

Delta Showcased Energy-saving Power, Cooling, and ICT Infrastructure Solutions for Cloud to Edge AI Data Centers at COMPUTEX Taipei 2024.

DELTA ELECTRONICS, INC. 2024 ANNUAL REPORT

Company Website: www.deltaww.com

Taiwan Stock Exchange Market Observation Post System:

<http://mops.twse.com.tw>

Date of Publication: March 31, 2025



1. Spokesperson	Name: Jesse Chou Title: Vice President and Chief Sustainability Officer Tel: (02) 8797-2088 E-mail: 2308@deltaww.com
Deputy Spokesperson	Name: Johnny Shih Title: Senior Manager, Brand and Corporate Communications Department Tel: (02) 8797-2088 E-mail: JOHNNY.SHIH@deltaww.com
2. Headquarters, Branches and Plant	Headquarter: 31-1, Shien Pam Rd., Guishan Dist., Taoyuan City 333613 Tel: (03) 362-6301 Taipei Headquarter: 186, Ruey Kuang Rd., Neihu Dist., Taipei 114501 Tel: (02) 8797-2088 Taipei (Yangguang): 256, Yang Guang St., Neihu Dist., Taipei 114067 Tel: (02) 8797-2088 Taoyuan Plant 1: 31-1, Shien Pam Rd., Guishan Dist., Taoyuan City 333613 Tel: (03) 362-6301 Taoyuan Plant 2: 252, Shangying Rd., Guishan Dist., Taoyuan City 333425 Tel: (03) 359-1968 Taoyuan R&D Center: 18, Xinglong Rd., Taoyuan Dist., Taoyuan City 330477 Tel: (03) 362-6301 Taoyuan Plant 5: 268, Shangying Rd., Guishan Dist., Taoyuan City, 333425 Tel: (03) 319-1098 Chungli Plant 1: 3, Tungyuan Rd., Chungli Dist., Taoyuan City 320023 Tel: (03) 452-6107 Chungli Plant 3: 5, Tungyuan Rd., Chungli Dist., Taoyuan City 320023 Tel: (03) 452-6107 Chungli Plant 5: 16, Tungyuan Rd., Chungli Dist., Taoyuan City 320023 Tel: (03) 452-6107 Chungli Plant 6: 5-1, Ziqiang 1st Rd., Chungli Dist., Taoyuan City 320023 Tel: (03) 452-6107 Pingjhen Plant: 458, Pingjhen Section, Jhongsing Rd., Pingjhen Dist., Taoyuan City 324020 Tel: (03) 469-4861 Taichung Branch Office: 8, Keyuan 1st Rd., Situn Dist., Taichung City 407751 Tel: (04) 2567-7670 Tainan Branch Office: 39, Section 2, Huandong Rd., Shanhua Dist., Tainan City 741014 Tel: (06) 505-6565
3. Stock Transfer Agent	Name: CTBC Bank Co., Ltd. Address: 5F., No.83, Sec. 1, Chongqing S. Rd., Zhongzheng Dist., Taipei City 100003 Website: www.ctbcbank.com Tel: (02) 6636-5566
4. Auditors	Auditors: Chun-Yuan Hsiao, Sheng-Chung Hsu Accounting Firm: PricewaterhouseCoopers Address: 27F., No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei City 110208 Website: www.pwc.tw Tel: (02) 2729-6666
5. Overseas Securities Exchange	Name of the stock exchange where the Company's securities are traded offshore: Luxembourg Stock Exchange Disclosed information can be found at: www.bourse.lu/home
6. Corporate Website	www.deltaww.com

Awards and Honors



Top 100 Global Innovators Award

Selected by Clarivate among its Top 100 Global Innovators™ for 3 consecutive years

Best Taiwan Global Brands

Selected as one of the "Best Taiwan Global Brands" for the 14th consecutive year

The 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

S&P Global

Dow Jones Sustainability Indices

- Listed on the Dow Jones Best-in-Class World Index for 14 consecutive years
- Highest overall score in Electronic Equipment, Instruments & Components industry in the Dow Jones Best-in-Class Indices (DJSI) 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 Index for 4 consecutive years



CDP

- Awarded CDP Climate Change Leadership for the 8th time
- Awarded CDP Water Security A List (2020-2023)
- Awarded CDP Supplier Engagement Leader(2017-2023)



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 FTSE4Good TIP Taiwan ESG Index (compiled by Taiwan Index Plus Corporation and FTSE Russell)

Table of Content

1. Letter to the Shareholders	003
2. Corporate Governance Report	006
2.1 Directors and Management Team	006
2.2 Remuneration Paid During the Most Recent Fiscal Year to Directors, the Presidents and Vice-Presidents	019
2.3 Implementation of Corporate Governance	028
2.4 Information on CPA Professional Fees	090
2.5 Information on Replacement of Certified Public Accountant	090
2.6 Where the Company's Chairperson, Presidents, or Any Managerial Officer in Charge of Finance or Accounting Matters Has in the Most Recent Year Held a Position at the Accounting Firm of Its Certified Public Accountant or at an Affiliated Enterprise of Such Accounting Firm, the Name and Position of the Person, and the Period During Which the Position Was Held	091
2.7 Any Transfer of Equity Interests and/or Pledge of or Change in Equity Interests by a Director, Managerial Officer, or Shareholder with a Stake of More Than 10 Percent During the Most Recent Fiscal Year or During the Current Fiscal Year up to the Date of Publication of the Annual Report	092
2.8 Relationship Information, if Any One Among the Company's 10 Largest Shareholders is a Related Party or a Relative Within the Second Degree of Kinship of Another	094
2.9 The Total Number of Shares and Total Equity Stake Held in Any Single Enterprise by the Company, Its Directors and Managers, and Any Companies Controlled Either Directly or Indirectly by the Company	095
3. Corporate Sustainability	096
3.1 Sustainable Management	096
3.2 Devoted to Environmental Protection and Energy Savings	099
3.3 Employee Relations and Social Participation	105
4. Capital and Shares	113
4.1 Capital and Shares	113
4.2 Status of Issuance of Corporate Bonds	120
4.3 Status of Preferred Shares	122
4.4 Status of Issuance of Global Depository Receipts	123
4.5 Status of Employee Share Subscription Warrants	123
4.6 Status of New Restricted Employee Shares	123

4.7	Status of Issuance of New Shares in Connection with Mergers or Acquisitions	123
4.8	Implementation of the Capital Allocation Plans	124
5.	Overview of Business Operations	125
5.1	A Description of the Business	125
5.2	An Analysis of the Market as well as the Production and Marketing Situation	128
5.3	The Number of Employees Employed for the 2 Most Recent Fiscal Years, and During the Current Fiscal Year as of the Date of Publication of the Annual Report	136
5.4	Disbursements for Environmental Protection	136
5.5	Labor Relations	138
5.6	Cyber Security Management	147
5.7	Important Contracts	150
6.	Review and Analysis of Financial Position and Financial Performance, and Risks Assessment	151
6.1	Financial Position	151
6.2	Financial Performance	151
6.3	Cash Flow	152
6.4	Effects upon Financial Operations of Any Major Capital Expenditures During the Most Recent Fiscal Year	153
6.5	The Company's Reinvestment Policy for the Most Recent Fiscal Year, the Main Reasons for the Profits/Losses Generated Thereby, the Plan for Improving Re-Investment Profitability, and Investment Plans for the Coming Year	153
6.6	Risks During the Most Recent Fiscal Year and as They Stood on the Date of Publication of the Annual Report	153
6.7	Other Important Matters	163
7.	Special Items	164
7.1	Affiliates Information	164
7.2	Private Placement of Securities During the most Recent Fiscal Year or During the Current Fiscal Year as of the Date of Publication of the Annual Report	164
7.3	Other Matters that Require Additional Description	164
7.4	Situations Listed in the Article 36, Paragraph 3, Subparagraph 2 of the "Securities and Exchange Act", Which Might Materially Affect Shareholders' Equity or the Price of the Company's Securities, Has Occurred	166

This English translation is prepared in accordance with the Chinese version and is for reference purpose only. If there is any inconsistency between the Chinese version and the English translation, the Chinese version shall prevail.

1. Letter to the Shareholders

Dear Shareholders :



Chairman Ping Cheng

Despite signs of moderate recovery in 2024, global economic performance remained notably divided. While the data center market related to artificial intelligence (AI) continued to experience rapid growth, many other application markets appeared relatively sluggish. Against this backdrop, Taiwan's economic performance stood out among developed economies, largely driven by the surge in AI applications, fueling strong demand for information and communications technology (ICT) equipment and electronic components. This, in turn, provided significant momentum for the growth of both Taiwan's economy and its electronics manufacturing sector.

In 2024, Delta's consolidated revenue was NT\$421.1 billion, a 5% increase from the previous year; gross profit was NT\$136.6 billion with a gross profit margin of 32.4%; net operating profit was NT\$47.7 billion with a net profit margin of 11.3%; net income after tax was NT\$35.2 billion with a net after-tax profit margin of 8.4%; EPS was NT\$13.56 and return on equity (ROE) ratio was 16.4%. Both annual revenue and EPS have grown. Here is a summary of the performance and status of Delta's core business categories in 2024.

Power Electronics

With over a half century of expertise in power electronics technology, Delta has consistently maintained our leadership in power management and thermal solutions. In recent years, global semiconductor giants have introduced high-performance chips designed to support AI applications, resulting in a substantial increase in demand for power supplies. Concurrently, the requirements for critical power specifications, including power instantaneous, power density, and energy efficiency, have continued to increase.

Leveraging our expertise in key technologies, Delta remained at the forefront of the industry, consistently leading the market with the introduction of significant new products in the fields of power solutions for data center and server, as well as power conversion for GPUs. In the field of power supplies for data center racks, Delta's latest power shelves, compliant with the Open Rack v3 (ORV3) standard of the Open Compute Project, deliver a power output of 33 kW (21-inch 10U). This represents an over 83% increase in power output compared to the 18-kW model introduced in 2023, with energy efficiency reaching up to 97.5%. Additionally, Delta has taken the lead in the industry by downsizing the 33kW, 21-inch power shelves to a 19-inch (1RU) specification, enabling AI transformation or upgrades for existing data center servers. In response to the significant load that AI servers place on power grids when processing large volumes of high-speed data, which could potentially lead to server overloads and power outages, we have introduced our brand new 19-inch (1RUs) and 21-inch (10U, ORV3-compliant) high-power Peak Load Shaving Shelf (PLSS). These devices, equipped with built-in lithium-ion capacitors, provide surge rectification and filtration, along with backup power (delivering 20 kW power output for 15 seconds), stabilizing power delivery to AI servers and ensuring efficient and reliable operations. Additionally, Delta introduced an 8kW DC power distribution board designed for effective DC voltage conversion at the AI chip board. This board features two 4kW DC power modules that convert power from a 50V input down to 12V, supplying energy to two GB200 super chips within the server. This system delivers a total output power of 14.4 kW while achieving an energy conversion efficiency of 98.2%.

In the field of data center thermal management, Delta has expanded our product portfolio to include both air and liquid cooling technologies, offering flexible solutions that address the infrastructure needs of both newly constructed and existing data centers. In response to the growing demands for thermal solutions driven by the increase in AI applications, Delta has introduced a liquid-cooled Cold Plate Loop specifically designed for the latest generation of AI GPUs and CPUs. This module features an advanced microchannel cold plate design and technology that balances liquid flow, ensuring exceptional thermal performance and efficient system operation, complemented by the high-performance Coolant Distribution Unit (CDU), a core component that further enhances the overall efficiency of the liquid-cooled rack. Delta's liquid cooling solutions have received approval from leading global cloud service providers (CSPs) and original design manufacturers (ODMs) and have entered the production phase. As demand for AI servers and racks continues to rise, these

products are expected to gradually scale up in shipment volumes.

In the field of passive components, Delta's Board of Directors approved an investment of US\$ 68.5 million in January 2025 to acquire the power inductors and powder materials business from the Japan-listed Alps Alpine Co., Ltd. and its subsidiary Alps Electric Korea Co., Ltd. This acquisition includes production and R&D equipment, along with relevant patents and intellectual property assets, which we plan to integrate with the magnetic component technologies developed by our subsidiary, Cyntec Co., Ltd. This integration will achieve synergies in both technology and market reach. Alps Alpine's proprietary powder material patent technology enables the development of low-power-loss power inductors that improve the energy efficiency of devices and equipment. We anticipate this acquisition will further strengthen Delta's position in the application of passive components across various sectors, including data centers, AI high-performance computing, edge computing, electric vehicles, smartphones, and next-generation information and communication products.

Automation

In the field of industrial automation, Delta has introduced the Digital Twin solution, which enables both the pre-testing of equipment specifications and production line planning during the phase of new product introduction, ensuring seamless integration between the virtual and physical worlds. This solution will be applied throughout the entire product lifecycle, from design and equipment commissioning to mass production. Additionally, our virtual machine development platform DIATwin creates virtual models of product processes by automatically generating and optimizing production parameters through AI computing, thereby reducing the time required for new product trials by up to 50%. When paired with modularly designed physical equipment, this solution successfully contributed to a leading electronics assembly manufacturer in Taiwan reducing their setup time by over 80% and accelerating the mass production timeline for new products. Furthermore, integrating our Line Manager software into the production process achieves real-time management of the entire production line, improving production capacity by 3 to 4 times and reducing material waste, thus achieving energy savings and carbon reduction.

The newly constructed Chungli Plant 6 will serve as Delta's Smart Manufacturing Innovation Center. In addition to offering both virtual and physical training programs, this center leverages IoT technology to transmit equipment data, automatically generate optimized processing paths, and simulate them on a virtual platform. This enables customers to familiarize themselves with equipment operations and plan for full-line integration, thereby accelerating their transition toward the factory of the future.

Delta has actively advanced our building automation business for many years. Our solutions have been successfully implemented in commercial buildings and progressively expanded into more complex campus environments. In 2024, Delta implemented a smart campus solution for the Taiwan International Ports Corporation, Ltd., Taichung Branch at Taichung Port. This solution integrates systems such as central monitoring, security surveillance, smart lighting, and smart energy management into a unified management platform, enabling real-time monitoring and management for the port's diverse facilities and equipment. This enhances operational efficiency while ensuring the security of the port area. The smart energy management platform integrates data on electricity, water usage, and renewable energy, visualizing carbon emissions and overall energy consumption metrics. The solution is built with a highly scalable system architecture, designed to support future integration with EV charging and energy storage systems, driving Taichung Port toward its goal of becoming a smart harbor and realizing its vision of a low-carbon, sustainable future.

Infrastructure

In the field of ICT infrastructure and in response to the rapidly growing demand for data center construction, Delta leverages its extensive power planning expertise and comprehensive product portfolio to develop highly efficient supply systems with flexible power, covering medium-voltage utility power supply to server-level requirements. These systems effectively enable customers to reduce both operational costs and time. To address the thermal challenges posed by AI computing, we have also introduced integrated solutions that combine both air and liquid cooling technologies. These include the Liquid to Air Systems, which can upgrade existing air-cooled data centers, and the 1.5MW Liquid to Liquid Coolant Distribution Unit (CDU), which is capable of managing the thermal demands of dozens of high-density racks exceeding 100 kW, and ensuring stable operations in complex and dynamic application environments.

In the field of energy infrastructure, Delta has not only partnered with McDonald's France to install 200kW supercharger stations in over 700 restaurants, addressing consumers' needs for immediate charging, but has also responded to the growth of the electric vehicle market by launching the 500 kW ultra-fast charger, the UFC 500, allowing us to be compliant with European standards. Additionally, Delta has been actively involved in renewable energy and grid integration, providing 3,500 Delta M125HV solar inverters to MOVE ON Energy GmbH. These inverters have been successfully deployed at Europe's largest solar power plant, generating

sufficient green electricity to power 200,000 households annually, thereby contributing significantly to climate change mitigation.

Mobility

Despite the continued growth of the global electric vehicle market in 2024, the growth rate outside of China has slowed compared to the previous two years. Notably, the regional rollout of electric vehicles charging infrastructure has lagged behind market development, resulting in diversified market demand. Consequently, major automakers are revising their strategies over the next five years, shifting focus from solely battery electric vehicles (BEVs) to a dual approach that incorporates both BEVs and plug-in hybrid electric vehicles (PHEVs). Some automakers are even prioritizing the development of PHEVs to better respond to evolving market dynamics and challenges.

Delta is currently collaborating with several major automakers to develop power systems products for PHEVs, aiming to help them accelerate the release of the vehicles to the market. Concurrently, the integration of electric vehicle drive systems (X-in-1) is emerging as a significant industry trend. Delta has been entrusted by the top three German automakers to develop next-generation integrated systems, some of which have already deployed in vehicles available in the European market. These solutions are expected to be progressively introduced globally over the next few years, becoming a significant revenue source for Delta's Mobility Business category.

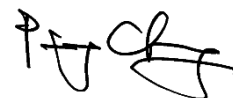
Delta's long-term strategic core remains committed to offering more innovative solutions and continuously enhancing our brand value. Thanks to our continued investment in R&D and a global business approach, Delta was selected as one of the Best Taiwan Global Brands for the 14th consecutive year. In 2024, the Company's brand value reached US\$ 593 million, marking a 9% increase from the previous year. However, considering the Company's wide range of products, spanning single components to comprehensive solutions with varying price points, sales volume alone is not the most effective metric for gauging operating performance. Nevertheless, we expect an increase in overall sales volume for the current year compared to the previous year.

We sincerely thank our shareholders, customers, employees, and partners for their long-term trust and support. Looking to the future, Delta remains committed to advancing R&D, fostering innovative thinking, and constantly optimizing and expanding our product portfolio to provide solutions that balance environmental sustainability with performance, making a more profound contribution to global sustainable development.

Finally, wish everyone good health and good luck.

Sincerely,

Chairman Ping Cheng



2. Corporate Governance Report

► 2.1 Directors and Management Team

2.1.1 Directors

March 31, 2025

Title Name	Nationality/ Place of Incorporation	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding (Note 1)		Spouse & Minor Shareholding (Note 1)		Shareholding by Nominee Arrangement (Note 1)		Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Note
						Shares	%	Shares	%	Shares	%	Shares	%	Title	Name	Relation	
Chairman Ping Cheng	TW	Male 60~69 years	May 30 2024	3	May 16 2001	55,640,093	2.14	55,640,093	2.14	0	0.00	0	0.00	Director	Bruce CH Cheng/ An Cheng	Father- Son/ Brothers	2
Vice- Chairman Mark Ko	TW	Male 70~79 years	May 30 2024	3	May 16 2001	807,630	0.03	807,630	0.03	0	0.00	0	0.00	-	-	-	-
Director Bruce CH Cheng	TW	Male 80~89 years	May 30 2024	3	August 20 1975	81,878,039	3.15	81,878,039	3.15	24,097,633	0.93	0	0.00	Director	Ping Cheng, An Cheng	Father and Sons	-
Director Yancey Hai	TW / US	Male 70~79 years	May 30 2024	3	May 6, 2003	984,067	0.04	824,067	0.03	0	0.00	0	0.00	-	-	-	-
Director Simon Chang	TW	Male 60~69 years	May 30 2024	3	May 18 2006	903,811	0.03	903,811	0.03	517	0.00	0	0.00	-	-	-	-
Director Victor Cheng	TW	Male 60~69 years	May 30 2024	3	June 11 2018	50,344,764	1.94	50,344,764	1.94	1,023,482	0.04	0	0.00	Director	Bruce CH Cheng/ Ping Cheng	Father- Son/ Brothers	-
Director Shan-Shan Guo	TW	Female 50~59 years	May 30 2024	3	June 14 2022	20,360	0.00	20,360	0.00	0	0.00	0	0.00	-	-	-	-
Independent Director Ji-Ren Lee	TW	Male 60~69 years	July 19 2021	3	June 8 2016	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	3
Independent Director Audrey Tseng	TW	Female 60~69 years	May 30 2024	3	June 14 2022	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	-
Independent Director Shyue-Ching Lu	TW	Male 70~79 years	May 30 2024	3	July 19 2021	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	-
Independent Director Jack J.T. Huang	TW	Male 70~79 years	May 30 2024	3	July 19 2021	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	-
Independent Director Rose Tsou	TW	Female 50~59 years	May 30 2024	3	July 19 2021	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	-
Independent Director Doris Hsu	TW	Female 60~69 years	May 30 2024	3	May 30 2024	0	0.00	0	0.00	0	0.00	0	0.00	-	-	-	-

Note 1: The number of shares held as of the date of publication of the annual report, March 31, 2025.

Note 2: The Chairman concurrently serves as the CEO, considering the Company's operating scales and to improve overall operating efficiency, Delta has also appointed a President, with distinct responsibilities between the CEO and the President. The responsibilities of the CEO are as follows: (1) Leverage

company's competitiveness to construct mid to long term corporate strategy, tactics, and investment plan and deploy to all subsidiaries and functional units. Manage company's overall operations to insure profitable growth for sustainability; (2) Lead management team and utilize of resources to reach total best cost and synergy creation; (3) Cultivate management talent for business development needs; (4) Exercise top management performance evaluation, appointment and termination. The responsibilities of the President are as follows: (1) Lead business units to develop its strategy and objectives and monitor performance result to achieve goals; (2) Manage business units to execute critical business decisions; (3) Exercise business units management performance evaluation, appointment and termination. The Chairman also holds the CEO position, ensuring the Company's development blueprint formulated by the Board of Directors is effectively executed through practical planning. Simultaneously, the majority of board members are not employees or managers of the Company, and one-third of the board seats are held by independent directors. The Board of Directors has set up several functional committees to utilize their professional knowledge, fully discuss critical issues, and provide the board with suggestion, thereby enhancing the supervision function of the Board of Directors and complying with the corporate governance.

Note 3: After the election of the directors and the independent directors in the 2024 Annual General Shareholders' Meeting on May 30, 2024, the duties have been relived and the information of shareholdings is disclosed until the removal date.

Title Name	Education and Experience	Current Positions in the Company and Other Companies (Note)
Chairman Ping Cheng	<u>Selected Education:</u> Bachelor Degree in Business Administration, California State University, East Bay (Formerly known as California State University, Hayward) <u>Selected Past Positions:</u> Former Senior Vice-President and President in Greater China Area, Delta Electronics, Inc. <u>Honors:</u> Honorary Doctor of Engineering, National Cheng Kung University Honored with the National Management Excellence Award-CEO	<u>Current Positions in the Company:</u> CEO Vice-Chairman, Strategic Steering Committee Chairman, Global ESG Committee <u>Current Positions in Non-Profit Organizations:</u> Director, Delta Electronics Foundation Director, Metabolic and Mini-invasive Surgery Foundation
Vice-Chairman Mark Ko	<u>Selected Education:</u> Bachelor Degree in Control Engineering, National Chiao Tung University <u>Selected Past Positions:</u> Former President and COO, Delta Electronics, Inc. <u>Honors:</u> Distinguished Alumni, National Yang Ming Chiao Tung University Distinguished Alumni, Taichung First Senior High School	<u>Current Positions in the Company:</u> Chairman, Strategic Steering Committee Member, Global ESG Committee <u>Current Positions in Non-Profit Organizations:</u> Director, Delta Electronics Foundation
Director Bruce CH Cheng	<u>Selected Education:</u> Bachelor of Science in Electrical Engineering, National Cheng Kung University <u>Selected Past Positions:</u> Former Chairman, Delta Electronics, Inc. Former Chairman, Epoch Foundation Former Chairman, K.T. Li Foundation for Development of Science and Technology Former Chairman, Sun Yun-suan Foundation Former Chairman, Taipei Minbei Fellowship Scholarship Foundation (translation) <u>Honors:</u> Founder and Honorary Chairman of Delta Electronics, Inc., Honorary Chairman of the Department of Electrical Engineering Alumni Association of National Cheng Kung University, Honorary Chairman of the Cheng-Dian Educational Foundation, Honorary Chairman of the K.T. Li Foundation for Development of Science and Technology, Honorary Doctorate form National Tsing Hua University, Honorary Doctorate form National Central University, Honorary Doctorate from National Cheng Kung University, Honorary Doctorate from National Taiwan University of Science and Technology, Honorary Doctorate from National Taipei University of Technology, Honorary Doctorate from National Chiao Tung University,	<u>Current Positions in Other Companies:</u> Director, Finestar International Limited Chairman, Hua-Chih Investment Co., Ltd. (translation) <u>Current Positions in Non-Profit Organizations:</u> Chairman, Delta Electronics Foundation Director, Sun Yun-suan Foundation Director, Wu Chien-Shiung Education Foundation Director, Wu Ta-You Foundation Director, Asia University, Taiwan Managing Director, SINOCON Industrial Standards Foundation

Title Name	Education and Experience	Current Positions in the Company and Other Companies (Note)
Director Bruce CH Cheng	Honorary Doctorate from Asia University, Taiwan, Honorary Doctor of Science from City University of Hong Kong, Honorary Doctorate from Taipei Medical University, Honorary Doctor of Engineering from National Yang-Ming University, Honorary Doctorate from National Taiwan University, Awarded the Order of Brilliant Star with Grand Cordon by the President of the Republic of China and Laureates of the Industrial Technology Research Institute	
Director Yancey Hai	<u>Selected Education:</u> Master Degree in International Business Management, the University of Texas at Dallas <u>Selected Past Positions:</u> Former Country Manager, GE Capital Taiwan Former Chairman and Chairman of Strategic Steering Committee, Delta Electronics, Inc. <u>Honors:</u> Laureates, Industrial Technology Research Institute	<u>Current Positions in the Company:</u> Member, Global ESG Committee <u>Current Positions in Other Companies:</u> Director and Commissioner of ESG & Net Zero Committee, CTCI Corporation Independent Director, Audit Committee Member, Chairman and Convener of Remuneration Committee, ESG Committee Member, USI Corporation <u>Current Positions in Non-Profit Organizations:</u> Director, Delta Electronics Foundation Senior Strategy Consultant, Cloud Computing & IoT Association in Taiwan Director, Taiwan Business Council for Sustainable Development Supervisor, Felix Chang Foundation Director and Finance Committee Member, Chiang Ching-kuo Foundation for International Scholarly Exchange Director, K.T. Li Foundation for Development of Science and Technology
Director Simon Chang	<u>Selected Education:</u> EMBA, Chung Yuan Christian University <u>Selected Past Positions:</u> Former Senior Vice-President and General Manager of Industrial Automation Business Group, Delta Electronics, Inc.	<u>Current Positions in the Company:</u> President and COO Branch Manager Member, Global ESG Committee <u>Current Positions in Other Companies:</u> Director, BETACERA Inc. <u>Current Positions in Non-Profit Organizations:</u> Director, Delta Electronics Foundation
Director Victor Cheng	<u>Selected Education:</u> Mater of Science in Electrical Engineering, Santa Clara University <u>Selected Past Positions:</u> Former Executive Vice-President of Infrastructure Business Category, Delta Electronics, Inc. Former Chairman and President, Delta Networks, Inc.	<u>Current Positions in Other Companies:</u> Director, Lanner Electronics Inc. Vice-Chairman, Delta Networks (Xiamen) Ltd.
Director Shan-Shan Guo	<u>Selected Education:</u> Master Degree in Department of Communications, University of Michigan, Ann Arbor Bachelor Degree in Department of Foreign Language and Literature, National Taiwan University <u>Selected Past Positions:</u> Former CEO, Delta Electronics Foundation Former CEO, TSMC Educational and Culture Foundation	<u>Current Positions in the Company:</u> Chief Brand Officer Member, Global ESG Committee <u>Current Positions in Non-Profit Organizations:</u> Vice-Chairman, Delta Electronics Foundation Director, Epoch Foundation
Independent Director Audrey Tseng	<u>Selected Education:</u> Master Degree of Business Management, National Taiwan University and Fudan University Master Degree of Commerce in Department of Accounting, National Chengchi University <u>Selected Past Positions:</u> Former Deputy Chairman, Assurance Leader and Markets	<u>Current Positions in the Company:</u> Chairman and Convener, Audit and Risk Committee Member, Compensation Committee <u>Current Positions in Other Companies:</u> Independent Director, Audit Committee Member and Business Continuity Management Committee, ASUSTeK Computer Inc. Independent Director, Audit Committee Member,

Title Name	Education and Experience	Concurrent Positions in the Company and Other Companies (Note)
Independent Director Audrey Tseng	Leader, PricewaterhouseCoopers Taiwan Former Synergies Leader, PricewaterhouseCoopers Greater China (CaTSH) Former Chairman of Alumni Association for Accounting Department, National Chengchi University	Compensation Committee Member and Nomination Committee Member, Coretronic Corporation Independent Director, Audit Committee Member and Compensation Committee Member, Bionime Corporation Director, BRIM Biotechnology, Inc. Director, H2U Corporation Director, St. Shine Optical Co., Ltd. Independent Director, Onward Therapeutics SA (Switzerland) Supervisor, Taiwan Bio-Manufacturing Corporation <u>Current Positions in Non-Profit Organizations:</u> Adjunct Professor, National Yang Ming Chiao Tung University
Independent Director Shyue-Ching Lu	<u>Selected Education:</u> Ph. D. in Electrical Engineering, University of Hawaii <u>Selected Past Positions:</u> Former Chairman and President, Chunghwa Telecom Co., Ltd. Former Deputy Director General of Directorate General of Telecommunications, Ministry of Transportation and Communications Republic of China Former Director General, Department of Posts and Telecommunications, Ministry of Transportation and Communications Republic of China <u>Honors:</u> Professor Emeritus, National Yang Ming Chiao Tung University	<u>Current Positions in the Company:</u> Member, Audit and Risk Committee Chairman and Convener, Compensation Committee <u>Current Positions in Other Companies:</u> Independent Director, Chairman and Convener of Audit Committee and Compensation Committee Member, MiTAC Holdings Corporation Independent Director Audit Committee Member and Compensation Committee Member, Radium Life Tech Co., Ltd. Director, CTCI Advanced Systems Inc. Director, XRSPACE Co., Ltd. Director, Alpha Ring Asia Inc.
Independent Director Jack J.T. Huang	<u>Selected Education:</u> S.J.D., Harvard University <u>Selected Past Positions:</u> Former Attorney-at-Law, Jones Day Taipei Office Former Chairman, Taiwan M&A and Private Equity Council <u>Honors:</u> Honorary Chairman, Taiwan M&A and Private Equity Council Honored with 2024 Global Views Leader Forum "Lifetime Achievement Award"	<u>Current Positions in the Company:</u> Member, Audit and Risk Committee Member, Compensation Committee <u>Current Positions in Other Companies:</u> Independent Director, Audit Committee Member and Chairman and Convener of Compensation Committee, WPG Holdings Limited Special Advisor of the CEO, Yulon Group Director, Taiwan Capital Buffalo Fund Co., Ltd. Founder and Chairman, Taiwan Renaissance Platform Chairman, Taiwan Consulting Group
Independent Director Rose Tsou	<u>Selected Education:</u> MBA of J.L. Kellogg Graduate School of Management, Northwestern University MS in Mass Communication, Boston University <u>Selected Past Positions:</u> Former Head of International, Verizon Media Former Managing Director, Yahoo Asia Pacific Former General Manager, Yahoo Taiwan Former Chairman, World Vision Taiwan <u>Honors:</u> Honorary Director, Taiwan Women on Boards Association	<u>Current Positions in the Company:</u> Member, Audit and Risk Committee Member, Compensation Committee <u>Current Positions in Other Companies:</u> Independent Director, Audit Committee Member, Chairman and Convener of Compensation Committee, Sercomm Corp. Independent Director, Audit Committee Member, Compensation Committee Member, Giant Manufacturing Co. Ltd. Chairman, FN Capital Co., Ltd. Independent Director, HK Television Entertainment Company Limited Director, EASYCARD Corporation
Independent Director Doris Hsu	<u>Selected Education:</u> Master of Computer Science, University of Illinois <u>Selected Past Positions:</u> Former President, Sino-American Silicon Products Inc. <u>Honors:</u> 2024 Commander of the Order of the Italian Star 2024 ERSO Award, Pan Wen Yuan Foundation 2024 ITRI Laureate	<u>Current Positions in the Company:</u> Member, Audit and Risk Committee Member, Compensation Committee Member, Global ESG Committee <u>Current Positions in Other Companies:</u> Chairperson and CEO, Sino-American Silicon Products Inc. Chairperson and CEO, GlobalWafers Co., Ltd. Chairperson and CEO, GlobiTech Incorporated

Title Name	Education and Experience	Concurrent Positions in the Company and Other Companies (Note)
Independent Director Doris Hsu	2024 K.T. Lee Administration Medal	Chairperson, Taiwan Speciality Chemicals Corp. Chairperson, Sunrise PV Three Co., Ltd. Chairperson, Sunrise PV Four Co., Ltd. Chairperson, SAS Capital Co., Ltd. Chairperson, GWC Capital Co., Ltd. Chairperson, Sustainable Energy Solution Co., Ltd. Chairperson, Crystalwise Technology Chairperson, GlobalWafers Capital Co., Ltd. Chairperson, GlobalWafers Japan Co., Ltd. Chairperson, MEMC Japan Ltd. Chairperson, Topsil GlobalWafers A/S Chairperson, GlobalWafers America, LLC Vice-Chairperson, Kunshan Sino Silicon Co., Ltd. Director, Actron Technology Corporation Director, Advanced Wireless Semiconductor Company Director, SAS Sunrise Inc. Director, GlobalSemiconductor Inc. Director, GlobalWafers Singapore Pte. Ltd. Director, GlobalWafers B.V. Director, MEMC Korea Company Director, Crystalwise Technology (HK) Limited

Note: For detailed information on directors concurrently holding positions in the Company and its subsidiaries, please refer to the Affiliation Reports on the Market Observation Post System.

Major shareholders of the institutional shareholders: None.

Information of Directors

1. Professional qualifications and independence analysis of directors

March 31, 2025

Criteria Name	Professional Qualification and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Concurrently Serving as an Independent Director
Ping Cheng	Mr. Ping Cheng joined Delta Electronics in 1988 and held various positions in units of different regions at home and abroad. Since 2012, he has served as the CEO, leading Delta's transformation journey. He guided the Company's strategic transformation into a brand-focused solutions provider and nationwide business development. Mr. Ping Cheng has served as Chairman since 2024 and concurrently served as Chief Executive Officer, leading Delta's overall organizational operations, reviewing long-term strategies and management development, and strengthening corporate governance and the functioning of the Board of Directors. Mr. Ping Cheng has necessary work experiences for the business of the Company over 5 years, and Mr. Ping Cheng does any not have circumstances defined in the Article 30 of Company Act.	-	0
Mark Ko	Mr. Mark Ko joined Delta in 1988 and is currently the Vice-Chairman of the Company. He is responsible for managing Delta's related companies and leading the integration of cross-business techniques and products to provide total solutions. Mr. Ko once served as president and Chief Operating Officer of Delta Group, responsible for worldwide business operations and management, R&D, manufacturing, and quality processes. Mr. Mark Ko has necessary work experiences for the business of the Company over 5 years, and Mr. Mark Ko does any not have circumstances defined in the Article 30 of Company Act.	-	0

Criteria Name	Professional Qualification and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Concurrently Serving as an Independent Director
Bruce CH Cheng	<p>Mr. Bruce CH Cheng founded Delta Electronics, Inc. in 1971 and served as the Chairman until 2012; further, he is currently the Founder and Delta's Honorary Chairman, leading Delta's corporate strategies and fostering the Company's corporate mission: "To provide innovative, clean, and energy-efficient solutions for a better tomorrow." Mr. Cheng puts importance on the protection of the global environment. Since the establishment of Delta, he has been continuously promoting the protection of the environment and natural resources, as well as engaging in innovative products and energy-saving technologies.</p> <p>Mr. Bruce CH Cheng has necessary work experiences for the business of the Company over 50 years, and Mr. Bruce CH Cheng does any not have circumstances defined in the Article 30 of Company Act.</p>	-	0
Yancey Hai	<p>Mr. Yancey Hai joined Delta in 1999 and became Vice-Chairman and CEO in 2004 to lead Delta's operational development direction, promote and implement strategic innovation business development. Mr. Hai had served as Chairman of the Board to oversee long-term strategy, strengthen corporate governance and solidify the function of Board since 2012 and relieved from work in 2024.</p> <p>Mr. Yancey Hai has necessary work experiences for the business of the Company over 5 years, and Mr. Yancey Hai does not have any circumstances defined in the Article 30 of Company Act.</p>	-	1
Simon Chang	<p>Mr. Simon Chang joined Delta in 1981 and is currently President and Chief Operations Officer of the Company. He once served as Manager of the Engineering Department, Manager of the Materials Department, Director of the Industrial Automation Business Group, and General Manager of the Industrial Automation Business Group (IABG). Since 1995, Mr. Chang has led the Industrial Automation Business Group for more than 20 years in the field of industrial automation, developing motor drives, motion, control, sensing, networking, machine vision products and systems. Mr. Chang also directed Delta's innovation and development of Smart Manufacturing-related products to provide energy-efficient and fully-integrated solutions to customers worldwide to move toward smart and green manufacturing.</p> <p>Mr. Simon Chang has necessary work experiences for the business of the Company over 5 years, and Mr. Simon Chang does any not have circumstances defined in the Article 30 of Company Act.</p>	-	0
Victor Cheng	<p>Mr. Victor Cheng joined Delta in 1993 and is currently the Chief Executive Officer of Delta Electronics (Thailand) Public Company Limited and a Board member of Delta Electronics, Inc., responsible for the entire organization's management and strategy development. Previously, Mr. Cheng held various positions at Delta, from International Sales Director, Assistant General Manger to General Manager of Video Display Business Unit. Mr. Cheng acted as the President and Chairman of Delta Networks, Inc., Delta' subsidiary. From 2014 to 2017, Mr. Cheng served as the General Manager of Delta's Power System Business Group (PSBG). Since 2017, Mr. Cheng also served as the General Manager of Delta's Information and Communications Technology Business Group (ICTBG). Mr. Cheng was Executive Vice-President of Delta's Infrastructure Business (IFB) since 2023. Mr. Victor Cheng was appointed as a CEO of Delta Electronics (Thailand) Public Company Limited in 2024.</p>	-	0

Criteria Name	Professional Qualification and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies Concurrently Serving as an Independent Director
Victor Cheng	Mr. Victor Cheng has necessary work experiences for the business of the Company over 5 years, and Mr. Victor Cheng does any not have circumstances defined in the Article 30 of Company Act.		
Shan-Shan Guo	Ms. Shan-Shan Guo joined Delta in 2010, the group's Brand Inauguration Year, and was promoted to Chief Brand Officer the following year. She concurrently serves as Vice-Chairman of Delta Electronics Foundation. Ms. Guo integrates the group's global brand management, constructing Delta's brand core values, and leads corporate brand communication initiatives. She directs the group's ESG social strategy and implementation and organizes Delta's participation in the United Nations Climate Change Conferences (COP). Delta's brand influence has risen significantly through Ms. Guo's endeavors in developing Delta's corporate brand, product brand, and ESG brand. Since 2011, Delta has been continuously selected as one of the top 20 Best Taiwan Global Brands under Ms. Guo's leadership, with a substantial increase in brand value. Ms. Shan-Shan Guo has necessary work experiences for the business of the Company over 5 years, and Ms. Shan-Shan Guo does any not have circumstances defined in the Article 30 of Company Act.	-	0
Audrey Tseng	Ms. Audrey Tseng has had a distinguished 35-year career as a Certified Public Accountant (CPA), having worked at PricewaterhouseCoopers Taiwan. Throughout her career, she has served as the external CPA for several large group companies. Specializing in multinational finance, tax planning, mergers and acquisitions, corporate governance, industrial development, and business strategy, Ms. Tseng has developed a strong expertise in these areas. She is also highly experienced in financial risk evaluation and management. Ms. Audrey Tseng has accounting experiences and necessary work experiences for the business of the Company over 5 years. Ms. Tseng also passed the national examination and obtained a CPA's certificate, and she does not have any circumstances defined in the Article 30 of Company Act. Currently, Ms. Audrey Tseng is the Independent Director of ASUSTeK Computer Incorporation (since 2022 till now), and Independent Director of Coretronic Corporation (since 2022 till now), Independent Director of Bionime Corporation (since 2022 till now) and serving as an Adjunct Professor at National Yang Ming Chiao Tung University.	During the two years before being elected and during the term of office, Ms. Audrey Tseng does not have any circumstances defined in the Paragraph 1, Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."	3
Shyue-Ching Lu	In 1986, Mr. Shyue-Ching served as the Director of the Telecom Labs at the Ministry of Transportation and Communications (MOTC) of the Republic of China. In 1993, he was appointed Director General of the Department of Posts and Telecommunications at MOTC. He later held positions as Deputy Director General of Directorate General of Telecommunications, MOTC in 1994. In 1996 he was appointed as President of Chunghwa Telecom Co. Ltd. These roles align with the Information Technology under the Global Industry Classification Standard (GICS). Dr. Lu was elected as Chairman of Chunghwa Telecom Co. Ltd. in 2008 and retired in 2013. With a wealth of experience in the information and communication industry, as well as in information security, he was awarded the title of Professor Emeritus at National Yang Ming Chiao Tung University. Mr. Shyue-Ching Lu has necessary work experience for the	During the two years before being elected and during the term of office, Mr. Shyue-Ching Lu does not have any circumstances defined in the Paragraph 1, Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public	2

Criteria Name	Professional Qualification and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Shyue-Ching Lu	business of the Company over 5 years and does not have any circumstances defined in the Article 30 of Company Act. Currently, Mr. Shyue-Ching Lu is the Independent Director of Radium Life Tech Co., Ltd. (since 2016 till now) and the Independent Director in MiTAC Holdings Corporation (since 2016 till now).	Companies."	
Jack J.T. Huang	Mr. Jack J.T. Huang was honored S.J.D. from Harvard University in 1983 and served as the Attorney-at-Law at Jones Day Taipei Office. He specialized in cross-border investments, corporate mergers and acquisitions, joint ventures and collaborations, securities finance, venture capital funds, technology industry-related matters, technology licensing, major infrastructure projects and other business transactions, etc. Additionally, he held the position of Honorary Chairman at Taiwan M&A and Private Equity Council. Mr. Jack J.T. Huang has practical experience in law and necessary work experience for the business of the Company over 5 years. He once served as an adjunct practical teacher in the Department of Law of the National Taiwan University College of Law and an adjunct visiting associate professor at Soochow University. Mr. Jack J.T. Huang also passed the national examination and obtained a lawyer's certificate, and he does not have any circumstances defined in the Article 30 of Company Act. Currently, Mr. Jack J.T. Huang is the Independent Director of WPG Holding Limited (since 2005 till now).	During the two years before being elected and during the term of office, Mr. Jack J.T. Huang does not have any circumstances defined in the Paragraph 1, Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."	1
Rose Tsou	Ms. Rose Tsou was the General Manager at Yahoo Taiwan from 2000 to 2007, and was promoted to Managing Director of Yahoo Asia Pacific in 2007, managing media content, digital advertising and e-commerce businesses. She was the head of International at Verizon Media from 2018 to 2020 and led the team in Asia Pacific, Europe and Latin America to enhance cross-regional operation experience and talent exchange, focusing on mobile product development, promotion and business, and exploring new market collaboration opportunities to help Verizon Media accelerate its growth in the international market. Ms. Rose Tsou brings over 20 years of experience in marketing management, mass communication and digital media. Ms. Rose Tsou has over 5 years of necessary work experience for the business of the Company and does not have any circumstances defined in the Article 30 of Company Act. Currently, Ms. Rose Tsou is the Independent Director of Sercomm Corp. (since 2017 till now) and the Independent Director of Giant Manufacturing Co. Ltd. (since 2024 till now).	During the two years before being elected and during the term of office, Ms. Rose Tsou does not have any circumstances defined in the Paragraph 1, Article 3 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies."	2
Doris Hsu	Ms. Doris Hsu obtained her master's degree in computer science from University of Illinois, the U.S. She served as Sales Assistant President, Vice-President, and President of Sino-American Silicon. In 2020, Ms. Doris Hsu officially assumed the position of SAS Chairperson. Under her leadership, both SAS and GlobalWafers have continued to expand their operational scale and business footprint. These roles align with the Information Technology Sector under the Global Industry Classification Standard (GICS). Ms. Hsu has over three decades of experience in the semiconductor industry. As an executive, she has been involved in a wide range of areas essential to a company's operations, including commerce, legal affairs, finance, and accounting. She possesses extensive	During the two years before being elected and during the term of office, Ms. Doris Hsu does not have any circumstances defined in the Paragraph 1, Article 3 of the "Regulations Governing Appointment of Independent Directors	0

Criteria Name	Professional Qualification and Experience (Note 1)	Independence Status (Note 2)	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Doris Hsu	expertise and a deep understanding of the skills required to drive a company's success. Ms. Doris Hsu has over 5 years of necessary work experience for the business of the Company and does not have any circumstances defined in the Article 30 of Company Act.	and Compliance Matters for Public Companies."	

Note 1: Professional qualification and experience: To state the professional qualifications and experience of individual directors and supervisors. If he/she is a member of the Audit Committee and has accounting or financial expertise, his/her accounting or financial background and work experience should be stated. Meanwhile, this section should also indicate whether there is any circumstance defined in Article 30 of the Company Act.

Note 2: The status of independence of independent directors should be provided to state that they are independent including but not limited to whether the person, spouse, relatives within the second degree serve as directors, supervisors or employees of the Company or its affiliates, the shares and proposition of shareholding held by the person, spouse, relatives within the second degree (or under others' names), whether to serve as a director, supervisor or employee of a company that has a specific relationship with the Company (please refer to Subparagraph 5-8, Paragraph 1, Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies), and disclose the amount of remuneration they received for providing business, legal, financial, accounting and other services to the Company or its affiliates in the last two years.

2. Diversity and Independence of the Board of Directors:

(1) Diversity of the Board of the Directors:

Policy: The Company's "Corporate Governance Best Practice Principles" and "Rules for Election of Directors" stipulate that the nomination and selection of directors shall be determined by taking diversity into consideration, such as having different genders, ages, races, nationalities, cultures, professional backgrounds, working fields, and better having the knowledge, skills, and competence needed to perform their duties, 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 to fulfill the foundation of strategic guidance.

Goal: The Company aims to enhance the comprehensive knowledge of its highest governing body on economic, environmental, social, and corporate governance issues and keep on improving the ability of risk management of its Board of Directors. We set a goal to organize at least 6 hours of directors' training sessions each year and invite internal or external lecturers to give lectures. Additionally, in response to the Company's development strategy and changes in internal and external environments, the Company continuously seeks out managerial talent and distinguished professionals in the industry. In alignment with the aforementioned guidelines, qualified candidates will be invited to join the Board of Directors to strengthen its balance.

Achievement: In 2024, the Company invited the directors to participate in the internal directors' training sessions on "Corporate Strategy" and "2024 Global and Taiwan Economic Outlook" to improve professional knowledge and to understand changes and risks in the global economic environment for directors. Additionally, after the re-election at the Company's annual general shareholders' meeting on May 30, 2024, the proportion of female directors has hold one-third of board seats. Furthermore, the newly elected independent director, Ms. Doris Hsu, possesses expertise in computer science and over 30 years of experience in the semiconductor industry, bringing different perspectives and thinking to the Company. The 20th term of the Board of Directors is made up of 12 directors with different genders. The percentage of male directors (including independent directors) is 67% (75% in 2023), and the percentage of female directors (including independent directors) is 33% (25% in 2023). All directors (including independent directors) cover different age groups. The percentage of the age between 50 ~ 59 years old (including independent directors) is 17% (17% in 2023), the percentage of the age between 60 ~ 69 years old (including independent directors) is 42% (42% in 2023), the percentage of the age between 70 ~ 79

years old (including independent directors) is 33% (33% in 2023), the percentage of the age between 80 ~ 89 years old (including independent directors) is 8% (8% in 2023). All directors (including independent directors) have professional backgrounds and work experience spanning numerous fields, including international business management, control engineering, electrical engineering, telecommunication, brand management, marketing communication, mass communication, law, accounting, finance, corporate governance, computer science and semiconductor, etc.

Diversity of the Board of Directors' members has been implemented in 2024 as shown below:

Diversity Items Name	Title	Gender	Nationality	Age	Employee of the Company	Employee of Subsidiaries	Years as an Independent Director	Professional Background	GICS Information Technology Experience (Note)
Ping Cheng	Chairman	Male	TW	60~69 years	Y	N	0	Business Management	Y
Mark Ko	Vice-Chairman	Male	TW	70~79 years	Y	N	0	Control Engineering	Y
Bruce CH Cheng	Director	Male	TW	80~89 years	N	N	0	Electrical Engineering	Y
Yancey Hai	Director	Male	TW / US	70~79 years	N	N	0	International Business Management	Y
Simon Chang	Director	Male	TW	60~69 years	Y	N	0	Business Management and Electrical Engineering	Y
Victor Cheng	Director	Male	TW	60~69 years	N	Y	0	Electrical Engineering	Y
Shan-Shan Guo	Director	Female	TW	50~59 years	Y	N	0	Brand Management and Marketing Communication	N
Audrey Tseng	Independent Director	Female	TW	60~69 years	N	N	3	Accounting, Finance, Business Management and Corporate Governance	N
Shyue-Ching Lu	Independent Director	Male	TW	70~79 years	N	N	4	Electrical Engineering and Communication	Y
Jack J.T. Huang	Independent Director	Male	TW	70~79 years	N	N	4	Law	N
Rose Tsou	Independent Director	Female	TW	50~59 years	N	N	4	Marketing Management and Mass Communication	N
Doris Hsu	Independent Director	Female	TW	60~69 years	N	N	1	Computer Science and Semiconductor	Y

Note: The Information Technology is classified under the sectors of the Global Industry Classification Standard (GICS).

Diversity Items Name	Ability to make operational judgments	Ability to perform accounting and financial analysis	Ability to conduct management administration	Ability to conduct crisis management	Knowledge of the industry	An international market perspective	Leadership	Ability to make decisions
Ping Cheng	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Mark Ko	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Bruce CH Cheng	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Yancey Hai	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Simon Chang	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Victor Cheng	Excellent	Good	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Shan-Shan Guo	Excellent	Good	Excellent	Excellent	Good	Excellent	Excellent	Excellent
Audrey Tseng	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Shyue-Ching Lu	Excellent	Good	Excellent	Excellent	Good	Excellent	Excellent	Excellent
Jack J.T. Huang	Excellent	Good	Excellent	Excellent	Good	Excellent	Excellent	Excellent
Rose Tsou	Excellent	Excellent	Excellent	Excellent	Good	Excellent	Excellent	Excellent
Doris Hsu	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent

(2) Independence of the Board of Directors:

Policy: The Company's "Rules for Election of Directors" stipulates that the number of directors having a spousal relationship within the second degree of kinship with any other directors shall be less than half of the total of directors. And the Company's "Rules and Procedures of the Meeting of Board of Directors" also stipulates that 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 relationships 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 directors' proxy to exercise voting rights on that matter.

Goal: To maintain the independence of the Board of Directors, the Company set a target of having three independent directors in accordance with legal requirements. We have established the Audit and Risk Committee and the Compensation Committee, composed of all independent directors. Through professional division of duties and an independent and impartial position, the committees assist the Board in fully exercising its strategic guidance on governance, risk management, and sustainable operations.

Achievement: As of the date of publication of the annual report, the 20th term of the Board of Directors consists of 12 directors. 67% (8 seats) of the directors were non-employees of the Company or subsidiaries (58% in 2023), and 42% (5 seats) of the directors were independent director (42% in 2023), 25% (3 seats) of the directors had family relationship within the second degree of kinship representing (25% in 2023), and there was no any family relationship within the second degree of kinship between independent directors or between independent directors and directors, which was in compliance with Paragraphs 3 and 4, Article 26-3 of the "Securities and Exchange Act". None of all directors had any circumstances defined in Article 30 of the "Company Act", and all of them met the relevant regulatory requirements promulgated by the Financial Supervisory Commission R.O.C. Regarding the conflicted directors' recusals from agenda items in 2025, please refer to the section of "Implementation of Corporate Governance" in the Chapter 2 "Corporate Governance Report" in the annual report.

2.1.2 Management team

March 31, 2025

Title Name	Nationality Gender	Effective Date (Note 1)	Shareholding (Note 2)		Spouse & Minor Shareholding (Note 2)		Shareholding by Nominee Arrangement (Note 2)		Managers who are Spouses or Within Two Degrees of Kinship			Note
			Shares	%	Shares	%	Shares	%	Title	Name	Relation	
CEO and Vice-Chairman, Strategic Steering Committee Ping Cheng	TW Male	June 28, 2012	55,640,093	2.14	0	0.00	0	0.00	-	-	-	-
Chairman, Strategic Steering Committee Mark Ko	TW Male	August 16, 2012	807,630	0.03	0	0.00	0	0.00	-	-	-	-
President, COO and Branch Manager Simon Chang	TW Male	July 3, 2017	903,811	0.03	517	0.00	0	0.00	-	-	-	-
Executive Vice-President of Global Business Operations Jimmy Yiin	TW Male	January 1, 2024	5,000	0.00	14,820	0.00	0	0.00	-	-	-	-
Executive Vice-President of Mobility Business Category James Tang	TW Male	January 1, 2024	0	0.00	113	0.00	0	0.00	-	-	-	-
Executive Vice-President of Infrastructure Business Category Johnson Lee	TW Male	March 1, 2024	0	0.00	0	0.00	0	0.00	-	-	-	-
Executive Vice-President of Power Electronics Business Category Ted Shyy	TW Male	March 1, 2024	0	0.00	0	0.00	0	0.00	-	-	-	-
Corporate CFO Beau Yu	TW Male	August 1, 2021	0	0.00	0	0.00	0	0.00	-	-	-	-
Chief Corporate Governance Officer Shalin Chen	TW Female	April 29, 2019	2,105	0.00	0	0.00	0	0.00	-	-	-	-

Note 1: The members in management team have taken office from the effective date to date.

Note 2: The number of shares held as of the date of publication of the annual report, March 31, 2025.

