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2013 was a bumper year for Delta. We achieved dazzling operation results and solidly strengthened our overall corporate image. Among many accolades, Delta was awarded "Best Sustainability Practices" and "Best Investor Relations by a CEO/President" for the Greater China area at the IR Magazine Awards in December. The award is an annual event in the Asian investment community, based on a survey of major institutional investors in Taiwan, China and Hong Kong. I was fortunate to participate in the ceremony on behalf of Delta. When the winner was announced and the cheers and applause of the audience filled the hall, I was excited and proud. Delta won the affirmation of investors with its commitment to sustainability and the overall operating performance. It is a recognition of the whole management team, and indeed of every single employee of the company.

In last year's "Special Report", we started from the basis of branded business and introduced practical approaches to quality, innovation, new product development and distributor management. This year, we will illustrate the challenges Delta faces when we work to become a systems solution provider, as well as our collaboration with customers and business partners, by success stories in the regions. This issue explores how the Delta InfraSuite datacenter solution created a green server room for Shaanxi Broadcasting Company.

Within Delta, our finance department was the first and most successful internal division to implement and utilize matrix management. Matrix management is very useful for Brand Management Office in the way it enhances cooperation and communication across different regions, BGs and BUs. In the "Brand People" column, we will be focusing on our corporate units interviewing Delta Group CFO, Judy Wang, and discussing the finance team's future goals and strategies.

In 2013, Brand Management Office worked with Innergie and Vivitek teams to propose the strategy of the endorsed branding. Our discussions lead to "a brand of Delta" plan. This new model of brand communication was realized at January's CES exhibition and was highly praised by Delta associates and business partners at the event. Our approach aims to introduce the Delta brand to clients outside the industrial business through our consumer product line. We provided an in-depth report on the brand synergy achieved in the "Brand Academy".

In the popular "Delta Green Life", we follow the path of our colleagues from Delta Greentech MCIS and channel partners as they embark on an 80-kilometer bicycle trip from Shanghai to Yangcheng Lake in Kunshan to feast on Chinese mitten crabs. This healthy and carbon-reducing event strengthened partnerships and was great fun for everyone. We welcome everyone to actively contribute their stories in 2014 and share with us your low-carbon green lifestyles!

Shan-Shan Guo,
Brand Management Office
Listen to customers and provide ultimate solutions
Delta InfraSuite datacenter solutions successfully secure SXBC operations

< Text by MCISBU >

In the past couple of years, we introduced the theoretical framework and practice of the corporate branding business in the cover story (2011) and special report (2012) of the Delta Brand News. After developing a basic concept in readers, bring employees to experience the challenges on the road toward a system solution provider, and share with sales personnel the bits and pieces in the cooperation with customers through successful cases in different regions in the special report this year. In the current issue, we will first introduce how Delta Greentech China (DGC) successfully helped Shaanxi Broadcasting Company (SXBC) to build a green datacenter in the datacenter construction project after listening to the customer needs.

Capture opportunities with channel partners hand-in-hand

Once again, MCIS Product Manager Zhiguo Li of the DGC took the train from Beijing to Xian in Shanxi to conduct a routine inspection for the SXBC. In fact, this was one of the countless routine inspections over the past two years. In 2012, the SXBC needed a green, energy-saving datacenter for its new media integrated control platform. After acknowledging this information, the MCIS team of the DGC and channel partners began working on this project aggressively, hoping to win this contract. With the Delta InfraSuite, a highly energy-saving, highly scalable, highly compatible, and easy to maintain datacenter solution, channel partners and the DGC team finally won the contract from a host of keen competitors through seamless cooperation.

The project was a classic application of InfraSuite datacenter solutions in the broadcasting and TV industry. SXBC’s new integrated media control platform was built in the SXBC radio tower, which at 249m is the tallest building in western China. The datacenter is about 800m² and is located in the ground floor of the radio tower. The datacenter can be divided into core room, media room, power room, computer access room, and control center. The client specifically requested a highly efficient and energy saving datacenter and the InfraSuite datacenter solutions in SXBC successfully provide a new integrated media control platform.

Solve customer problems with an interdepartmental team

After onsite inspection of the SXBCTV tower, the team discovered that most of the tower was surrounded by glass walls, which increased project difficulty. “The thermal management of the heat from direct sunlight is the main issue of glass walls,” Li recalled to the first problem that must be solved in the discussion with the customer.

Delta’s InfraSuite datacenter solutions safeguards the continuous operation of Shaanxi Broadcasting Company (right)
“We made many engineering changes on-site by building another small room with six walls in that space to block direct sunlight. In addition to high performance and energy saving, a great appearance is another customer demand. Therefore, we made continuous communication with the customer and conducted numbers of onsite inspections. We even modified the design drawing five or six times. It took about two months to finalize the project.” Although Li told us in an easy tone, according to Yali Zhang, the senior representative of Channel Business III Department responsible for this project, during the project period he spent a lot of time to discuss with local channel partners and engineers in Xian to find the best practice. Sometimes he needed to stay there for ten to twenty days. Employees gave him the thumbs up for his persistence on project quality.

It is noteworthy that in thermal solutions, employees from Taipei MCIS team also gave them their greatest support by locating key heat sources with the heat flow simulation software and adjusting the entire layout of the datacenter to provide the customer with feasible solutions in the most efficient and economical way.

**Build a unitary datacenter with the InfraSuite total solution**

This project included the setup of the datacenter's power supply, racks, power distribution, precision cooling, integrated wiring, fire alarms, wireless fire suppression systems, and overall design. Delta was engaged in all setup processes except for fire alarms, integrated wiring, and overall design. To meet the customer's needs, a team of Delta's professionals as well as external experts was organized to do an on-site evaluation, detailed research, and planning, and to provide a proposal for a green datacenter solution that meets the customer's specifications. Delta's products included power distribution cabinets, server racks, air-cooled RoomCool system, modular UPS, batteries, and environment management systems.

"Mixing products from different suppliers is the common practice of telecommunication IDC projects, said Li with confidence. "However, our project team aggressively convinced the SXBCTV to consider the Delta InfraSuite, a total solution for datacenters. The modular structure allows rapid and convenient installation; flexible planning according to datacenter capacity; the best total cost of ownership; and high power efficiency that meets the requirements of a green datacenter."

In addition, the Modulon NH Plus series UPS provides the green datacenter with reliable protection with its N+X redundancy design. The system is able to accommodate X failing modules while maintaining continuous operations, thus improving the system reliability substantially.

