empowerment.	Understanding the level of employee commitment to their work, their willingness to recommend others to work at the Company, whether their work can bring a sense of achievement, whether they can maintain the energy required for work, and their willingness to stay at the Company.

6.3 Talent Attraction and Retention

Delta actively cooperates with schools in various places to support innovative research and development of teachers and students. Industry-government-academia collaborations serve to implement research and development sponsorships, training programs, and internship programs, so as to align with global trends and cultivate a new generation of outstanding talents. Furthermore, Delta conducts global recruitment and employer brand promotion through in-person and online activities, and combines competitive compensation and benefits, a performance evaluation mechanism, multinational job rotation opportunities, and retention strategies to empower talent and create a flexible environment for career development that promises growth. In 2024, the offer acceptance rate[*1] remained at 91%. As an employer, Delta's brand has been recognized by numerous awards in Taiwan and overseas.

*1 Offer acceptance rate = number of people who accepted offers for global professional technical and management personnel openings / number of issued offers.

6.3.1 Injecting New Vitality into Developing R&D Capabilities

Delta connects its core advanced technologies to help the academic sector deepen its basic scientific research and promote long-term collaboration and development in technological innovation and talent cultivation.

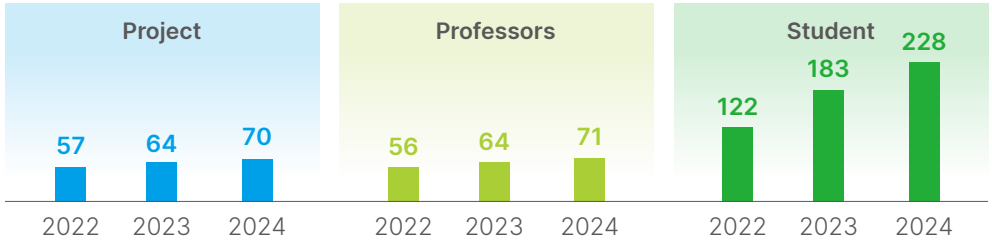
Promote the sharing of outcomes and innovation at the Joint Research and Development Center and precisely recruit key talent



Scene from 2024 EE Lunch Date (National Taiwan University)

In 2024, Delta invested more than US$3.66 million in the Taiwan region in industry-academia collaborations, and continued to conduct joint industry-academia research at the Joint Research and Development Centers of seven top universities. Progress is tracked and continued feasibility is ensured through semi-annual reports. The number of projects in 2024 increased by 9% compared with the previous year; the number of participating faculty increased by 11% and the number of participating students increased by 25% compared with the previous year. The employment rate from industry-academic collaborations increased to 50% for graduates, compared with 38% in the previous year. Furthermore, the Joint Research and Development Center has set up a scholarship subsidy at Delta headquarters, and the number of pre-hired employees is 2.5 times higher than 2023. For students in target schools or laboratories, six Electrical and Electronic Engineering (EE) Lunch Dates were set up to talk to them. The number of students reached was 381% higher than in 2023, with an acceptance rate of 55% and offer acceptance rate of 73%. These figures indicate significant growth in talent attraction.

Delta's innovative design capabilities are key to standing out from the competition, and we have devoted all possible efforts to cultivating R&D talent and promoting academic development



Gather elite researchers and connect young scholars with resources



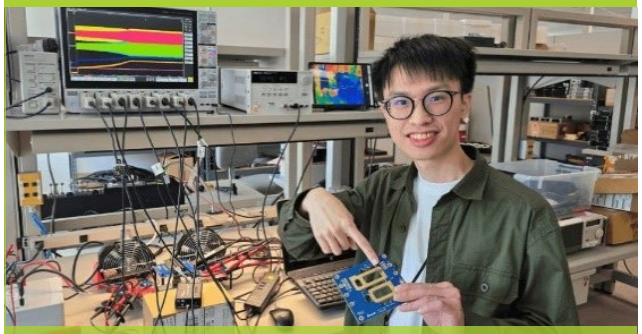
Group photo of Delta's Chairman and CEO Ping Cheng (third left) and winners of the 2nd "Delta Young Technology Scholar Award".

The Taiwan region's "Delta Young Technology Scholar Award" was established in 2023 to recognize young scholars with outstanding performance in the five key fields of power electronics, power systems, electric vehicles, robotics, and smart manufacturing. The award is held every three years, and approximately US$460,000 is spent in support each year. The five scholars who won the first edition of the awards worked closely with several Delta business groups in 2024, and held five online speeches for employees across the globe, with over 1,000 participants. In 2024, the selection jury was significantly expanded to 20, with internal and external experts each accounting for half of the jury. This allowed opinions to be received from a wider selection of academic experts, thereby encouraging in-depth exchanges between different fields and creating a more robust ecosystem for industry-academia cooperation.

Video recordings of the speeches are uploaded to the Academy internal learning platform ▶



Actively provide global internship opportunities and encourage alignment between industry and academia



NTU Ph.D. students participated in overseas internships at Delta's R&D center in the Americas region

Delta has continued to expand its global internship programs around the world and actively creates international growth opportunities for students to become familiar with industries. The number of interns worldwide increased by 11% in 2024 compared to 2023. In addition to recruiting interns locally, overseas internships are also offered. In 2024, Delta participated in the National Taiwan University Overseas Internship Program and selected outstanding Ph.D. students to intern at the Delta Power Electronics Laboratory in North Carolina, thereby expanding their horizons and learning about the latest technologies. Furthermore, we have continued to participate in the Ministry of Education's MOE Overseas Internships project, working with multiple schools in Taiwan to provide students with internship opportunities overseas in Europe. This realizes the goal of developing higher education and the spirit of the EU's Erasmus+ project, which is run by the European Commission's Directorate-General for Education, Youth, Sport and Culture. Through these measures, we integrate green sustainability concepts and digital transformation thinking into cross-cultural exchanges.



Delta Day held on campus to introduce Delta enterprises and engage in two-way exchanges, promoting Delta's corporate culture and development opportunities

Delta Day is held at different schools in the Taiwan region every year, at which senior managers share Delta's global development and technological innovation trends. Delta Day was held at National Taiwan University of Science and Technology in 2024, with Chinese-English simultaneous interpretation provided. We also set up a career development center for foreign students to help them learn about global career opportunities. The Thailand site also organized the Delta Cup in 2024, attracting teams from many schools to participate. The competition proved a good opportunity to enhance the engineering creativity and practical abilities of young students. In addition, Delta organizes multiple corporate visits annually in every region to help students better understand Delta's corporate philosophy, products, and solutions, thereby deepening exchanges between industry, government, and academia and building closer connections with students.



Delta Cup in Thailand helped cultivate young local engineering talent









Delta's Taiwan region received a visit from KSU in the United States



In the 2024 Delta Cup competition in Thailand, the Mod-Som developed by the Department of Electrical Engineering at the King Mongkut's University of Technology Thonburi earned the highest score, pictured here with CEO of DET Mr. Victor Cheng.

6.3.2 Goals and Implementation of Global Deployments, Innovative Cross-regional Talent Strategies

Delta is accelerating knowledge and technology transformation and promoting the movement of talent across regions by deepening industry-academia collaborations and multinational projects. Both young students and senior professionals can find flexible and high-potential career opportunities at Delta, thereby creating situations where industry, government, and academia can all benefit.

Developing Talent at Headquarters and Transferring Them to Overseas Operations After Evaluation



Delta recruited overseas students and international talent from different countries at overseas student expos and at San Jose State University in the US, talking to them about the Global Elite Mingle (GEM) Program and introducing job openings

The Global Elite Mingle (GEM) Program was created in 2023 and aimed at R&D and manufacturing talent. Accepted applicants receive a one-year dedicated mentoring program at Delta Headquarters, which includes deepening their professional knowledge, familiarizing them with operations and product development processes, and cross-departmental collaborations. After training, these employees are assigned to rapidly growing regions such as the Americas and Asia Pacific regions. As of 2024, more than 20 international personnel have joined the program, and half of them have completed training and traveled overseas to serve as automation, institutional, and application engineers.

Integrating Industry and Academia Resources to Promote Bachelor + Master Programs, Students are Employed Immediately After Graduating



Chang Gung University and DET held an opening ceremony for Thai students in the 3+2 Bachelor + Master Program

Delta collaborated with Chiang Mai University and King Mongkut's Institute of Technology Ladkrabang to select 20 fourth-year students from Thailand in 2024 to participate in the 3+2 Bachelor + Master Program of the Chang Gung University Department and Graduate Institute of Electrical Engineering. Delta fully subsidizes the tuition fees for students for two years, and arranges for summer corporate internships and formal employment opportunities in Thailand after graduation.

Developing Elite Automation and Manufacturing Talent to Integrate Learning and Applications



Delta Group Chief Human Resources Officer Charles Chen (first row, second left), President of Delta Electronics India Benjamin Lin (first row, third left), President of Yuan Ze University Ching-Jong Liao (first row, second right), an officer from SASTRA in India (first row, first right), and accepted students

In 2024, we launched an international industry-academia training program with Yuan Ze University and the Shanmugha Arts, Science, Technology & Research Academy (SASTRA) in India, selecting 10 top Indian master's students to come to Taiwan and learn about forward-looking technologies such as artificial intelligence and robotics, with a particular focus on the implementations and applications of smart automation technologies. Delta fully funded the project and provided scholarships and internship opportunities in Taiwan to help students integrate their academic theories and practical experiences, as well as promote the development of automation talent in the field of Indian manufacturing.

Professional Internships in Different Regions to Expand International Horizons



Delta Electronics Netherlands dispatched dedicated personnel to Taiwan to hold campus internship briefing sessions

Since 2018, we have partnered with National Yang Ming Chiao Tung University, National Cheng Kung University, and National Central University to send students from Taiwan on semi-professional internships in the Netherlands. As of 2024, 19 students have completed their internships, covering multiple professional fields such as industrial automation, optical components, power design, network software engineering, and business management. Students with excellent performance are given priority in employment opportunities after the internship. The program will also include the Slovakia site starting from 2025 to attract more outstanding students.

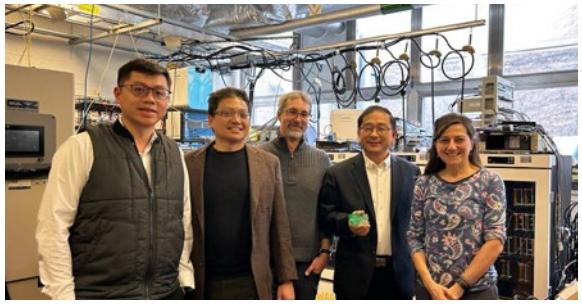
6.3.3 Developing Local Professionals, Sponsoring Research and Development and Cultivating Students

Delta implemented R&D sponsorship programs, the Delta Class, internship programs, and STEM women's activities based on local requirements in order to promote regional employment opportunities and ensure that local professionals continue to thrive in rapidly changing market environments.

Long-term Collaborations with the R&D Sponsorship Program in the Americas Region



We have been working with academic institutions such as the University of Texas at Dallas and University of Michigan-Ann Arbor since 2024 to conduct research on energy storage and electrical electronics optimization and control. These research projects are scheduled to last 2 to 3 years. Delta provides funding of US$150,000 to each organization for R&D, and participates in quarterly review and tracking meetings.



Group photo of Delta managers and Professors of Solar Technology and Battery Energy Storage Systems at UM-AA

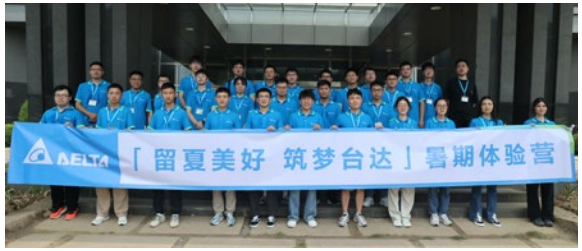
Training Courses in the Mainland China Region to Recruit Top Employees



The Delta Master's and Doctoral Summer Camp was held in Suzhou, Jiangsu Province. Students were divided into teams to produce reports and compete with other teams.

Delta launched internship programs for Ph.D. students at top universities, focusing on cultivating outstanding talent in the field of smart manufacturing. Furthermore, we offer a master's and doctoral internship program tailored for power electronics R&D talent, with 6 places for doctoral students and 3 places for master's and doctoral students in 2024. We are also continuing to promote the Delta Class, focusing on vacancies in technical fields such as automation, manufacturing, biotechnology, and engineering. A total of 39 students were trained in 2024.

The Shanghai R&D Center continued to organize the Delta R&D Summer Camp, attracting over 300 students to participate online and 49 to participate in person. Furthermore, Delta's first Master's and Doctoral Summer Camp was officially launched, attracting 30 master's and doctoral students to actively participate and jointly explore the future of smart manufacturing.



A total of 49 students participated in the experience day at Delta's R&D Summer Camp, and took a group photo at the end of the event.

Internship Programs in India Develop Elite Technical Professionals and Industry Leaders



Group photo of the MTech Internship Program

In 2024, 31 students from top universities were selected to participate in the 6-month Delta Class, providing students with accelerated paths to training, internships, and full-time positions at Delta. Furthermore, the MTech Internship Program selected nine power electronics master's students from five top universities in India to participate in one-year in-depth internships, fully integrating into the Company's core technology teams, strengthening their leadership and professional technological skills, and laying the foundation for future industry leaders.

Collaborating with Talent in Thailand to Create a Better Future for the Industry through Diverse Solutions



Group photo at the DET Young Talent Internship

Delta collaborated with the Thailand Board of Investment (BOI) to support the development of smart electronics and the circular economy under the Thailand 4.0 development plan, and launched the BOI Collaboration Project with a focus on smart manufacturing in 2024. A total of 24 students were recommended for the project by their instructors.

The DET Young Talent Internship provided 1 on 1 mentoring and training and up to six months of internship in 2024 to 56 young students aged 18 and older, covering manufacturing, R&D, and sales. The aim was to help students explore their future career development.

Technology Demonstrations in the EMEA Region to Explore New Career Opportunities



The Chief Human Resources Officer for EMEA talked about his personal growth in the STEM field and provided valuable career guidance to female STEM graduate students.

At the 2024 annual conference of the 3rd European-Taiwanese Association for Science and Technology (ETCST), Delta showcased the Company's progress in data center applications and the impact of AI technologies. We also organized career workshops to introduce the Company's culture and career development, as well as the technical skills needed for a career in this field. Moreover, Delta actively participates in the STEM Women Graduate Careers Event, emphasizing the Company's commitment to inspiring the next generation of innovators, as well as demonstrating the diversity and inclusiveness of the STEM field, sharing STEM career stories, providing professional guidance, and helping to explore future career opportunities.



At the 2024 ETCST annual conference, the Chief Human Resources Officer for EMEA organized a career development workshop for attendees, which proved very significant. It explored in-depth the corporate culture and skills needed to thrive in the constantly-changing technology sector.

Building a Global Employer Brand through Cross-region Collaborative Recruitment



Bhusanayana Mukundadas Sreenivasaiah Engineering College (B.M.S. College) recruitment event in India

The Taiwan region participates in the government's overseas recruitment programs every year and works with overseas regions to recruit international talent. In 2024, we conducted overseas recruitment activities for the fast-growing Asia Pacific region, including Mahidol University and various agricultural universities in Thailand, Vellore Institute of Technology (VIT) in India, and the President's University in Calcutta. Over 1,200 foreign job applicants were in contact with Delta.

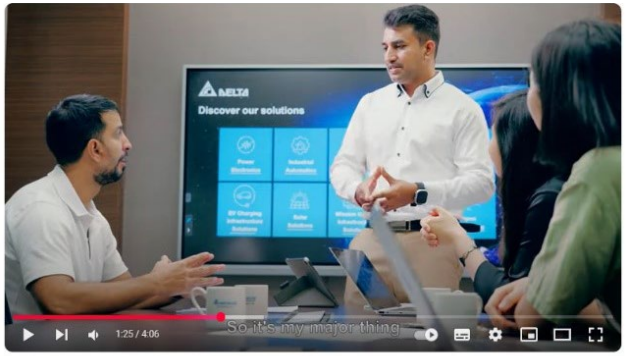
6.3.4 Discover Needs and Listen Attentively to Create a Friendlier Employer Brand

Perceive Internal Challenges and Improve the Consistency and Effectiveness of External Communications

In 2024, taking into account both regional needs with global deployment, Delta released a deeper level of key information based on the Company's core brand value as an employer: "Keep Exploring: Develop Your Sustainable Future at Delta". This encompasses three core developments, namely "Growth": Delta provides diverse career opportunities for ongoing growth, regardless of whether the employee is based locally or in another region; "Innovation": working in a team to create smart solutions that can change the industry and society; and "Impact": becoming a member of Delta and jointly creating green cities that feature lower carbon emissions and sustainability. In addition, Delta headquarters strengthened its brand promotion through online and in-person activities. In 2024, Delta held a workshop at the Thailand site based on the theme of "Global Talent Acquisition: Learning, Sharing and Engagement", inviting recruitment managers and senior employees from global sites to engage in exchanges and brainstorming. In terms of promoting Delta on LinkedIn, regional job rotation mechanisms and posts on specific topics are used to deepen our brand influence as a global employer. Delta's followers on LinkedIn increased by 24% compared to last year, demonstrating a significant rise in the external impact of the brand.



Group photo of Delta Group Chief Human Resources Officer Charles Chen, Chief Human Resources Officer of Southeast Asia Region Chih-Hao Huang, and GTA Workshop participants



Keep Exploring: Global Career Opportunities at Delta

In 2024, we launched a series of video interviews with overseas talent to help viewers learn about their growth at Delta



Growth | Innovation | Impact

Improving Employee Referral and Transfer Rates to Create a Cross-regional Talent Rotation Platform

Delta has actively created diverse development environments at the Company through its system of employee referrals, converting internships to full-time positions, and transfer training. These measures encourage employees to explore new opportunities across different regions and positions, thus allowing both individuals and the Company to grow and develop.

In 2024, the employee referral rate for global professional technical and management units[*1] increased from 12% to 14%. The referral rate for operators (including production line assistants) increased significantly from 44% to 69%, and the rate of interns converting to full-time employees reached 23%.

In addition, we help employees take advantage of career development opportunities through the Company's internal job rotation mechanism and the global internal job openings platform. The percentage of job openings filled internally by employees[*2] was 66.9% in 2024, an increase of 3.6% compared to 2023. Among them, the proportion of managerial positions filled internally was 87.1%, up 1.4% compared to 2023.

Delta also established the Overseas Talent Distribution Center (OTDC) to strengthen the professional skills and language abilities of personnel stationed abroad via the establishment of an internal talent pool and professional training. We also provide a comprehensive remuneration and reinstatement system to increase employees' willingness to be stationed abroad and increase their satisfaction levels. In 2024, the number of employees assigned overseas to the Group's various regions increased by 233, with the total number of employees assigned overseas increasing by 20.1% compared to 2023. The employees assigned overseas were mainly in Taiwan and Mainland China, which combined to account for 96.5% of the total number of employees assigned overseas. The Asia-Pacific region has the fastest growth of employees assigned overseas. In 2024, the number of employees assigned to Thailand increased by 31.3% compared with the previous year, and in India the number of assigned employees rose by more than 90%, demonstrating that Delta employees' global career competitiveness continues to improve.



*1 Employee referral rate is defined as: Number of people accepted through internal referral channels / total number of people accepted.

*2 Percentage of open positions filled by internal candidates is defined as: (Number of positions of professional technical and management units personnel filled by internal candidates+ number of employees promoted to management positions)/ (total number of internal and external new employee hires of professional technical and management units personnel + number of employees promoted to management positions) in the current year.

Received Many International Awards and Recognition for Promoting Human Resources Innovation and Development

Delta won numerous major awards in 2024, including the following representative awards:

- Received for the fourth time the "Best Companies to Work for in Asia Award" from HR Asia.
- Named as one of the “Top 25 Inspiring Workplaces in Europe” for the Company’s excellent performance in six key areas, namely culture and purpose, wellbeing, communication, leadership, inclusion, and employee experience.
- In the Mainland China region, selected as an “Outstanding Employer in Greater China” by HRoot for three consecutive years, and won the "Excellent Social Enterprise Award".
- The Thailand site won the "Best Employer Brand Award" and was specially recognized in two categories: "Talent Management" and "Corporate Strategy in Line with Business".
- In the Mainland China region, received the “Model Employer in China Award” from 51 Job for the fifth consecutive year (2020-2024), and won the "Model Recruitment and Retention Award" for the first time.
- In the Mainland China region, won the "Best Human Resource Digitalization Employer in 2023-2024" from HR Tech China.
- In the Taiwan region, received the Silver award in the “Excellence in Employer Branding” category from Human Resources Online, standing out from the fierce competition.
- In the Taiwan region, received the Silver award in “Best Career Development Programme” and Bronze award in “Best Digital Learning Transformation” from Human Resources Magazine's 2024 Employee Experience Awards.
- Delta in the Taiwan region and Vivotek received the first "Employer Brand Award" from the 104 Job Bank, and received by far the highest scores in the market in the “Most Attractive” and "Best Retention" categories.
- Due to Delta’s charitable procurements, the Company has won the Buying Power - Social Innovation Products and Services Procurement Award from the Ministry of Economic Affairs for seven consecutive years, and won the second prize in the “Social Innovation Products and Services Procurement Award” in 2024.
- Received the "Excellent Healthy Workplace - Health Management Award (Large Workplace)" from the Health Promotion Administration, Ministry of Health and Welfare, Taiwan, and developed the Delta Go app to promote health and fitness. The participation rate was close to 60%, which meant that users could pursue health unrestricted by their locations.
- Won seven top-level awards, including the "Social Inclusion Leadership Award" and "Human Rights Practice and Development Leadership Award" from the Taiwan Corporate Sustainability Awards.

▼ 51 Job Chairman Rick Yan (left) presents an award to Delta China's Chief Human Resource Officer Randy Liao (right)



▼ President of Delta Singapore, PS Tang (third left) led the HR team on stage to receive an award at the 2024 HR Excellence Awards organized by Human Resources Online



▼ Delta Group's Chief of Human Resources Charles Chen attended the 2024 Employee Experience Awards award ceremony organized by Human Resources Magazine





▲ Che-Yen Chen, Chief Human Resources Officer of Delta Taiwan, led a delegation of colleagues to attend the joint award ceremony of the 2024 Global and Taiwan Corporate Sustainability Awards



▲ EMEA Head of HR Sam Huang (first right) and colleagues attended the award ceremony for “Top 25 Inspiring Workplaces in Europe”



▲ SEA Head of HR CH Huang attended the "Best Employer Brand Award" award ceremony with colleagues

6.3.5 Competitive Employee Compensation and Benefits

Performance and Compensation of the Senior Management Team

Delta attracts and retains exceptional talent through a competitive remuneration structure and awards employee performance by reasonably designed relevance between the Company's operating performance and employee salaries. The compensation for senior managers remains linked to the Company's ESG performance, which is included in the KPIs of senior managers in every region. Dynamic adjustments are implemented according to demand for talent as well as conditions of market supply and demand to ensure that general remuneration is superior to the levels in the tech industry. In 2024, Delta remained on the top 100 index for the highest salaries.

The salary structure of senior managers is highly correlated to the Company's performance. The Company determines the managers' salary proposals in accordance with the Company's performance indicators and submits the proposals to the Remuneration Committee for review and to the Board of Directors for resolution. Starting in 2023, an employee share purchase plan shall be used as a long-term initiative for senior managers (CEO included). The plan is based on the Company's 2023 EPS and employees' annual performance and shall be executed in 2024. Eligible participants include business unit general managers responsible for operational performance, R&D leaders, and other key functional executives. Shares will be acquired by an external institution and held in trust for a 5-year vesting period. A clawback policy is in place to ensure that the Company's long-term performance and shareholders' interests are aligned.