Title & Name	Education and Experience	Other Position (Note)
CEO and Vice-Chairman, Strategic Steering Committee Ping Cheng	<u>Selected Education:</u> Bachelor Degree in Business Administration, California State University, East Bay (Formerly known as California State University, Hayward) <u>Selected Past Positions:</u> Former Senior Vice-President and President in Greater China Area, Delta Electronics, Inc.	Chairman, Delta Greentech (China) Co., Ltd., etc.
Chairman, Strategic Steering Committee Mark Ko	<u>Selected Education:</u> Bachelor Degree in Control Engineering, National Chiao Tung University <u>Selected Past Positions:</u> Former President and COO, Delta Electronics, Inc.	Chairman, Delta Electronics (Dongguan) Co., Ltd., etc.
President, COO and Branch Manager Simon Chang	<u>Selected Education:</u> EMBA, Chung Yuan Christian University <u>Selected Past Positions:</u> Former Senior Vice-President and General Manager of Industrial Automation Business Group, Delta Electronics, Inc.	Director, BETACERA Inc., etc.
Executive Vice-President of Global Business Operations Jimmy Yiin	<u>Selected Education:</u> Master Degree in Business Administration, National Taiwan University and Fudan University <u>Selected Past Positions:</u> Former Vice-President and General Manager of Power and System Business Group, Delta Electronics, Inc.	Director, Delta Electronics (H.K.) Ltd., etc.
Executive Vice-President of Mobility Business Category James Tang	<u>Selected Education:</u> EMBA, National Taiwan University/Bachelor Degree in Management Science, National Cheng Kung University <u>Selected Past Positions:</u> Former General Manager of Electric Vehicle Solutions Business Group, Delta Electronics, Inc.	None

Title & Name	Education and Experience	Other Position (Note)
Executive Vice-President of Infrastructure Business Category Johnson Lee	<u>Selected Education:</u> EMBA, National Taiwan University/Bachelor Degree in Department of Industrial Engineering and Systems Management, Feng Chia University <u>Selected Past Positions:</u> Former Director and COO, Delta Electronics, Inc.	None
Executive Vice-President of Power Electronics Business Category Ted Shyy	<u>Selected Education:</u> Master Degree in Department of Materials Science and Engineering, National Cheng Kung University <u>Selected Past Positions:</u> Former General Manager, Cytotec Co., Ltd.	Director and CEO, Cytotec Co., Ltd., etc.
Corporate CFO Beau Yu	<u>Selected Education:</u> MBA, University of South Australia/Bachelor Degree in Accounting, Chinese Culture University <u>Selected Past Positions:</u> Former CFO, Delta Electronics (Thailand) Public Company Limited	Director, Delta Electronics Int'l (Singapore) Pte. Ltd., etc.
Chief Corporate Governance Officer Shalin Chen	<u>Selected Education:</u> Bachelor Degree in Accounting, Chung Yuan Christian University <u>Selected Past Positions:</u> Former Director, PricewaterhouseCoopers Taiwan	Supervisor, Cytotec Co., Ltd.

Note: For detailed information on the management team concurrently holding positions in the Company and its subsidiaries, please refer to the Affiliation Reports on the Market Observation Post System.

► 2.2 Remuneration paid during the most recent fiscal year to directors, the presidents and vice-presidents

2.2.1 Remuneration paid to directors and independent directors

Unit: NT\$1,000

Title	Name (Note 1)	Directors Remuneration									
		Remuneration (A) (Note 2)		Pension (B)		Remuneration to Directors (C) (Note 3)		Allowances (D) (Note 4)		Amount and Ratio of total A, B, C and D to Net Income (Note 10)	
		The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company	All Companies in the Consolidated Financial Statements
Director	Ping Cheng	0	0	0	0	161,542	162,533	2,210	2,240	163,752 0.46%	164,773 0.47%
	Mark Ko										
	Bruce CH Cheng										
	Yancey Hai										
	Simon Chang										
	Victor Cheng										
Independent Director	Shan-Shan Guo	0	0	0	0	16,000	16,000	0	0	16,000 0.05%	16,000 0.05%
	Ji-Ren Lee (Note 12)										
	Audrey Tseng										
	Shyue-Ching Lu										
	Jack J.T. Huang										
	Rose Tsou										
	Doris Hsu (Note 13)										

Title	Name	Remuneration Received as Employee										Remuneration from Invested Companies Other Than Subsidiaries or Parent Company (Note 11)
		Salary, Bonus and Special Allowance (E) (Note 5)		Pension (F)		Employee Bonus (G) (Note 6)				Amount and Ratio of total A, B, C, D, E, F and G to Net Income (Note 10)		
		The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company	All Companies in the Consolidated Financial Statements (Note 7)	The Company		All Companies in the Consolidated Financial Statements (Note 7)		The Company	All Companies in the Consolidated Financial Statements	
Cash	Stock					Cash	Stock					
Director	Ping Cheng	71,413	87,013	586	586	131,807	0	163,333	0	367,558 1.04%	415,705 1.18%	2,231
	Mark Ko											
	Bruce CH Cheng											
	Yancey Hai											
	Simon Chang											
	Victor Cheng											
	Shan-Shan Guo											
Independent Director	Ji-Ren Lee (Note 12)	0	0	0	0	0	0	0	0	16,000 0.05%	16,000 0.05%	0
	Audrey Tseng											
	Shyue-Ching Lu											
	Jack J.T. Huang											
	Rose Tsou											
	Doris Hsu (Note 12)											

1. Directors and Independent Directors' remuneration policies, procedures, standards and structure, as well as the linkage to responsibilities, risks and time spent:

Pursuant to Articles 18 and 30 of the Company's "Articles of Incorporation", directors may be entitled to receive remuneration of services rendered for the Company, evaluated by the Compensation Committee according to their respective value of contribution, and the Board of Directors is authorized to determine their remuneration according to the evaluation made by the Compensation Committee and general standard in the same industries; in addition, if the Company makes a profit for the current year, the Board of Directors shall resolve on the allocation of at least 3% of the profit as employee compensation and no more than 1% as the compensation for directors. The main evaluation criteria are their respective participation in the operation of the Company and value of contribution, the practice of the Company's core values, familiarity with the goals and missions of the Company, awareness of the duties of a director, management and communication of internal relationship, director's professional and continuing education as well as internal control. For example, the Chairman should be responsible for the board operations and corporate governance evaluation results, the connection of shareholders' interests (TSR, ROE), the accomplishment of

RE 100 and other ESG indicators, and has added long-term indicators (PE Ratio, ROE) and long-term incentive bonuses with reference to the Company's long-term incentive mechanism for the managements, which will be calculated as phantom stocks starting from 2022 and the phantom stocks over three years will be allocated in a lump sum in cash. Remuneration for independent directors may be different from non-independent directors. The remuneration for the independent director who is serving as the chairperson of a functional committee can be higher than other independent directors.

2. **In addition to the above remuneration, director remuneration shall be disclosed when received from companies listed in the consolidated financial statements and reinvestment companies in the most recent year to compensate for their services, such as being independent consultants, etc.: None.**

Table of Remuneration Ranges

Range of Remuneration Paid to Directors	Names of Directors			
	Aggregate of First Four Items of Remunerations (A+B+C+D)		First Seven Items of Remunerations (A+B+C+D+E+F+G)	
	The Company (Note 8)	All Companies in The Consolidated Financial Statements (Note 9)	The Company (Note 8)	Parent Company and All Invested Companies (Note 9)
Below NT\$1,000,000	Ji-Ren Lee	Ji-Ren Lee	Ji-Ren Lee	Ji-Ren Lee
NT\$1,000,000 (incl.) to NT\$2,000,000 (not incl.)	Simon Chang, Victor Cheng, Shan-Shan Guo	Simon Chang, Victor Cheng, Shan-Shan Guo	Victor Cheng	-
NT\$2,000,000 (incl.) to NT\$3,500,000 (not incl.)	Rose Tsou, Jack J.T. Huang, Doris Hsu	Rose Tsou, Jack J.T. Huang, Doris Hsu	Rose Tsou, Jack J.T. Huang, Doris Hsu	Rose Tsou, Jack J.T. Huang, Doris Hsu
NT\$3,500,000 (incl.) to NT\$5,000,000 (not incl.)	Mark Ko, Shyue-Ching Lu, Audrey Tseng	Mark Ko, Shyue-Ching Lu, Audrey Tseng	Shyue-Ching Lu, Audrey Tseng	Shyue-Ching Lu, Audrey Tseng
NT\$5,000,000 (incl.) to NT\$10,000,000 (not incl.)	Bruce CH Cheng	Bruce CH Cheng	Bruce CH Cheng	Bruce CH Cheng
NT\$10,000,000 (incl.) to NT\$15,000,000 (not incl.)	-	-	-	-
NT\$15,000,000 (incl.) to NT\$30,000,000 (not incl.)	-	-	Shan-Shan Guo	Shan-Shan Guo
NT\$30,000,000 (incl.) to NT\$50,000,000 (not incl.)	Ping Cheng	Ping Cheng	-	Victor Cheng
NT\$50,000,000 (incl.) to NT\$100,000,000 (not incl.)	-	-	Ping Cheng, Mark Ko, Simon Chang	Mark Ko, Simon Chang
Above NT\$100,000,000	Yancey Hai	Yancey Hai	Yancey Hai	Ping Cheng, Yancey Hai
Total	13 persons	13 persons	13 persons	13 persons

Note 1: The name of the directors shall be listed separately (the legal person shareholder shall be listed with both its name and the representative's name), and directors and independent directors should be listed separately. The amount of each payment shall be disclosed in a summary manner.

Note 2: The remuneration of directors in the latest year (including directors' remuneration, duty allowances, severance, bonuses, rewards, etc.).

Note 3: The amount of directors' remuneration approved by the Board of Directors in the most recent year.

Note 4: Refers to the expenses incurred by directors to perform relevant duties including transportation allowances, special allowances, other allowances, accommodation, company cars, and other supplies for the directors in the most recent year. The kind and cost of the assets provided, the actual prices or fair market values of the rent, gas and other payments should be disclosed if the Company provides housing, automobiles and other means of transport or personal expenses. If there is a driver, please note the company's payment for the driver, but not included in remuneration.

Note 5: Refers to the salaries, duty allowances, severance, bonuses, rewards, transportation allowances, special allowances, other allowances, accommodation, company cars, and other supplies for the directors' act concurrently as employees including the president, vice-presidents, other managers and employees in the most recent year. The nature and cost of the assets provided, the actual prices or fair market values of the rent, gas and other payments should be disclosed if the Company provides housing, automobiles and other means of transport or personal expenses. If there is a driver, please explain the Company's payment for the driver in the footnote, but not included in remuneration. The salary expenses recognized in accordance with IFRS 2 "Share-based payment", including shares acquired under employee stock option, restricted new shares to employees and shares acquired from participation in cash capital increase option and so forth shall also count towards the remuneration.

Note 6: If the directors act concurrently as employees (including the president, vice-presidents, other managers and employees) who receive employee remuneration (including stock and cash), the amount of employee bonus approved by the Board of Directors in the latest year shall be disclosed. If it is impossible to be estimated, the year's estimated amount will be calculated based on the proportion of the actual distribution amount last year. And the form "2.2.4 Names of management team members who received employee bonus and distributed amounts" shall be filled out.

Note 7: Total amount of remuneration paid to the directors by all companies (including the Company) in the consolidated financial statements shall be disclosed.

Note 8: Total amount of remuneration paid to the directors by the Company, with disclosure of the directors' names in the corresponding brackets.

Note 9: Total amount of remuneration paid to each director of the Company by all companies (including the Company) in the consolidated financial statements, with disclosure of the names of the directors in the corresponding brackets.

Note 10: Net Income refers to the profit after income tax of parent company only financial statements in the most recent year.

Note 11: a. This column should clearly be filled out with the remuneration amount related to invested companies other than the subsidiaries or the parent company for directors of the Company.

b. If the directors of the Company receive the remuneration from the invested companies other than the subsidiaries or the parent company, the remuneration shall be merged with Column I of the Table of Remuneration Ranges; and the name of the column shall be changed to "Parent Company and All Invested Companies".

c. Remuneration refers to the emoluments (including employees, directors and supervisors emoluments) and business handling expenses, etc., for the

directors of the Company as directors, supervisors or managers of invested companies other than the subsidiaries or the parent company.

Note 12: Removed since the election of directors on May 30, 2024, and the remuneration is disclosed till the removal date.

Note 13: Elected since the election of directors on May 30, 2024, and the remuneration is disclosed from the elected date.

*The content of the remuneration disclosed in this table is different from the concept of the Income Tax Act. Therefore, the purpose of this table is only for information disclosure but not for withholding tax.

2.2.2 Remuneration paid to supervisors: Not applicable.

2.2.3 Remuneration paid to the President and Vice-Presidents

Unit: NT\$1,000

Title	Name (Note 1)	Salary (A) (Note 2)		Pension (B)		Bonus and Special Allowances (C) (Note 3)		Employee Bonus (D) (Note 4)				Amount and Ratio of total (A), (B), (C) and (D) to Net Income (%) (Note 8)		Remuneration from Invested Companies Other Than Subsidiaries or Parent Company (Note 9)
		The Company	All Companies in the Consolidated Financial Statements (Note 5)	The Company	All Companies in the Consolidated Financial Statements (Note 5)	The Company	All Companies in the Consolidated Financial Statements (Note 5)	The Company		All Companies in the Consolidated Financial Statements (Note 5)		The Company	All Companies in the Consolidated Financial Statements	
								Cash	Stock	Cash	Stock			
CEO and Vice- Chairman, Strategic Steering Committee	Ping Cheng	62,146	62,146	478	478	1,014	1,044	119,795	0	133,937	0	183,433 0.52%	197,605 0.56%	60
Chairman, Strategic Steering Committee	Mark Ko													
President, COO and Branch Manager	Simon Chang													

*Job positions equivalent to the President and Vice-Presidents (ex: Presidents, CEO, Executive Presidents, etc.) should be disclosed whatever their titles are.

Table of Remuneration Ranges

Range of Remuneration Paid to the President and the Vice-Presidents	Names of the President and the Vice-Presidents	
	The Company (Note 6)	All companies in the Consolidated Financial Statements (Note 7)
Below NT\$1,000,000	-	-
NT\$1,000,000 (incl.) to NT\$2,000,000 (not incl.)	-	-
NT\$2,000,000 (incl.) to NT\$3,500,000 (not incl.)	-	-
NT\$3,500,000 (incl.) to NT\$5,000,000 (not incl.)	-	-
NT\$5,000,000 (incl.) to NT\$10,000,000 (not incl.)	-	-
NT\$10,000,000 (incl.) to NT\$15,000,000 (not incl.)	-	-
NT\$15,000,000 (incl.) to NT\$30,000,000 (not incl.)	-	-
NT\$30,000,000 (incl.) to NT\$50,000,000 (not incl.)	-	-
NT\$50,000,000 (incl.) to NT\$100,000,000 (not incl.)	Ping Cheng, Mark Ko, Simon Chang	Ping Cheng, Mark Ko, Simon Chang
Above NT\$100,000,000	-	-
Total	3 persons	3 persons

Note 1: The names of the president and vice-president shall be separately listed, and the respective amounts of payment shall be disclosed in a summary manner.

Note 2: This refers to the emoluments, duty allowances and severance of the president and the vice-presidents in the most recent year.

Note 3: This refers to the bonuses, rewards, transportation allowances, special allowances, other allowances, accommodation, company cars, and other supplies for the president and the vice-presidents in the most recent year. The nature and cost of the assets provided, the actual prices or fair market values of the rent, gas and other payments should be disclosed if the Company provides housing, automobiles and other means of transport or personal expenses. If there is a driver, please explain the Company's payment to the driver in the footnote, but not included in remuneration. The salary expenses recognized in accordance with IFRS 2 "Share-based payment", including obtaining employee stock option certificates and restricted stock awards, and participating in cash capital increase and subscription of shares shall also be included in the remuneration.

Note 4: The amount of employee bonus (including stock and cash) to the president and the vice-presidents as approved by the Board of Directors in the most recent year. If it is impossible to be estimated, the estimated amount of this year will be calculated based on the proportion of the actual distribution amount last year. And the form "2.2.4 Names of management team members who received employee bonus and distributed amounts" shall be filled out.

Note 5: Total amount of remuneration paid to the president and vice-presidents by all companies (including the Company) listed in the consolidated financial statements shall be disclosed.

Note 6: Respective total amounts of remuneration paid to the president and the vice-presidents by the Company with disclosure of the names of the president and the vice-presidents in the corresponding brackets.

Note 7: It shall disclose the respective total remuneration amounts paid to the president and the vice-presidents of the Company by all companies (including the Company) in the consolidated financial statements, with disclosure of the names of the president and the vice-presidents in the corresponding brackets.

Note 8: Net income refers to the profit after income tax of parent company only financial statements in the most recent year.

Note 9: a. This column should clearly state the remuneration amount paid to the president and the vice-presidents of the Company by invested companies other than the subsidiaries or the parent company.

b. If the president or the vice-presidents of the Company receive emoluments from the invested companies other than the subsidiaries or the parent company, the remuneration shall be merged with Column E of the Table of Remuneration Ranges; and the name of the column shall be changed to "Remuneration from the parent company and invested companies."

c. Remuneration refers to the emoluments (including employee, director and supervisor's emoluments) and business handling expenses, etc. paid to the president and the vice-presidents of the Company as directors, supervisors or managers of invested companies other than the subsidiaries.

*The content of the remuneration disclosed in this sheet is different from the concept of the Income Tax Act. Therefore, the purpose of this Table is only for information disclosure but not for withholding tax.

2.2.4 Names of management team members who received employee bonus and distributed amounts

Unit: NT\$1,000

	Title (Note 1)	Name (Note 1)	Stock Amount	Cash Amount	Total	Percentage of the Total to Net Income (%)
Managers	CEO and Vice-Chairman, Strategic Steering Committee	Ping Cheng	0	265,699	265,699	0.75%
	Chairman, Strategic Steering Committee	Mark Ko				
	President, COO and Branch Manager	Simon Chang				
	Executive Vice-President of Global Business Operations	Jimmy Yiin				
	Executive Vice-President of Mobility Business Category	James Tang				
	Executive Vice-President of Infrastructure Business Category	Johnson Lee				
	Executive Vice-President of Power Electronics Business Category	Ted Shyy				
	Corporate CFO	Beau Yu				
	Chief Corporate Governance Officer	Shalin Chen				

Note 1: Individual names and titles should be disclosed, but the profit distribution can be disclosed in a summary manner.

Note 2: The amount of employee bonus (including stock and cash) to the managers as approved by the Board of Directors in the most recent year. If it is impossible to be estimated, the estimated amount of this year will be calculated based on the proportion of the actual distribution amount last year. Net income refers to the profit after income tax in the most recent year; if the International Financial Reporting Standard has been adopted, the net income refers to the profit after income tax of the parent company only financial statements in the most recent year.

Note 3: The application scope of "managers" in accordance with the Order No. 0920001301 issued by the Financial Supervisory Commission, R.O.C. (Taiwan) on March 27, 2003 is as follows:

- (1) President and equivalent
- (2) Vice-president and equivalent
- (3) Assistant vice-president and equivalent
- (4) Head of finance department
- (5) Head of accounting department
- (6) Other person who has the authority to manage affairs and sign for the company

Note 4: If the directors, presidents or vice-presidents received employee bonus (including stock and cash), relevant information shall be provided in this table, apart from the form "2.2.1 Remuneration paid to directors and independent directors" and the form "2.2.3 Remuneration paid to the President and Vice-Presidents".

2.2.5 Separately compare and describe total remuneration, as a percentage of net income stated in the parent company only financial statements or individual financial statements, as paid by the Company and by each other company included in the consolidated financial statements in the most recent two years to the directors, the president and the vice-presidents of the Company and analysis and description of remuneration policies, standards, packages and the procedure for determining remuneration, and their linkage to operating performance and future risk exposure

2.2.5.1 Analysis of total remuneration, as a percentage of net income stated in the parent company only financial statements or individual financial statements, as paid by the Company and by each other company included in the consolidated financial statements in the most recent two years to the directors, the president and the vice-presidents of the Company

The Company

Unit: NT\$1,000

Year	Total Remuneration to the Directors, the President and the Vice-Presidents	The Proportion of Total Amount to Profit after Income Tax (%)
2023	294,473	0.88%
2024	383,558	1.09%

Analysis: Since the Chairman's remuneration includes a long-term incentive, it has been calculated in the form of phantom stocks starting from 2022, with expenses recognized annually. The phantom stocks granted from 2022 to 2024 are settled based on the results of long-term performance indicators, and the accumulated phantom stocks over the three-year period will be paid out in a lump sum in cash. As a result, the total remuneration paid to the Chairman, President, and Vice-Presidents in 2024 accounted for a higher proportion of total amount to profit after income tax.

All Consolidated Companies

Unit: NT\$1,000

Year	Total Remuneration to the Directors, the President and the Vice-Presidents	The Proportion of Total Amount to Profit after Income Tax (%)
2023	316,822	0.95%
2024	431,705	1.23%

Analysis: Since the Chairman's remuneration includes a long-term incentive, it has been calculated in the form of phantom stocks starting from 2022, with expenses recognized annually. The phantom stocks granted from 2022 to 2024 are settled based on the results of long-term performance indicators, and the accumulated phantom stocks over the three-year period will be paid out in a lump sum in cash. As a result, the total remuneration paid to the Chairman, President, and Vice-Presidents in 2024 accounted for a higher proportion of total amount to profit after income tax.

2.2.5.2 The Company's remuneration policies, standards, packages and the procedure for determining remuneration, and their linkage to operating performance and future risk exposure

Pursuant to Articles 18 and 30 of the Company's "Articles of Incorporation", if the Company makes a profit for the current year, the Board of Directors shall resolve on the allocation of at least 3% of the profit as employee compensation and no more than 1% as the compensation for directors; in addition, directors may be entitled to receive remuneration of services rendered for the Company, evaluated by the Compensation Committee according to their respective value of contribution, and the Board of Directors is authorized to determine their remuneration according to the evaluation made by the Compensation Committee and general standard in the same industries. The main evaluation criteria are their respective participation in the operation of the Company and value of contribution, the practice of the Company's core values, familiarity with the goals and missions of the Company, awareness of the duties of a director, management and communication of internal relationship, director's professional and continuing education as well as internal control. For example, the Chairman should be responsible for the board operations and corporate governance evaluation results, the connection of shareholders' interests (TSR, ROE), the accomplishment of RE 100 and other ESG indicators and has added long-term indicators (PE Ratio, ROE) and long-term incentive bonuses with reference to the Company's long-term incentive mechanism for the managements, which will be calculated as phantom stocks starting from 2022 and the phantom stocks over three years will be allocated in a lump sum in cash. Remuneration for independent directors may be different from non-independent directors. The remuneration for the independent director who is serving as the chairperson of a functional committee can be higher than other independent directors.

The compensation of the Company's managers is determined according to their duties, ranks, professional abilities, and with reference to the salary standard in the same industries. Bonuses are highly related to the Company's operation results and performance. The managers' compensation is based on the annual scores on the executives' salary performance indicators (including annual ROE, annual net margin, annual revenue achievement rate, annual strategic focus, and ESG including DJSI World, CDP, MSCI ESG, RE100, etc.), of which the ESG indicator accounts for 20% of the performance ratio, and with reference to the peer group average before being proposed. After deliberation by the Compensation Committee, the proposal would then be submitted to the Board of Directors for approval. The Company conducts regular annual reviews of the compensation system based on operational conditions and compliance with relevant laws and regulations. These reviews are submitted to the Compensation Committee for deliberation, aiming to achieve a balanced approach between the Company's sustainable operation and risk management. The company reviews the compensation system regularly each year, in accordance with operational conditions and legal regulations, and submits it to the Compensation Committee for discussion, aiming to balance the sustainable operation of the Company with risk management.

► 2.3 Implementation of Corporate Governance

2.3.1 Board of Directors

A total of 9 meetings of the Board of Directors were held in 2024 and 2025 till the date of publication of the annual report. The attendance of the directors was as follows:

Title	Name	Number of meetings Should Attend (A)	Attendance in Person (B)	By Proxy	Attendance Rate (%) (B/A) (Note 1 & 2)	Remarks
Chairman	Ping Cheng	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Vice-Chairman	Mark Ko	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Director	Bruce CH Cheng	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Director	Yancey Hai	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Director	Simon Chang	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Director	Victor Cheng	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Director	Shan-Shan Guo	9	9	0	100%	Re-elected Director Elected on 30 May, 2024
Independent Director	Ji-Ren Lee	4	4	0	100%	Former Independent Director Removed on 30 May, 2024
Independent Director	Audrey Tseng	9	9	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director	Shyue-Ching Lu	9	9	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director	Jack J. T. Huang	9	9	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director	Rose Tsou	9	9	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director	Doris Hsu	5	4	1	80%	New Independent Director Elected on 30 May, 2024

Note 1: Should any director resign before the end of the fiscal year, his/her resignation date shall be stated in the remark, and his/her attendance rate (%) shall be calculated based on the number of meetings of the Board of Directors and the/her actual attendance during their term of office.

Note 2: Should there be director re-election before the end of the fiscal year, both of the new director and the former director shall be disclosed. Meanwhile, the remark column should indicate that he/she is a new, former or re-elected as well as the election date. The attendance rate (%) shall be calculated based on the number of meetings of the Board of Directors and his/her actual attendance during their term of office.

The attendance of independent directors at each meeting of the Board of Directors in 2024 and 2025 till the date of publication of the annual report is as follows:

Title	Name	19th Term				20th Term				
		17th	18th	19th	20th	1st	2nd	3rd	4th	5th
		2024.01.17	2024.02.29	2024.03.13	2024.04.30	2024.05.30	2024.07.31	2024.08.29	2024.10.29	2025.02.26
Independent Director	Ji-Ren Lee	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Independent Director	Audrey Tseng	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person
Independent Director	Shyue-Ching Lu	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person
Independent Director	Jack J. T. Huang	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person

Title	Name	19th Term				20th Term				
		17th	18th	19th	20th	1st	2nd	3rd	4th	5th
		2024.01.17	2024.02.29	2024.03.13	2024.04.30	2024.05.30	2024.07.31	2024.08.29	2024.10.29	2024.02.26
Independent Director	Rose Tsou	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person	Attendance in Person
Independent Director	Doris Hsu	Not applicable	Not applicable	Not applicable	Not applicable	Attendance in Person	Attendance in Person	Attendance by proxy	Attendance in Person	Attendance in Person

Other items to be disclosed:

- If any of the following circumstances occur, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the Company's response should be specified:
 - Matters referred to in Article 14-3 of the Securities and Exchange Act: The Company has established the Audit and Risk Committee, so Article 14-3 of the Securities and Exchange Act shall not be applicable. Please refer to the section of Audit and Risk Committee in the annual report.
 - Other matters involving objections or reservations expressed by the independent directors that were recorded or stated in writing that require a resolution by the Board of Directors: None.
- With respect to recusals of directors from motions due to a conflict of interest, the directors' names, contents of motion, causes for recusal and voting should be specified:
 - Board of Directors' meeting on February 29, 2024
 Proposal: The recommendation on 2023 Chairman's compensation of the Company
 Conflicted director recusing from the motion: Yancey Hai
 Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Yancey Hai, who shall not participate in discussion, and, upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.
 Proposal: The release from non-competition restrictions on managers
 Conflicted director recusing from the motion: Simon Chang
 Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for the Director, Mr. Simon Chang, who shall not participate in voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Simon Chang serving as a director in Delta Electronics (Dongguan) Co., Ltd.
 - Board of Directors' meeting on April 30, 2024
 Proposal: The recommendation on 2024 managers' compensation of the Company
 Conflicted directors recusing from the motion: Mark Ko, Ping Cheng and Simon Chang
 Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for Directors, Mr. Mark Ko, Mr. Ping Cheng and Mr. Simon Chang, who shall not participate in voting on managers' compensation, the rest of attending Directors unanimously approve this motion.
 - Board of Directors' meeting on July 31, 2024
 Proposal: The intention of acquisition of real estate in Taiwan
 Conflicted director recusing from the motion: Jack J. T. Huang
 Contents of motion, causes for recusal and voting: The Independent Director, Mr. Jack J. T. Huang, concurrently served as a director of the counterparty, pursuant to Article 206 of the Company Act, except for the Independent Director, Mr. Jack J. T. Huang, who shall not participate in voting, the rest of attending Directors unanimously approved this motion, upon the consultation of the Chairman of the Board.
 Proposal: The release from non-competition restrictions on managers

Conflicted director recusing from the motion: Ping Cheng

Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Ping Cheng, who shall not participate in voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Ping Cheng serving as a director in Delta Electronics (Shanghai) Co., Ltd.

(4) Board of Directors' meeting on October 29, 2024

Proposal: The recommendation on Chairman's compensation of the Company

Conflicted director recusing from the motion: Ping Cheng

Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Ping Cheng, who shall not participate in discussion or voting and upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.

Proposal: The recommendation on 2024 directors' compensation of the Company

Conflicted directors recusing from the motion: The directors did not participate in discussion or voting on their own compensation.

Contents of motion, causes for recusal and voting: Except for the directors who are the interested party and shall not participate in discussion or voting on their own compensation, the rest of directors who could participate in the voting unanimously approved this motion, upon the consultation of the Chairman of the Board.

Proposal: The release from non-competition restrictions on managers

Conflicted directors recusing from the motion: Ping Cheng, Simon Chang

Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Ping Cheng, and the Director, Mr. Simon Chang, who shall not participate in discussion or voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Ping Cheng serving as the Chairman in Delta Holding INC., and Mr. Simon Chang serving as a director in Delta Holding INC.

(5) Board of Directors' meeting on February 26, 2025

Proposal: The recommendation on 2024 Chairman's compensation of the Company

Conflicted directors recusing from the motion: Ping Cheng, Yancey Hai

Contents of motion, causes for recusal and voting: Pursuant to Article 206 of the Company Act and Article 15 of the Rules and Procedures of the Meeting of Board of Directors, except for the Chairman of the Board, Mr. Ping Cheng, and the Director, Mr. Yancey Hai, who shall not participate in discussion or voting and upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.

Proposal: The distribution of 2024 employees' and directors' compensation of the Company

Conflicted directors recusing from the motion: The directors did not participate in discussion or voting on their own compensation.

Contents of motion, causes for recusal and voting: Except for the directors who are the interested party and shall not participate in discussion or voting on their own compensation, the rest of directors who could participate in the voting unanimously approved this motion as suggested by Compensation Committee, upon the consultation of the Chairman of the Board.

3. Evaluation cycles, evaluation periods, evaluation scopes, evaluation methods and evaluation procedures, etc. for evaluating the performance of the Company's Board of Directors and board members are disclosed as below:

Implementation of Evaluation of the Board of Directors	
Evaluation Cycles	The Company shall conduct an internal board performance evaluation at least once a year and one by an external independent professional institution or a panel of external experts and scholars at least once every three years.
Evaluation Periods	Internal board performance evaluation: From January 1, 2024 to December 31, 2024. External board performance evaluation: From January 1, 2022 to December 31, 2022.
Evaluation Scopes	The scope of the internal evaluation includes the board as a whole, individual directors, the Audit and Risk Committee and the Compensation committee. The scope of the evaluation by an external independent professional institution includes the board as a whole (exclusive of functional committees, such as the Audit and Risk Committee and the Compensation committee).
Evaluation Methods	Internal evaluation of the board, self-evaluation by each board member, peer evaluation, and evaluation by engaging external professional institutions, experts, or other appropriate methods.
Evaluation Procedures	<p>A. The criteria for evaluating the performance of the Company's Board of Directors includes the following five aspects:</p> <ol style="list-style-type: none"> 1. Participation in matters related to duties of directors and results of implementation; 2. Improvement in the quality of decision making by the Board of Directors; 3. Composition and structure of the Board of Directors; 4. Election of the directors and their continuing professional education; and 5. Internal control. <p>B. The criteria for evaluating the performance of the board members includes the following six aspects:</p> <ol style="list-style-type: none"> 1. Understanding of the Company's goals and missions; 2. Recognition of directors' duties; 3. Participation and contribution to the Board of Directors; 4. Management of internal relationships and communication; 5. Professionalism and continuing professional education; and 6. Internal control. <p>C. The criteria for evaluating the performance of the Audit and Risk Committee includes the following five aspects:</p> <ol style="list-style-type: none"> 1. Participation and Contribution to the Audit and Risk Committee; 2. Recognition of the duties of the Audit and Risk Committee; 3. Improvement in the quality of decisions made by the Audit and Risk Committee; 4. Composition of the Audit and Risk Committee, and election and appointment of committee members; and 5. Internal control. <p>D. The criteria for evaluating the performance of the Compensation Committee includes the following four aspects:</p> <ol style="list-style-type: none"> 1. Participation and Contribution to the Compensation Committee; 2. Recognition of the duties of the Compensation Committee; 3. Improvement in the quality of decisions making by the Compensation Committee; and 4. Composition of the Compensation Committee, and election and appointment of committee members.
Evaluation Results (Internal)	<p>The performance evaluation of the Company's Board of Directors including functional committees for the year of 2024 was conducted by the Investor Services and HR division using internal questionnaires and the evaluation period was from January 1, 2024 to December 31, 2024, and the results were submitted to the Board of Directors for discussion and improvement on February 26, 2025.</p> <p>The evaluation results:</p> <p>A. The overall average score of the self-evaluation on the performance of the Board of Directors was 4.90 out of 5 and the evaluation items of "The board's understanding of the Company and the industry" and "The board supervises the Company's various risks" got a lower score.</p> <p>B. The overall average score of the self-evaluation on the performance of the board members was 4.91 out of 5 and the aspect of "Management and communication in internal relationships" requires improvement.</p> <p>C. The overall average score of the self-evaluation on the performance of the Audit and Risk Committee was 4.94 out of 5 and the aspect of "Participation and contribution to the Audit and Risk Committee" needs enhancement.</p>

Implementation of evaluation of the Board of Directors

Evaluation Results (Internal)	<p>D. The overall average score of the self-evaluation on the performance of the Compensation Committee was 4.91 out of 5 and the aspect of "Improvement in the quality of decisions making by the Compensation Committee" requires improvement.</p> <p>The Company's handling of and future improvement:</p> <p>A. Holding multiple meetings on an irregular basis each year, the Company invites board members to participate to enhance their understanding of the Company and the industry, in response to various business developments.</p> <p>B. Considering the establishment of functional committees under the Board of Directors in a timely manner, to assist the board in fully exercising its strategic guidance on governance, risk management, and sustainable operations. The Company also established a Risk Management Implementation Committee, which issues annual risk-related reports to the Audit and Risk Committee and also reports to the Board of Directors each year.</p> <p>C. Increasing communication channels and opportunities between board members and the management team, such as regularly reporting the corporate strategy to the Board of Directors.</p> <p>D. Starting from 2024, the meeting duration has been adjusted to provide the Audit and Risk Committee with sufficient time for discussion, ensuring proposals being fully discussed. For major issues, we communicate with the Chairman of the Audit and Risk Committee in advance to help properly assess risks and develop appropriate response strategies.</p> <p>E. Assisting with pre-communication and information confirmation between management and the Compensation Committee members, and effectively utilizing third-party assistance, such as external consulting firms, to clarify market information, thereby facilitating the committee's decision-making on proposals.</p> <p>The overall performance of the Board of Directors, the Audit and Risk Committee and the Compensation Committee was deemed effective.</p>
Evaluation Results (External)	<p>The performance evaluation of the Company's Board of Directors for the year of 2022 was conducted by the Taiwan Institute of Ethical Business (with the evaluation period from January 1, 2022 to December 31, 2022). The institute assigned 3 executive committee members to perform the evaluation. There was no relationship between the institute including the executive committee members and the Company that might affect its independence, and the Company obtained a declaration of independence from the Institute.</p> <p>The institute conducted the evaluation via acquiring the Company's internal regulations, records, questionnaires, and onsite individual interviews based on the four following dimensions: I. Board professionalism and duties; II. Board effectiveness in decision making; III. The importance attached to internal controls by the Board of Directors; and V. The attitude of the Board of Directors towards sustainable operation. The Taiwan Institute of Ethical Business has issued the report of the Board performance evaluation on February 1, 2023 and reported to the Board of Directors on February 22, 2023.</p> <p>Overall evaluation conclusion:</p> <p>A. The Board members provided diverse opinions from different perspectives and fully discussed them in the meetings of the Board of Directors.</p> <p>B. The Board of Directors established a risk policy and managed the group financial and business operation in a systematic way, so the board members could effectively stay on top of the group's overall information, find out abnormal situation immediately and strengthen the management and oversight of corporate risks.</p> <p>C. The Board of Directors learned about, continued to promote and oversee the development of sustainable management through the Sustainability Committee and the Talent Development Committee.</p> <p>Advice Suggestions for optimization:</p> <p>A. Enhance the communication frequency between the management and directors.</p> <p>B. Keep reviewing the appropriateness of the incentive scheme.</p> <p>C. Change the dedicated unit handling the whistleblowing system and consider setting up an external hotline.</p> <p>The Company's handling and future improvement:</p> <p>A. The Company holds a number of important meetings from time to time and invites the directors to participate in order to increase opportunities for communication between the management and directors.</p> <p>B. The new incentive scheme of the Company has been approved by the Board of Directors before the end of 2022.</p> <p>C. The Company has handled whistleblowing cases according to the nature and impacts of the events so as to increase its independence.</p>

4. Measures taken during this and the most recent fiscal year to strengthen the functionality of the Board (e. g, establishment of the Audit Committee and enhancing information transparency) and evaluate the implementation of such measures.

For the measures taken to strengthen the functionality of the Board and evaluate the implementation of such measures of the Company, please refer to “2.3.2 Audit and Risk committee”, “2.3.3 Discrepancies between the Company’s implementation of corporate governance and the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and the reasons for such discrepancies, if any”, and “2.3.4 Compensation Committee” in the “Implementation of Corporate Governance” section in the annual report.

The Company has always maintained a consistent attitude of information transparency. Important resolutions made by the Board of Directors are posted on the Market Observation Post System immediately after the Board of Director’s meetings to safeguard the interests of shareholders. In addition, regular investor conferences are held to enhance investors’ recognition of the Company.

2.3.2 Audit and Risk Committee

On October 31, 2023, the Audit Committee and the Board of Directors of the Company approved the establishment of the Risk Committee that is composed of all its independent directors and approved the combination of the Audit Committee and the Risk Committee to be the Audit and Risk Committee. The Audit and Risk Committee shall convene at least once every quarter, and may call a meeting at its discretion whenever necessary. The annual work priorities of the Audit and Risk Committee include supervising the fair presentation of the Company's financial statements, the selection and termination of the independent auditor and its independence and performance, the effectiveness of the Company's internal control, the Company's compliance with relevant laws and regulations and the control of the Company's existing or potential risks, which include reviewing the risk management policy, procedures and frameworks; reviewing the risk appetite (risk tolerance); supervising the alignment of risk management policies with operational strategic directions; supervising the establishment of appropriate risk management mechanisms and risk management culture and overseeing the effective operation of the overall risk management mechanism. The independent directors review the internal audit reports submitted by the Internal Audit Department on a monthly basis, and the Chief Internal Auditor reports major findings in meetings of Audit and Risk Committee and meetings of Board of Directors. Furthermore, the Audit and Risk Committee individually communicates with the Chief Internal Auditor at least once a quarter about major findings, and individually communicates with CPA about their auditing and reviewing the Company's consolidated financial statements (including parent company only financial statement annually).

A total of 8 meetings of the Audit and Risk Committee were held in 2024 and 2025 till the date of publication of the annual report. The attendance of independent directors was as follows:

Title	Name	Number of Meetings Should Attend (A)	Attendance in Person (B)	By Proxy	Attendance Rate (%) (B/A) (Note 1, 2)	Remarks
Independent Director (Former Convener and Chairman)	Ji-Ren Lee	3	3	0	100%	Former Independent Director Removed on 30 May, 2024
Independent Director (Convener and Chairman)	Audrey Tseng	8	8	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director (Member)	Shyue-Ching Lu	8	8	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director (Member)	Jack J. T. Huang	8	8	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director (Member)	Rose Tsou	8	8	0	100%	Re-elected Independent Director Elected on 30 May, 2024 Not served more than 3 consecutive terms
Independent Director (Member)	Doris Hsu	5	4	1	80%	New Independent Director Elected on 30 May, 2024

Note 1: Should any independent director leave office before the end of the fiscal year, the date on which he/she leaves office shall be indicated in the remarks, and their attendance rate (%) shall be calculated based on the number of Audit and Risk Committee meetings and the actual attendance during their term of office.

Note 2: Should there be any re-elections of independent director before the end of the fiscal year, both of the new and the former independent directors shall be disclosed and the remarks column shall indicate that the independent director is new, former, or re-elected with the re-election date. Their attendance rate (%) shall be calculated based on the number of Audit and Risk Committee meetings and the actual attendance during their term of office.

Other items to be disclosed:

1. If any of the following circumstances occur, the dates of meetings, sessions, contents of motion, independent directors' objections, reservations or major advice suggestions, resolutions of the Audit and Risk Committee

and the Company's response to the Audit and Risk Committee's opinions should be specified:

(1) Matters referred to Article 14-5 of the Securities and Exchange Act:

Contents of Agenda	Objections, Reservations or Major Advice	Contents of Resolutions	The Company's Response to the Audit and Risk Committee's Opinion
The 17th of the 4th term Audit and Risk Committee Meeting (2024.01.17)			
1. The acquisition of technology transferring, development licensing of hydrogen stack and equipment	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2. The intention of acquisition of real estate in Taiwan	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
The 18th of the 4th term Audit and Risk Committee Meeting (2024.02.29)			
1. The Company's 2023 annual business report and financial statements	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2. The distribution of the Company's 2023 earnings	None	After the chair consulted all the attending committee members, all committee members suggested increasing the dividend payout ratio and submitted both the original proposal and suggested proposal to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved the original proposal on this motion.
3. The amendments to the Company's "Corporate Governance Best Practice Principles", "Rules of Performance Evaluation of the Board of Directors", "Rules and Procedures of the Meeting of Board of Directors", "Operating Procedures of Acquisition or Disposal of Assets", "Operating Procedures of Fund Lending" and "Operating Procedures of Endorsement and Guarantee"	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
4. The appointment of 2024 CPAs and evaluation of competency and independence of the CPAs	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Contents of Agenda	Objections, Reservations or Major Advice	Contents of Resolutions	The Company's Response to the Audit and Risk Committee's Opinion
engaged by the Company		submitted it to the Board of Directors for approval.	
5. The establishment of the Company's "Internal Control Procedures for Preparation and Validation of the ESG Report" and "Audit Procedures for Preparation and Validation of the ESG Report"	None	After amendments according to the suggestions made by the Audit and Risk committee members, the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
6. The assessment of the effectiveness of the Company's 2023 internal control system	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
7. The Company's 2023 Internal Control System Statement	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
The 19th of the 4th term Audit and Risk Committee Meeting (2024.04.30)			
1. The Company's 2024 Q1 consolidated financial statements	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2. The increase of investment in Delta Electronics India Pvt. Ltd. from Delta Electronics (Thailand) Public Company Limited	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
The 1st of the 5th term Audit and Risk Committee Meeting (2024.05.30)			
1. The election of the convener and the Chairman of the Company's 5th term of the Audit and Risk Committee	None	All the Audit and Risk Committee members unanimously elected the Independent Director, Ms. Audrey Tseng, as the convener and the Chairman of Audit and Risk Committee.	According to the election results of the Audit and Risk Committee, Ms. Audrey Tseng serves as the convener and the Chairman of the committee.
The 2nd of the 5th term Audit and Risk Committee Meeting (2024.07.31)			
1. The Company's 2024 Q2 consolidated financial statements	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Contents of Agenda	Objections, Reservations or Major Advice	Contents of Resolutions	The Company's Response to the Audit and Risk Committee's Opinion
2. The amendments to the Company's "Delta Group Risk Management Policy"	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
3. The increase of costs for the construction of the Company's Chungli Plant 6 and the reconstruction of the Company's Chungli Plant 1	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
4. The intention of acquisition of real estate in Taiwan	None	The Independent Director, Mr. Jack J. T. Huang, concurrently served as a director of the counterparty, pursuant to Paragraph 1, Article 11 of the Company's "Audit and Risk Committee Charter", except for the member, Mr. Jack J. T. Huang, who shall not participate in discussion or voting, and, upon the consultation of the Chairman, the rest of attending members unanimously approved this motion and submitted it to the Board of Directors for approval.	The Independent Director, Mr. Jack J. T. Huang, concurrently served as a director of the counterparty, pursuant to Article 206 of the Company Act, except for the Independent Director, Mr. Jack J. T. Huang, who shall not participate in voting, the rest of attending Directors unanimously approved this motion, upon the consultation of the Chairman of the Board.
5. The establishment of the Company's "Water Resource Policy", "Delta Group Responsible Sourcing Policy" and the amendments to the "Environmental Safety and Health Policies"	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
The 3rd of the 5th term Audit and Risk Committee Meeting (2024.08.29)			
1. The increase of investment in Delta Electronics (Japan), Inc.	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2. The amendments to the Company's "Table of Authorized Limits for the Acquisition or Disposal of Assets"	None	After amendments to some content according to the suggestions made by the committee member, Mr. Jack J. T. Huang, the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Contents of Agenda	Objections, Reservations or Major Advice	Contents of Resolutions	The Company's Response to the Audit and Risk Committee's Opinion
The 4th of the 5th term Audit and Risk Committee Meeting (2024.10.29)			
1. Pre-approval of non-assurance services to the Company and its subsidiaries provided by CPAs, PwC, its associates or its alliances	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion.	Implemented in accordance with this motion approved by the Audit and Risk Committee.
2. The Company's 2024 Q3 consolidated financial statements	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
3. The amendment to the Company's "Internal Control Procedures for Preparation and Validation of the ESG Report" and "Audit Procedures for Preparation and Validation of the ESG Report"	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
4. The Company's 2025 internal audit plan	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
The 5th of the 5th term Audit and Risk Committee Meeting (2025.02.26)			
1. The impairment loss on assets	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2. The Company's 2024 annual business report and financial statements	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
3. The distribution of the Company's 2024 earnings	None	After the chair consulted all the attending committee members, all committee members discussed and recommended selecting the proposal II for distribution, and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion as suggested by the Audit and Risk Committee.
4. The amendments to the Company's "Delta Group Risk Management Policy"	None	After the chair consulted all the attending committee members, all committee members discussed and	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Contents of Agenda	Objections, Reservations or Major Advice	Contents of Resolutions	The Company's Response to the Audit and Risk Committee's Opinion
		unanimously passed this motion and submitted it to the Board of Directors for approval.	
5. The amendments to the Company's "Rules and Procedures of the Meeting of Board of Directors" and "Audit and Risk Committee Charter"	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
6. The evaluation of competency and independence of the CPAs engaged by the Company	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
7. The assessment of the effectiveness of the Company's 2024 internal control system	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
8. The Company's 2024 Internal Control System Statement	None	After the chair consulted all the attending committee members, all committee members discussed and unanimously passed this motion and submitted it to the Board of Directors for approval.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

(2) Other agenda items which were not approved by the Audit and Risk Committee but were approved by two-thirds or more of all directors: None.

2. Should any independent director recuse themselves from the motions due to a conflict of interest, the independent directors' names, contents of motion, causes for recusal and voting should be specified:

Audit and Risk Committee Meeting on July 31, 2024

Proposal: The intention of acquisition of real estate in Taiwan

Conflicted independent director recusing from the motion: Jack J. T. Huang

Contents of motion, causes for recusal and voting: The Independent Director, Mr. Jack J. T. Huang, concurrently served as a director of the counterparty, pursuant to Paragraph 1, Article 11 of the Company's "Audit and Risk Committee Charter", except for the member, Mr. Jack J. T. Huang, who shall not participate in discussion or voting, and, upon the consultation of the Chairman, the rest of attending members unanimously approved this motion and submitted it to the Board of Directors for approval.

3. Communication between the independent directors, the Company's Chief Internal Auditor and the CPAs (including the Company's material financial or business issues, methods for communication and results.)

(1) The independent directors review the internal audit reports submitted by the Internal Audit Department on a monthly basis, and the Chief Internal Auditor reports major findings in meetings of Audit and Risk Committee and the meetings of Board of Directors. The Chief Internal Auditor holds discussions regularly and individually with the Audit and Risk Committee about recent findings on a quarterly basis and communicates issues addressed by

the Audit and Risk Committee members after the audit reports are submitted every month. If necessary, relevant executives would be invited to attend meetings. Their conclusions and suggestions would be compiled and reported by the Chief Internal Auditor in the meetings of Audit and Risk Committee and Board of Directors. The instructions of the Audit and Risk Committee and Board of Directors would serve as the guidelines for implementation.

(2) According to Auditing Standards Bulletin No.260 “Communications with Those Charged with Governance” and Letter No.0930105373 issued by the Securities and Futures Commission on March 11, 2004, a CPA should compile information relevant to governance items in his/her auditing or reviewing of the Company’s consolidated financial statements (including parent company financial statement annually) every quarter during the planning and completion stages and communicates the matters solely with the Audit and Risk Committee in person.

(3) Communication between the independent directors and the Company’s Chief Internal Auditor and CPAs in 2024 and 2025 till the date of publication of the annual report:

Date	Type	Material Communication Items with Chief Internal Auditor	Material Communication Items with the CPAs	Results
2024.02.29	The 18th of the 4th term of Audit and Risk Committee Meeting	Report and communication on audit report of 2023 Q4	CPAs attended the meeting in person for discussing and communicating with independent directors on 2023 consolidated and parent company only financial statement and audited report of independent accountants.	The matters have been reviewed or approved by the Audit and Risk Committee and no objection from the independent directors.
2024.04.30	The 19th of the 4th term of Audit and Risk Committee Meeting	Report and communication on audit report of 2024 Q1	CPAs attended the meeting in person for discussing and communicating with independent directors on 2024 Q1 consolidated financial statement and review report of independent accountants.	The matters have been reviewed or approved by the Audit and Risk Committee and no objection from the independent directors.
2024.07.31	The 2nd of the 5th term of Audit and Risk Committee Meeting	Report and communication on audit report of 2024 Q2	CPAs attended the meeting in person for discussing and communicating with independent directors on 2024 Q2 consolidated financial statement and review report of independent accountants.	The matters have been reviewed or approved by the Audit and Risk Committee and no objection from the independent directors.
2024.10.29	The 4th of the 5th term of Audit and Risk Committee Meeting	Report and communication on audit report of 2024 Q3.	CPAs attended the meeting in person for discussing and communicating with independent directors on 2024 Q3 consolidated financial statement and review report of independent accountants as well as annual audit plan.	The matters have been reviewed or approved by the Audit and Risk Committee and no objection from the independent directors.
2025.02.26	The 5th of the 5th term of Audit and Risk Committee Meeting	Report and communication on audit report of 2024 Q4	CPAs attended the meeting in person for discussing and communicating with independent directors on 2024 consolidated and parent company only financial statement and audited report of independent accountants.	The matters have been reviewed or approved by the Audit and Risk Committee and no objection from the independent directors.