**Provide complete monitoring solutions to realize Delta's energy saving commitment**

Continuous expansion of the scale of SXBC's telecommunications network in 2013 has led to an increase in the number
of daily contingencies and maintenance required. As a result, SXBC has required an update on the environment management systems to manage the datacenter including hardware facilities, operational environment, data integration and analysis, and an improved datacenter management feasibility study. This would completely ensure the stability, security, reliability, and sustainability of SXBC's operations. What needs to be monitored-including UPS, power distribution cabinets, precision cooling, emergency lighting, and smart access systems-was extensive. To meet the complex requirements of system monitoring, Delta once again organized a team of professionals to conduct an on-site survey for detailed assessment and planning. Nelson Hsieh of Taipei MCIS team also stayed in Xian for a long time to install, adjust, and debug project software with DGC employees. In fact, this is also the best practice of cross-strait cooperation. At the end, Delta InfraSuite Manager was selected to safeguard the daily operation of the data center.

Delta InfraSuite Manager is an integrated datacenter management software package that shows a complete overview of data for the environment, security, network, and power facilities of the data center. All of this data can be monitored and analyzed instantaneously, giving the user easy control, a complete overview of the datacenter, and ensuring that the infrastructure is able to satisfy current and future demands. Since the testing phase, all system functions have performed successfully and have met the requirements of the client. The system operates smoothly and the alarm systems are accurate. System administrators are able to detect temperature or power abnormalities promptly and effectively to prevent interruptions to communication operations caused by power, cooling system, or environmental temperature issues. The system thus provided an effective guarantee to the day-to-day operations of the datacenter, gaining customer trust and praise.

The SXBCTV used the old-style power environmental monitoring solution that cannot realize power and visual two-way monitoring. By implementing the new-type InfraSuite Manager system, we effectively visualized the real-time power environmental data on the screen of the SXBCTV monitoring center to achieve two-way communication between the monitoring center and equipment for monitoring center administrators to control equipment operation based on actual needs and environmental changes for better power usage effectiveness (PUE) and thereby gradually reduce customer operating cost.

Extend system capacity to surpass customer expectations

In datacenter operations, we also provided the SXBCTV with a brand new management experience. After discussing with the customer, we discovered that the InfraSuite Manager could monitor not only the temperature and humidity of the entire datacenter, but also the temperature of all datacenter servers. To the SXBCTV, the benefits from lowering the temperature of specific heat sources are much higher than lowering the temperature of the entire datacenter. As long as servers can operate continuously at a constant temperature, the entire datacenter can provide customers with uninterrupted service without the need to reducing the datacenter temperature. The functions of the InfraSuite Manager are like monitoring the entire datacenter operation to ensure uninterrupted operations of the datacenter in the most economical mode.

The Delta InfraSuite datacenter solutions is a green solution that is already adopted by datacenters around the world and has been well received by customers. The successful implementation of the InfraSuite datacenter solutions in SXBC's new integrated media control platform is yet another step in strengthening customer recognition of Delta's products and establishing a good foundation of the company's market expansion.
Focus on the 15th Delta Quality Diagnosis

The 15th Delta Quality Diagnosis meeting was held in Wujiang plant site from December 2nd to 4th. The 15th QD focused on OMB (Original Brand Manufacturer) hinging on New Product Introduction (NPI), go to customer (GTC) and TQA System for vertical integration of BG/BU, DGC and plants. The whole shared and discussed about the NPI Process (from strategic market planning to go to market (GTM)); GTC Process (from bid demand planning and project design to zero defect for installation acceptance) as well as TQA System integration and operation, to meet the target market and customer requirements and to establish the internal technical competences for OBM long-term development—fully meet customer demands.

PSBG, IABG and DSBU teams participated in the 15th QD. The 3-day diagnosis included: On-site- Thailand, Dongguan and Wuhu diagnosed Wujiang plant about TQA operation; Cross-diagnosis- BG/BU exchanged opinions about NPI Process and DGC exchanged opinions about GTC process. Delta Chairman Mr. Yancey Hai, Vice Chairman Mr. Mark Ko, CEO Mr. Ping Cheng, COO Mr. Johnson Lee, EVP (China) Mr. Daryl Liao and other managements delivered speeches and provided guidance.

In order to structure OBM value chain completely, the 15th QD first proposed the necessity of involving NPI and GTC into Delta quality diagnosis. The implementation from project design, product development to on-site diagnosis improved the resources utilization and along with TQA- ODM 4 dimensions: DQA (Design QA), VQA (Vendor QA), MQA (Manufacture QA), SQA (Service QA). FQA (Field QA) was also added to advanced 5 now, ensuring GTC as well as OBM operation model implementation.

1 I Delta Chairman Mr. Yancey Hai (left), Vice Chairman Mr. Mark Ko (right) and Senior VP Mr. Simon Chang visited plant to learn more about on-site operation
2 I CEO Mr. Ping Cheng (middle) discussed OBM development with other managements
Delta's Tainan Plant Phase II received diamond-level certification of Taiwan Green Building Label

< Text by Colleen Ho/ Corporate Communications >

The Architecture and Building Research Institute (ABRI) held a ceremony to grant Delta's Tainan Plant Phase II the diamond-level certification of Taiwan Green Building Label. This is Delta's second diamond-level Green Building/Factory that fully complies with all nine EEWH (Ecology/Energy-Saving/Waste Reduction/Health) indexes. Compared with the EEWH criteria, the Phase II achieves 34% energy-savings. Delta's energy-efficient solutions for elevator systems, LED lighting systems and Solar PV systems are also implemented in Tainan Phase II.

Delta's Tainan Plant is the major R&D site of the Mission Critical Infrastructure Solutions (MCIS) Business Unit. The core products include Uninterruptible Power Supply (UPS) units and InfraSuite, an integrated solution that significantly reduces energy consumption at datacenters. In addition, the Phase II also includes a datacenter energy management system to monitor the PUE (Power Usage Effectiveness) of Delta's major sites. The annual PUE of Delta Shanghai R&D Center achieves 1.43 which is not only lower than 3 of China datacenter's average value, but also superior to 1.5 of Green Grid Gold-level criteria. Taiwan National United University (NUU) has implemented Delta's InfraSuite in its datacenters and has set the Green Grid Gold-level as an operation target.

Delta recognized for its Investor Relations and Sustainability Practices at the IR Magazine's Greater China Awards 2013

< Text by Colleen Ho/ Corporate Communications >

Delta has been honored with two awards at the IR Magazine's Greater China Awards 2013: The Best Sustainability Practices Award given the strong support investors have towards its corporate mission "to provide innovative, clean and energy-efficient solutions for a better tomorrow". In addition, Delta's CEO Mr. Ping Cheng won the Best Investor Relations by a CEO/President Award as recognition for the high-quality interaction between Delta and the global investment community. Chief Brand Officer, Ms. Shan-Shan Guo, received the awards on behalf of Delta.

