Board of Directors' Qualification and Competency Matrix

as of 31 December 2022

Category	Criteria / Qualification and competence	Unit	Total / Average	% (for reference only)	 Mr. Ng Kong Meng (James)	 Mr. Cheng Ping	 Mr. Ko Tzu-shing (Mark)	 Mr. Anusorn Muttaraid	 Mr. Boonsak Chiempricha	 Mr. Chu Chih-yuan (Roger)	 Mr. Chang Tsai-hsing (Jackie)	 Mrs. Tipawan Chayutimand	 Mr. Witoon Simachokedee
Basic information	Type of director	-	-	-	Non-executive	Executive	Executive	Non-executive	Independent	Independent	Executive	Independent	Independent
	Nationality	-	-	-	Malaysian	Taiwanese	Taiwanese	Thai	Thai	Taiwanese	Taiwanese & British	Thai	Thai
	Gender	-	-	-	Male	Male	Male	Male	Male	Male	Male	Female	Male
	Age	years	67	-	74	60	74	67	72	74	54	64	67
	Date of first election by the AGM/EGM	-	-	-	3-May-90	24-Jun-19	24-Jun-19	22-Aug-94	5-Apr-16	30-Apr-88	24-Jun-19	2-Apr-18	30-Mar-15
	Date of latest election by the AGM	-	-	-	7-Apr-23	1-Apr-22	1-Apr-22	31-Mar-21	31-Mar-21	31-Mar-20	1-Apr-22	31-Mar-21	31-Mar-20
	% of latest voting result approved by the AGM	%	99.68%	-	99.69%	99.71%	99.71%	99.14%	99.66%	99.68%	99.79%	100%	99.74%
	Tenure	years	14	-	33	4	4	29	7	33	4	5	6
conflict of interest	Directorship in other listed companies	companies	1	-	0	1	1	0	2	1	0	0	1
	Directorship in other non-listed companies	companies	5	-	0	21	11	5	4	0	3	1	1
	Direct Shareholding in the Company as of 31 Dec 22	shares	0	-	0	0	0	0	0	0	0	0	0
	Spouse & minor child share holding	shares	0	-	0	0	0	0	0	0	0	0	0
	Share holding in controlling shareholding	shares	0	-	0	0	0	0	0	0	0	0	0
	Cross-shareholding with suppliers	shares	0	-	0	0	0	0	0	0	0	0	0
Member of sub-committee	Audit committee	-	3	33%					▲	▲		▲	
	Corporate governance committee	-	2	22%				▲			▲		
	Nomination and compensation committee	-	4	44%				▲		▲		▲	▲
	Privilege Committee	-	4	44%				▲	▲			▲	▲
	Risk management committee	-	1	11%							▲		
	Sustainable development committee	-	1	11%							▲		
Training	Participated training courses in **past 3 years**	-	-	-	• Credit Suisse 2019 Market Outlook Seminar Hong Kong • Thailand Labor Law Introduction and Case Analysis • Corporate Strategy	• Balance between Technology and Humanities -Which Side AI Stand On • Corporate Strategy • Opportunities and Chanllenges of 5G in the Aspect of Development of Telecommunications • Directors' duties and responsibilities (2021) • From the fragmentation and reconstruction of the American dream-The future of Taiwan-US-China trilateral relations (2021)	• Balance between Technology and Humanities -Which Side AI Stand On • Corporate Strategy • Opportunities and Chanllenges of 5G in the Aspect of Development of Telecommunications • Directors' duties and responsibilities (2021) • From the fragmentation and reconstruction of the American dream-The future of Taiwan-US-China trilateral relations (2021)	• Capital Market Acadamy Leader Program #27	• Director Certification Program (DCP), year 2003 • Role of the Chairman program (RCP), year 2007 • Corporate Governance for Capital market Intermediaries (CGI), year 2014 • Roles and Duties of the Audit Committee in good corporate governance	• Director Accreditation Program (DAP), year 2007	• Simplified Strategic Planing • Thailand Labor Law Introduction and Case Analysis • Driving Organizational Culture from the Boardroom • Director Certification Program (DCP), Thai Institute of Directors Association, Year 2021	• Director Certification Program (DCP) • IT Governance and Cyber Resilence Program • Certified Tax Accoountant (CTA Licence)	• Director Certification Program (DCP), year 2009 • Financial Statement for Directors (FSD), year 2009
Education background	Finance & Accounting	-	3	33%					▲	▲		▲	
	Business Administration	-	5	56%		▲			▲	▲		▲	▲
	Engineering	-	3	33%	▲		▲						▲
	Humanities	-	1	11%							▲		
	Science & Technology	-	3	33%		▲		▲					▲
Experience/ Knowledge background	Solution Business	-	7	78%	▲	▲	▲	▲		▲	▲		▲
	International Business Management	-	8	89%	▲	▲	▲	▲	▲		▲	▲	▲