2.3.3 Discrepancies between the Company's implementation of corporate governance and the "Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies" and the reasons for such discrepancies, if any

2.3.3.1 Corporate governance and code of ethics

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
1. Has the Company set up and disclosed its corporate governance best-practice principles based on the "Corporate Governance Best-Practice Principles for TWSE/ TPEX Listed Companies"?	√		The Board of Directors of the Company has approved the establishment of the "Corporate Governance Best Practice Principles", which has been disclosed on the Company's official website (www.deltaww.com) and MOPS.	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
2. The Company's shareholding structure and shareholders' rights				Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
(1) Has the Company established internal operating procedures to deal with shareholders' suggestions, doubts, disputes and litigations and has implemented the procedures?	√		The Board of Directors of the Company has approved the establishment of the "Corporate Governance Best Practice Principles". In addition, the Company has designated personnel as spokesperson and deputy spokesperson, investor services unit, investor relations unit, and their contact information have been disclosed on the Company's official website, so the shareholders can express their opinions by phone or email. The Company will then process them according to relevant procedures.	
(2) Does the Company have knowledge of its major shareholders and the beneficial owners of those shareholders?	√		The Company acquire the knowledge of its major shareholders through the registers of shareholders on the end of its book closure date and the monthly report of changes in the number of shares held at the last day of the previous month by shareholders who hold more than 10% of the total outstanding shares of the Company. There is no major shareholder that actually controls the Company. The list of the Company's top 10 shareholders is disclosed in the annual report and on the Company's official website (www.deltaww.com).	
(3) Has the Company established and implemented risk management and firewall system between itself and the affiliated companies?	√		The Company has established the "Operating Procedures of Acquisition or Disposal of Assets", the "Operating Procedures of Fund Lending", and the "Operating Procedures of Endorsement and Guarantee" by resolutions of its shareholders' meetings, and the "Rules Governing Financial and Business Matters Between the Company and its Related Parties" by resolution of Board of Directors, and the Company has also has established the "Related Party Transaction Management Procedures" and the "Supervisor and Management in Subsidiaries", etc. in order to build relevant risk controls and firewall mechanisms.	
(4) Has the Company established internal rules against company insiders trading with undisclosed information?	√		The Board of Directors of the Company has approved the "Ethical Corporate Management Best Practice Principles", the "Code of Conduct", and the "Procedures for Handling Material Inside Information" that require the Company's	

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			<p>personnel to recuse themselves from conflicts of interest related to their duties and prohibit them from using or leaking undisclosed information in order to prevent insider trading. As stipulated in its "Corporate Governance Best Practice Principles", the Company prohibits any insider having been informed of the Company's financial position and performance through the financial statements from trading their own shares within the trading window closure period, i.e., 30 days before the announcement of the annual financial statements and 15 days before the announcement of the quarterly financial statements.</p> <p>The Company holds related training courses for current directors, officers and employees at least once a year, and new employees are required to receive orientation training by the HR Division that included a reminder for insiders of the Company who have been informed of the financial position and performance of the financial statements not to trade their own shares within the trading window closure period, i.e., 30 days before the announcement of the annual financial statements and 15 days before the announcement of the quarterly financial statements. The Company holds face-to face and online courses irregularly. In 2024, 26,886 personnel received such training for an aggregate total of 11,993 hours which covered integrity, anti-bribery and corruption, and insider trading prevention, etc.</p>	
<p>3. Composition and responsibilities of the Board of Directors</p> <p>(1) Has the Board of Directors of the Company established a diversity policy with specific management goals and has adequately implemented it?</p>	√		<p>The Board of Directors of the Company has established the "Corporate Governance Best Practice Principles", and the "Rules for Election of Directors" have been approved by resolution of its shareholders' meeting. According to Paragraph 3, Article 20 of the "Corporate Governance Best Practice Principles", the composition of the Board of Directors shall be determined by taking diversity into consideration, such as having different professional backgrounds, working fields or genders, and knowledge, skills and competence needed to perform their duties, including business judgment, accounting and financial analysis ability, administrative management ability, crisis management ability, industry knowledge, international market perspective, leadership, and decision-making ability to fulfill the function of strategic guidance. According to Article 3 of the "Directors Elections Regulations", when selecting the Company's directors, the overall composition of the Board of Directors should be determined by taking</p>	<p>Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies</p>

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
(2) Has the Company voluntarily established other functional committees in addition to the Compensation Committee and the Audit Committee?	√		<p>diversity into consideration, such as including different genders, ages, races, nationalities, cultures, professional backgrounds and working fields, etc. Additionally, the number of directors having a spousal relationship or family relationship within the second degree of kinship with any other director shall be less than half of the total number of directors. Regarding the diversity of the Board of Directors' members, specific management targets and implementation, please refer to the section of "Directors" in the annual report.</p> <p>1. On February 26, 2025, the Board of Directors of the Company approved the establishment of functional committees, the Global ESG Committee, which is composed of Chairman and CEO, Vice-Chairman, President and COO, CBO, a non-executive director, Mr. Yancey Hai, and an independent director, Ms. Doris Hsu. All committee members possess expertise and capabilities in corporate sustainability. They collectively participate in and oversee the formulation and implementation of the Company's sustainability strategy to ensure that environmental protection, social responsibility, and corporate governance (ESG) align with international benchmarks, enhancing sustainable competitiveness. Please refer to the "Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies" in the annual report for its functions.</p> <p>2. On October 31, 2023, the Audit Committee and the Board of Directors of the Company approved the establishment of the Risk Committee that is composed of all its independent directors and approved the combination of the Audit Committee and the Risk Committee to be the Audit and Risk Committee.</p> <p>3. The Company has set up the Strategic Steering Committee for analyzing and discussing major issues related to company strategies, operations, organization, and providing advice and suggestions to the Board of Directors as references for decision-making and implementing.</p>	
(3) Has the Company established a standard to evaluate the performance of the Board, implemented such evaluation annually, submitted the performance evaluation results to the Board of Directors and used them as a reference when determining the	√		<p>The Board of Directors of the Company has established the "Rules of Performance Evaluation of the Board of Directors", which stipulates that the internal evaluation of the performance of the Board, individual Board members, the Audit and Risk Committee, and the Compensation Committee shall be conducted at least once a year. Besides, an external performance evaluation of the Board shall be conducted by external independent professional</p>	

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
<p>remuneration of individual directors and nominations for election?</p> <p>(4) Does the Company regularly evaluate the independence of the CPAs?</p>	√		<p>institutions or a panel of external experts and scholars at least once every three years. The Company submits the report containing the criteria for evaluating and scoring, record and submit the evaluation results to the Board of Directors, and use the results as reference for determining the individual directors' compensation and nomination for the following terms. For the results of the latest evaluation (implemented in 2025 with the evaluation period from January 1, 2024, to December 31, 2024), please refer to the section of "Board of Directors" in the annual report.</p> <p>The Company's "Corporate Governance Best Practice Principles" requires that regular (at least once a year) evaluations on the independence and competency of the CPA engaged by the Company be conducted after consulting the Audit Quality Indicators (AQIs). Meanwhile, the conclusion shall be submitted to the Audit and Risk Committee and the Board of Directors for approval.</p> <p>In the last two years, the Audit Quality Indicators (AQIs) had been referred by the Company to evaluate the competency and independence of the CPAs, and the assessment results had been reviewed and approved by the Audit and Risk Committee and the Board of Directors on February 29, 2024, and February 26, 2025 respectively. The results indicated that all CPAs met the Company's competency and independence standards, to be qualified being engaged by the Company, and the Company also have obtained the declaration of independence issued by the CPAs. The criteria for CPA independence and list of major items for competency evaluation are detailed in Note 1.</p>	
<p>4. Has the Company appointed an appropriate number of competent corporate governance personnel and the Chief Corporate Governance Officer responsible for corporate governance affairs (including but not limited to providing information for directors and supervisors to discharge their duties, assisting directors and supervisors in compliance, handling work related to meetings of the Board of Directors and shareholders' meetings, and producing the minutes of Board meetings and shareholders' meetings)?</p>	√		<p>The Company appointed the director of its finance department to concurrently serve as the Chief Corporate Governance Officer. The Chief Corporate Governance Officer has served in a managerial position that handled stock affairs and corporate governance matters in a public company for over 3 years.</p> <p>The Chief Corporate Governance Officer and the Investor Services unit are responsible for dealing with the following matters:</p> <ol style="list-style-type: none"> 1. Handling matters relating to board meetings and shareholders meeting according to laws; 2. Producing minutes of board meetings and shareholders meetings; 3. Assisting in on boarding and continuous development of directors; 4. Furnishing information required for business execution 	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
			<p>by directors;</p> <p>5. Assisting directors with legal compliance;</p> <p>6. Reporting the results of whether the qualifications of independent directors comply with relevant laws and regulations when nominating and electing directors and during their term of office;</p> <p>7. Conducting matters related to changes of directors;</p> <p>8. Other matters set out in the Articles of Incorporation or contract.</p> <p>The Company's Chief Corporate Governance Officer has performed the assigned tasks and participated 12 hours of training in 2024, and the detail of her training sessions are shown in Note 2.</p>	
5. Has the Company established communication channels, created a dedicated section on its corporate website for stakeholders (including but not limited to shareholders, employees, customers, and suppliers, etc.), and appropriately handled all of the CSR issues they care about?	√		<p>Delta values communication with stakeholders. We regularly implement the procedure of materiality analysis, confirm and adjust key sustainable issues, demonstrate ESG influence and respond to stakeholder expectations and suggestions. Delta has defined 6 major stakeholders including employees, investors, media, customers, suppliers, and communities (research institutes, NPOs, communities, and other stakeholders). Delta adopts diverse channels (e.g. annual ESG Report, online questionnaire and csr@deltaww.com, an E-mail address managed by dedicated personnel, etc.) and sets up a dedicated webpage of ESG (https://esg.deltaww.com) to communicate with its stakeholders and also identify key issues of concern to stakeholders and Delta through the results of the dual materiality questionnaire, and both long-term goals and internal expert feedback are considered in parallel, and take the necessary actions to enhance the content of our information disclosures. The results of communication with stakeholders for the fiscal year of 2024 were reported to the Board of Directors on February 26, 2025. For stakeholder concerns and communication, please also refer to the 2024 Delta ESG Report.</p>	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
6. Has the Company engaged a professional shareholder service agency to deal with shareholder affairs?	√		The Company has engaged CTBC Bank Co., Ltd. to deal with shareholder affairs.	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
7. Information Disclosure (1) Does the Company establish a corporate website to disclose both financial standings and the status of corporate governance?	√		The Company has built a public website (www.deltaww.com) to disclose both financial standings and the status of corporate governance regularly.	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies

Evaluation Items	Implementation Status			Discrepancies from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
	Yes	No	Summary	
<p>(2) Does the Company have other information disclosure channels (e.g. building an English website, appointing designated people to handle information collection and disclosure, creating a spokesman system, webcasting investor conferences, etc.)?</p> <p>(3) Does the Company announce and report annual financial statements each fiscal year, and announce and report Q1, Q2 and Q3 financial statements, as well as monthly operation results, before the prescribed time limit?</p>	√		<p>The Company has built an English website (www.deltaww.com). The Corp. Communication, Investor Services and Investor Relations are responsible for collecting and disclosing relevant information in the section of "Investors" in accordance with relevant rules. Meanwhile, the Company created a spokesperson system, which is responsible for public communication. The entire process of the investors' conferences of the Company is streamed live, and relevant information and audio/video files are disclosed on the Company's website.</p> <p>The Company announces and reports the annual financial statements within two months after the end of each fiscal year. Meanwhile, it announces and reports its Q1, Q2 and Q3 financial statements as well as monthly operation results before the prescribed deadlines required by the laws and regulations.</p>	
<p>8. Is there any other information to facilitate a better understanding of the Company's corporate governance practices (e.g. including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, training records of directors and supervisors, implementation of risk management policies and risk evaluation measures, implementation of customer relations policies and the purchase of insurance for directors and supervisors, etc.)?</p>	√		<p>1. Regarding information on employee rights and interests and employee care, please refer to Chapter 3 "ESG" and 5.5 "Labor Relations" in Chapter 5 "Overview of Business Operations" in the annual report.</p> <p>2. Regarding information on investor relations, supplier relations and rights of stakeholders, please refer to Chapter 3 "ESG" in the annual report.</p> <p>3. Regarding training records of directors, the Chief Finance Officer and Principal Accounting Officer, the Chief Internal Auditor, implementation of risk management policies and risk evaluation measures, implementation of customer policies, the purchase of liability insurance for directors and supervisors and intellectual property management plan, please refer to the supplementary information below.</p>	Compliant with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies
<p>9. With respect to the results of the annual Corporate Governance Evaluation most recently issued by the Corporate Governance Center of Taiwan Stock Exchange, please describe the improvements and provide priority and measures to enhance those matters that have not yet been improved.</p> <p>The results of the 11th term (2024) Corporate Governance Evaluation have not been disclosed as of the date of publication of the annual report and the Company ranked among top 5% in the 10th term (2023) of Corporate Governance Evaluation, and explanation for improved items and prioritized measures are listed below:</p> <p>(1) The 2024 annual general shareholders' meeting held before the end of May and was live-steamed, which helped increase shareholder participation and ensured opportunities for shareholders to exercise their rights.</p> <p>(2) After the re-election of the Board of Directors at the 2024 Annual General Shareholders' Meeting, the seat of independent directors exceeds one-third of the total directors, and the proportion of female directors reaches one-third of board seats.</p> <p>(3) The 2023 Delta ESG Report was approved by the Board of Directors on July 31, 2024, and was released on August 28, 2024.</p> <p>(4) The Company introduced and achieved the Grade A certification of the Taiwan Intellectual Property Management Systems (TIPS), which is effective until December 31, 2025.</p>				

- (5) The Company established the functional committees under the Board of Directors, the Global ESG Committee, and appointed a non-executive director and an independent director to serve as members of the Committee.
- (6) The Company will continue to assess and consider feasible solutions to improve upon the items that did not receive points.

Note 1: Items for evaluation of the CPA's independence and competency for last two years are shown below.

Evaluation Items	Evaluation Result	Compliant with Competency and Independence?
Scope A: Profession		
1. Do the senior auditors have sufficient audit experience to carry out the audit work?	Yes	Yes
2. Do the CPA and the senior auditors receive sufficient training every year to continuously acquire professional knowledge and skills?	Yes	Yes
3. Does the firm maintain enough senior human resources?	Yes	Yes
4. Does the firm have enough professionals to support the audit team?	Yes	Yes
Scope B: Quality Control		
1. Is the CPA's workload too heavy?	No	Yes
2. Is the input of audit team members in each audit stage appropriate?	Yes	Yes
3. Does the EQCR CPA devote enough time to review audit cases?	Yes	Yes
4. Does the firm have sufficient manpower on quality control to support the audit team?	Yes	Yes
Scope C: Independence		
1. Does the CPA have a direct or significant indirect relation with the Company in financial interests?	No	Yes
2. Does the CPA have any financing or guarantee with the Company or its directors?	No	Yes
3. Does the CPA have a close business relationship or potential employment relationship with the Company?	No	Yes
4. Does the CPA or members of the audit team serve as the Company's director, supervisor, managerial officer or occupied a key position with significant influence on the auditing process during the audit period?	No	Yes
5. Does the CPA provide non-audit service which could impact the auditing process for the Company?	No	Yes
6. Does the CPA act as a broker for the shares or other securities issued by the Company?	No	Yes
7. Does the CPA act as the Company's defense attorney or represent the Company to negotiate with any third party over any dispute?	No	Yes
8. Does the CPA have kinship with the Company's directors, supervisors, managerial officers or any post with significantly influences on the auditing work?	No	Yes
1. Scope D: Monitor		
2. Are the accounting firm's quality control and audit cases implemented in accordance with relevant laws and regulations?	Yes	Yes
Scope E: Creativity		
1. In order to improve audit efficiency and ensure audit quality, does the accounting firm have innovation capabilities, specific plans and active implementation?	Yes	Yes

Note 2: Training sessions attended by the Chief Corporate Governance Officer in 2024 are shown below:

Institution of Training	Name of the Training Session	Period of Training		Hours of Training
		Start	End	
Accounting Research and Development Foundation	The Latest ESG Sustainability Policy Regulations Related to "Annual Report Compilation" and the Impact of Net-Zero Carbon Emissions on Financial Reports	2024/04/12	2024/04/12	6
Accounting Research and Development Foundation	The Latest Regulations on "Annual Report/Sustainability Information/Financial Report Compilation" and Practice of Internal Control Management	2024/12/31	2024/12/31	6

2.3.3.2 Continuing education/training of directors

Title	Name	Date of Training	Name of the Training Session	Hours of Training
Chairman	Ping Cheng	2024/09/20	Promotion Conference on Preventing Insider Trading for the Year 2024	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Vice-Chairman	Mark Ko	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Director	Bruce CH Cheng	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Director	Yancey Hai	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Director	Simon Chang	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Director	Victor Cheng	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Director	Shan-Shan Guo	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Independent Director	Ji-Ren Lee	2024/04/30	Corporate Strategy	3.0
Independent Director	Audrey Tseng	2024/04/30	Corporate Strategy	3.0
		2024/09/06	Promotion Conference on Preventing Insider Trading for the Year 2024	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Independent Director	Shyue-Ching Lu	2024/04/30	Corporate Strategy	3.0
		2024/05/03	Global Economic Trends, Risk Indicators, and Response Strategies for 2024	3.0
		2024/08/02	Applications and Challenges of Generative AI: Insights from ChatGPT	3.0
		2024/10/09	Carbon Rights Trading Mechanism and Carbon Management Application	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Independent Director	Jack J. T. Huang	2024/04/30	Corporate Strategy	3.0
		2024/05/09	Create Sustainable Performance Indicators and Rewards	3.0
		2024/08/13	Connected by Carbon: Discussing Carbon Fees, Carbon Taxes, Carbon Credits, and Carbon Trading	3.0
Independent Director	Rose Tsou	2024/04/30	Corporate Strategy	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0
Independent Director	Doris Hsu	2024/02/19	How Companies Implement Energy Conservation and Carbon Emissions Reduction to Improve Profits	3.0
		2024/03/25	Corporate Governance and Securities Regulations	3.0
		2024/10/29	Global and Taiwan Economic Outlook for 2024	3.0

The training sessions attended by the Company's Chief Finance Officer and Principal Accounting Officer are listed below:

Title	Name	Date of Training	Name of Training Session	Hour of Training
Corporate CFO	Beau Yu	2024/07/09	The Latest ESG Sustainability Policy Regulations Related to "Annual Report Compilation" and the Impact of Net-Zero Carbon Emissions on Financial Reports	6.0
		2024/09/05	How to Use "Robot Process Automation" (RPA) to Improve Internal Control Efficiency	6.0

The training sessions attended by the Chief Internal Auditor are listed below:

Title	Name	Date of Training	Name of Training Session	Hour of Training
Chief Internal Auditor	Louis Lin	2024/10/08	Discussing the New Position of Internal Auditing from Cases - The Intersection of Ethics and Law	6.0
		2024/12/06	New Challenges for Internal Auditors - Analysis of Sustainable Information Disclosure and Management Policies and Related Audit Procedures	6.0

2.3.3.3 The implementation status of risk management policy and risk assessment

The Board of Directors of the Company had approved the establishment of the "Delta Group Risk Management Policy" on July 29, 2020. In addition, with reference to ISO 31000, COSO-ERM, and "Risk Management Best-Practice Principles for Taiwan Stock Exchange and Taipei Exchange listed Companies" promulgated by Taiwan Stock Exchange, the Board of Directors acknowledged a risk report on July 31, 2024, and approved the amendments to the Company's "Group Risk Management Policy", including optimizing the Group's risk organizational structure, clarifying and standardizing the risk management responsibilities of the governance layer as well as the three lines of defense, and confirming the Group's short-to-medium (1~2 years) risks and medium-and long-term (3~5 years) emerging risks, to improve the risk management process. This serves as a reference basis for formulating business strategies, aiming to reasonably ensure the achievement of the Company's strategic objectives. Please refer to 6.6 "Risks during the most recent fiscal year and as they stood on the date of publication of the annual report" in the annual report for the implementation status.

2.3.3.4 The implementation status of consumer policies

Delta delivers products and services of the highest quality, reliability, and security, ensuring the protection of consumer and customer rights while maintaining strict compliance with global regulations and standards. In accordance with the "Consumer Protection Act" and applicable regulations, the Company has implemented a comprehensive quality management framework and remains dedicated to continually improving product safety and customer service. Through the following key initiatives, we ensure the quality and regulatory compliance of our products throughout their entire lifecycle:

1. Supply Chain Quality Management

Our Quality Assurance Division strictly conducts incoming inspections and supplier management to ensure that all components and raw materials fully comply with applicable product safety and environmental standards. Standardized testing protocols and process controls are implemented throughout the production process to ensure consistent product quality.

2. Product Testing and Safety Certification

All products undergo functional testing, environmental endurance testing, and reliability verification before leaving the facility. Additionally, safety and compliance testing are conducted by third-party accredited organizations to secure the necessary certifications for various markets.

3. After-Sales Service and Quality Tracking

Delta provides technical support, maintenance, and upgrade services through a global service network. In the event of product issues, the Company conducts fault analysis, repairs, and replacements in accordance

with the Return Material Authorization (RMA) process to ensure a timely resolution of customer concerns. Additionally, a comprehensive quality monitoring and feedback system has been established to continuously optimize the design and manufacturing of products.

4. Information Security and Intellectual Property Protection

Delta prioritizes the protection of customer information and confidential data, subjecting all collaborative agreements to non-disclosure agreements (NDAs). Data management protocols, along with strict facility security measures, are implemented to prevent unauthorized access and disclosure of information.

The Company remains committed to enhancing our quality management, technological innovation, and customer support to ensure the reliability, safety, and sustainability of our products, thereby delivering high-standard solutions to the global market.

2.3.3.5 Liability insurance purchased for directors and supervisors of the Company

Since January 1, 2005, the Company has been providing all directors and supervisors with liability insurance. The summary of the liability insurance policies purchased in 2024 and 2025 as of the date of publication of the annual report, the following are listed below:

Insured Individuals	Insurance Company	Insured amount	Insured Period
Directors, Supervisors and Managers	(1) Chubb Insurance Company of North America, Taiwan Branch (2) Fubon Insurance Co., Ltd. (3) Shinkong Insurance Co., Ltd. (4) MSIG Mingtai Insurance Company, Limited. (5) Cathay Century Insurance Co., Ltd.	US\$30,000,000	From: January 1, 2024 To: June 30, 2025

2.3.3.6 Intellectual property management plan

Delta is committed to the research and development of advanced technology, and the enhancement of product competitive advantage. To protect research and development results and reduce operational risks, an intellectual property management system and a trade secret protection program are implemented, which serves as the foundation for each of Delta's internal units in its decision-making and execution of intellectual property related matters. To maintain Delta's brand value, we have applied for trademark registrations with its brands and main commercial logos according to Delta's scope of marketing, so that these Delta brands can be well protected, as explained below.

1. Patent protection policy

Delta's intellectual property management strategy mainly includes active protection of its own intellectual property and respecting the intellectual property of others. Over the years, Delta has been actively consolidating resources from its various internal units, promoting internal technical communication, undertaking patent strategy planning, strengthening patent portfolio, and revitalizing intellectual property to protect Delta's rights and interests. Delta values the quality of our patent applications, encourages and rewards inventors to protect innovations in Delta's products and technologies, and to improve competitiveness.

2. Trade secret protection policy

Trade secret is very important to leading position of technology, outstanding manufacturing, and the trust of customers. To well protect Delta's trade secret, we not only put emphasis on the protection of particular intellectual property rights, but also manage the overall innovation of trade secret. Moreover, according to the Code of Conduct and employment agreement, employees are strictly required to protect and prohibited to improperly disclosing the Company's trade secret. In addition, Delta also arranges irregular training and e-learning to emphasize the importance of Trade secret protection.

3. Trademark protection policy

For Delta's main brand, Delta applies for trademark registration in various countries around the world to protect Delta's trademark rights. With market expansion or product line updates, Delta undertakes trademark portfolio review and applies for corresponding registration. Delta also carries out trademark monitoring and timely files opposition against confusingly similar third-party trademark applications to maintain the uniqueness and distinctiveness of Delta's trademark.

In the event that Delta learns of any third party's unlawful infringement of our intellectual property rights, including patents, trade secrets or trademarks, Delta will evaluate the adoption of necessary legal measures to protect Delta's interests.

- Implementation of Intellectual Property Management Plan:

Delta has reported intellectual property related matters to the 4th meeting of the 20th term of the Board of Directors (October 29, 2024).

Since its establishment, Delta has attached great importance to the management of intellectual property. For decades, Delta's professional Legal and Intellectual Property team has served its global business/R&D team. In recent years, the main implementation activities are as follows:

In 2016, inclusion of a "Patent Award" to the Delta Innovation Awards.

In 2017, upgrade of its patent management system.

In 2017, update of its patent management policy.

In 2018, establishment of its trademark management system.

In 2019, registration of trademarks in the mainland China Customs IPR protection database.

In 2020, update of its intellectual property reward policy.

In 2020, establishment of its patent management system in North America.

In 2021, update of its Information Security Policy and revision of its Reward and Punishment Rules.

In 2021, establishment of its Intellectual Property Management Policy to continuously maintain the combination of patent assets and operational goals.

In 2022, data inventory and classification; updating and announcement of the Delta Password Policy and the Delta Software Management Policy.

In 2022, establishment of its Intellectual Property Management Advisory Committee.

In 2022, establishment of "Free and Open Source Software" review process for software products.

In 2023, establishment of automated integration system for case data maintenance.

In 2024, introduction and achievement of Grade A certification of the Taiwan Intellectual Property Management System (TIPS), which is effective until December 31st, 2025.

- The current list of Intellectual Property assets are as follows:

1. Patents:

In 2024, Delta applied for approximately 1,600 patents worldwide. More than 25,000 patents have been applied so far. The total number of granted patents worldwide is more than 18,000.

2. Trade Secrets:

Till the end of 2024, Delta established the information security protection management mechanism. In addition to amending the relevant IT security policies, we also put emphasis on the importance of trade secret protection in the revised employment agreement, Code of Conduct, supplier's purchase agreements and NDA. We hold trainings to facilitate colleagues' understanding of the importance of trade secret, and how to adopt the precautionary measures. In the meantime, we also arrange annual online cybersecurity education trainings and signatures are required upon completion to ensure that all colleagues understand the Company's relevant regulations.

3. Trademark:

As of the end of 2024, Delta's main brand  trademark had been registered in 109 countries/regions around the world, including Taiwan, Mainland China, the United States, the European Union, Japan, South Korea, India, Singapore, New Zealand, Australia and other major markets and regions across five continents. In response to the evolution of Delta's solution business model, we continue to promote the registration layout of products and services.

2.3.4 The composition, duties, and operation of the Compensation Committee

The Board of Directors of the Company set up the Compensation Committee and its Charter in accordance with the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Stock Exchange or Taipei Exchange". The Charter states the Committee shall establish and regularly review the performance evaluation and policy, system, standards and structure relevant to compensation of directors and managerial officers periodically and also evaluate the compensation of directors and managerial officers periodically. The Committee shall faithfully perform its duties with the attention of a good manager and submit the recommendations to the Board for discussion. With approval of the Board of Directors on July 31, 2024, Independent Director, Mr. Shyue-Ching Lu, was appointed the convener and chairman of the 6th term of the Compensation Committee.

1. Information of Members of the Compensation Committee

Criteria Title Name		Professional Qualification and Experience	Independence Status	March 31, 2025 Number of Other Public Companies in Which the Individual is Concurrently Serving as a Member of Compensation Committee
Convener and Chairman (Independent Director)	Shyue-Ching Lu	In 1986, Mr. Shyue-Ching served as the Director of the Telecom Labs at the Ministry of Transportation and Communications (MOTC) of the Republic of China. In 1993, he was appointed Director General of the Department of Posts and Telecommunications at MOTC. He later held positions as Deputy Director General of Directorate General of Telecommunications, MOTC in 1994. In 1996 he was appointed as President of Chunghwa Telecom Co. Ltd. These roles align with the Information Technology Sector under the Global Industry Classification Standard (GICS). Dr. Lu was elected as Chairman of Chunghwa Telecom Co. Ltd. in 2008 and retired in 2013. With a wealth of experience in the information and communication industry, as well as in information security, he was awarded the title of Professor Emeritus at National Yang Ming Chiao Tung University. Mr. Shyue-Ching Lu has necessary work experience for the business of the Company. Currently, Mr. Shyue-Ching Lu has also been serving as Compensation Committee Member of Radium Life Tech Co., Ltd. (since 2016 till now), Compensation Committee Member of MiTAC Holdings Corporation (since 2015 till now).	During the two years before being elected and during the term of office, Mr. Shyue-Ching Lu does not have any circumstances defined in the Paragraph 1, Article 6 of the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange."	2
Member (Independent Director)	Audrey Tseng	Ms. Audrey Tseng has had a distinguished 35-year career as a Certified Public Accountant (CPA), having worked at PricewaterhouseCoopers Taiwan. Throughout her career, she has	During the two years before being elected and during the term of office,	2

Criteria		Professional Qualification and Experience	Independence Status	Number of Other Public Companies in Which the Individual is Concurrently Serving as a Member of Compensation Committee
Title	Name			
Member (Independent Director)	Audrey Tseng	<p>served as the external CPA for several large group companies. Specializing in multinational finance, tax planning, mergers and acquisitions, corporate governance, industrial development, and business strategy, Ms. Tseng has developed a strong expertise in these areas. She is also highly experienced in financial risk evaluation and management.</p> <p>Ms. Audrey Tseng has accounting experiences and necessary work experiences for the business of the Company over 5 years and also passed the national examination and obtained a CPA's certificate.</p> <p>Currently, Ms. Audrey Tseng has also been serving as Compensation Committee Member of Coretronic Corporation (since 2022 till now), Compensation Committee Member of Bionime Corporation (since 2022 till now) and serving as an Adjunct Professor at National Yang Ming Chiao Tung University.</p>	Ms. Audrey Tseng does not have any circumstances defined in the Paragraph 1, Article 6 of the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange."	
Member (Independent Director)	Rose Tsou	<p>Ms. Rose Tsou was the General Manager at Yahoo Taiwan from 2000 to 2007, and was promoted to Managing Director of Yahoo Asia Pacific in 2007, managing media content, digital advertising and e-commerce businesses. She was the head of International at Verizon Media from 2018 to 2020 and led the team in Asia Pacific, Europe and Latin America to enhance cross-regional operation experience and talent exchange, focusing on mobile product development, promotion and business, and exploring new market collaboration opportunities to help Verizon Media accelerate its growth in the international market. Ms. Rose Tsou brings over 20 years of experience in marketing management, mass communication and digital media.</p> <p>Ms. Rose Tsou has over 5 years of necessary work experience for the business of the Company.</p> <p>Currently, Ms. Rose Tsou has also been serving as Chairman and Convener of Compensation Committee of Sercomm Corp (since 2017 till now) and Compensation Committee Member, Giant Manufacturing Co. Ltd. (since 2024 till now).</p>	During the two years before being elected and during the term of office, Ms. Rose Tsou does not have any circumstances defined in the Paragraph 1, Article 6 of the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange."	2
Member (Independent Director)	Jack J.T. Huang	<p>Mr. Jack J.T. Huang was honored S.J.D. from Harvard University in 1983 and served as the Attorney-at-Law at Jones Day Taipei Office. He specialized in cross-border investments, corporate mergers and acquisitions, joint ventures and collaborations, securities finance, venture capital funds, technology industry-related matters, technology licensing, major infrastructure projects and other business transactions, etc. Additionally, he held the position of Honorary Chairman at Taiwan M&A and Private Equity Council.</p> <p>Mr. Jack J.T. Huang has practical experience in law and necessary work experience for the business of the Company over 5 years. He once served as an adjunct practical teacher in the Department of Law of the National Taiwan University College of Law and an adjunct visiting associate professor at Soochow University. Mr. Jack J.T. Huang also passed the national examination and obtained a lawyer's certificate.</p>	During the two years before being elected and during the term of office, Mr. Jack J.T. Huang does not have any circumstances defined in the Paragraph 1, Article 6 of the "Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange."	1

Criteria	Professional Qualification and Experience	Independence Status	Number of Other Public Companies in Which the Individual is Concurrently Serving as a Member of Compensation Committee
Title	Name		
Member (Independent Director)	Jack J.T. Huang	Currently, Mr. Jack J.T. Huang has also been serving as Chairman and Convener of Compensation Committee of WPG Holding Limited (since 2014 till now).	
Member (Independent Director)	Doris Hsu	Ms. Doris Hsu obtained her master's degree in computer science from University of Illinois, the U.S. She served as Sales Assistant President, Vice-President, and President of Sino-American Silicon. In 2020, Ms. Doris Hsu officially assumed the position of SAS Chairperson. Under her leadership, both SAS and GlobalWafers have continued to expand their operational scale and business footprint. These roles align with the Information Technology Sector under the Global Industry Classification Standard (GICS). Ms. Hsu has over three decades of experience in the semiconductor industry. As an executive, she has been involved in a wide range of areas essential to a company's operations, including commerce, legal affairs, finance, and accounting. She possesses extensive expertise and a deep understanding of the skills required to drive a company's success. Ms. Doris Hsu has over 5 years of necessary work experience for the business of the Company.	0

2. Information of Compensation Committee Operations

- (1) The Company's 5th and 6th Compensation Committees were each composed of 5 members.
- (2) The tenure of 5th term of the Company's Compensation Committee was from July 29, 2021 to July 18, 2024. A total of 2 (A) meetings of the 5th Compensation Committee was held during the period from January 1, 2024 to May 30, 2024. Membership and attendance were as follows:

Title	Name	Attendance in Person (B)	By Proxy	Attendance Rate (%) (B/A) (Note 1 and Note 2)	Remarks
Convener and Chairman (Independent Director)	Shyue-Ching Lu	2	0	100%	Re-appointed Member
Member (Independent Director)	Ji-Ren Lee	2	0	100%	Former Member removed on 30 May, 2024
Member (Independent Director)	Rose Tsou	2	0	100%	Re-appointed Member
Member (Independent Director)	Jack J.T. Huang	2	0	100%	Re-appointed Member
Member (Independent Director)	Audrey Tseng	2	0	100%	Re-appointed Member

- (3) The tenure of 6th term of the Company's Compensation Committee is from July 31, 2024 to May 29, 2027. As of the date of publication of the annual report (March 31, 2025), a total of 2 (C) meetings of the 6th Compensation Committee were held during the period from July 31, 2024 to March 31, 2025. Membership and attendance were as follows:

Title	Name	Attendance in Person (D)	By Proxy	Attendance Rate (%) (D/C) (Note 1 and Note 2)	Remarks
Convener and Chairman (Independent Director)	Shyue-Ching Lu	2	0	100%	Re-appointed Member on 31 July, 2024
Member (Independent Director)	Rose Tsou	2	0	100%	Re-appointed Member on 31 July, 2024
Member (Independent Director)	Jack J.T. Huang	2	0	100%	Re-appointed Member on 31 July, 2024
Member (Independent Director)	Audrey Tseng	2	0	100%	Re-appointed Member on 31 July, 2024
Member (Independent Director)	Doris Hsu	1	1	50%	Newly-appointed Member on 31 July, 2024

Note 1: Should any Compensation Committee member leave office before the end of the fiscal year, the date on which he/she leaves office shall be indicated in the remarks, and their attendance rate (%) shall be calculated based on the number of Compensation Committee meetings and the actual attendance during their term of office.

Note 2: Should there be any new appointment of Compensation Committee member before the end of the fiscal year, both of the new and the former Compensation Committee members shall be disclosed and the remarks column shall indicate that the member is new, former, or re-elected with the re-election date. Their attendance rate (%) shall be calculated based on the number of Compensation Committee meetings and the actual attendance during their term of office.

3. Other items to be disclosed:

(1) Discussion Items and Resolutions of Compensation Committee

Date of Compensation Committee Meetings	Discussion Item	Resolution
February 29, 2024 The 10th of the 5th term	1. The recommendation on 2023 Chairman's compensation of the Company 2. The distribution of 2023 employees' and directors' compensation of the Company	1. Passed by all members unanimously. 2. Passed by all members unanimously.
April 26, 2024 The 11th of the 5th term	1. The recommendation on 2024 managers' compensation of the Company 2. The recommendation on the percentage of distribution as 2024 employees' compensation of the Company	1. Passed by all members unanimously. 2. Passed by all members unanimously.
October 29, 2024 The 1st of the 6th term	1. The recommendation on Chairman's compensation of the Company 2. The recommendation on 2024 directors' compensation of the Company	1. Passed by all members unanimously. 2. Passed by all members unanimously.
February 24, 2025 The 2nd of the 6th term	1. The recommendation on 2024 Chairman's compensation of the Company (the Chairman's compensation for the former and current Chairmen will be calculated based on their respective periods of service. The LTI for the former Chairman will also be settled, with the phantom stocks granted from 2022 to 2024 to be paid out in cash in 2025) 2. The distribution of 2024 employees' and directors' compensation of the Company 3. The amendments to the Company's "Articles of Incorporation" (in response to the amendment to Article 14, Paragraph 6 of the "Securities and Exchange Act" promulgated by the Financial Supervisory Commission and the FSC Directions No. 1130385442)	1. Passed by all members unanimously and was reminded to include supplementary explanations regarding the Chairman's LTI mechanism (such as items, time of issuance and other information) when preparing the 2024 annual reports. 2. Passed by all members unanimously. 3. Passed by all members unanimously.

- (2) The Company's Board of Directors of the latest year adopted all the recommendations of Compensation Committee as they were.
- (3) The Company's Compensation Committee of the latest year did not have any objection or reservation with a record or written statement against the resolutions.

2.3.5 Promotion of sustainable development and deviations from the “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies”

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)
	Yes	No	Summary	
1. Has the Company established a governance structure to promote sustainable development and set up an exclusively (or concurrently) dedicated unit to promote sustainable development, and has the Board of Directors authorized senior management to deal with and supervised the promotion of sustainable development?	√		<p>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.</p> <p>-Board Oversight</p> <p>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 the Chairman and the Chief Executive Officer, Mr. Ping Cheng, with the other five main members including the Vice-Chairman, Mr. Mark Ko, the Chief Operating Officer, Mr. Simon Chang, the Chief Brand Officer, Ms. Shan-Shan Guo, as well as a Non-Executive Director, Mr. Yancey Hai, and an Independent Director, Ms. Doris Hsu.</p> <p>-Management Role</p> <p>The Global ESG Committee is convened by the 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 stakeholders’ 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 develops application strategies and implementation plans with various function subcommittees. An annual ESG Report is prepared and submitted for the Board of Directors’ approval.</p> <p>10 project teams are responsible for formulating Delta's project plans, development tools, and procedures. They implement sustainability strategies and achieves annual goals through regular meetings.</p> <p>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 status; (2) analysis of important international ratings; (3) stakeholders and material issues; (4) progress of international initiatives.</p>	Compliant with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)
	Yes	No	Summary	
2. Has the Company conducted risk assessments on environmental, social and corporate governance issues related to the Company's operations in accordance with the materiality principle, and formulated relevant risk management policies or strategies?	√		<p>Delta and our subsidiaries communicate with internal and external stakeholders by multiple means and have established the three major steps of: identification, analysis, and confirmation. These steps are in accordance with the principles of GRI Standards 2021, to identify and analyze Delta and our subsidiaries' material issues, while taking corresponding and necessary measures to enhance information disclosures.</p> <p>The Company's Board of Directors has adopted the "Delta Corporate Social Responsibility Best Practice Principles", which have clearly defined the four main principles of: implementing corporate governance, developing a sustainable environment, maintaining social welfare, and enhancing corporate sustainability information disclosures. The scope of the material ESG issue analysis refers to the subsidiaries included in the consolidated financial statements for which owing operational control. As per the results of the analysis, if there are issues related to Delta's risks, they will be included in Delta's risk management process for risk assessment. The procedures of Delta's risk management include risk identification, risk analysis, risk assessment, risk response, oversight and examination, apply to each risk factor and the formulation of action plans towards appropriate risk management. For the environmental aspect, Delta strives to promote environmental protection and energy conservation based on its business mission of "To provide innovative, clean, and energy-efficient solutions for a better tomorrow." The Company's Corporate Sustainability Development has identified possible risks and impacts of climate change on business operations, opportunities, and developed adaptation and mitigation strategies as well as an execution plan, which include SBTs, reduction of greenhouse gas emissions, energy conservation, water conservation, and waste reduction. For the social aspect, Delta values the balanced development of employees and is committed to providing a safe and healthy work environment. We identify potential risks in daily operating activities of all departments and continuously enhance prevention mechanisms, such as engineering control and operations management. We also conduct risk control by regularly identifying hazards and performing risk assessments to ensure safe operating procedures. In addition, we are committed to developing and manufacturing products in compliance with international environmental protection regulations. We have established a product-related substance management system and management regulations. We also engage in discussions with employees from different departments regarding materials, quality, and procurement, and regularly conduct evaluation of our supply chain management (environmental, social, and governance) as well as ESG sustainability assessment to identify suppliers with high risk, while auditing and providing guidance to them. For the governance aspect, the Company's Board of Directors</p>	Compliant with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)
	Yes	No	Summary	
			approved the "Delta Group Risk Management Policy" in 2020. Between 2023 and 2025, the policy has been revised several times to reflect international trends. In addition, the establishment of the Risk Committee was in 2023, which was composed of all independent directors and combined with the Audit Committee to the Audit and Risk Committee. The Company further established the "Risk Management Implementation Committee" in 2024 to enhance the implementation and execution of the risk management framework. The Committee reports to the Audit and Risk Committee and the Board of Directors. We also have a corporate governance officer in place to assist our directors with compliance with laws and regulations. Please refer to Chapter 3 and Chapter 6 of the annual report for more details.	
3. Environmental issues				Compliant with the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
(1) Has the Company established environment management systems based on its industrial characteristics?	√		Overall production plants have passed third-party certification of the ISO 14001 environmental management system, and parts of the plants have also promoted the ISO 50001 energy management system. In terms of energy management, Delta has set up the Delta Energy Online (EnOL) management system to provide real-time energy consumption and load analysis through methods such as optimizing equipment operations, and to enhance power consumption efficiency as the basis for evaluating energy-saving improvements. Additionally, we have established a cross functional energy management committee, under which a dedicated Energy-Saving Technology Team was formed. We continuously promote various energy-saving projects at Delta.	
(2) Is the Company committed to improving the utilization efficiency of various resources and using recycled materials with low environmental impacts?	√		We continue to implement energy management and renewable energy applications as well as recycle electricity, heat, water, and packaging materials. We also improve the energy resource use efficiency through energy conservation, water conservation, waste reduction, and green design. Meanwhile, we adopt green packaging materials, including corrugated fiberboard/cardboard, paper boxes, and wooden boxes for transportation, and recycle and reuse discarded packaging materials. 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 has implemented various energy conservation and improvement measures for public facilities. In 2024, a total of 55,277 thousand kWh of electricity was saved. 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 all of Delta's global operation sites. In 2024, the use of renewable electricity at global business locations reached 84%. Total electricity consumption was around 820 million kWh, including around 690 million kWh of renewable electricity.	

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)
	Yes	No	Summary	
(3) Has the Company assessed the present and future potential risks and opportunities of climate change for the entity, and taken measures to respond to climate-related issues?	√		<p>We identify climate change risks and opportunities in accordance with the TCFD framework announced by the Financial Stability Board and IFRS International Financial Reporting Standard S2 "Climate-related Disclosures", as well as conduct a complete assessment again every three years, and update them per year.</p> <p>The Company completed the latest climate risk assessment in 2023. We compiled each business group and each functional group's experiences, analyzed material climate risks from 22 climate risks, and examined the paths, examples, impacts, and likelihood of such impacts, as well as the impact on our finances. To reduce such risks, we identified feasible opportunities and management approaches at the same time. The main results are summarized in the implementation of relevant climate actions under the section 3.4.6 "Climate Related Information for Listed and OTC companies" of this annual report and the 2024 Delta ESG Report.</p>	
(4) Has the Company calculated its GHG emissions, water consumption and total waste weight in the past two years, and formulated policies for energy conservation, carbon reduction, GHG and water consumption or other waste management?	√		<p>The Company has long been practicing its mission of "To provide innovative, clean, and energy-efficient solutions for a better tomorrow." We continue to implement energy conservation and carbon reduction measures within the organization and improve the performance of energy and resource efficiency, waste reduction, and pollution prevention. Details are disclosed in the 2024 Delta ESG Report.</p> <p>Greenhouse Gas Management</p> <p>Since 2010, Delta has been participating in the CDP and disclosing its greenhouse gas emissions. Since 2017, overall production plants have been verified annually according to ISO 14064-1 standards. Additionally, since 2022, global operation sites have undergone annual verification according to ISO 14064-1 standards.</p> <p>In 2021, Delta achieved its science-based target set in the year 2017, four years ahead of schedule. Furthermore, in the year 2022, we set a net-zero science-based target in accordance with the 1.5°C trajectory, based on the net-zero standard. Using the year 2021 as the base year, by the year 2030, absolute emissions from Scopes 1 and 2 across global operation sites will be reduced by 90%, and emissions from Scope 3 will be reduced by 25%. By the year 2050, we aim to achieve net-zero emissions. Our carbon reduction strategies include promotion of energy conservation projects, application of renewable electricity, promotion of green buildings, investment in low-carbon innovations, investment in high integrity carbon credits and permanent carbon removal, and implementation of Internal Carbon Fee Mechanism. Delta introduced the Internal Carbon Fee Mechanism starting from 2021, charging a carbon fee of US\$300 per metric ton to its business groups. The fees are included in Delta's carbon fee fund. The carbon fee charged through the Internal Carbon Fee Mechanism is reflected in the monthly management reports, and linked to the performance evaluation of the top executives</p>	

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)
	Yes	No	Summary	
			<p>of each business group. The three key application areas of the internal carbon fee include supporting the development of renewable electricity and renewable energy technologies, energy and resource management, and low-carbon innovation and initiatives. This mechanism encourages business groups to explore low-carbon technologies and opportunities while integrating the concept of carbon fee into decision-making and managing carbon costs.</p> <p>In 2024, the Scope 1 and 2 greenhouse gas emissions (market-based) across global operation sites amounted to 100,681 metric tons of carbon dioxide equivalent*, representing a reduction of 53.6%* compared to the base year's emissions of 216,891 metric tons of carbon dioxide equivalent. Additionally, the Scope 3 greenhouse gas emissions amounted to 22,454 thousand metric tons of carbon dioxide equivalent*, reflecting an increase of 28.4%* compared to the base year's emissions of 17,485 thousand metric tons of carbon dioxide equivalent.</p> <p>Water Management</p> <p>Delta has participated in the CDP Water Security Questionnaire since the year 2017, disclosing our water security management practices. These practices encompass measures such as clean water consumption, efficiency improvements, smart monitoring, and pollution reduction.</p> <p>Using the year 2020 as the base year, Delta has established targets to reduce the Water Productivity Intensity for overall production plants and the Water Consumption Intensity of buildings by 10% by the year 2025. In 2024, the Water Productivity Intensity of production plants is 322 metric tons per million USD, representing a reduction of 30.7% compared to the base year. Similarly, the Water Consumption Intensity of buildings is 16.1 metric tons per number of people, reflecting a decrease of 26.9% compared to the base year's water consumption intensity of 22 metric tons per number of people.</p> <p>Waste Management</p> <p>The Company began implementing UL 2799 Zero Landfill Waste Management in 2019. In 2024, the overall production plants in Taiwan, China and Thailand obtained UL 2799 Certification. We also commit to achieving a 100% waste diversion rate for all production facilities by the year 2025. The overall waste diversion rate for all production facilities in the year 2024 was 99%.</p>	

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)																																																												
	Yes	No	Summary																																																													
			<div><div><div>Delta's Global Operation Sites Environmental Data</div><table><tr><th>Category</th><th>2023</th><th>2024</th></tr><tr><td>Scope 1 Greenhouse Gas Emissions (metric tons CO₂e)</td><td>26,283</td><td>27,278</td></tr><tr><td>Scope 2 Greenhouse Gas Emissions (metric tons CO₂e) – Location-based</td><td>464,191</td><td>488,545</td></tr><tr><td>Scope 2 Greenhouse Gas Emissions (metric tons CO₂e) – Market-based</td><td>105,992</td><td>73,403</td></tr><tr><td>Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO₂e) – Location-based</td><td>490,474</td><td>515,823</td></tr><tr><td>Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO₂e) – Market-based</td><td>132,275</td><td>100,681</td></tr><tr><td>Carbon Intensity (metric tons CO₂e/ production value in MUSD) – Market-based</td><td>11.3</td><td>8.2</td></tr><tr><td>Carbon Intensity (metric tons CO₂e/ Revenue in Million NTD) – Market-based</td><td>0.33</td><td>0.24</td></tr><tr><td>Volume of Water Withdrawn (excluding rainwater) (cubic meters)</td><td>4,195,100</td><td>4,067,200</td></tr><tr><td>Water Intensity (cubic meters/ production value in MUSD)</td><td>359</td><td>331</td></tr><tr><td>Water Intensity (cubic meters/ revenue in million NTD)</td><td>10.46</td><td>9.66</td></tr><tr><td>Total Weight of Waste (tons)</td><td>49,304.4</td><td>57,969</td></tr><tr><td>Waste Intensity (metric tons/ production value in MUSD)</td><td>4.2</td><td>4.7</td></tr><tr><td>Waste Intensity (metric tons/ revenue in million NTD)</td><td>0.12</td><td>0.14</td></tr></table></div><div><p>*The greenhouse gas emissions data from Delta's global operation sites for the year 2024 are currently undergoing assurance, please refer to the 2024 Delta ESG Report for assured data.</p><table><tr><th>Category of Scope 3</th><th>2024 (thousand mtCO₂e)</th></tr><tr><td>Purchased Goods and Services</td><td>4,694</td></tr><tr><td>Capital Goods</td><td>436</td></tr><tr><td>Fuel- and Energy-Related Activities</td><td>28</td></tr><tr><td>Upstream Transportation and Distribution</td><td>129</td></tr><tr><td>Waste Generated in Operations</td><td>14</td></tr><tr><td>Business Travel</td><td>14</td></tr><tr><td>Employee Commuting</td><td>54</td></tr><tr><td>Upstream Leased Assets</td><td>-</td></tr></table></div></div>	Category	2023	2024	Scope 1 Greenhouse Gas Emissions (metric tons CO ₂ e)	26,283	27,278	Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	464,191	488,545	Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	105,992	73,403	Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	490,474	515,823	Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	132,275	100,681	Carbon Intensity (metric tons CO ₂ e/ production value in MUSD) – Market-based	11.3	8.2	Carbon Intensity (metric tons CO ₂ e/ Revenue in Million NTD) – Market-based	0.33	0.24	Volume of Water Withdrawn (excluding rainwater) (cubic meters)	4,195,100	4,067,200	Water Intensity (cubic meters/ production value in MUSD)	359	331	Water Intensity (cubic meters/ revenue in million NTD)	10.46	9.66	Total Weight of Waste (tons)	49,304.4	57,969	Waste Intensity (metric tons/ production value in MUSD)	4.2	4.7	Waste Intensity (metric tons/ revenue in million NTD)	0.12	0.14	Category of Scope 3	2024 (thousand mtCO ₂ e)	Purchased Goods and Services	4,694	Capital Goods	436	Fuel- and Energy-Related Activities	28	Upstream Transportation and Distribution	129	Waste Generated in Operations	14	Business Travel	14	Employee Commuting	54	Upstream Leased Assets	-	
Category	2023	2024																																																														
Scope 1 Greenhouse Gas Emissions (metric tons CO ₂ e)	26,283	27,278																																																														
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	464,191	488,545																																																														
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	105,992	73,403																																																														
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	490,474	515,823																																																														
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	132,275	100,681																																																														
Carbon Intensity (metric tons CO ₂ e/ production value in MUSD) – Market-based	11.3	8.2																																																														
Carbon Intensity (metric tons CO ₂ e/ Revenue in Million NTD) – Market-based	0.33	0.24																																																														
Volume of Water Withdrawn (excluding rainwater) (cubic meters)	4,195,100	4,067,200																																																														
Water Intensity (cubic meters/ production value in MUSD)	359	331																																																														
Water Intensity (cubic meters/ revenue in million NTD)	10.46	9.66																																																														
Total Weight of Waste (tons)	49,304.4	57,969																																																														
Waste Intensity (metric tons/ production value in MUSD)	4.2	4.7																																																														
Waste Intensity (metric tons/ revenue in million NTD)	0.12	0.14																																																														
Category of Scope 3	2024 (thousand mtCO ₂ e)																																																															
Purchased Goods and Services	4,694																																																															
Capital Goods	436																																																															
Fuel- and Energy-Related Activities	28																																																															
Upstream Transportation and Distribution	129																																																															
Waste Generated in Operations	14																																																															
Business Travel	14																																																															
Employee Commuting	54																																																															
Upstream Leased Assets	-																																																															
(Continued on the following page)																																																																

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)																		
	Yes	No	Summary																			
			<table><tr><th>Category of Scope 3</th><th>2024 (thousand mtCO₂e)</th></tr><tr><td>Downstream Transportation and Distribution</td><td>95</td></tr><tr><td>Processing of Sold Products</td><td>46</td></tr><tr><td>Use of Sold Products</td><td>16,642</td></tr><tr><td>End-of-Life Treatment of Sold Products</td><td>173</td></tr><tr><td>Downstream Leased Assets</td><td>15</td></tr><tr><td>Franchises</td><td>N/A</td></tr><tr><td>Investments</td><td>114</td></tr><tr><td>Total</td><td>22,454</td></tr></table>	Category of Scope 3	2024 (thousand mtCO ₂ e)	Downstream Transportation and Distribution	95	Processing of Sold Products	46	Use of Sold Products	16,642	End-of-Life Treatment of Sold Products	173	Downstream Leased Assets	15	Franchises	N/A	Investments	114	Total	22,454	
Category of Scope 3	2024 (thousand mtCO ₂ e)																					
Downstream Transportation and Distribution	95																					
Processing of Sold Products	46																					
Use of Sold Products	16,642																					
End-of-Life Treatment of Sold Products	173																					
Downstream Leased Assets	15																					
Franchises	N/A																					
Investments	114																					
Total	22,454																					
4. Social issues																						
(1) Has the Company formulated appropriate management policies and procedures according to relevant regulations and the International Labor and Human Rights?	√		The Company complies with relevant labor laws and regulations. We have formulated company policies and relevant management rules based on international labor and human rights standards, including the RBA Code of Conduct, Universal Declaration of Human Rights, International Labor Office Tripartite Declaration of Principles, and OECD Guidelines for Multinational Enterprises. We have implemented a fair employment system, and conduct a human rights due diligence survey of employees at least once every three years. The updated content of the “Delta Group Human Rights and Employee Policy” for 2024 has been placed in the Corporate Governance section of Delta’s official website, and the results will be disclosed in the annual Delta ESG Report, Human Rights Due Diligence Report and Modern Slavery Statement. Please refer to the corporate sustainability section on Delta’s official website.	Compliant with the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies																		
(2) Has the Company formulated and executed reasonable employee benefits measures (including remuneration, leaves, and other benefits), and had the operating performance or results properly reflected in employee compensation?	√		The overall remuneration at our Company exceeds industry standards in the technology sector. We attract and retain talent through a competitive remuneration structure, with a strong focus on aligning company performance with employee salaries in a rational and equitable way. In 2024, we continued to be listed on the High Pay 100 Index. To enhance birth rates and alleviate parental stress in the workplace, starting from October 2022, Taiwan began providing a monthly child care subsidy. Each eligible birth receives a maximum subsidy of US\$12,300. As of the end of 2024, a total of 3,228 Delta babies have benefited from this program, amounting to approximately US\$5.04 million in total expenditure. In addition, we have implemented a flexible working hours system and offer remote work options for employees with specific needs, allowing them to better manage a work-life balance with greater flexibility. Furthermore, Delta provides a vacation policy that exceeds legal requirements, including annual leave for travel and a subsidy of NT\$10,000 for travel expenses, thus ensuring the well-being of our																			

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)
	Yes	No	Abstract Illustration	
(3) Has the Company provided employees with a safe and healthy work environment as well as offered classes on safety and health to employees on a regular basis?	√		<p>employees and promoting a balanced lifestyle.</p> <p>In 2024, Delta provided annual salary adjustments ranging from 3% to 5% for all employees. In addition to their fixed monthly salary, Taiwanese employees also receive three types of bonuses: year-end bonuses, performance bonuses, and profit-sharing bonuses. Through comprehensive performance management, we closely align the Company's overall objectives, departmental goals, individual targets, and talent development. To grasp cutting-edge technologies and accelerate the advancement of smart manufacturing, Delta continues to expand its technological investments and deploy strategies to strengthen its global R&D capabilities. In terms of R&D talent, Delta consistently adapts to market conditions in various regions, providing location-specific retention measures for key R&D personnel worldwide, offering competitive starting salaries for key talent, providing compensation guarantees for employees in new product business groups, and attracting qualified individuals to achieve our operational goals. Furthermore, Delta upholds a policy of diverse employment as part of its sustainability efforts, actively promoting gender equality and environmental awareness. We track and enhance the implementation of these initiatives annually, aiming to increase workforce diversity. In 2024, female employees accounted for 44.4% of the total workforce, with female management comprising 32.2%. Please refer to the 2024 Delta ESG Report.</p> <p><u>Occupational Health and Safety Policy</u></p> <p>The Company is dedicated to establishing and maintaining a safe, healthy, and conducive work environment by formulating an Environmental, Health, and Safety (EHS) policy. This policy encompasses seven key management aspects, demonstrating Delta's commitment and determination, summarized as follows: compliance with legal regulations, implementation of environmental protection and energy conservation measures, promotion of safety and health, management of occupational health and safety (OHS) risks, fulfillment of product responsibilities, enhancing overall awareness, and strengthening internal and external communication. For the complete policy details, please refer to the Company's official website.</p> <p><u>Occupational Incident Statistics</u></p> <p>In the year 2024, Delta's employees in Taiwan worked over 25 million hours. The number of deaths caused by occupational injuries and diseases was 0. The lost-time injury frequency rate (LTIFR) was 0.39, achieving the target of 0.48 for the year 2024. The number of lost-time injury was 10, affecting 10 employees, which accounted for 0.08% of the total workforce at the end of 2024. Additionally, there were no casualties or injuries resulting from fire incidents.</p>	

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)
	Yes	No	Summary	
			<p>Note: Lost-time Injury Frequency Rate (LTIFR) (Disabling Injury Frequency Rate) = Number of lost-time injuries / Number of hours worked * 1,000,000</p> <p>Each occupational incident event should be investigated according to regulations, and improvement and preventive measures should be implemented based on the causes of the incident. These include strengthening personnel training, qualification reviews, and using facial recognition systems for high-risk work areas; installing safety interlock devices; using remote control for high-risk testing regions; revising operating standard procedures; and enhancing safety awareness campaigns.</p> <p><u>Employee Workplace Monitoring</u></p> <p>Delta adheres to regulatory requirements by regularly commissioning accredited occupational environmental monitoring organizations to conduct work environment monitoring. Based on the monitoring results, engineering controls and administrative measures are implemented to reduce the incidence of occupational diseases.</p> <p><u>Occupational Health and Safety Internal Inspections</u></p> <p>Delta has implemented protocols for managing occupational health and safety inspections. Our occupational health and safety management team conducts both routine and spontaneous inspections of factory facilities. Moreover, we schedule annual cross-industry health and safety audits to foster mutual learning and observation opportunities. These audits facilitate improved communication and interaction among factory personnel regarding health and safety management practices.</p> <p><u>Facility and Equipment Health and Safety Management</u></p> <p>In addition to regular inspections and maintenance, Delta ensures the health and safety of its facilities and equipment by implementing procurement and change management processes for new installations or modifications. Before procurement or changes are made, safety assessments and control measures are conducted to guarantee a safe working environment and employee health.</p> <p><u>Occupational Health and Safety Education and Training</u></p> <p>To enhance employees' knowledge and preparedness in occupational health and safety, we have not only started mandatory safety training courses in compliance with regulations and operational requirements but also utilize various methods such as email communication, posting posters on bulletin boards, and organizing safety knowledge quizzes. These initiatives aim to increase employees' awareness of workplace hazards, improve their understanding of health and safety concepts necessary for disaster prevention, and ultimately mitigate the occurrence of occupational incident.</p>	

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the Reason(s)												
	Yes	No	Abstract Illustration													
(4) Has the Company established effective career development and training plans?	√		<p><u>Delta Taiwan's Occupational Health and Safety Education and Training over the Past Three Years</u></p> <table><tr><th>Year</th><th>Number of Training Participants</th><th>Total Training Hours</th></tr><tr><td>2024</td><td>15,597</td><td>35,434</td></tr><tr><td>2023</td><td>13,003</td><td>32,485</td></tr><tr><td>2022</td><td>7,486</td><td>17,489</td></tr></table> <p><u>Emergency Response</u></p> <p>Delta holds multiple scheduled and unscheduled emergency response and evacuation drills each year at each of its facilities. In addition to fire emergency response and evacuation drills, comprehensive accident emergency response drills are also conducted.</p> <p><u>ISO45001 Verification Status</u></p> <p>The overall production facilities in Taiwan have successfully passed the ISO 45001 Occupational Health and Safety Management System verification, remaining within the certification validity period in 2025. For detailed information, please refer to the 2024 Delta ESG Report.</p> <p>In response to the continued globalization of business activities and the goal of expanding the international perspective of high-potential employees while fostering international leadership, Delta has been progressively implementing policies to promote global talent mobility. In January 2023, the “Global Rotation & Expatriation Acceleration Policy, ERA” was officially announced and implemented. This policy is accompanied by flexible assignment measures in various locations and the adoption of flexible benefits for international transfers, aimed at enhancing the attractiveness of assignments. Additionally, it encourages employees to cultivate cross-functional experience to become well-rounded talents. In terms of skill enhancement and career support, Delta’s Global Training Program drives the improvement of professional skills across various job families. By 2024, 12 Global Training Committees have been established, and in response to a recent demand from employees and companies for enhanced capabilities related to AI, leadership, and the Solution Business, an AI Program has been launched. Additionally, through key talent and new business talent development programs, we aim to accelerate the growth of personnel at all levels and offer employees more opportunities for internal transfers. Please refer to the 2024 Delta ESG Report.</p>	Year	Number of Training Participants	Total Training Hours	2024	15,597	35,434	2023	13,003	32,485	2022	7,486	17,489	
Year	Number of Training Participants	Total Training Hours														
2024	15,597	35,434														
2023	13,003	32,485														
2022	7,486	17,489														
(5) Does the Company comply with relevant regulations and international standards in terms of customer health and safety, customer privacy, and	√		<p>All the Company’s products are in compliance with international safety or environmental standards. We also label relevant information, such as compliance, on products or packaging in accordance with environmental regulations at the destination of the shipment. In addition, we indicate information related to conformity with environmental marks or labels.</p>													

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)
	Yes	No	Summary	
marketing and labeling of products and services and formulate relevant consumer protection policies and complaint procedures?			such as the US Energy Star or 80 PLUS, on product labels in line with clients' requirements for green product marketing. We also have product contact points and customer service emails in place and have formulated a product safety and warranty policy to protect clients' and consumers' rights and interests. The customer service website: https://www.deltaww.com/zh-TW/customerService is available on the Company's official website. Delta, in accordance with international standards such as ISO 27001, ISO 27701, the Personal Data Protection Act, and local data protection laws, has established the "Delta Group Information Security and Personal Data Protection Policy" along with related guidelines. We are dedicated to protecting the personal information collected from our clients and ensuring transparency regarding how their data is used. Additionally, we value and uphold the rights of individuals for exercising their legal rights on personal information. A dedicated portal is available on our website to manage any complaints or incidents of data breaches. In such cases, we follow our "Personal Data Protection and Incident Response Management Regulation" to report, address, and implement corrective actions.	
(6) Has the Company formulated supplier management policies that require suppliers to follow relevant regulations on issues, such as environmental protection, occupational safety and health, or labor rights, and the implementation results?	√		We have formulated the Delta Supplier Code of Conduct in alignment with international supply chain management development trends, clients' requirements, and local laws and regulations, and it is based on our years of experience in promoting corporate sustainability. It regulates suppliers' compliance with local regulatory requirements and internationally applicable codes of conduct (such as the Responsible Business Alliance (RBA) Code of Conduct) in the aspects of climate change, labor rights, health and safety, environment, ethics, and management systems. We support suppliers in implementing the improvement measures according to the results of the due diligence research. For detailed implementation results, please refer to the 2024 Delta ESG Report.	
5. Has the Company referred to the internationally accepted report preparation standards or guidelines for its preparation of ESG or other reports which disclose the Company's non-financial information? Has the aforementioned reports obtained a third-party assurance or verification statement?	√		The Company's ESG Report has been verified and assured by a third party. The third-party verification statement and assurance report are expected to be received before July, 2025. Verification: The Company appointed SGS Taiwan to verify the report in accordance with the core options of GRI Standards and high-level assurance of AA1000 AS v3 Type II. In addition, Delta obtained SGS's assurance according to the Sustainability Accounting Standards Board (SASB) standard in 2025. Assurance: The Company appointed PwC Taiwan to conduct a limited assurance engagement on specific key performance information in accordance with ISAE3000.	Compliant with the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies

Promoted Items	Implementation Status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reason(s)
	Yes	No	Summary	
6. If the Company has stipulated its own sustainable development principles according to the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, please describe the implementation by the Company and deviations from the prescribed best practices: The Company has formulated the “Delta Corporate Social Responsibility Best Practice Principles”, which is implemented in day-to-day operations in terms of corporate governance, sustainable environment, social welfare, and ESG information disclosure. Please see Chapter 2 “Corporate Governance Report” of the annual report for the information on corporate governance. Please see Chapter 3 “Corporate Sustainability” of the annual report for the information on sustainable environment, social welfare, and ESG information disclosure.				
7. Other material information that can help to understand how sustainable development is promoted in the Company: Please see Chapter 3 “Corporate Sustainability” of the annual report for more information.				

