



Delpha

2021 ESG REPORT

Contents

About the Delpha Construction ESG Report	1
Letter From Management	2
Chapter 1: Overview of Delpha Construction	3
1.1 Business Philosophy	3
1.2 History and Development	3
1.3 Scale of Delpha Construction	4
1.4 Membership of Associations	4
Chapter 2: Sustainability Management	5
2.1 Implementation of Corporate Sustainability	5
2.2 Material Topics	5
Chapter 3: Environmental Sustainability	11
3.1 Climate Change	11
3.2 Energy Management	16
3.3 GHG Management	17
3.4 Water Resource Management	18
3.5 Waste Management	20
Chapter 4: Employee Relations	24
4.1 Demographics	24
4.2 Rights and Benefits	26
4.3 Training & Development	33
4.4 Occupational Health and Safety	35
Chapter 5: Suppliers, Products and Customers	39
5.1 Supply Chain Management	40
Chapter 6: Social Coprosperity	44
Chapter 7: Corporate Governance	46
7.1 Organizational Chart	46
7.2 Business Operations	53
7.3 Risk Management	53
Appendix	70

About the Delpha Construction ESG Report

This report is the second ESG report issued by Delpha Construction Co. Ltd. ("Delpha Construction", "the Company"). Through this report, hopefully all stakeholders can better understand the Delpha Construction's commitments and efforts towards sustainable development.

Scope and Categorization

The reporting period is from January 1, 2021, to December 31, 2021. The scope is focused on Delpha Construction, with additional scope descriptions in specific chapters. In the future, the ESG Report will work towards complete disclosure and gradually incorporate important information from related companies and other subsidiaries.

Reporting Standards

The content structure of this report is compiled in accordance with the core options of GRI Standards issued by the Global Reporting Initiative (GRI) and its reporting principles. The statistical data disclosed in the report are derived from self-assessments and survey results, and the financial data is CPA-certified public information.

Review and Preparation Processes

The information disclosed in this report are internal statistics and surveys conducted by a dedicated Sustainability Team. The head of the relevant unit ensures the integrity of information disclosed, after which the relevant unit and consultants will compile and compose the report, and relevant team members and supervisors will check the report. The complete content of the report will then be submitted to the chairman of the board for review and approval. The metrics within this report has been verified by the highest governance unit and conforms to reporting standards.

ESG Report Publication

Current Version: June, 2022

Reporting Cycle: Annually

Contact

Contact person: Wang Chen-Kang (Ken), Delpha Construction

Address: 16F, No. 460, Section 5 Chenggong Rd., Neihu Dist., Taipei City

TEL: 02-2632-8877 Ext 808

E-mail: kenwang@delpha.com.tw

Delpha Construction Website:
<http://www.delpha.com.tw/>

Letter From Management

From our inception in Taipei City nearly six decades ago, Delpha Construction has continued its commitment to propagate the essence of quality Taipei architecture to all cities across Taiwan. Going forward, we will strive towards establishing Delpha Construction as a nationwide brand, maintaining our philosophy of “mutual positivity”. We believe well-planned residences should encompass elements of sun, air, water, lighting, and ventilation; spaciousness; practicality; and generous storage. Quality homes crafted with these values emphasize the care and health of our residents, ensuring their positive experiences translate to word of mouth, and in-turn the growth of Delpha Construction.

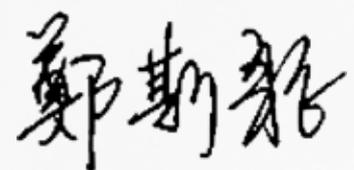
Looking back on 2021, although the global COVID-19 have persisted across the globe, the Taiwanese real estate market has benefited from various factors; the return of Taiwanese expatriates and increased transparency of market information have both strengthened domestic demand and incentivized purchases. Delpha Construction have continued to cultivate suitable land in the greater Taipei region and along the MRT line, and further expanded our scope to cover commitments towards central and southern Taiwan. Our northern endeavors include 11 projects such as “The urban green” and Huaisheng urban renewal project in Da’an District; Taiyuan Road urban renewal project in Datong District; For Taoyuan, “Metro Building” and “Xinbi Section B” in Luzhu District, “Qingxi Section A”, “Qingxi Section B” and “Sanzuowu Section” in Zhongli District, “Lejie Section A”, “Lejie Section B” and “Shanjie Section” in Guishan District. For our 3 central and southern projects, there are “Xinzhan Section” and “Shingaotie Section” in Taichung’s Shalu and Wuri Districts respectively; and “Qing’an Section” located in Tainan’s Shanhua District. At the same time, we will keep a close eye on relevant issues pertaining to the ebb and flow of domestic economics, consumer livelihood and wealth. A prosperous future lies ahead for Delpha Construction with number of future projects expected to maintain a stable growth, and the management team will rise to the occasion and deliver results in-line with the support and expectations of shareholders.

The Company has also continued its diversified urban renewal commitments. Greater Taipei City initiatives elevate the city’s aesthetics and environment; inviting nature with beautification for neglected sites and advocating for urban transformation to improve the lifestyle and convenience of residents. Delpha Construction is dedicated to the needs of all stakeholders to provide beautiful, quality, and smart homes; to do our part in improving urban aesthetics and living spaces.

Aside from steady day-to-day operations, Delpha Construction has also welcomed global environmental protection trends and societal needs. We pledge to adopt environmentally friendly materials and introduce green building certification for new projects; to reduce wasted resources and minimize the environmental burden of buildings’ lifecycles. We will also strive towards symbiosis with nature and care for the environment. Sustainable management is Delpha Construction’s primary goal. The prosperity of a company needs to be built on a foundation of a society with harmony and happiness, and societal care and contributions are core principles of sustainable operations. Delpha Construction has always been understated sponsors of various contributions and cared for many people in need.

We will stay true to our founding aspirations and the responsibility entrusted unto us by countless families, maintaining the persevering spirit of “Cultivating Space, and Caring for the Earth”. Delpha Construction will focus on every minute detail and continue to provide the houses of unforgettable memories for Taiwanese families.

Chairman:



Chapter 1: Overview of Delpha Construction

1.1 Business Philosophy

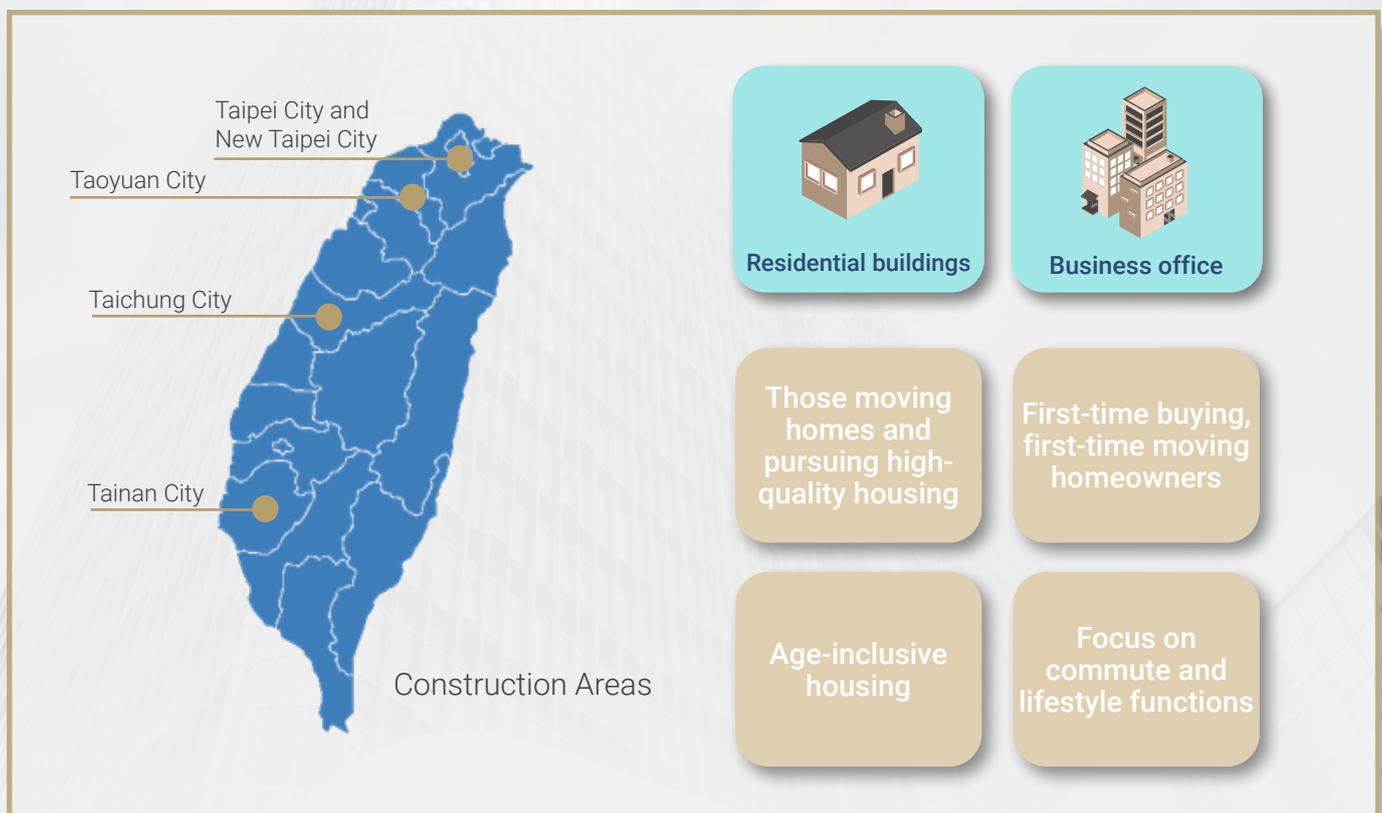
“Cultivation Space, and Caring for the Earth” is the business philosophy of Delpha Construction. “Providing high-quality, diversified construction, caring for the social environment, and helping to create a gorgeously neat dwelling and urban life landscape” is our mission and core value.

1.2 History and Development



1.3 Scale of Delpha Construction

Company Name	Delpha Construction Co., Ltd.
Headquarters	16F, No. 460, Section 5 Chenggong Rd., Neihu Dist., Taipei City
Employees	36 (As of December 31, 2021)
Chairman	Cheng, Ssu-Tsung
President	Wu, Yu-Guo
Capital	NT\$8,399,880,000 (As of May 27, 2022)
Main Business Scope	Real estate development, construction, lease and sale



1.4 Membership of Associations

Delpha Construction collaborates closely with related industries, and actively participates in domestic industry associations, to ensure a close-knit integration with the industry through exchanges and cooperation and to acquire relevant information. The participating associations include The Real Estate Development Association of Taipei, Taoyuan Real Estate Development Association, and Taichung Real Estate Development Association.

Chapter 2: Sustainability Management

To encourage the active practice of Delpha Construction's corporate social responsibility while engaging in business operations, Delpha Construction has set out to comply with the international standards of balancing the development of environment, society and corporate governance, and to shoulder the responsibilities of corporate citizenship, enhance its contribution to the national economy, and improve employees' treatment conditions; cultivating competitive advantage based on corporate responsibility. The "Sustainable Development Code of Conduct" (Note 1) is formulated, and environmental protection, corporate social responsibility or other committees can be set up based on the concept of corporate social responsibility and sustainable operations.

Delpha Construction is deeply committed towards respect for social ethics and paying attention to the rights and interests of all stakeholders, while practicing sustainable operation and corporate profitability. Furthermore, attaching importance to environmental, social and corporate governance facets, and incorporating corporate social responsibility into company management and operations.

2.1 Implementation of Corporate Sustainability

Delpha Construction's Corporate Governance Office is the dedicated corporate social responsibility unit. Through meetings, the communication mechanism between various departments is strengthened, internal and external resources are mobilized as appropriate, and project planning and management are carried out when necessary; to achieve the principle of sustainable development of the enterprise, fully demonstrate the company's commitment to social responsibility. Grasping the overall social responsibility development trends at home and abroad paramount to Delpha Construction's efforts, and also provides opportunities for colleagues to participate in internal and external education, training and seminars, to continuously improve Delpha Construction's sustainability management concepts. The unit reports to the board of directors from time to time, and reviews the effectiveness of operations, and hope to achieve the goal of co-prosperity with all stakeholders, the environment, and society.

Corporate social responsibility related businesses include corporate social responsibility policies, systems and management guidelines. The formulation of various specific promotion plans, evaluations, planning, execution, communication, and relevant processes is promoted by senior executives to relevant departments to delegate and improve the sustainable positioning of corporate social responsibility within the Company and bring about the benefits to the stakeholders inside and outside the enterprise.

2.2 Material Topics

To identify stakeholders, Delpha Construction carries out annual assessments in accordance with the five principles (responsibility, influence, tension, diverse perspectives, and dependency) of the AA1000 SES Stakeholder Engagement Standard. Furthermore, materiality is considered in identifying and managing Material Topics. Delpha Construction takes this opportunity of annual disclosures to establish a systematic and long-term performance tracking and goal setting for Delpha Construction's major topics, and make continuous improvements to concepts of sustainable management of the economy, society and environment.

Note1: the "Corporate Governance Code of Conduct" was renamed to the "Sustainable Development Code of Conduct" by resolution of the Board of Directors on May 12, 2022.

2.2.1 Material Topics Analysis

STEP 1 Confirm Procedures and Specifications

The sustainability development team is responsible for planning. First, confirm the disclosure and reporting boundaries of material issues, and plan the identification process of major issues in accordance with the AA1000 Stakeholder Engagement Standard and GRI standards

STEP 2 Identification of Stakeholders

Through the internal discussion of the sustainability development team, by identifying the entities or individuals whose activities, products and services have a significant impact on the Delpha Construction, or whose actions will affect the Company's ability to implement strategies and achieve goals; identify five major factors that are highly related to the impact of Delpha Construction's sustainable development stakeholders, and will serve as the main target for communication of major issues.

STEP 3 Consolidating Sustainability Topics

Conducted in accordance with the GRI standards, and with reference to the identification results of sustainability issues over the years, domestic and foreign industry benchmarks, international ESG trends, industry-specific issues, value chains and related indicators. For 2021, a total of 3 major sustainability themes and 16 key sustainability topics have been compiled.

STEP 4 Investigate Stakeholder Concerns

Taking the above five groups of stakeholders, a survey on the degree of materiality for each topic is carried out by means of an online electronic questionnaire. A total of 144 questionnaires was returned in 2021.

STEP 5 Confirmation and Review

After receiving results of the questionnaire survey, review the identification procedures of material issues and whether the results are complete and in line with the quality expected in the GRI standards. Furthermore, ensure that information and performance are not inappropriate or misrepresented. Finally, based on the identification results of various topics, those that are most important to stakeholders are compiled and reported, which will serve as the goal of Delpha Construction's future operation policy and an important basis for continuous review and improvement.

2.2.2 Material Topics Management

Through the above process, Delpha Construction starts from the three aspects of "Environment", "Social" and "Governance", and conducts an in-depth investigation of the importance of each stakeholder to each issue of concern. In 2021, a total of 3 major sustainability themes (E,S,G) and 16 key sustainability topics have been compiled. The major issues are as follows:

Committee	Material Topic	Responsible Unit
 Environment	E-1. Climate Change	Engineering Management Dept.
	E-2. Energy and GHG Management	
	● E-3. Water Resources Management	
	● E-4. Waste Management	
	● E-5. Environmental Policy and Green Living	
 Social	● S-1. Talent Attraction and Retention	Human Resources Team
	● S-2. Employee Rights, Diversity and Equality	
	S-3. Employee Training	
	● S-4. Occupational Health & Safety	Engineering Management Dept.
	S-5. Supply Chain Management	
	S-6. Procurement Management	
	S-7. Community Participation and Philanthropy	
 Governance	G-1. Corporate Governance and Risk Management	Corporate Governance Office
	● G-2. Financial Performance	
	● G-3. Integrity Management and Legal Compliance	
	● G-4. Information Security and Customer Privacy	Business Dept.

Note 2: The topics marked with "●" are most important topics for stakeholders, please refer to 2.2.3 for details.

2.2.3 Summary of Material Topics

Delpha Construction's sustainability development team conducts stakeholder surveys on the above 16 material topics, and considers the scope and impact they have on the value chain. Categorized into three major themes of Environmental, Social and Governance and further divided into a total of 9 material topics most important to stakeholders; the scope of the disclosure is defined, and follows relevant thematic criteria provided by the GRI standards to ensure disclosure completeness. Other material topics will also be presented in the report.