This year, Delta was nominated on IR Magazine's for the following award categories: Grand Prix for best overall investor relations - large cap, best investor relations by a Taiwanese company, best IR by a CEO or President, best corporate governance and disclosure, best sustainability practices and technologies & telecoms. The award is one of most anticipated annual events in Asia's IR Industry. Each year major institutional investors in Taiwan, China and Hong Kong are invited by IR Magazine to provide their recommendations and votes for each award. Based on a vote tally, the top four companies were placed on a short-list for each award and the top 30 companies in Greater China were ranked accordingly.
Delta wins the CBN China CSR Outstanding Business Award

< Text by Nancy Chang/ Delta (Shanghai) >

On 13 December 2013, Delta won the Outstanding Business Award at the 2013 CBN China Corporate Social Responsibility Ratings. With outstanding performance in harmonious relations, employee care, environmental responsibility, public welfare, and economic responsibility, Delta won the approval of judges and became the only Taiwanese enterprise in China to win the Outstanding Business Award for two consecutive years. Delta China Executive VP & GM Daryl Liao attended the ceremony and received the award on behalf of Delta.

According to the organizer, “To Delta, CSR is not just maintaining continuous revenue growth and assuming responsibility for shareholders, but also making solid contributions for society and the environment by integrating corporate competence.” Delta has also won numerous international citations for its CSR efforts, including a top ten CSR enterprise 2013 rated by the Chinese Academy of Social Sciences and the Certificate of Corporate Social Responsibility from the Pudong New Area Government of Shanghai.

DPC receives the Business Champion Award from the California Asian Pacific Chamber of Commerce

< Text by Mike Gazzano/ DPC >

On November 12th and 13th the California Asian Pacific (CalAsian) Chamber of Commerce led a two-day exploration of the high-tech capitol of the world, which included a Tech Tour of Silicon Valley and the 3rd Annual State of Small Business forum. On the second day, the chamber hosted its forum at the Tech Mart facility, which continued with the high-tech theme and featured a number of experts and business leaders.

Additionally, Assemblyman Bob Wiecowksi (25th District) helped to recognize this year’s business and community champions being awarded by the CalAsian Chamber. This year’s award winners were Delta and Bizlink for outstanding leadership in the API business community. President of Delta Americas (DPC), Mr. M.S. Huang, attended to receive this award.
Delta Group introduces smart green life applications at CES 2014

Delta introduced its latest consumer applications at the Consumer Electronics Show (CES) 2014. Delta displayed its Innergie brand of portable power supply solutions and Vivitek brand of digital projection solutions. Innergie, best known for its award-winning PocketCell portable battery banks, exhibited innovative power supply solutions for today’s mobile consumers. Lifehub is an ultra-fast charging, 3-Port USB hub for mobile devices, giving consumers the freedom of power and comfort all at once, anytime and anywhere. In the Vivitek exhibition area, Delta showed stunning images of Taiwan’s scenery using seven newly launched D755WTi short-throw projectors with advanced image blending technology. Vivitek also displayed a line of sleek and colorful portable Qumi HD and 3D projectors that are so small, they almost fit in pocket.

In addition, Delta presented endorsed branding with "a brand of Delta" with Innergie and Vivitek for the first time. This campaign won the recognition of sales personnel and distributors who believed that this could strengthen the distributors’ intention to and faith in cooperation with Delta. Each a brand of Delta in the "Smart Green Life" business category, both lines of smart and energy-saving products reaffirm Delta’s brand promise of "Smarter. Greener. Together." for consumer applications.
Vivitek displayed a line of sleek and colorful portable Qumi HD and 3D projectors.

Visitors showed strong interests in Delta’s smart green life applications.
Celebrating the year of the Horse: Delta signs 2014 cooperation contract with Taiwanese distributors

< Text by Claire Ou/ IABG >

Delta's Industrial Automation Business Group (IABG) recently conducted a 2014 contract signing ceremony with three Taiwanese distributors. ACE Pillar Co., Ltd., USE Electronics Co., Ltd., and Jidien Co., Ltd., who were invited to sign the cooperation contract. This event also celebrated the coming Chinese Year of the Horse 2014.

At the ceremony, President Mr. John C. C. Lin (ACE Pillar), President Mr. Junichi Kato (USE Electronics) and Vice-president Mr. Xing-long Huang (Jidien) were invited to sign the contract with Delta's IABG General Manager Mr. Simon Chang.

Mr. Chang thanked the efforts of all partners in 2013. He also shared his expectations for the future of the industrial automation industry. Mr. Chang indicated that although the IABG is a little behind schedule in 2013, but he expects "a short break for a higher leap" for 2014.

In 2013, the Delta Group officially made SYN-TEK Automation Co., Ltd. a new affiliate to enhance the development of Delta's motion control solution. The general manager of Delta's Industrial Motion System Business Unit, Dr. David Tsai, started as the chairman of SYN-TEK at the end of 2013. He also participated in the contract signing ceremony, on behalf of SYN-TEK, to establish cooperation with ACE Pillar, USE Electronics and Jidien.

Winners of the 3rd Annual 'Delta Cup' Automation Writing Contest are announced!

< Text by Marketing Communication Department/ DGC >

The winners of the 3rd Annual 'Delta Cup' Automation Writing Contest are announced. This year articles on technical improvement with Delta IA products were solicited based on two themes: "Intelligence" and "Green Life".

Having commenced since June 2013, the competition lasting for half a year received several hundreds of registrations, received several hundreds of papers, and collected more than 600 comments and suggestions from more than 500 industrial mining customers, distributors, higher education establishments, and science research institutions in 31 provinces, cities, and autonomous regions. More than 80% of them were submitted by Delta IA end users, covering nearly 100 trades. These figures indicate that the influence of the Delta brand has reached second- and third-tier cities and different market segments following the strenuous efforts of the past few decades. Following several rounds of keenly fought competitions, the jury finally selected "The Application of Delta IA Products for Injection Molding Machine Arms" as the laureate of this year.

Compared to previous years of the competition, most participants this year came from the SI industry and emerging fields, including electronic components, lifting, and new energy. This reflected the efforts of Delta IA in these fields over the past few years. In particular, new products such as the medium-sized PLC AH500 and CP2000 inverters have brought a number of refreshing, energy-saving applications. These innovative applications will be presented to the public in the form of a collection of articles. Outstanding applications will also be published in domestic IA journals for the wider society to share these great works.
**Delta UPS supports the power supply of simulators used in the leading aviation training center**

As a trusted partner to the Flight Simulation Technique Centre (FSTC) India Pvt Ltd., Delta is providing highly reliable UPSs to protect aviation training center simulators. To provide backup power to such delicate machinery, Delta conducted a load study and proposed the Ultron NT 260kVA UPS for this application. Instead of proposing a transformer-less UPS, Delta suggested a transformer based system due to repetitive heavy jolting loads. The systems are installed in two simulators and are performing flawlessly.