Linking ESG Performance to Executive Compensation

A	B	C
External Evaluation	**Voluntary Initiatives**	**Corporate Governance**
Dow Jones Best-in-Class Indices, Morgan Stanley Indexes (MSCI ESG), CDP	RE100: Achieve the 100% renewable electricity target by 2030	Corporate Governance Evaluation of Companies listed on the TWSE and TPEx

Senior Executive Compensation and Reward System

Chairman and CEO	Managers*1	Region Head and Global MFG Leaders*2
A + B 30% of current-year performance indicators C 20% of current-year performance indicators	A + B 20% of current-year performance indicators	B 5% of current-year performance indicators

*1 Managers (e.g., the COO)
*2 Region Head and Global MFG Leaders (e.g., President of Regional Operations, President of Global Manufacturing)

Manager performance indicators

20% ESG indicators*

External Evaluation: Dow Jones Best-in-Class Indices, CDP, MSCI ESG with a weight of 10%

Voluntary Initiatives: Achievement rate of RE100 initiatives with a weight of 10%

60% Company performance indicators

Annual ROE, annual net interest rate, and annual revenue achievement rate



20% Annual key strategic target achievement rate

Original brand manufacturer (OBM) revenue ratio, key strategic business group operation target achievement rate, and increase in productivity per capital

* The ESG indicators apply to the Vice Chairman, CEO, and COO

Increasing Salaries in Manufacturing Plants

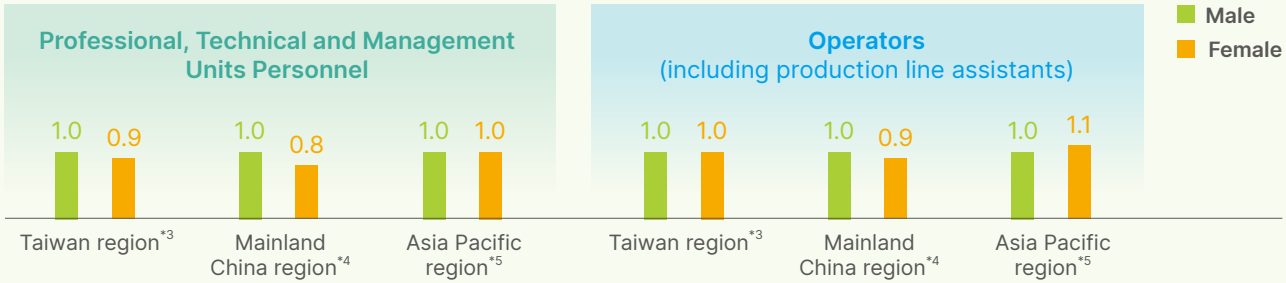
In 2024, Delta implemented annual salary adjustments of 3% to 8% based on the performance of all employees, and the salary increase for R&D talents was higher than prevailing market rates. Besides their basic monthly salary, employees in the Taiwan region are eligible for three major bonuses including year-end bonuses, performance-based bonuses, and profit sharing so that the Company can retain employees with outstanding performance and recruit talents to promote organizational expansion and enhance transformation and technology improvements. The Mainland China region increased the fixed salary market positioning of indirect labor to effectively retain manufacturing talents.

The 2024 Employee Engagement Survey showed that Delta employees' level of agreement regarding their remuneration matching their work is higher than global high-performing companies' market values, indicating that the Company's continuous promotion of strategies to raise remuneration levels has produced notable results.

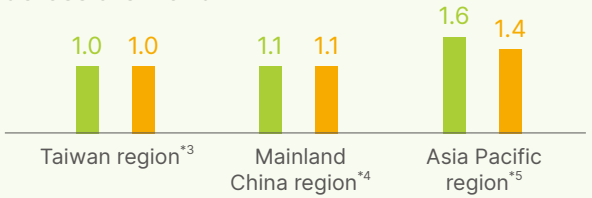
Global Annual Salary Ratio Based on Gender

Position		Male	Female
Executives ranked managers and above (basic salary)		1.0	0.9
Executives ranked managers and above (full salary[*1])		1.0	0.9
Other management personnel (basic salary)		1.0	0.8
Other management personnel (full salary)		1.0	0.9
Non-management personnel (basic salary)	**Professional, Technical and Management Units Personnel**	1.0	0.8
	Operators (including production line assistants)	1.0	1.0
Non-management personnel (full salary)	**Professional, Technical and Management Units Personnel**	1.0	0.8
	Operators (including production line assistants)	1.0	1.2

Average annual salary[*2] (male/female ratio) for professional technical (including management) personnel in major production sites across the world

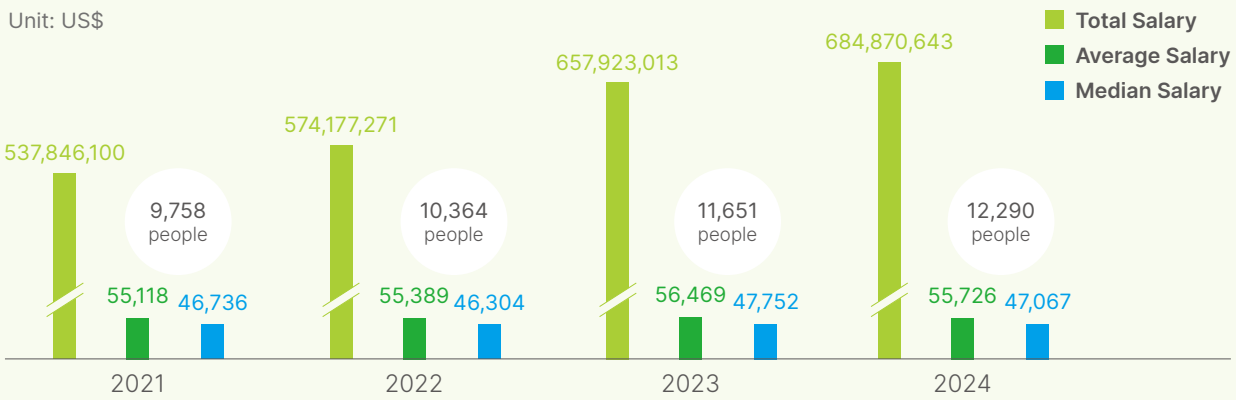


Comparisons of salaries of local minimum wages and operators (including production line assistants)[*6] in major production sites across the world



*1 Full salary: includes the basic monthly salary, fixed cash remuneration, bonuses, and cash dividends of employees who have worked at Delta throughout 2024.
*2 The employees' annual salaries include the basic monthly salary, fixed cash remuneration, bonuses, and cash dividends.
*3 Operators in the Taiwan region do not include production line assistants.
*4 The minimum wage in the Mainland China region is different for each province. Therefore, the average minimum wage is calculated based on the proportion of operators in the province where Delta's plants are located.
*5 Asia Pacific region production sites refers to the India and Thailand sites.
*6 The salary of Operators (including production line assistants) is defined as "average monthly salary of Delta Operators (including production line assistants) in the region who have worked at Delta throughout 2024".

Salaries for Full-Time Employees in the Taiwan region[*1] Who are Not in a Management Position[*2]



*1 Full-time employees who are not in a management position: All employees minus managerial officers, Directors who serve concurrently as employees, employees of overseas branches, and employees on reduced hours.

*2 The information is disclosed in accordance with the "Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies" promulgated by the Taiwan Stock Exchange. The information was audited by PwC Taiwan.

Encouraging Long-term Retention through Long-term Incentive Measures — Delta Encourages Employees to Stay with the Company

1. The Company provides retention bonuses for new key talent in the Taiwan region and provides retention bonuses for outstanding talents in the Thailand site to retain key talents, encourage employees, and increase employee morale.

2. We plan diverse long-term talent retention measures and create an environment for long-term development. We also identify and track young recruits with potential through our talent management mechanism and pay attention to their development potential within our businesses. Delta also encourages employee participation through the annual Delta Innovation Awards to generate an innovative spirit within the Company

2024 Total CEO Compensation

The CEO's total compensation is approximately US$2,078,127, the ratio of the CEO's annual compensation to the median annual compensation[*1] of US$16,205 for all employees excluding the CEO is approximately 128. The ratio to the median annual compensation for employees in Taiwan excluding the CEO is approximately 44. The ratio of the mean annual compensation of US$28,722 for all employees excluding the CEO is approximately 72.

Unit: USD

Salary	+	Pension	+	Bonus and Allowances	+	Employee Remuneration	=	Total Remuneration
694,787		4,909		1,094		1,377,337		2,078,127

Ratio to the Median Annual Salary of All Employees: Delta Group | 128 ····· Taiwan Region | 44

*1 The employees' annual salaries refer to the actual salary amount for the current year paid to all employees, and include the basic monthly salary, fixed cash remuneration, bonuses, and cash dividends.

Performance Management and Development (PMD)

At the beginning of the review cycle, every department annually establishes its organizational goals for the next year based on major strategies, and supervisors assist employees in clarifying job responsibilities and set individual performance goals (Individual Performance indicators, IPI) based on the organizational goals. They also set Competency Performance Indicator (CPI) and Individual Development Plan (IDP) based on the current position and future development. Supervisors continue to communicate and engage with employees, provide feedback, guide the realization of goals, track employees' individual work performance and team contributions every quarter, and communicate with employees on their performance. Employees may utilize a system to initiate or provide work evaluations, conduct 360-degree feedback, and request affirmation or suggestions from others. Managers may utilize the system to comprehensively evaluate and manage talent.

- **Delta uses comprehensive performance management to closely align organizational goals with individual goals and talent development, and jointly pursue performance improvements for the Company.**
- **The Talent Development Committee (TDC) and the Leadership Development Committee (LDC), composed of diverse members, are used to evaluate salary adjustments and promotions based on performance records to prevent bias and unequal pay for identical work.**

Performance Management Procedures for Employees

Year-end Assessment December of the previous year to January of the current year	Q1 Tracking April	Q2 Tracking July	Q3 Tracking October
Performance evaluation • Review the performance and jointly discuss future development and improvement plans • Conduct a formal performance evaluation on the system	**Setting performance expectations** Supervisors help employees clarify job responsibilities and establish performance standards		**Performance follow-up** Employees implement self-management and supervisors continuously communicate with them to help resolve issues

Real-time Performance Evaluation and Feedback Tools

The project performance evaluation functionality was activated in Delta's project management system in May 2024. Employees can launch the Project Accomplishment (PA) process after each project is completed and immediately initiate performance feedback procedures, conduct ongoing conversations with project managers or project steering committee members, and evaluate the achievement of project goals through the system's self-assessment and other evaluation mechanisms. The results undergo data are stored in the performance indicators system (PIS), thereby helping managers evaluate the contribution of employees to the project during quarterly performance evaluations.

Stable Pension Provision Plan

(1) Plants in the Taiwan region process retirement applications and pension provision standards in accordance with the Labor Standard Act and Labor Pension Act. The Company appoints an actuary to submit an actuarial report on the labor pension preparatory fund each year and appropriates pensions under the old system to the Trust Division of the Bank of Taiwan. After the launch of the new labor pension system, we allocate 6% of the employees' monthly salary to their personal pension account under the new system. Employees may apply for retirement once they meet legal retirement conditions.

(2) Establish a one-stop consulting service for retirement in the Taiwan region, set up a dedicated retirement service page, provide dedicated services in each plant, assist employees in handling internal and external retirement-related applications, consultations, and resources, and connect various retirement-related units and activities through the human resources service contact persons. Employees can continue to enjoy benefits after retirement, such as use of the Company's exclusive contracted vendors and discounts for health examinations.

(3) Pensions for subsidiaries, branches, and affiliates outside of the Taiwan region use the defined benefit plan. Social security funds including pension and healthcare are filed each month in accordance with regulations of local governments. In 2024, in addition to providing employee retirement funds in accordance with the law, the Japan site also planned the provision of one-time retirement payments, which are scheduled to begin implementation in 2025. The Company will allocate an additional 4% to 7% of the employee's retirement fund each year, and employees can receive the cumulative retirement payment from the Company upon retirement.

6.4 Sustainable Development of Talents

In recent years, Delta has been actively transitioning from being a product-oriented original design manufacturer (ODM) to becoming a provider of original brand manufacturing (OBM) and solutions. Talent is the key driving force for this transformation to be successful. In 2024, Delta adhered to the learning and development strategy of "Increase Professionalism, Prepare for the Future, and Collaborate with the World" and actively promoted employee training and cultivation to ensure that the organization can continue to innovate and respond to the Company's transformation.

Delta enhances employees' professional skills and management capabilities through systematic learning and development mechanisms, and is accelerating the implementation of global teamwork and resource sharing. In 2024, we focused on the training model of "Local Development, Multi-Local Sharing", continued to strengthen the availability of courses in multiple languages, and paid greater attention to the learning resources of non-Chinese-speaking employees, in order to ensure that knowledge and best practices can be quickly reproduced and applied. All regions are also designed to adapt to local learning patterns based on the characteristics of employees in the region. For example, small interactive workshops are used more often in the EMEA and the Americas regions, instead of traditional large classes. These strategies allow us to provide employees with growth opportunities while laying a solid foundation for corporate sustainability.



Average Hours of Training per Person, Total Hours, and Total Spent in All Global Regions[*1]

	Classification	Taiwan Region	Mainland China Region	Asia Pacific Region	EMEA Region	Americas Region
Gender	Male	23.6	30.2	15.2	9.4	3.8
	Female	17.6	26.2	8.9	6.3	1.7
Employee Category	Operators (including production line assistants)	10.9	26.0	6.1	1.4	2.0
	Professional, Technical and Management Units Personnel	24.3	39.2	20.8	10.2	3.3
Management roles / non-management roles	Top level	22.2	26.9	37.0	9.3	6.0
	Mid-level	30.3	38.7	30.2	17.9	9.2
	Junior level	19.0	16.8	11.6	3.9	2.8
	Non-management	20.6	28.9	10.0	7.6	2.5
Age	≥ 50 years old	18.3	15.3	10.5	7.9	2.3
	30-49 years old	21.8	26.6	11.6	8.7	2.1
	< 30 years old	21.9	33.1	9.9	8.5	4.6
Nationality	Mainland China	23.0	42.2	41.2	13.1	10.3
	Taiwan	20.2	28.7	28.8	25.2	15.0
	Thailand	12.1	-	10.4	9.7	-
	India	19.1	-	9.3	11.0	4.0
	Other Nationality or not Disclosed	11.9	2.5	11.0	8.4	3.0
Average Hours of Training per Person[*2]				23.0		
Total Hours				2,727,378.22		
Total Spent				US$5,705,758		

*1 The main components of the training fee are the teacher's hourly fees, education material fees, and lecturers and employees' travel expenses for training. The fee does not include the cost of time for training across the globe; total training fees spent are calculated based on the foreign exchange rate of each currency against the USD on December 31, 2024.

*2 Calculations based on total training hours for the year show global average hours of training per person = total hours/total number of employees in the year (number of employees at the end of 2024 + number of turnover = 118,360).

6.4.1 Global Learning System and Platform to Comprehensively Strengthen Professional Skills and Adaptability

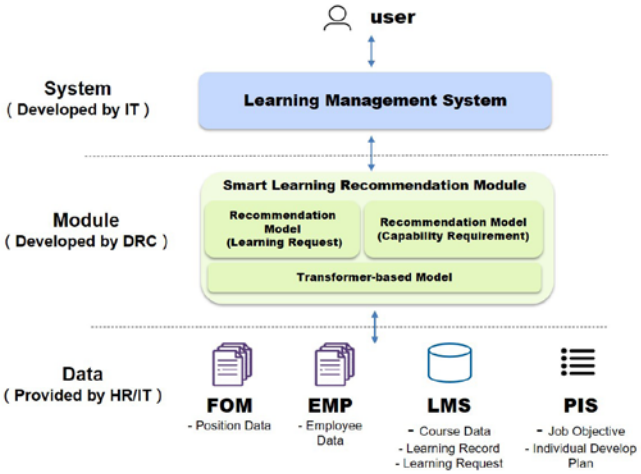
Delta established the "Global Learning and Development System" based on employees' different roles and job requirements, and provides corresponding learning resources. This means that the requirements of employees at different stages of their careers can all be met. In addition, we provide an online learning platform so that all employees (including full-time and part-time employees) can learn at any time. These resources can benefit employees' professional skills, leadership development, cross-cultural communication, and mental health, thereby enhancing their professional capabilities and adaptability, improving the overall health of employees, and strengthening employees' international perspectives, thus ultimately improving global employee rotation and management.

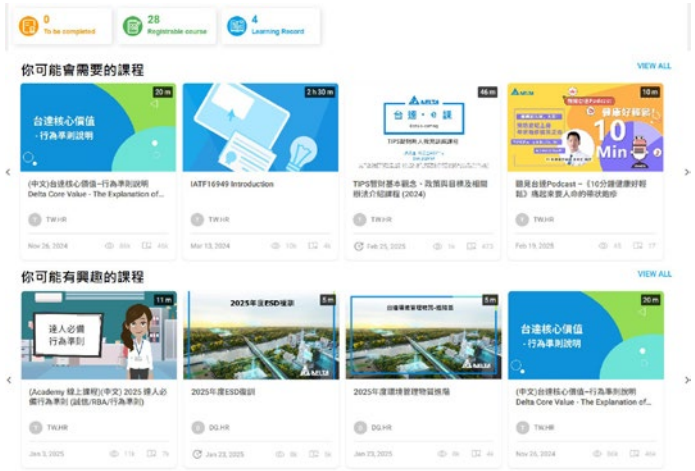
Delta comprehensively promotes and improves learning benefits through the following methods:

Leveraging AI Technology to Make Precise Smart Recommendations and Encourage Learning

To continuously optimize the learning experience and more quickly and precisely provide employees with the learning resources they require, Delta started using artificial intelligence (AI) data analysis technology in 2024 for smart course recommendations. By integrating employees' department, position, responsibilities, and previous feedback on learning needs, as well as performance evaluation development items and past learning records, the system can recommend suitable learning resources to each employee more precisely and effectively. During the testing period, approximately 350 managers and employees were invited to conduct a variety of tests, where the system would make recommendations based on gaps in abilities and learning requirements, then make repeated optimizations and analysis. This increased the correctness of recommendations, such as achieving 74% correctness in ability gaps, a 12% improvement, as well as 83% correctness in learning requirements, a 22% improvement. These numbers all exceeded the acceptance standard. It is expected that the AI system will be formally integrated into the online learning platform in 2025 to provide recommendations for learning resources to employees.

Analysis of Data Sources and Related Processes





The Smart Recommendation system is planned to be linked to the learning management system (LMS), and is expected to be launched in 2025.

Field of Management Committees Worldwide Help Employees Improve their Professional Skills

Regarding professional skills, we have established 12 global core fields of management for Delta's key areas of competitiveness. According to the Articles of Incorporation, managers with the relevant professional backgrounds serve as the president and committee members, and plan learning maps. The implementation status is tracked by HR every quarter. Field of Management (FOM) Committees worldwide not only provide professional courses to employees in fields such as engineering, manufacturing, sales and marketing, and ESG-related positions, but also promote collaboration resources sharing across FOMs and regions. For example,

- The IT FOM, the electronic engineering (EE) FOM, and the software/firmware (SW/FW) FOM jointly launched digital courses to jointly cultivate employees' digital abilities.

- The ESG FOM and sales and marketing FOM jointly designated mandatory ESG courses for sales and marketing personnel, and improved their promotion of these courses.

In 2024, FOMs worldwide took the following actions to ensure that resources can be distributed to colleagues all over the world in a timely manner:

1. Significantly increased the number of courses and expanded the target audience: Number of courses: In 2024, there were 1,952 courses, an increase of 144% compared to the 800 courses in 2023, and the target number of participants increased from 17,112 to 71,783, or approximately 4.2-fold. The total learning hours was 562,473 hours, a rise of 105%.

2. The addition of multilingual courses allowed them to quickly include employees in more regions: The percentage of multilingual courses rose from 25% in 2023 to 31%.[*1]

Taking the global sales and marketing FOM as an example, 80% of the courses were prepared in English but offered bilingual subtitles, thus achieving the training model of “Local Development, Multi-Local Sharing”. This ensured that global sales and marketing personnel can effectively gain knowledge from the courses. In addition to the establishment of multilingual learning resources, Delta’s various regions also hold live online courses based on the key topics of the year. For example, the Asia Pacific and EMEA regions jointly organized the "Complex Problem-Solving" in-person symposium and live online workshop at the end of 2024, inviting the top managers at these regions and top sales colleagues from more than 10 countries to participate in in-person discussions. The event was simultaneously streamed online so that colleagues all over the world could also participate. In 2024, the online course visitor rate for global sales and marketing FOMs rose by 129%, with almost 850 employees participating in live online courses. The level of attention and learning effectiveness of the courses have both increased significantly thanks to collaborations between Delta’s global resources, which have led to enhanced synergy.

*1 Number of courses with subtitles in two or more languages / Total number of courses



The Asia Pacific and EMEA regions jointly organized the "Complex Problem-Solving" in-person seminar and online livestream course, over 350 participated, and learning satisfaction reached 4.7 (out of 5)



The Americas region held the "Best Practices Sharing-Key Account Management" online livestream course, with a learning satisfaction of 4.8 (out of 5)

Encourage Skills Certifications to Improve Abilities

To establish an organization of learning and promote continued growth in employees, as well as ensure employees' professional knowledge and skills can keep up with the times, Delta has designed a skill certification system to effectively enhance employees' professional abilities.

Project management and R&D technical capabilities are equally crucial to the Company's transformation goals. To strengthen project managers' ability to manage projects and help them adapt to new modes of work, the Solutions Office at Delta Headquarters worked with HR to formulate and promote the PM@Delta certification. The certification will first be trialed at the Taiwan region before expanding it to the rest of the world. PM@Delta divides project management capabilities into four levels of certification, thereby meeting the requirements of employees at different levels. Evaluated items include project management experience and capabilities, learning history, project management knowledge, and contribution to the training of project managers and passing on skills and knowledge. Additionally, we also re-examined our internal project management learning resources, optimized existing courses, added a series of courses and micro-forums, and comprehensively strengthened knowledge on the procedures, techniques, and soft power in our project management methodology.

In addition to the project management competency certification, the Shanghai plant also designed the Five-star Competency Certification in response to the Company's business development strategies, which established consistent professional competency standards for sales FOMs, thus encouraging employees to gradually develop and enhance their professional abilities starting from basic marketing promotion, basic product allocation, and sales. Applicants are required to deliver reports on actual cases, and they can only obtain the certification after receiving approval from their department and a technical expert committee. In 2024, we trained a total of 131 FAEs who received three stars or more; 17 marketing personnel received two stars or more.

Not only do employees who receive the certification receive an allowance, they will also be more competitive when customers are selecting partners for collaboration. This, in turn, will enhance trust from external customers and cooperative partners. The standardized skills training and certification means that the Company can promote talent development and organizational growth at the same time, thereby creating mutual benefits and ensuring that the Company can maintain its leading position in the talent market and industry competition.



AI Committee for Recruiting and Cultivating Digital Talent

In response to the ongoing AI technological revolution, Delta has established an AI Committee, which is led by the Headquarters CTO Office. It comprises five sub-committees, namely Data, Technology, Infrastructure, Talent, and Legal Affairs, in accordance with the Articles of Incorporation. The Committee reviews the current status, resources, and future plans of the Headquarters regarding AI, and the sub-committees provide quarterly reports to the CEO. Taking the Talent Sub-committee as an example, it focuses on the recruitment and training strategies for AI talent, promotes Delta's AI development to students through campus recruitment, and works with the Joint Research and Development Centers at colleges and universities to recruit high-potential talent to join Delta.

