

Employee Training and Development Programs

Delta Electronics, Inc.



2023 Training Hours and Total Expenses

Average Training Hours Per Person, Total Hours and Expenses in All Regions

- Delta is dedicated to enhancing our employees' professional, management, leadership, digital, and DEI skills through top-tier courses and engaging internal resources.
- Global training expenses is USD 22,897,165.7. It includes costs for learning materials, travel fees for training, lecturers' hourly pay and travel expenditures (total of USD 3,572,328) and costs of employee training during working hours (total of USD 19,324,837.7).
- Average amount spent per FTE training and development = USD 209.3 .

Classification		Taiwan Headquarters	China	Asia Pacific	EMEA	Americas
Gender	Male	25.2	23.7	10.3	10.9	13.1
	Female	16.7	23.3	9.5	8.4	12.9
Category	Operators (including production line assistants)	9.7	18.1	8.1	5.9	13.1
	Professional, Technical and Management Units Personnel	25.7	40.4	15.1	11.5	13.0
Management Roles / Non-management Roles	Top level	25.7	31.8	15.5	12.7	11.9
	Mid-level	30.8	38.4	14.5	11.7	19.6
	Junior level	23.7	15.9	14.7	7.8	14.4
	Non-management	20.9	23.3	9.5	10.0	12.1
Age	≥ 50 years old	19.0	20.3	9.1	8.6	2.1
	Age 30-49	21.8	21.6	10.2	10.5	2.2
	<30 years old	23.6	27.2	9.2	11.6	1.2
Total hours						2,075,584.6
Average hours per FTE of training and development ²						19.0
Total spent						3,572,328 USD

1. The main components of the training fee are the teacher's hourly fees, education material fees, and lecturers and employees' travel fee for training. The fee does not include the cost of time for training across the globe; total training expenses are calculated based on the foreign exchange rate of each currency against the USD on December 31, 2023.
2. Calculations based on total training hours for the year show global average hours of training per person = total hours/total number of employees in the year (number of employees at the end of 2023 + number of turnover = 109,392); all regions and categories have adopted the same calculation logic. The number of turnover does not include operators (including production line assistants) who have not stayed with the Company for more than 30 days since they first joined, or professional technical and management units personnel who have not stayed with the Company for more than 90 days since they first joined.

Business Strategy for Talent Development Direction Alignment

Business Strategy Aligns with ESG Development

“To provide innovative, clean and energy-efficient solutions
for a better tomorrow.”

**Business
Strategy**

 **DELTA**
**Corporate
Mission**

**ESG
Development**

Energy- Saving from Three Dimensions



Products & Solutions



Operation Sites



Green Buildings

Energy Savings for Customers

From 2010 to 2023, Delta's high-efficiency products & solutions enabled electricity consumption savings of 45.5 billion kWh and carbon emissions reduction of 23.84 million tons CO₂e.

Ten Types of Products Assured by ISAE 3000 in 2023



In 2023, Delta accomplished assurance of ISAE 3000 product energy conservation for 10 products, which totally saved 5.65 billion kWh of electricity per year avoided emissions by approximately 13.78 million metric tons CO₂e in use phase.

- 2023 electricity savings
- Avoided emissions (thousand mtCO₂e)

Employee Development Programs

Energy Efficiency R&D Enhancement Program
(EEREP)

Energy Efficiency R&D Enhancement Program (EEREP)

Description

Delta enhances product energy efficiency by integrating green energy and energy-saving solutions, helping customers save energy and costs. Committed to sustainability, Delta develops innovative technologies to optimize energy use and reduce environmental impact. By implementing advanced energy management systems and adopting renewable energy sources, Delta enables clients to operate sustainably and improve their bottom line. Whether through energy-efficient automation products or customized solutions, Delta leads in driving energy efficiency in industrial automation, promoting a greener future globally.

To achieve these goals, Delta cultivates employees' competencies across relevant business groups and manufacturing sectors through three Engineering Global Training Committees (Electrical Engineering, Mechanical Engineering, and Software & Firmware), Sales & Marketing Global Training Committee, along with the Energy Management team. These committees provide training and certification programs and form project teams to assist both Delta and its customers in achieving energy-saving goals, both internally and externally.

The certification program is divided into FAE (Field Application Engineer), Sales, and Marketing segments. Contributions are reviewed and rated biannually, with bonuses awarded based on performance, incentivizing and rewarding outstanding achievements in proficiency.

Business Benefits

The Program has been pivotal in advancing energy efficiency capabilities since inception. Since 2015, Delta has been at the forefront of the industry with the integration of product energy-saving calculations into ISAE 3000 certification and continually expand our energy-saving products.