Our UPS not only provides the ultimate protection for the simulators, but it also helps to lower the total cost of ownership for the client. After the failure of the competing system, the simulators were run on diesel generators to avoid any power failure. With the installation of Delta's Ultron NT, the simulators are backed by reliable and robust UPS systems, and have reduced their capital expenditures (CAPEX) tremendously.

Based in Gurgaon, FSTC is India’s premier professional aviation training company. The company provides more than one million hours of training each year to pilots, technicians and other aviation professionals from all across India. Professionals are given hands-on training in modern Full Flight simulators, which feature the latest technology in aircraft fidelity and precisely replicate aircraft flight conditions.

**Delta's high capacity UPS once again wins China Telecom bid**

Delta Greentech (China) recently announced that Delta's high capacity UPS has won first place in China Telecom's central bidding order. This is the third consecutive time that Delta has achieved this prestigious position.

The central bidding order for 2013 included 91 sets of transformer-based UPSs requiring capacities of over 200 kVA. Delta passed the preliminary assessments out of seven leading companies participating in the bid. After rigorous testing by a panel of industry experts, Delta overcame its competitors by receiving an order for 50 UPSs, which was more than half of the total bid. This achievement will drive Delta's expansion in the telecommunication industry and play a crucial role in strengthening the market influence of Delta's UPS brand.

Peng Liang, the sales director responsible for this project, expressed that the success of the bid was due to the joint collaboration of the entire Delta team. During the long bidding process, project team members were working both night and day to provide supplementary information and answer any questions raised by the panel. In responding to inquiries, the team's customer service personnel worked around the clock to ensure that answers were promptly provided. Dr. Charles Tsai, General Manager of Delta's Mission Critical Infrastructure Solutions (MCIS) business unit, personally participated in cost studies and appraisal to provide accurate pricing. Delta successfully convinced the panel of our capability and provided a foundation on which victory was built.
Delta lights up CKS Cultural Center at *Halley and Newton* with advanced projection system

< Text by Ray Shen/ DSBU >

At the end of last November, Delta and the National Museum of Natural Science (NMNS) launched the *Halley and Newton: From Dark to Light* at the square of the National CKS Cultural Center. It was a large science and art drama integrating music, drama, dance, and special visual effects. These special visual effects were produced by multimedia projection systems from Delta, including the Digital Projection® Titan Super Quad and Lightning 45. These systems were equipped with the 3-piece DLP image chip to deliver a projection image at 4M lm, with total brightness at 180K lm to perfectly present the backdrops including the southern sky, a 17th century English street scene, and the famous Trinity College of the University of Cambridge.

This two-day event attracted over 8,000 spectators. Delta Founder and Honorary Chairman Bruce Cheng, Chairman Yancey Hai, DEF CEO Shan-Shan Guo, DEF directors, and 300 Delta employees and Delta distributors also attended the event. With drama, innovative technology, and performing art, the content of popular science education was enriched and re-defined.

DGC sponsors Sheshan Observatory to capture Chang'e 3 moon landing

< Text by Video Wall System Department/ DGC >

At 21:00 14 December 2013, Chang'e 3 landed on the moon to great public acclaim. This is China’s first success in landing on an extraterrestrial celestial body. The VLBI Deep Space Probing Command Center of Shanghai Observatory was assigned with a very important mission. Delta built a 3-row by 6-column HD DLP display system to help the command center capture the moon landing of Chang'e 3 and support the precise orbiting and positioning of Chang'e 3.

As the moon is 380,000km away from the Earth, it is impossible to monitor anything out there with an ordinary optical moon telescope, so the radio telescope is the solution. Unfortunately, there are only five radio telescopes in China. The VLBI deep space probe command network formed with these five radio telescopes thus played a very important role to orbit and position Chang'e 3. One of the radio telescopes is located in Sheshan Observatory. In addition, Sheshan Observatory has been chosen as the processing center of all data collected by these radio telescopes. In fact, it needed to process and send these data to the Beijing Aerospace Control Center within one minute after receipt to support the precision orbiting and positioning of Chang'e 3. The data sent back by these radio telescopes were displayed on a video wall. The distributed video control system (DVCS) from Delta guaranteeing instant data display provided technical support for observatory crew to obtain instant data. Again, this is a showcase of Delta's powerful video wall capacity.
The success story of the Lauchhammer Solarpark

< Text by Eric Thorsrud/ Delta EMEA >

The site of today’s Lauchhammer Solarpark located in Lauchhammer, Germany has a long industrial tradition and accommodated numerous industrial enterprises over the years. The intensive industrial use for many decades had a negative effect on the environment. Groundwater and soil at the plant site became contaminated with various toxic substances. To address the situation, in 1999 extensive sanitation work began.

A large part of this area was returned to green space, and the rest of the land was made available for commercial use. 9.5 hectares was planned for a solar park. In the end the contract was awarded to Emmvee Photovoltaics GmbH. For the PV plant in Lauchhammer, 135 string inverters and about 16,000 solar modules were installed, with a corresponding PV power of 3.83 MW.

To fulfill their inverter demand, Emmvee selected SOLIVIA TL-series three-phase transformerless models from Delta. Inverters from Delta are characterized by a robust and reliable design that can withstand even the most extreme weather conditions. The housing is made of high quality aluminium covered with a special finish to make the inverter very durable and corrosion-resistant. This makes the TL-series inverters the perfect choice for installations in protected outdoor areas. In combination with its high efficiency, a long-lasting and reliable operation is guaranteed.

Delta PV inverter in the Top Ten Innovative Inverters 2013

< Text by PV Inverter Department/ DGC >

The 2013 PV Industry Innovative Enterprise Top 50 Ceremony was held in Shanghai. The PV inverter from Delta won the unanimous acclaim of judges for its years of excellent performance and was rated as one of the Top Ten Innovative Inverters 2013 to further witness Delta’s brand influence in the PV industry.

As the domestic PV market continues to mature, the demand for innovative technology and innovative products increases. Delta thus continuously makes innovation in applied PV technology, including the innovation of the independently designed 500KW PV inverter to equipped PV systems with greater generating efficiency. Without an isolation transformer, this PV inverter delivers maximum conversion over 98.7%. The unique ventilation channel extends the lifespan of internal electronic components. The fault protection design minimizes generating loss with a component fails. The IP65 advanced ingress protection guarantees good environmental adaptability and system stability to reduce cost, enhance efficient, and improve maintainability for PV projects and start new trends for innovation in the PV industry.

DGC PV Development Manager Fanghui Qin received the award on behalf of DGC
New benchmark for "Green Datacenter": Delta high-performance precision air-conditioning protects CAHC

< Text by Marketing Communication Department/ DGC >

As a datacenter component, an energy saving air-conditioning system has become the main concern of datacenter projects. To build a green datacenter, Changchun Aviation Hydraulic Control (CAHC) has recently implemented the high-performance precision datacenter air-conditioning solutions from DGC to ensure the reliable operation of IT equipment.