Furthermore, to enhance employees' AI proficiency, we took an inventory of our internal AI learning resources and introduced a series of courses delivered by top instructors from institutions such as National Taiwan University and the University of Rotterdam. Nearly a hundred courses were offered to suitable employees according to their categories and characteristics, thereby comprehensively improving employees' AI knowledge and applications. In the future, in addition to promoting recruitment practices and courses to global regions, the AI Committee is also planning the "AI Skills Certification System" to divide employees into different tiers of proficiency, thereby creating a structured approach to cultivating employees' AI skills.



Increase Diversity in Learning and Take Care of Employees with Different Learning Preferences

In addition to online and in-person courses, other course types such as themed podcasts and mental health workshops are also offered to employees in various regions in accordance with their characteristics. Delta also provides the Delta Management System (DMS), a cross-regional knowledge discussion platform, to help learning become more flexible and more suitable for individual needs.

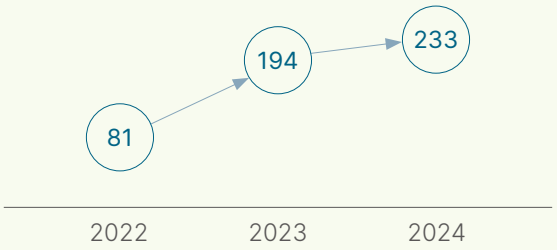


6.4.2 Global Talent Mobility Strategy

Global market trends are shifting, and accordingly Delta is responding rapidly to customer requirements while also promoting talent diversity, expanding high-potential employees' global horizons, and developing employees' international leadership skills. Delta is planning global mobility strategies and designing and promoting a variety of projects.

In 2023, we officially implemented the Global Rotation & Expatriation Acceleration Policy (ERA) with the approval of the CEO, which is being executed by the executive secretary and human resources department of the Leadership Development Committee (LDC). It was confirmed with the CEO that at least 50% of key managers should complete the policy. In the future, we hope that 70% of key managers will complete the policy in order to reinforce their experience before taking over important positions, which will help ensure their success at high stations. The number of employees newly dispatched overseas has increased for three consecutive years since the policy was implemented, and the total number of new overseas employees in 2024 was 2.9 times that of 2022.

Total Number of Global Expatriates



Strengthening Key Talent Training Mechanisms

Global rotation programs provide opportunities for potential employees to gain experience in different regions, thereby expanding global R&D capacity. The training criteria are divided into three major categories: cross-functional, cross-organizational, and cross-regional. Placing employees overseas and accelerated rotation policies are included in the review criteria for the promotion system. We collaborate with each district to plan the career development of key personnel in advance, thus ensuring that employees have the corresponding experience and training when they take on important responsibilities. Furthermore, the Company has established indicators to determine promotions into professional roles, serving as a basis of reference for the technical and human resource committees during their review. In 2024, the ratio of key talent rotation over two years increased by 5% compared to the previous year, in which the ratio of overseas assignments increased by 6% compared to last year.

Optimize Support Measures for Overseas Employees

We have set up service contact persons in all regions for dispatching talent overseas. Through the establishment of an internal talent pool and professional training, we strengthen the professional and language capabilities of dispatched personnel, and provide information packages and learning promotion programs, cross-cultural training, and encouragement to participate in local activities. We also provide a comprehensive remuneration and reinstatement system to decrease personnel's resistance toward external assignments, increase their willingness and satisfaction from assignments, promote the internationalization of human resources, and strengthen employees' professional competitiveness. The Thailand and India sites have the fastest growth in dispatched employees. In 2024, the number of newly dispatched employees in Thailand increased by 31% compared with the previous year, and the growth at the India site reached 90%, showing that the global professional competitiveness of Delta employees continues to improve.



India invited dispatched executives and their dependents to participate in family day activities, which allowed them to conduct exchanges and interact with others and accelerate their integration into the local work culture.



Employees in the Taiwan region may apply for Delta's foreign language learning program subsidy before overseas assignments. They can choose one-on-one in-person or online courses based on the official language of the assigned area.



Overseas work experience sharing events were held at the Thailand site. Senior executives and employees conducted in-person exchanges to share their work experience in Thailand, so that employees who are about to be dispatched or are interested in being dispatched will be ready for the next stage of their careers.



The Thailand site hosted a welcome meeting for new foreign employees and their families in Brunei, helping dispatched employees adapt to the new environment and better understand local customs.

Long-term Retention Plans for Key R&D Talent

- For key R&D employees around the world, we adopt talent retention measures tailored to local market conditions.
- The R&D and sales team at the Shanghai site were offered special retention plans while R&D managers were offered retention bonuses based on individual and organizational performance. We also continue to expand the R&D team.
- The Company provides retention plans for key R&D employees at the India and EMEA sites.
- In the Taiwan region, we continue to increase the starting salary standards and general remuneration of R&D talent to remain competitive.
- The Components Business Group continues to achieve great results in the expansion of its R&D talents through mergers and acquisitions.

Flexible Benefits for International Transfers

- The planning of a global labor strategy and flexible expatriate measures is for the purpose of increasing the attractiveness of assignments in response to the continuing global expansion of the organization.
- The Global Dispatch Management System was launched in 2024 to help employees clearly understand the process of dispatching employees, facilitate the management of dispatching employees globally, and further assist employees in planning their future career development before the expiration of dispatch assignments.
- Each year, the salary and benefits of expatriates are reviewed to ensure they meet market standards. Expatriate salaries were increased and subsidies for family members in aspects such as children's education, transportation, and housing were increased to promote talent mobility and employee willingness, allowing expatriates to work overseas without worry.
- We provide employees and their family members with comprehensive group insurance and 24-hour international medical assistance services.
- We implement local placement measures in all regions to promote talent mobility.

Asia Pacific Region	✓ The Chief Operating Officer of DET organized explanatory conferences in the Mainland China and Taiwan regions to explain, face-to-face with employees, the Thailand site's employee dispatch measures ✓ The Thailand site continued to add dormitories for dispatched personnel that use hotel-style management ✓ The India site provides hotel accommodations and offers dormitories for dispatched personnel in newly built plant areas
Americas Region	✓ Housing allowance standards for the U.S. site were reexamined in response to inflation

6.4.3 Leadership Based on Empowerment to Jointly Create Outstanding Teams

In 2024, Delta's headquarters focused on coaching capabilities and leadership development. Furthermore, in response to adjustments to corporate culture, Delta endeavored to create a culture of empowerment, encouraging teams to grow and improve together. To this end, we launched the global "Scenario Leadership" and "Coach Leadership" courses, inviting managers from different regions to participate and providing managers worldwide with a common management language. The courses emphasize inspiring dialog and in-depth listening, which can help cultivate and motivate teams and promote more efficient leadership models. Through such cross-regional learning and exchange activities, we can strengthen the culture of collaboration within the organization and promote more influential "empowerment" leadership practices.

The Delta Group is actively promoting coaching and leadership skills in its seven major regions, incorporating core concepts into leader quality courses, and improving manager capabilities through 117 leadership-related courses. The coverage rate for manager training has reached 36%, demonstrating the Company's long-term commitment to leadership development and the results of implementation. Building on this foundation, Delta's 2024 Employee Engagement Survey showed that the score for the "Trust and Leadership" item increased from 83% in 2022 to 85% in 2024, which is also 5% higher than global high-performing companies' market values, thus demonstrating that a significant improvement in leadership has a strong influence on corporate culture and employee experiences.

- The L.E.A.D leadership development project was created and introduced in the EMEA region in 2022, in which customized leadership methods are designed for mid-level managers, focusing on coaching capabilities and leadership. Managers are trained in precise questioning and listening skills, which in turn helps them lead their team members, which may span different countries, cultures, and generations. This project was expanded to entry-level and new managers in 2024. A total of 32 entry-level sales and marketing managers from different countries in the EMEA region participated in the training project, in which they established common coaching capabilities and leadership language, thus deeply embedding a culture of empowerment in their leadership practices.

- The Mainland China region continued to apply the core concept of empowerment-based leadership developed at Delta headquarters. In 2023, they introduced "coach-based leadership" courses, and in 2024 the courses were internalized at Delta and integrated into Delta's corporate culture. Over the course of 8 sessions, a total of 261 mid-level managers (S1 and above) attended these courses in the Wujiang and Shanghai plants, focusing on the new empowerment role of managers. The courses covered the three levels of "what is it, why is it, and what should be done" in coach-based leadership, and leveraged four core technologies to increase the cohesion of teams, allowing them to actively listen, inquire with curiosity, perceive insights, and use simple and easily-understood management language, descriptive case studies, and practical tools. Participants in the course could master the core guidance skills and processes of coach-based managers, thereby promoting enhanced corporate management as well as collective growth and improvement.

- The India site also expanded the core concepts of the empowerment-based leadership developed at Delta's headquarters, organizing 12 sessions of leadership development courses and activities in 2024. They included the DIN Leadership Workshop, Ascend Workshop, Power Shift Workshop, and Adaptive Leadership Workshop. A total of 299 entry-level managers participated. The course focuses on empowerment-based leadership, in which the key capabilities of managers are comprehensively enhanced via growth-oriented thinking, internal motivation, and teamwork. These enhancements include: establishing growth-oriented thinking to enhance learning and adaptability; strengthening teams' internal motivation and driving the teams toward common goals; training willpower and enhancing decision-making and execution abilities; and enhancing cross-team collaboration to improve performance. These empowerment-based leadership practices enable managers to more effectively stimulate teams' potential, enhance organizational resilience, and drive continuous growth.

- The Thailand site comprehensively launched the Leader as Coach system in 2023, in which the core concept of "leaders are coaches" enables managers to systematically implement coaching-based leadership. In 2024, two sessions of courses were held, with a total of 65 entry-level managers participating. By asking questions, providing positive feedback, and empowerment-based teamwork, the course helped the organization improve its talent cultivation and performance development, as well as build a more resilient and innovative high-performance team.

Selecting New Business Development Leaders is a Key Driver for Delta's Growth

New business development (NBD) is a key strategy for Delta's future growth. To help Delta cultivate more high-potential talent for new business leaders, we implemented the first "NBD Leader Incubation Program" from 2022 to 2024. After an internal open recruitment and a three-stage selection system, 50 high-potential employees were selected to join the program. In addition to providing customized training resources during the three-year program, we also arranged for the employees to participate in internal NBD projects to accumulate knowledge and practical experience. Ultimately, more than 50% of the trainees assumed greater responsibilities in their existing NBD units, or were officially transferred to NBD units. The retention rate was 100%. Nearly half of the trainees have leadership roles in their teams, in which they lead their teams to attain significant results in the development of new technologies or new business opportunities.

- Projects led by employees who joined NBD units after the end of the training program achieved total sales of over US$100 million in 2024.
- Employees who specialize in the AI Server industry chain engaged in new business development by leading their teams to explore high-potential advanced semiconductor packaging and testing processes and data centers with business opportunities greater than US$1 billion, thereby creating good results for Delta's new business development.

To build on these results, we will implement the second NBD Leader Incubation Program in 2025-2027, and will continue to strengthen employees' leadership, strategy, and marketing capabilities. As of the end of 2024, more than 450 employees have signed up for the NBD online forum, and close to 170 application forms have been received in less than a month, showing that there are many employees looking to join Delta's NBD units.



Building on the first program's success, the second NBD Leadership Talent Development Program's recruitment launched in late 2024 with an online sharing session by the Chairman, COO, and heads of the New Business Development units, attracting nearly 500 colleagues.



The Chairman, COO, and NBD unit managers spoke online at the second NBD Leader Incubation Program, attracting online participation from nearly 500 employees.

Tiered Inventory of Talent and Accelerated Development Plan

Delta attaches great importance to the movement and strategic deployment of talent. Therefore, Delta has created an inventory mechanism to respond to the requirements of different units and levels, allowing the Company to comprehensively examine talent deployment and talent in the pipeline, thereby ensuring that personnel's capabilities are aligned with Delta's strategic transformations. The Leadership Development Committee (LDC) convenes Delta's most important talent development meeting. In accordance with the Articles of Incorporation, Delta conducts an inventory of the highest-ranking managers (and above) of business departments twice a year. Before the meeting, the Chairman, COO, and the top managers of each unit discuss the current status of the unit and future successor candidates, and develop customized plans for the future development of specific candidates. Then, the meeting itself is attended by all members of the LDC. Talent planning and pipelines are comprehensively reviewed from the perspective of business strategies and career development, and implementations are tracked and reviewed in order to ensure that the organization has sufficient talent in reserve to tackle future challenges. Delta's important talent development meetings:

Meeting Mechanism	Responsible Unit	Participating Members	Subjects of Inventory	Frequency	Areas of Focus
Leadership Development Committee (LDC) - individual meetings before the meeting itself	Human Resources at Headquarters	Chairman, COO, and top managers of business units and of each region	Personnel in each unit and business department (and higher)	Conducted individually by each unit once every six months	• Organizational development and key talent planning. • Discussions and arranging development experience for specific candidates.
Leadership Development Committee (LDC)	Human Resources at Headquarters	Attended by the Chairman, COO, and top managers of business units and of each region	Highest-ranking manager of each business department (and higher)	Once every six months	• Comprehensive reviews of key talent planning and pipelines from the perspective of business strategies and business development. • Establishment of relevant mechanisms and measures.
Talent Development Committee (TDC)	Human Resources at each region and business group	Highest-ranking manager of each unit	Select personnel with high development potential based on performance and evaluations of potential	Based on the regulations of each unit, once per quarter to once every six months	• Strategic development of key positions in each unit • Description of models of success for key positions • Evaluations of talent readiness and development planning
Section Talent Development Committee (SDC) **First implemented in 2024**	Human Resources at each region	Chairman and COO of subsidiaries, and President of Regional Operations	Section-level managers	Once every year	• Responses to the rapid development requirements of units, and advance preparations for younger groups of personnel • Monitoring of work performance and creation of individual development plans (IDPs) and rotations

The following results were achieved in 2024 through the above-mentioned committee meetings and related talent development programs:

Results of the 2024 LDC

- Successfully enabled 15 key personnel to successfully take on key positions such as the highest manager of business departments (and above).
- 50% of managers at global manufacturing regions participated in rotation to a different region.
- 75% of key talent have been promoted or accepted greater responsibilities in the past three years due to the development committee programs.
- In 2024, the key talent rotation rate was 69%[*1], which not only enhances employees' international perspectives but also helps them prepare to exert their influence in the future.
- Launched the Executive Assistant Program, transferring 11 personnel from their original job to other business groups or regions. The highest-ranking manager of their new business unit serves as a mentor, and they shadow their mentor for 3 to 12 months. This accelerated the personnel's accumulation of interdisciplinary experience, preparing them for higher positions in the future.

Results of the 2024 TDC

- The TDC achieved a coverage rate of 100% over the Company's eight major business groups around the world and all regions reached 100%. In 2024, the Asia Pacific and Americas regions formally established LDCs to conduct regional talent inventories.

Results of the 2024 SDC

- In 2024, the talent inventory was conducted for the first time, tallying close to 120 high-potential employees. The plan is to quickly improve their capabilities within two years to give them opportunities for promotion.

*1 Definition of key talent rotation rate: Among key talents employed in 2024, those who have participated in cross-regional or cross-functional job rotation in the past and have had two years of experience each time.

Based on the resolutions of the LDC, the Delta Group continues to provide resources for the development of key talent at all regions. In July 2024, 60 mid-level and senior elite managers from across the globe, who had been nominated by the managers of various units, attended the Global Leadership Workshop organized by Delta headquarters. The event lasted four days and three nights, and comprised leadership training activities such as improving business sensitivity and decision-making capabilities through simulations of business scenarios, expanding managers' horizons and personal network, learning how to convey goals and inspire teams through storytelling, and developing the key leadership ability of accountability. The overall satisfaction score for the workshop was 4.9. In addition, for high-level key talent, we further accelerated the development through the Strategic Leadership Program (SLP). By gaining experience with important work, assistance from coaches and instructors from inside and outside the Company, and regular reviews of results, the leadership talent the Company will need in the future can be developed via multilateral approaches and resources.

For example, the Global MFG's "Product Manager Reserve Talent Program" is designed to cultivate global product managers for the future. Through the TDC, elite talent with high performance and potential are inventoried and incorporated in the development plans. By enhancing the green belt and lean improvements to leaders' capabilities and leadership skills, as well as job rotations, the growth of talent can be accelerated. In addition, the Mentor system and annual TDC tracking mechanism are integrated to address gaps in talent and ensure that personnel resources can effectively meet future development needs. As of the end of 2024, a total of 14 people have participated in the program, and 12 people have undergone rotation to different plants around the world or expanded their scope. More than 70% of the participants have been promoted while under the program.

Continued Growth, Development of the Next Generation of Leaders, and Providing All Employees with Opportunities to Improve their Skills and Careers

Learning and growth are continued, iterative processes. Looking ahead to 2025, Delta will establish a more comprehensive talent cultivation ecosystem through the newly established AI Committee (Delta AI Innovation, Talent, Infrastructure and Steering Committee), strengthen cross-generational leadership, enhance solution capabilities, and pursue further smart system improvements, thereby ensuring that every employee can continue to grow in this rapidly changing environment.

6.5 Social Engagement

Caring for Marine and Land Ecosystems

In 2024, Delta Electronics Foundation expanded its international coral conservation network by signing a memorandum of international cooperation with the Mote Marine Laboratory & Aquarium (an American ocean research and scientific education institution), the National Museum of Marine Biology and Aquarium, and the National Museum of Marine Science and Technology. In addition to building bridges for collaboration between research institutions and bringing to Taiwan the coral bleaching rescue mechanism created by the Mote Marine Laboratory & Aquarium, two coral restoration volunteers with diving instructor licenses and researchers from the National Museum of Marine Biology and Aquarium were invited to visit the Mote Marine Laboratory in July 2024 to study coral bleaching rescue mechanisms as well as 3D photography of coral monitoring technologies combined with integrated AI.

Delta was also among the first group of companies which support Singapore's 100K Corals Initiative, and worked with the National Parks Board of Singapore (NParks) to build a coral restoration base at St. John's Island National Marine Laboratory, where Delta's smart farming system was introduced to jointly contribute to the restoration of coral reef ecosystems.

The Delta Electronics Foundation also published the picture book *Saving Our Coral Reefs*, which was reviewed by ten elite coral researchers from Taiwan and abroad. The book provides information on the bleaching crisis, heat resistant coral research, and coral rescue, so that older elementary school students and their parents can better understand coral reef ecosystems.

Delta and Singapore's NParks formally launched a collaboration project, witnessed by the famous biologist Dr. Jane Goodall.



The renowned author Ta-Chun Chang was invited to the book launch of *Saving Our Coral Reefs* to serve as the moderator, while the Foundation's vice chairman Shan-Shan Guo spoke about Delta's efforts in coral restoration.



To raise public awareness toward coral reef protection, Delta collaborated with the National Museum of Marine Biology and Aquarium, the National Museum of Marine Science and Technology, and Kenting National Park Headquarters to organize an underwater livestream, where undersea images were captured in 4K and streamed in real time. Coupled with explanations by researchers on boats as well as underwater, the public could learn about corals and their egg production. The livestream reached 1.173 million people and was viewed by 202,000 people. Delta also collaborated again with Wildscreen in the U.K. to bring internationally renowned nature documentaries to tour cinemas in northern, central, and southern Taiwan. We also collaborated with the National Museum of Marine Science and Technology, James Cook University in Australia, and the ARC Centre of Excellence for Coral Reef Studies in Australia to film underwater bleaching phenomenon of the Great Barrier Reef in Australia, thereby linking the creation of such images to environmental issues.

In addition to coral restoration, in 2024 Delta organized the first urban nature observation activities in Mainland China, collaborating with the Shan Shui Conservation Center to support the pollinator insect and dragonfly observation project. Volunteers were encouraged to participate in the activities, collecting data for reference by landscape planners, and developing educational materials on pollinator plants to raise public awareness of their importance.

From March to October, a total of 51 activities were held, such as pollinator training and observation activities, dragonflies surveys in the Jinhai Wetland, popular science stands at the wetland, creating insect traps for the Olympic Forest Park in Beijing, and more. Over 200 members of the public volunteered to participate. Delta employee volunteers also actively participated, with 55 participants in 9 events. Delta hopes that nature observations in urban areas will help more people understand the importance of pollinator insects to our lives, and will encourage more people to work together to create a bright future of harmony and symbiosis.

Volunteers observe pollinator insects at the Olympic Forest Park in Beijing



Delta places great importance on biodiversity, with 55 volunteers participating in 9 pollinator insect and dragonfly observation activities



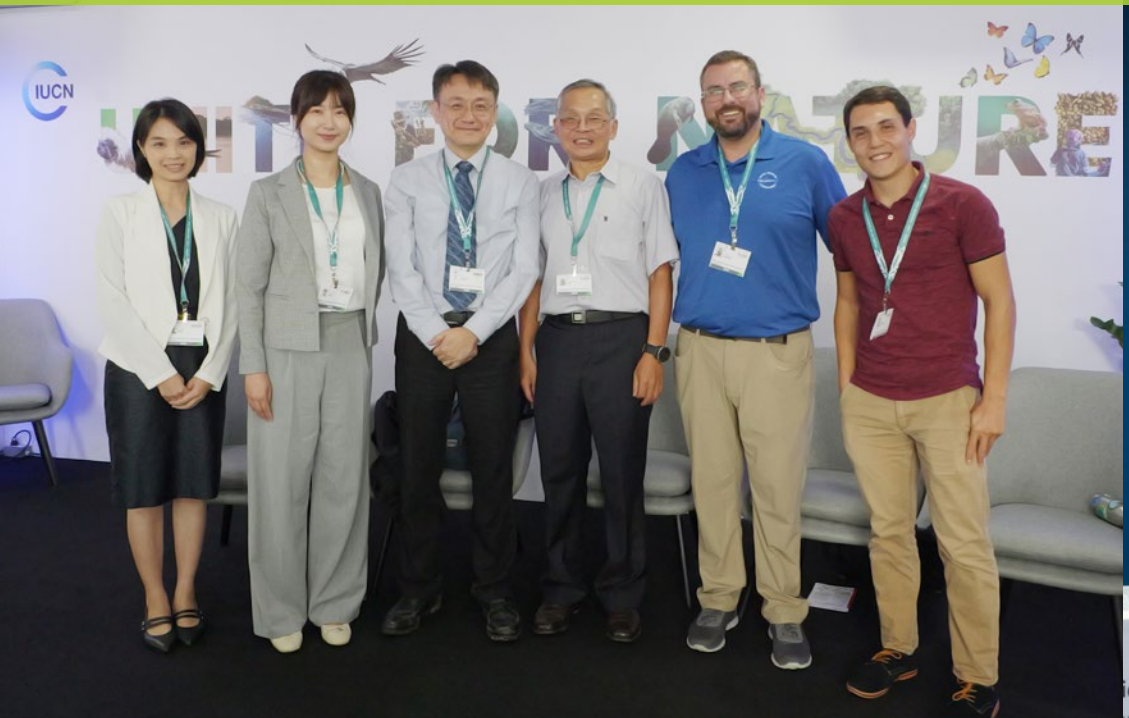
The United Nations Biodiversity and Climate Change Conferences

In 2024, Delta became the first company in Taiwan to obtain observer status at the United Nations Convention on Biological Diversity Conference of the Parties (CBD COP) and participated in four events in Colombia, including peripheral conferences organized by the International Union for Conservation of Nature (IUCN) and the ForCoral Pavilion by the International Coral Reef Initiative (ICRI) in the Blue Zone where official negotiations took place. We also invited the Mote Marine Laboratory & Aquarium, Scripps Institution of Oceanography, and the Biodiversity Research Center of Academia Sinica to share our respective biodiversity conservation efforts.