Theme	Material Topics	Impact Scope					Corresponding GRI Standard	Disclosure Chapter
		Employee	Customers	Shareholders	Partners	Government Entities		
Environmental	Water Resource Management	●			●	●	303	3.4 Water Resource Management
	Waste Management	●			●	●	306	3.5 Waste Management
	Environmental Policy and Green Living	●			●	●	201-2	3.1 Climate Change
Social	Talent Attraction and Retention	●					401/402	4.2 Rights and Benefits
	Employee Rights, Diversity and Equality	●				●	401/402	4.2 Rights and Benefits
	Occupational Health & Safety	●			●	●	404	4.4 Occupational Safety
Governance	Financial Performance	●	●	●	●		201	7.2 Business Operations
	Integrity Management and Legal Compliance	●	●	●	●	●	205/206	7.4 Integrity Management 7.3.7 Legal Risks
	Information Security and Customer Privacy	●	●	●	●	●	102	7.3.6 Information Security Risks

2.2.4 Stakeholder Communication

Delpha Construction attaches great importance to the opinions and views of stakeholders and have established healthy communication channels with stakeholders to obtain valuable suggestions and advice. Delpha Construction maintains an open and diverse attitude, and strives understand the actual needs and expectations of stakeholders; responds and adjusts in a timely manner, and continues to improve to achieve sustainability management. After identification of topics, the five major stakeholders, major concerns, communication channels and frequencies of Delpha Construction in 2021 are summarized as follows:

Stakeholder : Employees		
Significance to Delpha Construction	Communication Channel and Frequency	Focal Topics
Employees are the cornerstone of Delpha Construction's sustainability development and the most important asset. Delpha Construction strives to ensure that all employees receive proper care and provides development opportunities to attract outstanding talents, in-turn continuing to provide professional quality of service for the society.	1.Regularly (1) Performance Appraisal (Half-yearly) (2) Department Meals (Quarterly) (3) Employee Welfare Committee (Monthly) (4) Managers Meeting (Weekly) (5) Department Meeting (Weekly) 2. As Needed (1) Announcements (2) Education & Training (3) Employee Opinion Box	1. Occupational Health & Safety 2. Employee Rights, Diversity and Equality 3. Talent Attraction and Retention 4. Financial Performance 5. Information Security and Customer Privacy

Stakeholder : Customers		
Significance to Delpha Construction	Communication Channel and Frequency	Focal Topics
Customers supports the operation and development of enterprises. Delpha Construction attaches great importance to every opportunity to contact customers and look forward to any feedback customers may have to aide towards the improvement of Delpha Construction.	1. As Needed (1) Customer Service Hotline (2) E-mail (3) Corporate Website (4) Unit Owner Assembly (5) Handovers and Inspections/ Customer Change Requests	1. Procurement Management 2. Occupational Health & Safety 3. Employee Rights, Diversity and Equality 4. Environmental Policy and Green Living 5. Integrity Management and Legal Compliance

Stakeholder : Shareholders		
Significance to Delpha Construction	Communication Channel and Frequency	Focal Topics
Shareholders plays an important role in oversight, and Delpha Construction is accountable to shareholders. A sound oversight mechanism and healthy interaction are important factors for Delpha Construction's stable operations and sustainability.	1. Regular (Annually) <ol style="list-style-type: none"> (1) Shareholder Meetings (2) ESG Reports (3) Annual and Financial Reports (Annually/Quarterly) (4) Investor Conferences 2. As Needed <ol style="list-style-type: none"> (1) Corporate Website (2) Market Observation Post System 	<ol style="list-style-type: none"> 1. Corporate Governance and Risk Management 2. Integrity Management and Legal Compliance 3. Financial Performance 4. Occupational Health & Safety 5. Employee Training

Stakeholder : Suppliers/Contractors/Cooperative Parties		
Significance to Delpha Construction	Communication Channel and Frequency	Focal Topics
Good partners are hard to come by. Delpha Construction hopes to interact and grow together with partners to provide consumers with higher-quality products and maximize social value.	1.Regularly <ol style="list-style-type: none"> (1) Planning/Sales/Labor Safety Meetings 2.As Needed <ol style="list-style-type: none"> (1) Supplier Evaluations (2) Vendor Visits (3) Agreements and Contracts (4) Reporting mailbox for stakeholders 	<ol style="list-style-type: none"> 1. Integrity Management and Legal Compliance 2. Corporate Governance and Risk Management 3. Financial Performance 4. Occupational Health & Safety 5. Information Security and Customer Privacy

Stakeholder : Government Entities		
Significance to Delpha Construction	Communication Channel and Frequency	Focal Topics
Delpha Construction abides by laws and regulations, cooperates with government policies, maintains a good relationship with the government; to collaborate to create a prosperous city.	1. Regularly <ol style="list-style-type: none"> (1) Fire and labor safety inspections 2. As Needed <ol style="list-style-type: none"> (1) Publicity meetings/instructional meetings/seminars (2) Dedicated hotline, e-mail, and conferences (3) Official letters 	<ol style="list-style-type: none"> 1. Corporate Governance and Risk Management 2. Integrity Management and Legal Compliance 3. Energy and GHG Management 4. Employee Rights, Diversity and Equality 5. Occupational Health & Safety

Chapter 3: Environmental Sustainability

With the rise of environmental awareness in recent years, and relevant laws and regulations, Delpha Construction actively invests various resources to improve environmental protection hardware, environmental safety professionals, and strengthen the environmental safety awareness of all employees; and to comply with laws and regulations as a basic requirement.

Delpha Construction has always required employees, suppliers, construction vendors, and contractors to comply with environmental protection laws and regulations with a proactive attitude and strict standards.

3.1 Climate Change

With increasing importance surrounding the issue of climate change, extreme weather, natural disasters, energy crisis and transition to a low-carbon economy; brings about various risks and opportunities. As customers and investors become more aware of concepts of corporate social responsibility, there is an increasing emphasis on environmentally friendly construction methods and how companies respond to environmental, social and governance risks.

Delpha Construction understands the risks that climate change does bring and identifies climate change as one of the five major risks in the risk identification process. ^(Note 3)

To effectively management risks associated with climate change, Delpha Construction formed a dedicated Sustainability Team, to adhere to relevant laws and regulations and applicable standards. Apart from the aim of effectively protecting the environment, Delpha Construction implements these principles within operational activities and internal management to improve the efficiency resource use, recycling, and minimize environmental impact. With smarter and more efficient resources use to achieve the goal of using environmental sustainability.

Furthermore, Delpha Construction has actively participated in the TCFD initiative, and officially signed as a TCFD supporter in March 2022, demonstrating to investors and clients that they can ensure their resilience in response to relevant risks.

For scenarios related to climate change, Delpha Construction not only refers to relevant climate change information, TCFD disclosure recommendations, other reports and information issued by relevant domestic and foreign institutions, but also considers factors such as industry-specific characteristics, market trends, laws, and policies; identifies short, medium, long-term climate change related risks, and list relevant climate risk factors accordingly. Relevant departments then are invited to assess the potential impacts that may be caused when climate-related transition risks and physical risks occur and formulate corresponding action plans based on the assessment results of the risk analysis, so as to improve the ability to adapt and mitigate the impact of climate change.

Note 3: The risk identification process consists of four steps: (1) Listing of risks, (2) Ranking of risk significance, (3) Results and reporting, and (4) Formulation of response strategies. For the steps pertaining to risk identification and four categories of risks, please refer to chapter 7.3 Risk Management of this report.

Climate Change Risks and Opportunities

Transition Risks			
Type	Risk Item	Description	Response/Opportunities
Policy and Regulatory Risk	Increased cost of GHG emissions	In 2021, the Environmental Protection Agency will append "2050 Net Zero Emissions" into the draft amendment of the "Climate Change Response Law" and include it in the carbon fee collection mechanism. If greenhouse gas emissions exceed the quota, payment will be required, and related fines caused by emission quota control may significantly increase operating costs; in addition, investing in carbon emission reduction needs to be factored as a cost as it is capital intensive.	<ol style="list-style-type: none"> 1. Actively develop low-carbon operation methods, such as paperless office and smart energy-saving equipment. 2. Actively improve energy efficiency, optimize resource management processes, and improve energy stability. 3. The introduction of green building equipment in construction projects and actively acquire green building certification can not only reduce the carbon emissions of buildings and promote environmental protection, but also increase value, sales area, operational and sales intensity.
	Sustainability-related needs and increase in regulations	If sustainable regulations such as the renewable energy regulations are formulated and implemented, Delpha Construction will need to spend additional expenses to build renewable energy installations and obtain renewable energy certificates.	<ol style="list-style-type: none"> 1. Purchase renewable energy certificates to support the development of renewable energy and increase relevant proportions. 2. Actively participate in renewable energy projects and promote cooperation with the government and other business partners.
	Construction costs increases from electric vehicle parking space	In 2019, the Ministry of the Interior announced the implementation of the amendments to the "Building Design and Construction Act", which stipulated that new buildings must reserve space for electric vehicle charging equipment. In addition, the government announced in 2017 that new motorbikes and automobiles will be fully electrified by 2035 and 2040 respectively. In the future, the installation of electric vehicle parking spaces will inevitably become a necessary facility for construction projects, and the installation of charging pillars and related supporting facilities, will inevitably lead to increased construction costs.	<ol style="list-style-type: none"> 1. Large-scale car manufacturers are making every effort to develop electric vehicles. Relevant European countries have stated that they will ban the sale of fuel vehicles and vigorously promote the development of electric vehicles. Electric vehicles will become the future trend, and if electric vehicle can be supported in the standard equipment offering of construction projects, it will be advantageous for sales. 2. According to the "Taipei City Urban Renewal Unit Planning and Design Award Volume Evaluation Criteria", the setting of electric charging pillars reaches two percent of the legal parking space, which can increase the legal floor area ratio by one percent.
Technical Risks	Costs of low-carbon transition	In order to reduce the carbon emissions of Delpha Construction's own operations, or to respond to the demand for low-carbon products or services, expenses are required to move towards a low-carbon transformation.	Actively look for low carbon incentives and balance costs with awarded floor area ratio.

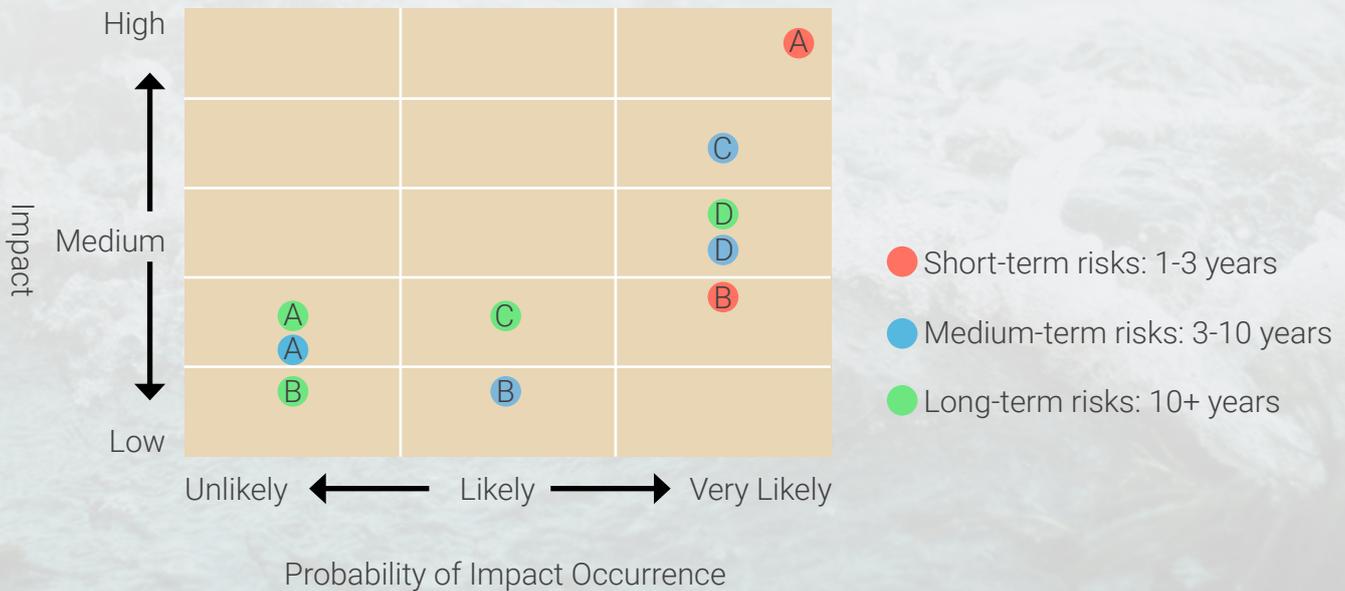
Type	Risk Item	Description	Response/Opportunities
Market Risks	Increased raw material costs	<p>Increased risks relating to production costs from changes in the cost of raw materials required for manufacturing due to climate change:</p> <ol style="list-style-type: none"> 1. When the raw material cost of the supplier increases, the contract amount with Delpha Construction will be simultaneously increased, which will increase the production cost and affect the profit. 2. The price increase of products may impact revenue. 3. The adoption of relevant environmental regulations has led to a sharp rise in the prices of raw materials required for construction industries, and materials such as sand, cement, coal, and timber; resulting in contractors being reluctant or have no free capacity to work. 	<ol style="list-style-type: none"> 1. Actively assist and promote to suppliers regarding climate adaptation and energy transition to deepen mutual cooperation. 2. Identify suppliers that advocate for environmental protection and pay attention to climate risks, and urge them to improve their relevant response capabilities and promote the formation of a sustainable value chain.
	Changes in customer preferences	<p>Consumers' emphasis on environmental protection and sustainable operations will affect their choice of projects. Pursuing the green building label or using building materials that meet low energy consumption and low carbon emissions will greatly increase construction costs. In addition, before the popularization and mass adoption of sustainable materials, if the supply is unstable, it will affect the construction period and the subsequent completion period and delivery; resulting in additional labor costs and even fines for breach of contract.</p>	<p>Green buildings with energy saving and carbon reduction are the future trend. In addition to awarding floor area ratio, the adoption of development methods such as universal design, green roofs, and environmentally friendly building materials will become the foundation of natural buildings. Green buildings may be unable to significantly promote the sales of construction projects, but can build a loyal customer base and establish a corporate brand image.</p>
Reputation Risks	Increased negative feedback from stakeholders	<p>Failure to successfully implement climate change mitigation actions may generate negative feedback from the government, investors, and customers. Delpha Construction will lose its sustainable status in the current market environment, resulting in damage to goodwill and potential financial losses.</p>	<p>Through promotions, education and training, the management team of Delpha Construction and employees will pay more attention to issues related to climate change, and actively respond to and communicate with the external parties, to enhance the corporate image of Delpha Construction and increase media exposure.</p>

Physical Risks

Type	Risk Item	Description	Response/Opportunities
Short-term Risks	Increase in extreme weather events	<p>When the number of rainstorms and the severe typhoons increase, it may cause:</p> <ol style="list-style-type: none"> 1.The office buildings, sales centers and construction sites of Delpha Construction may be flooded, which may lead to asset loss, affect construction progress, and incur construction costs; which may even incur construction safety risks in serious cases. 2.Strong typhoons may interrupt power, cause power outages in local areas, lead to interruption of operations or services, and interruptions of engineering operations. 	<p>Risk assessment is carried out for sales and construction sites located in areas with high risk of flooding or vulnerable to typhoons, and the possible impact of disasters is reduced through prudent construction planning, disaster response design among other strategies.</p>
Long-term Risks	Rise of average temperature	<p>Due to global climate change, the increase in the length of the dry season and the increase in the duration of extreme high temperatures in East Asia will have the following impacts on Delpha Construction:</p> <ol style="list-style-type: none"> 1.In order to maintain the indoor temperature of the office or public works, additional energy costs may incur. 2. There is no air-conditioning system on the construction site. When workers work in the humid basements, they may feel uncomfortable due to the high temperature and humidity, which increases the risk of construction. 3. When selecting plant life for construction projects, it is necessary to maintain good condition before handing over the house. When handing over the house to the community building management committee, it is also necessary to ensure the simplicity of plants and relevant maintenance. Plants that are resistant to high temperatures and are adaptable need to be considered, which may incur maintenance cost and design difficulty. 	<ol style="list-style-type: none"> 1.Actively formulate energy-saving plans or evaluate the purchase of energy-saving equipment, gradually reduce unnecessary energy consumption during operation and improve energy efficiency. 2.Establish a construction site labor care mechanism as follows: <ol style="list-style-type: none"> (1) Provide comfortable and breathable clothing to reduce heat strokes. (2) Provide drinks according to the temperature, to assist in hydration and temperature. (3) Installation of fans in the basement to improve air flow and avoid physical discomfort caused by insufficient oxygen due to prolonged stay.