In a datacenter, the air-conditioning system consumes about 40% of the total electricity. With the increasing concern about energy saving and carbon reduction in the 12th Five-Year Plan, the demand for datacenter energy saving has increased. After several thorough onsite inspections, the DGC expert team selected the high-performance energy-saving EC cooler air-conditioning system with the HED3640-20 indoor unit and HEC3B50 outdoor unit for the CAHC based on technological advancement, high reliability, high durability, and high compatibility with other systems.

The EER of the Delta EC is greater than 3.3. The indoor unit is equipped with the EC cooler, and the outdoor unit with the DC inverter compressor, to realize continuous variable speed for high performance and energy savings as well as the air humidity, cleanliness and air-flow distribution indicators of high precision environments. Delta's precision air-conditioning can be delivered and installed in the shortest possible time as well as to help customers "build high-performance datacenters with a cost-effective total cost of ownership".

The CAHC is the design, R&D, production, and sales base of accessories for aviation hydraulic, fuel, and compression system and engine fuel regulators and fuel pumps in China's aviation field. It extensively applies advanced aviation technology to weapons, vessels, and aviation. In this contract, the DGC has won high credit from the CAHC, paving a solid foundation for the future cooperation between both parties.

Delta introduces new dual output models for the PMT series and the new PMF series

< Text by Delta Electronics Thailand >

Delta IPS team has introduced two models of single phase dual output for the PMT series. Both products provide 100W power output but with different output voltages. The PMT-D1V100W1AA model comes with output voltages at 12V/5V while the PMT-D2V100W1AA offers 24V/5V. These products are operated with selectable AC input switch for 85-132Vac or 170-264Vac. The highly affordable PMT series not comes with versatile connector options (terminal block, front face, and harness type) and two different configuration options (enclosed and L frame) to satisfy different application needs especially in emerging markets for broad range of industrial needs.

Another two premiering products for the new PMF series have also been launched. The PMF series is designed for demanding applications requiring high power factor. The first two models offer 24V single output with output power at 200W and 240W which have protection features including over-voltage, over-current, over-temperature and short-circuit protections. These products are designed with built-in active PFC while the built-in fan speed control enables better thermal management.
DGC supplies PDCs for China Telecom Inner Mongolia Cloud Computing Park

< Text by Marketing Communication Department/ DGC >

Good news from China Telecom Inner Mongolia Cloud Computing Park Phase 1.1 in early November 2013: DGC completed the HV and LV power distribution cabinet (PDC) supply contract. For one whole year, the DGC provided more than 400 standard PDCs, the biggest ever project of that product line, for this 150Km² super internet data center (IDC) infrastructure project costing approximately CNY 2.55 Billion.

At the end of 2011, the Inner Mongolia Autonomous Region successfully attracted China Mobile, China Unicom, and China Telecom, the three leading telecommunication operators, to settle in for its rich energy sources, abundant electricity supply, cold climate, and stable geological structure. Each operator invested more than CNY10 billion to super IDCs in Hohhot, each occupying more than a thousand hectares. DGC responded quickly to such gigantic projects by forming the Inner Mongolia IDC Project Team. DGC ultimately won the bids for Building A5 and A6's HV PDCs and Building A3 and A5's LV PDCs in Phase 1.1 of the Inner Mongolia Cloud Computing Park due to possessing over 6 years of mature technical expertise in the power distribution industry, strict quality management and ability to provide total solutions for HV and LV power distribution systems. DGC's quick delivery and professional project execution was highly rated by the client's frontline staff as well.

According to the cloud computing industry planning of Inner Mongolia, the autonomous region will become a major IDC region in China. During 2012-16, China Telecom alone will invest CNY17 billion in the autonomous region to build about 100Km² of IDC and purchase over 100K frames. This suggests that Inner Mongolia will become the major IDC battlefield of DGC in the next few years. The success marks DGC's success in setting up an example of Delta's telecom power solutions for Inner Mongolia's cloud computing industry. Besides setting out a good foundation for future contracts, this success has established good word of mouth for other Delta products and solutions.
Delta Ampron IN Series wins 2013 most innovative UPS product award

<Text by Judy Wu/MCISBU>

The Delta Ampron IN 1-3kVA UPS has won the SME Channel award for most innovative UPS. The SME Channel presented the award to Delta MCIS India recognizing the Delta Ampron IN Series as one of the world's most innovative products of 2013. The Ampron IN 1-3kVA is the only product available in the market with an inbuilt isolation transformer. The series features True Online Double-Conversion UPS in tower configuration with a built-in galvanic isolation transformer. Galvanic isolation is beneficial for installations at sites with poor power conditions, and is recommended for all critical IT applications.

The SME Channel focuses on IT & Channel news and has a circulation of more than 55,000 across India. The award is a well-known, prestigious award for the IT Channel segment and it identifies companies in India for outstanding commitments to innovation and energy efficiency.

Delta displays win SVC most innovative product award

<Text by Make Gazzano/DPC>

Delta's WX series displays have been named one of the most innovative products of 2013 by readers of Sound & Video Contractor.

Delta's WX is a complete display solution that facilitates effective group and multi-source collaboration for BYOD meeting environments. Key innovations include:

• Unique Extreme Short Throw 1080p projectors and blending technology optimized to create large digital canvasses with super high resolutions
• Up to 215 inches of diagonal viewing area
• Resolutions greater than 7 megapixels
• Convenient one-button control over power, sources and blending
• Simple end-user capable auto calibration in seconds
• Quick and easy setup (2 hours for a WX21/WX31)

The awards honor the best products in mechanical and electronic innovation over the course of the year and acknowledge the designers and engineers for their hard work and contribution.
Brand People

Establish system for sustainable operation
Interview with Delta Group CFO Judy Wang

In 2013, we added the Brand People column to the Delta Brand News for regional executives to share their local market experience with employees through in-depth interviews. In 2014, we will focus on Delta corporate functional departments for employees to better understand organizational strategies and policies and how each department helps enhance Delta competitiveness through the sharing of functional executives.

Over the past decade or so, with the "matrix management" of the Finance Department, the financial reports of BGs and BUs have gradually been standardized and the financial reports of regional branches have gradually been integrated. The cross management model of matrix management also sets a good example for the Brand Management Office to manage brand business and work with regions, BGs, and BUs to implement interdepartmental collaboration.

Setting targets and taking challenges

In August 2013, Delta Electronics Inc. CFO Judy Wang was promoted to the Group's CFO. It was her 27th year of service at Delta. With familial affection for Delta, Wang appreciated Delta for giving her different opportunities, which allowed her to grow. Being promoted to the group's CFO, Wang has greater expectations on Delta's global financial organization.