	Management/ excutive post. outside mother land	-	6	67%	▲	▲	▲	▲		▲	▲		
	Local law/ Tax Compliance	-	8	89%	▲	▲	▲	▲	▲	▲		▲	▲
	Human resouces & Talent Development	-	7	78%	▲	▲	▲	▲	▲		▲		▲
	Public and Investor Relationship Communication	-	6	67%	▲	▲	▲	▲			▲	▲	
	Risk management	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Supply Chain Management	-	5	56%	▲	▲	▲		▲		▲		
	Sustainable Development	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Information and privacy security	-	5	56%	▲	▲	▲				▲	▲	
Experience in Global Industry Classification (GICs) Level 1 Sectors	Consumer Discretionary	-	4	44%	▲			▲				▲	▲
	Consumer Staples	-	1	11%					▲				
	Energy	-	8	89%	▲	▲	▲	▲		▲	▲	▲	▲
	Material	-	7	78%	▲	▲	▲	▲		▲	▲		▲
	Industrials	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Healthcare	-	4	44%		▲	▲				▲	▲	
	Financials	-	7	78%		▲	▲		▲	▲	▲	▲	▲
	Information technology	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	Communication service	-	3	33%		▲	▲				▲		
	Utilities	-	6	67%	▲	▲	▲	▲			▲		▲
	Real Estate	-	1	11%		▲							
Degree of independency in acordace with Sec Rule 4200 requirements	No characteristics prohibited in the law on public limited companies, or characteristics indicating a lack of appropriateness in respect to trust in managing a business with public shares as specified in the notification of SEC.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	No Blood relation with managerial officer of the company or affiliates or subsidiaries.	-	8	89%	▲		▲	▲	▲	▲	▲	▲	▲
	Not a member of founding family eg spouse, adopted child, sibling .	-	8	89%	▲		▲	▲	▲	▲	▲	▲	▲
	The director must not be a "Family Member of an individual who is, or during the past three years was employed by the company or by any parent or subsidiary of the company as an executive officer."	-	8	89%	▲		▲	▲	▲	▲	▲	▲	▲
	Years of indepency from executive capacity	years	5	-	16	0	0	4	7	7	0	5	6
	Delta's share holding (as of 31 Dec 2022)	shares	0	-	0	0	0	0	0	0	0	0	0
	% of held shares to paid up capital	%	0	-	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Family members' Delta's share holding (as of 31 Dec 2022)	shares	0	-	0	0	0	0	0	0	0	0	0
	Family member's % of held shares to paid up capital	%	0	-	0	0	0	0	0	0	0	0	0
	The director must not be (and must not be affiliated with a company that is) **an adviser or consultant to the** company **or** a **member of the company's senior management.**	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not be affiliated with a significant customer or supplier of the company.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must have no personal services contract(s) with the company, affiliates or subsidiaries. or a member of the company's senior management.	-	4	44%					▲	▲		▲	▲
	The director must not be affiliated with a not-for-profit entity that receives significant contributions from the company.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not have been a partner or employee of the company's **outside auditor** during the past three years.	-	9	100%	▲	▲	▲	▲	▲	▲	▲	▲	▲
	The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent.	-	4	44%					▲	▲		▲	▲

Remark:

1. ◣ Chairman of the Board of directors
2. ▲ = Meet requirement
3. Experince in Global Industry Classification (GICs) Level 1 has objectively evalute by Sustainable Development Committee based on Profile of Board of Directors published at our 2021 Annual Report 186-194.
4. Delta has no explicit requirements indicating that the Board of director, CEO and/or other executives are required to build up share ownership equivalent to a specific multiple of their annual base salary. However, the Board of director, CEO and/or other executive managers are required to disclose information on their personal securities holdings (including that of their spouses and minor children) to the Office of the Securities and Exchange Commission. Find CG Policy page 13.
5. The company does not issue other types of shares, except from ordinary share, which is the only one class of security.