Type	Risk Item	Description	Response/Opportunities
Long-term Risks	Rising sea levels	Emission of greenhouse gases will lead to the rise of sea level. If the groundwater rises due to the inflow of sea water, it will be difficult to carry out the underground excavation and bracing of the projects. The ingress of water in the underground layer will also lead to concerns regarding structural strength and construction safety.	Although Taiwan is located in a monsoon climate region, there is rain all year round, but when the extreme weather causes no typhoon to bring rainfall to reservoirs, the central and southern regions will face serious water shortages. When there is no water available during the dry season, the groundwater extracted can be used as industrial water or secondary water when the underground layer is excavated, which can not only make full use of water resources, but also enhance the corporate image.

Climate Change Materiality Matrix



Short-term risk	Medium-term risks	Long-term risks
<ul style="list-style-type: none"> A Increased raw material costs B Construction costs increases from electric vehicle parking space 	<ul style="list-style-type: none"> A Increased negative feedback from stakeholders B Changes in customer preferences C Increase in extreme weather events D Costs of low-carbon transition 	<ul style="list-style-type: none"> A Rise of average temperature B Rising sea levels C Sustainability-related needs and increase in regulations D Increased cost of GHG emissions

3.2 Energy Management

Delpha Construction's 2021 new construction projects are externally contracted, and related power consumption and expenses are handled by the constructors, so they are not included in Delpha Construction's electricity consumption.

Company Power Consumption			
Year	2019	2020	2021
Power Consumption GJ ^{Note 4}			
Delpha Construction Taipei Office	257.33	287.57	321.70
Delpha Construction Taichung Office	-	-	28.93 (Apr-Dec)
Own Assets	0.86	0.86	0.86
Total Consumption	254.19	288.43	351.49
Power Intensity GJ/m²			
Delpha Construction Taipei Office ^{Note 5}	0.31	0.35	0.39
Delpha Construction Taichung Office ^{Note 6}	-	-	0.195 (Apr-Dec)
Own Assets ^{Note 7}	0.002	0.002	0.002

Note 4: 1 kWh=3600000J = 0.0036 GJ

Note 5: Delpha Construction Taipei Office Area = 817.82 m²

Note 6: Delpha Construction Taipei Office Area =148.66m²

Note 7: Own Assets Area = 365.02 m²

Conservation of Energy Consumption

1 Achieved long-term implementation for turning off lights during lunch breaks, saving energy and reducing carbon emissions and taking into account the health of employees.

2 Implemented energy-saving plan in three aspects: air conditioning, electric lighting and other electricity consumption. Regular inspections are carried out to inspect energy consumption and replace energy-consuming equipment.

3 Installed curtains and shades on windows to save air conditioner electricity consumption.

Energy Saving Measures

1 Currently partial lighting uses energy-saving LED lighting, and it is planned to exclusively use LED energy-saving lighting.

2 Implemented initiative to reduce use of air-conditioning and opening more windows. If air-conditioning is required, it is promoted to colleagues that the temperature should be set between 26 and 28 degrees Celsius, and a shutdown timer be set.

3.3 GHG Management

Year	2019	2020	2021
Scope 1 CO₂ Emissions kg ^{Note 8}			
Direct Emissions	812	779	926
Scope 2 CO₂ Emissions kg ^{Note 9, Note 10}			
Delpha Construction Taipei Office	36,383	40,100	44,859
Delpha Construction Taichung Office	-	-	4,034 ^{Note 11}
Own Assets	122	120	120
Total Emissions	36,505	40,220	49,013
GHG Intensity kg/m² ^{Note 12}			
Scope 1	0.69	0.66	0.70
Scope 2	30.86	34.00	36.81
Total Area m ²	1,182.84	1,182.84	1,331.50

Note 8: Scope 1 consists of GHG Emissions for Delpha Construction Taipei Office and Own Asset's refrigerators, air-conditioning, split-type air-conditioning units and company vehicle usage.

Note 9: Scope 2 consists of GHG Emissions for Delpha Construction Taipei Office, Delpha Construction Taichung Office and Own Asset's indirect GHG emissions.

Note 10: According to data provided by the Bureau of Energy, Ministry of Economic Affairs.

2019 Electricity carbon emission factor = 0.509kg CO₂/kWh.

2020 Electricity carbon emission factor = 0.502kg CO₂/kWh.

2021 Electricity carbon emission factor = 0.502kg CO₂/kWh.

Note 11: Calculated from April to December 2021.

Note 12: Total Area used in 2019 and 2020 includes Delpha Construction Taipei Office, and Own Assets. For 2021, Total Area used includes Delpha Construction Taipei Office, Delpha Construction Taichung Office and Own Assets.

Energy Saving and Carbon Reduction

- 1 Most of hardcopy documents have been digitized, and email communication is used between colleagues, manufacturers, and customers, to reduce paper copies or official document exchanges.
- 2 Implement garbage classification and resource recycling, and continue its promotion between colleagues.
- 3 Employees have been educated in correct environmental protection concepts and implementation methods.
- 4 Promoted measures for employees to bring own cutlery and cups has been reached with aims to reduce plastic waste. Continue promotion of this initiative in the future.
- 5 Video conferencing system have been optimized and used more frequently.
- 6 The office will uniformly set the temperature of the indoor air conditioner according to the seasonal temperature to reduce wastage.
- 7 Promote electronic and paperless measures by offering tablet subsidy to reduce amount of paper and printed materials use.
- 8 Promoted double-sided copying and printing of documents or printing with wastepaper.
- 9 Encouraged employees to use recycled paper as much as possible, to effectively implement 3R (Reduce, Reuse, Recycle) initiatives.

3.4 Water Resource Management

Due to the densely populated and limited area, steep slopes, concentrated rain, and short rivers in Taiwan, most of the rainwater quickly flows into the ocean. Therefore, it is a water-scarce country and must treasure the use of water resources. Delpha Construction strives for resource control and reduction of water resource risks through precise and prudent water use and control. In terms of use, in addition to the general construction site water, water is mainly from the day-to-day usage of the office buildings, using the water bill as a basis for statistics. In 2021, the water consumption of office areas and self-owned assets will be 564 cubic meters, which is 213 cubic meters less than last year. In the future, Delpha Construction will consider continuously reviewing water management based on water consumption and other data to improve the effectiveness of resource utilization.

Delpha Construction's 2021 new construction projects are contracted externally, and related water resources consumption and expenses are handled by the constructors, so they are not included in Delpha Construction's water consumption.

Company Water Consumption		
Year	2020	2021
Water Consumption m³ Note 13		
Delpha Construction Taipei Office	715	511
Delpha Construction Taichung Office	-	34.45 (Apr-Dec)
Own Assets	19	19
Total Consumption	734.00	564.45
Water Intensity m³/m²		
Delpha Construction Taipei Office Note 14	0.87	0.62
Delpha Construction Taichung Office Note 15	0	0.23 (Apr-Dec)
Own Assets Note 16	0.05	0.05

Note 13: Dimension is 1 m³ as on water bills.

Note 14: Delpha Construction Taipei Office Area = 817.82 m².

Note 15: Delpha Construction Taichung Office Area = 148.66m².

Note 16: Own Assets Area = 365.02 m².

Conservation of Water Consumption

- 1 Water output of toilet and pantry sink have been checked time to time, for any water leakages.
- 2 Water-saving toilets are used to save water consumption.
- 3 Valves adjusted for toilets and urinals, and daily leakage inspections have been carried out.
- 4 Flowers are watered mostly in early mornings or evenings in summer to reduce the evaporation of plant water.
- 5 Drought-tolerant plants are chosen for office plants to reduce water consumption require from watering.

Water Saving Measures

1

In the future, consider adoption of water-saving toilets with adjustable flush to preserve water resources.

2

When plants are placed going forwards, use alternating height placement, so that the upper pot can leak water to irrigate the plants in the lower layer, and make good use of every drop.

In 2021, Delpha Construction was imposed a 14-point penalty by the Taoyuan City Government due to the insufficient capacity of the grit chamber in the construction site's runoff wastewater reduction plan. However, Delpha Construction has not violated these terms since a year of penalty, cooperating fully with relevant audits. While also being the first violation within three years, the Taoyuan City Government will reduce the penalty by 7 points, which with the multiplier of NT\$5,000 per point, results in a total fine of NT\$ 35,000. In addition to actively cooperating with the inspection and improvement, Delpha Construction also immediately cooperated with the construction vendors to check the implementation of the runoff wastewater reduction plan at other construction sites to ensure that violations of relevant environmental protection laws and regulations do not occur again.

3.5 Waste Management

3.5.1 Generation of Waste

Pollution caused by Delpha Construction's operation activities are mainly attributed by exhaust gas, noise, sewage, and waste generated or discharged during the construction of the building. Especially since the projects launched by Delpha Construction are mostly residential buildings or commercial office buildings, located in lively city centers or residential areas, which will inevitably have an impact on nearby residents.

To effectively reduce various hazards that may be caused to the environment during the construction, Delpha Construction will sign contracts with construction vendors and contractors before commencement. Contracts binds parties relevant to construction to pay attention to environmental protection relating to exhaust, noise, sewage, and waste. To effectively recycle and prevent and reduce the impact on the surrounding environment, Delpha Construction will also actively require construction vendors and contractors to strictly abide by environmental regulations and cooperate with relevant pollution prevention and control measures. The wastes of all construction projects are entrusted to certified professional environmental protection companies. Special personnel will be dispatched to supervise and manage the environmental maintenance of each site during the construction, so as to avoid environmental clutter or pollution, and implement effective resource recovery, garbage classification, reuse of available resources; to prolong the product life cycle and reduce the waste of resources.

Additionally, Delpha Construction not only abides by the relevant laws and regulations on safety and fire protection, but also takes in consideration international trends, introduces design concepts such as green buildings, and vigorously promotes natural buildings full of sunlight, air and water. Green buildings are set upon a foundation for environmental protection, energy saving, and sustainability; and according to the domestic climate conditions, Delpha Construction will create "buildings that consume the least earth's energy and resources, produce the least waste, and have ecological, energy-saving, healthy characteristics and waste reduction." Symbiosis and co-prosperity with the global environment. The green building label is issued by a professional organization designated by the Ministry of the Interior to evaluate the evaluation system of nine major indicators of green building, including "greenery", "base water retention", "water resources", "daily energy saving", "carbon dioxide reduction", "waste reduction", "sewage and waste improvement", "biodiversity" and "indoor environment".

Delpha Construction's most recent case of urban redevelopment of dangerous and old buildings in Taipei City, "The urban green", has obtained five labels: "greenery", "base water retention", "water resources", "daily energy saving", "sewage and waste improvement". Delpha Construction's two major urban renewal projects in the prime district of Taipei City, "Huaisheng Section" and "Taiyuan Road", both plans to apply for a total of 7, "greenery", "base water retention", "water resources", "daily energy saving", "carbon dioxide reduction", "waste reduction", and "sewage and waste improvement". Large-scale project "Shingaotie Section" currently under construction in Wuri District, Taichung City, boasting more than 30,000 square meters of floor area, and 1,000 units is proposed to apply for 8 labels, "greenery", "base water retention", "water resources", "daily energy saving", "carbon dioxide reduction", "waste reduction", "sewage and waste improvement" and "indoor environment".

Status of Green Building Indicators

	The urban green	Hauisheng Section	Taiyuan Road	Shingaotie Section
Greenery	●	○	○	○
Base water retention	●	○	○	○
Water resources	●	○	○	○
Daily energy saving	●	○	○	○
Carbon dioxide reduction		○	○	○
Waste reduction		○	○	○
Sewage and waste improvement	●	○	○	○
Biodiversity				
Indoor Environment				○
<p>● Obtained certification label.</p> <p>○ Certification label to be applied</p>				

The total construction waste of Delpha Construction in 2021 is 997.22 m³, which is the sum of the following completed construction projects:

1. The urban green: 568.62 m³ in 2021
2. Central One: 428.60 m³ in 2021

In 2021, no waste was exported to foreign countries, and there were no environmental litigation and other incidents.

3.5.2 Transfer and Disposal of Waste

Office

Delpha Construction has set up a resource recycling area in the office, which divides waste into three categories: resource waste, general waste and kitchen waste; and continues to promote colleagues to implement waste classification. In addition to supervising colleagues to reduce and classify garbage, we also hire cleaning personnel to assist in garbage cleaning and supervise cleaning personnel to comply with relevant regulations in subsequent garbage disposal.

Construction Vendors

In order to strengthen the recycling and classification of resources on construction sites, reduce the amount of waste and increase the recycling rate of resources, Delpha Construction requires the cooperative construction vendors to set up a dedicated area for recycling materials on the construction site, and classify wastes into the following three categories:

1. General waste

Cooperating construction vendors are required to strengthen waste reduction and control, and keep the construction site clean and tidy.

2. Resource recovery

Strictly supervise the cooperating vendors' handling of resource recycling. After signing a contract with a transporter, the transporter will collect and transport wastes such as wastepaper from time to time. The wastepaper is mostly used as recycled paper.

3. Construction waste

Regarding the disposal and transfer of construction waste, Delpha Construction, by entering a contract, obliges the construction vendors that undertakes the construction to abide by the relevant laws and regulations such as water pollution prevention law, air pollution control law, the noise control law, waste removal law; and act in accordance with the provisions of these laws and regulations issued by relevant agencies. The vendors are responsible for environmental protection of the construction site at all times; and shall eliminate all wastes and rubbish in the construction site and the roads around the construction site in a timely manner. Similarly, the soil or waste generated by construction should be restored or and cleaned up in a timely manner. If waste soil is generated during the construction process, the construction vendors should propose and implement a waste soil disposal plan before commencing construction, stating the discarding location and transportation, route, and other related information.

3.5.3 Construction Waste Reduction Measures

1. Foundation earthwork balance design

Before the architectural design, Delpha Construction will carefully consider the design of the topographic and landform changes, and obtain the best cut and fill balance for the basement excavation, so as to reduce the probability of excess earthwork and insufficient earthwork.

2. Construction Automation

Construction vendors are required to introduce construction automation methods to reduce construction pollution. For example, unifying windows or other unit blocks to be the same size, to reduce energy consumption when casting on site.

3. Use recycled building materials

Supervise construction vendors to use recycled building materials to reduce energy consumption in the production of building materials and also reduce the generation of construction waste. For example, using recycled tiles, recycling kiln-fired building materials, or reusing concrete into other products, such as low-quality concrete, asphalt, or screening out available stones.

4. Adopt various pollution control measures

Insist construction vendors to reduce air pollution during construction, in addition to strengthening pollution management, and requiring the addition of various air pollution control measures according to individual needs when formulating construction plans. Such as: watering during excavation to reduce dust; car wash stations and high-pressure washing equipment to prevent vehicles from migrating waste soil or other pollutants off-site to cause ground and air pollution in adjacent communities; set up windscreens (walls) to reduce dust spillage; use sealed vehicles or dust-proof nets for transportation for wet and dry soil respectively; when temporarily piles of waste soil during excavation is required, implement measures such as artificial covering to reduce dust blowoff due to wind.

Chapter 4: Employee Relations

4.1 Demographics

Delpha Construction's Employee Composition: Gender / Age				
Year	2020		2021	
Gender	Male	Female	Male	Female
Age < 30	1	2	1	2
Age 30-50	3	8	5	11
Age > 50	11	6	11	6
Total	15	16	17	19
M:F Ratio	0.94	1	0.89	1

New Employees and Employee Exits

Based on the number of 36 employees of Delpha Construction in 2021, the turnover rate is 22%, all transferred to the subsidiaries of Delpha Construction.