2.3.6 Climate Related Information for Listed and OTC Companies

Climate-related actions

Project	Implementation
1. Describe the Board of Directors and management's oversight and governance of climate-related risks and opportunities.	<p>Board of Directors Oversight:</p> <p>The members of Delta's Board of Directors pay close attention to the cutting-edge developments in international climate change. Climate change-related expertise is deeply integrated into the professional capabilities of the Board, overseeing issues including climate strategies, climate transition plans, greenhouse gas inventory and reduction, Internal Carbon Fee Mechanism, as well as related budgeting and implementation outcomes. In 2025, Delta Global ESG Committee was upgraded as a board-level committee and the highest-level climate risk and opportunity oversight body within Delta. It supervises Delta's climate change risk and opportunity management.</p> <p>Management Responsibilities:</p> <p>Delta Global ESG Committee is convened by the Chief Sustainability Officer, Mr. Jesse Chou. The subcommittees promote climate-related risks and opportunities. Examples include the Carbon Management project incorporating SBT (Science-Based Targets), RE100, and EV100, among others. The Energy Conservation, Water Conservation, and Waste Reduction Committee supervises energy, water conservation and waste reduction initiatives in plants, buildings, data centers, and more. The Supply Chain ESG Committee coordinates and promotes greenhouse gas inventory and climate change response throughout the supply chain.</p> <p>The Chief Sustainability Officer reports to the Board of Directors on a quarterly basis, providing updates on climate change-related trends, as well as management progress on Delta's climate-related management. These reports include important trends, key data, greenhouse gas reduction management, results of external ratings, and the overall effectiveness of energy and carbon management budget execution.</p>
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	<p>Short-term risk:</p> <p>In terms of risk groups, the current risks related to policies and regulations are mostly short-term risks, such as domestic and foreign greenhouse gas reduction requirements, carbon tax collection and related regulations, changes in customers' supplier selection criteria, greenhouse gas reduction requirements for suppliers, the increasing severity of extreme weather events, and regulations concerning renewable energy. Delta currently has very few imports and exports products impacted by</p>

Project	Implementation
	<p>the carbon border adjustment mechanism. If regulatory scopes were to expand, it may lead to increased operating costs, increased administrative expenses, changes in renewable energy strategy, or lack of policy transparency, thereby failing to respond in time and to even being fined.</p> <p>Medium-term risk:</p> <p>The medium-term risks include: voluntary norms, uncertainties in regulations and policies, mandatory regulations for products and services, replacement of products and services by other low-carbon products and services, the cost of transitioning to low-carbon technologies, changes in product specifications by customers, increased raw material costs, consumers switching to low-carbon products, changes in rainfall patterns, drastic changes in weather patterns, and increased average temperatures span technical risks, market risks, some physical risks, and some policy and regulatory domains. The global transition to a low-carbon economy will create business opportunities. However, identifying technology demands driven by climate change and assessing their feasibility cannot rely on past experience, which may result in a certain degree of deviation. In addition, the technical aspects require a certain amount of time and capital investment, which may cause risks such as misjudging industry trends and drawn-out payback.</p> <p>Long-term risks:</p> <p>The long-term risks include: renewable energy regulations, encountering litigation, failure to invest in new technologies, lack of climate change contribution by companies, ESG ratings affecting investors and banks' willingness to invest, industry stigma, negative climate change news affecting the Company's image, and the rise of average sea level, may result in ineffective strategies with long-term investment costs already sunk in, or increased risk severity due to lack of adaptation measures.</p>
<p>3. Describe the financial impact of extreme weather events and transformative actions.</p>	<p>Physical risks may lead to material or cargo transportation interruption, an impact on employee commuting, reduction of employee productivity due to high temperatures, suspension of production lines due to flooding or water outages, as well as an increase in the air-conditioning cost of chillers in the plants, the cost of flood control measures, building maintenance frequency, and maintenance costs. Self-generation of solar energy for self-use is one of Delta's renewable energy strategies, while weather pattern changes may affect the amount of sunshine, or extreme temperatures may lead to wildfires, increasing air pollutants and affecting solar panel performance. This could affect the amount of renewable electricity generated.</p> <p>Transition actions will lead to an increase in expenditures or liabilities or a decrease in capital, cause an impact on or have assets scrapped, or result in financing setbacks due to the adoption of adjustment and mitigation measures or investment in low-carbon business development. However, a successful transition can also create long-term profits and lead to sustainable business development.</p> <p>Delta contributed a total of US\$21 million through the Internal Carbon Fee Mechanism fund, including US\$6 million for operating expenses and US\$15 million for capital expenditures in 2024 to promote investment in renewable energy and energy technology development, energy and resources management, and low-carbon innovation and initiatives. In addition, Delta took climate change factors into account. Scenario analyses performed in recent years including transition risks for business opportunities for Delta's ventilator and air quality solutions, as well as business opportunities for Delta's energy storage solutions. The physical risks include the impact of external renewable power generation purchased by Delta, the impact of water shortages on production plants in Taiwan and impacts of floods, droughts, and heatwave on Delta's operation sites and key suppliers. Also, in the areas of uninterruptible power systems (UPS) and electric vehicle components (Auto Power), we analyze possible climate-related financial impacts. For a detailed analysis of climate risks and financial impacts, please refer to the 2024 Delta ESG Report and 2023 Delta TCFD & TNFD Report.</p>
<p>4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk</p>	<p>Climate change is one of the official issues of risk management for Delta Group Risk Management Policy. It is integrated into overall risk management through regular risk identification, assessment, control, supervision and communication and other management procedures. Due to the unique nature of climate change, the Board of Directors has also appointed the Global ESG Committee to be</p>

Project	Implementation
management system.	responsible for identifying and managing climate risk opportunities under the TCFD framework and driving relevant response measures and solutions.
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	Delta selects important topics for scenario analysis and management each year and discloses the monetary amounts of all impacts in the CDP questionnaire. For the scenarios, parameters, assumptions, analysis factors and major financial impacts used, please refer to the ESG Reports from previous years.
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	Delta actively implementing carbon reduction goals through promoting energy conservation, water conservation, and waste reduction programs, introducing renewable electricity, promoting green buildings, investing in carbon reduction and permanent carbon removal, implementing Internal Carbon Fee Mechanism to levy carbon fees, and investing in low-carbon innovations, and others. Delta has established a climate-related product classification based on product characteristics, customer application methods, and reference to the EU Taxonomy. In addition to quantifying low-carbon revenue and costs for the current year, Delta has also set annual expenditure targets for investment-driven renewable energy and energy technology development, energy resource management, and low-carbon innovation and initiatives. Delta's management indicators include internal carbon fund implementation efficiency, energy conservation, water conservation, and waste reduction benefits, RE100 achievement rate, and SBT achievement status.
7. If internal carbon price is used as a planning tool, the basis for setting the price should be stated.	<p>Since 2021, Delta has officially introduced an Internal Carbon Fee Mechanism. The internal carbon price is set at US\$300 per metric ton based on the internal and external carbon costs of global manufacturing plants, including regulatory penalties, emission trading prices, international enterprise benchmark cases, as well as the Company's investment in renewable energy solutions and purchase costs of renewable electricity. This fee is consistent with the expected carbon fee of 1.5°C by 2030 as stated in the IPCC Sixth Assessment Report and it has been implemented and announced under the supervision of Delta Global ESG Committee.</p> <p>Delta's internal carbon fees initiative support five key decarbonization strategies towards achieving net-zero emissions: promoting energy conservation, water conservation, and waste reduction programs; adopting renewable energy; advocating for green buildings; investing in low-carbon innovation; and investing in carbon offsetting and permanent carbon removal. The three main application areas of internal carbon fees include supporting the development of renewable energy and energy technologies, resource management, and low-carbon innovation and initiative. These efforts aim to uncover opportunities within technology, provide decision-making support for business units, and integrate carbon cost management.</p>
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	In 2022, Delta established net-zero science-based targets aligned with a 1.5°C reduction pathway. Using the year 2021 as the base year, our targets aim for a 90% reduction in absolute emissions for Scopes 1 and 2 by the year 2030, and a 25% reduction for Scope 3 emissions. By 2050, we aim to achieve net-zero emissions. In the year 2024, the global emissions of greenhouse gases (market-based) for Scopes 1 and 2 amounted to 100,681 metric tons of carbon dioxide equivalent*, representing a reduction of 53.6%* compared to the base year. The primary reduction strategies include the installation of on-site solar power generation facilities, entering into long-term agreements for direct purchase of renewable energy, purchasing green electricity products, and acquiring 204,612 MWh of unbundled energy attribute certificates. The emissions of greenhouse gases in Scope 3 were 22,454 thousand metric tons of carbon dioxide equivalent*, an increase of 28.4%* compared to the base year. Please refer to the 2024 Delta ESG Report for detailed progress on each indicator.

Project	Implementation
9. Greenhouse Gas Inventory and Verification Status and Reduction Targets, Strategies, and Specific Action Plans (fill in 1-1 and 1-2 additionally).	Since 2017, Delta's overall production plants have been verified annually according to ISO 14064-1. Since 2022, all global operation sites have been verified annually according to ISO 14064-1. For greenhouse gas inventory data, please refer to the 2024 Delta ESG Report.

*The greenhouse gas emissions data from Delta's global operation sites for the year 2024 are currently undergoing assurance, please refer to the 2024 Delta ESG Report for assured data.

1-1 Recent Two-Year GHG Inventory and Assurance Efforts

1-1-1 Greenhouse Gas Inventory

Specify the emissions (metric tons CO₂e), intensity (metric tons CO₂e/NT\$ million), and data coverage for the greenhouse gases in the past two years.

The greenhouse gas emissions information of our company is shown in the following table:

Category	2023	2024
The Company and Subsidiaries		
Scope 1 Greenhouse Gas Emissions (metric tons CO ₂ e)	26,283	27,278
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	464,191	488,545
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	105,992	73,403
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) - by Location-based	490,474	515,823
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) - by Market-based	132,275	100,681
Carbon Intensity (metric tons CO ₂ e/Production value US\$ million) - by Market-based	11.3	8.2
Carbon Intensity (metric tons CO ₂ e/Revenue NT\$ million) - by Market-based	0.33	0.24
The Company		
Scope 1 Greenhouse Gas Emissions (metric tons CO ₂ e)	5,685	6,713
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	47,866	49,481
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	8,529	3,240
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) - by Location-based	53,551	56,194
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) - by Market-based	14,214	9,953
Carbon Intensity (metric tons CO ₂ e/Revenue NT\$ million) - by Market-based	0.16	0.11

1-1-2 Greenhouse Gas Assurance Efforts

Explanation of the assured situation for the two most recent fiscal years as of the date of publication of the annual report, including the scope of assurance, assurance institutions, assurance criteria, and assurance opinions.

The greenhouse gas emissions in Scope 1 and Scope 2 of the Company in 2023 and 2024 were 100% verified by SGS. The details are as follows:

Scope of Assurance: The Company

Assurance Institutions: SGS Taiwan Ltd.

Assurance Criteria: ISO 14064-3

Assurance Opinion: Level of Reasonable Assurance

The greenhouse gas emissions of the Company's global operation sites in 2023 and 2024 were 100% verified by SGS. The details are as follows (currently undergoing assurance):

Scope of Assurance: Global operation sites including the Company and subsidiaries.

Assurance Institutions: SGS Taiwan Ltd.

Assurance Criteria: ISO 14064-3

Assurance Opinion: Level of Limited Assurance

1-2 Greenhouse Gas Reduction Targets, Strategies, and Action Plans

Provide information on the base year and data, reduction targets, strategies, specific action plans, and the achievement of reduction targets for greenhouse gas emissions.

GHG Reduction Targets: In 2022, the Company established a net-zero science-based target aligned with a 1.5°C reduction pathway. Using the year 2021 as the base year, our targets aim for a 90% reduction in absolute emissions for Scopes 1 and 2 by the year 2030, and a 25% reduction for Scope 3. By 2050, we aim to achieve net-zero emissions.

Strategy and Action Plan: The Company actively aligns with international initiatives. Since 2015, we have been implementing the We Mean Business approach, which includes “Adopt a Science-Based Target”, “Report Climate Change Information in Mainstream Reports as a Fiduciary Duty”, “Responsible Corporate Engagement in Climate Policy”, and the transition 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” campaign to actively respond to the United Nations’ Race to Zero initiative. By continuously promoting energy-saving solutions, adopting renewable electricity, promoting green buildings, implementing Internal Carbon Fee Mechanism, investing in low-carbon innovation, carbon offset, and permanent carbon removal and other strategies, we are committed to limiting global temperature rise to 1.5°C above pre-industrial levels and achieving net-zero emissions by 2050.

Achievement of Targets: In 2024, the global operation sites’ greenhouse gases emissions (market-based) in Scope 1 and 2 were 100,681 metric tons of carbon dioxide equivalent*, a reduction of 53.6%* compared to the base year’s emissions of 216,891 metric tons of carbon equivalent. The emissions of greenhouse gases in Scope 3 were 22,454 thousand metric tons of carbon dioxide equivalent*, an increase of 28.4%* compared to the base year’s emissions of 17,485 thousand metric tons of carbon dioxide equivalent.

*The greenhouse gas emissions data from Delta’s global operation sites for the year 2024 are currently undergoing assurance, please refer to the 2024 Delta ESG Report for assured data.

2.3.7 Fulfillment of ethical corporate management and deviation from the “Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies”

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
<p>1. Establishment of ethical corporate management policies and programs</p> <p>(1) Does the Company have a Board approved ethical corporate management policy and stated in its regulations and external correspondence the ethical corporate management policy and practices, as well as the active commitment of the Board of Directors and management towards enforcement of such policies?</p> <p>(2) Does the Company have mechanisms in place to assess the risk of unethical conduct, and perform regular analysis and assessment of business activities with higher risk of unethical conduct within the scopes of business? Does the Company implement programs to prevent unethical conduct based on the above and ensure the programs cover at least the matters described in Paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies?</p>	√		<p>Based on the business philosophy of honesty, transparency and responsibility of the Company, Delta's Board of Directors has approved the establishment of the “Ethical Corporate Management Best Practice Principles” to set up a good operation mode with clear establishment of integrity policies. Besides, all board members and senior management must sign the statement or commitment on ethical corporate management, which expects and requires the board and senior management to actively implement the ethical corporate management policy into internal management and business activities. The principles are detailed in the Corporate Governance section under Investors on the Company's website. The implementation of ethical corporate management for the year is also disclosed in the ESG Report as well.</p> <p>The Company has set up risk assessment mechanisms for unethical behavior.</p> <ul style="list-style-type: none"> ● The Company has set up the risk assessment and prevention plan for ethical corporate management to implement its ethical corporate management policy, set up a risk control mechanism, regularly analyze and evaluate business activities with higher risk of dishonest conduct within the scope of business, and strengthen relevant preventive measures in order to reduce existing and potential risks. ● The Company has created the Risk Assessment Mechanism for ethical corporate management and requested its business and functional units to conduct annual risk assessments, while taking internal and external audit records into account. A total of 37 risk assessment forms (100% response rate) were completed in 2024 with corresponding control measures drafted and implemented, including requiring the employees to familiarize themselves with relevant laws and internal regulations of the Company, as well as regular monitoring with regard to illegal use of non-authorized software, etc. ● The prevention program established by the Company includes 7 preventive measures against the following: <ul style="list-style-type: none"> a. Offering and acceptance of bribes. b. Illegal political donations c. Improper charitable donations or sponsorship d. Offering or acceptance of unreasonable presents or hospitality, or other improper benefits 	Compliant with Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
(3) Does the Company provide clearly the operating procedures, code of conduct, disciplinary actions, and appeal procedures in the programs against unethical conduct? Does the Company enforce the programs above effectively and perform regular reviews and amendments?	√		<p>e. Misappropriation of trade secrets and infringement of trademark rights, patent rights, copyrights, and other intellectual property rights</p> <p>f. Damage directly or indirectly caused to the rights or interests, health, or safety of consumers or other stakeholders in the course of research and development, procurement, manufacturing, provision, or sale of products and services</p> <p>g. Prohibition of unfair competition</p> <ul style="list-style-type: none"> ● "Delta Group Code of Conduct" expressly states that Delta members should abide by all applicable anti-bribery and anti-corruption regulations, expressly refuse to offer or accept any form of illegitimate benefits, and avoid dealing with business partners who operate dishonestly, nor shall they offer illegal political donations, restrict or impede fair competition, or infringe intellectual property rights by unfair means. Charitable donations or sponsorships shall comply with the "Management Procedures for Handling Charitable Donations or Sponsorships." ● Article 8 of the "Delta Corporate Social Responsibility Best Practice Principles" declares the non-tolerance of bribery or corruption and avoidance of engaging in unfair competition. <p>The Company has stated the operating procedures, behavioral guidelines, punishment for violation, and complaint system in the unethical behavior prevention scheme.</p> <ul style="list-style-type: none"> ● The "Delta Group Code of Conduct" sets the standard operating procedures and behavioral guidelines for all stakeholders of the Company, as a commitment to implementing its ethical corporate management policy. ● The "Whistleblowing System Management Regulations" for employees and relevant whistleblowers to report any illegal or violation of code of conduct or ethical corporate management behaviors to ensure the legal rights of the whistleblowers and relevant persons. ● The "Policy of Rewards and Punishments" states the rewards and punishments for violating the "Ethical Corporate Management Best Practice Principles" and the "Delta Group Code of Conduct." ● Regularly review and revise the above-mentioned relevant measures based on the implementation status, so as to prevent dishonest behaviors. In response to practical and operational needs, the internal regulations and the policy of whistleblowing system were continuously reviewed and revised. <p>The aforementioned regulations are disclosed in the Corporate Governance section under Investors on the Company's website.</p>	

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
<p>2. Implementation of ethical corporate management</p> <p>(1) Does the Company evaluate business partners' ethical records and include ethics-related clauses in business contracts?</p>	√		<p>The Company adequately implements integrity record assessment of its business partners.</p> <ul style="list-style-type: none"> ● The "Delta Group Code of Conduct" expressly regulates the following principles: <ul style="list-style-type: none"> a. Before establishing business relationships with others, the Company shall evaluate the legitimacy, integrity, and operational policy of the business dealing entities, and whether there are any records of dishonesty, to ensure such entities' business operations is with integrity, transparent, and will not demand, offer or receive bribes. b. When the Company deals with others, it should fully understand the counterparty's policy on business integrity and endeavor to include the compliance of business integrity as part of the contractual terms. If the other party engages in any dishonest behaviors in the performance of business activities, it should immediately inform and cooperate with the investigation, and the other party may revoke the Company's supplier qualification or terminate any transactions. ● Adopting the "Delta Supplier Code of Conduct" as a key guideline, the Company adequately implements ethical corporate management in supply chain management: <ul style="list-style-type: none"> a. In addition to product liability and confidentiality clauses, the procurement contract has also incorporated clauses in the "Supplier Code of Conduct" -Responsible Business Alliance Code of Conduct aspects, environmental protection, conflict minerals, fair competition and antitrust, etc. b. Hierarchical management of continuously trading suppliers is carried out, and regular supplier ESG questionnaires are conducted to investigate their potential risks in labor, health and safety, environment, integrity and ethics, and management systems, and identify high-risk suppliers for systematic tracking, auditing and requirements for improvement. 	Compliant with Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies
<p>(2) Does the Company have a unit responsible for ethical corporate management on a full-time basis under the Board of Directors which reports the ethical corporate management policy and programs against unethical conduct</p>	√		<p>In order to improve the ethical corporate management, the Company established the Ethical Management Committee as a dedicated unit to promote the ethical corporate management of the Company, as approved by resolution of the Board of Directors on October 27, 2022. The Ethical Management Committee shall report to the Board of Directors annually on the Ethical management policy, the unethical behavior prevention scheme, and its implementation status. On February 26, 2025 the Ethical Management Committee reported to the Board of Directors on the implementation of the Company's ethical corporate management policy in year 2024.</p>	

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
regularly (at least once a year) to the Board of Directors while overseeing such operations?				
(3) Does the Company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	√		<ul style="list-style-type: none"> ● In order to prevent conflicts of interest, the Company has formulated the "Delta Group Code of Conduct" to identify, monitor and manage the risks of dishonest behaviors that may result from conflicts of interest. The regulations expressly stipulate that Delta members should avoid conflicts of interest related to their positions, and shall not engage in any business, investment or activities that may conflict with the interests of Delta Group. In addition, appropriate channels are provided internally for directors, managers and other stakeholders to voluntarily declare whether they have a potential conflict of interest with the Company. ● Article 15 of the "Rules and Procedures of the Meeting of Board of Directors" and Article 31 of the "Corporate Governance Best Practice Principles" state the regulations of directors' conflicts of interest and the strict prohibition of improper channeling of profits between the Company's stakeholders and shareholders. ● The operations of related party transactions, insider trading and the mechanisms for handling and disclosure of material inside information are regulated respectively in the "Rules Governing Financial and Business Matters Between the Company and its Related Parties", the "Delta Group Code of Conduct", and the "Procedures for Handling Material Inside Information." ● In order to implement the code of conduct to avoid conflict of interest, each new employee is required to make a conflict of interest declaration upon reporting to work, and existing employees are reminded to make the declaration in the annual announcement. 194 employees completed the declaration voluntarily in 2024. If a conflict of interest relationship is not reported in accordance with the Company's regulations, the Company will impose penalties in accordance with the "Regulations on Reward and Punishment" depending on the severity of the situation. 	
(4) Does the Company have effective accounting and internal control systems in place to implement ethical corporate management? Does the internal audit unit follow he results of unethical	√		<ul style="list-style-type: none"> ● The Company has established efficient accounting policies and internal control system. The financial statements of the Company are prepared in accordance with the "Regulations Governing the Preparation of Financial Reports by Securities Issuers" and the "International Financial Reporting Standards", "International Accounting Standards", interpretations, and the announcements of the interpretations approved by the Financial Supervisory Commission. 	

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
<p>conduct risk assessments accordingly to prevent unethical conduct, or hire outside CPAs to perform the audits?</p> <p>(5) Does the Company regularly hold internal and external educational trainings on ethical corporate management?</p>	√		<ul style="list-style-type: none"> ● The design and effectiveness of implementation of the internal controls of the Company is determined based on the "Regulations Governing Establishment of Internal Control System by Public Companies" and is supported by a self-monitoring mechanism. Internal auditors regularly inspect the compliance with the internal control system, including its adherence to measures preventing unethical conduct. Through self-evaluation procedures, we ensure the effectiveness of our internal control systems, which serves as the basis for issuing the Internal Control System Statement. ● The Company's 2024 audit plan, assessment of the effectiveness of the Company's 2024 internal control system, and Internal Control System Statement were submitted to the Board of Directors for approval on October 31, 2023, and February 26, 2025, respectively. The 2025 audit plan was submitted to the Board of Directors for approval on October 29, 2024. Meanwhile, the assessment of the effectiveness of the internal control systems and the Internal Control System Statement for the fiscal year 2025 will be submitted for approval by the Board of Directors in 2026. <p>The Company's HR Department arrange relevant trainings to help promote the implementation of ethical corporate management:</p> <ul style="list-style-type: none"> ● New employees are required to participate in the orientation training for newcomers related to ethical corporate management. All employees return to the ethical corporate management/code of conduct/human rights policy advocacy course through our online education platform every year with a training completion rate of 91.6%, including explanations on the prohibition of insider trading and internal material information handling procedures, etc. The Company also holds physical ethical corporate management courses from time to time. In 2024, a total of 26,885 people in the Delta Group participated in such training courses related to the topics mentioned above with an aggregate total of 11,992 hours. ● Regularly review and adjust the content of the training courses to strengthen the advocacy of preventing dishonest behavior. Since 2023, the Company, under the scope of Delta Electronics, Inc. in Taiwan (including every functional unit with headquarters functions), has introduced the ISO 37001 standard, optimizing the relevant management mechanisms for anti-corruption and anti-bribery. Therefore, all employees in each unit within the verification scope have completed the ISO 37001 anti-bribery management system operational mechanism education and training to meet the requirement, enhancing understanding of anti-corruption and anti-bribery measures and preventing dishonest behavior. Since 2024, additional anti-corruption and anti-bribery training will be provided to personnel identified as medium to high risk in the job risk assessment 	

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and Reason(s)												
	Yes	No	Summary													
			<p>to enhance their awareness of corruption and bribery risks at Delta TW headquarter.</p> <ul style="list-style-type: none">● The Company's advocacy efforts related to ethical corporate management operations include listing honesty and integrity as a value and ability assessment item in employee performance evaluation, publishing an annual announcement on the regulations of conflict of interest recusal and reminding colleagues to proactively report, and conducting ethical corporate management risk assessment with each unit every year.● For suppliers, the Company refers to the Code of Conduct - Responsible Business Alliance (RBA) as the main framework, and pushes the suppliers to practice sustainable development in major aspects such as labor, occupational safety and health, environment, ethics and management systems. Adopting the "Delta Supplier Code of Conduct" and "Delta Anti-corruption and Anti-Bribery Policy", as key guidelines for training or promotion materials, and required suppliers to sign the integrity commitment.													
<p>3. Operation of the whistleblowing system of the Company</p> <p>(1) Does the Company establish both a practical reward and whistleblowing systems, integrity hotline and appropriate personnel in charge to the reported object?</p>	√		<p>The "Delta Group Code of Conduct" and the "Delta Group Management Measures of the Whistleblowing System" stipulate the set up of a reporting channel for employees, suppliers, and other external stakeholders. Managed by designated personnel, the reporting system is for reporting matters or violations against human rights, behavior principles, or ethical corporate management principles. In addition to reporting to the head of the unit in which the member belongs to, as well as to the head of the Audit Department, head of the HR Department or head of the Legal/IP Department, a report can also be sent to the handling units as below through the Company's local email address. If any whistleblowing case is confirmed true and has made a significant contribution or resulted in significant financial benefits, the whistleblower will be rewarded appropriately.</p> <table><tr><th colspan="3">Whistleblowing Email and Channels</th></tr><tr><th>Event Type</th><th>Handling Unit</th><th>Email of Handling Unit</th></tr><tr><td>Report management team incidents</td><td>Audit and Risk Committee</td><td>AC885@deltaww.com</td></tr><tr><td>Report incidents of fraud, corruption, and bribery</td><td>Ethical Corporate Management Committee</td><td>885@deltaww.com</td></tr></table>	Whistleblowing Email and Channels			Event Type	Handling Unit	Email of Handling Unit	Report management team incidents	Audit and Risk Committee	AC885@deltaww.com	Report incidents of fraud, corruption, and bribery	Ethical Corporate Management Committee	885@deltaww.com	Compliant with Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies
Whistleblowing Email and Channels																
Event Type	Handling Unit	Email of Handling Unit														
Report management team incidents	Audit and Risk Committee	AC885@deltaww.com														
Report incidents of fraud, corruption, and bribery	Ethical Corporate Management Committee	885@deltaww.com														

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies and Reason(s)																				
	Yes	No	Summary																					
(2) Does the Company have in place standard operating procedures for investigating accusation cases, as well as follow-up actions and relevant post-investigation confidentiality measures?	√		<table><tr><th colspan="3">Whistleblowing Email and Channels</th></tr><tr><th>Event Type</th><th>Handling Unit</th><th>Email of Handling Unit</th></tr><tr><td rowspan="7">Other violations of Code of Conduct</td><td>HR/ Taiwan</td><td>HR885@deltaww.com</td></tr><tr><td>HR/ China</td><td>HR885.CN@deltaww.com</td></tr><tr><td>HR/ America</td><td>HR885.DAL@deltaww.com</td></tr><tr><td>HR/ EMEA</td><td>HR885.EMEA@deltaww.com</td></tr><tr><td>HR/ SEA</td><td>HR885.SEA@deltaww.com</td></tr><tr><td>HR/ NEA</td><td>HR885.NEA@deltaww.com</td></tr><tr><td>HR/ India</td><td>HR885.DIN@deltaww.com</td></tr></table> <p>The management team refers to here are defined as the first level in the “Organizational Management Measures”, including Chairman, Vice-Chairman, CEO, and COO of Delta headquarters</p> <p>The “Delta Group Whistleblowing System Management Regulations” stipulates the following procedures:</p> <ul style="list-style-type: none">● The whistleblower or his/her agent shall submit a compliant in writing or verbally with specific fact and sufficient information of the alleged behavior or incidents against human rights, behavior principles or ethical corporate management. Delta members may choose to remain anonymous when reporting a violation of another member but they should still provide necessary information to facilitate communication and investigation.● The whistleblowing results shall be replied within three months and if there are special circumstances requiring an extension, prior approval from the appropriate authority is necessary. In the conclusion of the case, the whistleblower shall be replied to through the “Reply Form of Whistleblowing Event”, unless the whistleblower does not provide any contact information, where there is no response to communication attempts, or in cases of anonymous whistleblowing. If the whistleblowers are dissatisfied with the results of their case, they may submit an appeal made in writing using the “Record Form of Whistleblowing Event” within 10 days of receiving the reply and provide specific new facts and evidence. The CEO shall assign an appropriate unit, instead of the original investigation unit, to handle the appeal. Only one appeal per case is allowed.● In cases where whistleblower’s allegations are verified to be true, the Company will take appropriate actions in accordance with legal requirements or internal disciplinary regulations. If a significant violation is discovered during the investigation or if the Company is at significant risk, the handling unit shall report the case to the Audit and Risk Committee. <p>The parties involved in the case, the whistleblower, and the relevant personnel have a duty of confidentiality to prevent the whistleblower from</p>	Whistleblowing Email and Channels			Event Type	Handling Unit	Email of Handling Unit	Other violations of Code of Conduct	HR/ Taiwan	HR885@deltaww.com	HR/ China	HR885.CN@deltaww.com	HR/ America	HR885.DAL@deltaww.com	HR/ EMEA	HR885.EMEA@deltaww.com	HR/ SEA	HR885.SEA@deltaww.com	HR/ NEA	HR885.NEA@deltaww.com	HR/ India	HR885.DIN@deltaww.com
Whistleblowing Email and Channels																								
Event Type	Handling Unit	Email of Handling Unit																						
Other violations of Code of Conduct	HR/ Taiwan	HR885@deltaww.com																						
	HR/ China	HR885.CN@deltaww.com																						
	HR/ America	HR885.DAL@deltaww.com																						
	HR/ EMEA	HR885.EMEA@deltaww.com																						
	HR/ SEA	HR885.SEA@deltaww.com																						
	HR/ NEA	HR885.NEA@deltaww.com																						
	HR/ India	HR885.DIN@deltaww.com																						

Evaluation Items	Implementation Status			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies and Reason(s)
	Yes	No	Summary	
(3) Does the Company take measures to protect whistleblowers from being mistreated due to whistleblowing?	√		being treated unfairly, retaliated against, or threatened. Violations will be subject to disciplinary measures in accordance with the Company's disciplinary regulations. The "Delta Group Code of Conduct" and the "Delta Group Whistleblowing System Management Regulations" expressly stipulate that the whistleblower may choose to remain anonymous. The handling unit will keep the whistleblower information strictly confidential, and will only disclose it to specific persons to meet investigation needs. Meanwhile, reasonable preventive and protective measures will be applied to protect the whistleblower from revenge or mistreatment.	
4. Strengthening information disclosure Does the Company disclose its ethical corporate management policies and the results of its implementation on the Company's website and MOPS?	√		The "Ethical Corporate Management Best Practice Principles", the "Code of Conduct", the "Corporate Social Responsibility Best Practice Principles" and the "Implementation of Ethical Corporate Management" are disclosed on the Company's website in the Corporate Governance section under Investors. In addition, relevant and reliable information on ethical corporate management is also disclosed in the annual report and the 2024 Delta ESG Report.	Compliant with Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies
5. If the Company has established its ethical corporate management policies in accordance with the Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies, please describe any discrepancy between the policies and their implementation: Compliant with Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies.				
6. Other important information to facilitate a better understanding of the Company's ethical corporate management practices: (i.e., the status of the Company's efforts to review and amend the ethical corporate management practices): None.				

2.3.8 Other significant information that will provide a better understanding of the state of the Company's implementation of corporate governance

Delta has proactively set a precedent by submitting Q2 consolidated financial statements for audit and public disclosure ahead of the enforcement of relevant regulations. Simultaneously, we ensured the timely completion of all required disclosures on the Taiwan Stock Exchange. We have established an Investors section on our website, providing easy access for investors to the Chairman's Statement to shareholders, the Company's annual reports, financial statements, internal policies, as well as information on stock prices, dividend details, and investor meetings. Additionally, we have included the charters of our various functional committees. Regarding recent tax matters, Delta published its tax policy on the official website, outlining our commitment to compliance with regulatory and corporate governance principles while striving for the most optimal global tax structure. We are dedicated to safeguarding shareholders' interests and contributing to society by paying fair and reasonable taxes. In addition to hosting quarterly investor meetings to disclose our financial performance and operational overview for the quarter, during which our management team directly engages with juridical person investors and the media to communicate the company's long-term strategies and future development, we also offer bilingual (Chinese and English) live streaming of these sessions on our official website, allowing both domestic and international investors to stay updated in real-time. Considering the relatively high proportion of foreign ownership in Delta, we place significant emphasis on communication with foreign investors. Each year, we actively participate in various

investment forums and make direct visits to foreign juridical person shareholders in Asia, Europe, and the United States. In addition to providing updates on the Company's operations, our investor relations team actively seeks valuable feedback from all stakeholders on areas such as operations, financial performance, and corporate governance. Furthermore, we make every effort to accommodate domestic and international investor visits and periodically host juridical person investors at our global production facilities or exhibitions.

We proactively establish timely and effective communication channels with investors. In 2024, we were invited to participate in 29 external investor meetings. Demonstrating industry leadership, we implemented item-by-item voting for all resolutions and discussion agendas presented during our annual general shareholders meeting, enabling minority shareholders to engage in decision-making and exercise their voting rights. We promptly disclose voting outcomes and results to ensure transparency. Additionally, we diligently address shareholder suggestions raised during the annual general shareholders' meeting, considering them as valuable input for shaping the Company's future strategies.

2.3.9 Internal control system implementation

2.3.9.1. The Company's Internal Control System Statement has been uploaded to the Market Observation Post System (MOPS). For detailed information, please refer to the MOPS website.

Path: MOPS / Listed Companies / Corporate Governance / Corporate Policies Internal Control / Disclose for Internal Control System Statement

Website: <https://mopsplus.twse.com.tw/mops/#/web/t06sg20>

2.3.9.2. If CPAs are engaged to review the internal control system, their report shall be disclosed: None.

2.3.10 Major Resolutions of Shareholders' Meeting and Board Meetings for the most recent fiscal year or during the current fiscal year as of the date of publication of the annual report

Major resolutions of Board Meetings		
Date of Board Meetings	Proposal	Resolutions
2024.01.17 The 17th of the 19th term	1. The acquisition of technology transferring, development licensing of hydrogen stack and equipment	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	2. The intention of acquisition of real estate in Taiwan	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.02.29 The 18th of the 19th term	1. The Company's 2024 corporate business plan	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	2. The recommendation on 2023 Chairman's compensation of the Company	Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Yancey Hai, who shall not participate in discussion, and, upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.
	3. The distribution of 2023 employees' and directors' compensation of the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	4. The appointment of the Company's managers	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	5. The release from non-competition restrictions on managers	Pursuant to Article 206 of the Company Act, except for the Director, Mr. Simon Chang, who shall not participate in voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Simon Chang serving as a director in Delta Electronics (Dongguan) Co., Ltd. and Mr. Ted Shyy serving as a director

Major resolutions of Board Meetings		
Date of Board Meetings	Proposal	Resolutions
2024.02.29 The 18th of the 19th term		and CEO in Cyntec Co., Ltd., a director in Grandview Holding Ltd., a director in Power Forest Technology Corporation, a managing director in TB&C Outsert Center GmbH, a managing director in TB&C Technology GmbH, a director in TB&C Outsert Mexico, S. DE R.L. DE C.V., a director in TB&C Outsert Servicios, S. DE R.L. DE C.V. and a director in TB&C Outsert Romania SRL.
	6. The Company's 2023 annual business report and financial statements	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	7. The distribution of the Company's 2023 earnings	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved the original proposal on this motion.
	8. The issuance of the Company's domestic unsecured corporate bond	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	9. The assessment of the effectiveness of the Company's 2023 internal control system	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	10. The Company's 2023 Internal Control System Statement	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	11. The establishment of the Company's "Internal Control Procedures for Preparation and Validation of the ESG Report" and "Audit Procedures for Preparation and Validation of the ESG Report"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	12. The amendments to the Company's "Corporate Governance Best Practice Principles", "Rules of Performance Evaluation of the Board of Directors", "Rules and Procedures of the Meeting of Board of Directors", "Operating Procedures of Acquisition or Disposal of Assets", "Operating Procedures of Fund Lending" and "Operating Procedures of Endorsement and Guarantee"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	13. The amendments to the Company's "Articles of Incorporation"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	14. The appointment of 2024 CPAs and evaluation of competency and independence of the CPAs engaged by the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	15. The election of the 20th Board of Directors (including independent directors)	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	16. The nomination and review of 11 director candidates (including 5 independent director candidates) nominated by the Board of Directors of the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	17. The release from non-competition restrictions on new directors in the Company's Annual General Shareholders' Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	18. The convening of the Company's 2024 Annual General Shareholders' Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.03.13 The 19th of the 19th term	1. The election of the 20th Board of Directors (including independent directors)	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Major resolutions of Board Meetings		
Date of Board Meetings	Date of Board Meetings	Date of Board Meetings
2024.03.13 The 19th of the 19th term	2. The nomination and review of 12 director candidates (including 5 independent director candidates) nominated by the Board of Directors of the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	3. The release from non-competition restrictions on new directors in the Company's Annual General Shareholders' Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.04.30 The 20th of the 19th term	1. The recommendation on 2024 managers' compensation of the Company	Pursuant to Article 206 of the Company Act, except for Directors, Mr. Mark Ko, Mr. Ping Cheng and Mr. Simon Chang, who shall not participate in voting on managers' compensation, the rest of attending Directors unanimously approve this motion.
	2. The recommendation on the percentage of distribution as 2024 employees' compensation of the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	3. The Company's 2024 Q1 consolidated financial statements	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	4. The Company's significant overdue accounts receivable not deemed as disguised loan to others	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	5. The increase of investment in Delta Electronics India Pvt. Ltd. from Delta Electronics (Thailand) Public Company Limited	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.05.30 The 1st of the 20th term	1. The election of the Chairman and the Vice-Chairman	The Board unanimously elected Mr. Ping Cheng serving as the Chairman and Mr. Mark Ko serving as the Vice-Chairman. They assumed office immediately upon election.
2024.07.31 The 2nd of the 20th term	1. The increase of costs for the construction of the Company's Chungli Plant 6 and the reconstruction of the Company's Chungli Plant 1	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	2. The intention of acquisition of real estate in Taiwan	The Independent Director, Mr. Jack J. T. Huang, concurrently served as a director of the counterparty, pursuant to Article 206 of the Company Act, except for the Independent Director, Mr. Jack J. T. Huang, who shall not participate in voting, the rest of attending Directors unanimously approved this motion, upon the consultation of the Chairman of the Board.
	3. The appointment of the 6th term of the Compensation Committee members	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved the appointment of Independent Directors, Mr. Shyue-Ching Lu, Mr. Jack J. T. Huang, Ms. Rose Tsou, Ms. Audrey Tseng and Ms. Doris Hsu serving as members of the Company's 6th term of the Compensation Committee, and the Compensation Committee members unanimously elected the Independent Director, Mr. Shyue-Ching Lu, as the convener and the Chairman of Compensation Committee.
	4. The Company's 2024 Q2 consolidated financial statements	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	5. The Company's 2023 ESG Report	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	6. The establishment of the Company's "Water Resource Policy", "Delta Group Responsible Sourcing Policy" and the	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Major resolutions of Board Meetings		
Date of Board Meetings	Date of Board Meetings	Date of Board Meetings
2024.07.31 The 2nd of the 20th term	amendments to the “Environmental Safety and Health Policies”	
	7. The amendments to the Company’s “Delta Group Risk Management Policy”	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	8. The release from non-competition restrictions on managers	Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Ping Cheng, who shall not participate in voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Ping Cheng serving as a director in Delta Electronics (Shanghai) Co., Ltd.
	9. The release from non-competition restrictions on directors in the Company’s Annual General Shareholders’ Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.08.29 The 3rd of the 20th term	1. The increase of investment in Delta Electronics (Japan), Inc.	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	2. The amendments to the Company’s “Table of Authorized Limits for the Acquisition or Disposal of Assets”	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
2024.10.29 The 4th of the 20th term	1. The recommendation on Chairman’s compensation of the Company	Pursuant to Article 206 of the Company Act, except for the Chairman of the Board, Mr. Ping Cheng, who shall not participate in discussion or voting and upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.
	2. The recommendation on 2024 directors’ compensation of the Company	Except for the Directors who are the interested party and shall not participate in discussion or voting on their own compensation, the rest of Directors who could participate in the voting unanimously approved this motion, upon the consultation of the Chairman of the Board.
	3. The Company’s 2024 Q3 consolidated financial statements	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	4. The amendment to the Company’s “Internal Control Procedures for Preparation and Validation of the ESG Report” and “Audit Procedures for Preparation and Validation of the ESG Report”	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	5. The Company’s 2025 internal audit plan	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	6. The release from non-competition restrictions on managers	Pursuant to Article 206 of the Company Act, except for the Chairman, Mr. Ping Cheng and the Director, Mr. Simon Chang, who shall not participate in discussion or voting, the rest of attending Directors unanimously approved on the premise that there would be no prejudice to the interests of the Company to release from the non-competition restrictions on Mr. Ping Cheng serving as the Chairman in Delta Holding INC., and Mr. Simon Chang serving as a director in Delta Holding INC.
	7. The release from non-competition restrictions on directors in the Company’s Annual General Shareholders’ Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Major resolutions of Board Meetings		
Date of Board Meetings	Date of Board Meetings	Date of Board Meetings
2025.02.26 The 5th of the 20th term	1. The Company's 2025 corporate business plan	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	2. The recommendation on 2024 Chairman's compensation of the Company	Pursuant to Article 206 of the Company Act and Article 15 of the Rules and Procedures of the Meeting of Board of Directors, except for the Chairman of the Board, Mr. Ping Cheng, and the Director, Mr. Yancey Hai, who shall not participate in discussion or voting and upon the consultation of the Vice-Chairman, Mr. Mark Ko, acting as the deputy Chairman, the rest of attending Directors unanimously approved this motion.
	3. The distribution of 2024 employees' and directors' compensation of the Company	Except for the Directors who are the interested party and shall not participate in discussion or voting on their own compensation, the rest of Directors who could participate in the voting unanimously approved this motion, upon the consultation of the Chairman of the Board.
	4. The amendments to the Company's "Articles of Incorporation"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion as suggested by the Compensation Committee.
	5. The impairment loss on assets	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	6. The Company's 2024 annual business report and financial statements	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	7. The distribution of the Company's 2024 earnings	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion as suggested by the Audit and Risk Committee.
	8. The issuance of the Company's domestic unsecured corporate bond	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	9. The amendments to the Company's "Delta Group Risk Management Policy"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	10. The adjustment to the structure of the Company's Global ESG Committee	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved the appointment of a Non-executive Director, Mr. Yancey Hai, and an Independent Director, Ms. Doris Hsu, as the members of Delta Global ESG Committee.
	11. The assessment of the effectiveness of the Company's 2024 internal control system	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	12. The Company's 2024 Internal Control System Statement	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	13. The amendments to the Company's "Rules and Procedures of the Meeting of Board of Directors" and "Audit and Risk Committee Charter"	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	14. The evaluation of competency and independence of the CPAs engaged by the Company	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.
	15. The convening of the Company's 2025 Annual General Shareholders' Meeting	Upon the consultation of the Chairman of the Board, all attending Directors unanimously approved this motion.

Major resolutions of Shareholders' Meetings		
Date of Shareholders' Meetings	Proposal	Resolutions
May 30, 2024 Annual General Shareholders' Meeting	1. Adoption of the Company's 2023 Annual Business Report and Financial Statements	There is no question raised by the shareholders. Approved and acknowledged as proposed by the Board of Directors by voting a total of 2,303,278,468 shares with voting rights were present when votes were cast; the number of voting rights for approval was 2,147,448,647 (among which 1,427,093,117 was exercised by electronic transmission); the number of voting rights for rejection was 842,039 (among which 842,039 was exercised by electronic transmission); the number of invalid votes was 0; the number of voting rights for abstention was 154,987,782 (among which 154,941,944 was exercised by electronic transmission); and 93.23% of the total voting rights voted for approval when votes were cast.
	2. Adoption of the Company's 2023 Earnings Distribution	There is no question raised by the shareholders. Approved and acknowledged as proposed by the Board of Directors by voting a total of 2,303,278,468 shares with voting rights were present when votes were cast; the number of voting rights for approval was 2,150,338,119 (among which 1,429,982,589 was exercised by electronic transmission); the number of voting rights for rejection was 224,722 (among which 224,722 was exercised by electronic transmission); the number of invalid votes was 0; the number of voting rights for abstention was 152,715,627 (among which 152,669,789 was exercised by electronic transmission); and 93.35% of the total voting rights voted for approval when votes were cast.
	3. Discussion of the Amendments to the Company's "Articles of Incorporation"	There is no question raised by the shareholders. Approved and acknowledged as proposed by the Board of Directors by voting a total of 2,303,278,468 shares with voting rights were present when votes were cast; the number of voting rights for approval was 2,127,516,041 (among which 1,407,160,511 was exercised by electronic transmission); the number of voting rights for rejection was 190,784 (among which 190,784 was exercised by electronic transmission); the number of invalid votes was 0, the number of voting rights for abstention is 175,571,643 (among which 175,525,805 was exercised by electronic transmission); and 92.36% of the total voting rights voted for approval when votes were cast.
	4. Discussion of the Amendments to the Company's "Operating Procedures of Acquisition or Disposal of Assets", "Operating Procedures of Fund Lending" and "Operating Procedures of Endorsement and Guarantee"	There is no question raised by the shareholders. Approved and acknowledged as proposed by the Board of Directors by voting a total of 2,303,278,468 shares with voting rights were present when votes were cast; the number of voting rights for approval was 2,127,511,387 (among which 1,407,155,857 was exercised by electronic transmission); the number of voting rights for rejection was 194,461 (among which 194,461 was exercised by electronic transmission); the number of invalid votes was 0; the number of voting rights for abstention was 175,572,620 (among which 175,526,782 was exercised by electronic transmission); and 92.36% of the total voting

Major resolutions of Shareholders' Meetings				
Date of Shareholders' Meetings	Proposal	Resolutions		
May 30, 2024 Annual General Shareholders' Meeting		rights voted for approval when votes were cast.		
	5. Election of the Company's Directors	Election results: There is no question raised by the shareholders. 12 members of the Board of Directors (including 5 Independents Directors) are elected below.		
		Title	Name	Votes Received
		Director	Ping Cheng	2,029,490,376
		Director	Bruce CH Cheng	1,939,067,493
		Director	Yancey Hai	1,903,072,091
		Director	Mark Ko	1,849,608,411
		Director	Simon Chang	1,830,009,770
		Director	Victor Cheng	1,827,118,063
		Director	Shan-Shan Guo	1,811,422,407
		Independent Director	Audrey Tseng	1,753,455,049
		Independent Director	Shyue-Ching Lu	1,682,181,095
		Independent Director	Jack J.T. Huang	1,678,771,204
		Independent Director	Rose Tsou	1,668,185,601
Independent Director	Doris Hsu	1,657,249,780		
	6. Discussion of the Release from Non-competition Restrictions on the Company's Directors	There is no question raised by the shareholders. Approved and acknowledged as proposed by the Board of Directors by voting a total of 2,303,278,468 shares with voting rights were present when votes were cast; the number of voting rights for approval was 1,919,475,361 (among which 1,199,119,831 was exercised by electronic transmission); the number of voting rights for rejection was 26,713,568 (among which 26,713,568 was exercised by electronic transmission); the number of invalid votes was 0; the number of voting rights for abstention was 357,089,539 (among which 357,043,701 was exercised by electronic transmission); and 83.33% of the total voting rights voted for approval when votes were cast.		