Furthermore, our commitment to energy efficiency extends throughout its operations. The entire production facilities have achieved ISO 50001 energy management system certification from third-party verifiers. Moreover, Delta has developed the Delta EnergyOnline (EnOL) management system, facilitating the seamless implementation of energy-saving and carbon-reduction measures.

Through the Program, Delta equips employees with skills and knowledge to drive energy efficiency initiatives. This empowerment enhances competitiveness, contributes to environmental sustainability, and achieves cost savings for the company and customers.

Energy Efficiency R&D Enhancement Program (EEREP)

Level 1	Level 2 ~ Level 3	Level 4
<ul style="list-style-type: none"> • Technical Training: <ul style="list-style-type: none"> (1) Electrical Engineering: 16,005 hours, 6,873 participants. (2) Mechanical Engineering: 10,440 hours, 5,365 participants. (3) Software & Firmware: 1,934 hours, 487 participants. • Sales and Marketing: 13,817 hours, 8,588 participants. • Energy Management Structure Awareness Training: 15,257 participants. 	<ul style="list-style-type: none"> • Course completion rate: 100% • Competency Level Certification: <ul style="list-style-type: none"> (1) FAE: 208 certified (2) Marketing: 22 certified (3) Sales: 76 certified • 16th Delta Innovation Awards: Energy Saving Products Business Unit won 12 awards • 201 patents were granted in electronics in 2023. • 100 patents for energy-saving products were granted in 2023 . 	<ul style="list-style-type: none"> • Delta 's products saved 5.65 billion kWh and avoided approximately 13.78 million metric tons of CO2e emissions in use phase. • Confirmed 10 energy-saving achievements under ISAE 3000. • Implemented 410 energy conservation projects, saving around 48,499,000 kWh equivalent to 36,297 metric tons CO2e.
<p>28% of FTEs participating in the program</p>		

Energy Efficiency R&D Enhancement Program (EEREP)

Key Training	Category	Overall Course Execution %	Total Courses	Total Learning Hours & Avg Hours / Emp	Total Learner Counts / Avg
Engineering	Electrical Engineering	100%	21	16,005	6,873
	Mechanical Engineering	100%	15	10,440	5,365
	Software & Firmware	94%	15	1,934	487
Sales and Marketing	Sales & Marketing	89%	8	13,817	8,588

Training Committee

Electrical Engineering Training




EE Job Series Training

Nine Major Modules of Professional Courses

Converter Circuits	Digital Control	Converter Design
Semiconductors	Components	EMC/EMI
Magnetics	Simulation Tools	Process

Mechanical Engineering Training



ME Job Series Training
Nine Major Modules of Professional Courses

9. CAx	Function	
	Mechanical Element Design	
	1. ME-Statics - PSU, Cabinet, Rack....	
	2. ME-Motion - Fan & Motor....	
CAD	Manufacturing & Reliability	
	3. Tooling & Forming (design part)	4. DSM (Design for Assembly)
		5. Reliability Insurance for ME Element
CAM	Physical	
	6. Thermal	7. Acoustics
		8. Structure
CAE		

Competency Certification – Demo (FAE Stars Rating)

01

Evaluate Behavior

- Evaluate Behavioral Event
- ✓ 1-3 Stars: Self-Evaluation and Review
- ✓ 4-5 Stars: Self-Evaluation, Review, and Defense

02

Rate Score

- Technical Competency Scoring Standards Table
- ✓ 1-3 Stars: Scores are assessed based on behavioral evaluation results and the corresponding scoring table.
- ✓ 4-5 Stars: Scores are determined by the defense.

03

Rate Level

- FAE Star Rating Standards
- Stars and Score Range
- ✓ 5 Stars: 90 and above
 - ✓ 4 Stars : 75-89
 - ✓ 3 Stars : 60-74
 - ✓ 2 Stars : 40-59
 - ✓ 1 Stars : 20-39

04

Certification

- Contribution and Qualification Requirements
- Three Stars or Above:
- Development of SP + FB Capabilities
 - 4 Knowledge Base Articles
 - Internal Trainer Qualification
 - Technical Specification Documentation

Employee Development Programs

Leadership Development Program (LDP)

Leadership Development Program (LDP)

- At the end of 2023, Delta began preparing a 2-year Leadership Development Program, officially launching in January 2024. Selected critical role talents will participate in managerial courses, leadership workshops, and cross-region conferences to enhance their skills and networks.
- In addition, Delta offers various development programs for different managerial roles and key talents. Delta HQ provides resources and encourages regions to tailor programs to local needs.

