

Delta Total Employee Turnover Rate from 2020 to 2023

Item		2020		2021		2022		2023	
Number of employees at the beginning of the period		80,543		83,804		85,593		85,684	
Number of employees at the end of the period		83,804		77,498		85,684		81,855	
Average number of employees		82,174	100.0%	80,651	95.2%	85,639	100.0%	83,770	100.0%
Number of termination employees in system		60,636	73.8%	60,636	71.6%	57,157	66.7%	39,237	46.8%
Number of termination employees calculated		40,597	49.4%	40,597	47.9%	38,360	44.8%	27,561	32.9%
Employment Category Group	Regular Employees	30,151	36.7%	30,151	35.6%	38,323	44.7%	27,514	32.8%
	Contractor & Temp.	10,446	12.7%	10,446	12.3%	37	0.0%	47	0.1%
Termination Type Group	Voluntary Turnover	22,654	27.6%	22,654	26.7%	29,304	34.2%	15,411	18.4%
	Involuntary Termination	17,943	21.8%	17,943	21.2%	9,056	10.6%	12,150	14.5%

Note:

1. Average number of employees=(Number of employees at the beginning of the period+Number of employees at the end of the period) / 2
2. Below employees are not calculated: (a)Turnover IDL employees who had not stayed with the Company for more than 3 months since their date of hire, or turnover DL employees who had not stayed for more than 1 month; (b)Outsourcing labor.

Total Turnover Rate Change 2022 vs. 2023

Group	Turnover Rate		Gap
	2022	2023	
Taiwan	14.2%	12.0%	-2.2%
China	63.2%	46.7%	-16.5%
APAC	30.2%	25.3%	-4.9%
EMEA	10.9%	14.8%	3.8%
Americas	19.2%	14.1%	-5.1%
Total	44.8%	32.9%	-11.9%

Group	Turnover Rate		Gap
	2022	2023	
≥ 50 years old	12.1%	13.3%	1.2%
30-49 years old	34.7%	25.2%	-9.6%
<30 years old	67.2%	51.3%	-15.9%
Total	44.8%	32.9%	-11.9%

Group	Turnover Rate		Gap
	2022	2023	
Female	40.6%	32.4%	-8.1%
Male	48.9%	33.4%	-15.6%
Total	44.8%	32.9%	-11.9%

Group	Turnover Rate		Gap
	2022	2023	
Top level Management	8.1%	6.3%	-1.8%
Mid-level Management	7.4%	5.6%	-1.7%
Junior level Management	11.6%	12.0%	0.5%
Total	9.0%	8.2%	-0.8%