Implementation for the resolutions in 2024 Annual General Shareholders' Meeting:

- Adoption of the Company's 2023 annual business report and financial statements
Resolution: Approved.
- Adoption of the Company's 2023 earnings distribution
Resolution: Approved. The cash dividends for the 2023 earnings distribution amounted to NT\$16,702,203,606 and were distributed to the shareholders. According to the number of shares issued and entitled to the distribution totaling 2,597,543,329, the cash dividends of approximately NT\$6.43 per share shall be distributed. The Board of Director authorized the Chairman to set the record date as June 24, 2024, and the cash dividend distribution date as July 18, 2024.
- Approval of the amendments to the Company's "Articles of Incorporation"
Resolution: Approved and disclosed on the Company website and Market Observation Post System (MOPS) as well as implemented per the shareholders' amended articles.
- Approval of the amendments to the Company's "Operating Procedures of Acquisition or Disposal of Assets",

“Operating Procedures of Fund Lending” and “Operating Procedures of Endorsement and Guarantee”

Resolution: Approved and disclosed on the Company website and Market Observation Post System (MOPS) as well as implemented per the shareholders’ amended procedures.

5. Election of the Company’s Directors

Election result: The 12 directors (including independent directors) were elected at this 2024 Annual General Shareholders’ Meeting. The term of office of the new directors is three years, starting from May 30, 2024 and will expire on May 29, 2027. The directors assumed office immediately after this 2024 Annual General Shareholders’ Meeting.

6. Approval of the release from non-competition restriction on directors

Resolution: Approved the release from non-competition restrictions on the following directors holding important positions in other companies by a resolution of the Annual General Shareholders’ Meeting.

Name of Director	Positions in Other Companies (Note)	Positions
Yancey Hai	CTCI Corporation	Director and Commissioner of ESG & Net Zero Committee
	USI Corporation	Independent Director, Audit Committee Member, Chairman and Convener of Remuneration Committee and ESG Committee Member
	Taiwan Semiconductor Manufacturing Company Limited	Independent Director, Audit and Risk Committee Member, Compensation and People Development Committee Member and Nominating, Corporate Governance and Sustainability Committee Member
Bruce CH Cheng	Hua-Chih Investment Co., Ltd. (translation)	Chairman
	Finestar International Limited	Director
Ping Cheng	Delta Greentech (China) Co., Ltd.	Chairman
	Delta Energy Technology Puhuan (Shanghai) Co., Ltd.	Chairman
Mark Ko	Delta Greentech (China) Co., Ltd.	Director
	Delta Electronics (Thailand) Public Company Limited	Director
	Ancora Semiconductors Inc.	Director
Simon Chang	Delta Greentech (China) Co., Ltd.	Vice-Chairman
	Delta Energy Technology Puhuan (Shanghai) Co., Ltd.	Director
	Vivotek Inc.	Director
	BETACERA Inc.	Director
Victor Cheng	Delta Electronics (Thailand) Public Company Limited	Director and CEO
	Atrust Computer Corporation	Director
	Lanner Electronics Inc.	Director
	Delta Networks (Xiamen) Ltd.	Vice-Chairman

Note: Excluding subsidiaries that are 100% owned by the Company.

Name of Independent Director	Positions in Other Companies (Note)	Positions
Audrey Tseng	ASUSTeK Computer Incorporation	Independent Director and Audit Committee Member
	Coretronic Corporation	Independent Director, Audit Committee Member, Compensation Committee Member and Nomination Committee Member
	Bionime Corporation	Independent Director, Audit Committee Member and Compensation Committee Member
	BRIM Biotechnology, Inc.	Director
	AP Biosciences Inc.	Director

Name of Independent Director	Positions in Other Companies (Note)	Positions
Audrey Tseng	Bonraybio Co., Ltd.	Director
	H2U Corporation	Director
	T-E Pharma Holding (Cayman)	Director
	HanchorBio (Cayman)	Director
	Onward Therapeutics SA (Switzerland)	Independent Director
Shyue-Ching Lu	MITAC Holdings Corporation	Independent Director, Chairman and Convener of Audit Committee and Compensation Committee Member
	Radium Life Tech Co., Ltd.	Independent Director, Audit Committee Member and Compensation Committee Member
	CTCI Advanced Systems Inc.	Director
	XRSPACE Co., Ltd.	Director
	Alpha Ring Asia Inc.	Director
Jack J.T. Huang	WPG Holdings Limited	Independent Director, Audit Committee Member, Chairman and Convener of Compensation Committee
	Yulon Motor Co., Ltd.	Director
	Yulon Group	Special Advisor of the CEO
	Taiwania Capital Buffalo Fund Co., Ltd.	Director
	Taiwan Renaissance Platform	Founder and Chairman
Rose Tsou	Sercomm Corp.	Independent Director, Audit Committee Member, Chairman and Convener of Compensation Committee
	FNCapital Co., Ltd.	Chairman
	EASYCARD Corporation	Director
	FundRich Securities Co., Ltd.	Director
	HK Television Entertainment Company Limited	Independent Director
Doris Hsu	Sino-American Silicon Products Inc.	Chairman and CEO
	GlobalWafers Co., Ltd.	Chairman and CEO
	Actron Technology Corporation	Director
	Advanced Wireless Semiconductor Company	Director
	Taiwan Speciality Chemicals Corporation	Chairman
	Crystalwise Technology Inc.	Chairman
	Sunrise PV Three Co., Ltd.	Chairman
	Sunrise PV Four Co., Ltd.	Chairman
	SAS Capital Co., Ltd.	Chairman
	GWC Capital Co., Ltd.	Chairman
	Sustainable Energy Solution Co., Ltd.	Chairman
	SAS Sunrise Inc.	Director
	GlobalSemiconductor Inc.	Director
	GlobiTech Incorporated	Chairman and CEO
	GlobalWafers Japan Co., Ltd.	Chairman
	MEMC Japan Ltd.	Chairman
	Kunshan Sino Silicon Technology Co., Ltd.	Vice-Chairman
	Topsil GlobalWafers A/S	Chairman

Name of Independent Director	Positions in Other Companies (Note)	Positions
Doris Hsu	GlobalWafers Singapore Pte. Ltd.	Director
	GlobalWafers B.V.	Director
	MEMC Korea Company	Director
	GlobalWafers America, LLC	Chairman
	Crystalwise Technology (HK) Limited	Director

2.3.11 Where, during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report, a director expressed a dissenting opinion with respect to a material resolution passed by the Board of Directors, and said dissenting opinion was recorded or prepared as a written declaration, disclose the principal content thereof: None.

► 2.4 Information on CPA professional fees

2.4.1. Audit fees and non-audit fees paid to the certified public accountants, to the accounting firm of the certified public accountants, and/or to any affiliated enterprise of such accounting firm and details of non-audit services

Unit: NT\$ thousands

Name of CPA firm	Name of CPA		Audit periods	Audit fees	Non-audit fees	Total	Remarks
Pricewaterhouse Coopers	Hsiao, Chun-Yuan	Hsu, Sheng-Chung	2024.01.01~ 2024.12.31	20,680 (Note)	8,277	28,957	Other non-audit fees include consultations on taxes and compliance audit, ESG Report consultations, report on transfer pricing, master file and country-by-country report services, etc.

Note : Including the fees for the review of financial statements of invested companies.

2.4.2. When the company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year, the amounts of the audit fees before and after the change and the reasons shall be disclosed: None.

2.4.3. When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10 percent or more, the reduction in the amount of audit fees, reduction percentage, and reason(s) therefor shall be disclosed: None.

► 2.5 Information on replacement of certified public accountant

2.5.1 Regarding the former certified public accountant

Date of replacement	February 29, 2024		
Reason for replacement	The change in the certified public accountant for the three months ended March 31, 2024, was mainly due to the internal organizational adjustment of the accounting firm.		
Specifying whether it was the certified public accountant that voluntarily ended the engagement or declined further engagement, or the Company that terminated or discontinued the engagement	Parties	Certified Public Accountant	The Company
	Situation		
	voluntarily ended the engagement	NA	NA
	terminated or discontinued the engagement	NA	NA
If the former certified public accountant issued an audit report expressing other than an unqualified opinion during the 2 most recent years, furnish the opinion and reason	NA		

Indicate whether there was any disagreement between the Company and the former certified public accountant	Yes	-	accounting principles or practices
		-	financial report disclosure
		-	auditing scope or procedure
		-	others
	No	V	
Describe in detail:			-
Other information for disclosure (pursuant to subitem 4 and subitem 7 of item 1 of subparagraph 6 of article 10 of the "Regulations Governing Information to be Published in Annual Reports of Public Companies")		None	

2.5.2 Regarding the successor certified public accountant

Name of the accounting firm	PricewaterhouseCoopers Taiwan
Name of the certified public accountants	Hsiao, Chun-Yuan and Hsu, Sheng-Chung
Date of engagement	February 29, 2024
If prior to the formal engagement of the successor certified public accountant, the Company consulted the newly engaged accountant regarding the accounting treatment of or application of accounting principles to a specified transaction, or the type of audit opinion that might be rendered on the Company's financial report, the Company shall state and identify the subjects discussed during those consultations and the consultation results	NA
Written views from the successor certified public accountant on different opinions previously issued by the former certified public accountant	NA

2.5.3 The content of the reply letter from the former certified public accountant pursuant to item 1, and subitem 5-3 of item 2 of subparagraph 6 of article 10 of the regulations: None.

- **2.6 Where the Company's chairperson, presidents, or any managerial officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its certified public accountant or at an affiliated enterprise of such accounting firm, the name and position of the person, and the period during which the position was held:** None.

► **2.7 Any transfer of equity interests and/or pledge of or change in equity interests by a director, managerial officer, or shareholder with a stake of more than 10 percent during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report**

2.7.1 Change in Shareholdings Holding by Directors, Management and Shareholders with 10% Shareholdings or More

March 31, 2025

Title	Name	2024		Current year up to March 31, 2025	
		Holding increase (decrease)	Pledged holding increase (decrease)	Holding increase (decrease) (Note 1)	Pledged holding increase (decrease)
Chairman/ CEO and Vice-Chairman, Strategic Steering Committee	Ping Cheng	0	0	0	0
Vice-Chairman/ Chairman, Strategic Steering Committee	Mark Ko	0	0	0	0
Director	Bruce CH Cheng	0	0	0	0
Director	Yancey Hai	0	0	(160,000)	0
Director/ President, COO and Branch Manager	Simon Chang	0	0	0	0
Director	Victor Cheng	0	0	0	0
Director	Shan-Shan Guo	0	0	0	0
Independent Director	Ji-Ren Lee (Note 2)	0	0	N/A	N/A
Independent Director	Audrey Tseng	0	0	0	0
Independent Director	Shyue-Ching Lu	0	0	0	0
Independent Director	Jack J. T. Huang	0	0	0	0
Independent Director	Rose Tsou	0	0	0	0
Independent Director	Doris Hsu (Note 3)	0	0	0	0
Executive Vice-President of Global Business Operations	Jimmy Yiin	0	0	0	0
Executive Vice-President of Mobility Business Category	James Tang	0	0	0	0
Executive Vice-President of Infrastructure Business Category	Johnson Lee	0	0	0	0
Executive Vice-President of Power Electronics Business Category	Ted Shyy	0	0	0	0
Corporate CFO	Beau Yu	0	0	0	0
Chief Corporate Governance Officer	Shalin Chen	0	0	0	0

Title	Name	2024		Current year up to March 31, 2025	
		Holding increase (decrease)	Pledged holding increase (decrease)	Holding increase (decrease) (Note 1)	Pledged holding increase (decrease)
Shareholder holding more than ten percent of the total shares	DEICO INTERNATIONAL LTD.	0	0	0	0

Note 1: The number of shares held as of the date of publication of the annual report, March 31, 2025.

Note 2: Removed since the election of directors on May 30, 2024, and the change in shareholdings is disclosed till the removal date.

Note 3: Elected since the election of directors on May 30, 2024, and the change in shareholdings is disclosed from the elected date.

2.7.2 Stock transfers to related parties: None.

2.7.3 Pledge of stock rights to related parties: None.

► **2.8 Relationship information, if any one among the Company's 10 largest shareholders is a related party or a relative within the second degree of kinship of another**

March 31, 2025

Name (Note 1)	Shareholding (Note 4)		Spouse's / Minor's Shareholding (Note 2,4)		Shareholding by Nominee Arrangement (Note 2,4)		Specify the Names and Relations of the Top 10 Shareholders Who Are Related Parties or Spouse or Kindred Within the 2nd Degree of Kinship (Note 3)		Remark
	Shares	%	Shares	%	Shares	%	Title (or Name)	Relation	
DEICO INTERNATIONAL LTD.	267,556,280	10.30%	0	0	0	0	None	None	None
Representative: Joyce Fan	0	0	0	0	0	0	None	None	None
DELTRON HOLDING LTD.	218,211,168	8.40%	0	0	0	0	None	None	None
Representative: Li-Hue Mao	0	0	0	0	0	0	None	None	None
New Labor Retirement Pension Fund	86,894,980	3.35%	0	0	0	0	None	None	None
Chung-Hua Cheng (Also known as Bruce CH Cheng)	81,878,039	3.15%	24,097,633	0.93%	0	0	Ping Cheng, Victor Cheng	Father and sons	None
Government of Singapore-GOS-EFM C	76,857,568	2.96%	0	0	0	0	None	None	None
Ping Cheng	55,640,093	2.14%	0	0	0	0	Bruce CH Cheng, Victor Cheng	Father and son, brothers	None
An Cheng (Also known as Victor Cheng)	50,344,764	1.94%	1,023,482	0.04%	0	0	Bruce CH Cheng, Ping Cheng	Father and son, brothers	None
Labor Retirement Reserve Fund (The Old Fund)	36,622,362	1.41%	0	0	0	0	None	None	None
Labor Insurance Fund	33,778,002	1.30%	0	0	0	0	None	None	None
Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	30,644,649	1.18%	0	0	0	0	None	None	None

Note 1: Top ten shareholders are listed and the names along with the names of their representatives are also listed for institutional shareholders.

Note 2: The shareholding ratio should be calculated based on all the shares under one's name, spouse, minor children or those purchased under the name of others on his/her behalf.

Note 3: The relationship between all shareholders listed, including juridical and natural persons is disclosed according to the Regulations Governing the Preparation of Financial Reports by Securities Issuers.

Note 4: The current shareholdings recorded in the shareholders' register as of the book closure date for 2025 Annual General Shareholders' Meeting.

► **2.9 The total number of shares and total equity stake held in any single enterprise by the Company, its directors and managers, and any companies controlled either directly or indirectly by the Company**

December 31, 2024; Unit: shares, %

Affiliated Company (Note 1)	Shareholding by the Company		Shareholding of Directors, Supervisors, Managers or Enterprises under Their Direct or Indirect Control		Total Shareholding	
	Shares	%	Shares	%	Shares	%
Delta Electronics (Netherlands) B.V.	128,492,272	100.00%	0	0.00%	128,492,272	100.00%
Cyntec Co., Ltd.	2,341,204,333	100.00%	0	0.00%	2,341,204,333	100.00%
DelBio Inc.	21,761,836	100.00%	0	0.00%	21,761,836	100.00%
Delta Electronics Capital Company	449,786,729	100.00%	0	0.00%	449,786,729	100.00%
Delta Electronics Int'l (Singapore) Pte. Ltd.	45,234,240	100.00%	0	0.00%	45,234,240	100.00%
Delta International Holding Limited B.V.	67,680,000	100.00%	0	0.00%	67,680,000	100.00%
Delta Electronics (Thailand) Public Company Limited	691,281,400	5.54%	7,177,310,560	57.54%	7,868,591,960	63.08%
Delta America Ltd.	2,100,000	10.26%	18,374,182	89.74%	20,474,182	100.00%
Vivotek Inc.	49,128,058	56.75%	0	0.00%	49,128,058	56.75%
Chunghwa SEA Holdings	880,000	44.00%	0	0.00%	880,000	44.00%
Delmind Inc.	21,000,000	70.00%	0	0.00%	21,000,000	70.00%
Ancora Semiconductors Inc.	37,000,000	67.02%	4,000,000	7.25%	41,000,000	74.27%
Atrust Computer Corporation	28,825,000	55.02%	0	0.00%	28,825,000	55.02%
Delta Energy Inc.	20,000,000	100.00%	0	0.00%	20,000,000	100.00%
Power Forest Technology Corporation	5,000,000	20.40%	15,432,000	62.97%	20,432,000	83.37%
Delta Holding INC.	100,000	100.00%	0	0.00%	100,000	100.00%
MUSASHI DELTA E-AXLE INDIA PRIVATE LIMITED	54,400,000	34.00%	0	0.00%	54,400,000	34.00%

Note1: Long-term Investment accounted based on equity-method.

3. Corporate Sustainability

► 3.1 Sustainable management

3.1.1 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 sustainability development in its various aspects of operation. These include providing energy-saving products and green solutions, improving corporate governance, taking stakeholders’ benefits into account, concerning about environmental issues, 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 and responsible business principles and standards to implement our ESG policies and missions. The Board of Directors has authorized the announcement of Delta’s important policies and has also clearly defined four major principles through the “Delta Corporate Social Responsibility Best Practice Principles” to fully ensure ESG responsibilities: implementing corporate governance, developing a sustainable environment, safeguarding public welfare, and enhancing the disclosure of corporate social responsibility information. Please refer to the 2024 Delta ESG Report and Delta ESG website.

3.1.2 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’ development.

- **Board Oversight**

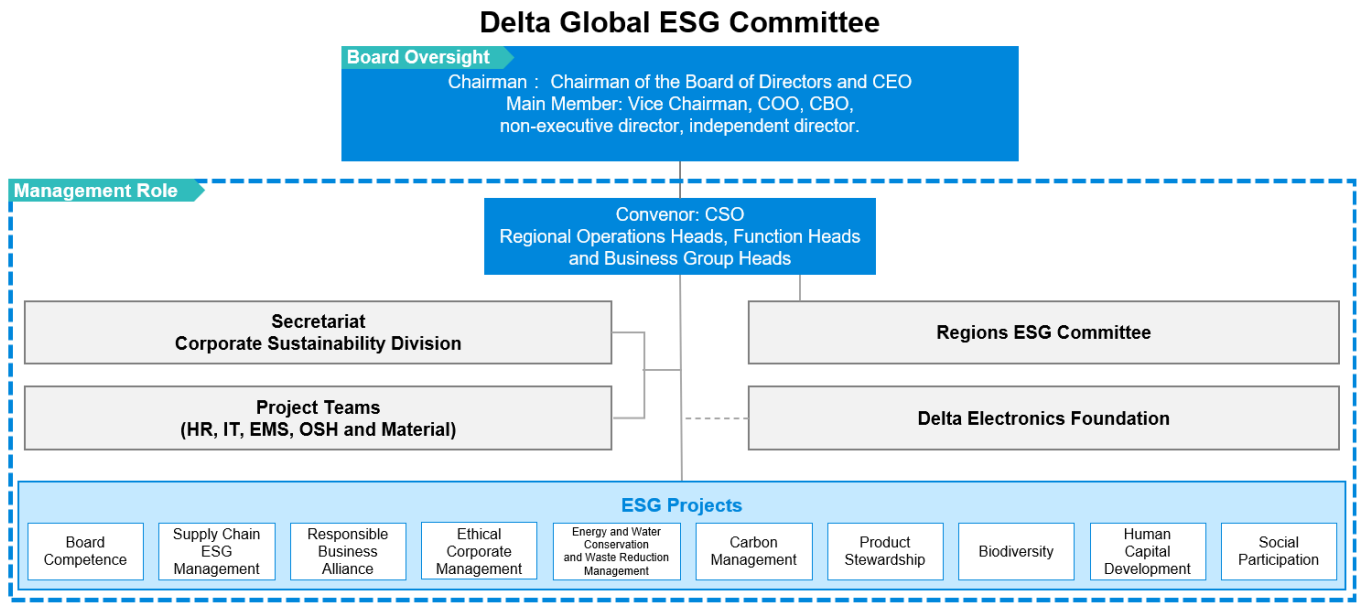
The Global ESG Committee is overseen by six board members as representatives and is responsible for supervising Delta’s sustainability strategy management and performance. The committee is chaired by Chairman and Chief Executive Officer, Mr. Ping Cheng, with the other five main members including Vice 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 project teams 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.



3.1.3 International sustainability initiatives

Enterprises 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 ideal. 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, including committing to adopt a science-based emissions reduction target, committing to report climate change information in mainstream reports as a fiduciary duty, responsible corporate engagement in 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. Additionally, Delta became a TNFD Early Adopter by 2024. For detailed progress on various commitments, please refer to the 2024 Delta ESG Report.

3.1.4 Stakeholder communication platform and issues of concern

Delta Global ESG Committee aligns its stakeholder engagement activities with the international standard AA1000 SES, while also considering domestic and international trends in sustainability issues and operational needs. It defines key stakeholders, such as employees, investors, media, customers, suppliers, and communities (including research institutions, non-profit organizations, communities, and other relevant stakeholders). And annually, in the first quarter, the status of stakeholder engagement is reported to the Board of Directors, compiling the stakeholder communication platform and issues of concern as follows:

Communication Target	Communication Platform	Issues of Concern
Employees	<ul style="list-style-type: none">• Labor-Management Meetings (quarterly)• Employee Welfare Committee (intermittently)• Occupational Health and Safety Committee (quarterly)• Occupational Health and Safety Consultation Meetings (annually)• Employee Engagement Survey (every two years)• Delta Corporate Website (intermittently)	<ul style="list-style-type: none">• Innovative Products and Services• Code of Conduct• Energy Management• Green Products• Talent Attraction and Retention• Talent Development

Communication Target	Communication Platform	Issues of Concern
Employees	<ul style="list-style-type: none"> Employee Feedback Mailbox (intermittently) Communication and Work Meetings of Units and Departments (intermittently) 	
Investors	<ul style="list-style-type: none"> Delta ESG Website & ESG Report (annually) Delta Website & Financial Report (annually) Investor Forum (intermittently) Annual General Shareholders' Meeting (annually) Institutional Investor Visits (intermittently) Investor Services Mailbox (intermittently) Meetings with Institutional Investors (intermittently) Institutional Investors' Conference (quarterly) 	<ul style="list-style-type: none"> Corporate Governance Supplier Sustainability Management Net-Zero Commitment and Carbon Management Energy Management Human Rights and Labor Relations Occupational Health and Safety
Media	<ul style="list-style-type: none"> Press Releases (intermittently) Press Conferences (intermittently) Media Interviews (intermittently) Delta PR Contact (intermittently) Major Activity Participation (intermittently) Social Media (intermittently) 	<ul style="list-style-type: none"> Corporate Governance Risk Management Net-Zero Commitment and Carbon Management Water Resource Management Human Rights and Labor Relations Diversity and Inclusion
Customers	<ul style="list-style-type: none"> 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) Customer Engagement Meetings (intermittently) 	<ul style="list-style-type: none"> Innovative Products and Services Customer Relations Management Energy Management Water Resource Management Occupational Health and Safety Human Rights and Labor Relations
Suppliers	<ul style="list-style-type: none"> Delta ESG Website & ESG Report (annually) Supplier Training (annually) Supplier Platform (monthly) Environmental Hazardous Substances Management Platform (monthly) Initiatives and Concerted Actions in Response to Climate Change (intermittently) Delta ESG Supplier Conference (intermittently) 	<ul style="list-style-type: none"> Customer Relations Management Code of Conduct Energy Management Circular Economy Occupational Health and Safety Talent Development
Communities (research institutes, NPOs, communities, and others)	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Innovative Products and Services Supplier Sustainability Management Green Products Net-Zero Commitment and Carbon Management Talent Attraction and Retention Human Rights and Labor Relations

3.1.5 supplier sustainability management

3.1.5.1 Supply chain management procedures

Delta's Supply Chain Management includes selection and recognition of new suppliers, continuous ESG risk management, performance evaluation, and supplier engagement and long-term improvements. The targets include suppliers of materials/components, agents, and contractors.

3.1.5.2 Sustainable supply chain management policy

The Company established the Supply Chain ESG Committee to effectively implement sustainable management for the supply chain and integrate Delta's global procurement systems. We have also developed a "Supplier Code

of Conduct” in accordance with the latest Responsible Business Alliance Code of Conduct (RBA). We use the “Delta Supplier Code of Conduct” as important guidance to encourage compliance by suppliers, aiming to drive suppliers towards sustainable development through seven primary dimensions: climate change and disclosure, labor, occupational health and safety, environment, ethics, management systems, and supply chain management.

3.1.5.3 Supplier auditing and improvement

Delta continues to use ESG survey forms and documents for the first round of document audits to investigate potential risks of a supplier in climate change, labor, health and safety, environment, ethical corporate management, management systems, potential risks, and compliance with the Code of Conduct to evaluate ESG risk management ratings and ESG capability ratings. We also distribute the survey form for conflict minerals to complete our due diligence investigation for conflict minerals in the supply chain. Subsequently, Delta collaborates with third parties as a counseling team in conducting ESG on-site audits of suppliers for our key suppliers. Delta aims to establish a comprehensive audit, counseling, and improvement process to gradually reduce the proportion of high-risk suppliers each year and promote overall growth and improvement in the supply chain.

3.1.5.4 Conflict minerals

To avoid the use of conflict minerals obtained from illegal operations, we have established the “Delta Group Responsible Sourcing Policy and the Due Diligence Procedure”. We also conduct due diligence investigations on conflict minerals in the supply chain.

► 3.2 Devoted to environmental protection and energy savings

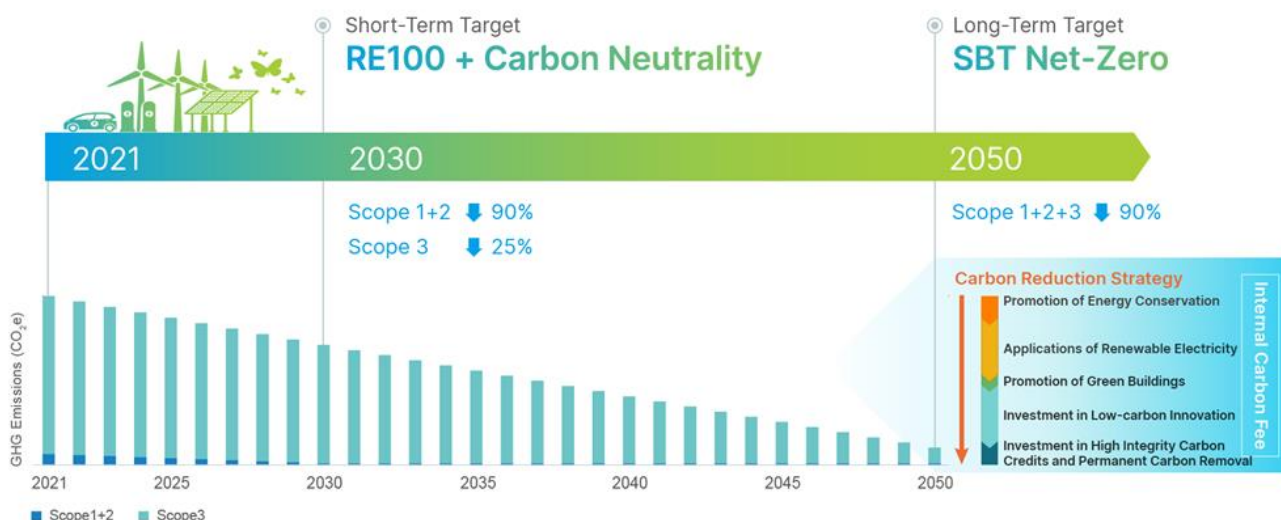
3.2.1 Net Zero commitment

3.2.1.1 Aligning with international initiatives

Delta has been actively aligning with international initiatives since 2015. We have concretely implemented the We Mean Business commitments, including “Corporate Carbon Reduction,” “Disclosure of Climate Change Information,” “Engagement in Climate Policies,” and “Transition to Electric Vehicles and the Proliferation of Charging Infrastructure.” In 2021, we officially committed to “100% Renewable Energy” usage and joined the “Business Ambition for 1.5°C” initiative. We are actively responding to the United Nations Race to Zero campaign, aiming to limit the average global temperature rise to 1.5°C above pre-industrial levels, and passed the net-zero target compliance evaluation of the Science Based Targets initiative (SBTi) in 2022.

3.2.1.2 Establishing and implementing science-based carbon reduction targets

In 2021, the Company achieved its science-based target set for the year 2017, four years ahead of schedule. Furthermore, in the year 2022, we set a net-zero science-based target in accordance with the 1.5°C trajectory, based on the net-zero standard. Using the year 2021 as the base year, by the year 2030, Delta will reduce absolute emissions from Scopes 1 and 2 across global operation sites by 90%, and emissions from Scope 3 by 25%. By the year 2050, we aim to achieve net-zero emissions.



3.2.1.3 Greenhouse gas inventory and management

- Since 2010, Delta has been participating in the CDP and disclosing its greenhouse gas emissions. Since 2017, overall production plants have been annually verified according to ISO 14064-1 standards. Additionally, since 2022, global operation sites have been undergoing annual verification according to ISO 14064-1 standards.
- Delta's carbon reduction strategy includes promoting energy conservation projects, adopting renewable energy, promoting green buildings, investing in low-carbon innovation, investing in carbon offsetting and permanent carbon removal, and accelerating carbon reduction through Internal Carbon Fee Mechanisms.
- In 2024, the global operation sites Scope 1 and 2 greenhouse gas emissions (market-based) amounted to 100,681 metric tons of carbon dioxide equivalent*, representing a reduction of 53.6%* compared to the base year's emissions of 216,891 metric tons of carbon dioxide equivalent. Additionally, the Scope 3 greenhouse gas emissions amounted to 22,454 thousand metric tons of carbon dioxide equivalent*, reflecting an increase of 28.4%* compared to the base year's emissions of 17,485 thousand metric tons of carbon dioxide equivalent.

The historical greenhouse gas emissions data for global operation sites are presented in the following table:

Items	2023	2024
Scope 1 Greenhouse Gas Emissions (metric tons CO ₂ e)	26,283	27,278
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	464,191	488,545
Scope 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	105,992	73,403
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Location-based	490,474	515,823
Scope 1 and 2 Greenhouse Gas Emissions (metric tons CO ₂ e) – Market-based	132,275	100,681
Carbon Intensity (metric tons CO ₂ e /production value in MUSD) – Market-based	11.3	8.2

*The greenhouse gas emissions data from Delta's global operation sites for the year 2024 are currently undergoing assurance, please refer to the 2024 Delta ESG Report for assured data.

Category of Scope 3	2024 (thousand mtCO ₂ e)
Purchased Goods and Services	4,694
Capital Goods	436
Fuel- and Energy-Related Activities	28
Upstream Transportation and Distribution	129
Waste Generated in Operations	14
Business Travel	14
Employee Commuting	54
Upstream Leased Assets	-
Downstream Transportation and Distribution	95
Processing of Sold Products	46
Use of Sold Products	16,642
End-of-Life Treatment of Sold Products	173
Downstream Leased Assets	15
Franchises	N/A
Investments	114
Total	22,454

3.2.1.4 Establishing a forward-thinking Internal Carbon Fee Mechanism to drive low-carbon innovation

Since 2021, Delta has implemented an Internal Carbon Fee Mechanism, charging business groups and units US\$300 per metric ton of carbon emitted. The collected carbon fees are allocated to a carbon fund, which incentivizes investments in carbon reduction initiatives across global operation sites, including support for renewable electricity and energy technology development, energy and resource management, low-carbon innovations, and initiatives.

3.2.2 Energy management

3.2.2.1 Energy management

Part of Delta's plants are certified by third parties according to the ISO 50001 Energy Management System standard and have set up the Delta Energy Online (EnOL) management system to provide real-time energy consumption and load analysis through methods such as optimizing equipment operations, with enhanced power consumption efficiency as the basis for evaluating energy-saving improvements.

In 2011, Delta established a cross functional energy management committee, under which a dedicated Energy-Saving Technology Team was formed. We continuously promote various energy-saving projects at Delta, including air conditioning ventilation systems, compressed air systems, injection molding machine, lighting systems, burn-in recovery system, process improvements, and other management-related initiatives, comprising a total of seven major categories of energy-saving themes. To raise awareness of energy consumption reduction, Delta periodically provides training courses on energy efficiency management to our employees.

3.2.2.2 Renewable electricity

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. The attainment rate of the use of renewable electricity was included as performance indicators of the Chairman, CEO, and highest-ranking officers of the work groups, and it accounted for 5% to 15% of their total remuneration and incentives. Delta strategically promotes renewable electricity by setting procurement priorities. 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). Additionally, in full compliance with the RE100 technical manual, Delta has developed other categories of innovation to encourage innovative measures for increasing the percentage of renewable electricity use.

3.2.2.3 Energy conservation by green buildings

Delta's green buildings have successively received certifications from the US Green Building Council (LEED), the UK Building Research Establishment (BRE), BREEAM, Ecology, Energy-Saving, Waste Reduction, and Health (EEWH) system in Taiwan, and the Green Building Evaluation Standards in China. Furthermore, Delta calculates annually the energy savings of green buildings and green buildings donated to academic institutions by comparing the electricity usage intensity (EUI, kWh/m²) based on the locally established building standards. These calculations are conducted in accordance with ISAE 3000 Assurance.

3.2.2.4 Energy saving of products

Delta continues to enhance energy efficiency and develop integrated green energy products, and energy-saving products and solutions, which help clients conserve more energy and achieve even higher cost-effective performance. Since the year 2015, Delta has been pioneering the incorporation of product energy-saving calculations into the ISAE 3000 Assurance, progressively expanding the range of products covered each year. The energy-saving benefits of products such as power supplies, uninterruptible power supplies, and variable frequency drivers have all been verified through the ISAE 3000 Assurance.

3.2.3 Water resource management

Delta is keenly aware of the connections between water safety and the welfare of people and industries. These 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. In 2024, Delta's Board of Directors approved the "Water Resources Policy" and continues to conduct identification of water risk and response measures at global operation sites and tier 1 suppliers. At the same time, it is developing innovative energy-saving and water-saving products and solutions.

The sources of water for Delta's global operation sites consist mostly of tap water which is mainly used in cooling towers, canteens, and daily general sanitation for cleaning bathrooms. 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. The discharged water quality complies with current regulatory standards, and regular wastewater testing is conducted to ensure minimal environmental impact on surrounding water bodies.

Delta's global operation sites' water withdrawn status is as follows:

Year	2023	2024
Total Water Withdrawn (Megaliters)	4,070.7	4,050.0

*One million liters is equivalent to one thousand cubic meters.

In terms of management goals, Delta commits to using the year 2020 as the base year. By the year 2025, Delta pledges to decrease water intensity by 10%. The Global ESG Committee receives regular achievement reports on water conservation. Each year, the water-saving effectiveness is verified by a third-party entity to ensure data quality. Please refer to the 2024 Delta ESG Report for detailed information.

Water Conservation Goal	Achievement Status	Water Conservation Action Plan
Overall Water Productivity Intensity for overall production plants ^{*1} (WPI) = Total annual water consumption (in tons) / Total production value (in million US dollars) <ul style="list-style-type: none"> 2024: Decreased by 8% compared to the base year 2020. 2025: Decreased by 10% compared to the base year 2020. 	2024: ↓ 30.7% Achieved	<ul style="list-style-type: none"> 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
Water Consumption Intensity for Buildings ^{*2} (WCI) = Annual Total Water Bill Consumption (Tons) / Population <ul style="list-style-type: none"> 2024: Decreased by 8% compared to the base year 2020. 2025: Decreased by 10% compared to the base year 2020. 	2024: ↓ 26.9% Achieved	<ul style="list-style-type: none"> Rainwater recycling Upgrading fishpond filtration system to reduce water replacement frequency Improvement of water conservation in high-level water tanks in dormitories

*1. Scope of Overall production plants: Dongguan, Wujiang, Wuhu, and Chenzhou Plants in Mainland China; DET plant 1, 3, 5, 6 and 7; Taoyuan Plant 1, Taoyuan Plant 2, Taoyuan Plant 5, and Pingzhen Plant in Taiwan; Cynotec and Huafeng Plants.

*2. Scope of Buildings: Taipei Headquarters - Ruey Kuang Building and Ruey Kuang Building II, Taipei Yang Guang Building, Taoyuan Plant 3, Chungli RD Center, Tainan Branch Office Phase I & II, and Shanghai Technology Development.

3.2.4 Resources management

Delta established its “Water Conservation and Waste Reduction Management Committee” in 2016. In order to achieve sustainable use of resources and ensure proper handling of waste, the Committee analyzed the sources and types of waste output, and identified potential for reuse by combining respective internal and external resources. Since 2019, Delta has been implementing the UL 2799 Zero Waste to Landfill standard. As of 2024, the overall production plants in Taiwan, China, and Thailand have successfully obtained UL 2799 certification. Continuously striving to enhance waste diversion rates through reduction, reuse, and recycling, Delta aims to minimize environmental impact, pursue sustainable resource utilization, and mitigate resource depletion. The target is to achieve a 100% waste diversion rate across overall production plants by the year 2025.

The global historical waste generation statistics are as follows:

Waste	2023	2024
Non-hazardous Waste (tons)	45,003	53,929
Hazardous Waste (tons)	4,301	4,040
Total Waste Generated (tons)	49,304	57,969

Delta actively promotes the circular economy by adopting the Circular Indicator Inventory methodology. Since 2023, Delta has conducted inventories of 17 circular indicators across all business units under its four major circular strategies: “Implementation of Circular Design, Circular Procurement and Manufacturing, Provision of Circular Services, and Creation of Residual Product Value.” These inventories serve as the foundation for setting goals in future circular economy blueprint development. Please refer to the 2024 Delta ESG Report for detailed information.

Objective	Achievement Status	Action Plan
Waste Diversion Rate in Overall Production Plants: 2024 - 98% 2025 - 100%	2024: 99% Achieve	<ul style="list-style-type: none"> Promoting environmental management involves setting reduction targets to minimize the environmental impact of product manufacturing. Promoting the circular economy involves adopting the methodology of circular indicator assessment to evaluate and guide the implementation of circular initiatives.

*Scope of overall production plants: Dongguan, Wujiang, Wuhu, and Chenzhou Plants in Mainland China; DET plant 1, 3, 5, 6 and 7; Taoyuan Plant 1, Taoyuan Plant 2, Taoyuan Plant 5, and Pingzhen Plant in Taiwan; Cynotec and Huafeng Plants.

3.2.5 Green products

3.2.5.1 Green design

- Delta adheres to its corporate mission of “To provide innovative, clean, and energy-efficient solutions for a better tomorrow” from product design at the source to end-of-life disposal, the entire product lifecycle is guided by the principles of green design and circular design. Delta continuously develops innovative energy-saving products and solutions, providing efficient and reliable energy integration solutions and services. Our strategy includes allocating R&D resources to minimize waste.
- Since 2010, Delta has been systematically conducting product carbon footprint studies using lifecycle assessment methodologies based on PAS 2050 and ISO 14067 standards. Representative products selected for these studies include laptop external power adapters, DC fans, and switching power supplies, and more. Due to the diverse range of products, in the year 2022, the Supply Chain ESG Committee, together with all the business groups, launched a comprehensive Product Carbon Footprint System project. This initiative led to the publication of the “Delta Group Product Carbon Footprint Strategy.”

Stages of Product Lifecycle	Practices for Reducing Environmental Impacts
Product Design	<ul style="list-style-type: none"> • Considering the entire lifecycle (raw materials/energy/water/waste) • Modular design
Raw Materials	<ul style="list-style-type: none"> • Lightweight product design • Utilization of recycled materials • Green supply chain • Localization of raw materials
Production and Manufacturing	<ul style="list-style-type: none"> • Energy conservation/water conservation/waste reduction solutions • Resource circularity • Utilization of renewable electricity
Transportation and Distribution	<ul style="list-style-type: none"> • Adopting green packaging materials • Design for reduced packaging volume • Lightweight product design
Usage	<ul style="list-style-type: none"> • Enhancing product energy efficiency
Final Disposal	<ul style="list-style-type: none"> • Utilizing recyclable materials • Design for product recyclability and ease of disassembly • Compliance with local environmental regulations (such as the EU WEEE directive)

3.2.6 Environmental management

Delta upholds its corporate mission of “To provide innovative, clean and energy-efficient solutions for a better tomorrow” and has published the Environmental, Health and Safety 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.

Delta continues to invest in various environmental projects, including low-carbon applications, energy conservation, water conservation, waste reduction, and others. Low-carbon applications encompass energy storage facilities, investments in low-carbon transportation (including EVs and charging facilities), electricity attribute certificates (EACs), the Company's solar PV facilities, direct purchase of renewable electricity and green electricity products; while others include waste, air pollution and waste (sewage) water treatment fees, environmental testing fees, and management system verification costs. For more details on the investment and environmental benefits, please refer to the 2024 Delta ESG Report.

► 3.3 Employee relations and social participation

3.3.1 Human rights protection

Delta pledges to adhere to international human rights conventions and regulations in all operational locations worldwide. The Company has established the Delta Group Human Rights and Employment Policy to convey its commitment to global human rights. This policy covers Delta Electronics' employees, subsidiaries, business partners, suppliers, and contractors, serving as a fundamental standard for all employees in their work and business activities. Delta has also signed the Modern Slavery Act Statement, demonstrating its dedication to promoting labor-management communication and human rights-friendly management. Furthermore, Delta implements online courses to reinforce education and training on human rights standards, ensuring that employees have a clear understanding of their rights and the Company's human rights policies. All members of the Delta Group are familiar with the human rights and employee policies as well as the Delta Group Code of Conduct. Every new employee and annually retrained staff members are required to undergo educational training covering topics such as "integrity in business" and "human rights standards and code of conduct." Delta continues to expand various channels to implement two-way communication with employees, ensuring clear and effective transmission of mutual expectations and sentiments. This approach aims to establish a robust and sustainable labor-management relationship. Monthly publication of an internal employee e-newsletter serves to shape and promote the core ethos and cultural values of the enterprise through succinct reports complemented by lively visual designs, enhancing the reading experience for employees. It also includes highlights of activities from various overseas locations to foster cross-regional communication among employees.

3.3.1.1 Human rights policy and commitment

In 2024, the updated "Delta Human Rights and Employment Policy," highlighted key principles such as equal pay for equal work, the prohibition of forced labor, reasonable accommodations for individuals with disabilities, gender equality, and two-way communication between labor and management. This update reaffirms Delta's commitment to fostering a respectful workplace environment. Additionally, nine internal management measures were revised. These revisions were made to ensure the equality, respect, and safety of all personnel, while implementing appropriate preventive, corrective, and disciplinary actions to protect the rights and privacy of those involved.

3.3.1.2 Human rights due diligence investigation and management

A Human Rights Due Diligence investigation is conducted every three years to systematically review policies, procedures, and plans related to human rights issues. This process identifies potential human rights risks within the value chain, implements mitigation and corrective measures, and continuously improves to achieve risk management objectives.

3.3.1.3 Employee rights and communication

Delta consistently adopts an open and transparent approach to labor relations, implementing a constructive two-way communication mechanism. The global collective bargaining coverage and unionization rate stand at 59.3%. For employees not covered by unions or collective agreements, or for those in locations where unions have not been established, their working conditions and employment terms are determined in accordance with local labor laws, labor contracts, work rules, or through statutory labor-management negotiation channels. Furthermore, Delta is committed to expanding diverse communication channels, establishing real-time and bidirectional communication mechanisms to disseminate company information effectively and promptly. Employees' voices are also heard and responded to, facilitating the integration of mutual expectations and sentiments, thereby strengthening sustainable labor-management relations. Information is disseminated and employee feedback is collected through HR newsletters, internal systems, digital bulletin boards, and the employee feedback mailbox. Confidentiality policies are strictly enforced, and anonymous channels are provided to ensure employees can

freely and openly express their ideas.

3.3.1.4 Employee engagement survey

Delta values the opinions and feedback of its employees. Every two years, the Company commissions a global consulting firm to conduct an independent and impartial engagement survey. Based on the key issues identified in the survey, Delta takes action and actively pursues improvements. In reference to global survey trends for 2024, it was recommended that the survey questionnaire be expanded to focus more on issues related to recognition, growth and well-being to better address employee needs and gather their feedback. The survey scope was expanded to include global operational sites, achieving 100% coverage. The response rate was 87%, with an engagement score of 90% (meaning 90% of respondents rated their experience positively, scoring 4 or above on a 5-point scale). Delta aims to continually identify key issues through survey reports, implement improvements, retain talent and enhance employee well-being.

3.3.1.5 Personal information protection

Delta has established an Information Security and Personal Information Steering Committee and, in accordance with ISO 27001, ISO 27701, the “Personal Data Protection Act,” and relevant personal data protection laws in the regions where the Group operates, has developed the “Delta Group Information Security and Personal Information Protection Policy” and related regulations to ensure personal data protection. To demonstrate our commitment and responsibility to create a secure environment for privacy, the Human Resources processes have consistently maintained ISO 27701 International Privacy Information Management System certification for three consecutive years since 2022. In 2024, the sales and marketing processes of Industrial Automation Business Group (IABG) were added and successfully certified, further underscoring Delta’s dedication to privacy protection and safeguarding of the rights and interests of clients, employees, and stakeholders. 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.”

3.3.2 Talent attraction and retention (including remuneration, development, benefits, and retirement)

In response to the unpredictable global economy and the uncertainties of international political and economic situations, Delta’s talent strategy showcases agility and insight, effectively identifying organizational needs and talent trends while swiftly adapting action plans. Through a competitive remuneration system, diverse learning opportunities, and talent development planning, we continuously focus on identifying key talent successors, nurturing the growth of essential personnel, and designing core curricula. This comprehensive approach enhances the organization’s critical capabilities to respond to future trends and lead change, while fostering global collaboration to strengthen talent development and further solidify the organization’s competitive advantage. The “Leadership Development Committee” composed of top management and senior executives, conducts talent planning and succession reviews from the perspective of business strategy and development, aiming to enhance the readiness of talent for key positions. The two-year “Global Leadership Talent Development Program” was officially launched in January 2024. The project includes a comprehensive development plan, talent communication strategy, and a regular evaluation and feedback mechanism. Its goal is to accelerate the training, experience, and growth of key talents, empowering them to take on greater responsibilities and become a driving force in the Company’s transformation. For further details, please refer to the 2024 Delta ESG Report.

3.3.2.1 Global collaboration to attract international talents

Delta actively collaborates with educational institutions worldwide to support innovative research and development by faculty and students. Through industry-academia partnerships, research sponsorships, training

programs, and internship initiatives, we work together to cultivate the next generation of talent. At the same time, we are conducting global recruitment and promoting our employer brand through both in-person and online activities. This is supported by competitive compensation and benefits, performance systems, opportunities for international rotation, and retention strategies, all aimed at creating a flexible, growth-oriented career development environment. The offer letter acceptance rate in 2024 remained at 91%, and Delta's employer brand has won numerous national and international awards.

3.3.2.2 Competitive remuneration

Through a comprehensive performance management system, organizational goals, individual objectives, and talent development are closely aligned, collectively pursuing the enhancement of corporate performance. ESG performance is also linked to the remuneration of senior managers and Delta has incorporated it as a performance indicator for the top executives in each region. The ESG indicators account for 30% of the Chairman's performance. Related indicators included DJSI, CDP, and MSCI ESG with a weight of 15% and RE100 with a weight of 15%. The ESG indicator weight for the Vice-Chairman, CEO, and COO is 20%, and the RE100 weight for regional top executives and global manufacturing heads is 5%.

Delta continually attracts and retains talent and motivates employees through competitive remunerations and superior benefits that exceed legal requirements, complemented by a robust retirement plan. In terms of R&D talent, we continuously adapt to market conditions in various regions by implementing tailored retention strategies for key global R&D personnel.

3.3.2.3 Global talent mobility strategy

Delta actively fosters a diverse development environment, encouraging talent to explore new opportunities across different regions and roles, thereby promoting mutual growth for both individuals and the Company. To broaden the international perspective of high-potential employees and cultivate international leadership, the "Global Expatriation and Rotation Acceleration Policy" was implemented in 2023 and continued to be promoted in 2024. The number of global assignments has increased for three consecutive years, with the total number of global assignments in 2024 being 2.9 times higher than in 2022. Overseas talent dispatch services have been established in various regions. Through the development of an internal talent database and professional training, the professional and language skills of expatriates are enhanced. Comprehensive remuneration and benefits packages, as well as a reintegration system, are provided to reduce barriers to expatriation, increase willingness to be sent abroad, and improve satisfaction. This initiative promotes the internationalization of human resources and strengthens the career competitiveness of employees.

3.3.2.4 Key training programs and diverse learning resources

In response to the transformation strategy, Delta has designed three major training focuses: "Leadership," "Professionalism," and "Sales & Marketing." The Global Training Committee has accelerated the transformation of solution-oriented business and strengthened the capabilities of sustainable talents. It has also facilitated regional exchanges, and as of 2024, 12 global training committees have been established.

3.3.3 Constructing a sustainable development workplace

In 2023, the core value of inclusion was added, and various methods were used to disseminate these values and knowledge to foster a workplace environment of diversity, equity and inclusion. In 2024, Delta launched a new corporate core values course, incorporating activities such as value demonstration events and corporate values workshops to comprehensively promote inclusive behaviors. We value the diverse employment of individuals with physical and mental disabilities, people of various gender identities, and disadvantaged or minority groups. We track the progress of these initiatives annually to further enhance employee diversity. Additionally, we regularly review remuneration and employment opportunities to ensure there are no disparities based on gender, age, or other factors, ensuring that everyone at Delta enjoys the same rights. Please refer to the 2024 Delta ESG Report.

3.3.3.1 Global employee composition

Delta actively recruits diverse talent from more than 50 different nationalities, ethnicities and cultural backgrounds around the world. The Company organizes a variety of inclusive activities to create a work environment where everyone can feel a sense of belonging, establishing a unique culture of inclusiveness at Delta.

3.3.3.2 Concern for the physical and mental health of employees

Delta is committed to the health of its employees and has developed and implemented three major health management programs. In addition, it conducts inspections of special health hazards in accordance with the law. Based on a health management grading system, risk control is implemented with appropriate mitigation measures for different levels. Various channels, both online and offline, are used to disseminate health information with the aim of encouraging employees to self-manage their health. Continuing with the 2023 main theme, "PLUS Strategy, Delta + You, Making Things Better Together," we integrate digital transformation while embracing the principles of diversity and inclusion. Our goal is to create innovative experiences centered around our employees, fostering their health and empowerment. We aim to enable them to pursue their professional passions while also enjoying a fulfilling life. In terms of mental health, psychological counseling rooms have been set up at each factory, with external counselors available on-site, allowing employees to schedule consultations as needed. Additionally, an Employee Assistance Program (EAP) has been introduced to help employees overcome challenges by providing access to both internal and external resources. This initiative also fosters a proactive and open corporate culture, ensuring employees feel cared for and supported, which in turn strengthens team spirit and enhances the overall workplace atmosphere.

3.3.3.3 Provide comprehensive support programs for employees

Delta promotes outreach and support for groups such as gender, working parents, intergenerational, international employees, and people with disabilities. In addition, Delta facilitates the expression of diverse issues through periodic community activities and resource sharing. To support employees in building secure families, reduce pressures faced by working parents, and help increase the birth rate, Delta has implemented a range of benefits, leave policies, and flexible arrangements. These initiatives aim to provide a higher quality work environment for working parents, promote a better work-life balance, and alleviate the child care burden. Additionally, through educational seminars and EAP counseling channels, the Company seeks to enhance employees' knowledge of parenting and child-rearing, fostering a healthy workplace that supports family well-being. In 2024, the employee return rate from parental leave increased by 5.6% compared to the previous year. Delta currently has more than one thousand Thai and Vietnamese employees in Taiwan. 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. Delta actively promotes gender equality and environmental workplace care. In 2024, the proportion of female employees reached 44.4%, the proportion of female employees in STEM positions was 22.3% and the proportion of female employees in R&D positions in the Delta Research Center was 21.4%. In management positions, the proportion of female top management has increased by 0.6%, while the overall percentage of women in all management roles has grown by 0.2%.

3.3.4 Occupational health and safety - workplace environment and employee personal safety protection measures

To ensure the health and safety of workers and create a secure working environment, Delta has established the Occupational Health and Safety Management Department. This department is responsible for formulating, planning, supervising, and promoting occupational health and safety management matters. It also provides guidance to various departments on the implementation of occupational health and safety management matters. In addition, the department guides various departments in implementing occupational health and safety management practices to continuously improve the Company's occupational health and safety management standards.

3.3.4.1 Risk assessment and management

To implement hazard identification and risk assessment, Delta has established procedures related to occupational health and safety hazard identification, risk, and opportunity assessment. Regular and periodic assessments of operational environments, processes, and activities are conducted to identify risks that need to be controlled and opportunities for improvement. For risks deemed unacceptable, control measures are determined in the order of elimination, substitution, engineering controls, administrative controls, and personal protective equipment, based on feasibility and effectiveness.

3.3.4.2 Facility and equipment safety for mechanical equipment

In addition to regular inspections and maintenance of Delta's machinery and equipment, health and safety assessments, along with control measures, are conducted in accordance with procurement and modification procedures prior to the procurement or modification of any new or altered machinery and equipment. This is aimed at enhancing the inherent safety of the machinery and equipment. To further improve Delta's occupational health and safety change management system, an electronic system for change management applications and reviews was introduced in 2024. The system features a user-friendly interface, improving the convenience and timeliness of colleagues' applications for change reviews and effectively implementing source management for machinery and equipment. Furthermore, to ensure the safe operation of electrical equipment, regular thermographic inspections using infrared thermography are conducted, allowing for the detection of abnormal conditions in real-time and facilitating prompt corrective actions.