"One must mind his own business! A person in a particular position must set targets and expectations for this position!" said Wang sternly and sincerely. "The finance team always has an 'ideal': we hope to help the company to go toward two directions - establish a platform for sustainable operations and optimize operational performance."

The targets are clear. However, how to promote "sustainable operation"? "We need a system," said Wang.

"Two years ago, the new top management took the difficult challenge: Lead the finance team to build different systems and templates. 'Sustainable operation' is what we are doing here and now. With this system, anyone can manage Delta well and smoothly," added Wang.

Ms. Judy Wang, Delta Group CFO
The point is, it needs well preparation to start and promote a system from nothing, and many thoughts and activities must be linked up together. "Take regional financial reports as an example. If we want to enter the European market, regions must make efforts. Well, what should they do? It all depends their market positioning. They must well position themselves for the finance team to design how to review the performance of such positioning. Before developing a complete financial report, we must start with these."

"For example, we spent three months to revise the content of the annual budget report in 2012. We reviewed and revised the plan again and again, and the whole department was under pressure." Even though it is already a year ago, Wang still remembers it clearly. "After we finished revising the budget report, we won recognition from the regions, BGs, and BUs. We hope that our report design can help management, BGs, or BUs to make effective management and help regions, BGs, and BUs to better communicate with one another."

Digging up questions from beyond

To optimize operational performance is another target of the finance team. First, it begins with DGC that captures the extensive China market.

"In the past few months, I travelled almost every month to DGC with the COO and other operations officers to discuss and learn things, so that I can understand the details of local operations. In the past, DGC rose along with the China market and grasped numbers of opportunities to develop a good foundation. As the business environment has changed in recent years, the market changed rapidly and became no as thriving as it was before. Therefore, DGC needs to link with partners more closely to capture key accounts and to develop a sales system with more solid channels. Over the past year, we have also discovered some system and structure problems and have begun to make immediate adjustment, whether it is report expression, KPI, or compensation. After DGC implemented Delta's SAP system this January, we believe that operating details will be enforced and confirmed more effectively."

"In my opinion, change is the unchanging culture at Delta. As the product market changes constantly, we need to adjust and change our strategies and activities to cope with market change. As long as the change is positive, there is nothing to be afraid of." This is the deepest observation of Wang who grew up along with Delta. However, some changes were disappointing. "For a long time, the budget achievement rate was over 100%. However, I have not seen this in recent years. I think we need to renew the great Delta tradition: Keep the promise. This is a precious value of Delta."

We need to keep the good characteristics, and there are more to develop.
Matrix management toward a multinational

“Delta is becoming a multinational, and my personal expectation is to become a multinational CFO. When I was an EMBA student of NTU ten years ago, I studied the example of many multinationals, such as Siemens, ABB, Philips, and so on. From these cases, I found that they all have established different regional centers, such as the Asia center, Northeast Asia center, etc. This is what I want to do, because this is sustainable operation.”

Matrix management is another treasure Wang obtained from NTU. “In fact, the finance team started matrix management as early as 1995. At that time, they established the business financial management (BFM) post for employees of the Finance Department to directly work at each BG or BU, so as to maintain professional connection with the finance team and help BG/BU supervisors to operate, manage, and make decisions with financial figures. Unfortunately, the function of BFM was not effectively demonstrated in the first five years, as it was difficult to define this role: was it a member of the finance team or the BG/BU. In fact, this role was never clearly defined. Lastly, it was like an assistant to an assistant. After I became an EMBA student, I finally understood the role and functions of a BFM from the case study of Philips. It was about 2003. From then on, I began promoting it in the Finance Department.”

“It is necessary for employees to feel it on the front lines!” Wang advised other functional departments sincerely. Now, the finance team applies the matrix management concept in all regions. Although region management is much more complicated and complex, Wang still believes that each region can benefit from matrix management.

“This way, a region will not and cannot shut itself down when there is a problem. At least the finance team knows it first. ‘Standardization’ is another benefit. To combine so many regional financial items, we need to standardize accounting titles and fee attributes. Although there were diverse opinions between a region and us in the collaboration, we overcame adversities step by step through continuous communication. After a storm comes the calm, and we are now enjoying the preliminary success.”
Looking at Delta's global operations, Wang has greater expectations for the coming five years. "I have finished the framework of Delta's finance teams. There is one finance team in each of Delta's five regions: Southeast Asia, Taiwan, Americas, EMEA, and China. Next, when the organization grows bigger, I hope each of these five teams can fulfill the organizational expectations by designing the optimal financial management model."

"I want to raise the level of the Finance Department. In addition to advance audit, follow-up, and improvement review, we should be a professional, respectable service unit." Taking up the Group’s CFO post from Mr. Roger Chu, who has prepared her all the way, Wang sets this as her personal goal. She is on her road toward this goal to maximize the value of the professional service from the Finance Department.
Optimizing portfolio management strategy for greater business synergy
On planning and execution of endorsed branding strategy

< Text by Brand Management Office >

New challenges and ideas on brand management

Brand management now is more challenging with the rise of global market competition. Considerations of branding principles and strategies become more sophisticated as a result of ongoing market fragmentation, continuous channel evolvement and system integration, dynamic adjustment of business development, environmental and legal limitations of regions, cultural factors, and so on. As Delta is on the road towards business expansion and globalization, brand management has become a major strategic factor for management team when drawing strategies for the group's long-term development.

In the Brand Academy of the this issue, we will show you a management framework to explain how Delta selects the appropriate "brand portfolio management" strategy and how the planning and implementation of "endorsed branding" with the Innergie and Vivitek teams took place and to introduce the very first launch of it in Consumer Electronics Show (CES) 2014.

The uniqueness of Delta brand

Delta is a very unique brand! It all started from the human concerns of founder, Bruce Cheng and extended to closely involve with social responsibility and environmental protection and sustainability. Over the past forty years or so, Delta has accumulated solid corporate goodwill and reputation as well as brand equity. This is witnessed by international brand consultancy Interbrand, which rated Delta as the only large industrial brand in Taiwan Top 20 Global Brands for three consecutive years since 2011. Moreover, in terms of corporate social responsibility (CSR),

Delta's business categories

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The target audiences

we voluntarily concern ourselves with climate change, energy education, and green building and our efforts have won recognition from society. All these combined have significantly improved the brand image of Delta to the next level.

Driven by the corporate mission and market needs for energy saving solution, we have gradually extended our core business from power electronics to industrial automation solutions, power system solutions, large display system, and mobile power solutions. For this reason, our business scope covers B2B and B2C model. As a result, our target audiences thus include key accounts, channel partners, system integrators, end users, and consumers with respect to various markets and applications.