	New Employees		Exited Employees	
Gender	Male	Female	Male	Female
Count	10	3	8	0
Age				
20-29	4	0	4	0
30-39	5	2	4	0
40-49	1	1	0	0
50-59	0	0	0	0
60+	0	0	0	0
Total	13		8	
Reasons for Resignation				
Transferred to the subsidiaries	-	-	8	-

Delpha Construction has a total of 10 management personnel, consisting of general managers, deputy general managers, heads of various departments and branches; of these managers, 4 are female senior executives (40% representation ratio).

Year		2020	2021	2022 (As of 4/30)
Distribution %	Doctorate	-	-	-
	Masters	3%	14%	12%
	College	91%	80%	81%
	High School	3%	4%	5%
	Below High School	3%	2%	2%

Distribution of Profession Title, Delpha Construction:

Title	Male	Female
President	1	0
Vice President	1	0
Manager	3	0
Assistant Manager	6	3
Senior Officer	2	3
Senior Specialist/ Supervisor	2	1
Specialist	1	9
Assistant Specialist	0	2
Others	1	1
Total	17	19

4.2 Rights and Benefits

With recent international developments to fulfill corporate social responsibility and protect the basic human rights issues of all employees, customers and stakeholders; Delpha Construction will follow the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the United Nations Global Covenant, comply with the universal values uncovered by the International Labor Organization (ILO) and other international human rights conventions. Delpha Construction also respect internationally recognized basic human rights policies, including freedom of association, caring for disadvantaged groups, prohibiting child labor, eliminating all forms of forced labor, and eliminating employment discrimination, among others.

Delpha Construction did not experience discrimination or other related incidents in 2021.

Delpha Construction abides the domestic labor-related laws and regulations and designate the Corporate Governance Office as dedicated unit, attaches importance to the following important human rights issues:

01 Gender Equality and Diversity

1. There should not be differential treatment of language, attitude and behavior regardless of personal gender, sexual orientation, race, socioeconomic status, age, marriage, family status, language, religion, political party, nationality, appearance, facial features, physical and mental disabilities, etc.
2. Delpha Construction has established gender equality suggestion boxes and labor-management communication suggestion boxes; providing an effective and appropriate complaint mechanism to avoid conflicts, respond to situations that endanger the rights and interests of employees, and strive to create a working environment that is equal and free from discrimination and harassment.
3. Delpha Construction attaches great importance to female employees and has been committed to promoting female supervisors and senior managers for a long time. In 2021, two female supervisors were promoted. Currently, the number of female supervisors (roles above department managers) accounts for 40% of the total number of senior management. Continuing our commitment of gender equality, Delpha Construction will guide the board selection processes to increase female representation, to balance the proportion of male and female directors, and leverage the diverse perspectives genders to enable comprehensive business decisions.

02 Reasonable Working Conditions

1. In order to clearly calculate and standardize working hours, Delpha Construction has formulated a reasonable working hours management plan adhering to relevant laws and regulations and has an electronic card reader to manage the attendance of employees daily; providing salary, vacation, and leave that comply with the laws and regulations of relevant regulations.
2. Delpha Construction is committed to implementing great working environments and welfare systems. In addition to labor insurance and national health insurance, Delpha Construction also has gathered needs of employees to improve quality of life, and plans to establish the following employee benefits: group insurance for all employees, labor retirement reserve supervision committee, employee welfare committee, bonuses for three main holidays, vacations, regular health checks, employee self-use preferential housing initiatives, employee stock subscription measures, and employee remuneration, etc.
3. To encourage employees' long-term commitment, retirement planning, and work efficiency; harmonious labor-management relations is promoted. Delpha Construction has revised the Company's employee retirement measures in accordance with the law. The labor retirement reserve supervision committee was established to review and verify the provision and expenditure of the labor retirement reserve. The establishment and implementation of relevant measures increases the willingness of employees to serve at the company long-term.
4. In conforming to relevant government regulations, Delpha Construction implement the new labor retirement system on July 2005, employees who choose the new plan will have 6% of monthly wages are allocated towards labor retirement pensions, and deposited in individual labor pension account established by the Bureau of Labor Insurance. The labor retirement reserves are set aside in accordance with relevant laws.

03 Occupational Health and Safety

1. In order to provide a safe and healthy working environment, Delpha Construction organizes regular health inspections every year, to care for employees' health and safety risks. Delpha Construction also adheres to labor health and safety laws and regulations.
2. Since 2020, the global COVID-19 pandemic has raged on, and protecting the health of employees has become an urgent responsibility of Delpha Construction. From May 16, 2021, pandemic prevention announcement will be issued every two weeks, aiming to control personnel entry and exit, the cleanliness, and hygiene of the office environment. Ongoing comprehensive self-management protection measures of employees and promotion of symptom response procedures, to ensure employee health is looked after.

04 Freedom of Association

1. Although Delpha Construction does not have a labor union, the labor-management meeting is used as a channel for communication and discussion between the two parties, and its resolutions apply to all employees within the scope.
2. Delpha Construction currently has multiple clubs such as golf and yoga clubs established by employees, and actively promotes colleagues to join, cultivate legitimate interests, and engage in healthy leisure activities.

a. Golf Club:

Delpha Construction established a golf club in September 2021, with a total of 10 members. Through weekly lessons and whole-body exercises which include arms, shoulders, core and other muscle groups, and hire professional coaches to guide them safely and efficiently. In order to improve the golf skills of colleagues and cultivate their social skills, the club has held two seasons courses thus far, and will continue to provide classes and arrange more advanced activities in the future.

b. Yoga Club:

The yoga club was established in 2021, with a total of 13 members. Through the bi-weekly course, colleagues who are regularly sitting or have no exercise habits can effectively stretch the muscles and joints of the body, relax the body, and aiding concentration. Professional teachers are hired to guide participants and assist in the well-being of colleagues, and also cultivate their interest in yoga.

05 Labor-Management Negotiation

Delpha Construction pays attention to the communication between labor and management, and regularly organizes labor management meetings to effectively solve labor-management problems through adequate communication.

06 Privacy Protection

In order to protect the privacy of customers and all interested parties, Delpha Construction's collection, processing and use of personal data comply with the requirements of domestic laws and regulations, and establish appropriate control regulations and protective measures.

Implementation of Human Rights Procedures

Delpha Construction has established various employee complaint channels, and employees can respond to their supervisors in person as needed, or through messaging software, through the employee's complaint mailbox; enabling real-time response and solutions to issues. In addition, Delpha Construction has established a semi-annual appraisal system to allow employees to regularly review their work, performance results, or achievement of work goals. Employees can express their sentiments and any changes of values over time, review results and goals, and set goals or plans for the following year; supervisors can also regularly review employee performance through the appraisal system to achieve efficient business goals.

4.2.1 Remuneration

Delpha Construction has a Remuneration Committee with independent directors serving as members to assist in reviewing the salary policy of managers. Employee salaries cover basic salary, bonuses, allowances, remuneration, etc. The basic salary is based on rank and position, and are all in line with at least the local minimum salary regulations, and the standard starting salary is directly related to the job description, regardless of gender or age.

Year	Total Employee Salary (NTD Thousand)	Average Full-time Employees (Person)	Employee Salary Average (NTD Thousand / Person)	Employee Salary Median (NTD Thousand / Person)	Industry Competitor Median
2020	21,520	22	978	867	846
2021	27,542	26	1,059	989	-
Difference	6,022	4	81	122	-

Gender Pay Equality

Gender pay distribution for Delpha Construction (excluding general manager)				
Year	2020		2021	
Gender	Male	Female	Male	Female
Ratio	1.30	1	1.63	1
Percentage of total salary	53%	47%	58%	42%

4.2.2 Employee Welfare Measures

Employees are an indispensable element for sustainable development. Delpha Construction provides opportunities to nurture talents, upholding the spirit of integrity, respect, tolerance and friendliness; to enhance business performance and sustainable development. Delpha Construction places great importance to policy advocacy, provides channels for employees to express their opinions, understands employees' suggestions and adopts two-way communication for negotiation, to maintain a harmonious labor-management relationship.

No labor-management problems have occurred in Delpha Construction.

Labor-management Meetings

To enhance the development of Delpha Construction and the well-being of employees, the Company actively provides diversified, open, transparent and smooth communication channels. In accordance with the "Regulations for Implementing Labor-Management Meeting", Delpha Construction has an equal number of representatives elected by both labor and management to form a labor-management meeting. The labor-management meeting is held regularly every quarter. The meeting discussed and negotiated matters such as coordinating labor-management relations, promoting labor-management cooperation, employee wages and benefits, labor safety, etc., to ensure that the voices and suggestions of all colleagues can be fully conveyed to the Company.

Through the labor-management meeting, Delpha Construction can properly respond to various questions raised by employees or gather specific suggestions for improvements. Adjustment of working hours and adjustment of leave methods are also handled according to laws and regulations through the resolutions of the labor-management meeting to ensure the rights and interests of employees are protected.

A total of 4 labor-management meetings were held in 2021. The labor-management relationship is harmonious and stable, and there were no labor-management disputes in 2021.

	2018	2019	2020	2021
Number of Meetings	4	4	4	4
Number of Motions	11	9	9	11

Employee Welfare Committee

To improve employee welfare, Delpha Construction, in accordance with the "Employee Welfare Fund Act", jointly established an "Employee Welfare Committee" by both employers and employees, and allocated welfare funds in accordance with the relevant laws, providing employees with various benefits and activities. The Employee Welfare Committee has a total of 7 members, 1 of which appointed by the Company, and the other 6 members are elected by various departments, and the director general relevant staff are selected from the employees to assist the operation of various activities.

The Employee Welfare Committee held 4 meetings in 2021, and resolved a total of 16 initiatives, including cash gifts for three main holidays, birthday gifts, emergency relief, year-end gifts, distribution of various types of welfare funds, departmental cultural and recreational activities, birthday parties, club preparations, travel and accommodation subsidies, and lucky draws, etc. In 2021, the total amount of related benefits provided to colleagues is NT\$591,358.

Additionally, since the COVID-19 pandemic, to protect the safety of employees and their families, Delpha Construction has implemented home office and social distancing measures. The Employee Welfare Committee is to assist colleagues onboard to video conferences when working from home, assist in the transition towards paperless office. Furthermore, welfare funds have been committed to purchase tablets for colleagues to use, and provide an e-commerce shopping fund of NT\$ 20,000 per person to subsidize colleagues' increased home expenses due to the pandemic. After the pandemic abates, accommodation vouchers will be provided for colleagues to travel and recuperate their body and mind.

Welfare Measures

Delpha Construction continues to provide a good working environment and implement sound welfare systems. In addition to labor insurance, national health insurance, and group insurance, Delpha Construction also focuses on the needs of employees and improving the quality of life. Every year, Delpha Construction offers renewal bonuses and year-end bonuses based on operating results. Year-end bonuses and employee bonuses align interests of the employees and Delpha Construction, resulting in co-prosperity and coexistence. Any new or revised measures related to labor-management relations are fully negotiated and communicated by both parties, so no disputes have occurred.

In addition, Delpha Construction's Articles of Incorporation (post-2021 shareholders meeting) stipulates that if Delpha Construction makes a profit during the year, no less than 0.5% and no more than 2% should be allocated for employee and directors' remuneration respectively; however, when Delpha Construction still has accumulated losses, it shall reserve the amount in advance. The abovementioned employee and directors' remuneration can be in the form of cash or stock, and subject to the Board of Directors' resolution approved by more than two-thirds of the directors in attendance, and approved by a majority, and reported to the shareholders meeting.

In addition to labor insurance, national health insurance, and group insurance, Delpha Construction further emphasizes employees' quality of life, with the planning and implementation of the below employee benefits:

Employee Welfare		Delpha Construction Initiative	Employee Welfare Committee Initiative
Health Examination		Employees undergo a health check once a year. 15 employees have undertaken the check this year.	-
Gifts, Subsidies	Weddings	> 1 year tenure: NT\$ 13,200, and NT\$ 7,200 for less than 1 year tenure.	NT\$ 6,000 for own marriage, NT\$ 3,600 for offsprings.
	Birth	Female Employee NT\$ 60,000, Spouse of Male Employees NT\$ 60,000	Female Employee NT\$ 3,600, Spouse of Male Employees NT\$ 3,600
	Birthdays	-	>1 year tenure: NT\$ 2,000 per person 25 recipients of the birthday bonus this year.
Bereavement Allowance	Bereavement Allowance	Those who meet the 8-day requirements: NT\$ 11,000; those who meet the 6-day requirements: NT\$ 7,000. 2 allowances handed out this year.	1. Employee: NT\$ 11,000 2. Spouse: NT\$ 5,100 3. Parents / Children: NT\$ 5,100 4. Grandparents, Grandchildren: NT\$ 3,100 2 allowances handed out this year.
	Paid Injury and Sick Leave	-	Employees who are hospitalized for more than 3 days receive NT\$ 3,600 per person. 1 hospitalization allowance have been handed out this year.
Three-holiday bonus (Year-end bonus, Dragon Boat Festival bonus, Mid-Autumn Festival bonus)		1. Year-end bonus recipients: 35 employees. 2. Dragon Boat Festival bonus recipients: 31 employees. 3. Mid-Autumn Festival bonus recipients: 32 employees.	1. Year-end bonus recipients: 36 employees. 2. Dragon Boat Festival bonus recipients: 30 employees. 3. Mid-Autumn Festival bonus recipients: 34 employees.
Preferential Measures for the Purchase of Houses for Employees' Own Use		Employees with Delpha Construction for more than three years and meet the purchase conditions are eligible for preferential house purchase.	-

Parental Leave

Delpha Construction grants parental leave in accordance with the "Act of Gender Equality in Employment". During 2021, no employees had taken parental leave.

Retirement System and Implementation

In conforming to relevant government regulations, Delpha Construction implement the new labor retirement system on July 1, 2005, with a focus on "individual labor pension accounts", supplemented by "annuity insurance"; 6% of monthly wages are allocated towards labor retirement pensions, and deposited in individual labor pension account established by the Bureau of Labor Insurance. Employees have ownership of the account, and also can voluntarily contribute an additional 6% of their monthly wage to their pension.

Workers who have reached the age of 60 can apply for a pension, those who have worked for more than 15 years can apply for a monthly pension, and those who have worked for less than 15 years should apply for a one-time pension.

Employees who were employed before June 30, 2005 can still choose to adopt the legacy pension system. The legacy system adopts a definite payment system, and the employer deposits 2% to 15% of the employee's monthly wages as the basis for the allocation. A special account is under the Institutional Labor Retirement Reserve Supervision Committee is deposited with Bank of Taiwan.

In the legacy system, the working years are limited to the same institution, and the working years are recalculated if they resign or take up a new job due to resignation or the closure of the institution or business. Workers must have worked in the same institution for more than 15 years and be at least 55 years of age or have worked in the same institution for more than 25 years in order to retire. The pension should be claimed in one lump sum.

Minimum Notice Period for Operational Changes

Regarding the shortest notice period for work changes, Delpha Construction, in accordance with the Labor Standards Act, shall notify the worker in advance of the date of termination of the labor contract according to the worker's years of employment when terminating the labor contract. Those who continue to work for more than three months and less than one year shall be given 10 days' notice; those who have continued to work for more than one year, but less than three years shall be announced given 20 days' notice; and those who have continued to work for more than three years shall be given more than 30 days' notice.

4.3 Training & Development

4.3.1 Employee Development

In 2021, there was 185.5 hours of education and training. The overall average training hours per person is 15.46 hours.

The total training cost is \$55,550.