3.3.4.3 Hazardous chemicals management

To ensure the safe use of hazardous chemicals and reduce their health impact on workers, as well as mitigate fire and explosion hazards and health and safety concerns in the workplace, all new chemicals undergo review by occupational safety personnel to confirm their hazard characteristics and legal requirements before purchase and use. In 2024, Delta introduced an electronic application form for the occupational safety review of new chemicals. The user-friendly interface enhances the convenience and timeliness of colleagues applying to use new chemicals. It effectively implements a hazard review prior to the selection of new chemicals, allowing users to clearly understand the hazard levels and prioritize the selection of low-hazard chemicals. Additionally, control measures, operational procedures, and personal protective equipment will be established based on the hazardous characteristics of the chemicals.

3.3.4.4 Work environment monitoring

Delta complies with legal regulations by entrusting accredited environmental monitoring agencies to conduct workplace environmental monitoring. This is done to assess the dispersion of hazardous factors in the workplace and take control with measures based on monitoring results to prevent occupational diseases. Workplace environmental monitoring includes chemical and physical factors. For employees engaged in legally mandated special hazard health operations, special health examinations for special hazard health operations are carried out in accordance with the law, and classification management is conducted based on the examination results.

3.3.4.5 Occupational health and safety education and training

Delta has established comprehensive occupational health and safety education and training programs. In addition to mandatory training courses required by regulations, Delta has also added courses on road safety and electrical safety. These training programs aim to enhance employees' awareness of workplace hazards and provide them with the necessary health and safety knowledge and concepts for preventing incidents and disasters. These training programs are conducted through various methods such as email communication, posting safety knowledge on bulletin boards, and organizing safety knowledge quizzes. These efforts aim to increase employees' awareness of workplace hazards and enhance their occupational health and safety expertise required for their job roles.

3.3.4.6 Occupational health and safety assessment

Delta not only conducts regular automatic and autonomous inspections of machinery and equipment but also carries out routine occupational safety checks by safety personnel. Furthermore, Delta implements comprehensive cross-site occupational health and safety management audits, with audit teams comprised of personnel from different units, promoting communication and interaction among various factory sites regarding occupational health and safety management. Some factory sites incorporate audit results into occupational health and safety evaluation activities, using methods such as public recognition and bonus distribution to encourage employees to actively participate in enhancing safety morale.

3.3.4.7 Emergency response

Delta holds multiple scheduled and unscheduled emergency response and evacuation drills each year at each of its facilities. Through regular and intermittent training and drills, we ensure that employees can respond calmly in emergency situations and quickly and effectively carry out contingency plans and evacuations, while also strengthening their incident response capabilities.

3.3.4.8 Occupational hazard management

To promptly address and minimize the impact of incidents, Delta has established procedures for occupational safety incident reporting and handling. It requires immediate first aid, notification, investigation, and implementation of improvement measures upon the occurrence of an incident. Each incident undergoes a detailed root cause analysis and investigation to identify the underlying causes. Improvement measures are proposed and horizontally deployed to relevant departments or factories to prevent similar incidents from recurring. If employees still have concerns upon returning to work, they can always communicate with occupational safety personnel. Delta prioritizes employee health and safety and continues to implement relevant improvement measures to ensure a safe working environment.

3.3.5 Social participation

3.3.5.1 Community public welfare activities (enhancing biodiversity, and strengthening climate resilience in outlying island communities)

In 2024, global coral reefs experienced a fourth mass bleaching event, with over 70% of corals losing their symbiotic algae. This threatened the tourism and fishing industries of coastal communities worldwide. In 2024, the Delta Electronics Foundation continued its collaboration with the National Museum of Science & Technology. In order to ensure that the corals grow in a suitable environment, Delta chose to foster corals in the waters of Keelung, close to its operating location, based on expert advice. In addition to designating The Wanghaixiang Chaojing Bay Resource Conservation Area as demonstration sites for coral restoration, Delta also continued its collaboration with the National Museum of Marine Biology and Aquarium, and regarded Houbihu Marine Protection Area as another demonstration sites for coral restoration, with a focus on cultivating heat-resistant corals, which were then placed in underwater nurseries. With the help of nearly a thousand volunteers and the faculty and students of cooperating schools, more than 5,000 plants were successfully rehabilitated. The foundation also selected volunteers and researchers to travel to Florida, USA, and the Great Barrier Reef in Australia to study and learn about coral reef restoration methods. Upon their return, they shared their experiences through the Delta Coral Restoration Volunteer Exchange and continued their underwater coral restoration work. The total number of volunteer hours reached 2,104.

In addition to promoting coral restoration in Taiwan, the Foundation established a coral restoration base on St. John's Island in partnership with Singapore's National Parks and the National University of Singapore in 2024. The Foundation is expected to help Singapore restore 100,000 coral specimens over the next decade. The impacts of ocean warming transcend national borders. The Delta Electronics Foundation uses coral cultivation technology developed by Delta to continually mitigate its effects on communities that depend on nearshore

fisheries and marine tourism for their livelihoods.

It has been two years since Typhoon Koinu severely impacted Orchid Island, and reconstruction efforts in the affected indigenous communities are still ongoing. Delta Electronics Foundation has been continuously supporting the Lan An Cultural and Educational Foundation in the area since the disaster, with about NTD\$10 million. Following the wind disaster, the Foundation has been gradually involved in reconstruction efforts. In addition to providing electric vehicles and chargers to enhance disaster recovery resilience and reduce risks associated with fuel supply disruptions, the Foundation has also implemented an uninterruptible power supply system at the Lan An Kindergarten affiliated with the Foundation. This system ensures that if the main power supply is interrupted, the power system can immediately switch to stored electricity, allowing equipment and systems to continue operating. This is particularly important for powering refrigerators to ensure that students have access to food during emergencies, and can also be used for emergency purposes by local residents and nearby long-term care centers. More than 50 indigenous people benefited from Delta's support.

Additionally, because the kindergarten is located near the island's power plant, it is equipped with an energy recovery ventilator, fresh air supply fan, and an UNOnext Indoor Air Quality Monitor. These systems efficiently filter outdoor air and provide energy-efficient ventilation, ensuring a healthy and comfortable learning environment for the children. This allows the local indigenous population, who have a very low carbon footprint, to reduce the impact of climate change while also improving their living environment.

3.3.5.2 Domestic cultural cultivation and development

In 2024, the Delta Electronics Foundation invested US\$570 thousand to support the development of domestic culture in Taiwan.

To promote the concept of marine conservation, the Foundation published the picture book "Coral, the Forest of the Ocean" in 2024. Under this initiative, award-winning illustrators from international picture book competitions and leading domestic designers will be invited to collaborate with ten top coral researchers from home and abroad to review the content. The book aims to address knowledge related to the research of heat-resistant corals and coral bleaching rescue efforts, with the hope of increasing the understanding of the importance of coral reef biodiversity among elementary school students in the upper grades. Sales of the book have previously been in the top 80 on the Eslite Bookstore sales chart. The Foundation also held restoration activity for Delta employees at the Chaojing Coral Conservation Center during the summer vacation, with a total of 40 families and 160 people participating.

In 2025, the Foundation will continue to produce several marine documentaries, including collaborations with the Wanghaixiang Chaojing Bay Resource Conservation and the ARC Centre of Excellence for Coral Reef Studies at James Cook University. The team will travel to the Great Barrier Reef in Australia to capture underwater bleaching events in 8K ultra-high definition, which will be screened at the National Museum of Marine Science and Technology's Ocean Theater. The Foundation, in collaboration with relevant partners, conducted a live broadcast of coral spawning in 4K high definition for the first time. It also achieved the country's first underwater live streaming, inviting experts to provide explanations both underwater and on land to help the public understand Taiwan's coral reef ecosystem.

Additionally, in 2025, the Foundation will continue its collaboration with Wildscreen, the world's second-largest ecological documentary film festival based in the United Kingdom, to bring internationally renowned nature documentaries to screenings across northern, central, and southern Taiwan. This touring film festival will also feature screen talk on the environmental issues facing the oceans, aiming to inspire the public to take action to protect biodiversity.

3.3.5.3 Actively cultivating green collar talent

In 2024, the Delta Electronics Foundation hosted the Green Collar Architect Training Workshop for the fifteenth consecutive year, and partnered with the U.S. Green Building Council (USGBC) and the Taiwan Green Collar Association for the fifth consecutive year to offer an online LEED Zero course. Additionally, the foundation continues to offer WELL Health Building courses, highlighting the importance of climate-responsive architecture and biodiversity conservation. This year, we partnered with the Department of Architecture at National Taipei University of Technology, the Taiwan Architecture and Building Center, and the Taiwan Wellness Building Association to offer a promotional course on WELL and architectural design practices. The course was free to sustainability professionals, architects, healthcare practitioners, and students from related fields, with a total of 90 participants across the two sessions.

Additionally, in the industrial and hard-to-abate sectors, we have continued our collaboration with the Chinese National Federation of Industries to strengthen energy-saving training in factories. In 2024, two sessions of professional training courses were offered. Among them, the Energy Management Supervisor Practical Training Course was held for the first time. Upon completion of the course, participants obtained a completion certificate and acquired certification if they passed the test. Both sessions of the course were met with strong enrollment and were fully booked, attracting a total of 3,300 participants in the online classes.

4. Capital and Shares

► 4.1 Capital and shares

4.1.1 Source of capital

March 31, 2025 / Unit: Shares, NT\$

Year. Month	Par Value	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital	Date of Approval and Document Number	
1971.04	10	30,000	300,000	30,000	300,000	Incorporation	-	
1972.04	10	100,000	1,000,000	100,000	1,000,000	capital increase by cash	700,000	-
1973.07	10	300,000	3,000,000	300,000	3,000,000	capital increase by cash	2,000,000	-
1975.08	10	500,000	5,000,000	500,000	5,000,000	capital increase by cash	2,000,000	-
1977.08	10	1,000,000	10,000,000	1,000,000	10,000,000	capital increase by cash	5,000,000	-
1978.11	10	2,000,000	20,000,000	2,000,000	20,000,000	capital increase by cash	10,000,000	-
1979.08	10	4,000,000	40,000,000	4,000,000	40,000,000	capital increase by cash	16,100,000	-
						capitalization of retained earnings	3,900,000	-
1982.08	10	8,000,000	80,000,000	8,000,000	80,000,000	capital increase by cash	34,000,000	-
						capitalization of retained earnings	6,000,000	-
1984.11	10	16,000,000	160,000,000	16,000,000	160,000,000	capital increase by cash	60,000,000	-
						capitalization of retained earnings	20,000,000	-
1985.11	10	19,500,000	195,000,000	19,500,000	195,000,000	capital increase by cash	3,000,000	-
						capitalization of retained earnings	32,000,000	-
1987.11	10	52,000,000	520,000,000	52,000,000	520,000,000	capital increase by cash	130,000,000	1987.10.19(76) Tai-Tsai-Tzeng
						capitalization of retained earnings	195,000,000	(1) No.01044
1988.07	10	78,500,000	785,000,000	78,500,000	785,000,000	capitalization of retained earnings	265,000,000	1988.07.14(77) Tai-Tsai-Tzeng
								(1) No.08647
1988.11	10	100,000,000	1,000,000,000	100,000,000	1,000,000,000	capital increase by cash	215,000,000	1988.10.27(77) Tai-Tsai-Tzeng
								(1) No.09250
1989.09	10	125,000,000	1,250,000,000	125,000,000	1,250,000,000	capitalization of retained earnings	250,000,000	1989.07.31(78) Tai-Tsai-Tzeng
								(1) No.01541
1990.09	10	179,000,000	1,790,000,000	138,600,000	1,386,000,000	capitalization of retained earnings	136,000,000	1990.07.28(79) Tai-Tsai-Tzeng
								(1) No.01755
1991.12	10	179,000,000	1,790,000,000	152,460,000	1,524,600,000	capitalization of retained earnings	138,600,000	1991.10.02(80) Tai-Tsai-Tzeng
								(1) No.02842

Year. Month	Par Value	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital	Date of Approval and Document Number	
1992.08	10	229,000,000	2,290,000,000	167,706,000	1,677,060,000	capitalization of retained earnings	152,460,000	1992.07.14(81) Tai-Tsai-Tzeng (1) No.01583
1992.12	10	229,000,000	2,290,000,000	170,620,786	1,706,207,860	exercise of warrants for common stocks	29,147,860	1993.01.08(82) Tai-Tsai-Tzeng (1) No.84152
1993.08	10	268,000,000	2,680,000,000	191,800,000	1,918,000,000	capitalization of retained earnings	211,792,140	1993.07.13(82) Tai-Tsai-Tzeng (1) No.29964
1993.12	10	268,000,000	2,680,000,000	203,301,496	2,033,014,960	exercise of warrants for common stocks	115,014,960	1994.01.10(83) Tai-Tsai-Tzeng (1) No.50111
1994.08	10	320,000,000	3,200,000,000	245,600,000	2,456,000,000	capitalization of retained earnings	422,985,040	1994.07.22(83) Tai-Tsai-Tzeng (1) No.32166
1994.12	10	320,000,000	3,200,000,000	246,360,671	2,463,606,710	exercise of warrants for common stocks	7,606,710	1995.01.05(84) Tai-Tsai-Tzeng (1) No.55114
1995.07	10	360,000,000	3,600,000,000	297,800,000	2,978,000,000	capitalization of retained earnings	514,393,290	1995.06.17(84) Tai-Tsai-Tzeng (1) No.36040
1995.12	10	360,000,000	3,600,000,000	298,010,250	2,980,102,500	exercise of warrants for common stocks	2,102,500	1996.01.03(85) Tai-Tsai-Tzeng (1) No.67056
1996.07	10	500,000,000	5,000,000,000	362,000,000	3,620,000,000	capitalization of retained earnings	639,897,500	1996.07.01(85) Tai-Tsai-Tzeng (1) No.40315
1996.12	10	500,000,000	5,000,000,000	362,522,704	3,625,227,040	exercise of warrants for common stocks	5,227,040	1997.01.04(86) Tai-Tsai-Tzeng (1) No.76507
1997.07	10	500,000,000	5,000,000,000	446,702,490	4,467,024,900	capitalization of retained earnings	784,772,960	1997.06.25(86) Tai-Tsai-Tzeng (1) No.50062
						exercise of warrants for common stocks	57,024,900	1997.07.24(86) Tai-Tsai-Tzeng (1) No.59606
1998.01	10	500,000,000	5,000,000,000	457,457,125	4,574,571,250	exercise of warrants for common stocks	107,546,350	1998.01.05(87) Tai-Tsai-Tzeng (1) No.96405
1998.07	10	900,000,000	9,000,000,000	560,685,771	5,606,857,710	capitalization of retained earnings	1,005,428,750	1998.06.12(87) Tai-Tsai-Tzeng (1) No.51669
						exercise of warrants for common stocks	26,857,710	-
1998.12	10	900,000,000	9,000,000,000	561,908,458	5,619,084,580	exercise of warrants for common stocks	12,226,870	-
1999.07	10	900,000,000	9,000,000,000	734,534,144	7,345,341,440	capitalization of retained earnings	1,233,915,420	1999.06.11(88) Tai-Tsai-Tzeng (1) No.54830
						exercise of warrants for common stocks	492,341,440	-
1999.12	10	900,000,000	9,000,000,000	747,599,319	7,475,993,190	exercise of warrants for common stocks	130,651,750	-

Year. Month	Par Value	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital	Date of Approval and Document Number	
2000.02	10	900,000,000	9,000,000,000	748,424,552	7,484,245,520	exercise of warrants for common stocks	8,252,330	-
2000.07	10	1,400,000,000	14,000,000,000	954,446,384	9,544,463,840	capitalization of retained earnings	2,045,754,480	2000.06.05(89) Tai-Tsai-Tzeng (1) No.48759
						exercise of warrants for common stocks	14,463,840	-
2000.12	10	1,400,000,000	14,000,000,000	954,615,430	9,546,154,300	exercise of warrants for common stocks	1,690,460	-
2001.07	10	1,400,000,000	14,000,000,000	1,189,460,000	11,894,600,000	capitalization of retained earnings	2,348,445,700	2001.06.05(90) Tai-Tsai-Tzeng (1) No.135239
2002.07	10	1,680,000,000	16,800,000,000	1,387,879,000	13,878,790,000	capitalization of retained earnings	1,984,190,000	2002.06.06 Tai- Tsai-Tzeng (1) No.09100130199
2003.06	10	1,680,000,000	16,800,000,000	1,480,273,000	14,802,730,000	capitalization of retained earnings	923,940,000	2003.05.21 Tai- Tsai-Tzeng (1) No.0920122376
2004.07	10	2,000,000,000	20,000,000,000	1,585,560,000	15,855,600,000	capitalization of retained earnings	1,052,870,000	2004.06.01 Tai- Tsai-Tzeng (1) No.0930124290
2004.12	10	2,000,000,000	20,000,000,000	1,585,971,952	15,859,719,520	conversion of convertible bonds to shares	4,119,520	2005.01.25 Ching Shou Shang Tzu No.09401008870
2005.03	10	2,000,000,000	20,000,000,000	1,607,386,628	16,073,866,280	conversion of convertible bonds to shares	214,146,760	2005.04.19 Ching Shou Shang Tzu No.09401065160
2005.06	10	2,000,000,000	20,000,000,000	1,778,516,162	17,785,161,620	conversion of convertible bonds to shares	586,826,570	2005.07.12 Ching Shou Shang Tzu No.09401128700
						capitalization of retained earnings	1,124,468,770	-
2005.09	10	2,000,000,000	20,000,000,000	1,822,749,878	18,227,498,780	conversion of convertible bonds to shares	442,337,160	2005.10.17 Ching Shou Shang Tzu No.09401204370
2005.12	10	2,000,000,000	20,000,000,000	1,830,381,534	18,303,815,340	conversion of convertible bonds to shares	76,316,560	2006.01.16 Ching Shou Shang Tzu No.09501008160
2006.02	10	2,000,000,000	20,000,000,000	1,840,422,412	18,404,224,120	conversion of convertible bonds to shares	100,408,780	2006.03.08 Ching Shou Shang Tzu No.09501040200
2006.06	10	2,300,000,000	23,000,000,000	1,969,445,000	19,694,450,000	capitalization of retained earnings	1,290,225,880	2006.07.06 Ching Shou Shang Tzu No.09501138590
2007.07	10	2,300,000,000	23,000,000,000	2,106,417,250	21,064,172,500	capitalization of retained earnings and capital reserves	1,369,722,500	2007.07.31 Ching Shou Shang Tzu No.09601182190
2008.07	10	2,500,000,000	25,000,000,000	2,185,045,600	21,850,456,000	capitalization of retained earnings and capital reserves	786,283,500	2008.08.04 Ching Shou Shang Tzu No.09701193390
2009.07	10	2,500,000,000	25,000,000,000	2,253,523,956	22,535,239,560	capitalization of retained earnings and capital reserves	684,783,560	2009.07.30 Ching Shou Shang Tzu No.09801167570

Year. Month	Par Value	Authorized Capital		Paid-in Capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of Capital	Date of Approval and Document Number	
2010.03	10	2,500,000,000	25,000,000,000	2,257,309,043	22,573,090,430	conversion of warrants to shares	37,850,870	2010.03.25 Ching Shou Shang Tzu No.09901056170
2010.05	10	2,700,000,000	27,000,000,000	2,383,486,207	23,834,862,070	shares conversion conversion of warrants to shares	1,231,926,960 29,844,680	2010.05.11 Ching Shou Shang Tzu No.09901092450
2010.09	10	2,700,000,000	27,000,000,000	2,384,547,770	23,845,477,700	conversion of warrants to shares	10,615,630	2010.09.02 Ching Shou Shang Tzu No.09901197530
2010.10	10	2,700,000,000	27,000,000,000	2,390,056,623	23,900,566,230	conversion of warrants to shares	55,088,530	2010.10.18 Ching Shou Shang Tzu No.09901234240
2011.01	10	2,700,000,000	27,000,000,000	2,395,076,043	23,950,760,430	conversion of warrants to shares	50,194,200	2011.01.20 Ching Shou Shang Tzu No.10001010690
2011.04	10	2,700,000,000	27,000,000,000	2,401,054,458	24,010,544,580	conversion of warrants to shares	59,784,150	2011.04.15 Ching Shou Shang Tzu No.10001075110
2011.07	10	2,700,000,000	27,000,000,000	2,402,028,048	24,020,280,480	conversion of warrants to shares	9,735,900	2011.07.19 Ching Shou Shang Tzu No.10001162540
2011.10	10	2,700,000,000	27,000,000,000	2,403,193,369	24,031,933,690	conversion of warrants to shares	11,653,210	2011.10.14 Ching Shou Shang Tzu No.10001238570
2012.01	10	2,700,000,000	27,000,000,000	2,403,405,806	24,034,058,060	conversion of warrants to shares	2,124,370	2012.01.16 Ching Shou Shang Tzu No.10101010510
2012.04	10	2,700,000,000	27,000,000,000	2,406,173,262	24,061,732,620	conversion of warrants to shares	27,674,560	2012.04.18 Ching Shou Shang Tzu No.10101068730
2012.07	10	2,700,000,000	27,000,000,000	2,408,757,282	24,087,572,820	conversion of warrants to shares	25,840,200	2012.07.24 Ching Shou Shang Tzu No.10101145400
2012.10	10	2,700,000,000	27,000,000,000	2,417,141,304	24,171,413,040	conversion of warrants to shares	83,840,220	2012.10.19 Ching Shou Shang Tzu No.10101216820
2013.01	10	2,700,000,000	27,000,000,000	2,421,199,989	24,211,999,890	conversion of warrants to shares	40,586,850	2013.01.21 Ching Shou Shang Tzu No.10201014220
2013.04	10	2,700,000,000	27,000,000,000	2,426,016,226	24,260,162,260	conversion of warrants to shares	48,162,370	2013.04.19 Ching Shou Shang Tzu No.10201070540
2013.07	10	2,700,000,000	27,000,000,000	2,427,364,489	24,273,644,890	conversion of warrants to shares	13,482,630	2013.07.17 Ching Shou Shang Tzu No.10201144080
2013.10	10	2,700,000,000	27,000,000,000	2,430,399,411	24,303,994,110	conversion of warrants to shares	30,349,220	2013.10.18 Ching Shou Shang Tzu No.10201214470
2014.01	10	2,700,000,000	27,000,000,000	2,437,543,329	24,375,433,290	conversion of warrants to shares	71,439,180	2014.01.23 Ching Shou Shang Tzu No.10301012580
2016.01	10	2,700,000,000	27,000,000,000	2,597,543,329	25,975,433,290	capital increase by cash	1,600,000,000	2016.01.19 Ching Shou Shang Tzu No.10501008930

Year. Month	Par Value	Authorized Capital		Paid-in Capital		Remarks	
		Shares	Amount	Shares	Amount	Sources of Capital	Date of Approval and Document Number
2019.04	10	4,000,000,000	40,000,000,000	2,597,543,329	25,975,433,290	-	2019.04.26 Ching - Shou Shang Tzu No.10801045020

Note: There is no capital increased by assets other than cash.

March 31, 2025

Types of Shares	Authorized Capital			Remarks
	Issued Shares	Unissued Shares	Total	
Common Shares	2,597,543,329 shares (Note 2)	1,402,456,671 shares	4,000,000,000 shares (Note 1)	Listed company's shares

Note 1: The Company's authorized capital is 4,000,000,000 shares, whereby, 100,000,000 shares reserved for issuing warrants, preferred shares with warrants or corporate bonds with warrants.

Note 2: As of the book closure date for 2025 Annual General Shareholders' Meeting, the issued shares are 2,597,543,329 common shares at par value of NT\$ 10 per share.

Information for Shelf Registration: None.

4.1.2 List of major shareholders (Name, number of shares held and shareholding percentage of Top-10 Shareholders)

March 31, 2025

Name of Major Shareholders	Shares Number of Shares Held (Note)	Shareholding Percentage
DEICO INTERNATIONAL LTD.	267,556,280	10.30%
DELTRON HOLDING LTD.	218,211,168	8.40%
New Labor Retirement Pension Fund	86,894,980	3.35%
Chung-Hua Cheng (Also known as Bruce CH Cheng)	81,878,039	3.15%
Government of Singapore-GOS-EFM C	76,857,568	2.96%
Ping Cheng	55,640,093	2.14%
An Cheng (Also known as Victor Cheng)	50,344,764	1.94%
Labor Retirement Reserve Fund (The Old Fund)	36,622,362	1.41%
Labor Insurance Fund	33,778,002	1.30%
Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	30,644,649	1.18%

Note: The current shareholdings recorded in the shareholders' register as of the book closure date for the 2025 Annual General Shareholders' Meeting.

4.1.3 Company's dividend policy and implementation thereof

4.1.3.1 Dividend policy provided in the Articles of Incorporation

The Company shall allocate the earnings for each fiscal year in the following order:

1. Paying tax;
2. Making up losses for preceding years;
3. Setting aside a legal reserve at 10% of the earnings unless the accumulated amount of the legal reserve has reached the total authorized capital of the Company;
4. Setting aside or reversing a special reserve according to relevant regulations when necessary;
5. The balance together with the retained earnings as of the beginning of the fiscal year concerned shall be the shareholders' dividend. The proposed of earnings distribution shall be set by the Board of Directors and submitted to shareholders' meetings for resolving.

As the Company is at a stage of stable growth, and considering the benefits of shareholders, stability of financial condition and business development, the amount of dividend distributed to shareholders should not be less than

50% of its net profit after tax of the year, of which cash should account for more than 15% of the dividend distributed to shareholders.

4.1.3.2 The dividend distributions proposed at the most recent shareholders' meeting

The cash dividend for the year of 2024 is NT\$18,182,803,303 to be distributed to shareholders. According to the number of shares issued and entitled to distribution totaling 2,597,543,329, the cash dividend of NT\$7.00 per share will be distributed. The Board of Directors authorized the Chairman subject to the approval of Annual General Shareholders' Meeting to set an ex-dividend record date on which the proposed cash dividend would be distributed according to the shareholding ratio of shareholders appeared in the register of shareholders on the designated record date. In the event that the proposed payout ratio is affected by an amendment to relevant laws or regulations, a request by the competent authorities, or a change in common shares (such as, buyback of shares for transfer or cancellation, domestic capital increase by cash, and exercise of employee stock options), the Chairman was authorized to adjust the ratio accordingly.

4.1.3.3 If a material change in dividend policy is expected, provide an explanation: None.

4.1.4 Effect upon business performance and earnings per share of any stock dividend distribution proposed or adopted at the most recent shareholders' meeting

The shareholders' meeting did not approve distribution of stock dividend, and the Company does not need to disclose financial forecast for year 2025 according to regulations, so this is not applicable.

4.1.5 Compensation of employees and directors

4.1.5.1 Information relating to compensation of employees and directors, as set forth in the Company's Articles of Incorporation

If the Company makes profits for the current year, the Board of Directors shall resolve on the allocation of at least 3% as the employee compensation and no more than 1% as the compensation for directors. If the Company has cumulative losses, the amount equivalent to such losses shall be reserved prior to the allocation and reported in the shareholders' meeting. Qualification requirements of employees, including the employees of subsidiaries of the Company meeting certain specific requirements, entitled to receive the abovementioned compensation, may be specified by the authorized Board of Directors or the person authorized by the Board of Directors.

The Company will submit the proposal for the discussion of the amendments to the "Article of Incorporation" at 2025 Annual General Shareholders' meeting, to stipulate that no less than 4% of the employee compensation mentioned above shall be allocated to non-executive employees. A proposal will also be submitted for discussion by the Compensation Committee in 2025. It is recommended that the allocation ratio of employee compensation for 2025 be set at 7% to 9% of the Company's pre-tax profit, with 4% to 5% of that amount specifically designated for distribution in cash to non-executive employee.

4.1.5.2 The basis for estimating the amount of employee and director compensation, for calculating the number of shares to be distributed as employee compensation, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period.

1. The estimated amount of compensation for employees and directors for the current period is based on the profitability for the current year. The relative estimate shall be made in accordance within the rate range specified in the Articles of Incorporation, among which the recommendation on the percentage of distribution as employees' compensation has been approved by the Board of Directors.
2. Basis of calculating the number of shares allotted for stock dividend: N/A
3. When there is a difference between the actual allotment amount and the estimated amount, it is classified as the profit and loss of the following year.

4.1.5.3 Distribution of compensation of employees and directors approved in the Board of Directors meetings

1. The Board of Directors has passed the resolution on February 26, 2025, that the earnings in 2024 will be distributed as follows:

According to the Company's "Articles of Incorporation", if the Company makes profits for the current year, the Board of Directors shall resolve on the allocation of at least 3% as the employee compensation and no more than 1% as the compensation for directors.

Proposed cash compensation for employees: NT\$3,346,714,857

Proposed directors' compensation: NT\$177,542,178

The discrepancy for the employees and directors' compensation in cash between the amount that the Board of Directors approved and the estimated figure for the fiscal year to be recognized was NT\$8,239,573, because the directors' compensation was calculated upon the actual results of KPI criteria. The discrepancy will be adjusted to the year 2025 profit and loss.

2. The amount of any employee compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income stated in the parent company only financial reports for the current period and total employee compensation: N/A

4.1.5.4 The actual distribution of compensation for employees and directors in the previous fiscal year

1. According to the resolution of the Board of Directors on February 29, 2024, for the annual earnings of 2023, NT\$3,172,303,206 of the profit was allocated to employees as cash compensation and NT\$61,660,000 to directors as compensation.
2. The discrepancy for the employees and directors' compensation in cash between the amount that the actual distribution and the estimated figure for the fiscal year were recognized as NT\$6,040,000, because directors' compensation is calculated upon the actual results of KPI criteria. The discrepancy will be adjusted to the year 2024 profit and loss.

4.1.5.5 Pursuant to 30 of the Company's "Articles of Incorporation", if the Company makes a profit for the current year, the Board of Directors shall resolve on the allocation of at least 3% of the profit as employee compensation and no more than 1% as the compensation for directors. It is planned that the provision will be amended and approved by the 2025 Annual General Shareholders' Meeting to stipulate that no less than 4% of the employee compensation mentioned above shall be allocated to non-executive employees. A proposal will also be submitted for discussion by the Compensation Committee in 2025. It is recommended that the allocation ratio of employee compensation for 2025 be set at 7% to 9% of the Company's pre-tax profit, with 4% to 5% of that amount specifically designated for distribution in cash to non-executive employee.

4.1.6 Status of the Company repurchasing its own shares: None.

► 4.2 Status of issuance of corporate bonds

Unit: NT\$1,000

Type of Corporate Bonds		Domestic Unsecured Bond (111-1)		Domestic Unsecured Bond (111-2)
		Tranche A	Tranche B	
Issuance Date		2022/04/07	2022/04/07	2022/10/05
Denomination		1,000		1,000
Offering Price		At Par		At Par
Total Amount		5,900,000	700,000	5,000,000
Coupon		0.85%	0.90%	1.45%
Tenure & Maturity Date		5 years Maturity: 2027/04/07	7 years Maturity: 2029/04/07	3 years Maturity: 2025/10/05
Guarantor		None		None
Trustee		CTBC Bank Co., Ltd.		CTBC Bank Co., Ltd.
Underwriter		CTBC Bank Co., Ltd.		KGI Securities Co. Ltd.
Legal Counsel		True Honesty International Law Offices		True Honesty International Law Offices
Auditor		PricewaterhouseCoopers, Taiwan		PricewaterhouseCoopers, Taiwan
Repayment		Bullet Repayment		Bullet Repayment
Outstanding		5,900,000	700,000	5,000,000
Redemption or Early Repayment Clause		None		None
Covenants		None		None
Credit Rating Agency, Rating Date and Rating Result		N/A		N/A
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, GDRs or Other Securities as of the Date of Publication of the Annual Report	N/A		N/A
	Conversion Right	None		None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None		None
Custodian		None		None

Type of Corporate Bonds		Domestic Unsecured Bond (112-1)	Domestic Unsecured Bond (112-2)	
			Tranche A	Tranche B
Issuance Date		2023/01/12	2023/04/27	2023/04/27
Denomination		1,000	1,000	
Offering Price		At Par	At Par	
Total Amount		5,000,000	3,000,000	3,500,000
Coupon		1.83%	1.43%	1.53%
Tenure & Maturity Date		3 years Maturity: 2026/01/12	3 years Maturity: 2026/04/27	5 years Maturity: 2028/04/27
Guarantor		None	None	
Trustee		CTBC Bank Co., Ltd.	CTBC Bank Co., Ltd.	
Underwriter		KGI Securities Co. Ltd.	Yuantan Securities Co., Ltd.	
Legal Counsel		True Honesty International Law Offices	True Honesty International Law Offices	
Auditor		PricewaterhouseCoopers, Taiwan	PricewaterhouseCoopers, Taiwan	
Repayment		Bullet Repayment	Bullet Repayment	
Outstanding		5,000,000	3,000,000	3,500,000
Redemption or Early Repayment Clause		None	None	
Covenants		None	None	
Credit Rating Agency, Rating Date and Rating Result		N/A	N/A	
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, GDRs or Other Securities as of the Date of Publication of the Annual Report	N/A	N/A	
	Conversion Right	None	None	
Dilution Effect and Other Adverse Effects on Existing Shareholders		None	None	
Custodian		None	None	

Type of Corporate Bonds		Domestic Unsecured Bond (112-3)
Issuance Date		2023/06/05
Denomination		1,000
Offering Price		At Par
Total Amount		6,000,000
Coupon		1.49%
Tenure & Maturity Date		3 years Maturity : 2026/06/05
Guarantor		None
Trustee		CTBC Bank Co., Ltd.
Underwriter		KGI Securities Co. Ltd.
Legal Counsel		True Honesty International Law Offices
Auditor		PricewaterhouseCoopers, Taiwan
Repayment		Bullet Repayment
Outstanding		6,000,000
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating Agency, Rating Date and Rating Result		N/A
Other Rights of Bondholders	Amount of Converted or Exchanged Common Shares, GDRs or Other Securities as of the Date of Publication of the Annual Report	N/A
	Conversion Right	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

► **4.3 Status of preferred shares:** None.

► 4.4 Status of issuance of global depository receipts

Items		Date of Issuance	March 29, 2005
Date of issuance		March 29, 2005	
Place of issuance and trading		Place of issuance: Luxembourg Trading: Luxembourg Stock Exchange	
Total amount		Approximately US\$134,666,000	
Unit offering price		US\$8.4166	
Units issued		16,000,000 units	
Source of securities represented		Shares held by shareholders Bruce CH Cheng and Yi-Ying Hsieh	
Amount of securities represented		80,000,000 shares	
Rights and obligations of GDR holders		Same as shareholders holding common stocks	
Trustee		N/A	
Depository Bank		BNY Mellon	
Custodian Bank		Mega International Commercial Bank	
Outstanding balance (Note 1)		409,514.4 units	
Distribution of expenses incurred from issuance and the outstanding period of the GDRs		All expenses incurred during the GDR issuance are included in the underwriting fees and borne by the international lead underwriter. Related costs of information disclosure and other expenses are borne by the shareholders.	
Important stipulations on the depository contract and custodial agreement		The underwriting and depository contracts for the issuance of GDRs shall be governed by the laws of the UK and the State of New York (USA). However, the approval of GDR issuance is subject to the regulations and legal restrictions set forth by the Republic of China.	
Market price per unit (Note 2)	2024	Highest	US\$66.74
		Lowest	US\$43.84
		Average	US\$55.47
	Current year to March 31, 2025	Highest	US\$66.84
		Lowest	US\$54.21
		Average	US\$61.31

Note 1: Issuance of 16,000,000 units of global depository receipts on March 29, 2005; plus 353,370.4 units of stock dividends issued on August 8, 2005, 254,559.0 units of stock dividends issued on July 19, 2006, 156,112.2 units of stock dividends issued on August 15, 2007, 20,564.2 units of stock dividends issued on August 15, 2008 and 157,244.6 units of stock dividends issued on August 14, 2009, totaling 16,941,850.4 units. As of March 31, 2025, investors had redeemed a total of 39,042,950.0 units and requested for reissuance of 22,510,614.0 units; therefore, there are 409,514.4 units remaining in the market.

Note 2: Source: Luxembourg Stock Exchange

► 4.5 Status of employee share subscription warrants

4.5.1 Unexpired employee subscription warrants issued by the Company in existence as of the date of publication of the annual report: None.

4.5.2 Names of top-level company executives and top ten employees holding employee share subscription warrants and the cumulative number of such warrants exercised by said executives and employees as of the date of publication of the annual report: None.

► 4.6 Status of new restricted employee shares: None.

► 4.7 Status of issuance of new shares in connection with mergers or acquisitions: None.

► 4.8 Implementation of the capital allocation plans

- 4.8.1** For the period as of the quarter preceding the date of publication e of the annual report, with respect to each uncompleted public issue or private placement of securities, and to such issues and placements that were completed in the most recent 3 years but have not yet fully yielded the planned benefits, the annual report shall provide a detailed description of the plan for each such public issue and private placement: None.
- 4.8.2** Plans for the funds usage under the plans referred to in the preceding subparagraph have been realized and the benefits have yielded for the period as of the quarter preceding the date of publication of the annual report.

5. Overview of Business Operations

► 5.1 A description of the business

5.1.1 Scope of business

Delta is dedicated to providing innovative, clean and energy-efficient solutions to create a better tomorrow. As a world-class provider of power management solutions worldwide, Delta has maintained its position as a market leader in switched-mode power supplies and thermal solutions. Since its establishment, Delta has been serving customers globally by offering professional design and extensive manufacturing experience as well as high power conversion efficiency and complete power management systems. Its key business solutions for information, communication, commercial, industrial, medical, energy-saving and renewable energy applications have been recognized and widely adopted by market leaders. Since 2010, Delta has been engaged in system integration as a component supplier, while capitalizing on its excellent capability in technology and integration. It has also provided customers with efficient solutions to promote resource integration and services and improve productivity for its customers, while reducing environmental impact and encouraging the customers to uphold Delta's business philosophy; namely, "To provide innovative, clean, and energy-efficient solutions for a better tomorrow." Our business scope continues to expand in the four major business categories, "Power Electronics", "Mobility", "Automation" and "Infrastructure", and the revenue proportions were 53%, 11%, 12% and 24% respectively in 2024. Delta's four major business categories are: Manufacturing and selling "Power Electronics" including components, power supplies and systems, fan & thermal management; "Mobility" covering EV powertrain systems product and solution; "Automation" including industrial automation and building automation; "Infrastructure" including ICT infrastructure, energy infrastructure and etc.

Delta announced 2010 as the first year of a new era for Delta's brand, and applied innovation and a grander perspective to create an outstanding brand image, and actively implement the brand slogan "Smarter. Greener. Together." for more sustainable corporate development. In 2023, we continuously expand from an industrial brand also into a commercial brand, our new brand value proposition, "Realizing an Intelligent, Sustainable and Connecting World", aspiring to drive sustainable transformation through technology, providing customers with intelligent, energy-efficient products and services, connecting industry ecosystems to create value together. Since 2011, Delta was selected as one of the "Best Taiwan Global Brands" for the 14th consecutive year and the brand was also valued at US\$593 million in 2024, marking a significant increase of 9% compared to the previous year.

New products planned for development

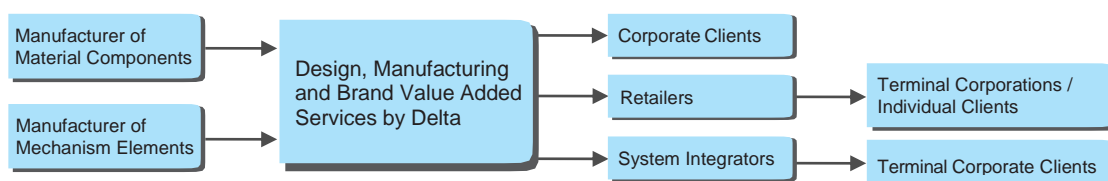
In recent years, Delta has been actively promoting comprehensive corporate transformation from information technology and consumer electronics to industrial products, from OEM to own brand and from components and parts to system solutions. Delta allocates at least around 6-9% of our revenue for research and development every year for the continuous development of new products and new technologies. We hope to accelerate the speed of the Company's transformation and strengthen our long-term competitiveness in future markets through enhancing corporate innovation capabilities continuously. For details, please refer to "Research and development work to be carried out in the future, and further expenditures expected for research and development work" in this annual report.

5.1.2 Industry overview

- 5.1.2.1 The current status and development of the industry, the various development trends for products and competition
- Despite a moderate global economic recovery in 2024, overall performance showed clear divergence. Except for the data center market related to Artificial Intelligence (AI) continuing to grow rapidly, many other application markets appear relatively weak. Against this backdrop, Taiwan's economic performance stands out among many developed economies, primarily driven by the AI boom, which has fueled strong demand for Information and

Communications Technology (ICT) equipment and electronic components, providing strong momentum for Taiwan's economic and electronic manufacturing growth.

5.1.2.2 The links between the upstream, midstream, and downstream segments of the industry supply chain



5.1.3 An overview of the Company's technologies and its research and development work

Delta has accumulated over 50 years of expertise in power electronics technology, continues to invest in research and development of innovative technologies every year, and has always maintained an outstanding leadership position in the fields of power management and thermal management. At the same time, Delta's products and solutions span across various application fields around the world, including data centers, information and communications, electric vehicles, industrial, medical, buildings, aerospace, energy storage, etc.

5.1.3.1 A listing of technologies and/or products successfully developed during the most recent fiscal year or during the current fiscal year as of the date of publication of the annual report:

Power Electronics:

Power and system business group continues to lead advanced technology, and has developed a variety of high efficient, high power density, compact size and low noise AC/DC and DC/DC switching power supplies, power adapters, DC/DC converters and battery chargers which are widely used in various applications including data centers, 5G communications, networking systems, AI and enterprise server computers, cloud computing, edge computing, workstation computers, desktop computers, portable computers, office equipment, consumer appliances, smart home devices, video gaming, power tools , medical, industrial , aerospace , power backup equipment and more fields.

The fan and thermal products have developed high-efficiency and highly reliable solutions, covering air-cooling fans, thermal devices and modules, liquid cooling solutions, and automotive thermal management. Applications include desktop computers, servers, laptops, data centers, cloud devices, communication systems, game consoles, consumer electronics, industrial inverters/motor drivers, vehicle-mounted air-conditioning HVAC, head lamp and seat fans, as well as energy-saving smart ventilation fans, heaters, and ceiling fans for residential use.

We also provide effective solutions with miniaturization, high precision, high efficiency and high integration products such as Magnetic Components, Miniaturized Passive Components, Highly Integrated Power Modules, to be used in the areas of portable devices, automotive electronics, and AI cloud computing. Besides that, we have established the packaging platform, including 3D package power module design, passive components design, and power packaging ability to provide power modules with excellent thermal performance and the best class conversion efficiency. Our 3D package power module design and simulation cover every thermal, magnetic, structure, and mold flow simulation aspect. We also have complete expertise for power packaging abilities, including inner connection, wire bond free, and embedded technologies.

Mobility:

In the field of electric vehicle power electronics, the currently developing products or projects include on-board charging modules, electric distribution boxes to provide three-in-one power electronics integrated design, Bi-directional on-board charging module, AC mains conversion DC to charge high-voltage batteries, DC/DC converter module. In terms of traction inverter, there are EV traction inverter, on-board power converter, 3 in 1 power electronics integrated module, and 4 in 1 power electronics integrated module, EV integrated traction inverter module, 48V mild hybrid EV integrated traction inverter module. The electric motor includes high torque density traction motor for hybrid drive system, high speed traction motor

for BEV drive system, rare earth-free traction motor and 800V high power traction motor.

Automation:

In the field of industrial automation, we have completed the development of the following products: Reducer for AGV; Micro reducer for servo screw driver; Open-type optical scale (incremental/absolute type); Torque sensor for capping equipment; Ultra-micro electric gripper with stroke (single jaw) (5mm and gripping force 3~15N); Micro electric gripper with stroke (single jaw) (23mm and gripping force 35~140N); Two type of four-axis horizontal articulated robot: one with 650 mm arm length and 6kg payload; the other with 1000/1200 mm arm length and 22kg payload; Servo drive with ASD-A3-ET 400V and 400W~7.5KW; Servo drive with ASD-B3A 400V 1KW~7.5KW; Servo drive with ASD-E3C 200V 1KW~1.5KW; Servo drive module with ASD-H3 400V and single-axis; Servo drive with ASD-W3 200V; Active power filter with APF3000 series; Motor-mounted pump drive with MP300 series; C-less Open-Loop Variable-Torque Standard Drive VP3000 Series; Advanced standalone motion controller AX-8 (i3) series; Advanced IIoT controller AX-5 series; The 3rd generation DVP slim PLC SV3/SX3 series; Compact standalone motion controller AX-C series; Advanced HMI DOP-300 series; Compact remote IO module R1-C series; CNC graphic programming solution for lathe, milling and cylinder grinding machine; 5 axes CNC stone bridge cutting solution; Dedicated CAD/CAM system for non-cylinder, cylinder peel and glass grinding solution; Dedicated CAD/CAM system for aluminum machining solution; Secondary develop platform based on CodeSys system for injection molding machine; MOM Solution Pack for Electronic Assembly Industry (MOM-EAS); Equipment Automation Platform (EAP+); International standard communication protocol box for electronic assembly industry (CFX Box); Machine Digital Twin Platform (DIATwin Platform); Solution of AI Computer Vision in Smart Manufacturing (ACME); Double side inserting machine - D30; Wafer Pinhole Inspection Machine; Press-fit Machine (Manual type); Smart OHT (Overhead Hoist Transport) research and development of hanging crane logistics system.

In regard to products of building automation, the Red5-Edge-V440, a new generation of the Red5 series BACnet valve controller has been released. At the solution level, in energy management system, wireless lighting control system, indoor air quality, environmental control for intelligent meeting rooms and access control, we have completed the pre-configuration service mechanism for several key value-added smart building application systems. This will facilitate business expansion and meet market demand. In the field of lighting solutions, we have successfully developed a new generation of high-bay lights for large retail stores. These innovations not only enhance product efficacy (190 lm/W) and lifespan (seven years), but also incorporate circular economy design principles, aligning with international trends in environmental protection, sustainability, and energy savings. Furthermore, the advanced optical design increases the installation spacing by over 15%, reducing the number of fixtures required and further minimizing energy consumption.

Infrastructure:

In the field of energy infrastructure and industrial solutions, we launched comprehensive EV charging portfolio includes portable, AC, DC fast, Megawatt DC, and bidirectional V2G chargers to fulfill various application requirements. Furthermore, we are developing Utility-scale and commercial & industrial (C&I) power conditioning systems that range from hundreds of kW to MW levels and support both centralized and string architectures. Our next-generation DELTerra energy storage system integrates the latest 314Ah lithium iron phosphate (LFP) battery technology, providing high efficiency, stability, and flexible deployment for grid applications, C&I facilities, and MW-scale energy storage projects. DELTerra M: A compact 10-foot battery container, offering 708 kWh to 7.78 MWh of storage capacity for varied energy applications. DELTerra U: A utility-scale, all-liquid-cooled energy storage system with a 2.5 MW PCS, 5 MWh battery, transformer, and control system, integrated into two 20-foot containers for streamlined deployment and high reliability. DELTerra C: A fully integrated cabinet-based energy storage system for C&I users, featuring plug-and-play deployment for rapid installation and future expansion. All DELTerra systems incorporate advanced safety mechanisms, including fire suppression and explosion-proof features, and comply with global energy storage standards such as UL 9540A. To enable seamless energy operations, we introduced DeltaGrid™ AIoT Energy Management System, a comprehensive energy management system designed for EV charging networks, energy storage systems, and solar-plus-storage integration. Through real-time data analytics,

remote monitoring, predictive diagnostics, and automated control, DeltaGrid™ helps operators optimize power distribution, enhance resource allocation, and improve overall energy efficiency.

The hydrogen production industry is large in scale. We possess core technologies in power electronics and thermal management, along with our technology transfer from Ceres, a global leader in solid oxide fuel cell (SOFC) stacks, combined with our high-efficiency power conversion systems for both upstream and downstream energy supply, Delta is delivering a comprehensive end-to-end hydrogen solution. In industrial power solutions, we launched precision power supplies for semiconductors, electronics testing, and factory automation, while our medium-voltage drives achieve 98.5% efficiency, helping industries reduce energy consumption and improve productivity. In the field of visual display applications, we continue to drive the development of 8K projection technology. With 37,000 lumens brightness and a 2,000:1 contrast ratio, its ultra-high-resolution, detailed image quality, and precise color reproduction not only enhance visual presentation but also accelerate innovation in film, science, and industrial applications, pushing imaging technology to new milestones.

High efficiency 3kW single-phase charger; High efficiency 4.35kW single-phase charger; Super high efficiency 4.35kW non-isolation PV charger; High efficiency 6kW three-phase charger; Japan IP65 high efficiency natural cooling 2kW/3kW charger. 97.5% high efficiency 1000/1250kVA 415V UPS for hyperscale data center; new generation of 97.5% modular UPS; high reliable 20-120kVA industry UPS; new generation of 1-3kVA UPS with high power factor and high efficiency. 40 kW Liquid-to-Air coolant distribution unit (CDU) & 1.5 MW Liquid-to-Liquid CDU for direct liquid cooling application. 48kW all-in-one pre-fabricated data center and 1.8MW Power Train Unit. Wi-Fi 7 tri-band home router and enterprise access point with MLO MESH feature; 10G/25G enterprise aggregation Ethernet switch with high power budget Power Over Ethernet (POE) feature; MultiGig PoE++ industrial Ethernet switch; Intel/AMD x86 based network security appliance; ARM based SD-WAN; 800G cloud datacenter direct liquid cooling Ethernet switch.

5.1.3.2 Research and development expenses during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report:

Research and development expenses in 2024: NT\$41,574,772 thousand

5.1.4 The Company's long- and short-term business development plans

For short-term plans, we will continue to develop new products and invest in the growth of vertically integrated and solution-oriented businesses. Efforts will be made to integrate products and capabilities across various business units to develop new packaged solutions and system integration offerings. Additionally, the Company will expand regional technical and service teams, strengthen systematic management and automated analysis, and drive Delta's transformation from a product provider to a value-added total solution provider. At the same time, we continue to enhance product quality and cost control, improve on automated production, comply with advanced eco-friendly regulations, reduce product design time, reduce the period from order to delivery and expand the flexibility for global delivery.

In the long-term, we will devote our time and resources into enhancing research and development efficiency, strengthening the registration and effectiveness of patents, expanding product applications and reducing production costs. In addition, we will also exert great efforts in our fields of endeavor including automotive electronics, medical electronics, industrial automation, building automation, infrastructure for information and communications, as well as infrastructure for energy, etc.

► 5.2 An analysis of the market as well as the production and marketing situation

5.2.1 Market analysis

The main clients of Delta are all international vendors. Product sales and business development are distributed all over the world. Currently, the main business of Delta is divided into four categories: Power Electronics, Mobility, Automation and Infrastructure. An overview analysis of each of these business categories is given below:

5.2.1.1 Power Electronics

With over a half century of expertise in power electronics technology, Delta has consistently maintained our leadership in power management and thermal solutions. In recent years, global semiconductor giants have introduced high-performance chips designed to support AI applications, resulting in a substantial increase in demand for power supplies. Concurrently, the requirements for critical power specifications, including power instantaneous, power density, and energy efficiency, have continued to increase.

Leveraging our expertise in key technologies, Delta remained at the forefront of the industry, consistently leading the market with the introduction of significant new products in the fields of power solutions for data center and server, as well as power conversion for GPUs. In the field of power supplies for data center racks, Delta's latest power shelves, compliant with the Open Rack v3 (ORV3) standard of the Open Compute Project, deliver a power output of 33 kW (21-inch 1OU). This represents an over 83% increase in power output compared to the 18-kW model introduced in 2023, with energy efficiency reaching up to 97.5%. Additionally, Delta has taken the lead in the industry by downsizing the 33kW, 21-inch power shelves to a 19-inch (1RU) specification, enabling AI transformation or upgrades for existing data center servers. In response to the significant load that AI servers place on power grids when processing large volumes of high-speed data, which could potentially lead to server overloads and power outages, we have introduced our brand new 19-inch (1RUs) and 21-inch (1OU, ORV3-compliant) high-power Peak Load Shaving Shelf (PLSS). These devices, equipped with built-in lithium-ion capacitors, provide surge rectification and filtration, along with backup power (delivering 20 kW power output for 15 seconds), stabilizing power delivery to AI servers and ensuring efficient and reliable operations. Additionally, Delta introduced an 8kW DC power distribution board designed for effective DC voltage conversion at the AI chip board. This board features two 4kW DC power modules that convert power from a 50V input down to 12V, supplying energy to two GB200 super chips within the server. This system delivers a total output power of 14.4 kW while achieving an energy conversion efficiency of 98.2%.

In the field of data center thermal management, Delta has expanded our product portfolio to include both air and liquid cooling technologies, offering flexible solutions that address the infrastructure needs of both newly constructed and existing data centers. In response to the growing demands for thermal solutions driven by the increase in AI applications, Delta has introduced a liquid-cooled Cold Plate Loop specifically designed for the latest generation of AI GPUs and CPUs. This module features an advanced microchannel cold plate design and technology that balances liquid flow, ensuring exceptional thermal performance and efficient system operation, complemented by the high-performance Coolant Distribution Unit (CDU), a core component that further enhances the overall efficiency of the liquid-cooled rack. Delta's liquid cooling solutions have received approval from leading global cloud service providers (CSPs) and original design manufacturers (ODMs) and have entered the production phase. As demand for AI servers and racks continues to rise, these products are expected to gradually scale up in shipment volumes.

In the field of passive components, Delta's Board of Directors approved an investment of US\$68.5 million in January 2025 to acquire the power inductors and powder materials business from the Japan-listed Alps Alpine Co., Ltd. and its subsidiary Alps Electric Korea Co., Ltd. This acquisition includes production and R&D equipment, along with relevant patents and intellectual property assets, which we plan to integrate with the magnetic component technologies developed by our subsidiary, Cyntec Co., Ltd. This integration will achieve synergies in both technology and market reach. Alps Alpine's proprietary powder material patent technology enables the development of low-power-loss power inductors that improve the energy efficiency of devices and equipment. We anticipate this acquisition will further strengthen Delta's position in the application of passive components across various sectors, including data centers, AI high-performance computing, edge computing, electric vehicles, smartphones, and next-generation information and communication products.