Program / Policy	Description
Junior Manager Foundation	This six-month learning package cultivates new junior managers' mindsets, transitioning them from individual contributors to leaders in each region.
Middle and Senior Manager Leadership Development Programs	Including the SEA Leadership Development Program, Manufacturing Elite Program (Leader as Coach), EMEA's L.E.A.D. Program, and Americas' Leadership Shadowing Program.
All-Level Managerial Talents	<ul style="list-style-type: none"> • In 2023, Delta launched Cross Knowledge online courses, offering 30 intermediate, advanced, and general management courses. • Managerial Sharing guidelines for senior managers to mandate their responsibility in delivering and sharing insights annually to bolster their coaching and communication skills, and foster a culture of knowledge exchange.
New Business Development (NBD) Leader Incubation Program	To support Delta's growth strategy, the " New Business Development (NBD) Leader Incubation Program" was launched in 2022. This three-year initiative aims to develop future leaders for new business units, with 50 carefully selected members.
ERA (Global Rotation & Expatriation Acceleration) policy	It was implemented on January 1, 2023, in assessing talent within LDC's inventory, we found that critical talents often lack interdisciplinary and rotational experience, limiting their exposure to diverse business models and cross-domain management.

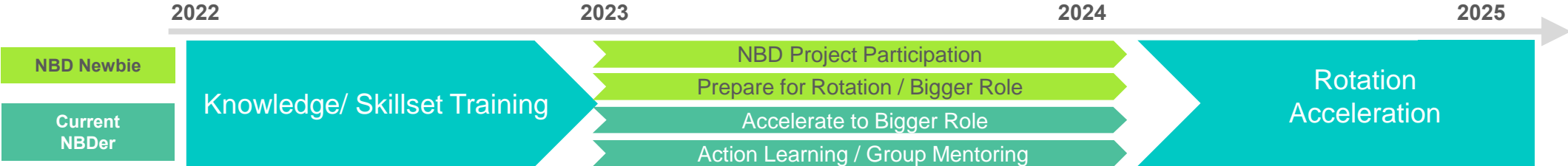
Leadership Development Program (LDP)

- Regular reviews, development activities, and HR-supported investments are helping critical and business transformation talents develop their capabilities. 13% of the critical talents moved upward of their organizational position, and more than 15 new key talents are mature with solid experiences to take critical leadership roles and can rotate immediately for Delta's business needs in 2023.
- The ERA Policy has been instituted for over 33,200 indirect labors globally. The tangible advantage for Delta lies in the cost savings from external recruitment fees. By transitioning 178 internally developed talents, who align with the policy's criteria, into key future positions, we can save USD \$31,591 per individual in external recruitment fees, amounting to substantial savings of USD \$5.62 Million.
- We officially launched Managerial Sharing in 2021, with coverage increasing to 85%. By 2023, coverage reached 100%, marking a 15% improvement over 3 years.

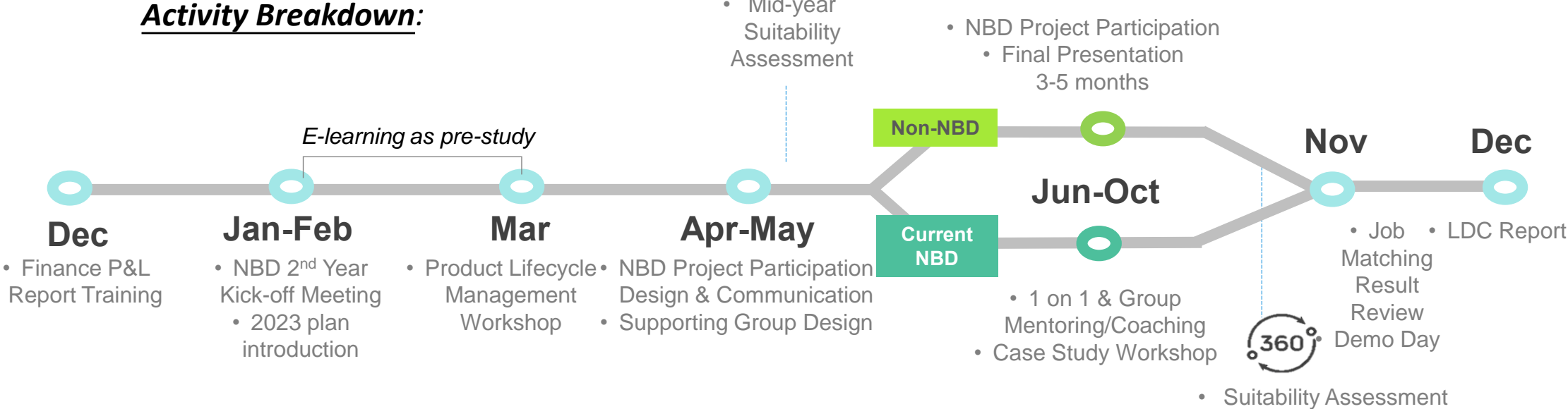
Level 1	Level 2 ~ Level 3	Level 4
<ul style="list-style-type: none"> • NBD Case Study Workshop for leader in NBD: 4.6/5. • NBD Program 2nd Year Demo-Day: 4.8/5 . • Junior manager Foundation training: 189 participants(Taiwan & China). • SEA Leadership Development Program: 31 participants. Average satisfaction rating: 4.75/5. • Manufacturing Elite program: 110 participants. Average satisfaction rating: 4.36/5. • L.E.A.D. Program: 57 participants. Average satisfaction rating: 4.5/5 	<ul style="list-style-type: none"> • Level 2 : Applied and successfully joined short-term new business development project: 52% • Level 3: (1) 100% of key talents have completed 360-degree surveys to evaluate their development. (2) Junior Manager Foundation training result from South of China: The overall average of 360-degree score has increased from 4.1 to 4.4. 	<ul style="list-style-type: none"> • Critical talent • (1)Promotion rate: 71% (2022: 72%) • (2)Rotation rate: 51% (2022: 41%) • (3)Movement upward rate: 13%(2022: 20%) • Expatriation and Rotation for key talents: 64% (178 out of 278 people) • Rotation rate of NBD talent: 54% (2022: 32%)
<p>9.2% of FTEs participating in the program</p>		