Delta was invited by the U.S. Green Building Council (USGBC) to speak at the Green Zone alongside JP Morgan and AECOM, where we explained the correlation between green buildings and biodiversity based on our own practices. We also exhibited Delta's innovative technologies to support coral restoration.

Delta participated in the Conference of the Parties of the United Nations Climate Change Conference (UNFCCC COP) for the 17th time and participated in peripheral meetings in the Blue Zone alongside two of the world's most prestigious architects' associations and international standardization organization, as well as opinion leaders regarding climate. We discussed how standards, technologies, and cross-sector and cross-disciplinary cooperation can help the southern parts of the northern hemisphere realize Nearly-zero Energy Buildings (NZEB) and create suitable living environments. For the first time, Delta introduced comprehensive solutions for power sources and heat dissipation at the COP, focusing on how Delta's energy-saving technologies can help solve the issues of AI's high energy consumption and carbon intensity. Delta also disclosed a map of 35 green buildings around the world at the COP, and two green data centers, and showcased how Delta's LED lighting technology can be applied to coral reef restoration.

Delta shared its coral conservation efforts at the IUCN Pavilion at the CBD COP16



Delta jointly organized a side event with the Royal Institute of British Architects, International Code Council, and American Institute of Architects



Improving the Resilience of Rural Communities

The theme of the 2024 Delta Cup International Solar Building Design Competition was "Sunshine: Rural Resilience", focusing on helping the reconstruction efforts in rural areas after the disastrous flooding in the Beijing-Tianjin-Hebei region. Aiming to create a model for safe and vibrant rural communities, this year's competition attracted a total of 786 teams from around the world, with a total of 204 valid entries submitted. In the end, the entries submitted by the team from the Xi'an University of Architecture and Technology, "Alternate Phyllotaxy", and the entry submitted by the Inner Mongolia University of Technology, "Wind and Sun · Village on the Water", won first prizes.

One of the special features of the Delta Cup is that award-winning works are constructed on-site. The winner of the zero-carbon upgrading project category of the 2023 Delta Cup, the "Guangzhou Public Utility Technician College Club Complex", officially completed construction and entered use in 2024. The project referenced many of the active and passive technologies in the winning entry to achieve a balance between the building's energy consumption and production capacity. It is expected to achieve zero energy consumption throughout the year.

In addition, the competition held the first on-site construction research activity, conducting an in-depth investigation of the construction project for the 2015 Delta Cup Competition - the "Twenty-four Country Houses at the Foot of Riyue Mountain", a cluster of guest houses located in Tu'ergan Village, Huangyuan County, Xining City, Qinghai Province. A seminar was also held to discuss the design concept of cutting-edge green building technology, in hopes of promoting applications of renewable electricity in buildings, thereby allowing technology to become part of everyday life and benefit people's lives.

To help remote island communities better adapt to extreme weather conditions, Delta Electronics Foundation has installed uninterruptible power systems at Lanan Kindergarten on Lanyu Island, in order to ensure that the power system can immediately switch to backup power when the main power supply is disrupted. This ensures the continuous operation of equipment and systems even in the face of climate disasters. The Foundation also donated energy recovery ventilators, cleaner fans, and UNO air quality monitors to ensure that children have a healthy and comfortable learning environment.

Architectural experts, university faculty, contestants, previous award winners, and members of the media jointly participated in the research activity in Qinghai



Delta donated electric vehicles to promote the electrification of campus transportation



Talent Cultivation

Delta used the DeltaMOOCx platform to work with the Graduate Institute of Astronomy of National Central University to prepare a general climate education course. It invited authoritative domestic experts to record 12 courses, covering the greenhouse effect, melting glaciers, sea level changes, food security, public health, and others, to teach climate science. The DeltaMOOCx platform entered its 10th year in 2024, with more than 1.8 million views in 2024 and over 23 million cumulative views from 2015 to 2024.

Additionally, to support universities in Mainland China in conducting basic research and cultivating talent in electrical electronics and innovative power systems, Delta established the "Delta Power Electronics Science and Technology Educational Development Program" and "Delta Scholar Program" since 2000. Starting in 2024, Delta invited Tianjin University, a renowned institution in power systems, to join the programs, thereby expanding the programs to 13 partner universities.

In June, Delta organized the "Delta Power Electronics Technology Seminar" and "The Third Electronified New Type Power Systems Summit Forum" in Nanjing. Over 400 experts from academia, industry elites, and university faculty and students were invited to the event to conduct in-depth exchanges on technological development. Seventeen research projects were evaluated at the seminar. Professor Geng Hua and Associate Research Fellow Zhou Lidan were honored with the title of "Delta Scholar". Professor Xu Qianming, Research Fellow Zhang Xin, and Associate Professor Li Xuebao received the "Delta Young Scholar Award". Finally, 79 graduate students received Delta scholarships.



Over 400 academic experts, industry elites, and university faculty and students attended the seminar and conducted in-depth exchanges on technological development

Energy and Climate Education

Climate Salon and Social Media

Delta organized climate salons to share innovative energy conservation methods and case studies in the industry. Video recordings of the salons were uploaded to YouTube, thereby expanding their influence. In addition, we continue to run the "Low Carbon Life Blog", which has accumulated more than 6.7 million total views to date. Delta's podcasts focus on topics such as energy-saving buildings, AI applications, and amendments to the Marine Conservation Act. The podcasts have been listened to 33,000 times a year.

Energy Education

In 2024, the Operations Headquarters of Delta Electronics (Shanghai) and the four plants in Dongguan, Wujiang, Wuhu, and Chenzhou organized volunteer recruitment and new low-carbon transportation courses. A total of 85 volunteers visited five schools to teach courses to 2,000 students. Delta was honored by local governments and received the recognition of "Excellent Social Education Practice Base".

Popularizing Green Buildings and Low-Carbon Transportation

Building and Industrial Energy Conservation Courses

In 2024, Delta continued to offer courses on LEED Zero, WELL Building, and energy management professionals training, attracting a total of over 3,000 participants.



Delta Cup International Solar Building Design Competition

The competition has attracted participation from a total of 11,518 teams from around the world since it was first held in 2005, and 2,458 valid works have been received in total. Among them, 6 works have been built on-site and put into use, thereby allowing the technological results of integrated solar and building applications to become part of real life and provide services to the public.



In response to World Environment Day on June 5, 90 students from Shanghai Pudong Gonglu Primary School visited the Operations Headquarters of Delta Electronics (Shanghai) to participate in the "Delta Green Exploration" activity led by volunteers.



The award-winning project from the 2023 Delta Cup Competition has been applied in the zero-carbon upgrading project of the Guangzhou Public Utility Technician College Club Complex.

Training and Development

Environmental and Talent Scholarship

A total of 150 exceptional students from the Northern Thailand area have received overseas study scholarships, and 172 Master's and PhD students and university professors have received scholarships to travel the world and study environment-related subjects. Furthermore, scholarships are also provided to civil servants to study abroad, with over 66 elite civil servants having won the scholarship to date.

Hope for Pearl

Delta has provided three-year living subsidies to a total of 1,280 outstanding senior high school students from relatively disadvantaged backgrounds. Furthermore, Delta offered career counseling and more than 100 positions each year to Pearl Students to help develop their careers after graduation.

Environmental Law Program

A total of 11 Delta Environmental Law Scholars and 24 Delta Environmental Law Young Scholars received awards, and a total of 457 people received graduate scholarships and excellent graduate thesis awards. 11 Delta Environmental Law Forums were also held.



Delta through climate and environmental scholarship cultivates various talents for sustainability



Delta participated in the Pearl University Students Winter Camp, inviting Zhao Wei, a former Pearl Student who became a Delta employee, to share her experience working at Delta, as well as encourage Pearl Students to join Delta

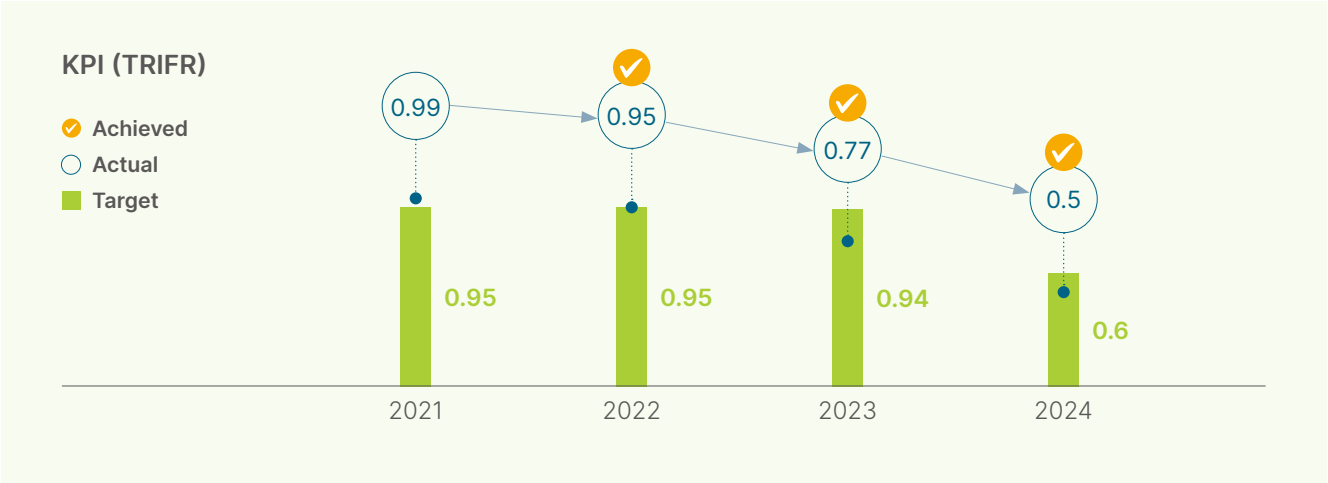


The 2024 Delta Environmental Law Forum was held in Beijing, and was hosted by Delta and organized by Renmin University of China. The "12th Anniversary Results of the Delta Environmental Law Scholar Program" was announced during the forum, summarizing the results of the current phase of the program

6.6 Occupational Health and Safety

Occupational Health and Safety Key Performance Indicators (KPIs)

To protect employee occupational health and safety (OHS) and create a safe workplace, Delta has established OHS departments, which are responsible for formulating, planning, supervising, and promoting OHS management matters, thereby constantly improving Delta's OHS management standards. Delta's key performance indicators (KPIs) for the total recordable injury frequency rate (TRIFR) in the past four years are shown in the figure below. We have continuously strengthened our OHS management in recent years. Thanks to the efforts of all employees, we have achieved our TRIFR goals for three consecutive years. In 2024, our actual performance was 0.50, representing a 35% reduction compared with 0.77 in 2023.



Delta added the lost-time injury frequency rate (LTIFR) to the OHS KPIs for 2024. The actual performance was 0.38, beating the annual target of 0.48 and representing a 37% decrease from 0.60 in 2023.

We are fully aware that the health and safety of employees are important cornerstones of corporate sustainability. Therefore, we will continue to strengthen health and safety control measures to lower the occurrence of work-related injuries. To strengthen our self-management, we set KPIs for OHS in 2025:

Rate of recordable work-related injuries of employees, TRIFR	0.4
Lost-time injury frequency rate of employees, LTIFR	0.32



Occupational Health and Safety Management System

Delta has been committed to creating a health and safety workplace since its establishment, continuously strengthening internal and external communications to deepen awareness. We have systematically implemented health and safety operations in accordance with the Plan, Do, Check, Act cycle defined in ISO 45001 Occupational Health and Safety Management Systems, thereby protecting the basic human rights of workers regarding health and safety.

Among overall production plants, 100% have passed the ISO 45001 Occupational Health and Safety Management Systems certification. The detailed verification regions and plants are shown in the table below. Pingjhen Plant, Yangmei Plant, and Tainan Plant 1 in the Taiwan region have also passed CNS 45001 certification and obtained the Taiwan Occupational Safety and Health Management System (TOSHMS) certification. In Mainland China, in addition to obtaining ISO 45001 certification, all plants have also implemented safety production standardization in accordance with local laws and regulations; 100% of plants have completed the self-assessment, passed on-site assessments by the competent authorities, and obtained good assessment results.

Plants that have Passed ISO 45001 Occupational Health and Safety Management Systems Certification in Each Region

Region	Plant/Location
Taiwan	Taoyuan Plant, Taoyuan Plant 2, Taoyuan Plant 3, Taoyuan Plant 5, Chungli Plant 5, Pingjhen Plant, Yangmei Plant, Taichung Plant, Tainan Plant 1, Tainan Plant 2, Cyntec Hsinchu Plant and Southern Taiwan Science Park Plant
Mainland China	Dongguan Plant, Wujiang Plant, Chenzhou Plant, Wuhu Plant, Chongqing Plant, Shanghai Plant, Cyntec Huateng Plant, Cyntec Huafeng Plant, and Cyntec Wuhu Plant
Thailand	DET1/DET3/DET5/DET6/DET7/Warehouse Center 1/ Warehouse Center 2
India	Gurgaon-GGN Plant, Rudrapur-RDP Plant, and Krishnagiri DTA Plant/ SEZ Plant
EMEA	Slovakia SKE1 Plant/SK03 Plant
Others	United Kingdom, Australia, and Singapore

Participation, Consultation, and Communication on Occupational Health and Safety

Each Delta plant has an OHS department or personnel responsible for the planning, implementation, supervision, and inspection of OHS management operations. Supervisors at all levels or the personnel in charge of the work site shall supervise and guide their employees to perform health and safety tasks in accordance with regulations.

In Taiwan, India, Thailand, and Slovakia, 100% of sites have established health and safety committees in accordance with local laws and regulations, and meetings are held on a regular basis. These committees are responsible for reviewing, coordinating, and recommending OHS management measures. There are 478 committee members in total, 222 of whom are employee representatives, accounting for 46% of all members, which is superior to local regulations. In 2024, the top three key items discussed by the health and safety committees were: (1) investigation and analysis of incidents and the implementation status of control measures, (2) reports on health and safety improvement projects, and (3) promotion of health and safety concepts in plants.

In the Mainland China and other regions, local laws and regulations do not require enterprises to establish health and safety committees composed of labor and management, but nonetheless we still comply with the ISO 45001 requirement to organize teams with similar functions (e.g., health and safety teams, ISO 45001 implementation teams, and health and safety consultation teams) and convene regular meetings. These functional teams have a total of 370 members. In 2024, the top three key items discussed in meetings were: (1) Review and prevention of workplace injuries, (2) fulfillment of responsibilities by units using special equipment, and (3) proposals for occupational safety excellence.

Regardless of whether they are members of the committees or teams, all Delta employees are allowed to provide health and safety comments or suggestions to Delta via letters or email. Delta is committed to protecting all employees who submit proposals, and they will not suffer any unequal treatment or retaliatory punishment for proposing health and safety issues.

Risk Assessment and Management

To effectively prevent the occurrence of occupational harm, overall production plants have established OHS hazard identification and assessment mechanisms for risks and opportunities based on each site's characteristics. These mechanisms form the basis for identifying and evaluating OHS hazards and risks arising from operating activities on employees, stakeholders, or the workplace, as well as identifying items for which risks should be managed and opportunities can be enhanced.

For example, each plant in Delta's Taiwan region conducts hazard identification and risk assessment of all operating procedures on a regular or as-needed basis. Risk assessment updates are carried out for all plants at least once a year, and risks are quantified for all operations to ensure that all operational risks are effectively monitored. For risks that are classified based on the risk assessment level as unacceptable risks, the top three high-risk items in each department, OHS fines or requirements to make improvements by a deadline from the competent authority, and OHS incidents that occurred within the previous year, the best feasible control measure should be chosen based on the order of "Elimination, Substitution, Engineering Controls, Administrative Controls, and Personal Protective Equipment". Furthermore, management plans or risk control measures shall be formulated, and they shall be regularly tracked and reviewed in order to effectively reduce risks from activities and operations in plants. All plants undergo annual risk assessments. Moreover, when employees discover potential OHS risks in their daily operations, they can also report the risks through internal channels in order to eliminate hazardous factors that may cause work-related injuries or ill health, thereby preventing incidents.

When employees discover that a dangerous situation is occurring during their work, they can immediately stop the operation and report the situation, and evacuate to a safe place. No punishment will be given for such actions.

In addition, in terms of mechanical equipment procurement and process changes, procurement and the management of change are used to assess the safety of mechanical equipment and add safety and protective measures before procurement, in order to ensure the health and safety of personnel and plants. In 2024, the Taiwan and Mainland China regions worked with Cyntec to jointly develop and introduce an electronic system for applications and reviews for the management of change. The electronic operations allow for more convenient and timely operations as employees can apply for change reviews, which means the management of machinery and equipment could be more effectively accomplished at the source.

Identify Potential Risks	Assessment of OHS Risks	Determine the Items to Control	Establish and Implement Control Measures	Effectiveness Evaluation	Continual Improvement
• These include the workplace, machinery and equipment, chemicals, and work processes	• Operation frequency • Likelihood • Consequence of hazard	• Main risks of the department • High-risk operations • Violations of laws and deficiencies • Work-related injuries	• Eliminate • Substitution • Engineering controls • Administrative Controls • Personal protective equipment	• Implement improvements according to improvement strategies and follow up regularly	• Control measures for the same risks are deployed in parallel • Accumulate information and experience to improve OHS standards

Occupational Health and Safety Internal Inspections

To ensure the safety of employees, OHS personnel conduct plant safety inspections on a regular and as-needed basis to oversee personnel operations and environmental safety. These safety inspections include electrical safety, fire safety, machinery/equipment/tool management, chemicals management, workplace, and safe operating procedures and protection. Deficiencies found in 2024 were mainly electrical safety (27%), workplace (22%), and machinery, equipment, and tools (21%). All deficiencies were corrected with guidance from the OHS personnel in the plants and the supervisory unit.

In the Mainland China region, in addition to inspections by OHS personnel, supervisors at all levels also conduct on-site audits on a monthly basis, in which they conduct walking inspections to obtain an understanding of the safety status at each plant's operating environment, as well as plan and promote practical safety management measures. These audits demonstrate supervisors' emphasis on health and safety management.

Management of Hazardous Chemical Substances and Workplace Monitoring

Chemical management at Delta is conducted via a source control method. Before a new chemical is introduced, the user must first submit a New Chemical Assessment, and OHS personnel must assist in assessing the chemical's hazards and risks and provide suggestions. The user must choose chemicals with lower hazard levels in the design phase to replace more hazardous chemicals, ensure that optimal control measures are taken, and comply with laws and safety standards. All regions and plants comply with the Globally Harmonized System of Classification and Labelling of Chemicals (GHS), which forms the basis for managing chemicals' container labeling and safety datasheets at plants, thereby effectively communicating chemical hazard information.

In 2024, the Taiwan and Mainland China regions worked with Cyntec to jointly develop and introduce an electronic system for new chemical applications and reviews. The electronic operations allow for more convenient and timely operations by employees applying for change reviews, which meant the management of chemicals could be more effectively accomplished at the source.

In addition, to ensure oversight toward actual workplace and assess employees' exposure to chemicals, as well as prevent work-related ill health, overall production plants conduct workplace environmental monitoring in accordance with local laws and regulations. Monitored items include chemical and physical factors, and the monitored items for chemical factors are mainly isopropyl alcohol, tin, methanol, and lead. The physical factors monitored mainly include noise, illuminance, and wind velocity. All monitoring results comply with local regulations and are publicly announced.

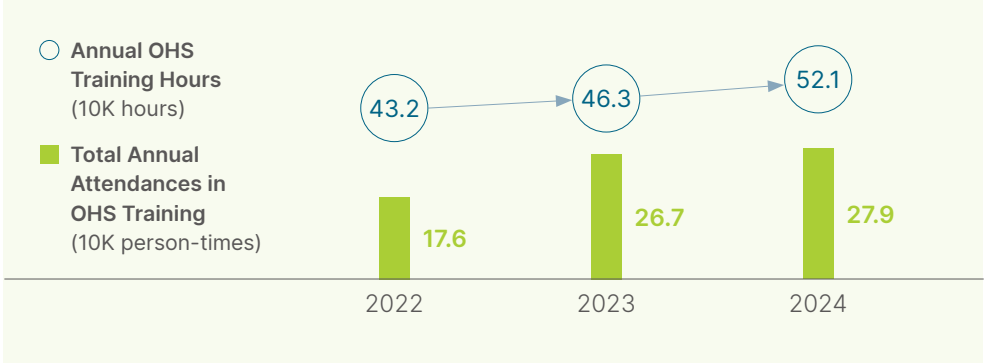
A small number of personnel are involved in ionizing operations at some Delta plants. We regularly provide special health examinations for these personnel and ensure that operators are qualified in accordance with local laws and regulations and comply with control requirements for operating sites.



Training, Communication, and Promotion as Well as Emergency Response

To enhance employees' knowledge regarding health and safety and strengthen their disaster response abilities, Delta organizes health and safety courses in accordance with local regulations as well as other safety courses, such as electrical safety, traffic safety, and more. We use diverse training methods to conduct health and safety education and training in employees' native languages. We also use quizzes and questionnaires after the courses to evaluate the effectiveness of training and obtain feedback. Furthermore, we have implemented ongoing revisions and optimization of training courses, including physical, online, and external training.

In 2024, health and safety-related education and training reached 279,000 participants, totaling 521,000 training hours.



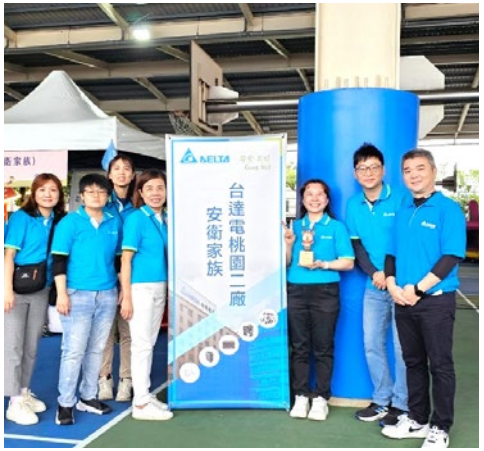
In addition to communicating OHS concepts through education and training, we also use emails, bulletin boards, and health and safety activities to enhance employees' awareness of hazards in the workplace as well as the OHS knowledge and concepts needed to prevent disasters.

For example, in the Taiwan region we organized activities such as "Planting Safety, DIY Moss Ball," "Safety Quiz Challenge – Answer to Win!" and "Safety & Health Knowledge Recharge Station". These diverse activities incorporated OHS knowledge to help employees learn in a relaxing and interesting environment, thereby deepening their identification with Delta's safety culture.

Delta values not only the safety of its employees, but also the health and safety of stakeholders such as neighboring communities, contractors, and suppliers. Therefore, in addition to organizing safety activities in plants, Delta also participates in the "Health and Safety Family" initiative organized by the competent authorities. Members of this family include Delta suppliers and contractors, in which larger factories can guide smaller factories in learning from each other's experiences regarding health and safety, thus enhancing the self-management abilities of Delta suppliers and contractors. We also participated in the "Taoyuan City 2024 Labor Fun Competition and Workplace Health and Safety Week", which incorporated health and safety knowledge into fun activities in order to convey safety awareness to more workers and their families.

All Delta plants conduct emergency response drills each year based on the characteristics of the plant, and organize emergency response and evacuation drills according to plans on a regular or as-needed basis. Generally, in addition to fire response and evacuation drills, complex incident emergency response drills are also conducted, such as industrial machinery incident response drills, equipment short-circuit arc burn incident drills, and others. This way, our personnel's response and disaster relief abilities can be improved through regular and irregular response training courses. In 2024, Delta conducted a total of 222 emergency response drills, with a total of 119,000 participants.