5.2.1.2 Mobility

Despite the continued growth of the global electric vehicle market in 2024, the growth rate outside of China has slowed compared to the previous two years. Notably, the regional rollout of electric vehicles charging infrastructure has lagged behind market development, resulting in diversified market demand. Consequently, major automakers are revising their strategies over the next five years, shifting focus from solely battery electric vehicles (BEVs) to a dual approach that incorporates both BEVs and plug-in hybrid electric vehicles (PHEVs). Some automakers are even prioritizing the development of PHEVs to better respond to evolving market dynamics and challenges.

Delta is currently collaborating with several major automakers to develop power systems products for PHEVs, aiming to help them accelerate the release of the vehicles to the market. Concurrently, the integration of electric vehicle drive systems (X-in-1) is emerging as a significant industry trend. Delta has been entrusted by the top three German automakers to develop next-generation integrated systems, some of which have already deployed in vehicles available in the European market. These solutions are expected to be progressively introduced globally over the next few years, becoming a significant revenue source for Delta's Mobility Business category.

5.2.1.3 Automation

In the field of industrial automation, Delta has introduced the Digital Twin solution, which enables both the pre-testing of equipment specifications and production line planning during the phase of new product introduction, ensuring seamless integration between the virtual and physical worlds. This solution will be applied throughout the entire product lifecycle, from design and equipment commissioning to mass production. Additionally, our virtual machine development platform DIATwin creates virtual models of product processes by automatically generating and optimizing production parameters through AI computing, thereby reducing the time required for new product trials by up to 50%. When paired with modularly designed physical equipment, this solution successfully contributed to a leading electronics assembly manufacturer in Taiwan reducing their setup time by over 80% and accelerating the mass production timeline for new products. Furthermore, integrating our Line Manager software into the production process achieves real-time management of the entire production line, improving production capacity by 3 to 4 times and reducing material waste, thus achieving energy savings and carbon reduction.

The newly constructed Chungli Plant 6 will serve as Delta's Smart Manufacturing Innovation Center. In addition to offering both virtual and physical training programs, this center leverages IoT technology to transmit equipment data, automatically generate optimized processing paths, and simulate them on a virtual platform. This enables customers to familiarize themselves with equipment operations and plan for full-line integration, thereby accelerating their transition toward the factory of the future.

Delta has actively advanced our building automation business for many years. Our solutions have been successfully implemented in commercial buildings and progressively expanded into more complex campus environments. In 2024, Delta implemented a smart campus solution for the Taiwan International Ports Corporation, Ltd., Taichung Branch at Taichung Port. This solution integrates systems such as central monitoring, security surveillance, smart lighting, and smart energy management into a unified management platform, enabling real-time monitoring and management for the port's diverse facilities and equipment. This enhances operational efficiency while ensuring the security of the port area. The smart energy management platform integrates data on electricity, water usage, and renewable energy, visualizing carbon emissions and overall energy consumption metrics. The solution is built with a highly scalable system architecture, designed to support future integration with EV charging and energy storage systems, driving Taichung Port toward its goal of becoming a smart harbor and realizing its vision of a low-carbon, sustainable future.

5.2.1.4 Infrastructure

In the field of ICT infrastructure and in response to the rapidly growing demand for data center construction, Delta leverages its extensive power planning expertise and comprehensive product portfolio to develop highly efficient supply systems with flexible power, covering medium-voltage utility power supply to server-level requirements. These systems effectively enable customers to reduce both operational costs and time. To address the thermal challenges posed by AI computing, we have also introduced integrated solutions that combine both air and liquid cooling technologies. These include the Liquid to Air Systems, which can upgrade existing air-cooled data centers, and the 1.5MW Liquid to Liquid Coolant Distribution Unit (CDU), which is capable of managing the thermal demands of dozens of high-density racks exceeding 100 kW, and ensuring stable operations in complex and dynamic application environments.

In the field of energy infrastructure, Delta has not only partnered with McDonald's France to install 200kW supercharger stations in over 700 restaurants, addressing consumers' needs for immediate charging, but has also responded to the growth of the electric vehicle market by launching the 500 kW ultra-fast charger, the UFC 500, allowing us to be compliant with European standards. Additionally, Delta has been actively involved in renewable energy and grid integration, providing 3,500 Delta M125HV solar inverters to MOVE ON Energy GmbH. These inverters have been successfully deployed at Europe's largest solar power plant, generating sufficient green electricity to power 200,000 households annually, thereby contributing significantly to climate change mitigation.

5.2.2 Usage of the Company's main products

Main Product	Usage
Power Electronics - Power and System	<ol style="list-style-type: none"> 1. Switching Power Supply: The product is external power supply to transfer AC or DC input power to one or several stable DC output power. The switching power supply provides high power conversion efficiency, high power density and several power protection features. It is wide used on data center, 5G communications, networking systems, AI and enterprise server computers, cloud computing, edge computing, workstation computers, desktop computers, office equipment, consumer devices, etc. 2. Power Adapter: The product is battery charger transfer AC input power to DC output power to charge battery. The power adapter provides high power conversion efficiency, high power density, small size and several power protection features. It is wide used on portable devices, wearable devices, mobile power, consumer devices, etc. 3. DC Converter Module: The product is DC power module to convert DC input voltage to a specified and stable DC output voltage. The DC converter module provides high power conversion efficiency, high power density and several power protection features. It is wide used on data center, networking systems, AI and enterprise server computers, cloud computing, edge computing, workstation computers, workstation computers, industrial control systems, electric vehicles, aerospace equipment, etc. 4. Battery Swapping System: High-efficiency mini battery charging station with the capability to charge multiple batteries simultaneously. It can be used in indoor and outdoor environments. The high efficiency AC/DC to DC charging power module is designed with compact size, light weight, and high IP level.
Power Electronics – Components	<ol style="list-style-type: none"> 1. Power Choke: With advanced knowledge and expertise in the technology of Metal Powder Processing, Micro-Powder Molding and Coil Forming, CPBG provided the foundation for the production of a complete series of High Saturation, Low DCR, and highly efficient Power Chokes in Client, Cloud and Automotive market. 2. High Power Magnetic Component: CPBG has the most professional technical expertise in design and manufacturing of high-power magnetics including AC-DC power supply transformers, DC-DC converter transformers, planar transformers, power chokes, filter chokes, and reactors for base station, datacenter, server, industrial, and automotive applications. 3. Chip Resistors, Current Sensing Resistors: With anticipating slim and light trend for handheld devices, CPBG has developed a series of current sensing resistors characterized with miniaturization, high precision, and low TCR. 4. Shunt sensor and shunt modules: Shunt sensors and shunt modules are mainly applied in the battery disconnect unit (BDU) of electric vehicles and plug-in hybrid vehicles. Their function is used to sense output current of high-voltage battery. Compared to Hall sensors, shunt sensor can offer high accuracy and also over-current measurement.

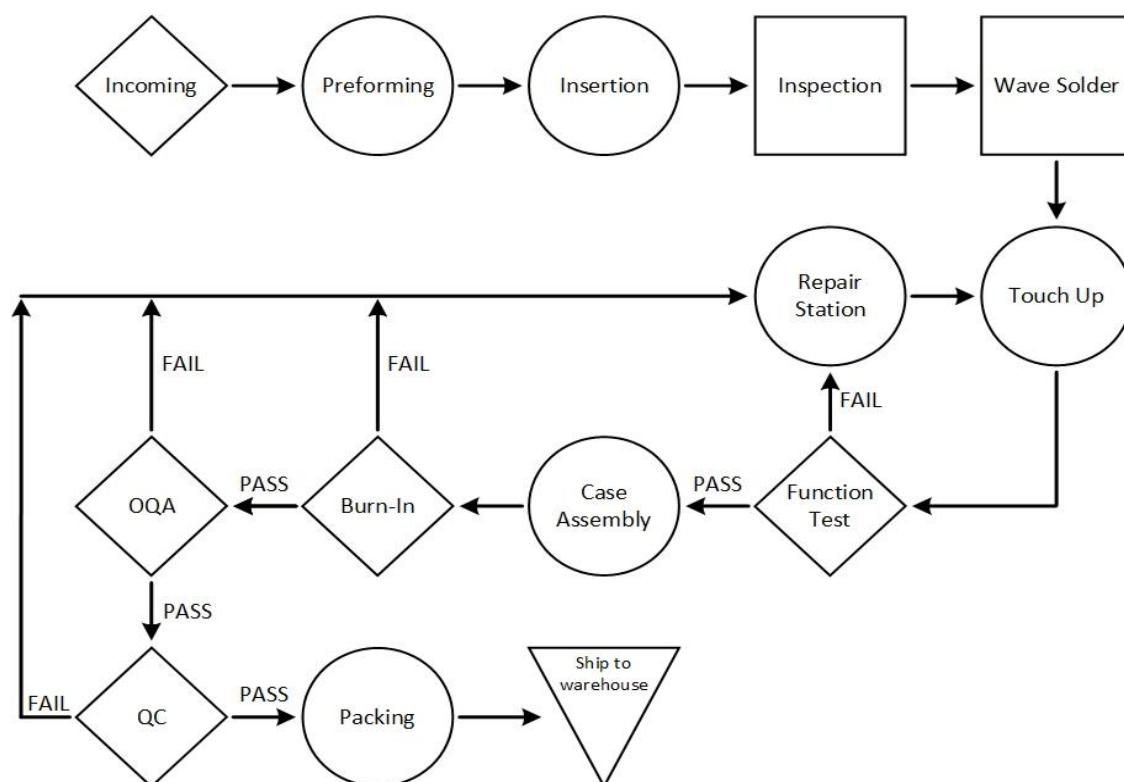
Main Product	Usage
Power Electronics – Components	<ol style="list-style-type: none"> Power Module: CPBG offers high power-density DC-DC modules by integrating active and passive components for the on-board applications covering consumer, cloud, and automotive segments. 5G mmWave antenna module: The 5G Antenna in Module (AiM) module achieve a high power in very tiny size through integrate the antenna, beamforming IC and mechanical design for the OPEN-RAN system application running at outdoor light pole 5G mmWave application. 5G and high-speed low loss FPC module: The low loss miniaturized FPC module can resolve the design challenge in PCB routing loss and SI instability of cable in 5G and AI based Server and Data center application. Such an innovative FPC module mainly focus on the application of 5G mmWave AiP, PCI-E and Ethernet 112G application and provide the high-integration solution.
Power Electronics - Fans & Thermal	<ol style="list-style-type: none"> Thermal solution for Server and Data Center Cooling Fan: Provide fan products that meet the current needs of air-cooled/liquid-cooled AI servers and continues to develop fan products that meet the next-generation cooling requirements, and continues to provide high-performance, power-saving, and low-noise cooling solutions. We also provides high-efficiency fan products with hot-swap functions for IT racks cooling solution, including fan walls for air-assisted liquid cooling (AALC) systems. Thermal solution for Server and Data Center Cooling Systems: For high-performance AI servers and fast computing data center solutions catering to Intel, AMD, and NVIDIA CPUs, as well as NVIDIA, AMD, and Intel GPUs, we are committed to aligning with the Open Compute Project (OCP) standards for cloud data centers. Our diverse range of cooling solutions aims to meet the demands of high-efficiency AI servers and rapid computing data centers. Currently, our CPU chips support power consumption up to 650 watts, while GPU chips can handle power consumption exceeding 1 kilowatt. Simultaneously, we are actively developing advanced cooling solutions specifically designed for power consumption surpassing 1 kilowatt. This ensures not only stable system operation but also optimal performance in high-power scenarios. Thermal solution for Telecommunication and Networking Cooling Systems: The high-frequency and high-speed transmission demands of AI servers have triggered a surge in advanced optical communication and cooling requirements. Currently, Delta offers comprehensive cooling solutions and technical services that can provide the optimal cooling solution for base station equipment systems. Delta's communication products can be customized to match various cooling components and chips, offering a comprehensive and efficient cooling solution that enhances overall communication efficiency. Automotive Battery cooling Fan: Provide high-performance cooling and heat dissipation fans for battery management in hybrid vehicles to meet the requirements of low energy consumption, high efficiency, and long lifespan for hybrid and battery products. These fans improve battery module performance and lifespan, contribute to increasing vehicle range and fuel efficiency, and help reduce CO2 emissions and other harmful environmental pollutants. Liquid cooling solution: Comprehensive liquid cooling solution, including CDU, manifold, plumbing and cold plate, can be widely apply in AI computing machine, cloud, server, communication and industrial machine. Slim and miniature Fan: <ol style="list-style-type: none"> Development of slim and miniature fan for the next generation of portable products, emphasizing high heat dissipation performance, high sound quality and high efficiency solutions The system size and weight of portable products is gradually reduced but the functions are enhanced. Since the thermal density is getting higher and higher, high-performance cooling and lightweight solutions are required Portable products such as personal devices (laptops, smartphones, and XRs) place greater emphasis on user experience of product performance and noise, thus requiring a new generation of silent and efficient fan products The world is paying more and more attention to the issue of energy saving and carbon reduction, so our new product development will also focus on environmental-protection, recyclable and high-efficiency power-saving cooling products Commercial Fridge Fans and Motors: High-efficiency EC fans and motors play a key role in commercial refrigerators. The optimized blade design can provide uniform cold air circulation, ensure stable temperature inside the refrigerator, and reduce energy waste. High-efficiency motors reduce power consumption and extend motor life, reducing operating costs. In addition, these technologies can speed up the cooling process, keeping food fresh, which is crucial for commercial operations.

Main Product	Usage
Power Electronics - Fans & Thermal	8. Indoor Air Quality: Smart, energy saving ventilation fan, multi-function fan heater, high efficiency ceiling fan, whole house fresh air system in building space application.
Mobility-Electric Vehicle Solutions	<ol style="list-style-type: none"> 1. EV on board charging module: Input range 110~240VAC, Convert AC to DC to charge HV battery for PHEV and BEV, Nominal output power ~22Kw, Efficiency above 94%, Controller Area Network (CAN) communication is supported. 2. EV auxiliary inverter: Invert 12VDC to 110/220VAC for electrical appliances, Nominal output power: 150W~400W, Efficiency: above 90%, Local Interconnected Network (LIN) communication is supported. 3. DC/DC modules: Adopted in EV, HEV, Convert HVDC to 12VDC while HV battery discharging for power system, Nominal output power: 2.5KW, Efficiency: above 94%, Controller Area Network (CAN) communication is supported. 4. EV integrated on board charging module (Combo): Combined OBCM and DCDC Converter module, including the functions of converting AC to DC to charge HV battery on EV and supplying 12VDC by converting HVDC. This integrated module is led to reduce space requirements and the weight, also increase the competitiveness of cost. 5. EV traction inverter: This module is the motor drive adopted in EV and HEV. It converts HVDC of the battery into a variable frequency and variable voltage source to drive the motor according to requirements. Its power flow is high-efficiency, high-power-density and bidirectional. 6. Electric Vehicle Charging Controller (EVCC): This module is adopted in EV and HEV. It converts HVDC of the battery into a variable frequency voltage source to supply traction inverter according to its requirements. Its power flow is high-efficiency and high-power-density. 7. EV traction motor: The traction motor is responsible for converting electrical energy to mechanical energy for PHEV and BEV which the vehicle is propelled to overcome aerodynamic drag, rolling resistance drag, and kinetic resistance. Besides it is responsible for electrical energy recycling to battery. 8. Mild hybrid EV integrated traction inverter module system: This module is adopted to assist the stop and start function of ICE vehicle. At the same time, it could provide assistant power during acceleration or drive the vehicle in a short range by 48V battery.
Automation - Building Automation	<ol style="list-style-type: none"> 1. Red5 BACnet controller: Red5 is a next-generation native BACnet controller with secure and scalable IoT connectivity. The Red5 product line replaces our legacy DSC and DAC-E controllers, delivering faster processing speed and flexibility through increased memory and I/O modularity. 2. Intelligent Building Management System (iBMS): BIM-based iBMS communicates with various subsystems to gather information, coordinate operations, and provide managers with a comprehensive monitoring and management platform. With this platform, managers can easily access building data and conveniently monitor the performance of each subsystem. 3. Intelligent Community Management System (iCMS): The iCMS platform integrates Delta's renewable energy and energy storage systems, EV charging, energy dispatching, carbon emission management, building automation and control, video surveillance, smart transportation, and IoT communication systems to enable integrated analysis of community operations, thereby enhancing operational efficiency and service quality. 4. Intelligent Meeting Room Control: The IoT architecture integrates conferencing and equipment such as air conditioners, lighting, projectors, projection screens, electric curtains, indoor air quality detectors, and more. It enables one-click switching between usage scenarios, offering a fully automated conference room experience that is also future-proof for expansion. 5. Indoor Air Quality Management: The UNO series all-in-one indoor air quality sensor also has control functions and can directly integrate with various air improvement facilities such as ventilators, ERVs, air purifiers, and more, creating a complete automated air quality management solution. 6. Video surveillance management system: Delta's video surveillance management system can record network camera streams that comply with the ONVIF (Open Network Video Interface Forum) format and offers features such as real-time image monitoring, AI-powered video analysis, video playback and download, electronic maps, event alarms, event queries, authorization control, and equipment management. When paired with a video wall, images are automatically cycled on the large screen, making it ideal for monitoring various areas such as buildings, factories, stations, streets, and more.

Main Product	Usage
Automation - Building Automation	7. Access control system: By utilizing RFID sensing and AI technologies, such as facial and license plate recognition, Delta's advanced access control system offers precise and customized access management for people and vehicles at various entry and exit points.
Automation - Surveillance Solution & Service	Cloud-based security service: Vortex, a scalable, AI-powered cloud surveillance solution for sites of all sizes across various industries. With its hybrid cloud architecture and intuitive platform, our solution enables seamless integration, making it easy for teams of any skill level to deploy across multi-site environments. Powered by advanced AI, our cloud solution supports proactive, data-driven decision-making that enhances safety and enables smarter strategies. Stay informed with real-time alerts for critical events, such as device offline status or storage issues, ensuring continuous operation. Effortlessly integrate your existing ONVIF cameras into our cloud-managed system for enhanced security.
Automation - Lighting Solutions	LED high-bay lights: These high-wattage lighting luminaires are installed on the ceilings of large retail stores, providing optimal illumination for aisles, ceilings, and shelves while ensuring a comfortable shopping experience. The product promotes sustainability, energy savings, and carbon reduction through enhanced energy efficiency, advanced optical design, and the integration of circular economy principles.
Automation - Industrial Automation	Delta industrial automation solutions offer automation products and integrated systems that are adopted in the machines and equipment in the manufacturing processes in the factories for production automation and control.
Infrastructure - ICT Infrastructure	We provide comprehensive solutions in both telecom infrastructure and data center infrastructure. For telecom infrastructure, this includes telecom power systems, controllers, cabinets, heat exchangers, network equipment and remote monitors and control systems. For data center infrastructure, this includes complete AC/DC/HVDC power solutions, liquid and air solutions, power distribution systems, data center switches and DCIM software. By integrating our complete ICT solutions portfolio, we also provide containerized data center solutions that fulfill rapid deployment and are easily scalable.
Infrastructure - Energy Infrastructure and Industrial Solutions	<ol style="list-style-type: none"> 1. Delta EV charging solutions convert grid power into vehicle-compatible energy. Our charging stations integrate power conversion modules that dynamically adjust output current and voltage to meet various battery requirements. Equipped with communication interfaces, they seamlessly connect to backend management systems for real-time charging status monitoring and data transmission. Our Vehicle-to-Grid (V2G) chargers enable bidirectional power flow, supporting load balancing and demand response to enhance grid stability. 2. For high-power applications, our modular DC fast charging systems deliver 50 kW to 2.4 MW output power, making them suitable for a wide range of EV charging scenarios, including commercial fleets and public infrastructure. 3. A full range of solar inverters suitable for residential, commercial, industrial, and utility-scale solar power plants, supporting grid-tied configurations to meet various PV generation demands. For utility-scale ground-mounted applications, we offer 225 kW and 350 kW three-phase solar inverters featuring PowerPlus technology, which increases MPPT efficiency by 50% and ensures full power operation at 40°C. These inverters provide short-circuit ratio (SCR) ≥ 1.15, with a reactive power response time of less than 30 milliseconds, improving grid stability and reducing infrastructure and transmission losses. Built-in PLC technology simplifies wiring and diagnostics, enhancing operational efficiency. For commercial and residential applications, Delta develops high-efficiency inverters and integrated inverter-plus-storage systems, offering various power options. With a modular design, these solutions enhance scalability, allowing for flexible expansion and adaptation to different installation environments. 4. Delta offers one-stop energy storage services, including project consulting, energy storage solutions, and operations & maintenance (O&M) services. Our integrated energy storage solutions encompass Power Conversion Systems (PCS), Battery Energy Storage Systems (BESS), switchgear, control systems, and Energy Management Software (EMS), ensuring seamless deployment and efficient operation across commercial & industrial (C&I) sectors and transmission & distribution (T&D) 5. Delta's medium and high voltage drives enhance motor speed control using variable frequency technology, reducing grid losses, minimizing inrush current impact, and decreasing wear on motors and mechanical equipment. This results in lower maintenance costs and extended equipment lifespan. Designed to maximize energy efficiency and optimize system performance, Delta's drives help enterprises reduce power consumption and improve operational productivity, supporting sustainable and cost-effective industrial applications.

Main Product	Usage
Infrastructure - Energy Infrastructure and Industrial Solutions	6. With Delta's proprietary testing software platform at its core, the system integrates test equipment and energy recovery systems, ensuring precise, real-time, and easily interpretable test data while simplifying factory inspection processes. With high efficiency and adaptability, the system automatically adjusts to various operational conditions, supporting industrial process monitoring and quality management for optimized productivity and reliability.
Infrastructure - Display Solutions	1. Projection solutions: Fulfill a wide range of professional applications, such as multimedia interaction, large-scale auto blending projection and 3D projection mapping. 2. Control rooms and public information display systems solutions: Offer innovative laser-light source DLP slim cubes video wall and LED display solutions integrated with Distributive Vision Control Systems (DVCS) for large area video walls.

5.2.3 Manufacturing processes for the Company's main products



5.2.4 Supply situation for the Company's major raw materials

The main materials in Delta's products come from semiconductor components, passive components, and partly mechanism elements. Delta has entered into annual procurement contracts with major suppliers for all elements, which allow its purchase costs to remain stable and the suppliers to plan for and maintain inventory level to meet production needs in 3 months and have several weeks of supply ready so as to ensure sufficient supply.

5.2.5 Information on major clients/suppliers who have accounted for at least 10% of sales/procurement in either of the past two years

5.2.5.1 The list of suppliers that provided more than 10% of total materials purchased for the Company in either of the two most recent fiscal years.

The business operation and products of Delta vary greatly, so a wide array of raw materials and suppliers are required. During the year 2023 and 2024, no supplier provided more than 10% of total materials Delta purchased.

5.2.5.2 The list of buyers that contributed to more than 10% of the total sales of the Company in either of the two most recent fiscal years.

The business operation of Delta spans across Power Electronics, Mobility, Automation and Infrastructure with numerous products and a diverse clientele. During the year 2023 and 2024, no buyer made purchases that accounted for more than 10% of the total sales of Delta.

► **5.3 The number of employees employed for the 2 most recent fiscal years, and during the current fiscal year as of the date of publication of the annual report**

March 31, 2025

Fiscal Year		2023	2024	January 1, 2025 to March 31, 2025 (Note)
Number of Employees	Technical staffs (Engineering)	7,315	7,888	7,936
	Management and sales staff (including marketing staffs)	3,138	3,317	3,338
	Operators (including production line collaboration staffs)	1,865	2,021	1,997
	Total	12,318	13,226	13,271
Average age		38.3	37.6	38.4
Average years of service		8.2	8.0	8.0
Distribution of education (%)	PhD	2.1%	2.1%	2.0%
	Master	46.9%	47.0%	47.5%
	Bachelor's Degree	34.4%	33.4%	33.2%
	Senior High School	10.4%	12.8%	12.9%
	Below Senior High School	6.2%	4.7%	4.4%

Note: Information is provided as of the date of publication of the annual report.

► **5.4 Disbursements for environmental protection**

5.4.1 List any losses suffered by the Company in the most recent fiscal year and as of the date of publication of the annual report due to environmental pollution incidents

The Company has not experienced any loss or imposed a fine by the environmental agencies due to environmental pollution related incidents.

5.4.2 Response measures

In relation to the environmental contributions of Delta, please see the section “Devoted to Environmental Protection and Energy Savings” in Chapter 3.

5.4.3 Environmental-related expenditures for now and in the future

For pollution prevention, energy saving and carbon emission reduction in factory sites, the projected major expenses on environmental protection for the next 3 fiscal years are as follows:

Unit: NT\$ 1,000

Project Items	Estimated Expenses for Environmental Protection	Expected Outcomes
Exhaust gas treatment	848	Maintain the operational performance of treatment facilities to properly process exhaust gas and reduce the emission of toxic components from the exhaust gas to achieve environmental protection.
Wastewater treatment	3,187	Maintain the operational performance of the wastewater treatment facilities to monitor water quality of discharged wastewater and satisfy effluent standards.
Waste treatment	19,457	Ensure proper treatment of production waste to reduce its impacts on the Environment.
Energy saving equipment installation	24	Lower the use of energy to reduce the emission of greenhouse gas.
Other environmental protection expenses	3,742	Lessen environmental impacts to improve the quality of the environment.

5.4.4 Information regarding EU Restriction of Hazardous Substances (RoHS) directive

Even before the topic of restricting the use of hazardous substances in products had attracted widespread attention, Delta realized that environmental issues were bound to be an important trend for the future. To further our contribution to environmental protection, Delta implemented its first production line with lead-free solder beginning in 2000 and established the Delta Management Standard for Environment-related Substances (10000-0162) in 2002. This standard incorporates EU regulations such as RoHS, REACH, and POPs (Persistent Organic Pollutants), and is continuously revised based on the latest international developments.

In addition, Delta has proactively taken the initiative to understand its clients' requirements. Delta optimizes the management of environment-related substances to ensure that all our products are in full compliance with applicable regulations of requirements by means of the ISO 14001 standard, QC080000 Hazardous Substance Process Management System, and Delta's ERS (Environment Related Substance) management platform.

All of Delta's production plants are equipped with the ISO 14001 environmental management system or have passed the IECQ QC080000 hazardous substance process management certification, to ensure that Delta's hazardous substance management regulations and standards are consistent throughout the entire supply chain.

Delta has established a complete set of internal hazardous substance control procedures, from material evaluation, and material number application, to production material number management system. The process and documents throughout the process are managed and controlled with a PLM (Product Lifecycle Management) system. Meanwhile, Delta has adopted Delta EC, a supplier exchange platform, as an interface to publish the latest hazardous substance management regulations. New suppliers undergo an evaluation process to ensure their compliance with vendor management standards. Once verified, relevant contracts are signed.

In alignment with Delta's diversified product development, Delta continues to monitor various regulations related to hazardous substances. These include key European regulations such as the "Restriction of Hazardous Substances in Electrical and Electronic Equipment Directive" (RoHS), the "Registration, Evaluation, Authorization and Restriction of Chemicals" (REACH), the "Persistent Organic Pollutants Regulation" (POPs Regulation), the "Global Automotive Declarable Substance List" (GADSL), "California Proposition 65" (Prop 65), the "Safe Drinking Water and Toxic Enforcement Act", the "Toxic Substances Control Act" (TSCA) list by the US Environmental Protection Agency, "Prohibition of Certain Toxic Substances Regulations", 2012 (SOR/2012-285) in Canada, and the "Chemical Substance Control Law" (CSCL) in Japan. Delta ensures early awareness and incorporation into management standards at least one year before the commencement of regulations to facilitate effective implementation.

► 5.5 Labor relations

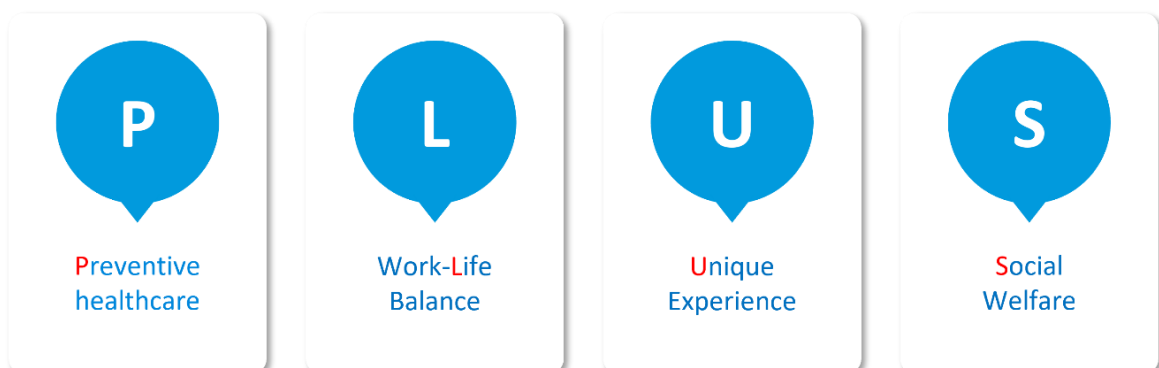
5.5.1 List any employee benefits plans, continuing education, training, retirement systems, and the status of their implementation as well as labor-management agreements, and measures for safeguarding employee rights and interests

5.5.1.1 Implementation of employee benefits plans

Delta have consistently been recognized with both global and regional human resources awards, cementing our reputation as a leading employer. These accolades highlight the success of our employer branding efforts and demonstrate our unwavering dedication to talent development, innovation, and corporate social responsibility across various regions:

- (1) Named one of Forbes World's Best Employers 2024, becoming one of only 14 companies in Taiwan to receive this recognition. In 2024, we were honored with the Silver Award for Excellence in Employer Branding at the HR Excellence Awards (Singapore). For three consecutive years, we also have been honored with the HRoot Outstanding Employer award, along with the Outstanding Social Enterprise award for Greater China. These accolades affirm our people-centered corporate culture and our efforts in cultivating a high-quality work environment.
- (2) Received seven prestigious leadership awards, which include the Taiwan Corporate Sustainability Awards and the TCSA Gold Award for Sustainability Reports. These accolades highlight our commitment to fostering the integration, coexistence, and mutual benefit of people, culture, and the environment, while advancing sustainable talent development.
- (3) Received the Sports Enterprise Certification from the Sports Administration, Ministry of Education in 2023 – Implements employee health and well-being through sports practices and cultivates a sense of sports entrepreneurship
- (4) Committed to employee health care by offering health examination services that exceed regulatory requirements. Through a systematic health management approach, we promote the prevention and management of chronic conditions such as obesity and the 3 Highs (hypertension, hyperglycemia, and hyperlipidemia). In 2024, we launched a new fitness program series, including activities such as "Healthy Walk Together", "Let's Take the Stairs", and "Relaxing Yoga Class". Group competitions were incorporated into the activities to enhance employee engagement and motivation, encouraging the development of regular exercise habits. The total number of participants throughout the year reached 8,822.
- (5) Continuing with the program called "PLUS Strategy Delta+You, Together for Good" launched in 2023, a program combining digital transformation with diversified integration, while creating innovative employee experiences and promoting health initiatives that empower employees to thrive personally and professionally.

【 PLUS Strategy Delta + you = Together for Good 】



The “PLUS Strategy Delta+You, Together for Good” program includes the following initiatives:

“Preventive Healthcare”: Holistic health promotion and management, knowledge building and daily habits for a healthier lifestyle

- (1) In 2020, we launched an internal platform using the Knowledge-Attitude-Behavior (KAP) model to share relevant health information and promote healthy habits. In 2023, we rolled out the monthly “Healthy Wisdom” and quarterly “Healthy E-Points” programs that effectively addressed common medical misconceptions. In 2024, we expanded our new media channels by recording quarterly Podcasts with the Wellness Center and on-site doctors, focusing on current topics and addressing the needs of our employees. The total number of completed trainings and listeners reached 27,467, reflecting a 5% growth compared to 2023.
- (2) We established workplace support in the internal website for parents by providing information on government maternity subsidy as well as the Company’s welfare and health benefits. In 2024, we offered maternal protection and care to 241 employees, ensuring a safe and comfortable work experience. They were also provided thoughtful pregnancy gifts as a warm gesture of support. Additionally, each plant is equipped with standardized nursery rooms and designated parking spaces for pregnant women, providing comfortable spaces and comprehensive support to encourage breastfeeding among employees after childbirth.
- (3) We identify potential risk factors and promote healthy behaviors and communication based on the principles of health and wellness. In 2024, we organized a smoking cessation program and achieved a success rate of 64.7% among participants in the cessation clinic, surpassing the 30% success rate reported by the Health Promotion Administration, Ministry of Health and Welfare.

“Work-Life Balance”: Building a friendly work environment and applying the principles of sports entrepreneurship to achieve a healthy work-life balance

- (1) In 2023, Delta received the Sports Enterprise Certification from the Sports Administration, Ministry of Education. Through a variety of innovative team competitions, we brought together community resources and talent, ranging from the industry’s unique Dragon Boat race and Delta Cup ball games to the e-sports event CrazyRacing KartRider. In 2024, we hosted our inaugural one-day baseball home run event, introducing an incentive system to encourage female employee participation and foster team unity through friendly competition. A total of 3,087 participants joined, working together to achieve team success.
- (2) In 2024, we established a workplace parents’ community to create a platform for communication and mutual learning. This initiative encourages community interaction and strengthens our employees’ sense of belonging.
- (3) We have established counseling rooms at each plant in Taiwan since January 2025. This initiative will provide mental health support for our employees and foster a positive corporate culture that ensures all employees feel cared for and supported, ultimately enhancing teamwork and the overall work environment.

“Unique Experience”: Innovative employee-centered experiences to create a unique Delta identity

- (1) In 2022, Delta unveiled a proprietary cloud-based software, “Delta Ironman Online Games”, contributing to the advancement of sports technology. Building upon this innovation, the Company expanded the system design in 2023 by promoting multiple tasks and incentives through the “Delta Go” mobile app, including promoting a points-based rewards program by setting up health promotion activities and mission challenges to enhance employees’ health levels and overall well-being. Through interactive and gamified experiences, the program aims to raise health awareness and encourage behavioral change among employees.
- (2) In 2024, Delta hosted the second Nanyang Carnival, a cultural experience event centered around cultural integration. This event was attended by 658 participants and featured an exotic attire experience to

showcase individual uniqueness. Additionally, we hosted the popular Southeast Asian sport, Sepak Takraw, showcasing its rich cultural heritage and promoting cultural exchange.

“Social Welfare”: Guided by our mission, “To provide innovative, clean and energy-efficient solutions for a better tomorrow”, we emphasize the symbiosis between the Earth and mankind, focus on energy saving and fulfill our corporate social responsibility.

- (1) In 2024, we centered our efforts around Sustainable Green Living and designed four major zones: Sustainable Lectures, Carbon Reduction, Charity Donations, and Dream Support. This initiative integrated sustainability principles with social issues while embracing diversity and inclusion, reaching out to a wide range of social welfare organizations. A record total of 7,559 items were donated, benefitting 15 social welfare organizations across Taiwan and an estimated 6,500 individuals with an increase of 114% compared to the donations collected in 2023. This initiative continues to create a positive impact.
- (2) For seven consecutive years, we have been honored with the Ministry of Economic Affairs’ Buying Power-Social Innovation Products and Services Procurement Award. This accolade affirms our efforts in leveraging corporate resources to address social issues tackled by social innovation enterprises, creating a synergistic effect that yields outcomes greater than the sum of its parts, fostering mutually beneficial outcomes and contributing to the collective advancement of a sustainable future.

5.5.1.2 Continuing education, training and development

Delta expects to see its employees attain professional growth and contribute to the Company’s success. The Company has been investing more resources and strengthening its development mechanism while expanding internal learning channels. We empower employees to choose their career path through our dual-track system, which allows them to pursue management roles or focus on developing their technical expertise based on the Company’s needs, individual aspirations, and skill sets. Implemented in 2023, our “Global Expatriate Rotation Acceleration Policy” prepares high-potential employees for key management positions by providing them with the necessary exposure through rotational expatriate assignments before promotion. This exposure encompasses three major aspects: cross-functional, cross-organizational, and cross-regional. The said policy will be incorporated into the year-end promotion review criteria. In collaboration with various regions, we map out career paths for key talents to ensure that they acquire the relevant experience and training necessary to take on critical responsibilities. To guide the Technical Committee and Personnel Review Committee in their decisions, we established determination indicators for promotion to professional positions.

Continuous investment in employees’ professional development: The total training expense reached NT\$39.15 million in 2024. Delta actively encouraged more self-run courses to provide continuous and effective learning for employees, and continued developing and introducing online course resources in response to corporate transformation and changes in learning patterns brought by the pandemic.

- (1) Three major strategies in focused training: Delta has classified its company strategies into three learning points: “Leadership”, “Professionalism”, and “Sales & Marketing Capabilities”. Through the Leadership Development Committee (LDC) and the Global Training Committee, we redefined a new training and development framework based on the competencies required at each level.
 - a. Leadership: To respond to the Company’s transformation strategy and its new version of Leader Quality, learning and structure were adjusted for all levels in terms of leadership. In 2023, the Company introduced 30 online courses from the global management training leader brand CrossKnowledge for middle and senior-level managers. Due to its good results, it also continued to be carried out in 2024. Additionally, the senior managers were encouraged to teach at least one physical or online course to share their knowledge in accordance with the “Mentor Administrative Rules”, and the achievement rate reached 99% in 2024.

- b. Professionalism: In 2024, in response to the global ESG trend, the 12th core grades, ESG, was introduced. The 12 global core grades (Global Supply Chain, Total Quality Management, IT, HR, Power Electronics, Software & Firmware, Mechanism, Strategic Marketing, Global Manufacturing, Finance, Legal/IP and ESG) focus on defining key competencies and supporting our employees in enhancing their professional expertise. We collaborate with both internal and external experts to provide live webinars, physical or eLearning sessions and resources. Each job category utilizes this network to integrate resources and achieve greater synergies. In total, nearly 250,000 employees participated in training, marking a 192% increase compared to the previous year, with a total of 560,000 learning hours. In 2024, we further translated our course materials into bilingual formats and expanded the training programs globally, increasing the proportion of bilingual courses to 31%.
 - c. Sales & Marketing Capabilities: The Global Sales & Marketing Training Committee has developed 80 online courses in accordance with the selling process in Delta's six major regions including marketing consultants, branding, and sales processes. In 2024, Delta Management System (DMS) has optimized the search function, helping employees to retrieve key knowledge and manage documents from the 880 thousand entries of data. The global sales representative can also use this system to quickly find relevant business contact person, significantly improving efficiency.
- (2) Provide diverse self-learning resources: Delta provides physical and online learning resources that are diverse and flexible through its website according to the needs of its employees.
- a. Technical seminars: Local and international scholars were invited for discussions and technology exchange with employees.
 - b. Online learning platform: To continuously optimize the learning experience and enable employees to access the required learning resources more quickly and accurately, a pilot program for intelligent course with recommendations features was launched in collaboration with Delta Research Center institution in 2024. These recommendations were based on factors such as colleagues' departments, job position, and responsibilities, ensuring more precise and effective suggestions of suitable learning resources for each colleague.
 - c. External learning resources: Delta covers all training and course fees for employees, enabling them to undergo external training so as to acquire knowledge from external sources.
 - d. Delta podcast: Since 2021, the "Listen to Delta Podcast" has been launched to broaden perspectives and facilitate experiential learning by sharing colleagues' experiences, condensing learning content into valuable knowledge nuggets. Embracing self-directed and flexible learning approaches, Delta Podcast aids colleagues in effectively absorbing new knowledge amidst their busy lives. In 2024, "Listen to Delta Podcast" continued to release new episodes, with a total of 15 episodes launched, accumulating 4,516 listeners with a 119% growth. In the same year, we launched the "Delta Workplace Value-Added Hub", an exclusive external channel featuring selected content released to the public. This initiative provided the external audience with an opportunity to gain insight into Delta from various perspectives. A total of 17 episodes were released throughout the year, accumulating 2,613 listeners.
 - e. Delta online book club: Colleagues volunteered as lead readers, hosting online live sessions to share insights on the great books, making it easier for colleagues to read a book and fostering a culture of reading excellence. we explored 14 great books, including 8 live online book sessions, achieving an overall satisfaction rate reached 4.7 points. In 2024, we further optimized the program by pairing new reading mentors with experienced leaders to facilitate knowledge sharing, fostering a mutually enriching learning experience. Additionally, we also produced 6 episodes of Podcasts, with total participation reached 3,355 audiences, representing a 70% increase compared to 2023. Furthermore, the book summary in DMS has been viewed 11,803 times, providing diverse learning resources to

expand the impact of learning.

- f. Foreign language learning: In response to the global organizational strategy and to promote a culture of foreign language learning among colleagues, Delta provided real-time language exchange platforms/portable learning tools to implement strategic talent training, allowing colleagues to engage in foreign language learning anytime, anywhere, without restrictions on frequency or duration. In 2023, we established the “Foreign Language Learning Program”, which includes the introduction of an online language learning platform offering courses in 17 languages, as well as “1-on-1 real-person language conversation courses” with learning subsidies provided based on conditions. As of 2024, nearly 3,400 students have participated in online learning, with a total of 108,700 hours of learning.
- (3) Improve training quality: Delta continues to strengthen and integrate training resources to improve both quality and quantity of its training sessions. In 2023, Delta made its best efforts in developing online courses and enriching the courses to improve the learning experience. In 2024, the average hours spent for online tutoring per person was increased by 44% compared to the previous year.

Year	Number of Training Sessions (internal sessions)	Number of Trained Individuals (internal sessions)	Number of Trained Individuals (external sessions)	Average Training Hours per Person	Total Cost of Training Sessions (NT\$)
2024	2,135	221,410	11,257	21.5	39.15 million
2023	1,628	192,331	9,798	14.9	23.11 million

(4) Succession planning for key management personnel:

Key Talent Echelon	Targeted Talent Development	Development Planning
Leadership Development Committee (LDC)	Senior Management (including CEO, COO)	By aligning talent planning and echelon inventory with both business strategy and individual career development, we facilitate talent rotation and assignment to foster readiness for critical leadership roles. We accelerate the development of key personnel through internationally certified leadership assessments, strategic competency enhancement courses, and online training courses. Additionally, we provide them with major assignments and job rotations, increase their experience, and grant them priority in succession planning. The CEO, COO, Executive Vice-President and General Manager or managers of the functional unit with outstanding performance will be considered as candidates for succession to the Board of Directors. Our diversified succession echelon development program provides in-depth assessments and one-on-one feedback sessions with external consultants, and senior management mentoring.
Talent Development Committee (TDC)	First-level Supervisor of each Business Unit	To review employee performance and foster talent development as well as discuss promotions and transfers, each business unit and region has its own dedicated Personnel Review Committee.
NBD Pioneer Leadership Training Program	Since 2022, an open recruitment system has implemented to select individuals through a rigorous three-stage process. The goal is for individuals to be rotated to NBD or to be promoted to a supervisory position within the NBD team after 2024.	The goal is to equip colleagues with a comprehensive understanding of the new business unit's history and future development. The first NBD Pioneer Leadership Training Program successfully selected 50 high-potential talents. Over 50% of participants assumed greater responsibilities within the NBD Unit, taking on key roles, or being officially transferred to the NBD Unit, thus ushering in new chapters in their careers. Building on the success of this inaugural session, the second session of the program is planned to be launched between 2025 and 2027. In December 2024, we hosted an online forum entitled “The Chairman and COO in Conversation with NBD Leaders,” where the Chairman & CEO, COO, and two leaders from the NBD Unit discussed the progress of NBD and its role as a driving force for Delta's growth. This forum attracted over 450 participants, and by the end of 2024, nearly 100 employees had applied to join this training program.

5.5.1.3 Implementation of the retirement system

- (1) The Company's retirement system is specified in the employee work rules and regulations, and is approved by the local authorities and announced to employees.
- (2) The criteria for retirement application and payment are based on the "Labor Standards Act" and "Labor Pension Act". The Company will deposit 2% of the monthly salaries and wages to the pension reserve/special account of employees who qualify as retirees and seniors under the "Labor Standards Act". The Company will also submit amounts equivalent to 6% of their total salaries and wages based on the "Monthly Contribution and Wages Classification of Labor Pension" to the employees' individual pension accounts. Employees who were hired beginning July 1, 2005, shall be covered under the "Labor Pension Act". Employees who were hired after July 1, 2005, may choose the pension scheme covered by either the "Labor Standards Act" or the "Labor Pension Act" within 5 years. If an employee fails to decide before the deadline, the pension scheme under the Labor Standards Act shall remain effective. As for overseas subsidiaries with the pension scheme as a defined contribution plan, funds will be deposited on a monthly basis in the forms of medical, and other social security benefits according to local government regulations.
- (3) The Company has appointed an actuary to provide details regarding the labor pension reserve fund in the actuarial report every year. By the end of each fiscal year, an estimated balance of labor pension reserve fund will be calculated. If the balance is insufficient to pay employees who are expected to retire in the next fiscal year, the Company will compensate for the difference and deposit the amount of difference to the special trust account in the Bank of Taiwan by the end of March next year.

- **Criteria for retirement application: (The same regulations apply to employees subject to the "Labor Pension Act")**

Voluntary retirement: a) The employee attains the age of 55 and has worked for 15 years. b) The employee has worked for more than 25 years. c) The employee attains the age of 60 and has worked for 10 years.

Compulsory retirement: a) The employee attains the age of 65. b) The employee is unable to perform his/her duties due to disability.

- **Criteria for payment of workers' pension:**

Qualified employees under the "Labor Standards Act": a) 2 paying periods is given for each full year of service rendered, and 1 base paying period is given for the remainders that are over 15 years for each full year of service rendered. The total number of paying periods shall be no more than 45. The length of service rendered is calculated based on half a year if less than 6 months and 1 year if more than 6 months. b) An additional 20% on top of the amount mentioned in the preceding subparagraph shall be given to workers who are forced to retire due to disability caused by performance of duty. The retirement pension specified in subparagraph 1 of the preceding paragraph shall be equivalent to an employee's average monthly wage when the retirement is approved.

Qualified employees under the "Labor Pension Act": The service period for employees covered under the "Labor Standards Act" shall be retained. Until the above criteria for retirement is met based on the total years of service rendered, the pension shall be paid according to the retained service period.

- **Retirement application procedure and pension payment:**

Employees who have met the above criteria for retirement should fill out an application form and obtain approval before undergoing the retirement procedure. The Company shall pay the pension within 30 days from the date of employees' retirement.

- **One-stop retirement services:**

In consideration of the long-term contributions of retiring employees to the Company, a one-stop retirement consultation service has been established. This service includes the setup of a dedicated retirement services section on the Company's internal website and the provision of personnel assistance at every

location. The personnel are available to aid employees in handling internal and external retirement-related applications, inquiries, and resources (such as insurance, retirement funds, retirement memorabilia). Additionally, the Human Resources Service Desk integrates various retirement-related units and activities, ensuring that employees smoothly complete the final stretch of their careers and transition into a fulfilling retirement life.

5.5.1.4 Working environment and employee safety protection measures

Delta considers the importance of providing a safe and healthy workplace as one of its basic corporate social responsibilities. The Company has formed occupational safety and health management units and personnel, and has established workplace safety and health protocols according to the Occupational Safety and Health Act and operational status of its factories. By implementing construction control and varieties of management, daily checks and cross-checks between factories, training and promotional campaign for workplace safety and health, operational environment monitoring, employee health checks, health management and improvement of information exchange, there have been systematic improvements in workplace safety and health performance. Since 2006 when Delta's new office buildings and factories were built, safety has been considered the first priority for the design. The buildings were also constructed by green building techniques aimed at creating "ecological, energy-saving, waste-reducing and healthy" workplaces. Delta's major manufacturing plants have passed occupational safety and health standard ISO 45001 certification. The certificate's validity covers the year 2025. In 2024, the Company experienced a significant incident involving one of our employees. Upon occurrence, we not only immediately reported the matter to the competent authority but also established an internal emergency investigation committee comprising head and members from the legal department, audit department, and HR department and others. Following a thorough investigation, no specific evidence was found indicating any "workplace misconduct," nor was the incident related to workplace bullying. The investigation report has been submitted to the competent authority for review and confirmation. In response to the incident, the Company has implemented a series of enhancement measures, including the engagement of an on-site psychological counselor, the participation of employee representatives and at least two external independent experts in the review process for employee complaints, and the strengthening of training and awareness programs promoting a respectful workplace and inclusive culture. Delta remains committed to fostering a friendly work environment and will continue to uphold occupational safety and health measures to support employees in performing their duties, while actively safeguarding labor rights.

5.5.1.5 Human rights and employee policy, employee code of conduct

Human Rights Policy

Delta pledges to adhere to international human rights conventions and the regulations of the countries in which its global operations are located and also establishes Human Rights and Employment Policy conveys Delta's commitment to global human rights. Delta's Human Rights and Employee Policy covers all Delta employees, subsidiaries, business partners, suppliers, and contractors. Our Human Rights Principles includes: (1) Diversity; (2) Anti-discrimination/Humane treatment; (3) Work hours, wages, and benefits; (4) Employment freedom/prohibition against forced labor; (5) Young labor; (6) Freedom of association; (7) Workplace health and safety; (8) Ethics; (9) Supply chain responsibility.

Underscoring the commitment to fostering a diverse and inclusive work environment, in 2024, we updated the Delta Human Rights and Employment Policy to emphasize equal pay for equal work, the prohibition of forced labor, reasonable accommodations for individuals with disabilities, gender equality, and bidirectional labor-management communication. These updates reflect our commitment to maintaining a respectful and secure work environment. Additionally, we revised nine internal management measures to ensure the equal treatment, respect, and safety of all employees, while implementing appropriate preventive, corrective, and disciplinary

actions to safeguard their rights and privacy.

Delta upholds human rights throughout the operations and joint ventures by conducting relevant annual education and training, and implementing employee due diligence at least once every three years. The severity of risks was determined by scale, scope, and irremediability in order to identify the impact on employee rights, formulate mitigation and remedial measures, prioritize actions to reduce and prevent recurrence of risks. In 2023, an investigation was launched, and the results along with risk response measures were compiled in the “2023 Human Rights Due Diligence Report and Modern Slavery Statement”, which was published on the official website in accordance with the “U.K. Modern Slavery Act”.

Employee Code of Conduct

In order to provide better performance and more comprehensive products for our clients, Delta strictly follows legal and moral codes in maintaining company assets, rights and its image to ensure its sustainable operations and development. The “Delta Group Code of Conduct” applied to all members of Delta and subsidiaries including directors, supervisors, managers and employees.

The content of the Delta Group Code of Conduct includes: (1) Scope of Application and Ground Rules; (2) Conflict of Interest; (3) Receiving Gifts and Entertainment; (4) Business Integrity; (5) Business Operation with Integrity; (6) Political Donations, Political Participation, and Charitable Donations; (7) Insider Trading; (8) Fair Competition; (9) Trade Secret, Intellectual Property, and Confidential Information; (10) Respect Personal Privacy; (11) Diversity, Fair Employment Opportunity, and Respect; (12) Discrimination and Harassment Prohibition; (13) Environment, Health, and Safety of Working Premises; (14) Using Company Resources; (15) Compliance with Environmental Protection Rules; (16) Training, Propagating, Discipline and Whistleblower Channels.

Specific implementations:

- According to RBA human rights standards, Delta’s human rights policy goals, human rights due diligence and mitigation measures, the Company improves its human rights-related systems and strengthen human rights protection measures year by year. In 2024, Delta conducted a human rights risk assessment for the Company’s own operational scope, implemented mitigation and corrective actions based on the assessment results, and continues to improve to achieve risk management objectives.
- In addition to conducting regular compliance reviews of labor laws and regulations, Delta also actively implements human rights standard inspections. It has independently conducted a total of 32 relevant internal assessments and accepted 122 external audits globally in 2024, with about 2.5% deficiency rate in the audit of human rights standards. Delta has also taken various mitigation measures based on the risk assessment results and addressed the deficiencies found in internal and external reviews.
- To make all Delta Group members familiar with “Human Rights and Employee Policies” as well as the “Delta Group Code of Conduct”, every onboard employee and incumbent employees who accept repeat trainings every year need to attend education trainings including “Ethical Corporate Management Best Practice Principles”, “Human Rights and Employee Policies” and “Code of Conduct”, etc. In 2024, a total of 73,977 people in Delta Group globally participated in online training courses related to the topics mentioned above with a training completion rate of 93.1%.
- To ensure compliance with its policies around the world, Delta formulated the Delta Group whistleblowing system and management measures and set up a formal global whistleblowing channel for employees, suppliers, and other external stakeholders to report illegal and violation of “Human Rights and Employee Policies”, “Code of Conduct” or “Ethical Corporate Management Best Practice Principles”.

5.5.2 List any losses suffered by the Company in the most recent fiscal year and as of the date of publication of the annual report due to labor disputes (including any violations of the Labor Standards Act found in labor inspection, specifying the disposition dates, disposition reference numbers, the

articles of law violated, the substance of the legal violations, and the content of the dispositions), and disclosing an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided.

Delta utilizes diverse channels to practice two-way communication with employees, ensuring clear and effective transmission of mutual expectations and feelings, and establishing a sustainable and strong labor-management relationship. We actively encourage our employees to provide feedback and suggestions, promoting a positive work environment through open communication. Information is shared, and employee input is collected via HR e-newsletter, internal systems, electronic bulletin boards, and suggestion boxes. Additionally, we uphold confidentiality policies and provide anonymous channels, ensuring employees can freely voice their opinions. Labor-management relations have always been harmonious, and work regulations are consistently adhered to in accordance with relevant laws and regulations, all of which have been duly approved.