NBD 2023 Development Plan

- **Objective:** Cultivate Future NBD Team Leaders & Core Team Leaders for Delta NBD Team
- **Pilot area:** Taiwan
- **Target Participant:** 50 attendees (Non-NBD employee AND Current NBD member/leader)
- **Goal:** 70% of talent pool Rotate to Corp. NBD or Promoted to be NBD Lead / Core Team Lead



Activity Breakdown:



Rotation Acceleration



Global Rotation & Expatriation Acceleration Policy (ERA)

Outcome

- 64% of our key talent pool for critical roles have successfully completed a minimum of one of the requisite experiences for a duration exceeding 2 years.

Background

- Stronger demand on pipeline pool with need to speed up talents' development
- Have no sufficient experiences in junior level before promoting to critical positions

Target

- Apply to **All** employees who could be promoted to **People Manager**
(Combine with current Promotion Mechanism)

*Dual Ladder options for **Technical expert**

1. Only evaluate technical expert who could be promoted to a certain level.
2. Refer to RD Job Title Guideline & Evaluation Criteria

3. Evaluation Mechanism:

Option 1: Committee review With CEO/COO approval:

Talent Development Committee (TDC) / Promotion Review/ Technical Committee

Option 2: Directly Obtain CEO/COO approval

- Exclude local driven functions:
Investment, Audit, Construction, General/Facility Affair

Effective Date

- 2023, Jan (impact 2024 Promotion)

Managerial Sharing Guidelines

Indicator / Year	2021	2022	2023
Coverage rate	85%	96%	100%

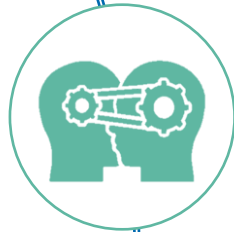
Objective

Shape sharing culture for knowledge cascading



Target

- People Managers



Requirement / year

(either one criteria fulfillment)

- Deliver 3+ hours classroom/ live broadcast
- Deliver 1 e-learning
- *Region may set higher requirement



Topics

- **Direction & Strategy, Experience or industrial trend** (no trainer fee)
e.g. Town hall, EMEA Talk, Group Sharing/Mentoring/Coaching
- **Management course** (invited by HR)
- *Region may involve more topics, and need to approved by Corp. in advance



Outcome Summary

- Annual report to CEO/COO in December
- Quarterly update Region HR/BHR

Regional Talent Development Programs

Target Audience	Junior Manager	Middle and Senior Manager			
Program	New Junior Managers Training program	SEA Leadership Development Program	Manufacturing Elite program - Leader as coach	EMEA- The L.E.A.D. Program	Americans- Leadership Shadowing Program
Purpose	To assist junior managers in adapting to new roles, gaining confidence, and learning effective team management.	Enhance leaders' mindset, ability to communicate with subordinates, and provide feedback.	Enhance leaders' ability in coaching and leading change.	Focused on the leadership knowledge, strategic partnerships.	Advance Delta Leadership competencies by shadowing senior leaders.
Outline	<ul style="list-style-type: none"> • Performance, Stress, Time, Emotion management • Cross-sector collaboration 	<ul style="list-style-type: none"> • The 6 critical practices- build leadership mindset and feedback culture 	<ul style="list-style-type: none"> • Leader as coach • Conflict Mgmt. • Delegation and Empowerment • Leading change 	<ul style="list-style-type: none"> • Change Management • Situational Leadership 	<ul style="list-style-type: none"> • Shadowing sessions • Observation sharing and record
Number of attendees	189	31	110	57	5
Satisfaction Rate	4.4	4.75	4.36	4.5	4.5

Smarter. Greener. Together.