Gender	Male	Female
Person	3	9
Training Hours	34.75	150.75

Training Topic and Unit

Corporate Governance and Internal Audit

1. Internal Audit within the ESG Trend (Internal Audit Association of the Republic of China)
2. Practical Workshop for Directors, Supervisors, and Corporate Governance Managers (Securities and Futures Institute)
3. How to Use Digital Technology to Improve Operational Processes and Fraud Detection (Internal Audit Association of the Republic of China)
4. Practical Corporate Information Protection and Structure Audit Control (Accounting Research and Development Foundation)
5. 2020 Taiwan Financial Sustainability Forum (Taiwan Stock Exchange)
6. Stock Affairs Lecture (Fubon Securities and Company Business Development Association)

Financial Accounting

1. 2020 Taiwan Financial Sustainability Forum (Taiwan Stock Exchange)
2. Stock Affairs Lecture (Fubon Securities and Company Business Development Association)
3. Accounting and Taxation Practice in Construction Engineering Industry (Juncheng Accounting and Taxation Training)
4. ACM Accounting General Ledger and Bill Management System (Goinfo Auto Co.)
5. ACM Subpoena Course (Goinfo Auto Co.)
6. Continuing Education for Accounting Supervisors (Accounting Research and Development Foundation)
7. Pre-employment Training Workshop for Onboarding Internal Auditors (Internal Audit Association of the Republic of China)
8. Using Inline XBRL for Financial Reporting (Taiwan Stock Exchange, Taipei Exchange)

Land Development

1. Increase in Transfers and Allowances Schedule Estimation (Taoyuan City Real Estate Development Business Association)
2. Practical Urban Renewal Finances and Tax (Taipei Real Estate Development Business Association)
3. Practical Land Evaluation and Analysis (Republic of China Reconstruction of At-risk Buildings Association)
4. Advanced Course on Land Development (Republic of China Reconstruction of At-risk Buildings Association)

4.3.2 Performance Evaluation and Promotion

Delpha Construction establishes organizational management indicators and team goals, regularly measures the level of performance, understands the work situation of colleagues, and uses them as indicators for promotion, salary adjustment, employee remuneration and bonuses.

The content of performance evaluation differs depending on the position and department, and all employees must be evaluated. The evaluation frequency is divided into regular and irregular evaluations.

Regular Evaluations

1. Trial Evaluation:

evaluation will be conducted at the expiration of the three-month trial period, and the professional knowledge, performance, professionalism, and personal ethics of employees will be reviewed.

2. Formal Assessment:

The assessment is conducted at the middle and the end of each year. The mid-year assessment is an assessment for promotion and salary adjustment, and selects appropriate employees for promotion and talent cultivation; the yearend assessment is for the payment of year-end bonuses, to reward employees' efforts and contributions for that year.

Irregular Evaluations

1. Supervisor or employee transfer.
2. Employees apply for leave without pay.
3. The employee's performance is abnormal and does not meet the performance target level.

Delpha Construction optimizes the performance evaluation system by adjusting the goals and strengthening the connection between work content and rights and responsibilities through performance evaluation. In the future, Delpha Construction will continue to optimize the evaluation mechanism and coverage to improve the four key points of potential evaluation: salary adjustment operations, personnel development, and promotion.

In 2021, Delpha Construction has conducted evaluations and adjustments for employees. All employees were assessed, regardless of gender or age. A total of 33 people were evaluated.

4.4 Occupational Health and Safety

Adhering to the dual goals of safety first and sustainable business development, Delpha Construction actively follows international industry trends and acts in accordance with international occupational safety management systems, local regulations. Delpha Construction formulates occupational health and safety policies, which are applicable to all employees and suppliers. At the same time, we are committed to pursuing the goal of zero injury, zero accident and zero occupational disease, creating the best working environment for all employees, and strives to improve the health and safety of Delpha Construction and its employees, customers, and suppliers in the workplace. The relevant implementation policies are as follows:

Health and Safety Code Advocacy

1

Safety helmets must be worn when entering and leaving the construction site. Site safety regulations must be abided; the construction project shall comply with the relevant laws and regulations on labor safety and health promulgated by the government.

2

Delpha Construction attaches great importance to the occupational safety of its employees. In accordance with Article 34, Paragraph 1 of the Occupational Safety and Health Act, the "Occupational Health and Safety Code of Delpha Construction Co., Ltd." has been reported to the competent authority for approval.

3

All employees of Delpha Construction must abide by the code and operate in accordance with all clauses for relevant goals, management plans, and standard operating procedures. Delpha Construction continues to convene occupational health and safety training promotions, including fire drills, daily occupational safety promotion, etc., to encourage employees to maintain a high level of crisis awareness. Occupational safety is implemented by monthly department meetings and regular education and training, strict supervision before, during and after construction, meeting reviews, site inspections, among other measure. Knowledge, education, and training of employees are upheld by, annual professional trainings, and require the site director to obtain an "Occupational Safety Card", and receive at least 6 hours of occupational health and safety related courses and professional license training.

4

Delpha Construction has arranged various occupational health and safety education trainings, meetings, and announcements for all employees and contractors at the construction sites in 2021. The information on the frequency and the number of times it has been handled is as follows:

Item	Application	Frequency	Count
Health and Safety Protocol Organization	Meeting with contractors at least once a month to coordinate, communicate and resolve safety and health issues among contractors.	Monthly	20
Worker Entry Safety Discipline Commitment	Before entering the site, inform contractors the relevant working environment, hazard factors and occupational safety and related regulations, to ensure they comply with the relevant safety matters.	Before Entering	156
Construction Environment Hazardous Factors Sheet	Before the contractor enters the site and according to each work item, inform the possible hazards and provide preventive measures.	Before Entering	156

Expected Goals

- 1 **Legal Compliance:** Compliance with occupational health and safety laws and regulations.
- 2 **Complete Employee Participation:** Established health and safety code to enable all employees to participate in accordance to prevent occupational disasters.
- 3 **Safety Improvements:** Prevent accidents, eliminate possible hazards, and ensure health and safety.
- 4 **Zero Accidents:** Continuously improve the effectiveness of the occupational health and safety management system to achieve the vision of zero occupational accidents.

Implementation of the internal standard operating procedures of occupational health and safety management system

Labor Health and Safety Matters

Division managers in charge of managing, directing, and supervising each Company department are responsible for implementation of the below topics:

1. Occupational disaster prevention matters.
2. Implementation of matters such as occupational health and safety management plans.
3. Regular inspections, key inspections, inspection points and other inspection and supervision related matters.
4. Conduct inspections regularly or irregularly.
5. Provide ways to improve work.
6. Draw up safe operation standards.
7. Teaching and supervising employee implementation conformity with operational safety standards.
8. Relevant safety and health management matters assigned from other employers.

Work Safety and Hygiene Standards

For various health and safety protection equipment installed in our Delpha Construction's workplaces, machinery, and equipment in accordance with regulations, workers should observe the following:

1. Do not arbitrarily disassemble or render it ineffective.
2. If it is necessary to temporarily dismantle or lose its performance effectiveness due to work needs, it should be restored to its original state immediately after the work is completed.
3. In cases where it has been dismantled or ineffective, it shall be remedied according to responsibilities reported to the superior.

Education Training

Delpha Construction handles the necessary health and safety educational training, on-the-job educational training in accordance with relevant rules, for the following employees:

- | | |
|--|--|
| 1. Occupational health and safety supervisors | 7. Construction operations supervisors |
| 2. Occupational health and safety management personnel | 8. Hazardous operations supervisors |
| 3. Work environment monitoring personnel | 9. Operators of dangerous machinery or equipment |
| 4. Construction safety assessors | 10. Special operations personnel |
| 5. Process safety assessors | 11. Nursing staff of labor health service |
| 6. High-pressure gas operation supervisors | 12. Emergency personnel |

Health Guidance and Management Measures

1. Health management:

Such measures as general and special health check-up management, job selection, job assignment, occupational injury and disease statistical analysis, and health risk assessment.

2. Health promotion:

Physical and mental health promotion measures such as labor health; health education and guidance; cancer screening; excessive blood sugar, blood lipid, blood pressure prevention; work stress relief; and employee assistance programs.

3. Assist relevant departments to deal with occupational disease prevention:

Strengthen occupational health and safety supervisors to visit on-site often, discover potential health hazards in the construction process, and provide on-site occupational health care consultation and other tasks.

Care for Employees' Health

Delpha Construction creates a workplace with an active occupational safety culture, with attention to detail and quality, and provides diverse employee welfare activities, such as annual routine health checks and club activities, to promote employees' health and diversified growth. Other measures to maintain worker health and safety are as below:

1. Access Control

Delpha Construction and security companies sign a contract to establish access control monitoring system.

2. Fire Safety

The community management committee of the relevant offices conducts fire drills from time to time.

3. Safe Drinking Water

Regularly (every 3 months) replace the drinking water filter.

4. Clean ambient air

Regularly (twice-yearly) replace the air purifier filter and provide maintenance.

5. Hygiene

Regular employee health checks are held. In 2021, due to the level-3 alert status of the COVID-19 pandemic, the health check of employees will be suspended, there were 15 employees who underwent health checks during this time.

6. Insurance

Delpha Construction purchases group insurance for all employees.

Delpha Construction has no occupational injuries or occupational diseases in 2021.

Chapter 5: Suppliers, Products and Customers



5.1 Supply Chain Management

In the pursuit of both construction quality and operational growth, Delpha Construction also regards supplier management as its top priority. The construction industry requires a high degree of professional division of labor and integration. To develop long-term and high-quality cooperative relations with suppliers, Delpha Construction establishes a clearly defined and rigorous supplier selection process. In addition to the verification of architectural design, construction, and project quality, it also emphasizes the suitability and stability of suppliers through environmental, social, and governance-oriented risk assessment and audit procedures. Thus, the sustainable operation of Delpha Construction can continue to provide high-quality buildings.

5.1.1 Policy and Commitment

Delpha Construction strictly requires suppliers to comply with local laws and regulations internal regulations of "Sustainable Development Principles". Procurement and selected vendors or contractors for projects should abide by internationally recognized labor rights, such as freedom of association, collective bargaining agreements, caring for disadvantaged groups, prohibiting child labor, eliminating all forms of forced labor, eliminating employment tier discrimination, etc., and should not be discriminatory in terms of human resources and related policies, such as gender, race, socioeconomic class, age, marital and family status, etc.

Delpha Construction also adheres to the principle of local development and local sourcing, so as to reduce carbon emissions caused by long-distance transportation and create local employment opportunities. Delpha Construction continuously optimizes the green procurement and supplier management mechanisms, allowing upstream and downstream manufacturers to jointly practice environmental protection, and always abide by the policy of human rights protection within operations to create a sustainable value chain.

5.1.2 Selection of Suppliers

Delpha Construction's supplier selection and management process can be divided into four stages:

Stage 1: Adhering to Guidelines

Delpha Construction has prepared internal regulations "EPC Project Procurement Regulations" as the basis for selecting and managing suppliers. New suppliers should pass social and environmental responsibility risk assessments to ensure that suppliers adhere to internationally recognized labor rights or environmental regulations.

All suppliers are required to issue a statement to promise not to commit the following to Delpha Construction personnel or related parties: bribery, commissions, agency fees, post-gratuities, rebates, gifts, other improper interests, or activities. The above mandatory commitments are included in the suppliers' terms of the contract. In addition, to ensure suppliers abide by internationally recognized labor rights, Delpha Construction stipulates in the contract that no illegal foreign migrant workers shall be used, and compliance with this principle is a prerequisite for cooperation.

Stage 2: Supplier Evaluation

The appraisal of new suppliers is a very important part of the supply chain management. Delpha Construction dispatches dedicated personnel to visit suppliers' companies or factories, as well as visit construction sites and previously completed construction sites to evaluate suppliers' operations and observing suppliers' actual performance. Quality and enthusiasm for cooperation with Delpha Construction, consideration for ESG, and other aspects of risk assessment are examined to determine if the supplier and Delpha Construction can establish a healthy relationship. The results are compiled in the "Supplier Evaluation Form" and acts as a basis for supplier evaluation.

Stage 3: Evaluation Audit

A house is not only the life savings of many people, but also core to the dream of starting a family and starting a business. Delpha Construction believes that only suppliers who meet the standards of product quality verification, social environmental responsibility and international labor rights can meet Delpha Construction's needs as suppliers. Therefore, Delpha Construction will continue to track the quality and service of suppliers and conduct assessments even after the completion of the project, warranty period, and the expiration of the warranty period. In the future, environmental protection, labor health and safety, and labor rights will also be included in the evaluation indicators, as a standard for whether to continue cooperation in the future.

Stage 4: Continual Improvement

In case where a non-tolerable controversy in a supplier arises, Delpha Construction will immediately cease cooperation and blacklist the offending supplier. For other controversies and issues, Delpha Construction will categorize the event into tiers, and request suppliers to provide improvement plans and measures within a time frame, and regularly review these items. If they fail to improve within the time frame, they will be listed as inferior manufacturers and will not be included in the priority list when screening suppliers in the future. Payment schedules may also be adjusted.

In order to optimize the quality of suppliers and strengthen the management process, Delpha Construction has revised the internal control system in 2021, conducted a comprehensive review and adjustment of the supplier management and evaluation system. Furthermore, as no construction projects have been completed in 2021, there were no supplier evaluations for this year.

In 2022, Delpha Construction will have 2 construction projects in Taipei City completed and handed over. At that time, according to the revised internal control system, the supplier evaluation will be carried out to strengthen the supplier management mechanism.

5.1.3 Suppliers with Green Certification

Li Kao Construction Co., Ltd.

Li Kao Construction Co., Ltd. (Li Kao) is the construction vendor for "The urban green". Li Kao embraces sustainable green environment as the core of its corporate culture and aims to become the most green and professional construction vendor in Taiwan. Cooperating with Delpha Construction to create projects that resonate with nature, establishing "Sunshine, Air, Water" as the theme. Li Kao's environmental certificates and achievements are as follows:

Green Certifications

Item	Certification Name	Quantity
1	United States LEED Green Building Association Green Building Professional GA	2
2	Association of Sick Building Syndrome – Level 2 Technician	2
3	Taiwan Environmental Protection Agency - Air Quality Specialist	4
4	Taiwan Environmental Protection Agency - Class 2 Specialist of Indoor Air Quality	2

Green Certification Implementation

Item	Project	Green Certification Implementation
1	Sinotech Engineering Consultants Neihu Research Building	1.LEED gold certification 2.EEWH platinum certification
2	Institute of Earth Sciences, Academia Sinica Refurbishment	1.LEED gold certification 2.EEWH gold certification 3.ISO50001 A domestic first for the three certifications at the same time.

Taiwan Green Architectural Design Consultants Ltd.

Taiwan Green Architectural Design Consultants Ltd. is the green building consultant for Delpha Construction for "Huaisheng Section" located in downtown Taipei. The team consists of experts in fields of energy and environmental design, green building assessment, architects, interior designers, and landscape architects, refrigeration and air-conditioning technicians, etc., to provide all aspects of green building services for Delpha Construction.

Green Certifications

Item	Certification Name	Quantity
1	United States LEED Green Building Association Green Building Professional GA	1
2	Low Carbon Building Alliance – Member of construction carbon footprint assessment expert LCBA-AP	1

Green Building Certifications

Certification	Green Certification Quantity
U.S. Green Building Council LEED-C1 Gold	1
Taiwan EEWH Diamond	4
Taiwan EEWH Gold	30
Taiwan EEWH Silver	8

Sheng Huo Green Architectural Design Consultants Ltd.

Sheng Huo Green Architectural Design Consultants Ltd. is the green building design consultant for Delpha Construction's urban renewal project in Taipei City "Taiyuan Road" and Taichung City Construction Project "Shingaotie Section". Providing Delpha Construction with the overall planning of green building constructions; rooted in a philosophy of ecology, energy reduction, carbon reduction, and health.

Green Building Certifications

Certifications	Green Certification Quantity
Taiwan EEWH Diamond	6
Taiwan EEWH Gold	28
Taiwan EEWH Silver	50

The above green certifications are all valid certifications in 2021.

Delpha Construction will continue to look for more suppliers with green certification in the future to achieve the goal of green construction.

Chapter 6 Social Coprosperity

Giving Back Socially

The achievements of a company come from the support of the society. Delpha Construction believes that when an enterprise is successful, what is from the society should be used in the interests of the society. In addition to increased profits and maximizing shareholder rights, Delpha Construction also fulfill its social responsibilities through social participation, community care, etc., and connects with society so that employees, investors, customers, and the general public can include Delpha Construction as a member of society, and strive to lead by action to do right by society.

Urban Renewal and Reconstruction of At-risk Buildings

In the early days of Taipei, there was a lack of comprehensive city planning, the streets and alleys were scattered, the construction techniques have not matured; after a certain number of years, problems arise such as water leakage, cracks, and peeling or cracking of walls.

Through urban renewal and reconstruction of at-risk buildings, Delpha Construction has developed strategies for the redevelopment and utilization of land, introducing new concepts, new construction methods, new aesthetics, and new lifestyles; allowing old apartments to be replaced with new ones, solving the inconvenience of living for the elderly. Improving the fire and earthquake resistance capabilities of old communities can also improve the living functions of old buildings, and the safety and living tenants, and refresh the cityscape.