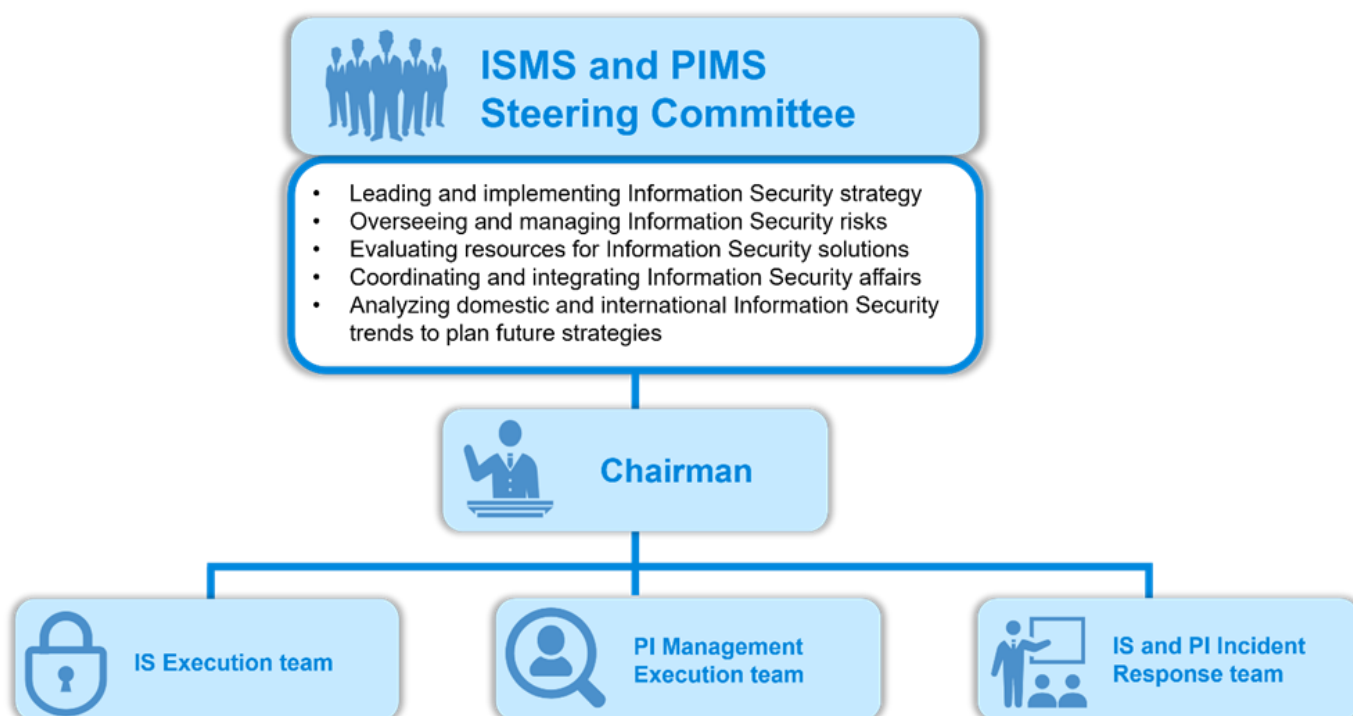
► 5.6 Cyber security management

5.6.1 Organizational Chart of Delta Information Security

The Company has set up an Information Security Steering Committee, chaired by the CEO and with its Chief Information Officer as the Chief Information Security Officer and senior executives from all global business groups and regions as Committee members. The Information Security Department has also been established to oversee Delta's information security and physical security planning and related audits, and to facilitate the operation of this Committee. Through quarterly management review meetings, the Information Security Committee reviews the results of information security risk analysis and the corresponding protective measures and policies adopted by the Company to ensure the suitability, appropriateness and effectiveness of the ongoing operation of the information security management system. The Chief Information Security Officer reports annually to the Board of Directors on the effectiveness of information security management and the direction of the information security strategy to ensure that information security policies and controls are implemented in Delta's business units around the world. On April 30, 2024, the Chief Information Security Officer reported to the Board of Directors on the status of information security governance.

5.6.2 Delta Information Security Policy

Delta continues to refine the information security system and enhance the protection capabilities. It promotes overall information security governance, establishes a consistent information security policy, and plans Delta Group's information security management system by forming the Information Security Steering Committee. Delta's Board of Directors is responsible for approving the Group's information security and personal information protection policies, as well as making decisions on major information security-related issues. All information security management regulations comply with domestic and international information security laws and regulations. Delta actively seeks to apply international information security standards and certification to a wider range of areas to integrate information security practices into the daily operations. This policy is reviewed annually in light of changes in government laws and regulations, the environment, and business and technology. Any revisions must be approved by the Board of Directors and announced for implementation. Information security policies and awareness campaigns are conducted annually for the Group's employees to enhance information security awareness.



5.6.3 Specific management solutions

In order to achieve the information security policy and objectives and to establish a comprehensive information security protection, the management issues and specific management plan are as follows:

1. Organizational Control

- Delta has established the “Delta Group Information Security and Personal Data Protection Policy”, which serves as a guideline for defining the division of authority and responsibilities within the information security and personal data management organization, promoting staff education and training, as well as managing computer hardware and software, networks, and physical environments.
- Delta’s major information systems had been certified with ISO/IEC 27001 since December 3, 2018. To continuously ensure the implementation of information security and the maintenance of certificate validity, we annually conduct control measures, including asset inventory, risk assessment and treatment, critical information system business continuity drills, and internal audits. The external verification firm conducted an assessment on July 12, 2024, and passed the verification based on the ISO/IEC 27001:2022 international standard. The certificate’s validity has been extended until 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 security threats and build a secure and reliable information environment that protects the interests of the Group and its customers.
- To ensure that information security management documents align with the actual operation of the organization and adapt to the ever-changing landscape of information technology, Delta has added 1 new management regulations in response to the trend and demand for using cloud solutions, a new cloud service management policy has been established. Furthermore, to optimize and strengthen existing processes, and to meet customer and external audit requirements, we also revised 20 procedural documents in 2024. This unwavering commitment to continuous improvement of Delta’s information security management ensures that the information systems and data are properly protected.
- Collaborating with large international information security companies to conduct comprehensive information security inspections, using their professional services so as to enhance advanced information security based on the objective results from third-party verification.
- Delta’s cybersecurity service provider supplies cyber threat intelligence to enhance the existing threat detection solutions. Additionally, we have joined to the Taiwan Computer Emergency Response Team / Coordination Center (TWCERT/CC), receiving cyber threat intelligence periodically. This information is analyzed and integrated with existing intelligence to improve defense efficiency and to take appropriate preventive measures to reduce potential risks to the Company.

2. Personal Control

In today’s digital and informatization world, information security education and training are highly essential. Employees can better understand the importance of information security and learn how to prevent and respond to various information security threats through adequate information security awareness training. This includes learning how to avoid common human errors and ensuring compliance with relevant regulations and standards. By cultivating a culture of information security awareness, employees can significantly reduce the organization’s exposure to security risks as well as increase the protection level of data and system, thus ensuring a safe and secure environment for the Group’s business operations.

- In addition to providing cybersecurity education training to newly hired employees, and technical and management personnel are also required to complete annual information security education training and pass the test. In 2024, a total of 39,562 people completed annual cybersecurity training, both online and physical, with a coverage rate of 99%. The Information Security Department also periodically issues information security newsletters to inform employees about the latest information security risks and things employees should be aware of. Additionally, the

IT department has a dedicated email address for reporting cybersecurity issues promptly.

- To strengthen employees' awareness of information security, we also conduct phishing email drills and phishing email recognition awareness training for employees in global, and analyze the results of the drills to improve the effectiveness. In 2024, a total of 48 phishing email drills were conducted, with 234,440 emails sent out. The average click-through rates for all employees were lower than the target.

3. Technical Control

- Maintained and operated antivirus and endpoint protection system, coupled with multi-layered cybersecurity monitoring mechanisms, to prevent the risk of computer viruses and malicious software intrusions.
- Deployed Security Information and Event Management (SIEM) system and planned to deploy Endpoint Detection and Response tools for enhancing the efficiency of cybersecurity threat detection and response.
- Built next-generation firewall to achieve network protection and segmentation to strengthen security control measures for critical infrastructure services.
- Deployed a Secure Email Gateway (SEG) to block phishing emails containing malicious programs or links sent by hackers.
- Monitor outbound data transmissions in real time to identify and manage potential data leakage risks.
- For applications deployed within the Company, vulnerability assessment and management are conducted. In response to digital transformation and cloud security, more automated integration solutions are being promoted to enhance cyber resilience.

5.6.4 Information security management resources invested

Information security has become an important issue in the Company's operation, and the information security management issues and resources invested are as follows:

- Dedicated manpower: We have 1 dedicated information security manager and 14 people in the "Information Security Department", which are responsible for our information security planning, information security system operation, technology introduction and related audits to maintain and continuously strengthen information security.
- Delta has established the "Information Security Steering Committee", chaired by the CEO, the Chief Information Security Officer serving as the convener, the Chief Operating Officer and senior executives from various global business group and regions are members of the committee. Regular quarterly meetings are held to discuss information security issues and business requirements faced by different regions, and to decide on necessary resources and implementation plans.
- In 2023, Delta has also established the "Information Security Promotion Committee", with executives assigned by various business group to serve as information security promotion seeds. During regular bimonthly meetings, in addition to discussing information security issues, the committee also promotes information security activities being advocated by the headquarters, aiming to enhance colleagues' awareness of information security.

5.6.5 The impact of historically severe information security incidents and countermeasures

Delta has established clear procedures for reporting and handling information security incidents. Information security incidents are recorded and graded by the information security maintenance management team. The other relevant units are required to resolve information security incidents within the target response time and conduct root cause analysis and corrective actions after the incident is resolved to prevent recurrence. In 2024, the Company had no information security incidents that caused losses to the Company and customers.

► 5.7 Important contracts

Nature of the Contracts	Contracting Parties	Commencement and Expiration Dates	Major Content	Restrictive Clauses
Construction Contract	LeeMing Construction Co., Ltd. (translated)	Completion within 818 calendar days starting from January 22, 2024	Delta contracted with LeeMing Construction to the civil work in its Chungli Plant 1.	None
Construction Contract	Haotter Engineering Co., Ltd.	Date of Commencement: March 13, 2024 Date of Completion: September 30, 2024	Delta contracted with Haotter Engineering to install the substation for Pingzhen Plant Phase II, LAB construction, and laboratory.	None
Construction Contract	Haotter Engineering Co., Ltd.	Date of Commencement: December 9, 2024 Date of Completion: September 30, 2025	Delta contracted with Haotter Engineering to install the power and electric system for Chungli Plant 6.	None
Construction Contract	Yuxin Engineering Co., Ltd.	Effective August 9, 2024	Delta contracted with Yuxin Engineering for the power distribution engineering for 1F DCSBU Phase III Testing Zone of Tainan Plant 1.	None
Construction Contract	Aerospace Industrial Development Corporation	Effective October 17, 2024	Delta contracted with Aerospace for the 2024 regional grid energy storage plan for Xiaonan secondary substation.	None
Construction Contract	LDZ TECHNOLOGY CO., LTD.	Effective October 18, 2024	Delta contracted with LDZ TECHNOLOGY to install the EV charging pile and the power equipment of Zones 3 and 4 for Taoyuan city public off-street parking lot.	None
Equipment Purchase Agreement	QUINTAIN STEEL CO., LTD.	Effective June 12, 2024	Delta built an 80MW energy storage system solution for QUINTAIN STEEL to implement in the E-dReg service.	None
Procurement MOU	LG Energy Solution	Effective November 25, 2024	Delta intended to sign a Memorandum of Understanding (MOU) for the purchase of battery cells in the future with LG Energy.	None
Technology Transfer and Licensing Agreement	CERES POWER LIMITED	From January 17, 2024, until the occurrence of the termination event specified in the agreement.	Delta acquired Hydrogen energy stack technology and licensing which optimize the process of manufacturing.	None

6. Review and Analysis of Financial Position and Financial Performance, and Risks Assessment

► 6.1 Financial position

Unit: NT\$1,000

Item \ Year	December 31, 2024	December 31, 2023	Difference	%	Comment (Note)
Current assets	\$310,924,848	\$259,958,184	\$50,966,664	20	Comment 1
Property, plant and equipment	115,710,424	98,001,515	17,708,909	18	NA
Intangible assets	78,782,813	78,544,404	238,409	-	NA
Other assets	26,479,632	21,242,475	5,237,157	25	Comment 2
Total assets	531,897,717	457,746,578	74,151,139	16	NA
Current liabilities	152,283,126	126,084,553	26,198,573	21	Comment 3
Non-current liabilities	100,049,255	88,926,532	11,122,723	13	NA
Total liabilities	252,332,381	215,011,085	37,321,296	17	NA
Share capital	25,975,433	25,975,433	0	-	NA
Capital surplus	55,097,489	54,636,991	460,498	1	NA
Retained earnings	141,467,800	122,547,092	18,920,708	15	NA
Other equity interest	7,546,564	(3,995,738)	11,542,302	(289)	Comment 4
Non-controlling interest	49,478,050	43,571,715	5,906,335	14	NA
Total equity	279,565,336	242,735,493	36,829,843	15	NA

Note: The detailed analysis is not required when difference in the rate of variance is not more than 20% or the indicated amount is not more than NT\$10 million.

Comment 1: The increase in current assets was mainly due to increase in cash flows from operating activities and cash in banks, the increase on accounts receivables from operating revenue and the increase in inventories.

Comment 2: The increase in other assets was mainly due to the increase in the investment of real property and deferred income tax assets.

Comment 3: The increase in current liabilities was mainly due to the increase in accounts payables and other accounts payables.

Comment 4: The increase in other equity interest was mainly due to the increase in exchange difference stated in financial statements of foreign operating organizations.

The aforementioned changes have no negative effect on the Company.

► 6.2 Financial performance

Unit: NT\$1,000

Item \ Year	2024	2023	Difference	%	Comment (Note)
Operating revenue	\$421,147,557	\$401,226,501	\$19,921,056	5	NA
Operating costs	284,567,383	284,013,473	553,910	-	NA
Gross profit	136,580,174	117,213,028	19,367,146	17	NA
Operating expense	88,928,406	76,263,191	12,665,215	17	NA
Operating profit	47,651,768	40,949,837	6,701,931	16	NA
Non-operating income and expenses	3,663,860	7,692,274	(4,028,414)	(52)	Comment 1
Profit from continued operations before income tax	51,315,628	48,642,111	2,673,517	5	NA
Income tax expense	10,924,528	9,761,744	1,162,784	12	NA
Gain (Loss) from discontinued operations	-	-	-	-	NA
Profit for the period	40,391,100	38,880,367	1,510,733	4	NA
Other comprehensive income (loss) for the period	14,650,451	(669,400)	15,319,851	(2,289)	Comment 2
Total comprehensive income for the period	55,041,551	38,210,967	16,830,584	44	Comment 3

Note: The detailed analysis is not required when difference in the rate of variance is not more than 20% or the indicated amount is not more than NT\$10 million.

Comment 1: The decrease in non-operating income and expenses was mainly due to the increase in losses for non-financial asset impairment and the increase in losses for financial asset or financial liability at fair value through profit or loss.

Comment 2: The increase in other comprehensive income (loss) for the period was mainly due to the increase in exchange difference stated in financial statements of foreign operating organizations.

Comment 3: The increase in total comprehensive income for the period was mainly due to the increase in exchange difference stated in financial statements of foreign operating organizations.

Sales volume forecast with related assumptions, and possible impact to the Company's financials and operations as well as related response plans:

Delta's product offerings are broadly covered from components to systems and software to complete solutions, and there are significant price differences between its product offerings from less than one to multi-million USD per unit. Therefore, it is not appropriate to apply sales volume as the measurement basis. In response of increasing orders, Delta has dedicated to developing line automation to improve its productivity and process yield rate in recent years. Moreover, Delta is devoted to promoting energy saving and environmental protection for the mission to protect the earth. Delta will continuously develop more valuable, more efficient and more environmentally friendly products to fulfill customers' needs.

► 6.3 Cash flow

6.3.1. Cash flow analysis for the past 2 fiscal years

Item \ Year	December 31, 2024	December 31, 2023	Increase (Decrease) Ratio (%) (Note)
Cash flow ratio	47.87%	56.38%	(15)
Cash flow adequacy ratio	97.44%	87.67%	11
Cash reinvestment ratio	13.74%	12.91%	6

Note: The detailed analysis is not required when difference in the rate of variance is not more than 20%.

6.3.2. Corrective measure to be taken in response to illiquidity: Not applicable.

6.3.3. Liquidity analysis for the coming year

Unit: NT\$1,000

Estimated Cash and Cash Equivalents at Beginning of Year	Estimated Net Cash Flow from Operating Activities	Estimated Cash Outflow	Estimated Cash Surplus (Deficit)	Estimated Remedy for Cash Deficit	
				Investment Plans	Financial Plans
\$117,459,250	\$75,571,200	\$56,809,600	\$136,220,850	\$ -	\$ -

1. Liquidity analysis for the coming year

(1) Estimated net cash flow from operating activities

In addition to reducing production costs through process improvement and automation, the Company continues to adjust its product portfolio and focus on niche products to create stable and growing cash inflows. Besides the stable operational cash inflow generated by the existing power electronics business category, the relevant product applications of the mobility, automation, and infrastructure business categories have also brought about a growth cash inflow for the Company's long-term development.

(2) Estimated cash outflow is described as follows focusing on investing activities and financing activities:

a. Investing activities

We will continue seeking merger and acquisition targets and engaging in technological research within the smart technology and environmentally friendly industries, as well as allocating capital expenditures and expanding production capacity for our automation equipment. In addition to spread regional risks, we will also establish new factories in Asia, Europe, and the Americas to expand production capacity.

b. Financing activities

The Company is estimated to distribute cash dividends and pay off maturing loan. Meanwhile, the issuance of new debt and overseas exchangeable bonds will expect to undertake in 2025 to enhance the group's available funds.

2. Estimated remedy for cash deficit and liquidity analysis: Not applicable.

► 6.4 Effects upon financial operations of any major capital expenditures during the most recent fiscal year

6.4.1. Major capital expenditures and sources of funds

Unit: NT\$1,000

Project	Actual or Expected Funds Sources	Actual or Expected Capital Expenditures	
		2024	2023
Procurements of self-use machinery and equipment (Note 1)	Own funds	\$17,837,720	\$19,605,298
Investments in domestic companies (Note 2)	Own funds	-	963,419
Investments in foreign companies (Note 2)	Own funds	548,410	5,645,051
Procurement (or construction) of factories and office buildings (Note 1)	Own funds	12,977,823	5,367,338

Note 1: Includes construction in progress and machineries that require acceptance.

Note 2: Transaction under financial investment purpose is exclusive.

6.4.2. Estimated benefits

6.4.2.1 The procured machinery and equipment are primarily applied to research, development, manufacturing and testing. These are not only used for the development of new products, but can also assist in the improvement of product quality and business operations. Delta dedicates its effort in enhancing energy saving, environmental protection and product development techniques in the hope of keeping environmental integrity while making a progress in technological development.

6.4.2.2 Investments in domestic and foreign companies are applied to obtain high-tech information and reduce labor costs to diversify the Company's business operations. The long-term benefits are generated through the technical collaboration among Delta and its peers and alliances, where enhancement of core technologies of the Company and the development of energy saving and environmental protection products are involved. Such collaboration will also result in mid-term benefit to increase the Company's return on investments.

► 6.5 The Company's reinvestment policy for the most recent fiscal year, the main reasons for the profits/losses generated thereby, the plan for improving re-investment profitability, and investment plans for the coming year

The Company's current investment policy for the year to identify strategic targets in markets complementary to the Group's anticipated development, and to timely handle non-core investment projects. The major factor behind investment income in recent years is economies of scale achieved through production operations of invested companies, solid implementation of a management system, and well-received products in the market; however, losses were influenced by market factor. The Company will continue to assist and integrate new and unprofitable subsidiaries, enabling some of them to rapidly reduce losses and reach profitability targets and bring synergies.

► 6.6 Risks during the most recent fiscal year and as they stood on the date of publication of the annual report

6.6.1 Effects upon the Company's profits (losses) of interest and exchange rate fluctuations and changes in the inflation rate, and response measures to be taken in the future

6.6.1.1 Effects of interest rate fluctuations on the Company's profits (losses) and response measures to be taken in the future

As of the date of publication of the annual report (March 31, 2025), the Company's long- and short-term borrowings are available for revolving use during the contract period in accordance with contractual provisions. On the premise of improving the financial structure, enhancing medium and long-term operating capital and reducing the risk of interest rate fluctuations, the Company will regularly evaluate the capital situation in the market and bank interest rates to carefully determine the method of raising capital in order to obtain more favorable interest rates. As of the date of publication of the annual report, the Company has issued a total of NT\$29.1 billion in domestic unsecured ordinary corporate bonds with fixed rate and will continuously adjust the optimum borrowings ratio between fixed rate and floating rate depending on market funding conditions. This will not only ensure the Company's long-term financial stability, but also help mitigate interest rate volatility risks. Additionally, the subsidiary, Delta International Holding Limited B.V., has issued US\$525 million zero coupon exchangeable bonds in 2025. If, the bondholders exchange their bonds into shares of the subsidiary, Delta Electronics (Thailand) Public Company Limited, at the agreed exchange price in the future, it will also effectively reduce the Group's risk exposure to market interest rate fluctuations.

6.6.1.2 Effects of exchange rate fluctuations on the Company's profits (losses) and response measures to be taken in the future

The main currency of the revenue, account receivables and payables of the Company and subsidiaries are quoted in U.S. dollars. The holding of foreign currency evens out the Company's foreign debt to minimize the risk of exchange rate fluctuations, therefore achieving the natural hedge functions. Furthermore, the Company and subsidiaries conducted several derivatives transactions for hedging purposes. The impact of exchange rate fluctuations on their fair value will be offset by the hedging items, so the market risk should not be significant.

6.6.1.3 Effects of changes in inflation rate on the Company's profits (losses) and response measure to be taken in the future

The CPI index for the year 2024 was 107.81 and the annual increase rate was 2.18%, and the risk of inflation was still considered to fall within the acceptable range. In addition, the changes in inflation rate had no significant effects on the industry that the Company belongs to; therefore, the said inflation rate did not cause significant effects on the operations of the Company.

6.6.2 The Company's policy regarding high-risk investments, highly leveraged investments, loans to other parties, endorsements, guarantees, and derivatives transactions; the main reasons for the profits/losses generated thereby; and response measures to be taken in the future

6.6.2.1 High-risk investments and highly leveraged investments

Delta mainly engaged in R&D, manufacturing and sales activities and did not make any high-risk investments or highly leveraged investments.

6.6.2.2 Loans to other parties, endorsements, guarantees

All loans to other parties, endorsements and guarantees are conducted in full accordance with the Company's "Operating Procedures of Fund Lending" and "Operating Procedures of Endorsement and Guarantee". In the meantime, fund loans, endorsements or guarantees are limited to transactions between the Company and its subsidiaries or affiliated companies on the consolidated financial statements, therefore, it will not result in any additional profit or loss.

6.6.2.3 Derivatives transactions

All derivatives transactions were compliant with the Company's "Operating Procedures of Acquisition or Disposal of Asset". The derivatives transactions conducted by Delta were mainly for hedging purposes. The forward exchange agreement (FXA) and swap agreement transactions conducted in 2024 were used to hedge

against the impact of the changes in currency exchange on the Company's assets and liabilities. The relative calculations of their fair values were provided based on the assessment done by the banks. Such assumptions were based on the projected amount received or the payment that shall be paid by the Company if the Company is to terminate the contract on the day of the publication of the report, generally including the unrealized profit and loss incurred on outstanding contracts.

6.6.3 Research and development work to be carried out in the future, and further expenditures expected for research and development work

Delta has always been prioritizing the satisfaction of customer needs and keeping abreast of environment-friendly and energy efficient trends in the research and development of its products. Delta succeeded in the research and development of a variety of new technologies and products in recent years and will persist in R&D work on fields involving computers, servers, communication, network, new energy/storages, smart home appliances, consumer electronics, vehicle-based electronics, industrial products, medical devices and instruments, and so on. Delta follows up on the progress of all R&D plans on a regular basis and maintains strict control over them.

The main factors that influence the success of R&D include cultivation of R&D personnel, mastering of core technology, maintaining the stability of human resources, accumulation of experience and technology, and adequate funding for R&D. Delta has consistently provided various types of diverse training to its internal R&D personnel, and through systematic management, it has been able to file and control research and development results in an organized manner.

So far, Delta has thousands of R&D engineers and sufficient research manpower. At least 6~9% of its consolidated revenue has been appropriated as the budget for R&D work every year. Take the year 2024 as an example, Delta has appropriated a budget of about NT\$41.5 billion for R&D work, including bonuses for its employees, accounting for about 10% of consolidated revenue. Delta's R&D centers in the headquarter and overseas sites will continue to operate enhance its R&D work in frontier core technology, and create collaboration plan with domestic and overseas research institutions. Hence, Delta is predicted to stay on top of main factors to the success of R&D work and develop new niche-based products constantly.

Summary of 2024 R&D projects and estimated target schedule for mass production :

Business Fields	Project	Estimated Production Schedule
Power Electronics	1Φ/3Φ High-Efficiency DIN Rail Power Supply with Peak Power	2025
	High efficiency power supply for ORV3 HPR	2025
	1800W 5-channel UART custom-spectrum control LED driver for horticulture top light applications	2025
	Designed dual-port maximum output power of 100W, a total of 24 output combinations and USB PD power supply that meets PPS	2025
	Development of ASIL-C current sensing module for BEV BMS applications	2024
	High power density automotive PFC module	2025
	Development of ferrite material system for the high inductance, low DCR automotive inductors	2026
	Development of high-transient and low loss molded TLVR inductor	2025
	High Power-Density VRM	2025
	5G and high-speed low loss FPC module	2024
	Power Inductor for ultra high switching frequency	2025~2026
	High-efficiency fan products with hot-swap function used in IT Rack	2025
	High-efficiency, low-noise fan series for AI server	2025
	Development of L200/H57mm slim and high-performance battery cooling fan	2025
	Integrated structure design	2025

Business Fields	Project	Estimated Production Schedule
Power Electronics	Product Standardization and Automation design	2025
	High cooling capacity 12U in rack L-A CDU development	2025
	Multiple in rack CDU solution development	2026
	High cooling capacity in row CDU development	2026
	High Performance 3D Vapor chamber thermal solution for AI GPU thermal solution requirement (Q>1000W)	2025
	High Performance remote heat pipe thermal solution (Q>600W)	2025
	High Power 2D Vapor chamber thermal solution for high power AI switch requirement. (Q>1200W)	2025
	Ultra-thin 2mm cooling fan, aligning with the design trends of future lightweight and portable devices.	2025
	Large aspect ratio fans and 2.5D VC development laptop application fields.	2025
	Development of EC fans and motors for walk-in freezers	2025
	High efficiency residential fresh air system	2025
Mobility	Development of 800V OBC with 1200-V SiC MOSFET power modules	2025
	Development of 800V traction inverter with 1200-V SiC MOSFET high-power power module	2025
	Developing motor models and its emulator as the electric motor emulator and the loading of traction inverter under test	2025
	Development of 800V high power traction motor	2025
	Development of 6kW/L OBC with 1200V GaN devices	2026
	Developing rare earth-free traction motor	2026
	Development of 11kW single stage OBC for cost and density improvement	2027
	Development of 800V traction inverter with 1200-V hybrid Si and SiC MOSFET high-power power module	2027
	Development of hardware and software platforms for Product Health Management Systems	2027
	Developing high torque and high-density actuators for mobility applications	2028
Automation	Cobot (3-30kg)	2025
	ASD-D3 low-voltage servo drive	2025
	Closed-loop constant torque/variable torque standard inverter VS3000 series	2025
	Multi-axis Drives VX3000 series	2025
	Safety controller solution	2025
	The 2nd generation high performance dual-core AS PLC CPU	2025
	Dedicated CNC controller and embedded CAD/CAM for grinding machine	2025
	Dedicated CNC controller for turning and milling complex solution	2025
	Manufacturing Execution System v3.0	2025
	Digital Twin Platform for Machine Creator (DIATwin Creator)	2025
	Solution of AI Computer Vision in Smart Manufacturing-Pro Version (ACME-Pro based on Agentic AI)	2025
	Press-fit Machine – In line type	2025
	RTM (Rapid Transformable Machine) – Gantry type Underfill Machine	2025
	O5 Smart Thermostat	2025
	LROC-800 Bluetooth mesh room controller	2025
	Energy infrastructure management platform for Smart Buildings	2025
	New generation extra-thin UNO IAQ monitor	2025
	Space management system for intelligent offices	2025
	Smart connected lighting control	2025
	LED luminaires with integrated lighting and building control node functionality	2025
Infrastructure	High efficiency 4.35kW single-phase charger (Global Version)	2025
	Super high efficiency 4.35kW isolation PV charger	2025
	High efficiency 2.4kW single-phase Inverter	2025
	97.5% High efficiency 1800/2100kVA UPS for hyperscale data center	2025

Business Fields	Project	Estimated Production Schedule
Infrastructure	High density 25kW modular UPS with inbuilt lithium-ion battery solution	2025
	144kW L2A CDU	2025
	45kW RDHX	2025
	1MW L2L CDU	2025
	40ft Containerized Data Center - 96kW	2025
	40ft Power Train Unit - 2000kW solution for CE & UL market	2025
	SD-WAN by Intel x86 with 5G & WiFi7 module	2025
	Network Security Appliance by x86 server grade CPU	2025
	64 ports 1.6T OSFP datacenter ultra-high-speed Ethernet switch	2025
	Modular high-power liquid-cooled DC fast charging system—the Megawatt Charging System (MCS)	2025
	DEL Terra series Energy Storage System	2025
	Residential solar-storage system	2025
	Energy Recovery System	2025
	Solid-State Transformer for High-Efficiency Power Conversion	2027
	High-Efficiency Hydrogen Solutions with SOFC & SOEC	2027

6.6.4 Effects on the Company's financial operations of important policies adopted and changes in the legal environment at home and abroad, and measures to be taken in response

Delta's operations team pays close attention to relevant domestic and international policies and laws, as well as conduct risk management and corresponding plans through its business units and functional units located worldwide. The European Union has been trialing the Carbon Border Adjustment Mechanism (CBAM) since October 2023 and the product categories regulated during the transitional period currently do not cover Delta's product categories. Taiwan's carbon fee will be levied based on emissions from 2025. According to the "Regulations for Charging of Carbon Fees" and related provisions, we are not subject to the first-phase levies in the present. Relevant units will continue to monitor developments in important domestic and international regulations to assess the impact on the Company's financial operations. In 2024 and as of the date of publication of the annual report, there have been no policy and regulatory changes that have had any significant impact on Delta's finance and business.

6.6.5 Effects on the Company's financial operations of development in science and technology (including cyber security risks) as well as industrial change, and measures to be taken in response

As cyberattacks become more sophisticated and frequent, Delta's security team introduced a Security Information and Event Management (SIEM) system to deploy Endpoint Detection and Response tools to enhance the efficiency of security threat detection and response. To prevent the risk of confidential information leaks impacting business operations and product development, Delta has implemented a company-wide data inventory and classification process, set up appropriate control mechanisms, and expanded the protection of data leakage channels according to the level of confidentiality to reduce the risk of sensitive data leakage. We continuously strengthen the protection of critical systems by conducting vulnerability scanning and management for the Company's internal applications, and enhance the security control of essential services through network isolation mechanisms. At the same time, promote the implementation of automated integration solutions to support both digital transformation and cloud security, thereby enhancing cybersecurity resilience. In addition, deploy email security gateways to filter out malicious programs or phishing links, reducing the risk of hacker attacks. Furthermore, increase employees' cybersecurity awareness through diversified phishing email drills, regular cybersecurity training, and real-time cybersecurity newsletters.

The COVID-19 pandemic has accelerated the demand for remote work and prompt the rapid development of AI

technology that boosted efficiency and user experience. However, this shift also triggered new challenges in information security and how to balance ‘technological innovation’ and ‘cybersecurity protection’ has become a key issue. Through training and platform promotion, users can master the application of AI tools while establishing cybersecurity standards to ensure data privacy and ethical compliance, achieving a balance between technological development and security management. In the meantime, the escalating consequences of climate change, with intensifying extreme weather events as well as frequency and severity of natural disasters, has ignited a global imperative to reduce reliance on petrochemical feedstocks and effectively control carbon dioxide emissions. Driven by the commitment to corporate social responsibility, Delta not only continues to innovate in energy-saving technologies, venture into new businesses areas like AI, carbon neutrality, hydrogen energy, and product security, while also increasing investments to accelerate the development of these business ventures. In addition to continuous investment in building R&D capabilities for these key technologies, Delta actively fosters collaboration across industry, government and the academia. This includes promoting industry alliances, strengthening cooperation between upstream and downstream sectors, and advocating for supply chain security. To seize business opportunities in a rapidly evolving industrial landscape and secure long-term market and technological leadership, Delta strives to develop a cross-industry cooperation ecosystem involving leading domestic and international innovative enterprises, leveraging their technological expertise to expand market reach. The projected investment in these resources is expected to fuel Delta’s long-term growth strategy, driving concrete revenue and profit in the coming years.

6.6.6 Effects on the Company’s crisis management of changes in the Company’s corporate image, and measures to be taken in response

Delta continues to strengthen corporate governance by electing independent directors in the Board of Directors and establishing functional committees such as the Compensation Committee and the Audit and Risk committee. This is done to ensure the improvement of compensation structures while setting the rightful performance goals for the Board of Directors and managers. The Company also effectively promotes internal control and risk management to cope with potential corporate challenges. In addition, Delta has consistently and promptly disclosed material information to stakeholders in accordance with regulations to ensure information transparency and fairness.

Delta, as a corporate member of the community, focuses not only on business development, but also carries the weight of investing and implementing corporate social responsibility. Its employees are highly committed to helping create a good corporate image and such effort has been widely recognized. Delta was ranked among the top 5% of listed companies for the tenth Corporate Governance Evaluation in Taiwan and has been selected as “The Best Taiwan Global Brands” for fourteenth consecutive years. Delta has also been selected for the DJSI World for fourteenth consecutive years, demonstrating a strong corporate image.

In 2024, a Risk Management Implementation Committee was established, and the Business Continuity Management (BCM) process has been actively implemented. In emergency incidents or events, Delta immediately implements an emergency contingency plan. The CEO of Delta acts as the emergency contingency team leader and gathers all managers from different departments (i.e., legal, finance, sales, human resources, IT, brand management and corporate communications). The contingency team is tasked to perform various functions in order to swiftly provide impact assessments on the causal factors, the subsequent developments, and the financial implications, in accordance with the crisis management mechanism. In addition, the Company shall prepare and issue related communiqués to potential affected parties, such as government agencies, institutions, customers, dealers, and employees, etc. to ensure information transparency and timeliness.

6.6.7 Expected benefits and possible risks associated with any merger and acquisitions, and measures to be taken in response

The Company's subsidiaries, Delta Electronics (Japan), Inc. and Delta Electronics (Korea), Inc., acquired the power inductor and powder materials business and assets, including production and R&D equipment, patents, and intellectual property by signing an agreement with Japan-listed company Alps Alpine Co., Ltd. and its subsidiary, Alps Electric Korea Co., Ltd. ("Alps Alpine") respectively, based on the actual assets delivered, the total transaction amount is approximately US\$68.5 million. Alps Alpine's unique powder material patent technology helps create power inductors with low power loss that improve the energy efficiency of devices and equipment. After the acquisition is completed, Delta expects to integrate Alps Alpine's power inductor business in Japan and South Korea, combining their R&D capabilities, production facilities, and customer resources to enhance the capabilities of its passive components for data centers, AI high-performance computing, edge computing, electric vehicles, smartphones, and next-generation ICT products.

Delta's world-leading power inductor technology is also gaining substantial ground in the AI server and electric vehicle realms. Alps Alpine offers one-of-a-kind intellectual property in the field of power inductors and is also an industry-leading provider of innovative technologies. With this acquisition, the Company aims to create synergies to ultimately enhance product patent and supply chain capabilities in benefit of our business development. By combining our own growing R&D capabilities in Japan with Alps Alpine's, we will accelerate the development of innovative products and technologies.

Also, the Company's subsidiaries, Delta International Holding Limited B.V. ("DIH"), invested the robotics startup company in Germany, NEURA Robotics GmbH ("NEURA Robotics"), with a total investment of approximately EUR 10 million. This investment is the capital increase of NEURA Robotics, with the issuance of new shares, and DIH acquired 2,442 Preferred B2 shares at approximately EUR 4.1 thousand per share. NEURA Robotics was founded in 2019 in Metzingen, Germany with more than 300 team members working on advanced technology in the fields of environmental perception, drive and control technology, materials science, mechanical design, artificial intelligence, and developing all key components. This strategic investment will deepen Delta's partnership with NEURA Robotics, leveraging both parties' strengths to enhance the Company's collaborative robot product line and technological layout, accelerating overall development in the field of industrial automation.

6.6.8 Expected benefits and possible risks associated with any plant expansion, and mitigation measures being or to be taken

To mitigate geopolitical risks and pursue growth in revenue and profit, Delta puts in more investment on expanding plants and equipment based on research and expansion requirements in order to increase production capacity and efficiency, enlarge market share, and explore new markets. The possible risks include the global economic recession, demand mitigation from end users, below-expectation of market demand and postponement of research and development schedule. Delta's strategies for the possible risks are to strive for larger market share and production outsourcing ratio of customers through product innovation, competitive cost, and provision of total solutions, etc. Therefore, even the market demand becomes slow, Delta can still grow steadily by means of market share expansion. As for the speed of new product development, Delta takes systematic approaches to plan, execute, monitor and supervise improvement. Moreover, the possible risks of impact should be avoided by means of Delta's long-standing accumulated technical advantages and the expanded R&D team with great ability of making flexible adjustments.

6.6.9 Risks associated with any consolidation of sales or purchasing operations, and mitigation measures being or to be taken

Delta and its consolidated subsidiaries have a relatively diversified procurement source and sales base. The purchase from single suppliers did not reach 10% of Delta's consolidated net purchases, and the sales to single customers did not reach 10% of Delta consolidated net sales. Therefore, such risks are considered low.

6.6.10 Effects upon and risks to the Company in the event a major quantity of shares belonging to a director or shareholder holding greater than a 10 percent stake in the Company has been transferred or has otherwise changed hands, and mitigation measures being or to be taken

In 2024 and as of the date of publication of the annual report, no major quantity of shares had been transferred or had changed hands.

6.6.11 Effects upon and risks to the Company associated with any change in governance personnel or top management, and mitigation measures being or to be taken

There was no change in Delta's governance personnel or top management in 2024 and as of the date of publication of the annual report.

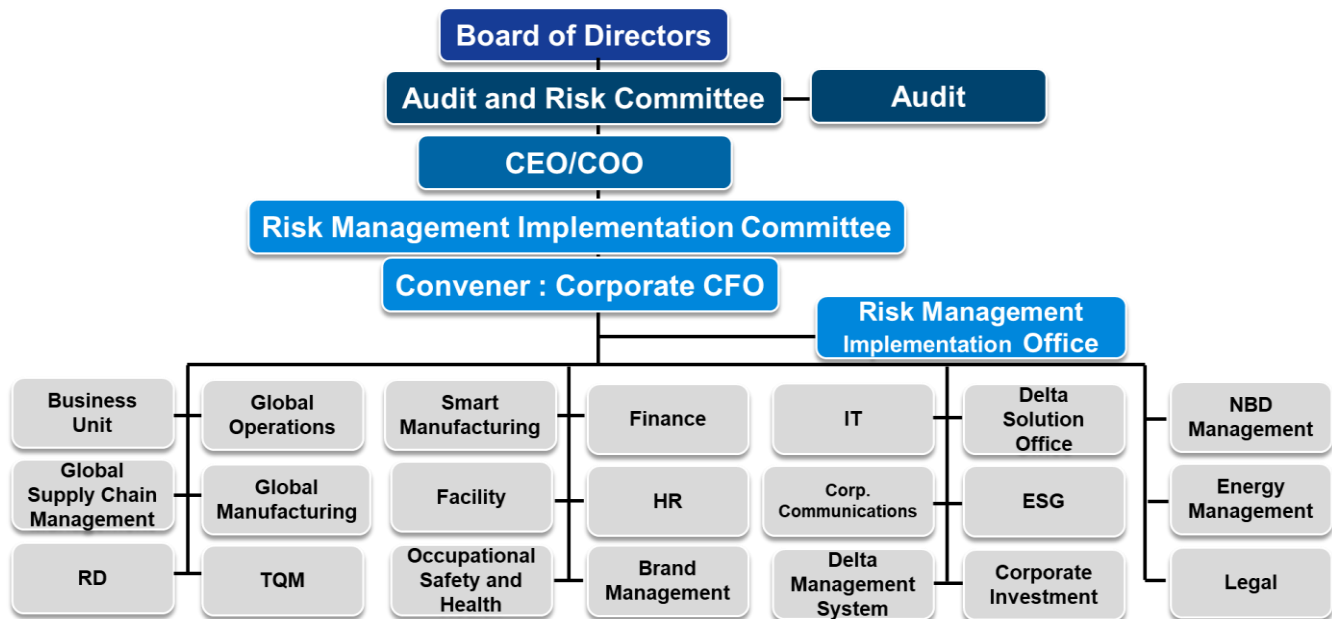
6.6.12 Litigious and non-litigious matters

No.	Plaintiff	Defendant	Date of Commencement of Litigation	Offense Charged	Case Summary and Handling
1	SAE Power Incorporated; SAE Power Company	Delta Electronics (Americas) Ltd.	October 2010	Infringement of trade secrets	The plaintiff filed a lawsuit in the U.S. District Court for the District of New Jersey against the defendant for infringement of trade secrets. This case is currently in the post-trial briefing process and the final judgment will be issued only after the U.S. District Court for the District of New Jersey renders its decision.
2	SAE Power Incorporated; SAE Power Company	Delta Electronics, Inc., etc.	December 2016	Infringement of trade secrets	The plaintiff filed a lawsuit in the U.S. District Court for the Northern District of California against the defendant for infringement of trade secrets. This case is currently on hold.
3	Vicor Corporation	Delta Electronics, Inc., etc.	July 2023	Patent infringement; ITC Section 337 Patent Investigations	The plaintiff filed a lawsuit in the U.S. Eastern District Court of Texas against the defendant for infringement of its patent rights; this case is currently on hold. Furthermore, the plaintiff has also requested U.S. International Trade Commission (ITC) to investigate the infringement of its patent rights by the defendant. The ITC had finished the investigation on February 13, 2025, and issued the final determination, which has upheld the plaintiff's patent infringement claims in part and issued a limited exclusion order and a cease-and-desist order against the defendant. At the same time, finding that the defendant's redesigned product is not likely to be infringing. The Company will consider appealing the final determination in part and will implement appropriate alternative solutions to meet customer needs.

6.6.13 Other important risks, and mitigation measures being or to be taken:

Delta Risk Management

1. Organization of Risk Management



2. Procedure and Scope of Risk Management

The purpose of the Delta Group Risk Management Policy ("Policy") is to reduce various risks to a tolerable and controllable range through identification, analysis, tolerance, evaluation, response, supervision and review, and report of potential risks from the perspective of the Group by qualitative or quantitative management methods, as well as to provide a reference for developing operational strategies. The Policy has been formulated to achieve the Group's strategic goals in a reasonable manner, protect Group's core values, and create opportunities.

To ensure a sound risk management framework and clear accountability, the Company explicitly defines the following risk management responsibilities:

A. The role of the Board of Directors:

- To approve the risk management policy, procedure, and organization;
- To approve the risk appetite (risk tolerance);
- To ensure that the risk management policy is consistent with the operational strategy;
- To ensure that establishment of a proper risk management mechanism and risk management culture;
- To ensure that effective operation of the Group's risk management mechanism;
- To ensure the adequate and appropriate resources is allocated and designated to ensure the effective operations of risk management.

B. The role of the Audit and Risk Committee:

- To review the risk management policy, procedures and frameworks;
- To review the risk appetite (risk tolerance);
- To supervise the alignment of risk management policies with operational strategic directions;
- To supervise the establishment of appropriate risk management mechanisms and risk management culture;
- To oversee the effective operation of the overall risk management mechanism.

C. The role of the CEO and the COO:

- a. To examine the risk management policy;
 - b. To examine the risk appetite (risk tolerance);
 - c. To examine the alignment of risk management policies with operational strategic directions;
 - d. To guide the establishment of appropriate risk management mechanisms and risk management culture;
 - e. To guide the allocation of resources when there are inadequate resources.
- D. The role of the Risk Management Implementation Committee:
- a. To devise the risk management policy, procedures, and structure;
 - b. To determine the risk appetite (risk tolerance) and develop qualitative and quantitative metrics;
 - c. To allocate and designate the appropriate and adequate resource to ensure the effective operations of the risk management and report to the CEO and the COO on a regular basis; when there are inadequate resources, the CEO and the COO guide the allocation of resources.
 - d. To ensure the risk management mechanism is able to address adequately risks faced by the Company and incorporate the mechanism in day-to-day operating procedures;
 - e. To determine the priority order and risk level of risk control;
 - f. To examine the enforcement of risk management and propose necessary recommendations for improvement; to report to the CEO, the COO, the Audit and Risk committee and the Board of Directors on a regular basis for the of management of major risk;
 - g. To enforce the risk management policy of the Board of Directors and to deliver the risk management information in a timely and accurate manner;
 - h. To determine the risk levels and suggest response plans according to the changes in the external environment and internal strategies;
 - i. To design risk management related training programs on a regular basis to enhance overall risk awareness and culture;
 - j. To analyze and identify sources and types of the Company risks and review the relevant applicability on a regular basis.
- E. The role of the Operating Units:
- a. To be responsible for identification, analysis, and assessment of, and response to, risks of the unit to which it belongs, and create the relevant crisis management mechanism where necessary;
 - b. To present risk management information to the Risk Management Implementation Committee on a regular basis;
 - c. To ensure effective enforcement of risk management and relevant control procedures of the unit to which it belongs, to ensure compliance with the risk management policy.

3. Implementation of Risk Management:

In conjunction with the Dow Jones Sustainability Index (DJSI) and with reference to ISO 31000, COSO-ERM, and “Risk Management Best-Practice Principles for Taiwan Stock Exchange and Taipei Exchange listed Companies” promulgated by Taiwan Stock Exchange, the Board of Directors acknowledged a risk implementation report on July 31, 2024, and approved the amendments to the Company’s “Group Risk Management Policy”, including optimizing the Group’s risk organizational structure, clarifying and standardizing the risk management responsibilities of the governance layer as well as the three lines of defense, and confirming the Group’s short-to-medium (1~2 years) risks and medium- and long-term (3~5 years) emerging risks, to improve the risk management process.

The Company engaged Marsh Insurance to conduct enterprise risk management in 2024 to identify the Company's major risks and establish a risk radar, which is an extension of the maturity assessment of enterprise risk management in 2023. After being reviewed and voted by top management, the Company's short-term risks are mainly geoeconomics, geopolitical, supply chain/manufacturing localization, strategic changes after US post-election and cross-border compliance issues; medium- and long-term risks (emerging risks) include geopolitics/economy, AI business opportunities, supply chain fragmentation, cross-border compliance, green trade wars, and competition for strategic resources. Based on the above-mentioned risk issues, the Company will establish a risk map and developed risk identification technology to identify and rank the major risks that affect the Company's operating objectives, and will carry out risk treatment to ensure the risk level is lower than risk appetite, monitor risks in real time, and review them in the Risk Management Implementation Committee. The process is expected to be completed in 2025 and report the implementation results to the Audit and Risk Committee and the Board of Directors. The Company has launched risk related projects-compliance management mechanism and business continuity management in 2024, and these projects are expected to be completed in 2025.

► **6.7 Other important matters**

The method and assumptions used for estimating the fair value of the Company's financial instruments are as follows:

1. The Group's financial instruments are not measured at fair value. The book value of its cash, cash equivalent, notes receivable, accounts receivable, other receivable, short-term loans, notes payable, accounts payable, other payable, bonds payable (including those with a maturity date within one year or one business cycle) and long-term loans (including those with a maturity date within one year or one business cycle) is reasonably close to their fair value.
2. For the Group's financial instruments that are measured at fair value, they are classified based on the respective natures, characteristics, risks and fair value levels of the assets and liabilities. For information on their fair values, please refer to Note 12 (3) to the 2024 consolidated financial statements.

7. Special Items

▶ 7.1 Affiliates information

The Company's Affiliation Reports has been uploaded to the Market Observation Post System (MOPS). For detailed information, please refer to the MOPS website.

Path: MOPS / Listed Companies / Electronic Books / Section for the Report of Affiliated Companies

Website: https://mopsov.twse.com.tw/mops/web/t57sb01_q10

▶ 7.2 Private placement of securities during the most recent fiscal year or during the current fiscal year as of the date of publication of the annual report: None.

▶ 7.3 Other matters that require additional description

The certifications received by finance, accounting and auditing personnel in the Company and its subsidiaries:

7.3.1 Certifications received by financial and accounting personnel

1. Certified Public Accountant-Passed the Senior Qualification Examination: 12 persons
2. US Certified Public Account-Passed the Qualification Examination: 2 persons
3. Certified Public Accountant-Registered in the People's Republic of China: 4 persons
4. Senior-level PRC Certified Public Accountant: 2 persons
5. Intermediate-level PRC Certified Public Accountant: 76 persons
6. Entry-level PRC Certified Public Accountant: 118 persons
7. Certified Public Accountant-Registered in the Scotland Chartered Certified Accountant Association: 1 person
8. Australia Certified Public Accountant: 5 persons
9. US Chartered Financial Analyst: 2 persons
10. US Certified Management Accountant: 1 person
11. Certified Internal Auditor: 3 persons
12. Certified Information Systems Auditor, CISA: 1 person
13. Senior Securities Specialist: 7 persons
14. Futures Specialist: 1 person
15. Securities Specialist: 2 persons
16. Securities Investment Trust and Consulting Professionals: 6 persons
17. Trust Operations Personnel: 9 persons
18. Financial Planning Personnel: 4 persons
19. Level B for ROC Accounting License: 3 persons
20. Level C for ROC Accounting License: 10 persons
21. Japanese Management Practices Specialist: 1 person
22. England & Wales Chartered Certified Accountant Association - Certified Public Accountant: 2 persons
23. Philippine Institute of Certified Public Accountants-Certified Public Accountant: 1 person
24. Thailand Certified Public Accountant: 1 person
25. Austria Certified Public Accountant: 2 persons
26. Turkey Certified Public Accountant: 1 person
27. Egypt Certified Public Accountant: 1 person
28. Peru Certified Public Accountant: 1 person
29. Singapore Certified Public Accountant: 1 person
30. Colombia Certified Public Accountant: 2 persons

31. Chartered Professional Accountants of Nova Scotia Canada: 2 persons
32. Chartered Professional Accountants of Ontario Canada: 2 persons
33. Chartered Professional Accountants of British Columbia Canada: 2 persons

7.3.2 Certifications received by auditing personnel

1. ROC Certified Public Accountant (CPA-ROC): 3 persons
2. US Certified Public Accountant (CPA-US): 1 person
3. India Certified Public Accountant (CPA-INDIA): 3 persons
4. ROC Certified Internal Auditor (CIA for TW): 1 person
5. Certified Internal Auditor (CIA): 5 persons
6. Certified Information Systems Auditor (CISA): 1 person
7. Certification in Control Self-Assessment (CCSA): 1 person
8. Excellent Auditor (19th and 28th) of the Institute of Internal Auditors: 2 persons
9. 6 Sigma Black Belt Certificate issued by Kind Management Consulting, Co.: 1 person
10. 6 Sigma Green Belt Certificate issued by Kind Management Consulting, Co.: 1 person
11. 5S Management Mechanism Certificate from Kind Management Consulting, Co.: 1 person
12. Internal Quality Audit Certificate from Kind Management Consulting, Co.: 1 person
13. Gauge Instrument Calibration Certificate from Kind Management Consulting, Co.: 1 person
14. ISO Auditor: 1 person
15. Quality Service Certification (Mystery Shopper) Auditor Lead Course: 1 person
16. ACL Jack Soft Certified CAATs Practitioner (JCCP)/E-Business Application Professional Certification Service, Ministry of Economic Affairs: 1 person
17. ICCP International Certified CAATs Practitioner: 1 person
18. Patent Agent: 1 person
19. Securities Specialist: 1 person
20. Futures Specialist: 1 person
21. Certificate for the Subject Test-Laws and Regulations on Trust Businesses: 1 person
22. Insurance personnel passed through Civil Service Junior Examination: 1 person
23. VDA 6.3 Process Audit (2016 Edition) Training Certificate of Conformity issued by SGS: 1 person
24. ISO 26262 Certificate of Automotive Functional Safety Professional (AFSP) issued by SGS: 1 person
25. QC080000:2012 Certificate of Internal Auditor issued by Guangzhou Yukey Management Counseling Co., Ltd.: 1 person
26. ISO50001:2018 Certificate of Internal Auditor issued by Guangzhou Ceprei Certification Body Services Co., Ltd.: 1 person
27. VDA 6.5 : 2020 Certificate of Product Audit issued by Shenzhen Hongru Enterprise Management Consultation Limited Company: 1 person
28. VDA 6.3 : 2023 Certificate of Process Audit issued by Shenzhen Hongru Enterprise Management Consultation Limited Company: 1 person
29. VDA Product Safety issued by Shenzhen Hongru Enterprise Management Consultation Limited Company: 1 person
30. CQI 18-Poka Yoke issued by Shenzhen Hongru Enterprise Management Consultation Limited Company: 1 person
31. IATF16949 : 2016 Certificate issued by Shenzhen Hongru Enterprise Management Consultation Limited Company: 1 person
32. Intermediate Level Certificate of Certified ESG Consultant issued by All-China federation of industry & commerce talent exchange and service center: 1 person

33. Advanced Level Certificate of Certified ESG Consultant issued by All-China federation of industry & commerce talent exchange and service center: 1 person
34. ISO/IEC 27001:2013 Certificate of Lead Auditor training issued by SGS: 1 person
35. Certificate of PIMS Lead Auditor training issued by SGS: 1 person
36. Certified Management Auditor (CMA): 1 person
37. The Chinese Certified Tax Agent (Tax Auditor-CN): 1 person
38. Qualification Exam for Senior Securities Specialist: 1 person

► **7.4 Situations listed in the Article 36, Paragraph 3, Subparagraph 2 of the “Securities and Exchange Act”, which might materially affect shareholders’ equity or the price of the Company’s securities, has occurred:**

The situations listed in the Article 36, Paragraph 3, Subparagraph 2 of the “Securities and Exchange Act” of the Company has taken place.

- 7.4.1 On 17 January, 2024, the Board of Directors approved the acquisition of hydrogen energy technology transfer, licensing and related engineering services from Ceres Power Limited and the capacity expansion in response to the demand for stack prototypes with totaling amount of approximately £43 million.
- 7.4.2 On August 29, 2024, the Company’s subsidiaries, Delta Electronics (Japan), Inc. and Delta Electronics (Korea), Inc., entered into a contract to acquire the power inductor and powder materials business and assets, including production and R&D equipment, patents, and intellectual property. The transaction was completed on January 6, 2025, with an actual transaction amount of approximately US\$68.5 million.



DELTA ELECTRONICS, INC.



Chairman Ping Cheng



186 Ruey Kuang Rd., Neihu, Taipei 114501
Tel: +886-2-8797-2088
Fax: +886-2-8797-2120