

# 2022 Delta Total Employee Turnover Rate from 2018 to 2022

Item		2019		2020		2021		2022	
Number of employees at the beginning of the period		86,101		80,543		83,804		85,593	
Number of employees at the end of the period		80,545		83,804		77,498		85,684	
Average number of employees		83,323	100.0%	82,174	100.0%	80,651	95.2%	85,639	100.0%
Number of termination employees in system		54,673	65.6%	60,636	73.8%	60,636	71.6%	57,157	66.7%
<b>Number of termination employees calculated</b>		40,061	<b>48.1%</b>	40,597	<b>49.4%</b>	40,597	<b>47.9%</b>	<b>38,360</b>	<b>44.8%</b>
Employment Category Group	Regular Employees	34,229	<b>41.1%</b>	30,151	<b>36.7%</b>	30,151	<b>35.6%</b>	<b>38,323</b>	<b>44.7%</b>
	Contractor & Temp.	5,832	7.0%	10,446	12.7%	10,446	12.3%	37	0.0%
Termination Type Group	Voluntary Turnover	36,604	<b>43.9%</b>	22,654	<b>27.6%</b>	22,654	<b>26.7%</b>	<b>29,304</b>	<b>34.2%</b>
	Involuntary Termination	3,457	4.1%	17,943	21.8%	17,943	21.2%	9,056	10.6%

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 2021 vs. 2022

Group	Turnover Rate		Gap
	2021	2022	
Taiwan	13.0%	14.2%	1.2%
China	66.7%	63.2%	-3.6%
APAC	28.9%	30.2%	1.3%
EMEA	9.5%	10.9%	1.5%
Americas	17.1%	19.2%	2.1%
Total	48.7%	44.8%	-3.9%

Group	Turnover Rate		Gap
	2021	2022	
≥ 50 years old	12.5%	12.1%	-0.4%
30-49 years old	34.1%	34.7%	0.7%
<30 years old	76.3%	67.2%	-9.2%
Total	48.7%	44.8%	-3.9%

Group	Turnover Rate		Gap
	2021	2022	
Female	42.9%	40.6%	-2.3%
Male	54.1%	48.9%	-5.1%
Total	48.7%	44.8%	-3.9%