Contractor Management

To enhance the safety of contractors during operations, contractors must comply with laws and regulations as well as Delta's contractor safety management regulations. For example, they just join an agreement organization and sign hazard notices, as well as voluntarily complete OHS related courses specified in local regulations. Delta has specifically planned and organized contractor OHS education and training courses. Operators are required to complete the training and pass evaluations before they are considered qualified to enter plants. These measures help enhance the health and safety knowledge of contractor operators. OHS personnel in plants shall conduct inspections as needed during contractor operations. In the event that violations of health and safety management regulations are found, disciplinary actions will be taken and guidance provided to ensure OHS personnel, equipment, and property during operations. In 2024, Delta's OHS education and training for contractors had a total participation of 34,000, with a total of 48,000 training hours.

Contractor Operations Management Process

Qualification Review for Contractors → Contractor OHS Training → Contractor Work Permit Application → Consultative Organization / Toolbox Meeting → Work Supervision and Implementation → Inspections by OHS Personnel or Supervisor

Work-related Injuries Management

Delta is committed to creating a health and safety workplace. Delta has established procedures for reporting and handling incidents. All workers entering Delta's plants are required to take immediate action such as first aid, rescue, reporting, investigation, and improvement if there are any incidents, including near misses, work-related injuries, or work-related ill health. The improvement measures for major incidents will be extended to all regions or plants to prevent similar incidents elsewhere. Furthermore, if employees still have concerns about the workplace after recovering from a work-related injury or ill health, they can provide their feedback to the OHS Department at any time.

Occurrence & Response to the Incident

- Prevent secondary disasters
- Report incident
- Emergency response

Incident Investigation

- Establish investigation team
- Analyze the cause of the incident
- Immediately initiate short-term improvement measures

Propose Improvement Plans

- Identify the root cause of the incident and adopt the best feasible plan
- Execute and follow up until completion
- Confirm the effectiveness of the improvement plan

Prevent Recurrence

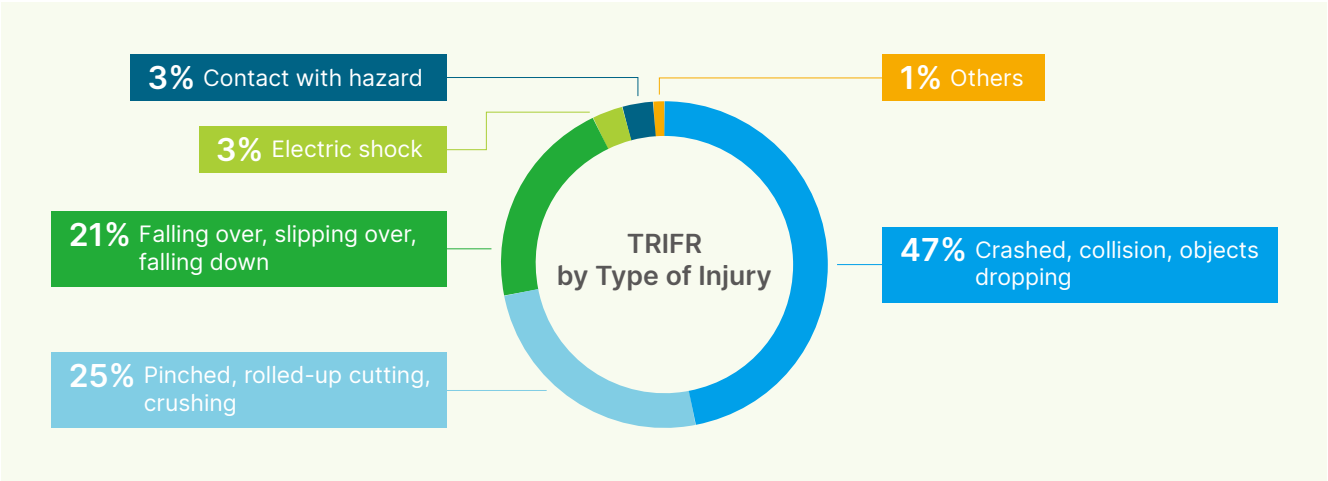
- Parallel deployment
- Case study

Delta's work-related hazard statistics are calculated based on the guidelines in the Global Reporting Initiative (GRI). The statistics of the work-related injuries involving employees and contractors in 2024 were as follows:

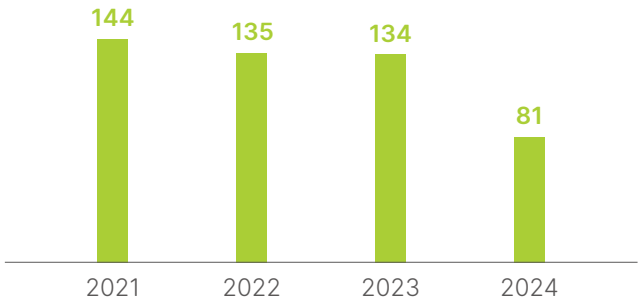
Employees

In 2024, the total work hours of employees exceeded 2010 million hours. The work-related injuries and work-related ill health that occurred in each region are listed in the "Statistics of Work-related Injuries and Ill Health in 2024". There were no deaths or serious work-related injuries caused by work-related injuries or ill health this year. The rate of recordable work-related injuries (TRIFR) was 0.50, thus achieving the 2024 target recordable work-related injury rate of 0.60. The lost-time injury frequency rate (LTIFR) was 0.38, thus achieving the 2024 target recordable work-related injury rate of 0.48. The number of fire incidents and casualties caused by fires was 0. The number of recordable work-related injuries in 2024 was 106 cases, a decrease of 65 cases or 38% compared to the 171 cases last year. The main types of recordable work-related injuries from the past two years are pinching, roll-up, and cutting injuries. Therefore, to effectively prevent such incidents, all factories conducted comprehensive hazard identification and risk inventories of machinery and equipment in 2024, and implemented engineering improvements for machinery and equipment. Pinching, roll-up, and cutting injuries decreased by 48% in 2024 compared to the previous year.

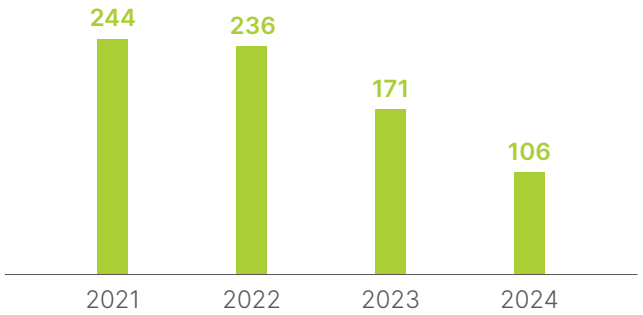
Delta has continued to strengthen OHS management in recent years. Thanks to the efforts of all employees, workplace safety has significantly improved. The OHS KPIs showed that the recordable work-related injury rate and lost-time injury frequency rate both showed a steady decline for four consecutive years.



Lost-time injury of employees
(Cases, 2021–2024)



Recordable Work-related Injuries of Employees
(Cases, 2021–2024)



Contractors

In 2024, there were no contractors* in Delta's plants. There were no fatalities due to assigned work or fatalities due to fire incidents, and no serious work-related injuries occurred. The rate of recordable work-related injuries in 2024 was 0.52, and the lost-time injury frequency rate was 0.37.

Contractors had 7 recordable work-related injuries in 2024, and 5 lost-time injuries. Among the 5 lost-time injuries, 3 were injuries to dispatched workers of the manufacturing department working in the production area, and 2 were injuries to contractors during outsourced work. The types of injuries were all physical hazards (pinching, roll-up, cutting, and collision). To prevent similar accidents from reoccurring, plants have implemented engineering improvements for machinery and equipment, required workers to use personal protective equipment, and strengthened health and safety education and training.

* Contractors: For all workers who are not employees but whose work and/or workplace is controlled by Delta.

Highlights of Safety Improvements

Improvement project for installing active safety protection systems on forklifts

Active safety protective devices are installed on forklifts to reduce forklift incidents and improve operational safety.

- Forklifts are equipped with active safety protective devices that are superior to regulatory requirements.
- An AI identification system is added to confirm the operator's qualifications, thus ensuring that the operators are qualified to operate the machinery.

Performance

- A total of 173 forklifts were modified in this project
- At least 3 active safety protection mechanisms were added to each unit, the main items include:



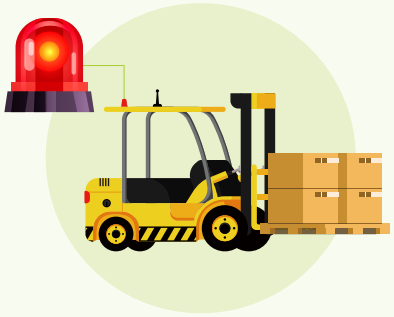
Reverse camera system (rearview camera)



Speed limiting devices



Driver behavior monitoring and early warning system



Warning lights and alarm systems

Enhancing the safety protection of machinery and equipment

To ensure the safety of employees operating machinery and equipment, as well as strengthen the safety protection of machinery and equipment, thereby reducing the occurrence of work-related injuries.

New equipment:

- Enhance the reviews during procurement and changes, and introduce an electronic system for applications for the management of change.
- Prioritize machinery and equipment that have built-in safety designs.

Existing equipment:

- Create an inventory of safety equipment installed in machinery and equipment, and make improvements to machinery and equipment that are not sufficiently protected.
- Regularly organize training on machinery and equipment operational safety.
- Maintain and inspect machinery and equipment

Performance

- In 2024, 15 projects were implemented to enhance the protection of machinery and equipment, and an inventory of machinery and equipment and their safety improvements were carried out. This project will continue in 2025.
- Pinching, roll-up, and cutting injuries were reduced by 48% in 2024 compared to 2023.

To maintain the health and safety of employees, we will strictly comply with OHS laws and regulations, and systematically implement OHS management in accordance with the P-D-C-A cycle described in ISO 45001 Occupational Health and Safety System, thereby achieving Delta's annual targets for the rate of recordable work-related injuries and lost-time injury frequency rate, and will continue to make progress toward the goal of "zero accidents".



Statistics of Work-related Injuries and Ill Health in 2024

		Taiwan Region	Mainland China Region	Thailand Region	India Region	EMEA Region	Americas Region	Others	Cyntec	Vivotek	Total
Employees (million hours worked)	Rate of fatalities as a result of work-related injuries	0	0	0	0	0	0	0	0	0	0
	Rate of high-consequence work-related injuries	0	0	0	0	0	0	0	0	0	0
	Rate of recordable work-related injuries	0.86	0.33	0.46	0	1.95	1.65	0	0.57	0	0.50
	Lost-time injury frequency rate (LTIFR)	0.39	0.29	0.40	0	1.73	0.55	0	0.46	0	0.38
	Rate of fatalities as a result of work-related ill health	0	0	0	0	0	0	0	0	0	0
	Rate of recordable work-related ill health	0	0	0	0	0	0	0	0	0	0
Contractors (million hours worked)	Rate of fatalities as a result of work-related injuries	0	0	0	0	0	0	0	0	0	0
	Rate of high-consequence work-related injuries	0	0	0	0	0	0	0	0	0	0
	Rate of recordable work-related injuries	2.22	0	0	0.22	6.20	0	0	0	0	0.52
	Lost-time injury frequency rate (LTIFR)	0	0	0	0.22	6.20	0	0	0	0	0.37
	Rate of fatalities as a result of work-related ill health	0	0	0	0	0	0	0	0	0	0
	Rate of recordable work-related ill health	0	0	0	0	0	0	0	0	0	0

Note:
1. The number of hours employees worked in 2024 = annual work hours + overtime work hours = 211,515,992.26 hours
2. The number of hours contractors worked in 2024 = annual work hours = 13,268,929.34 hours
3. Rate of fatalities as a result of work-related injury (ill health), rate of recordable work-related injuries (ill health) and lost-time injury frequency rate (LTIFR): Calculated in accordance with the statistical indicators related to occupational injuries published by GRI.
4. The occurrence rate is accurate to two digits after the decimal point and the third digit is rounded off unconditionally.
5. Contractors: For all workers who are not employees but whose work and/or workplace is controlled by Delta.

Formula:
Occupational injury-induced death rate = Number of deaths caused by occupational injuries / Number of hours worked * 1,000,000
Rate of high-consequence work-related injuries (excluding fatalities) = Number of high consequence work related injuries (excluding fatalities) / Number of hours worked * 1,000,000
Rate of recordable work-related injuries = Number of recordable work-related injuries of employees / Number of hours worked * 1,000,000
Lost-time injury frequency rate = Number of lost-time injuries of employees / Number of hours worked * 1,000,000
Rate of fatalities as a result of work-related ill health = Number of deaths caused by work-related ill health / Number of hours worked * 1,000,000
Rate of recordable work-related ill health = Number of recordable work-related ill health / Number of hours worked * 1,000,000

7

Appendix



7.1 Environmental Data
7.2 Social Data
7.3 Index of GRI Standards Indicators
7.4 SASB Index and Sustainability Disclosure Indicators
7.5 Summary of Information Assured (ISAE 3000, ISAE 3410)
7.6 External Assurance Statement and Report

7.1 Environmental Data

Category	Item	Unit	Global Operation Sites			
			2021	2022	2023	2024
Energy[*1]	Amount of non-renewable electricity[*2]	MWh	354,572	262,482	179,233	127,373
	Amount of self-generated renewable electricity	MWh	25,232	25,454	34,484	45,288
	Externally purchased renewable electricity	MWh	408,134	421,548	534,111	648,157
	Use of Renewable Electricity	%	55	63	76	84
	(A) Total electricity consumption	MWh	787,938	709,484	747,828	820,818
		GJ	2,836,577	2,554,144	2,692,179	2,954,945
	(B) Natural gas	MWh	41,618	55,332	46,617	57,405
	(C) Diesel	MWh	11,573	7,670	7,302	5,557
	(D) Gasoline	MWh	3,384	3,451	3,435	3,511
	(E) Liquid petroleum gas	MWh	1,468	637	415	860
	(F) Purchased heat[*3]	MWh	141	136	2,747	4,816
	(G) Total energy consumption[*4]	MWh	846,122	776,710	806,653	892,407
		GJ	3,046,040	2,796,157	2,903,951	3,212,665
Water Resources[*5]	Tap water	Megaliters	4,564.2	4,306.6	4,070.7	4,050.0
	Groundwater	Megaliters	2.9	3.7	124.4	17.2
	Rainwater	Megaliters	67.4	92.8	98.5	125.5
	Total water withdrawal	Megaliters	4,634.5	4,403.1	4,293.6	4,192.7
	Water productivity intensity	Metric ton/MUSD	450	392	359	331
	Total water recycled	Megaliters	567.3	406.7	421.3	505.1
	Recycled water usage rate	%	11.0	8.6	9.1	11.0
Water Discharge	Domestic sewage	Megaliters	2,879.9	2,786.2	2,474.6	2,899.8
	Process wastewater	Megaliters	249.4	212.2	276.4	282.1
	Total water discharge	Megaliters	3,129.3	2,998.4	2,751.0	3,181.9
Water Consumption	Water consumption	Megaliters	1,505.2	1,404.7	1,542.6	1,010.8

Category	Item	Unit	Global Operation Sites			
			2021	2022	2023	2024
GHG Emissions*6	Scope 1	metric tons CO_2e	35,456	38,807	26,283	27,278
	Scope 2 Market-based	metric tons CO_2e	181,435	148,838	105,992	73,403
	Scope 2 Location-based	metric tons CO_2e	482,842	395,447	464,191	488,545
	Scope 1 + Scope 2 Market-based	metric tons CO_2e	216,891	187,645	132,275	100,681
	Scope 1 + Scope 2 Location-based	metric tons CO_2e	518,298	434,254	490,474	515,823
	Carbon intensity	metric tons CO_2e/ MUSD	21.4	17.1	11.3	8.2
Non-hazardous Waste	Incineration without energy recovery	metric tons	29.9	0	100.0	21
	Landfill	metric tons	983.9	1,137.0	521.1	896
	Waste to energy recovery	metric tons	7,533.7	5,746.0	5,015.7	4,998
	Recycling	metric tons	39,900.5	40,889.0	39,366.7	48,014
	Subtotal	metric tons	48,448.0	47,772.0	45,003.5	53,929
Hazardous Waste	Incineration without energy recovery	metric tons	145.0	117.0	20.3	28
	Landfill	metric tons	262.6	212.0	24.7	31
	Waste to energy recovery	metric tons	1,110.3	964.0	811.8	805
	Recycling	metric tons	2,936.5	5,097.0	3,443.9	3,176
	Subtotal	metric tons	4,454.3	6,390.0	4,300.7	4,040
Waste	Total waste generation	metric tons	52,902.4	54,162.9	49,304.2	57,969
	Hazardous waste recycled rate	%	65.9%	79.8%	80.1%	79.0%
Waste Gas Emissions	Volatile organic compounds	metric tons	327.4	462.9	233.2	188.1
	Nitrogen Oxides (NOx)	metric tons	12.4	22.5	40.5	6.4
	Sulfur Oxides (SOx)	metric tons	5.7	2.3	1.2	0.6
	Particulate matter (PM)	metric tons	11.9	57.6	60.2	91.3

*1 Energy Calculation Formula:
- Energy (GJ) = Activity Data (e.g., m^3, kg) x Calorific Value (kcal/unit of activity data) x 4.1868 (kJ/kcal) / 1,000,000 (kJ/GJ)
- The calorific value is calculated using fixed values: Natural gas: 9,000 kcal/m^3; Diesel: 10,200 kcal/kg; Gasoline: 10,300 kcal/kg;
- Unit conversion: 1 kcal = 4.1868 kJ; 1 MWh = 3.6 GJ

*2 In 2024, the total non-renewable electricity for the global operation sites included 560 MWh of self-generated non-renewable electricity.
*3 In 2024, purchased heat energy included 1,169.08 MWh from renewable fuels.
*4 (G) Total energy consumption = (A) Total Electricity Consumption + [(B) ~ (F)] – [self-generated non-renewable Electricity]
*5 Megaliters = one thousand cubic meters (1,000 m^3) = 1,000 metric tons.
*6 Emissions from global operational sites have been verified by SGS Taiwan Ltd. based on ISO 14064-3, obtaining a limited assurance level.

GHG Emissions Scope 3

Unit: thousand metric ton-CO_2e

Category	2021	2022	2023	2024	Calculation methodology[*1]
C1 Purchased Goods and Services[*2]	4,508	3,763	4,466	4,694	Calculated by the weight of the purchased goods
C2 Capital Goods	377	346	446	436	Calculated by the figure disclosed in the financial report
C3 Fuel- and Energy-Related Activities (Not Included in Scope 1 or Scope 2)	38	52	37	28	Calculated by the fuel and energy consumption
C4 Upstream Transportation and Distribution	121	177	107	129	Calculated by the transportation expenditure
C5 Waste Generated in Operations	9	7	12	14	Calculated by the weight of the waste and the treatment
C6 Business Travel	1	5	10	14	Calculated by the business travel distances
C7 Employee Commuting	58	56	58	54	Calculated by the employee's commuting transportation and average distances
C8 Upstream Leased Assets	0	0.02	0.01	0	Calculated by the leased assets that are not included in Scope 1 or Scope 2
C9 Downstream Transportation and Distribution	113	152	128	95	Calculated by the distances and methods of the products' transportation
C10 Processing of Sold Products	59	49	38	46	Calculated by the processing of the sold products
C11 Use of Sold Products[*3]	11,895	13,510	13,907	16,642	Calculated by the product power consumption and end-of-life
C12 End-of-Life Treatment of Sold Products	182	176	182	173	Calculated by the global recycle rate
C13 Downstream Leased Assets	9	4	3	15	Calculated by the Scope 1 and Scope 2 of the leased assets
C14 Franchises	-	-	-	-	Not applicable since Delta has no franchises
C15 Investments	115	109	129	114	Calculated by the figure disclosed in the financial report
Total	**17,485**	**18,406**	**19,523**	**22,454**	

*1 The data calculated by the figure disclosed in the financial report refers to the UK Standard Industrial Classification of Economic Activities, the rest of the data refers to the IPCC AR6 GWP in SimaPro Ecoinvent database.

*2 In 2024, the internal data collection process was updated to calculate emissions based on actual procurement volumes and the weight of each part number. Emissions for the years 2021 to 2023 were also updated using the same methodology.

*3 In 2024, the calculation scope was expanded to include product categories such as power supplies, fans, uninterruptible power systems (UPS), EV chargers, and insertion machines. Emissions for the years 2021 to 2023 were simultaneously updated. Emission factors were based on the IEA STEPS global electricity emission factors.

7.2 Social Data

Category	Item	2021	2022	2023	2024
Education	Average hours per person of training and development[*1]	13.6	18.2	19.0	23.0
Employees Worldwide	Total number of employees worldwide	85,593	85,684	81,855	81,527
Talent Attraction & Retention	Offer acceptance rate (%)	82	89.4	91	91
	Percentage of open positions filled by internal candidates (%)[*2]	73.3	61.4	64.6	66.9
Human Rights Protection	Retention rate of reinstated employees after parental leave (%)	90.6	76.5	86.6	92.2
	Global human rights course completion rate (%)	96.1	97	97.2	93.1
Diversity, Equity and Inclusion	Share of female employees in the Company (%)	48.3	50.6	48.7	44.4
	Share of female employees in all management positions (%)	32.3	32	32	32.2
	Share of female employees in Junior management positions (%)	56.7	50.1	52.7	53.1
	Share of female employees in top management positions (%)	13.8	14	13.1	13.7
	Share of female employees in revenue generating management positions (%)	20.5	21.5	20.9	19.9
	Share of female employees in STEM positions (%)	21.8	21.3	21.3	22.3
	Share of employees with disabilities in the Company (%)	1.7	1.3	1.0	1.0
	Share of employees from ethnic minorities in the Company (%)	2.6	2.4	2.6	-
Engagement Survey Response	Total engagement score of all employees[*3]	91	88	88	90
	Coverage rate (%)[*4]	64.3	88	88	100
	Response rate (%)[*5]	92	90	90	87
Engagement Score: Employee Category[*6]	Top managers	96	94	94	93
	Mid-level managers	91	90	90	90
	Junior managers	88	87	87	87
	General employees	88	87	87	87
	Operators (including production line assistants)	93	89	89	92
Engagement Score: Gender	Male	90	87	87	87
	Female	92	88	88	87

Category	Item		2021	2022	2023	2024
Engagement Score: Age	61 and above		89	89	89	91
	51-60		94	89	89	89
	41-50		93	89	89	89
	31-40		92	87	87	87
	30 and below		89	83	83	84
Social Engagement*7	Social engagement and participation (MUSD)		11.98	9.87	13.42	9.27
Occupational Health & Safety*8	Employees	Number of fatalities	1	0	1	0
		Number of recordable work-related injuries cases	244	236	171	106
		Rate of recordable work-related injuries (TRIFR)	0.99	0.95	0.77	0.5
		Number of Lost-time injury cases	144	135	134	81
		Lost-time injury frequency rate (LTIFR)	0.58	0.54	0.60	0.38
		Rate of recordable work-related ill health	0	0	0	0
		Rate of high-consequence work-related injuries	0	0	0	0
	Contractor	Number of fatalities	1	0	0	0
		Number of recordable work-related injuries cases	16	37	3	7
		Rate of recordable work-related injuries (TRIFR)	2.31	6.49	0.25	0.52
		Number of Lost-time injury cases	11	32	0	5
		Lost-time injury frequency rate (LTIFR)	1.59	5.61	0	0.37
		Rate of recordable work-related ill health	0	0	0	0

*1 Calculated from annual training records, the global average hours of training per person = total hours (2,648,191.2 hours)/total number of employees in the year (130,207 employees)
*2 Percentage of open positions filled by internal candidates is defined as: (Internal Transfers + Internal Promotions) ÷ (Internal Transfers + Promotions + New Hires) in the current year. The calculation methodology has been revised starting from 2024.
*3 The total 2024 engagement score of professional technical and management units personnel is 87 points, Operators (including production line assistants) scored 92 points; this is the average weight of the two.
*4 Coverage rate is defined as: Employees who received the survey/ (professional technical and management units personnel working more than 6 months + Operators (including production line assistants) working 3 or more years) = 66,665/66,665= 100%.
*5 Response rate of professional technical and management units personnel and Operators (including production line assistants) in 2024 were 79% and 94%, respectively; overall response rate of 87%.
*6 Top managers refers to executives and above, mid-level managers refer to section chiefs/senior associates, junior managers refer to team leaders/senior team leaders.
*7 In 2024, the proportion of funding allocated to various forms of social engagement was as follows: charitable donations accounted for 10%, the promotion of green buildings and low-carbon transportation made up 5%, energy and climate education initiatives represented 14%, talent cultivation comprised 70%, and other categories constituted 1%.
*8 Formula:
Rate of recordable work-related injuries = Number of recordable work-related injuries / Number of hours worked * 1,000,000
Lost-time injury frequency rate (LTIFR) = Number of lost-time injuries / Number of hours worked * 1,000,000
Rate of recordable work-related ill health = Number of recordable work-related ill health / Number of hours worked * 1,000,000
Rate of high-consequence work-related injuries (excluding fatalities) = Number of high consequence work related injuries(excluding fatalities) / Number of hours worked * 1,000,000

7.3 Index of GRI Standards Indicators

The 2024 ESG Report published by Delta Electronics is reported in accordance with the GRI Standards. The scope of data and information is sourced from the period of January 1, 2024 to December 31, 2024. The structure of this report is in accordance with the Global Reporting Initiative's (GRI) "GRI Sustainability Reporting Standards (2021)" (GRI Standards), GRI 1: Foundation 2021. We also referenced the SASB Electrical Electronic Equipment Standard (2018) and Hardware Standard (2018). The various GRI and SASB indexes have been verified by a third party (Refer to 7.6 External Assurance Statement and Report).