Urban renewal is not just housing reconstruction in a narrow sense, but through public-private cooperation, expert deliberation, public participation, etc; it considers the social, economic, and environmental aspects. Delpha Construction's urban renewal in Da'an District and Datong District of Taipei City is currently in progress, namely "Huaisheng Section" and "Taiyuan Road":

1. Although the "Huaisheng Section" is located in the prime district of Taipei City, it originally consisted of 18 illegal buildings over 30 years old. In addition, it is a major hazard to the safety of nearby residents. In addition, several non-conformant buildings occupy road space, resulting in the delay road planning. In addition to assisting the renovation of illegal buildings, Delpha Construction will also assist the government in opening up road space to strengthen the surrounding disaster prevention and relief functions, enhancing the convenience, comfort and quality of the local living environment of the traffic space around the station.
2. "Taiyuan Road" is adjacent to Taipei Main Station. It used to be a large market for local residents, but it was later detected as a sea-sand house, which would accelerate the corrosion of steel bars, cause concrete blocks to peel off, and seriously damage the structure of the house; the structure was gradually abandoned. In order to avoid the collapse of the sea sand house structure due to erosion, Delpha Construction has assisted in the demolition of the market building, to alleviate the great risk to the lives of the nearby people. Currently, it is actively negotiating and integrating with the old houses adjacent to the street, to use sound building materials and good design, to update the city appearance near the station and improve lifestyle quality.

In addition to the "Huaisheng Section" and "Taiyuan Road", Delpha Construction has also embarked on several urban renewal integrations in Da'an District, Xinyi District and Zhongshan District of Taipei City. These renewals for old buildings with high risk, improve the seismic resistance of buildings, old pipelines, and urban architectural scenery, etc., to achieve buildings that are more in line with the current urban life functions and safety.

Community Participation

Delpha Construction's urban renewal project "The Urban Green" (Yunhe Street, Da'an District, Taipei City) is located in a quiet alley in a bustling area. The construction itself is an old building more than 30 years old, with no elevator, and the earthquake resistance assessment is not up to standard. With the consent of 100% of the land and legal owners of the building, Delpha Construction will carry out the old building reconstruction, and the old building will be phased out to make way for a long-standing building in the quiet alley within downtown, which can be renovated and become a home that can be passed down to the next generation.

The old community lacks planning or design for greening, beautification, and public facilities. Delpha Construction has stepped up to maintain the greenery and gardening in the community, increase the ecological richness of the community and establishing natural landscapes to provide a healthy and green resting environment for nearby residents.

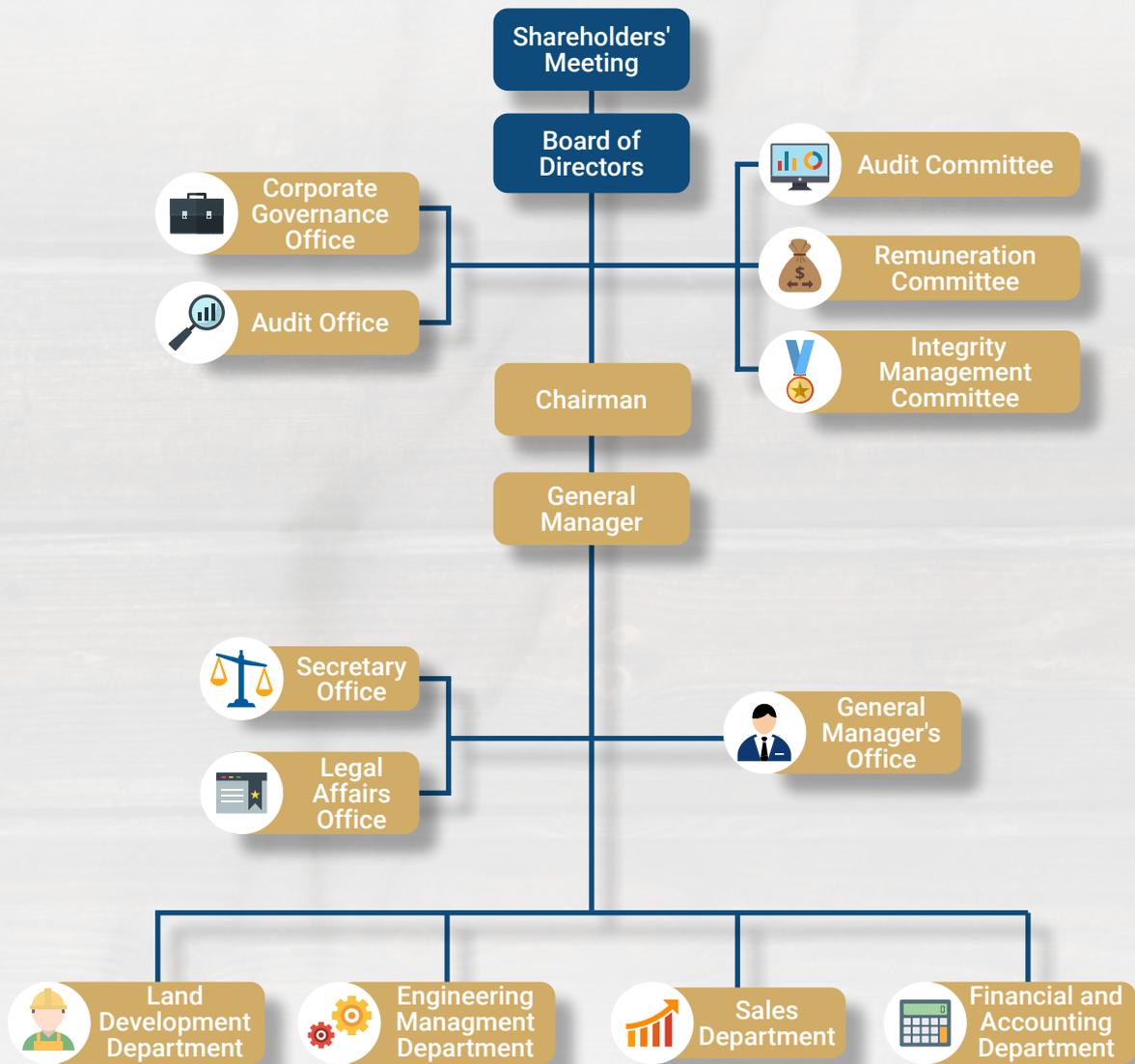
Social Charity

Delpha Construction regards sustainability as one of its primary goals. Today, it has implemented its social responsibilities in many ways. Since its establishment, in addition to building its own business operations, Delpha Construction has continuously taken care of the health of employees and be a good corporate citizen. In 2021, NT\$ 195,000 was donated to the Children's Welfare Alliance's "Family Reversal in the Face of Adversity" (<https://www.children.org.tw/joinus/partner/2284>) to assist families in distress or poverty. In addition to keeping the children fed and clothed, we also hope to support families to improve their parenting and caring capabilities, and create a better environment for children in challenged families, so that every child can grow up carefree.



Chapter 7 Corporate Governance

7.1 Organizational Chart



7.1.1 Board of Directors

The main responsibilities of the Board of Directors are to appoint and supervise Delpha Construction's management team to ensure the rights and interests of stakeholders and to maximize shareholder rights. The operation of the Board of Directors shall exercise its powers in accordance with the relevant laws and regulations, Delpha Construction's Articles of Incorporation, and rely on the directors' expertise in various fields and industry experience to communicate and collaborate to fulfill their supervisory and management responsibilities.

The Board of Directors consists of 7 directors, including 3 independent directors, with a term of three years. In accordance with Article 20 of the "Corporate Governance Code of Conduct", the composition of the Board of Directors should be diversified, and directors who are concurrently the Company's managers should not exceed one third representation. The company has established the "Procedures for Election of Directors" which specifies the procedures and standards for the qualification, nomination, and evaluation of director candidates. The election adopts the nomination system in Article 192 of the Company Act and is conducted in accordance with the relevant rules and regulations.

Delpha Construction fully re-elected directors at the shareholders meeting on June 23, 2020, which brought about a major change in management rights. In accordance with relevant regulations, shareholders holding more than 1% of the total issued shares of Delpha Construction may submit a list of candidates so that shareholders may also participate in the nomination process of director candidates. In this re-election, the Board of Directors and shareholders put forward a list of 21 directors and independent director candidates (including 12 directors and 9 independent directors), each with different professional and extensive experience. The list was reviewed and approved by the Board of Directors on May 8, 2020, and proposed at the shareholders' meeting for shareholders to re-elect.

The newly appointed directors all have more than five years of business, legal, financial and corporate business experience, and have met independence requirements for the first two years of their appointment and during their tenure. For details, please refer to page 21-23 of Delpha Construction's 2021 Annual Report. The new management team has been deeply involved in related industries for many years, has profound professional qualifications, and is actively engaged in business development. The transition has already led Delpha Construction to develop effective targets in Taoyuan, Taichung and Tainan; increased resource allocation efficiency; and brought about a positive effect on the operation of Delpha Construction and its subsidiaries.

For 2021, the Board convened a total of 13 times, with an average participation of 93.75%.

Title	Name	Gender	Expertise and Skills	Age	Tenure as Independent Director	Managerial Role	Concurrent Positions in Other Companies
Chairman	Cheng, Ssu-Tsung	M	Management / Finance	40-50	-	Chairman	<ul style="list-style-type: none"> • Director, China Bills Finance Corporation • Chairman, Huachien Development Co., Ltd. • Representative, Hung Yi Investment Co., Ltd. • Chairman, Yuan Tung Investment Co., Ltd. • Chairman, Jui Cheng Hao Investment Co., Ltd.
Director	Lee, Chin-Yi	M	Management / Operations	60+	-	-	-
Director	Yan, Ming-Hung	M	Management / Finance	40-50	-	-	• Chairman, Taiwan Calsonic Co.,Ltd.
Director	Dajie Investment Co., Ltd. Representative: Tseng, Ping-Joung	M	Management / Hotels	60+	-	-	-
Independent Director	Wang, Mu-Fan	M	Accounting	40-50	<3Y	-	• CPA, BDO Taiwan
Independent Director	Yeh, Chien-Wei	M	Law	40-50	<3Y	-	• Lawyer, Galaxy Attorneys-at-Law
Independent Director (Note 17)	Huang, Chih-Chen	M	Management / Construction	40-50	<3Y	-	• Chairman, Hong-Cheng Construction Co., Ltd.
Independent Director (Note 18)	Chen, Ruei-Li	M	Construction	40-50	<3Y	-	Architect, Chen Ruei Li Architect & Associates

Note 17: Huang, Chih-Chen resigned due to busy business since March 26th, 2021.

Note 18: Chen, Ruei-Li is newly acceded on August 5th, 2021.

Conflict of Interest Avoidance Mechanism

Delpha Construction strictly requires directors to thoroughly explain their own interests to the current Board of Directors, avoid them during the discussion. The "Corporate Governance Code of Conduct" clearly stipulate directors or managers shall not acquire improper benefits for oneself, spouse, or second-degree relatives based on the position held in Delpha Construction. Related party transactions will be disclosed in accordance with the requirements of the relevant domestic securities laws and regulations.

Note 19: The details of the implementation of the avoidance of conflict of interests can be found in the 2021 annual report: the implementation of the directors' avoidance conflict of interest (page 33), the shareholding ratio of the top ten shareholders, and the relationship (spouse, second-degree relative, etc.) information (page 74).

Continuing Education of Directors

Measures taken to develop and improve the highest governance unit on economic, environmental and social topics:

Delpha Construction arranges directors to participate in refresher courses in a timely manner to continuously improve governance functions and professional capabilities so that directors can obtain the latest corporate governance, board operation practices, business management strategies and financial-related information, and maintain their professional management advantages and capabilities.

Name	Title	Class	Hours
Cheng, Ssu-Tsung	Chairman/ Director	Practical Insider Trading Dynamics	3
		2021 Related Party Equity Trading Legal Compliance Seminar	3
		Case Studies of Corporate Fraud – Insider Trading and Money Laundering Prevention	3
Lee, Chin-Yi	Director	Practical Insider Trading Dynamics	3
		13th Taipei Corporate Governance Forum	3
		Using Futures Commodity Hedging and Corporate Social Sustainability Seminar	3
Yan, Ming-Hung	Director	Practical Insider Trading Dynamics	3
		Annual Report Key Information and Accountability Analysis – Director and Supervisors	3
		M&A Strategies and Taiwanese Operations – A Global Political and Economic Perspective	3
Tseng, Ping-Joung	Legal Representative Director	Practical Insider Trading Dynamics	3
		13th Taipei Corporate Governance Forum	3
		Using Futures Commodity Hedging and Corporate Social Sustainability Seminar	3
Wang, Mu-Fan	Independent Director	Practical Insider Trading Dynamics	3
		13th Taipei Corporate Governance Forum	3
Yeh, Chien-Wei	Independent Director	Practical Insider Trading Dynamics	3
		Practical Corporate M&A – Hostile Takeovers	3
Chen, Ruei-Li	Independent Director	13th Taipei Corporate Governance Forum	3
		2021 Related Party Equity Trading Legal Compliance Seminar	3
		2021 Prevention of Insider Trading Seminar	3
		Cathay Sustainable Finance and Climate Change Summit	3

Board Performance Evaluation

To strengthen the operational efficiency of the Board of Directors and implement corporate governance, Delpha Construction has formulated the “Board Performance Evaluation Procedures”. The evaluation is conducted at the end of each year. The process includes internal self-evaluation by the Board of Directors, self-evaluation by board members, and performance evaluation by experts or other appropriate methods.

In the self-evaluation method, the executive unit collects relevant information on board activities, and distributes the “Self-Evaluation Questionnaire on the Performance of the Board of Directors”, “Self-evaluation Questionnaire on the Performance of the Director”, “Self-Evaluation Questionnaire on the Performance of the Audit Committee”, and “Self-Evaluation Questionnaire on the Performance of the Remuneration Committee”. After the data is collected, the evaluation result report will be recorded and indexed to be sent to the Board of Directors for review and improvement.

Board performance evaluation	Self-evaluation of the performance of Directors	Performance evaluation of functional committees	
		Audit Committee	Remuneration Committee
<ul style="list-style-type: none"> ● Level of participation in the Company's operations ● Improvement of the quality of the Board of Directors' decision making ● Board composition and structure ● Election and continuing education of Directors ● Internal control 	<ul style="list-style-type: none"> ● Familiarity with the goals and missions of the Company ● Awareness of the duties of Directors ● Level of participation in the Company's operations ● Management of internal relations and communication ● Directors' professional and continuing education and training ● Internal control 	<ul style="list-style-type: none"> ● Level of participation in the Company's operations ● Understanding of duties of the Audit Committee ● Improvement of the quality of the Audit Committee' decision making ● Composition of the Audit Committee and selection of committee members ● Internal control 	<ul style="list-style-type: none"> ● Level of participation in the Company's operations ● Understanding of duties of the Remuneration Committee ● Improvement of the quality of the Remuneration Committee 'decision making ● Composition of the Remuneration Committee and selection of Remuneration Committee ● Internal control
25 Evaluation indicators	20 Evaluation indicators	20 Evaluation indicators	25 Evaluation indicators

7.1.2 Audit Committee

Delpha Construction established an Audit Committee on May 31, 2017. It consists of all three independent directors, and term of office is the same as that of the current directors and are subject to re-election. The Audit Committee holds at least one meeting every quarter. In order to perform its duties, it has the right to conduct any appropriate audits and investigations in accordance with its organizational rules, and has direct communication channels with internal audit supervisors, certified accountants. The audit committee aims to assist the Board of Directors in supervising the quality and integrity of Delpha Construction's implementation of accounting, auditing, financial reporting processes and financial control. The Audit Committee's considerations include: financial statements, internal control systems, major assets or derivatives commodity transactions, major asset transactions, related party transactions, raising or issuing securities, assessing the independence of certified public accountants, and appointing and dismissing financial, accounting or internal audit supervisors, among others.

Independent Directors' Attendance of Audit Committee					
Audit Committee	Wang, Mu-Fan	Yeh, Chien-Wei	Chen, Ruei-Li	Huang, Chih-Chen	Actual Attendance (%)
Number of Attendance	9	9	4	1	100%
Actual Number of Attendance	9	9	4	1	
Attendance (%)	100%	100%	100%	100%	

Note20: Independent Director Huang, Chih-Chen resigned on March 26th, 2021.

Independent Director Chen, Ruei-Li is newly acceded on August 5th, 2021.