Hence, it is a major task of the Brand Management Office to find a guiding principle to leverage Delta's goodwill and brand equity accumulated over time and to support business development for effective external communication at various levels.

Searching for the optimal management framework

After review and discussion of related issues, well known professor of business administration, David Aaker simplified the thesis as: how to establish a brand portfolio management framework that meets the organization's development strategy? According to him, an integrated and coherent branding framework can generate greater brand impact and enhanced business synergy.

After analyzing the development stages of international brands, David Aaker proposed the brand portfolio management framework to categorize potential execution strategies into four categories in terms of the driving role and visibility of corporate brand. These categories are branded house, sub-branding, endorsed branding, and house of brands.

**Branded House:** The driving role and visibility of the corporate brand are the highest. The corporate brand is the only unified banner for external communication. General Electric is a classical example of branded house. Based on this strategy, GE logo is the unique identifier of General Electric in external communication, and the planning and implementation of communication is centralized by the corporate headquarter.

**Sub-Branding:** The driving role and visibility of the corporate brand are lower than Branded House. When the corporate brand and product brand are presented at the same time, the former has higher visibility, classical examples include Samsung and Apple. Based on this strategy, the identity of product brands enables products to
face market segmentation and competitions, such as Samsung Galaxy, Apply iPhone, and Apply MacBook. Although corporate headquarter plans and implements overall external communication, each product brand is independent.

**Endorsed Branding:** The driving role and visibility of the corporate brand are comparatively weaker. When the corporate brand and product brand are presented at the same time, the latter has higher visibility and higher level of freedom in external communication. Post-it®, Scotch®, and Nexcare® of Minnesota Mining and Manufacturing Company (3M) are the classical examples of this category. Based on this strategy, although the BG/BU of respective product brands takes charge of the brand’s marketing, all products are presented in the umbrella of corporate brand, 3M, in external communication.

**House of Brands:** The driving role and visibility of the corporate brand reduce significantly. All product brands are operated independently, including branding and marketing investments. In this case, the corporate brand is only the legal identity of product brands. Classical examples include P&G, the legal identity of cosmetics brands including Olay, Pantene, Vital Sassoon, and Gillette; health brands including Oral-B and Pringles; and household brands including Pampers, Tide, and Duracell.

David Aaker also advised that these four strategies can be mixed in facing market competitions so that to find the optimal portfolio for business development. For example, GE also established GE Capital for the thriving financial business to deal with the differentiation and communication needs in that market.

**Selecting the appropriate portfolio management strategy for Delta**

After studying these classical examples, we found that each has considered the organizational development process and future direction. For example, 3M began with industrial technology and gradually extended to consumer applications. By adapting advanced technologies and materials for consumer use, 3M successfully makes life better for consumers. For example, they use polarizing technology on table lamps to protect our eyes, low-tack adhesives on sticky notes called Post-it®, the reflective material Scotchlite™ to make high visibility vests, optical technology to develop mobile projectors, and so on. By endorsing products with the corporate brand, 3M impresses consumers with its strong technical power and high quality to strengthen consumer acceptance and faith of products made by 3M.

In terms of business scope and operating revenue, industrial and commercial applications are still the focus of Delta. Together they command at about 85-90% of our organizational revenue, which is similar to the revenue distribution of 3M. In addition, our business model covering B2B and B2C is similar to that of 3M. Moreover, as both enterprises have earned goodwill and accumulated brand value upon technology innovation and manufacturing quality, this favors both enterprises to endorse their products with the corporate brand. Therefore, 3M is a good example for Delta and endorsed branding adopted by 3M is great for Delta.
Enforcing strategies through communication and coordination

In early 2013, Brand Management Office collaborated with Innergie team for the first time and launched "Innergie: A brand of Delta" at 2013 CES. At Innergie booth, we added the profile of Delta brand and the group. This won the recognition of sales personnel and distributors who believed that this could strengthen the distributors’ intention to and faith in cooperation with Delta. In addition, the synergic effect of brand endorsement and resource inoculation can draw consumer attention more effectively.

With preliminary success, Brand Management Office proposed the implementation plan of endorsed branding to the Innergie and Vivitek teams based on the group's long-term development strategy. After several discussion and communication meetings among teams, we decided to implement endorsed branding with an underline statement "a brand of Delta". In this campaign, Delta is presented by corporate logo to associate audience with Delta's brand-awareness in the industrial field and enhance trademark visibility.

At the Delta Group Strategy Meeting last July, the Brand Management Office reported the implementation plan to the management team and won the support of management team and regional heads. This plan will be initiated in 2014 and will cover four main aspects: advertising, product packaging, corporate and product website, exhibition and activity. At CES 2014 in January, we further collaborated with the Innergie and Vivitek teams to mark out the brand identity of both brands, Innergie and Vivitek, at a single booth and to establish a linkage with Delta.

Completion of the Delta brand management framework

Based on long-term strategic thinking, i.e., seeking the most synergy and industrial brand as priority, during 2010-12 the Brand Management Office collated the brand management principles of industrial products. In 2013, we completed the brand management principles of consumer products. Now the preliminary brand management framework has completed for effective communication and presentation of Delta and its products. During the evaluation process in 2013, Interbrand consultants also expressed their high recognition of our achievements. In the future, we will progressively refine the quality of implementation to strengthen the influence of Delta brand and to flourish Delta's global business expansion.
Delta Group officially launched its Shanghai Operations Center and R&D Building in November, 2011. It is a significant milestone in greater China region. The new building serves as a hub to integrate Delta's marketing and services networks, to rapidly respond to market demand and to further.

News Station

A two trillion RMB opportunity on China smart city

Waves on building smart city are springing up in Mainland China. Facilitated by both policies and market demands, six to eight hundred smart cities will be constructed in China during the 12-5 period, predicted by Essence International. The investment, including data centers storage and equipments for analyzing data and servicing customers, amounts to two trillion RMB.

Smart city are based on new generation technologies, Internet of Things and cloud computing for example, and intertwined with the communication application of social networking tools, which benefit the ecosystem of innovations. The State Council of China specified the China authority's determination to boost the smart cities development. After announcing 103 pilot smart cities on August 2013, China has 193 smart cities in total.

Smart cities will contribute to the birth of transformative industry types and the integration of existing industries. The investments on data application have been arriving, and cloud computing and big data will play important roles in smart cities, which will act as forces for China economy to continue expanding in the future.