GRI 1 version used GRI 1: Foundation 2021

Index No.	Disclosure Title	Chapter	Page	Description
GRI 2: General Disclosures 2021				
Organization and Reporting Practices				
2-1	Organizational details	About the Report, 1 Overview	1-2 7-14	
2-2	Entities included in the organization's sustainability reporting	About the Report	1-2	
2-3	Reporting period, frequency, and contact person	About the Report	1-2	
2-4	Restatements of information	7.1 Environmental Data	230-232	
2-5	External assurance	About the Report	1-2	
Activities and Workers				
2-6	Activities, value chain and other business relationships	4.5.3 Green Low-Carbon Supply Chain	73-76	
2-7	Employees	1 Overview 6.2.1.1 Global Employee Composition 7.2 Social Data	7-14 154-158 233-234	
2-8	Workers who are not employees	1 Overview 6.2.1.1 Global Employee Composition 7.2 Social Data	7-14 154-158 233-234	
Governance				
2-9	Governance structure and composition	1.1 Delta Electronics Organizational Structure 2.2.2 Sustainable Promotion of Organizations	9 20-21	
2-10	Nominating and selecting the highest governance body	4.2 Enhancing the Board of Directors' Functions	52-57	
2-11	Chair of the highest governance body	4.2 Enhancing the Board of Directors' Functions	52-57	
2-12	Role of the highest governance body in overseeing the management of impacts	2.2.2 Sustainable Promotion of Organizations 3.2 Materiality Assessment 4.2 Enhancing the Board of Directors' Functions	20-21 33-44 52-57	

Note: Topics marked with * are considered material topics

Index No.	Disclosure Title	Chapter	Page	Description
2-13	Delegation of responsibility for managing impacts	2.2.2 Sustainable Promotion of Organizations	20-21	
2-14	Role of the highest governance body in sustainability reporting	2.2.2 Sustainable Promotion of Organizations 3.2.1 Methodology	20-21 33-41	
2-15	Conflicts of interest	4.2 Enhancing the Board of Directors' Functions	52-57	
2-16	Communication of critical concerns	4.2 Enhancing the Board of Directors' Functions	52-57	
2-17	Collective knowledge of the highest governance body	4.2 Enhancing the Board of Directors' Functions	52-57	
2-18	Evaluation of the performance of the highest governance body	4.2 Enhancing the Board of Directors' Functions	52-57	
2-19	Remuneration policies	6.3.5 Competitive Employee Compensation and Benefits	196-199	
2-20	Process to determine remuneration	4.2 Enhancing the Board of Directors' Functions	52-57	
2-21	Annual total compensation ratio	6.3.5 Competitive Employee Compensation and Benefits	196-199	
	Strategy, Policies and Practices			
2-22	Statement on sustainable development strategy	A Word from the Management	3-5	
2-23	Policy commitments	2.2.1 ESG Policy and Mission 4.2.1 Board of Directors and Duties 6.2.1.2 Employee Human Rights Risk Management	19 53-55 159-162	
2-24	Embedding policy commitments	2.2.1 ESG Policy and Mission 3.1 Stakeholder Engagement and Response 4.5.1 Supply Chain ESG Committee and Execution Blueprint 6.2.1.2 Employee Human Rights Risk Management	19 28-32 62 159-162	
2-25	Processes to remediate negative impacts	3.3 Management of Material Topics 5.2 Climate Strategy 5.3 Energy Management 5.4 Water Resource Management 5.5 Resource Recycling 6.2.1.2 Employee Human Rights Risk Management 6.6 Occupational Health and Safety	45-49 107-120 121-129 130-134 135-136 159-162 219-228	
2-26	Mechanisms for seeking advice and raising concerns	4.2.2 Ethical Corporate Management 6.2.1.2 Employee Human Rights Risk Management	56-57 159-162	
2-27	Compliance with laws and regulations	4.8 Risk Management	88-100	
2-28	Membership of associations	2.3.2 International Sustainability Initiatives 2.3.3 Participation in Associations	23-25 26	

Note: Topics marked with * are considered material topics

Index No.	Disclosure Title	Chapter	Page	Description
		Stakeholder Engagement		
2-29	Approach to stakeholder engagement	3 Communication with Stakeholders 3.1 Stakeholder Engagement and Response	28-49 28-32	
2-30	Collective bargaining agreements	6.2.2 Multiple Approaches to Promote Internal Communications and Exchanges of Opinions	165-169	
		GRI 3: Material Topics 2021		
3-1	Procedures for resolving material topics	3.2.1 Methodology	33-41	
3-2	List of material topics	3.2 Materiality Assessment	33-44	
3-3	Management of material topics	2.2.2 Sustainable Promotion of Organizations 3.3 Management of Material Topics	20-21 45-49	
		GRI 201 Economic Performance* 2016		
201-1	Direct economic value generated and distributed	-	-	Refer to the Delta Electronics 2024 Annual Report, English Edition pages 151
201-2	Financial implications and other risks and opportunities due to climate change	5.2 Climate Strategy	107-120	
		GRI 203 Indirect Economic Impacts* 2016		
203-1	Infrastructure investments and services supported	6.5 Social Engagement 7.2 Social Data	212-218 233-234	
		GRI 204 Procurement Practices* 2016		
204-1	Proportion of spending on local suppliers	4.5.3 Green Low-Carbon Supply Chain	73-76	
		GRI 205 Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	4.2.2 Ethical Corporate Management	56-57	
		GRI 206 Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	-	Delta was not involved in legal actions for anti-competitive behavior, anti-trust, and monopoly practices in 2024
		GRI 207 Taxation 2019		
207-1	Tax payment method	-	-	Refer to the official website for disclosures relating to tax policy and annual tax report

Note: Topics marked with * are considered material topics

Index No.	Disclosure Title	Chapter	Page	Description
		GRI 301 Materials* 2016		
301-1	Materials used by weight or volume	4.5.3 Green Low-Carbon Supply Chain	73-76	
301-2	Recycled input materials used	4.5.3 Green Low-Carbon Supply Chain	73-76	
		GRI 302 Energy* 2016		
302-1	Energy consumption within the organization	5.3 Energy Management 7.1 Environmental Data	121-129 230-232	
302-2	Energy consumption outside of the organization	5.6.4 Energy Saving Benefits and the Avoided Emissions of Products	144	
302-3	Energy intensity	5.3 Energy Management	121-129	
302-4	Reduction of energy consumption	5.3 Energy Management	121-129	
302-5	Reductions in energy requirements of products and services	5.6.4 Energy Saving Benefits and the Avoided Emissions of Products	144	
		GRI 303 Water* 2018		
303-1	Interactions with water as a shared resource	5.4.1 Identification of Water Risks and Response Measures	130-131	
303-2	Management of water discharge related impacts	5.4.2 Consumption and Effectiveness of Water Resources	132-134	
303-3	Water Withdrawal	5.4.2 Consumption and Effectiveness of Water Resources	132-134	
303-4	Water Discharge	5.4.2 Consumption and Effectiveness of Water Resources	132-134	
303-5	Water Consumption	5.4.2 Consumption and Effectiveness of Water Resources	132-134	
		GRI 305 Emissions* 2016		
305-1	Direct (Scope 1) GHG emissions	5.2.3 Greenhouse Gas Inventory and Management	118-120	
305-2	Energy indirect (Scope 2) GHG emissions	5.2.3 Greenhouse Gas Inventory and Management	118-120	
305-3	Other indirect (Scope 3) GHG emissions	5.2.3 Greenhouse Gas Inventory and Management	118-120	
305-4	GHG emissions intensity	5.2.3 Greenhouse Gas Inventory and Management	118-120	
305-5	Reduction of GHG emissions	5.2.2 Net-Zero Commitment	116-117	
305-6	Emissions of ozone-depleting substances (ODS)	N/A	-	No used
305-7	Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	5.8.2 Air Pollution Prevention and Management	151	

Note: Topics marked with * are considered material topics

Index No.	Disclosure Title	Chapter	Page	Description
		GRI 306 Waste* 2020		
306-1	Waste generation and significant waste-related impacts	5.5.2 Waste Generation and Reduction Effectiveness	135-136	
306-2	Management of significant waste-related impacts	5.5.2 Waste Generation and Reduction Effectiveness	135-136	
306-3	Waste generated	5.5.2 Waste Generation and Reduction Effectiveness	135-136	
306-4	Waste disposal and transfer	5.5.2 Waste Generation and Reduction Effectiveness	135-136	
306-5	Waste directed to disposal	5.5.2 Waste Generation and Reduction Effectiveness	135-136	
		GRI 308 Supplier Environment Assessment* 2016		
308-1	New suppliers that were screened using environmental criteria	4.5.1 Supply Chain ESG Committee and Execution Blueprint	62	
308-2	Negative environmental impacts in the supply chain and actions taken	4.5.2 Supplier ESG Risk Assessment	63-72	
		GRI 401 Labor Relations* 2016		
401-1	New employee hires and employee turnover	6.2.1.1 Global Employee Composition	154-158	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.3.5 Competitive Employee Compensation and Benefits 6.2.4 Keeping Up with the Times and Providing Comprehensive Support Programs for Employees	196-199 175-179	
401-3	Parental leave	6.2.4 Keeping Up with the Times and Providing Comprehensive Support Programs for Employees	175-179	
		GRI 403 Occupational Health and Safety* 2018		
403-1	Occupational safety and health management system	6.6 Occupational Health and Safety	219-228	
403-2	Hazard identification, risk assessment, and incident investigation	6.6 Occupational Health and Safety	219-228	
403-3	Occupational health services	6.2.4 Keeping Up with the Times and Providing Comprehensive Support Programs for Employees 6.2.3 Devoting Resources to Monitoring Employee Physical and Mental Health	175-179 170-174	
403-4	Worker Engagement, consultation, and communication on occupational health and safety	6.6 Occupational Health and Safety	219-228	
403-5	Worker training on occupational health and safety	6.6 Occupational Health and Safety	219-228	
403-6	Promotion of worker health	6.2.4 Keeping Up with the Times and Providing Comprehensive Support Programs for Employees 6.2.3 Devoting Resources to Monitoring Employee Physical and Mental Health	175-179 170-174	

Note: Topics marked with * are considered material topics

Index No.	Disclosure Title	Chapter	Page	Description
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.6 Occupational Health and Safety	219-228	
403-8	Workers covered by an occupational health and safety management system	6.6 Occupational Health and Safety	219-228	
403-9	Work-related injuries	6.6 Occupational Health and Safety	219-228	
403-10	Work-related ill health	6.6 Occupational Health and Safety	219-228	
	GRI 404 Training and Education* 2016			
404-1	Average hours of training per year per employee	6.4 Sustainable Development of Talents	200-211	
	GRI 405 Diversity and Equal Opportunity* 2016			
405-1	Diversity of governance bodies and employees	6.2.1.1 Global Employee Composition	154-158	Refer to the Delta Electronics 2024 Annual Report, English Edition pages 15
405-2	Ratio of basic salary and remuneration of women to men	6.3.5 Competitive Employee Compensation and Benefits	196-199	
	GRI 406 Non-discrimination* 2016			
406-1	Incidents of discrimination and corrective actions taken	6.2.2 Multiple Approaches to Promote Internal Communications and Exchanges of Opinions	165-169	
	GRI 408 Child Labor* 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	4.5.2 Supplier ESG Risk Assessment 6.2.1.2 Employee Human Rights Risk Management	63-72 159-162	
	GRI 409 Forced or Compulsory Labor* 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	4.5.2 Supplier ESG Risk Assessment 6.2.1.2 Employee Human Rights Risk Management	63-72 159-162	
	GRI 414 Supplier Social Impact Assessment* 2016			
414-1	New suppliers that were screened using social criteria	4.5.3 Green Low-Carbon Supply Chain	73-76	
	GRI 415 Public Policies 2016			
415-1	Political donations	N/A	-	No political donations
	GRI 418 Customer Privacy* 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	-	-	No lawsuits or fines received due to customer privacy in 2024

Note: Topics marked with * are considered material topics

7.4 SASB Index and Sustainability Disclosure Indicators

SASB

Theme	Calculation Index	No.	Measurement Unit	Corresponding Chapter & Delta's Response
Supply Chain Management	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	TC-HW-430a.1	%	The suppliers who have passed RBA VAP or equivalent audits: (a) Number of suppliers passed audit / Total number of suppliers in 2024 = 252/2020 = 12.4% (b) Number of suppliers passed audit / Number of high-risk suppliers in 2024 = 59/504 = 11.7%
	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	TC-HW-430a.2	rate	4.5.2 Supply Chain ESG Risk Management The supplier improvement rate with mentoring provided by Delta was 100% in 2024.
Procurement of Materials	Description of the management of risks	TC-HW-440a.1	N/A	5.6.2 Hazardous Substance Policy and Management
	Associated with the use of critical materials	RT-EE-440a.1		
Business Ethics	Description of policies and practices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior	RT-EE-510a.1	N/A	4.2.2 Ethical Corporate Management
	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	RT-EE-510a.2	Presentation currency	0 USD (4.2.2 Ethical Corporate Management)
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	RT-EE-510a.3	Presentation currency	0 USD (4.2.2 Ethical Corporate Management)
Product Information Security	Description of approach to identifying and addressing data security risks in products	TC-HW-230a.1	N/A	4.7 Product Security • Established the Product Security Steering Committee and formulated the product security policies and frameworks • Established the Product Security Committee, Product Security Office, and Product Security Issue Response Team to address product security regulations, customer requirements, emerging threats, and incidents • Established secure development guidelines and implemented full product lifecycle management based on the requirements of IEC 62443-4-1 • Established a Product Security Incident Response Team (PSIRT) to manage and address product security vulnerabilities

Theme	Calculation Index	No.	Measurement Unit	Corresponding Chapter & Delta's Response
Product Safety	(1) Number of recalls issued, (2) total units recalled	RT-EE-250a.1	Number	A comprehensive, company-wide product safety system has been established to ensure that all products comply with applicable safety regulations and meet the latest technical safety standards, while also ensuring that products pose no threat to the life or health of customers or other third parties. Under this safety system, all business units are required to ensure that products address safety issues in accordance with the current state of the art, and are obligated to conduct systematic product monitoring and take necessary corrective actions to resolve any potential product safety defects.
	Total amount of monetary losses as a result of legal proceedings associated with product safety	RT-EE-250a.2	Presentation currency	
Product Lifecycle Management	Percentage of products by revenue that contain IEC 62474 declarable substances	TC-HW-410a.1 RT-EE-410a.1	Percentage (%) by revenue	We selected the Power and System Business Group for evaluation. All power supply products complied with regulations such as RoHS and REACH. The ratio of "revenue from products complied with IEC 62474 requirements / total 2024 product revenue of the Power and System Business Group" is 88.9%. Please refer to section 5.6.2 Hazardous Substance Policy and Materials Management for related management policies.
	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	TC-HW-410a.2	%	Most Delta products are sold to other businesses and the EPEAT product categories do not apply. Therefore, Delta is not responsible for applying for certification and does not compile statistical data.
	Percentage of eligible products, by revenue, certified to an energy efficiency certification	TC-HW-410a.3	Percentage (%)	5.6.3 Eco-labels and Eco-declarations
	Percentage of eligible products, by revenue, certified to an energy efficiency certification	RT-EE-410a.2	Percentage (%) by revenue	
	Weight of end-of-life products and e-waste recovered, percentage recycled	TC-HW-410a.4	Metric tons(t)	As most Delta products are sold to other businesses, collecting information in the current stage remains difficult.
			Percentage (%)	As most Delta products are sold to other businesses, collecting information in the current stage remains difficult.
	Revenue from renewable energy-related and energy efficiency-related products	RT-EE-410a.3	Presentation currency	5.6.4 Energy Saving Benefits and the Avoided Emissions of Products

Theme	Calculation Index	No.	Measurement Unit	Corresponding Chapter & Delta's Response
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	RT-EE-130a.1	Gigajoules (GJ),	7.1 Environmental Data
			Percentage (%)	(1) Total energy consumption was 3,212,665 GJ (2) Grid electricity totaled 2,791,908 GJ (775,530 MWh), which accounted for 86.9% of total energy consumption (3) Delta utilizes nearly 84% renewable electricity in global operation sites (by kWh)
Hazardous Waste Management	(1) Amount of hazardous waste generated, (2) percentage recycled	RT-EE-150a.1	Metric tons (t),	5.5.1 Promoting the Circular Economy 7.1 Environmental Data Global Operation Sites: 4,040 tons, recycling: 79%
			Percentage (%)	
	(1) Number and aggregate quantity of reportable spills, (2) quantity recovered	RT-EE-150a.2	Number,	4.8 Risk Management There were no reportable spills in 2024.
			Kilograms (kg)	
Employee Diversity and Inclusiveness	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	TC-HW-330a.1	%	6.2.1.1 Global Employee Composition
Activity Indicator	Number of units produced by product category	TC-HW-000.A	Number	This information is considered a trade secret and will not be disclosed, as it involves operational and capacity strategies that affect competitive advantage.
		RT-EE-000.A		
	Area of manufacturing facilities	TC-HW-000.B	Square feet (ft^2)	
	Percentage of production from owned facilities	TC-HW-000.C	Percentage (%)	
	Number of employees	RT-EE-000.B	Number	6.2.1.1 Global Employee Composition
Materials Sourcing	Description of the management of risks associated with the use of critical	TC-HW-440a.1	N/A	4.5 Supply Chain Sustainability Management
	Materials	RT-EE-440a.1		

Sustainability Disclosure Indicators - Electronic Parts/ Components Industry

No.	Indicator	Indicator Type	Annual Disclosure	Unit
1	**Total energy consumption, percentage of purchased electricity, utilization rate(renewable energy)**	Quantitative	Total energy consumption: 3,212,665.0000 GJ Percentage of purchased electricity: 86.9000% Utilization rate (renewable energy): 84.0000%	Gigajoules (GJ) , percentage (%)
2	**Total water withdrawn, total water consumption**	Quantitative	Total water withdrawal: 4,192.7000 thousand cubic meters Total water consumption: 1,010.8000 thousand cubic meters	Thousand cubic meters (m^3)
3	**Total hazardous waste generated and percentage recycled**	Quantitative	Amount of hazardous waste generated: 4,040.0000 Metric tons (t) Percentage recycled: 79%	Metric tons (t), percentage (%)
4	**Types of, number of employees in and rate of occupational accidents**	Quantitative	Refer to the Delta Electronics 2024 Annual Report, Chinese Edition pages 41.	Percentage (%), quantity
5	**Product Lifecycle Management Disclosure: including weights of scraps and electronic waste and percentage recycled**	Quantitative	Weights of scraps and electronic waste: 22,577.3760 Metric tons (t) Percentage recycled: 99.97(%) Including plastics, metals, circuit boards, and recycling of semi-finished and finished product scrap.	Metric tons (t), percentage (%)
6	**Description of the management of risks associated with the use of critical materials**	Qualitative description	Delta uses rare metals for certain elements of its electronic components, particularly rare metals defined by the Sustainability Accounting Standards Board (SASB) such as cobalt, gallium, graphite, tantalum, and palladium. In response to the issue of the scarcity of metals, Delta conducts regular inventories and evaluates the feasibility of product use in the circular economy to manage the use of rare metals. Gallium plays a critical role in the next generation of semiconductor power components. Rare elements such as cobalt, tantalum, palladium, and antimony are widely adopted in a variety of passive components such as resistors, capacitors and magnetic components. Rare earth elements are also indispensable parts of passive components.	Not applicable
7	**Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations**	Quantitative	Delta was not involved in legal actions for anti-competitive behavior, anti-trust, and monopoly practices in 2024.	Reporting currency
8	**Production by product category**	Quantitative	Trade secret not disclosed	Varies by product category

7.5 Summary of Information Assured (ISAE 3000, ISAE 3410)

No.	Assured Item	Information Assured	Page	Reporting Criteria
1	**Computer & Networking Power annual energy savings in 2024 and avoided emissions during the use stage.**	Computer & Networking Power annual energy savings were 4,063.27 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Computer & Networking Power to that of 80 Plus Bronze requirements, for shipments of Computer & Networking Power models in 2024. **Annual Energy Savings (kWh) = [∑(A×B×Q) ×D]×24 (hr)×365(day)÷1,000** A: Rated output power (W) of each Delta computer & networking power model. B: At the 50% load condition, efficiency difference between Delta computer & networking power and 80 Plus Bronze requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percentage of load=50%.
		Computer & Networking Power avoided emissions during the use stage were 7,842.11 thousand metric tons CO_2e (thousand $mtCO_2e$).	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions ($kgCO_2e$) = [∑(A×B×Q) ×D]×24 (hr)×365(day)×5(yr)[*1]×E ÷1,000** A: Rated output power (W) of each Delta computer & networking power model. B: At the 50% load condition, efficiency difference between Delta computer & networking power and 80 Plus Bronze requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percentage of load=50%. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).
2	**Ventilating Fans annual energy savings in 2024 and avoided emissions during the use stage.**	Ventilating Fans annual energy savings was 24.21 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Ventilating Fans to that of USA Energy Star or Taiwan Energy Label requirements, for shipments of products that have been certified by the USA Energy Star or Taiwan Energy Label in 2024. **Annual Energy Savings (kWh) = ∑(A×B×Q)×1671 (hour/Year)[*1]÷1,000** A: Rated output power (W) of each Delta ventilating fan model at 0.1 in w.g. static pressure B: Energy saving rate (efficiency difference between Delta ventilating fan and USA Energy Star/Taiwan Energy Label requirements divided by that of USA Energy Star/Taiwan Energy Label requirements). Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. *1 Usage time of 1671 hours/year refers to Japanese Industrial Standards (JIS C 9921-2).