7.1.3 Remuneration Committee

Delpha Construction set up the Remuneration Committee in December, 2011. And the Committee should exercise the duty of care of a good faith manager to faithfully perform the following power and duties, and submit proposals to the Board meeting for discussion:

1. Establish and regularly review the policy, system, standards and structure of the salaries and remuneration for the Company's directors and managerial officers.
2. Evaluate on a regular basis the remuneration of the Company's directors and managerial officers.

The Remuneration Committee is composed of three independent directors, with operation and management practices, industry experience, financial accounting and legal expertise, and are expected to uphold objectivity and professionalism, and has been assessed by the company to be independent.

Independent Directors' Attendance of Remuneration Committee					
Audit Committee	Wang, Mu-Fan	Yeh, Chien-Wei	Chen, Ruei-Li	Huang, Chih-Chen	Actual Attendance (%)
Number of Attendance	9	9	4	1	100%
Actual Number of Attendance	9	9	4	1	
Attendance (%)	100%	100%	100%	100%	

Note 21: Independent Director Huang, Chih-Chen resigned on March 26th, 2021.

Independent Director Chen, Ruei-Li is newly acceded on August 5th, 2021.

For the remuneration status of the highest governance unit and senior management, please refer to the 2021 annual report (pages 29-32): the remuneration of directors and independent directors; the remuneration of the general manager and deputy general managers; the remuneration of Delpha Construction's top five top executives; analysis of the remuneration of the directors, general manager and deputy general managers.

7.1.4 Integrity Management Committee

Delpha Construction has established the Integrity Management Committee in May 2022, reporting to the board of directors and consists of three members, including at least two independent directors. The Committee is responsible for assisting the committee in agenda planning, convening notices, proceedings, meeting minutes and other related matters.

To create a culture of sound integrity management, Delpha Construction stipulates "Integrity Management Principles", "Integrity Management Committee Procedures" and "Integrity Management Operating Procedure and Guideline" to facilitate the effective operation and compliance of the members of the Integrity Management Committee to cater to the various facets of integrity management. Delpha Construction has separately formulated "Measures for Preventing Insider Trading", "Employee Rewards and Punishments", "Sexual Harassment Prevention, Complaints and Punishments Measures", "Employee Opinion Mailbox Policies and Principles", "Illegal, Immoral or Dishonest Conduct Cases" and "Internal Material Information Procedures " appropriately protect against various risks brought about by integrity management.

Delpha Construction's "Integrity Management Principles" and "Integrity Management Operating Procedure and Guideline" require directors, managers, and all colleagues to act in accordance with ethical standards, and no fraudulent intent or deceptive behavior. It is forbidden to use company property, non-public information or obtain improper benefits for themselves or their relatives through the convenience of their positions. Furthermore, the principles ensure that employees are free from malpractice, misconduct, disclosure, or false reporting, and require employees not to accept entertainment and material gifts from related stakeholders. Lastly, all customer information within operations will be kept confidential.

Delpha Construction attaches great importance to an honest trading environment and strives to establish a respective corporate culture. In addition to the Integrity Management Principles, Delpha Construction issues a policy statement on integrity management every year. In the process of operations, employees shall not directly or indirectly offer, promise, request or accept any illegitimate benefits, or make other dishonest acts such as illegal acts or breaches of fiduciary obligations, and clearly state Delpha Construction's honest business position to suppliers.

The Integrity Management Committee is responsible for reviewing the integrity management policy and supervising the implementation of the following matters, and regularly reports the compliance to the board of directors:

1. Assist in the integration of integrity and ethical values into the Company's business strategy.
2. To establish preventive measures to ensure the integrity of management is in accordance with relevant laws and regulations.
3. Review the whistleblower system and ensure the effectiveness of its implementation.
4. Promotion and coordination of integrity policy and advocacy training.
5. Other matters related to the formulation and supervision and implementation of the integrity management policy.

7.1.5 Corporate Governance Office

Delpha Construction has established the Corporate Governance Office on March 30, 2021. Core responsibilities include coordinating corporate governance affairs and the implementation of corporate social responsibility related businesses (please refer to 2.1 Corporate Social Development Implementation Chapter of this report (page 5)). The office should effectively collect and track corporate governance related indicators, and oversee the corporate governance progress. Handle meetings related to the Audit Committee, Remuneration Committee, Board of Directors and Shareholders Meeting related matters to assist the Board of Directors in compliance with laws and regulations, appointment, and continuous education.

Through communication with stakeholders, project promotion, implementation of management systems and management policies, meetings are held when necessary to strengthen the communication mechanism between various departments, and mobilize internal and external resources, carry out project planning and management when necessary, and continuously review the implementation results, revise and improve, report to the Board of Directors from time to time, review the effectiveness of operations, and hope to achieve the goal of co-prosperity with all stakeholders, the environment, and society.

7.2 Business Operations

Unit: NT\$ thousand

Composition	Detail	2017	2018	2019	2020	2021
Direct Economic Value Generated		88,695	1,224,527	19,394	92,234	20,094
Income	Real Estate Income	61,677	1,204,953	2,000	78,804	-
	Rental Income	7,548	7,168	8,170	8,573	8,718
	Interest / Dividend / Other Income	19,470	12,406	9,224	4,857	11,376
Direct Economic Value Distributed		188,026	1,195,711	103,384	135,630	101,836
Operating Cost	Cost from Operating Activities	57,823	1,014,068	1,905	61,950	-
Remuneration & Benefits	Salary, Bonus, Allowances and Perks	71,117	53,217	51,014	54,022	61,784
Capital Expenses	Interest Expenses	38,755	30,803	22,690	18,300	38,135
	Dividend Expenses (Note 22)	14,565	81,225	27,075	0	0
Government Expenses	Taxation (excluding deferred tax)	5,363	14,598	0	1,008	1,722
Community Investment	Donations, Sponsorships, Investments	403	1,800	700	350	195
Economic Value Retained (Direct Economic Value Generated – Direct Economic Value Distributed)		(99,331)	28,816	(83,990)	(43,396)	(81,742)

Note 22: The dividend payment amount listed in this table is paid after being approved by the shareholders' meeting of the next year.

7.3 Risk Management

Delpha Construction actively promotes and implements a risk management mechanism, and actively integrates and manages various strategic, operational, financial, and other potential risks that may affect operations and profitability; and takes appropriate measures to ensure that limited resources are efficiently allocated to relevant risk management operations.

In the organization's internal management, the audit unit implements checks of relevant internal control mechanisms, and through the implementation of the audit, the management is provided with information on the operation status of the internal control function, and the existing defects or potential risks are timely brought to light. In addition, the internal audit regularly reviews the self-assessment of the internal control system implemented by each unit and subsidiary, and comprehensively reviews the internal defects and abnormal results of the self-assessment of the audit unit. The above findings and procedures are reported to the Chairman on a regular or as needed basis, so as to evaluating the effectiveness and issue any relevant statements.

Delpha Construction has formulated policies that adhere to the "Regulations Governing Establishment of Internal Control Systems by Public Companies", and have established a complete accounting system, internal control system, risk management and control mechanism, and established and strictly implemented standard operating procedures to prevent dishonest behavior and reduce risks.

In 2021, Delpha Construction passed the "Risk Management Principles". The general manager is responsible for coordinating the risk management operations and organizing a risk management team to detect, identify and evaluate the potential risks related to Delpha Construction; the results are sorted according to the significance of the risks. Delpha Construction's risk management policy defines specific countermeasures or monitoring mechanisms after confirming the relevant risks to nullify any need for future concern. The risk management team reports to the board of directors on a yearly basis.

7.3.1 Internal Control System

In 2021, there were no cases for penalties, violations, major deficiencies, and no reports for violations of the internal control system by Delpha Construction and its internal personnel, and there have no illegal activities.

Board of Directors:

- The highest unit responsible for approving, reviewing, and supervising Delpha Construction's risk management policies, with the goal of complying with laws and regulations, ensuring the effectiveness of risk management, and promoting and implementing overall risk management.

Internal Audit Unit:

- Directly subordinate to the Board of Directors, and the chairman of the board will manage the internal full-time auditors.
- The appointment and removal of the head of internal audit is approved by the Audit Committee and determined by the Board of Directors.
- The appointment, dismissal, evaluation, salary and remuneration of internal auditors are in accordance with the provisions of Article 3, Item 5 of the "Corporate Governance Code of Conduct" of Delpha Construction, and the audit supervisor shall sign submit to the chairman of the board for approval.

Operation of internal audit:

- Annually, the audit unit draws up the audit plan for the following year, and submits it to the Board of Directors for approval and implementation. The audit unit audits the internal control operations and compliance with laws and regulations of various operations. After the audit, the report is submitted to the Board of Directors for approval, and regularly reported to the Board of Directors.
- Conduct audits on all business facets and processes. The Board of Directors and management will review the results of self-inspection of various departments and the audit reports of the audit office from time to time.
- Missing and abnormal events will be tracked quarterly until improvement.

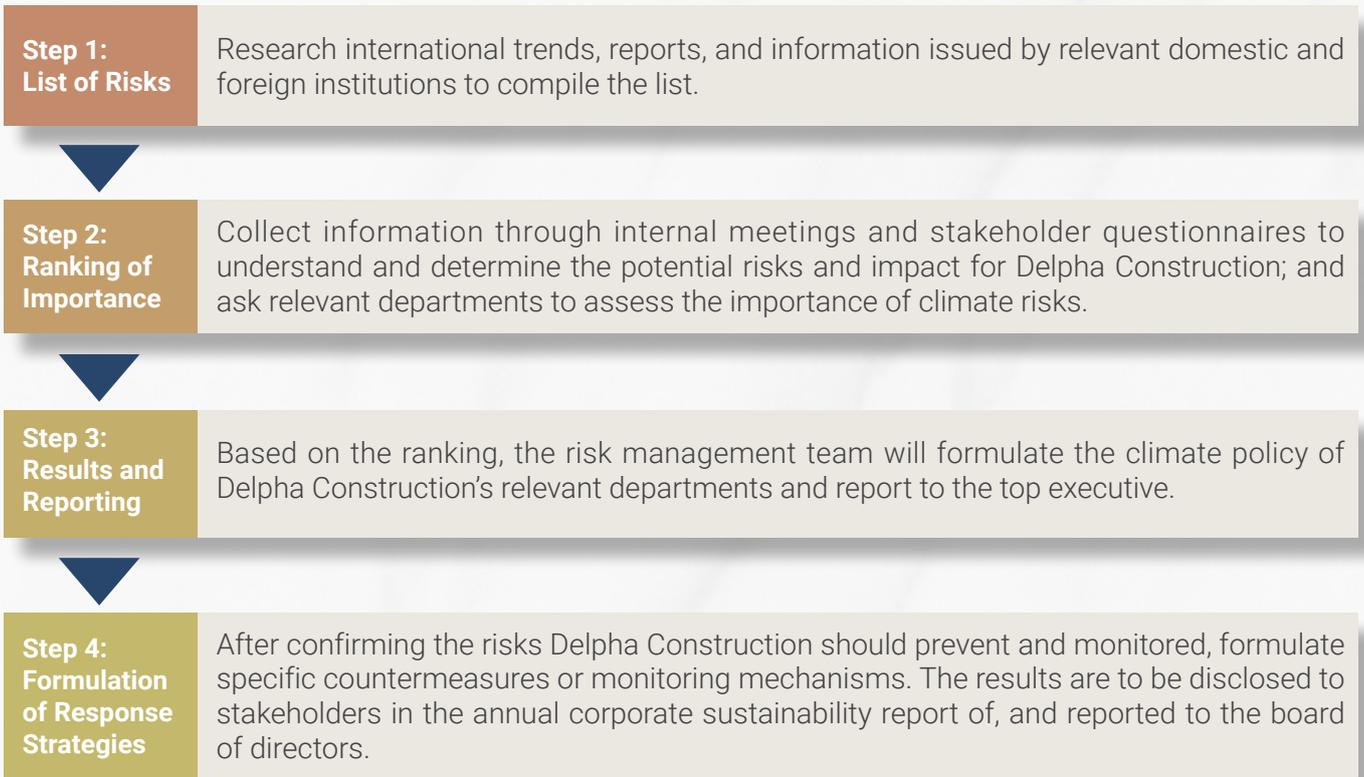
Self-assessment of internal control system:

- Held once a year, covering the design and implementation of various internal control systems. The internal units and subsidiaries will conduct self-assessment, followed by the review of self-assessment reports by the internal audit unit. The improvement of internal control deficiencies and abnormal events is used as the main basis for the Board of Directors and general manager to evaluate the effectiveness of the overall internal control system and to issue an internal control system statement.

(For the internal audit organization and operation method, please refer to the internal audit of the corporate governance section of Delpha Construction website <http://www.delpha.com.tw/tw/doc/p01.aspx?kind=3>)

7.3.2 Risk identification

The risk identification process of Delpha Construction is a four steps process: (1) List of Risks, (2) Ranking of Importance, (3) Results and Reporting, and (4) Formulation of Response Strategies.



Delpha Construction examines the risks it may face from the perspective of continuous operation of the Company. The risks include financial considerations such as market, liquidity and financial risks; or non-financial risk impacts such as regulatory compliance, information security, climate and environmental protection, and social issues. Based on the above risks The identification process is consolidated the following five risk categories.



7.3.3 Financial Risks

Financial Risks and Countermeasures

The financial risks that Delpha Construction may encounter can be roughly classified into "Interest and exchange rate risks", "Investment risks", "Tax risks" and "Bad debt risks".

Type	Risk Item	Description	Countermeasure
Interest and exchange rate risks	Interest rate change risk	The construction industry is an industry with high capital demands, and changes in interest rates will affect the land purchases, project planning, and scheduling of Delpha Construction.	<ol style="list-style-type: none"> 1. Maintain good credit rating and favorable cooperative relations with major banks, to require banks to deal with the Company at the most favorable interest rate. 2. The responsible unit shall evaluate the change of interest rate at all time according to the latest information of the banks.
	Exchange rate change risk	Export-oriented corporate activities are easily affected by changes in exchange rates, especially foreign exchange rates, which are affected by the turbulent international climate, but are relatively uncontrollable factors.	The main operation of Delpha Construction is to serve the local domestic demand market, and daily receipts and payments are mainly in local currency. Therefore, changes in exchange rates have no significant impact on the company's profit or loss.
	Inflation risk	Inflation will cause a sharp increase in raw materials, supply chain shortages, and a substantial increase in labor costs. Construction projects require substantial raw materials and labor, which are greatly affected by lack of work, materials, and costs.	Although the cost of construction cost has risen, real estate is regarded as a value-preserving asset. When inflation is severe, the sales of houses will increase relatively, and the profit can still maintain a certain level. Therefore, the inflation situation has no significant impact on the profit and loss of the company.
Investment risks	Derivative investment risks	The operation of derivative financial products may be speculative or bear hedging motives, but derivative financial products are usually leveraged instruments, which have high potential risks, and some products have complicated rules and require certain technical thresholds. Improper operation may damage shareholders' interests and at times even affect the Company's operations.	Delpha Construction is focused on its core business and does not engage in derivative product investments. In the future, if the derivative financial products are explored, it will be handled in accordance with the "Procedures for Acquisition or Disposal of Assets".
	Other investment risks	There are various other types of investments. If there is lack of understanding of the market dynamics and trends; failure to adjust the investment position in a timely manner may lead to the risk of loss.	The responsible unit should carefully evaluate the investment benefits and follow the "Regulations on Securities Investments" and "Procedures for the Acquisition or Disposal of Assets". If it reaches the standard of information disclosure, it should make an announcement on the Market Observation Post System (MOPS) to protect the rights and interests of shareholders.