China extends subsidies for new-energy vehicles

The Chinese government has unveiled a new round of subsidies for fuel-efficient vehicles. This subsidy program will cover battery-electric vehicles, plug-in hybrids and hydrogen fuel cell cars. The program will continue to see subsidies up to Yuan 60,000 (US$9,800) being provided to buyers of such fuel-efficient cars, and will run till the end of 2015. According to Automotive World, many analysts, however, feel that the government needs to include conventional hybrids in this program, in order to increase the number of fuel-efficient cars on the country's roads. According to Xinhua, there were around 27,800 new-energy vehicles on China's roads in 2012. This is a far cry from the government's plans to put five million cars on the roads by 2020. A recent report from Pike Research - Electric Vehicles in China - estimates annual sales of plug-in EVs will reach just 45,000 units by 2015, rising to 152,300 units in 2017.

While this translates into an impressive sounding CAGR of 60% between 2012 and 2017, the figures represent less than 1% of the total light duty vehicle market in the country.

Cloud computing is driving new software pricing models

In recent years, the value awareness of the global ICT industry has gradually shifted from hardware to software and services. Therefore, it is important to understand the trends of worldwide software industry. According to IDC research report, the market size of the worldwide software is estimated to reach 3,420 billion in 2016 and the compound annual growth rate (CAGR) for the 2012-2017 forecast period is 6.3%. It is generally expected that with the trend of big data and cloud computing, software market will accelerate developing. Also, it is expected that diverse pricing model will appear in the future.

LED Industrial Lighting

The Technavio indicated that The Global LED Industrial Lighting market is expected to grow at a CAGR of 49 percent during the 2012~2016 and reach $3B market size in 2016.

The Global LED Industrial Lighting market growth is mainly driven by 2 demands. One of the key demands driving the market is the increasing requirement for power-efficient lighting in industries worldwide. Another drives the demand for LEDs is the needs for intelligent lighting systems that help industries optimize the usage of light. However, the growth of the Global LED Industrial Lighting market is curtailed by several challenges. One of the major challenges is the limited thermal tolerance of LED bulbs when subjected to high-temperature environments in industrial applications. Additionally, the introduction of advanced LED products that have relatively longer life spans than incandescent bulbs and CFLs is hampering the aftermarket and replacement sales of LED lamps.

The use of LEDs across different end-user applications for the purpose of energy conservation is a key trend that is expected to help the Global LED Industrial Lighting market to grow, despite several challenges are presented.

You also can reach more information by connecting DeltaINSIGHT: http://deltainsight/Index.aspx

Brand News
Fun with cycling:  
DGC MCIS team practices low-carbon life

< Text by Fusheng Liu/ DGC MCIS Product Division >

As traffic congestion is increasing in the city, air quality is deteriorating, energy is depleting, and promoting low-carbon life with cycling has become a favorite activity of urbanites. As early as in 2009, the DGC MCIS Product Division already realized the low-carbon and healthy life concept by cycling from Shanghai to Kunshan. This was five years ago.

It was initiated by employees of the Product Division of MCIS Shanghai. Back in 2009 although there were only a dozen or so employees and a few bicycles joining the maiden trip, we upheld our faith in low-carbon and LOHAS life. Today, besides DGC employees, channel partners are influenced and even join us. When October is near each year, we are excited and ready to go. Over the past four years, our team has grown strong. On 26 October 2013, employees and family of the MCIS Product Division and plants and two channel partners formed a team of 33 with 17 bicycles for this annual operation.

At 09:00, the team set out from Chaoan Highway in Shanghai and headed north along G312 Highway linking Shanghai with Khorgas and then Dongcheng Avenue in Kunshan. On this five-hour trip we passed by Jiading, the Shanghai Circuit, and Huaqiao Town in Kunshan before arriving in Yangcheng Lake. Besides gorgeous scenery, there were modern urban buildings and historical and cultural landscapes along on the way. In the 80km trip, the team advanced at up to 47km/h, with an average of 22km/h. Even though it was cool in autumn, we were soaked with sweat.

Among these 17 cyclists, the one with better physical strength and knowledge about the road condition was the bellwether to lead the way, remind others of the road condition ahead, and control the speed of the team. In addition, a well-experienced member supervised the team at the rear of the fleet to ensure no one fell behind. The tracking car also maintained at a stable speed take care of members who needed a rest. In addition to a test of physical strength and endurance, the trip was a challenge of team camaraderie and understanding.
After four years, old members knew the route pretty well. The leader and supervisor also well understood each part of the trip. When the team smoothly reached Yangcheng Lake in Kunshan through camaraderie, the Chinese mitten crab, a specialty of Yangcheng Lake, was the reward waiting for them.

If you ask if it is difficult to ride 80km, the answer is affirmative. Over the past five years, many joined the team with confidence and left at the end. Fortunately, there is always a group of comrades who will never change and even influence people around them to join the team. When we set on this 80km journey, soaked with sweat, we realized that "low-carbon" is no more a slogan. We expect more Delta employees to join us. We also hope that more and more people change their promoter status into practitioners to practice a low-carbon life.
Turning bamboo walls of the "Ring of Celestial Bliss" into classroom materials

< Text by Tali Wu/ Delta Electronics Foundation >

At Lantern Festival last year, the Delta Ring of Celestial Bliss sponsored by Delta Electronics Foundation (DEF) pioneered low-carbon green lighting. The idea of Recycle, Reuse, and Reduce has been part of the design right at the beginning to introduce the concept of green exhibition and break the misconception that "Lantern fairs are a waste of resources."

The 900 pieces of Makino bamboo, each 6m long and 5cm in diameter, surrounded the Ring have been recycled and reused. DEF donated these methanol-free Makino bamboo to Earth Passengers Studio to build the Gadangdang: Permaculture Sustainable Education Base. Earth Passengers is a group dedicated to environmental education. Last September Earth Passengers opened the Ecological Engineering Method: Bamboo Exterior Wall course teaching citizens how to build a natural home with green materials. The methanol-free Makino bamboo recycled from the Ring was the focus of the course.

The bamboo is an internationally accredited green building material with great carbon solidification ability. It is also a symbol of promotion and continuous reproduction. By passing the Makino bamboo of the Ring to the Permaculture Sustainable Education Base, we continue life and extend the influence of the Ring. This story will surely become a great walking example of environmental education promotion.

1 I The bamboo wall of the Ring of Celestial Bliss becomes the material for building the environmental education base. A bamboo roof is also a great rainwater harvester
2 I Ecological Engineering Method: Bamboo Exterior Wall

〈Brand News Bi-Monthly Online Survey〉 Winners

Congratulations to the following colleagues who won the
Innergie PocketCell Duo: MZ Dong, XQ Zhang, Flag Shang, Mingli Ge, Roger Cheng
Two LED 8W Light Bulbs: Apple Cheng, Brown Liu, Dragon Dai, Johnson Yao, Qiong Zhang
〈TAIWAN FROM THE AIR〉 DVD: Neil Cui, Jian Zhang, Daofei Xu, Chris Wu, Rachel Yang

The winners will receive a letter from Brand News Bi-Monthly.