No.	Assured Item	Information Assured	Page	Reporting Criteria
2	**Ventilating Fans annual energy savings in 2024 and avoided emissions during the use stage.**	Ventilating Fans avoided emissions during the use stage was 9.70 thousand $mtCO_2e$.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions ($kgCO_2e$) =Σ(A×B×Q)×1,671(hour/Year)[*1]×1(year)[*2]×E÷1,000** A: Rated output power (W) of each Delta ventilating fan model at 0.1 in w.g. static pressure B: Energy saving rate (efficiency difference between Delta ventilating fan and USA Energy Star/Taiwan Energy Label requirements divided by that of USA Energy Star/Taiwan Energy Label requirements). Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. E: Electricity emission factor($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Usage time of 1671 hours/year refers to Japanese Industrial Standards (JIS C 9921-2). *2 Product lifetime refers ENERGY STAR Program Requirements for Residential Ventilating Fans for minimum warranty years.
3	**LED Street Lights annual energy savings in 2024 and avoided emissions during the use stage.**	LED Street Lights annual energy savings was 15.71 million kWh.	144	The annual energy savings is calculated by assuming that end-users installed Delta LED Street Lights to replace various street lights, for the shipments of LED street lights to Taiwan in 2024. **Annual Energy Savings (kWh) =Σ(B1×Q1+B2×Q2)×12(hour)×365(day)÷1,000** B1: Power consumption (W) difference between Delta LED street lights and theoretical replaced mercury street lights. B2: Power consumption (W) difference between Delta LED street lights and theoretical replaced gas-discharge lamps street lights. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024.
		LED Street Lights avoided emissions during the use stage was 21.15 thousand $mtCO_2e$.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions ($kgCO_2e$) =Σ(B1×Q1+B2×Q2)×15000(hour) [*1]×E÷1,000** B1: Power consumption (W) difference between Delta LED street lights and theoretical replaced mercury street lights. B2: Power consumption (W) difference between Delta LED street lights and theoretical replaced gas-discharge lamps street lights. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. E: Electricity emission factor($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the hours of electricity consumption calculation in the use phase of the street luminaire carbon footprint product category rules (CFP-PCR:21-015) v.4.0.

No.	Assured Item	Information Assured	Page	Reporting Criteria
4	**AC-DC Adapter annual energy savings in 2024 and avoided emissions during the use stage.**	AC-DC Adapter annual energy savings was 167.70 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta AC-DC adapters to that of EU eco-design requirements for External Power Supplies (EU 2019/1782), for shipments of AC-DC Adapter models in 2024. **Annual Energy Savings (kWh) = {[Σ(B×Q)×D×39.9(hr)×52(week)]+[Σ(C×Q)×56.05(hr)×52(week)]} *1÷1,000** B: On charge mode, power loss (W) difference between Delta product and EU requirements at corresponding average efficiency. C: On no load mode, efficiency difference between Delta product and EU requirements. D: Percentage of load=56%.*2 Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. *1 Usage time refers to Page 22, Additional assessment in the frame of the review study on commission regulation (EC) No. 278/2009 External Power Supplies. *2 Percent loading of 56% refers to Page 21, Additional assessment in the frame of the review study on commission regulation (EC) No. 278/2009 External Power Supplies.
		AC-DC Adapter avoided emissions during the use stage was 197.72 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) = {[Σ(B×Q)×D×39.9(hr)×52(week)]+[Σ(C×Q)×56.05(hr)×52(week)]} *1×3(year)*3xE÷1,000** B: On charge mode, power loss (W) difference between Delta product and EU requirements at corresponding average efficiency. C: On no load mode, efficiency difference between Delta product and EU requirements. D: Percentage of load=56%.*2 Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP). *1 Usage time refers to Page 22, Additional assessment in the frame of the review study on commission regulation (EC) No. 278/2009 External Power Supplies. *2 Percent loading of 56% refers to Page 21, Additional assessment in the frame of the review study on commission regulation (EC) No. 278/2009 External Power Supplies. *3 Product lifetime refers to the power supply product category rules (PCR 2010: 2.0).
5	**EV DC Charger annual energy savings in 2024 and avoided emissions during the use stage.**	EV DC Charger annual energy savings was 42.51 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta EV DC Charger to the minimum efficiency 90% regulated by CHAdeMo, for the shipments of EV DC Charger in 2024. **Annual Energy Savings (kWh) = Σ(A×B×Q) ×D×8 (hr)×365 (day)÷1,000** A: Rated output power (W) of each Delta EV DC Charger model. B: Efficiency difference between Delta EV DC Charger and CHAdeMo requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percentage of load=100%.

No.	Assured Item	Information Assured	Page	Reporting Criteria
5	**EV DC Charger annual energy savings in 2024 and avoided emissions during the use stage.**	EV DC Charger avoided emissions during the use stage was 142.64 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) =Σ(A×B×Q) ×D×8 (hr)×365 (day) ×9(year)[*1]÷1,000** A: Rated output power (W) of each Delta EV DC Charger model. B: Efficiency difference between Delta EV DC Charger and CHAdeMo requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percentage of load=100% E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to Energy Star "Electric Vehicle Supply Equipment Version 1.2"
6	**LED High Bay annual energy savings in 2024 and avoided emissions during the use stage.**	LED High Bay annual energy savings was 1.12 million kWh.	144	The annual energy savings is calculated by assuming that end-users installed Delta LED high bays to replace LED lights and traditional lights, and by comparing the efficiency of Delta LED high bays to the minimum efficiency requirements for the procurement of Metal Halide high bays (Distribution: Direct, LER: Closed) issued by the United States Department of Energy, for the shipments of LED high bays in 2024. **Annual Energy Savings (kWh) = [Σ(B1×Q1+B2×Q2)]×12(hr) ×260(day)[*1]÷1,000** B1: Efficiency difference of LED high bay between Delta and COMMISSION REGULATION (EU) 2019/2020 (W). B2: Efficiency difference of traditional lights between Delta and traditional COMMISSION REGULATION (EU) 2019/2020 (W). Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. *1 Usage time refers to Adoption of Light-Emitting Diodes in Common Lighting Applications, US DOE, August 2020, P20 *2 The sales quantities are calculated only based on shipments from the Wuhu factory.
		LED High Bay avoided emissions during the use stage was 11.19 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) = [Σ(B1×Q1+B2×Q2)]×100,000(hr)[*1]×E÷1,000** B1: Efficiency difference of LED high bay between Delta and COMMISSION REGULATION (EU) 2019/2020 (W). B2: Efficiency difference of traditional lights between Delta and traditional COMMISSION REGULATION (EU) 2019/2020 (W). Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to Delta product specifications. *2 The sales quantities are calculated only based on shipments from the Wuhu factory.

No.	Assured Item	Information Assured	Page	Reporting Criteria
7	**Uninterruptible power supply (UPS) annual energy savings in 2024 and avoided emissions during the use stage.**	Uninterruptible Power Supply (UPS) annual energy savings was 449.32 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Uninterruptible Power Supply (UPS) to that of EU Code of Code on Energy Efficiency and Quality of AC Uninterruptible power supply systems (EU UPS CoC Version 2.0, 2021), for the shipments of UPS models in 2024. **Annual Energy Savings (kWh) =Σ[(A×B)×Q×D]×24(hr)×365(day)÷1,000** A: Rated output power (W) of each Delta UPS model. B: On charge mode, weighted efficiency difference between Delta UPS product and EU CoC requirements on different load mode. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Weighted percent of load.
		Uninterruptible Power Supply (UPS) avoided emissions during the use stage was 356.37 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) =Σ[(A×B)×Q×D]×24(hr)×365(day)×2(year)[*1]×E÷1,000** A: Rated output power (W) of each Delta UPS model. B: On charge mode, weighted efficiency difference between Delta UPS product and EU CoC requirements on different load mode. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Weighted percent of load. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP) *1 Product lifetime refers to uninterruptible power supply product category rules (PCR 2011:1.0).
8	**TV Power annual energy savings in 2024 and avoided emissions during the use stage.**	TV Power annual energy savings was 24.11 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Open frame TV power to that of the minimum energy efficiency required by customer's specifications, for shipments of Open frame TV Power models in 2024. **Annual Energy Savings (kWh) ={[Σ(A×B×D)×Q×2.7(hr)×365(day)]+[Σ(C×Q)×21.3(hr) ×365(day)]}[*2]÷1,000** A: Rated output power (W) of each Delta TV Power product B: On charge mode, power loss (W) difference between Delta TV Power product and the customers' minimum efficiency specifications[*1]. C: On no load mode, efficiency difference between Delta product and the customer's minimum efficiency specifications[*1]. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percent of load required for the customer's specifications for performance. *1 The minimum energy efficiency requirement of customer specifications mentioned above is 80%-85%, varied by the customer. *2 Usage time refers to the result of AMERICAN TIME USE SURVEY.

No.	Assured Item	Information Assured	Page	Reporting Criteria
8	**TV Power annual energy savings in 2024 and avoided emissions during the use stage.**	TV Power avoided emissions during the use stage was 14.33 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) = {[Σ(A×B×D)×Q×2.7(hr)×365(day)]+[Σ(C×Q)×21.3(hr) ×365(day)]}[*2]×1.25(1.5)(year)[*3]×E÷1,000** A: Rated output power (W) of each Delta TV Power product B: On charge mode, power loss (W) difference between Delta TV Power product and the customers' minimum efficiency specifications[*1]. C: On no load mode, efficiency difference between Delta product and the customer's minimum efficiency specifications[*1]. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. D: Percent of load required for the customer's specifications for performance. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP) *1 The minimum energy efficiency requirement of customer specifications mentioned above is 80%-85%, varied by the customer. *2 Usage time refers to the result of AMERICAN TIME USE SURVEY. *3 Product lifetime refers to the warranty for minimum warranty years.
9	**LED Driver annual energy savings in 2024 and avoided emissions during the use stage.**	LED Driver annual energy savings was 20.89 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta LED driver to that of EU eco-design requirements for light sources and separate control gears[*1], for the shipments of the Delta OBM and 1 EU major customer in 2024. **Annual Energy Savings (kWh)= Σ(A×B×Q) ×D×8(hr)×365(day)÷1,000** A: Rated output power (W) of each Delta LED driver model B: Efficiency difference between Delta LED driver and the EU requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 D: Percentage of load=100%. *1 laying down eco-design requirements for light sources and separate control gears pursuant to Directive 2009/125/EC of the European Parliament and of the Council and repealing Commission Regulations (EC) No 244/2009, (EC) No 245/2009 and (EU) No 1194/2012.
		LED Driver avoided emissions during the use stage was 40.33 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) =Σ(A×B×Q) ×D×8(hr)×365(day)×5(year)[*1]×E÷1,000** A: Rated output power (W) of each Delta LED driver model B: Efficiency difference between Delta LED driver and the EU requirements. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 D: Percentage of load=100%. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP) *1 Product lifetime refers to the warranty for minimum warranty years.

No.	Assured Item	Information Assured	Page	Reporting Criteria
10	**Inverter (Variable frequency drive, VFD) annual energy savings in 2024 and avoided emissions during the use stage.**	Inverter (Variable frequency drive, VFD) annual energy savings was 1,759.82 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Inverter (Variable frequency drive, VFD) to that of Commission Regulation (EU) 2019/1781, for shipments of Delta own brand manufacturer (OBM) products in 2024. **Annual Energy Savings (kWh) =Σ(B×Q)×12 (hr)×250 (day)[*1]÷1,000** B: Efficiency difference between Delta Inverter (Variable frequency drive, VFD) and Commission Regulation (EU) 2019/1781. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. *1 Usage time refers to Schneider's 2022 emissions avoidance report Variable Speed Drives (VSD) 250 days/year, 12 hours/day.
		Inverter (Variable frequency drive, VFD) avoided emissions during the use stage was 6,504.31 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e) =Σ(B×Q)×12 (hr)×250 (day)[*1]×10(year)[*2]×E÷1,000** B: Efficiency difference between Delta Inverter (Variable frequency drive, VFD) and Commission Regulation (EU) 2019/1781. Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP). *1 Usage time refers to Schneider's 2022 emissions avoidance report Variable Speed Drives (VSD) 250 days/year, 12 hours/day. *2 Product lifetime refers to the product lifetime of the current vector variable frequency product category rules (PCR 2017: 1.0).

No.	Assured Item	Information Assured	Page	Reporting Criteria
11	**On-Board Charging Module annual energy savings in 2024 and avoided emissions during the use stage.**	On-Board Charging Module annual energy savings was 11.96 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta On-Board Charging Module to that of the minimum efficiency by customers' requirement, for shipments of the 99 On-Board Charging Module[*1] in 2024. **Annual Energy Savings (kWh) =Σ(Q×B)×(F/G)** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 B: Efficiency difference between Delta On-Board Charging Module and the customers' minimum efficiency requirements. F: The average annual mileage of a vehicle (km/year) by customers' minimum requirement. G: The average mileage per kilowatt-hour (km/kWh) of electric vehicles, referencing the average energy efficiency values for different vehicle models on the Energy Administration Ministry of Economic Affairs' Auto Energy Research Website. *1 Product models are DAP-11025AC B, DAP-11025AC C, DAP-10532AC A, DAP-10532AC B, DAP-6600GB B, DAP-6600GB E, DAP-6600GB K, DAP-6600GB L, DAP-11000BB A, DAP-11000BB B, DAP-11000CB A, DAP-11036AC-1 A, DAP-11036AC-1 AA, DAP-11036AC-1 AB, DAP-11036AC-1 BB, DAP-11036AC-1 C, DAP-11036AC-1 CA, DAP-11036AC-1 D, DAP-11036AC-1 DA, DAP-11036AC-1 E, DAP-11036AC-1 F, DAP-11036AC-1 G, DAP-7200CB A, DAP-7200CB B, DAP-7400AB B, DAP-11030AC-1 A, DAP-11030AC-1 B, DAP-11030BC-1 A, DAP-11030BC-1 B, DAP-11030BC-1 C, DAP-11030BC-1 D, DAP-11035AC-1 A, DAP-3730BC A, DAP-6600AB A, DAP-6600AB G, DAP-7225AC A, DAP-7225AC BA, DAP-7225AC C, DAP-7225AC D, DAP-7225AC DA, DAP-7225BC B, DAP-7230AC A, DAP-7430AC-1 A, DAP-7430BC-1 A, DAP-10000AB B, DAP-10000AB C, DAP-10023AC-1 A, DAP-6620AC-1 A, DAP-6623AC-1 A, DAP-6623BC-1 A, EAP00500330D2, EAP00500803D1, EAP00501118D1, EAP00500904C3, ECD17010004-05, ECD17010051, ECD17010054, ECD17010060, EAP00400400B0-1, EAP00400400B0-2, ECD17010010, ECD17010124, EAP00500325D2, EAP0060040100, EAP0060020100, EAP0060040101, EAP0010150100-1, EAP0010150200-1, EAP0010150200-2, EAP0010150200-3, EAP0010150300-1, EAP0010150300-2, EAP0010150300-3, EAP0010160100-1, EAP0010160100-2, EAP0010160100-3, EAP0010140100-3, EAP0010140200-2, EAP0010140200-3, EAP0010140200-4, EAP0010140300-2, EAP0010140300-4, EAP0010210100, EAP0010210100-1, EAP0010210100-2, EAP0010140100-2, EAP0010100100-1, EAP0010100100-3, EAP0010100100-4, EAP0010100200-2, EAP0010100200-3, EAP0010100200-4, EAP0010100200-5, EAP0020030100, EAP0030010100, EAP20400200C0-2, EAP20400200C0-3, EAP20400201C0-2, EAP20400201C0-3
		On-Board Charging Module avoided emissions during the use stage was 61.26 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e)=Σ(Q×B)×(F/G)×T×E** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 B: Efficiency difference between Delta On-Board Charging Module and the customers' minimum efficiency requirements. F: The average annual mileage of a vehicle (km/year) by customers' minimum requirement. G: The average mileage per kilowatt-hour (km/kWh) of electric vehicles, referencing the average energy efficiency values for different vehicle models on the Energy Administration Ministry of Economic Affairs' Auto Energy Research Website. T: Design service life required by the customer. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP)

No.	Assured Item	Information Assured	Page	Reporting Criteria
12	**Traction Motor annual energy savings in 2024 and avoided emissions during the use stage.**	Traction Motor annual energy savings was 4.83 million kWh.	144	The annual energy savings is calculated by comparing the efficiency of Delta Traction Motor to that of the minimum efficiency by customers' requirement, for shipments of Traction Motor in 2024. **Annual Energy Savings (kWh) =Σ(Q×B)×(F/G)** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 B: Efficiency difference between Delta Traction Motor and the customers' minimum efficiency requirements. F: The average annual mileage of a vehicle (km/year) by customers' minimum requirement. G: The average mileage per kilowatt-hour (km/kWh) of electric vehicles, referencing the average energy efficiency values for different vehicle models on the Energy Administration Ministry of Economic Affairs' Auto Energy Research Website.
		Traction Motor avoided emissions during the use stage was 25.69 thousand mtCO_2e.	144	Calculating avoided emissions according to Guidance on Avoided Emissions published by WBCSD in 2023. **Avoided emissions (kgCO_2e)=Σ(Q×B)×(F/G)×T×E** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024 B: Efficiency difference between Delta Traction Motor and the customers' minimum efficiency requirements. F: The average annual mileage of a vehicle (km/year) according to customers' minimum requirement. G: The average mileage per kilowatt-hour (km/kWh) of electric vehicles, referencing the average energy efficiency values for different vehicle models on the Energy Administration Ministry of Economic Affairs' Auto Energy Research Website. T: Design service life required by the customer. E: Electricity emission factor(kgCO_2e/kWh) according to IEA Stated Policies Scenario (STEP)
13	**Electricity intensity in 2024**	2024 EI was 56,109 kWh/ MUSD for Delta's overall production plants.	122	Delta's 2024 overall production plants include Mainland China (Dongguan, Wujiang, Wuhu, Chenzhou and Huafeng), Taiwan (Taoyuan Plant 1, Taoyuan Plant 2, Taoyuan Plant 5, Pingzhen and Cyntec) and DET (plants 1, 3, 5, 6 & 7). **Electricity intensity=** **[Annual electricity usage (kWh) - electricity usage (kWh) of excluded areas] / Production value (million USD).** Annual electricity usage refers to purchased non-renewable and renewable electricity extracted from energy bills.

No.	Assured Item	Information Assured	Page	Reporting Criteria
14	**Data center power usage effectiveness in 2024 (Power Usage Effectiveness, PUE)**	The PUE was 1.30 for Delta's 4 data centers in 2024.	122	Global average= average PUE of four Delta data centers (Taipei Headquarters – Ruey Kuang, Wujiang, DET and Americas Headquarters). PUE is calculated with methodology provided by The Green Grid as follows: **PUE= Total Data Center Energy*1 (kWh) /IT Equipment Energy*2 (kWh)** *1 Total data center energy includes all IT equipment energy as described above plus everything that supports the IT equipment using energy, such as: A: Power delivery components, including UPS systems, switchgear, generators, power distribution units (PDUs), batteries, and distribution losses external to the IT equipment B: Cooling system components, such as chillers, cooling towers, pumps, computer room air handling units (CRAHs), computer room air conditioning units (CRACs), and direct expansion air handler (DX) units C: Other miscellaneous component loads, such as data center lighting *2 IT equipment energy includes the energy associated with all of the IT equipment (e.g., compute, storage, and network equipment) along with supplemental equipment (e.g., KVM switches, monitors, and workstations/laptops used to monitor or otherwise control the data center).
15	**Electricity savings of green plants and buildings in 2024**	In 2024, Delta's global certified green plants and buildings collectively saved, in total, 44.58 million kWh of electricity.	128-129	The twenty-one green plant/office buildings are the following: Taipei Headquarters- Ruey Kuang Building, Taipei Headquarters - Ruey Kuang Building II, Taoyuan R&D Center, Taoyuan Plant 5, Chungli Plant 5, Chungli R&D Center, Taichung Plant 1, Tainan Plant Phase I, Tainan Plant Phase II, Tainan Plant 2, Beijing Office Building, Shanghai R&D Building, Delta Ako Energy Park Multi-purpose Building, DET Plant 5, DET Plant 7, India Mumbai Office Building, India Gurgaon Plant, India Rudrapur Plant, EMEA Headquarters, Helmond Office Building and America Headquarters. **Electricity savings (kWh) = (EUI in literature cited – Actual EUI of green buildings) * Floor area of green buildings** **EUI = Annual Electricity usage (kWh)/Floor area (m^2).** Annual electricity usage refers to purchased non-renewable and renewable electricity extracted from energy bills. Floor area is based on area as of December 31, 2024.
16	**Electricity savings of donated green buildings in 2024**	In 2024, Delta Group's five donated green buildings reduced, in total, 0.85 million kWh of electricity.	128-129	The five donated green buildings are the following: the Delta Building and the Yun-Suan Sun Green Building Research Center at National Cheng Kung University (NCKU), the Kuo-Ting Optoelectronic Building at National Central University (NCU), the Delta Building at National Tsing Hua University (NTHU), as well as the Namasia Minquan Elementary School. **Electricity savings (kWh) = (EUI in literature cited – Actual EUI of green buildings) * Floor area of green buildings.** **EUI = Annual Electricity usage (kWh)/Floor area (m^2).** Annual electricity usage refers to purchased non-renewable and renewable electricity extracted from energy bills. Floor area is based on area as of December 31, 2024.

<table>
<tr><th>No.</th><th>Assured Item</th><th>Information Assured</th><th>Page</th><th>Reporting Criteria</th></tr>
<tr><td>17</td><td>Water productivity intensity (WPI) in 2024</td><td>2024 Water productivity intensity (WPI) was 322 metric ton/MUSD for Delta's overall production plants.</td><td>133</td><td>Delta's 2024 overall production plants include China (Dongguan, Wujiang, Wuhu, Chenzhou and Huafeng), Taiwan (Taoyuan Plant 1, Taoyuan Plant 2, Taoyuan Plant 5, Pingjen Plant and Cyntec) and Thailand plant (plants 1, 3, 5 ,6 & 7). Statistics are exported from tap water bills.

Water productivity intensity = Annual purchased water usage (metric ton)/Production value (million USD)</td></tr>
<tr><td>18</td><td>Electricity consumption of global operation sites (including rental sites) in 2024</td><td>In 2024, Delta's global operation sites' total electricity consumption was 821 million kWh, including 84% of renewable electricity.</td><td>125</td><td>Delta's global operation sites'[*1] total electricity consumption includes non-renewable electricity[*2] consumption and renewable electricity consumption[*3].

*1 Delta's global operation sites in 2024 including below areas:
<table><tr><th>Working Group</th><th>Main areas</th></tr><tr><td>Taiwan</td><td>Taipei, New Taipei City, Taoyuan City, Hsinchu County, Taichung City, and Tainan City</td></tr><tr><td>China</td><td>Dongguan City, Jiangsu City, Wuhu City, Chenzhou City, Shanghai City, and Hangzhou City, etc.</td></tr><tr><td>SEA</td><td>Thailand, Australia, Myanmar, Vietnam, Singapore, Philippines, and Malaysia</td></tr><tr><td>India</td><td>Gurgaon, Rudrapur, and Mumbai, etc.</td></tr><tr><td>EMEA</td><td>Germany, Netherlands, Egypt, Croatia, Finland, France, Italy, Norway, and United Kingdom, etc.</td></tr><tr><td>Americas</td><td>United States, Canada, and Brazil, etc.</td></tr><tr><td>NEA</td><td>Japan and Korea</td></tr><tr><td>Cyntec</td><td>Cyntec Co., Ltd. (including sites in Taiwan and China)</td></tr></table>*2 Non-renewable electricity includes purchased non-renewable electricity and self-generated non-renewable electricity.
*3 Renewable electricity includes self-generated electricity, purchased green electricity products, purchased PPA electricity and purchased Unbundled EACs.</td></tr>
<tr><td rowspan="2">19</td><td rowspan="2">Embedded PSU – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024</td><td>Embedded PSU – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 5,667.56 thousand $mtCO_2e$.</td><td>232</td><td rowspan="2">Calculating greenhouse gas emissions related to the Use of Sold Embedded PSU according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol.

Carbon Emissions from the Use of Sold Products ($mtCO_2e$) =
$\Sigma[Q \times P \times (1-C) \div C] \times D \times 24\ (hr) \times 365\ (day) \times 5\ (yr)$[*1] $\times E \div 1{,}000$
Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024.
P: Rated output power (kW) of each Delta Embedded PSU model, according to test reports.
C: Operating efficiency (%) of each Delta Embedded PSU model, according to test reports.
D: Percentage of load = 50%.
E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP).

*1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).</td></tr>
<tr><td>Embedded PSU – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 5,825.37 thousand $mtCO_2e$.</td><td>232</td></tr>
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No.	Assured Item	Information Assured	Page	Reporting Criteria
20	**DC-DC Module – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	DC-DC Module – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 511.88 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold DC-DC Module according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P × (1-C)÷C] × D× 24 (hr) × 365 (day) × 5 (yr)*1 × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 11/2024 to 12/31/2024. P: Rated output power (kW) of each Delta DC-DC Module model, according to fact sheet. C: Operating efficiency (%) of each Delta DC-DC Module model, according to fact sheet. D: Percentage of load = 70%. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).
		DC-DC Module – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 5,708.67 thousand $mtCO_2e$.	232	
21	**Telecom power systems – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Telecom power systems – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 1,457.31 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Telecom power systems according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P × (1÷C-1)] × 24 (hr) × 365 (day) × 5 (yr)*1 × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta Telecom power systems model, as specified in the fact sheets of the included modules C: Operating efficiency (%) of each Delta Telecom power systems model, as defined in the fact sheets of the included modules. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).
		Telecom power systems – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 668.67 thousand $mtCO_2e$.	232	
22	**Power Train Unit (PTU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Power Train Unit (PTU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 7.51 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Power Train Unit (PTU) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P×(1-C) ÷C] × 24 (hr) × 365 (day) × 2 (yr)*1 × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta Power Train Unit (PTU) model, according to test reports or power specifications documented in SAP material number information. C: Rated conversion efficiency (%) of each Delta Power Train Unit (PTU) model, according to test reports or those of models with similar capacity. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime defined in the "Uninterruptible Power System (UPS)" Product Category Rule (PCR) version 1.0.
		Power Train Unit (PTU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 4.26 thousand $mtCO_2e$.	232	

No.	Assured Item	Information Assured	Page	Reporting Criteria
23	**Containerized Data Center (CDC) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024.**	Containerized Data Center (CDC) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.05 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Containerized Data Center (CDC) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P×(1-C) ÷C] × 24 (hr) × 365 (day) × 2 (yr)[*1] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Containerized Data Center (CDC) model, according to test reports or power specifications documented in SAP material number information. C: Rated conversion efficiency (%) of each Delta product model, according to test reports or the specifications of the UPS adopted in the product. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime defined in the "Uninterruptible Power System (UPS)" Product Category Rule (PCR) version 1.0.
24	**DC Power – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	DC Power – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 946.93 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold DC Power according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P×(1-C) ÷C] × 24 (hr) × 365 (day) × 2 (yr)[*1] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta DC Power model, according to test reports or fact sheet. C: Operating efficiency (%) of each Delta DC Power model, according to test reports or fact sheet. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).
		DC Power – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 895.68 thousand $mtCO_2e$.	232	
25	**Power Distribution (PDU, STS, rSTS) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Power Distribution (PDU, STS, rSTS) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 95.02 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Power Distribution (PDU, STS, rSTS) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P×(1 ÷C-1)] × 24 (hr) × 365 (day) × 10 (yr)[*1] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Maximum rated power consumption (kW) of each Delta Power Distribution (PDU, STS, rSTS) model at full load, according to test reports. C: Operating efficiency (%) of each Delta Power Distribution (PDU, STS, rSTS) model, according to test reports. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the service life indicated in the EATON report specific to power distribution products.
		Power Distribution (PDU, STS, rSTS) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 14.10 thousand $mtCO_2e$.	232	

No.	Assured Item	Information Assured	Page	Reporting Criteria
26	**Uninterruptible Power Supplies (10-20K, rack type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Uninterruptible Power Supplies (10-20K, rack type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 24.06 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Uninterruptible Power Supplies (10-20K, rack type) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma[Q \times P \times (1 \div C-1)] \times 24\ (hr) \times 365\ (day) \times 2\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Maximum rated power consumption (kW) of each Delta Uninterruptible Power Supplies (10-20K, rack type) model at full load, according to test reports. C: Operating efficiency (%) of each Delta Uninterruptible Power Supplies (10-20K, rack type) model, according to test reports and efficiency weightings outlined in IEC 62040-3 Ed. 3.0 en:2021. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime defined in the "Uninterruptible Power System (UPS)" Product Category Rule version 1.0 (PCR).
		Uninterruptible Power Supplies (10-20K, rack type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 17.33 thousand $mtCO_2e$.	232	
27	**Uninterruptible Power Supplies (≥250K, Monolithic type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Uninterruptible Power Supplies (≥250K, Monolithic type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 46.66 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Uninterruptible Power Supplies (≥250K, Monolithic type) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma[Q \times P \times (1 \div C-1)] \times 24\ (hr) \times 365\ (day) \times 2\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Maximum rated power consumption (kW) of each Delta Uninterruptible Power Supplies (≥250K, Monolithic type) model at full load, according to test reports. C: Operating efficiency (%) of each Delta Uninterruptible Power Supplies (≥250K, Monolithic type) model, according to test reports and efficiency weightings outlined in IEC 62040-3 Ed. 3.0 en:2021. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime defined in the "Uninterruptible Power System (UPS)" Product Category Rule version 1.0 (PCR).
		Uninterruptible Power Supplies (≥250K, Monolithic type) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 247.07 thousand $mtCO_2e$.	232	

No.	Assured Item	Information Assured	Page	Reporting Criteria
28	**Liquid-to-Liquid Coolant Distribution Units (L2L CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024.**	Liquid-to-Liquid Coolant Distribution Units (L2L CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.91 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Liquid-to-Liquid Coolant Distribution Units (L2L CDU) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma(Q \times P) \times 24\ (hr) \times 365\ (day) \times 6\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. P: Maximum rated output power (kW) of each Delta Liquid-to-Liquid Coolant Distribution Units (L2L CDU) model at full load, according to fact sheet. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the data center service life according to "A new approach for Scope 3 emissions transparency" published by Microsoft.
29	**Liquid to Air Coolant Distribution Units (L2A CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024.**	Liquid to Air Coolant Distribution Units (L2A CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 58.02 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Liquid to Air Coolant Distribution Units (L2A CDU) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma(Q \times P) \times 24\ (hr) \times 365\ (day) \times 6\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. P: Maximum rated output power (kW) of each Delta Liquid to Air Coolant Distribution Units (L2A CDU) model at full load, according to fact sheet. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the data center service life according to "A new approach for Scope 3 emissions transparency" published by Microsoft.
30	**Battery Backup Units (BBU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Battery Backup Units (BBU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 0.00096 thousand $mtCO_2e$. Battery Backup Units (BBU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.01472 thousand $mtCO_2e$.	232 232	Calculating greenhouse gas emissions related to the Use of Sold Battery Backup Units (BBU) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma[Q \times P \times (1 \div C - 1) \times H] \times 12\ (day) \times 5\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta Battery Backup Units (BBU) model, according to test reports or fact sheet. C: Operating efficiency (%) of each Delta Battery Backup Units (BBU) model, according to test reports or fact sheet. H: Daily operating hours (hr) of each Delta Battery Backup Units (BBU) model, according to test reports or fact sheet. E: Electricity emission factor ($kgCO_2e/kWh$) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the product lifetime of the power supply product category rules (PCR 2019: 2.0).

No.	Assured Item	Information Assured	Page	Reporting Criteria
31	**Server/Datacenter Fan – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	Server/Datacenter Fan – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 3,102.93 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Server/Datacenter Fan according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma(Q \times P) \times D^3 \times 70{,}000^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Operating power (kW) of each Delta Server/Datacenter Fan model, according to fact sheet. D: Percentage of load (%) of Server/Datacenter Fan, according to actual data from representative customers for the current year. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the maximum operating hours (70,000 hours) specified in the Server & Datacenter Fan fact sheets.
		Server/Datacenter Fan – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 3,093.60 thousand $mtCO_2e$.	232	
32	**Coolant Distribution Units (CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024.**	Coolant Distribution Units (CDU) – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.78 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Coolant Distribution Units (CDU) according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma[(Q \times (P1 \times 100\% \times F) + (P2 \times 100\% \times (U-1))] \times 24\ (hr) \times 365\ (day) \times T\ (yr) \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. P1: Maximum operating power (kW) of the fan within Delta Coolant Distribution Units (CDU), according to the fan's product catalog. F: Number of fans (pcs) within Delta Coolant Distribution Units (CDU). P2: Maximum operating power (kW) of the pump within Delta Coolant Distribution Units (CDU), according to the pump's test report. U: Number of pumps (pcs) within Delta Coolant Distribution Units (CDU). The product power calculation is based on actual operating conditions, with U-1 pumps operating simultaneously. T: Product lifetime (yr) of each Delta Coolant Distribution Units (CDU) model, according to product warranty certificates. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP).
33	**VCD 88HT Axial Inserter – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	VCD 88HT Axial Inserter – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 0.08 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold VCD 88HT Axial Inserter according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = $\Sigma(Q \times P) \times 24\ (hr) \times 365\ (day) \times 10\ (yr)^{*1} \times E \div 1{,}000$** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta VCD 88HT Axial Inserter model, according to fact sheet. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the "AC AND DC GEAR MOTORS FOR AUTOMATION SYSTEMS PCR" published by EPD.
		VCD 88HT Axial Inserter – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.19 thousand $mtCO_2e$.	232	

No.	Assured Item	Information Assured	Page	Reporting Criteria
34	**Smart Insertion Machine – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024.**	Smart Insertion Machine – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 0.49 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold Smart Insertion Machine according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ(Q × P) × 24 (hr) × 365 (day) × 10 (yr)[*1] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta Smart Insertion Machine model, according to fact sheet. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to the "AC AND DC GEAR MOTORS FOR AUTOMATION SYSTEMS PCR" published by EPD.
35	**SCARA Robot, Articulated Robot – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	SCARA Robot, Articulated Robot – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 1.53 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold SCARA Robot, Articulated Robot according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ(Q × P) × (1-88%[*1]) × 24 (hr) × 365 (day) × 10 (yr)[*2] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Actual measured power consumption (kW) of the product. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Referencing the minimum efficiency value for power supplies above 250W as defined in the European Union's CoC Version 5 Tier 2. *2 Product lifetime refers to the "AC AND DC GEAR MOTORS FOR AUTOMATION SYSTEMS PCR" published by EPD.
		SCARA Robot, Articulated Robot – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 1.58 thousand $mtCO_2e$.	232	
36	**EV DC Charger – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 and 2024.**	EV DC Charger – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2021 were 33.89 thousand $mtCO_2e$.	232	Calculating greenhouse gas emissions related to the Use of Sold EV DC Charger according to the Technical Guidance for Calculating Scope 3 Emissions (version 1.0) published by the GHG Protocol. **Carbon Emissions from the Use of Sold Products ($mtCO_2e$) = Σ[Q × P × (1-C)÷C)] × D× 8 (hr) × 365 (day) × 9 (yr)[*1] × E ÷ 1,000** Q: Quantities of products of each model are exported from SAP shipment record from 1/1/2021 to 12/31/2021, and 1/1/2024 to 12/31/2024. P: Rated output power (kW) of each Delta EV DC Charger model, according to test reports. C: Operating efficiency (%) of each Delta EV DC Charger model, according to test reports. D: Percentage of load = 100%. E: Electricity emission factor ($kgCO_2e$/kWh) according to IEA Stated Policies Scenario (STEP). *1 Product lifetime refers to "Electric Vehicle Supply Equipment Version 1.2" published by Energy Star.
		EV DC Charger – Scope 3 GHG Emissions (Category 11: Use of Sold Products) in 2024 were 105.12 thousand $mtCO_2e$.	232	

*1 The energy savings and avoided emissions of products were rounded to the nearest second decimal place.
*2 The product models and sales data included in this assurance are based on sales records exported from the SAP system by the business group responsible for this product.
*3 To ensure the comparability of data across years, the models included in the calculation cover at least 80% of the product sales records for each respective year.

7.6 External Assurance Statement and Report

SGS Assurance Statement - GRI Standards, AA1000 and SASB

SGS

ASSURANCE STATEMENT

SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE DELTA ELECTRONICS, INC.'S ESG REPORT FOR 2024

NATURE AND SCOPE OF THE ASSURANCE

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by DELTA ELECTRONICS, INC. (hereinafter referred to as DELTA) to conduct an independent assurance of the ESG Report for 2024 (hereinafter referred to as the ESG Report). The assurance is based on the SGS Sustainability Report Assurance methodology and AA1000 Assurance Standardv3 Type 2 High level during 2025/02/11 to 2025/3/31. The boundary of this report includes DELTA Taiwan and oversea operational and production or service sites DELTA. SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing al IDELTA's Stakeholders.

RESPONSIBILITIES

The sustainability information in the DELTA's ESG Report of 2024 and its presentation are the responsibility of the directors or governing body (as applicable) and management of DELTA. SGS has not been involved in the preparation of any of the material included in the ESG Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP,2018).

Assurance has been conducted at a Type 2 High level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1	AA1000 Accountability Principles (2018)
2	GRI (In Accordance with)
3	GHG Protocol
4	SASB (TECHNOLOGY & COMMUNICATIONS SECTOR- HARDWARE INDUSTRY STANDARD, VERSION 2023-12 and RESOURCE TRANSFORMATION SECTOR- ELECTRICAL & ELECTRONIC EQUIPMENT INDUSTRY STANDARD, VERSION 2023-12)

TWLPP 5008 Issue 2502

- The evaluation of the reliability and quality of specified sustainability performance information in DELTA's ESG Report is limited to determined material topics or those clearly marked in the ESG report as conducted in accordance with type 2 of AA1000AS v3 sustainability assurance engagement at a high level of scrutiny for DELTA and moderate level of scrutiny for its subsidiaries.
- The evaluation of the report against the requirements of GRI Standards, includes GRI 1, GRI 2, GRI 3, 200, 300 and 400 series claimed in the GRI content index as material and is conducted in accordance with the standards.
- The report was evaluated based on the GHG Protocol requirements for Category 1 and Category 11 greenhouse gas emissions for the years 2022 and 2023.
- The evaluation of the report against the SASB Disclosures and Metrics included in the TECHNOLOGY & COMMUNICATIONS SECTOR- HARDWARE INDUSTRY STANDARD, VERSION 2023-12 and RESOURCE TRANSFORMATION SECTOR- ELECTRICAL & ELECTRONIC EQUIPMENT INDUSTRY STANDARD, VERSION 2023-12 and conducted alongside an evaluation of accuracy assurance at moderate level of scrutiny.

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

- Scope 3 Emission Category 1 Purchased Goods and Services
  - 2022: 3,763 thousand metric ton CO_2e
  - 2023: 4,466 thousand metric ton CO2e
- Scope 3 Emission Category 11 Use of Sold Products
  - 2022: 13,510 thousand metric ton CO_2e
  - 2023: 13,907 thousand metric ton CO_2e

ASSURANCE METHODOLOGY

The assurance comprised a combination of desktop research, interviews with relevant employees, superintendents, ESG committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant.

LIMITATIONS

Financial data drawn directly from independently audited financial accounts and Task Force on Climate-related Financial Disclosures (TCFD) has not been checked back to source as part of this assurance process.

INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from DELTA, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with professional qualifications such as ISO 26000, ISO 20121, ISO 50001, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

TWLPP 5008 Issue 2502

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION

On the basis of the methodology described and the assurance work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the AA1000 AccountAbility Principles (2018).

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY

DELTA has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers, sustainability experts, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns. For future reporting, DELTA may proactively consider having more direct two-ways involvement of stakeholders during future engagement.

MATERIALITY

DELTA has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

RESPONSIVENESS

DELTA has established policy and strategy statements in this report which responded to the material topics and to its stakeholders in a timely and transparent manner.

IMPACT

DELTA has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

On the basis of the verification work performed, we checked minutes of meetings, management documents, ISO certifications and more. We have confidence that the specified performance information included in the scope of assurance is reliable at a high level of scrutiny for DELTA and at a moderate level of scrutiny for its subsidiaries.

ADHERENCE TO GRI

The report, DELTA's ESG Report of 2024, is adequately in accordance with the GRI Universal Standards 2021and complies with the requirements set out in section 3 of GRI 1 Foundation 2021, where the significant impacts on the economy, environment, and people, including impacts on their human rights are assessed and disclosed following the guidance defined in GRI 3: Material Topic 2021, and the relevant 200/300/400 series Topic Standard related to Material Topic have been disclosed. The report has properly disclosed information related to DELTA's contributions to sustainability development. For future reporting, it is recommended to have more descriptions on how the organization has applied due diligence as a method for the identification and the evaluation of its impacts on the economy, environment, and people, including impacts on their human rights as well as the role of the highest governance body in overseeing these processes.

TWLPP 5008 Issue 2502

ADHERENCE TO SASB

DELTA has referenced with SASB's Standard, TECHNOLOGY & COMMUNICATIONS SECTOR- HARDWARE INDUSTRY STANDARD, VERSION 2023-12 and RESOURCE TRANSFORMATION SECTOR- ELECTRICAL & ELECTRONIC EQUIPMENT INDUSTRY STANDARD, VERSION 2023-12 to disclose information of material topics that are vital for enterprise value creation. The reporting boundaries of the disclosed information correspond to the DELTA's ESG Report of 2022. DELTA used SASB accounting and activity metrics to assess and manage the topic-related risks and opportunities, where relevant quantitative information was assessed for its accuracy and completeness to support the comparability of the data reported. DELTA has determined which disclosure topics and associated metrics are financially material to its business and has illustrated appropriately in the content index. By using both GRI and SASB standards together, the efficiency of communication and the identification of material issues are substantially increased during the whole reporting preparation process. Besides, it is best practice to implement a gap analysis and comparison of reported issues and benchmark within or across sectors in next reporting.

ADHERENCE TO GHG Protocol

SGS has been commissioned by DELTA for the verification of indirect Greenhouse Gas emissions arising from DELTA defined by GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard as Category 1 and Category 11 for the years 2022 and 2023. The disclosing emissions of the GHG Protocol Scope 3 Category 1 and Category 11 for the years 2022 and 2023 within DELTA's ESG Report of 2024 , were assessed for its accuracy and completeness a moderate level of scrutiny as part of the SGS ESG & Sustainability Report Assurance process. Information has been gathered, recorded, compiled, analyzed, and disclosed in a way that both allows external examination of the quality and materiality of the information, and for intended stakeholders to have a general understanding of the GHG emission amount related to DELTA's activities.

Signed:
For and on behalf of SGS Taiwan Ltd.

AA1000
Licensed Report
000-8/V3-6KJZ6

Stephen Pao
Business Assurance Director
Taipei, Taiwan
15 July, 2025
WWW.SGS.COM

TWLPP 5008 Issue 2502

ISAE 3000, ISAE 3410 Limited Assurance Report

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Independent Limited Assurance Report

PWCM24000825

To Delta Electronics, Inc.

We have been engaged by Delta Electronics, Inc. ("the Company ") to perform assurance procedures in respect of the key performance indicators identified by the Company and reported in the 2024 Sustainability Report (hereinafter referred to as the "Identified Key Performance Indicators") and have issued a limited assurance report based on the result of our work performed.

Subject Matter Information and Applicable Criteria

The subject matter information is the Identified Key Performance Indicators of the Company. The Identified Key Performance Indicators and the respective applicable criteria are stated in the "Summary of Subject Matter Assured " of the Sustainability Report. The scope of the aforementioned Identified Key Performance Indicators is set out in the "ESG Report Scope and Reporting Period " of the Sustainability Report.

Management's Responsibility

The Management of the Company is responsible for the preparation of the Identified Key Performance Indicators disclosed in the Sustainability Report in accordance with the respective applicable criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Identified Key Performance Indicators that are free from material misstatement, whether due to fraud or error.

Inherent Limitations

Certain subject matter information assured involves non-financial data which is subject to more inherent limitations than financial data. Qualitative interpretations of the relevance, materiality and the accuracy of data are more dependent on individual assumptions and judgments.

Greenhouse Gas quantification is subject to inherent uncertainty because of such things as emissions factors that are used in mathematical models to calculate emissions and the inability of those models, due to incomplete scientific knowledge and other factors, to precisely characterise under all circumstances the relationship between various inputs and

資誠聯合會計師事務所 PricewaterhouseCoopers, Taiwan
110208 臺北市信義區基隆路一段 333 號 27 樓
27F, No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei 110208, Taiwan
T: +886 (2) 2729 6666, F: +886 (2) 2729 6686, www.pwc.tw

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the resultant emissions. Furthermore, Greenhouse Gas emissions calculations are subject to inherent limitations, given the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques may result in materially different measurements.

Compliance of Independence and Quality Management Requirement

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies the Standard on Quality Management 1, "Quality Management for Public Accounting Firms" of the Republic of China, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Key Performance Indicators based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the Standard on International Standard on Assurance Engagements 3000 (Revised) and the International Standard on Assurance Engagements 3410, issued by the International Auditing and Assurance Standards Board. These standard require that we plan and perform this engagement to obtain limited assurance about whether the Identified Key Performance Indicators are free from material misstatement.

Under the requirements of the aforementioned standards, our limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the criteria as the basis for the preparation of the Identified Key Performance Indicators, assessing the risks of material misstatement of the Identified Key Performance Indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances and evaluating the overall presentation of the Identified Key Performance Indicators. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an

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understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, evaluating the appropriateness of quantification methods, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Made inquiries of the persons responsible for the Identified Key Performance Indicators to obtain an understanding of the processes, information systems and the relevant internal controls relating to the preparation of the aforementioned information to identify the areas where there may be risks of material misstatement; and
- Evaluated whether the Company's methods for developing estimates are appropriate and had been consistently applied and reconciled the emission data back to the underlying records on a sample basis to obtain evidence for limited assurance. However our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates.
- Based on the above understanding and the areas identified, performed analytical procedures on the Identified Key Performance Indicators and performed substantive testing on a selective basis, including inquiries, observation, inspection, and reperformance to obtain evidence for limited assurance.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Key Performance Indicators have been prepared, in all material respects, in accordance with the respective applicable criteria.

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We also do not provide any assurance on the Sustainability Report as a whole or on the design or operating effectiveness of the relevant internal controls. Furthermore, our assurance does not extend to information disclosed in the Sustainability Report for the period ended December 31, 2023 or prior periods.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Key Performance Indicators in the Sustainability Report are not prepared, in all material respects, in accordance with the applicable criteria.

Other Matter

The Management of the Company is responsible for maintaining the Company's website. We have no responsibility to re-perform any procedures regarding the Identified Key Performance Indicators after the date of our assurance report, even if the Identified Key Performance Indicators or the applicable criteria have been subsequently modified.

Chao, Yung-Chieh

CHAO, YUNG-CHIEH

For and on behalf of PricewaterhouseCoopers, Taiwan
30 July, 2025



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