Type	Risk Item	Description	Countermeasure
Tax risks	Legal compliance risks	Compliance with tax laws and regulations is an extremely important part of tax planning. Violations of tax laws and regulations may be subject to investigation or tax rebates by the tax authorities.	<ol style="list-style-type: none"> 1. Adhere to the relevant tax laws and regulations where Delpha Construction and its subsidiaries operate, calculate taxes correctly and declare and pay within the prescribed time limit. 2. For new tax matters and complicated situations, cooperate with the certified accountant to communicate with the relevant tax authority in a timely and appropriate manner. 3. Through continuous education and training, strengthen and cultivate the professional ability and expertise of tax personnel.
	Tax Planning Risk	<p>Improper tax planning can result in:</p> <ol style="list-style-type: none"> 1. Double taxation, resulting in unnecessary tax costs. 2. Loss of tax rights, including failure to fully enjoy tax incentives, or adopting a structure or model that is not tax efficient, thus losing the opportunity to reduce tax costs. 3. Various costs associated with handling tax disputes. 	<ol style="list-style-type: none"> 1. Do not establish a tax structure intended to avoid tax, or deliberately transfer profits for tax avoidance. 2. The formulation of tax strategy objectives, plans, organization and internal tax control and management systems; and timely consultation with external professional tax consultants. 3. The strategic planning of Delpha Construction and its subsidiaries to optimize the overall tax burden, and establishes advanced planning for possible tax risks or transactions that are more prone to tax risks. 4. Improve the tax governance procedures to enhance the efficiency and effectiveness of tax governance, and to regularly review the implementation of tax governance.
Bad debt risks	Risk of loaning funds to others	Loaning funds may cause lack of capital for the Company, and the negative situation of ineffective financial turnover will further affect the development and business schedule.	<ol style="list-style-type: none"> 1. The responsible unit should prudently evaluate financial status, solvency and credit status of the loan target, and according to Delpha Construction's "Procedure for Loaning Fund to Others". Review procedures and control measures should be clearly defined and approved by the Audit Committee and the Board of Directors. 2. The responsible unit shall establish a reference guide for fund loaning matters, and the audit unit shall conduct quarterly audits and its implementation. If any major violation is found, the Audit Committee shall be notified in writing.

Type	Risk Item	Description	Countermeasure
Bad debt risks	Endorsement and Guarantee Risk	The target of the endorsement guarantee are the companies that have business dealings with Delpha Construction and the subsidiaries of Delpha Construction. If the turnover of the endorsement guarantee target fails, Delpha Construction may be involved.	<ol style="list-style-type: none"> 1. The responsible unit should evaluate the necessity, rationality, risk, and impact on the parent company and subsidiaries' operational risks, financial status and shareholders' rights and interests, and operate in accordance with the company's "Procedures for Endorsement and Guarantees", and after passed by the resolutions of the Audit Committee and the Board of Directors. 2. The responsible unit shall establish a reference guideline for endorsement and guarantee matters, and the audit unit shall conduct quarterly audit and its implementation. If any major violation is found, it shall notify the Audit Committee in writing.
	Customer bad debt risks	The amount of real estate transactions is substantial, and different instalments will be established according to the agreement. If the customer fails to pay the payment after the ownership transfer is registered, or requests the lending bank to halt allocation, the Company will spend extra time and costs in recourse, and it is likely to lead to real estate's inability to be sold and the money not recovered.	<ol style="list-style-type: none"> 1. Pay attention to customers with overdue accounts and include them in the weekly managers meeting. 2. Ensure that the customer provides sufficient guarantee or has sufficient financial resources for the purchase price. 3. Regular contact with customers by sales or business unit personnel, maintain friendly interaction, ensure a comprehensive response to customer opinions, and avoid disputes.

7.3.4 Operational Risks

Delpha Construction strives for operating continuity, and constantly pays attention to and invests resources in risk control and preparation for the potential risks of internal and external events and the impact on Company operations. The operation management plan aims assists enterprises in the occurrence of accidents, so during the period of risk, the operating activities are maintained above an acceptable level. In the future, Delpha Construction will continue to improve its ability to respond to various situations, such as drills and risk management strategies for infectious disease, or raw material shortages.

Operational Risks Impacts and Countermeasures

The operational risks that Delpha Construction may encounter can be roughly classified into "Major policy changes risks", "Risks of operating costs" and "Engineering risks".

Type	Risk Item	Description	Countermeasure
Major policy changes risks	Real estate policy risk	Real estate is greatly affected by the overall economic and financial environment, and in order to solve the issue of rapid increases in housing prices in Taiwan's metropolitan areas, the government has introduced measures to curb housing market speculation to control soaring housing prices and reduce housing transaction volume.	<ol style="list-style-type: none"> 1. Adjust the procedures for the transfer of sales contracts, crack down on investors with short holding periods, and reduce real estate speculation. 2. Comprehensively understand and assess the progress and schedule of the project to maintain the overall competitiveness of the Company. 3. Strictly abide by the government's pre-sale house review and real estate policies to avoid administrative penalties or affect the Company's goodwill.
	Housing price fluctuation risk	In addition to the failure to achieve the estimated return on investment at the time of land purchase, or even a loss, the decline in house prices will also lead to a wave of home withdrawals, resulting in a chain of lawsuits.	<ol style="list-style-type: none"> 1. The land developer will regularly pay attention to the housing market trends, and invite external professionals, such as sales agents or appraisers, to conduct market assessments to reduce the risk of inaccurate estimations of the housing market. 2. Coordinate with housing prices and raw material prices to adjust sales and construction schedules.
Risks of operating costs	Risk of rising raw materials prices	The price of raw materials is rising due to factors such as international trends and inflation, and the construction industry is faced with a shortage of labor and materials.	<ol style="list-style-type: none"> 1. Establish a project management platform to integrate contract, constructors, and cost information. 2. Comparing the prices with the vendor and choose vendors with rich construction experience and sufficient funds to undertake the construction, or choose Huajian Construction Co., Ltd., a subsidiary of the Company to undertake the construction, and effectively control the quality and progress of the project.
	Increasing land prices risk	Land acquisition price is one of the major factors affecting the profitability of the construction industry. If the negotiation is careless or the information is incomplete; the land acquired will be higher than the regional transaction price. In addition to reducing the Company's profits, it may also affect the increase in the land transaction price in the entire region, which together affect the housing price, which is contrary to the government's housing policy.	The Company's in-house professional land development personnel will conduct the evaluation operation, and invite professionals to assist in market research and inquiry operations, actively seek suitable areas with market development value, and negotiate with the land owner at a reasonable price. If the sale and purchase price is too high, the method of co-construction and sub-housing or co-construction and sub-sale can also be adopted.

Type	Risk Item	Description	Countermeasure
Risks of operating costs	Risk of production and demand imbalance	The oversupply of construction projects and the provision of projects that exceed the market demand can lead to a decline in housing prices and slow sales, affecting the Company's capital turnover and profitability.	<ol style="list-style-type: none"> 1. Based on market research before land purchase, develop areas with high demand for new projects. 2. After purchasing the land, carry out product planning according to local needs, distinguish between office and residential products. 3. Cooperate with local government policies and land control regulations to provide diversified needs such as public space or land rights.
Engineering risks	Supply chain risks	The selection of suppliers will affect the quality, progress, and budget control of construction projects. As an company that attaches great importance to labor safety, inferior suppliers will increase the difficulty of security control, and will also affect the safety quality of construction projects, resulting in a large degree of damage and personnel safety concerns.	Delpha Construction has established a supplier rating and assessment mechanism, which categorizes manufacturers at all levels based on supplier capital, contract performance among other items. Assessments are carried out based on supplier contract results to facilitate risk control. For details, please refer to 5.1 Supply Chain Management.
	Labor safety risks	Construction work and operation are potentially hazardous, and there is a risk of collapse, subsidence or falling from high altitudes. Careless operation of equipment may lead to hazards to workers' safety and wellbeing. In addition to the risk of shutdown or project delay, it may also open up risks to lawsuits and related high compensation.	<ol style="list-style-type: none"> 1. Promote zero industrial safety disasters and strengthen industrial safety controls. 2. Implement safety education and training, emergency response drills, and encourage construction site personnel to obtain relevant labor safety and health licenses. 3. Establish the preemptive detection and analysis of risks. 4. Develop equipment warranty and inspection procedures to reduce equipment failures and improper personnel operations.

7.3.4.1 Countermeasures Against Large-scale Infectious Diseases

Epidemic Prevention

1. Epidemic Prevention Guideline

Delpha Construction, in accordance with the "Delpha Construction Co., Ltd. - Epidemic Prevention Announcement", has carried out health education and epidemic prevention promotions, travel control, self-health reporting, temperature measurements, visitor management, dining guidelines, etc. Measures that reinforce the Company's internal epidemic prevention commitments. Employees are also provided guidelines for rapid screening, and contingency measures for confirmed cases to prevent colleagues from spreading the virus after diagnosis, causing the risk of collective infection.

2. Rapid screening mechanism

To protect the livelihood and health of all employees, Delpha Construction has launched a rapid screening mechanism. Employees who have not received three shots of the COVID-19 vaccine will conduct a rapid screening test once a week, and a dedicated person will track results. In case if tested positive, Delpha Construction will assist colleagues to seek medical treatment and report accordingly, and collect the contact history of the patient in the workplace within 4 days in detail.

3. Personnel crowd control

Make plans for co-partitioning, time-sharing, and work from home for colleagues, and carry out advanced drills for social distancing, workplace adjustment, IT information system backup, etc., to facilitate immediate deployment when the epidemic intensifies, to better protect the health of employees and avoid Company operations from being affected.

4. Vaccination status tracking

Regularly investigate the vaccination status of employees in the Company and encourage colleagues to get vaccinated as soon as possible. Weekly rapid screening tests for employees who have not received the third dose of the vaccine. Preemptively reinforce various epidemic prevention and responses.

Epidemic Prevention Phases and Countermeasures

Vigilance	Level 0	Level 1	Level 2	Level 3
Impact Indicator	Cases of human-to-human transmission	Domestic person-to-person transmission	Community Epidemic	Global Pandemic
Policy	Preparation / Monitoring	Commence Control	Emergency Preparation	Commence Emergency Preparation
Condition	Pursuant to the norms set out by the Central Epidemic Command Center			
Epidemic Prevention Measures	<ol style="list-style-type: none"> 1. Commence health education training. 2. Timely consolidation of information. 3. IT information upgrade to prepare for remote work. 4. Visitors and site personnel health screening and crowd management. 	<ol style="list-style-type: none"> 1. Daily health monitoring of all employees (via. taking body temperature /wearing masks/ reporting of contact history) 2. Prepare for epidemic control operations and strengthening tracking. 3. Diversified epidemic prevention promotions. 4. Behavior management (social distancing/ cancellation of shared meals/ alternating seating scheme) 	<ol style="list-style-type: none"> 1. Designate special personnel to be responsible for going back and forth with the construction site for documents to reduce the flow of personnel. 2. Business impact assessment and adjustment of financial cash flow management. 3. Stay on top of the production impacts and personnel health status of suppliers. 	<ol style="list-style-type: none"> 1. Split into alternating groups of personnel to work in different locations to reduce personnel contact. 2. Caring for employees and taking care of colleagues mental wellbeing due to the epidemic. 3. Provide family care leave to assist families with elderly or young children at home. 4. Work resumption tracking and personnel deployment.

7.3.5 Climate Risk

For the analysis of climate risks, please refer to the chapter 3.1 Climate Change of this report.

7.3.6 Information Security Risk

With the rapid development of technology, the internet has become an indispensable tool for contemporary economic activities. The protection of information security and the risk of data breaches are more important to enterprises than ever before. Delpha Construction's protection of information security is no exception, establishing information security mechanisms guarantees the confidentiality, availability and integrity of the digital planning and data processing of Delpha Construction's operations. Delpha Construction formulates information security policies to mitigate events where information security risks or emergencies may occur and ensure that Delpha Construction has the procedures and capabilities to ensure the timely resumption of normal business operations. The information management system of Delpha Construction is as follows:

Step 1: System Policies

By formulating "Information Management Regulations" to standardize Delpha Construction's information operation environment and personnel information security and update it from time to time in accordance with changes in the operating environment and technological upgrades.

Step 2: Software and Hardware Maintenance

Promote various application systems, assist computer-related automation operations, promote the full and effective use of computer software and hardware by various departments, and establish various information security protection measures to enhance the security of the overall information environment.

Step 3: Personnel Training

In order to implement personnel information security, the professional functions of information personnel are improved through education and training from time to time, and also strengthen business-related information security promotion notices are also announced in the internal systems, so as to improve awareness and resilience of information security for all employees.

Information security risk impact and countermeasures

Type	Risk Item	Description	Countermeasure
Information Systems Risk	Information Systems Malfunctions	Abnormalities in the information system may lead to forced interruption of operations, delaying the schedule of operations, and possibly affecting the progress of the project or land acquisition.	<ol style="list-style-type: none"> 1. Standardize operating procedures, implement training, and conduct regular drills. 2. Strengthen disaster prevention, monitoring, abnormality management. Backup, and establish an early warning notification and events management platform.
	Information security protection	Illegal authorization of systems and applications, or malicious attacks on SSL-encrypted connections on web pages may lead to the leakage of Company's key confidential information.	<ol style="list-style-type: none"> 1. Conduct information security education and training and implement the concept of personnel information security. 2. Timely network monitoring and as needed information security checks. 3. Establish necessary protection mechanisms, such as hourly synchronous backup of the server or regular off-site storage. 4. Import account management and terminal device authorization to manage system access rights and reduce data leakage. 5. Enable personal computer firewalls to avoid software attacks.
Physical Information Risks	Information equipment security management	<ol style="list-style-type: none"> 1. If the security protection mechanism of the computer room is not implemented, the computer room may be affected by the threat of external forces or man-made disasters. 2. Information equipment may also cause system damage or even fire due to factors such as earthquakes and power supply. 	<ol style="list-style-type: none"> 1. Monitor the temperature of the computer and equipment rooms, if there is any abnormality, it can be dealt with immediately. 2. The fire protection facilities and security in the computer room are integrated to reduce disaster damage. 3. Implement access control and monitoring in the computer room.

Number of Information Security Incidents in 2021: 0

7.3.7 Legal Risks

Legal risk management is an important part of enterprise management. Based on the concept of preventive management. Through prediction, evaluation, and analysis of legal risks; the possible legal risks are identified in advance, assessed for possible impact on the Company; appropriate responsive strategies are formulated.

Legal risks impact and countermeasures

The legal risks that Delpha Construction may encounter can be roughly classified into "Risks of legal norms", "Contractual risks" and "Risks in dispute resolution procedures".

Type	Risk Item	Description	Countermeasure
Risks of legal norms	Risks of Violation	The legal liability of the Company for not properly carrying out legal risk management will mainly be from violation of administrative regulations, negative outcomes may result in punishment or order to suspend business, or civil liability arising from violation of contract provisions.	<ol style="list-style-type: none"> 1. Establish a document review mechanism, and all external documents must be reviewed by the legal office. 2. Immediately updated relevant laws, regulations and deploy corresponding measures. 3. For matters that are not regulated, ask the competent authority for opinions through formal or informal channels to reduce the risk of non-compliance.
	Risks of Improper Employee Transactions	Improper transactions of employees may lead to a reduction in the Company's profits, and in severe cases may lead to major business losses for the Company, or even jail time.	<ol style="list-style-type: none"> 1. Formulate "Integrity Management Principles" and establish a corporate culture of honest management. 2. Hold business education and training from time to time to enhance legal concepts among employees.
	Risks of Personal Information Breach	Land sales, joint construction and real estate sales all require landowners or customers to provide personal information. If the information is not protected rigorously, it may lead to leakage.	Formulate relevant internal regulations, such as "Personal Data Protection Management Measures" and "Policy for Personal Data Protection", to implement the protection and management of personal data files.
Contractual risks	Contract draft risks	According to the characteristics of intensive division of labor in the industry, Delpha Construction partakes various types of contracts, which can be mainly divided into land-related, engineering-related and sales-related contracts. Therefore, the matters that need attention when drafting contracts are different per type. Loopholes in the appointment time or dubious explanations may lead to difficulties in subsequent performance of the contract or multiple lawsuits.	<ol style="list-style-type: none"> 1. The relevant departments or consultants provide professional knowledge related to the content of the contract, and take into account all aspects of the contract. 2. All contracts must be reviewed by the legal office to confirm whether there are loopholes or dubious interpretations. 3. In the case of contracts involving special or highly specialized fields, an external legal advisor will be commissioned to provide professional advice and assist in contracting.

Type	Risk Item	Description	Countermeasure
Contractual risks	Negotiation risk	<ol style="list-style-type: none"> 1. Due to the irreplaceability of the land location and the current shortage of labor and materials in the industry; when negotiating a contract, it is necessary to take into account the interests of the company and the wishes of the other parties; resulting in an increase the difficulty of negotiating the contract. 2. The other party requires the Company to sign a contract pre-drawn by them, which may contain many unfavorable terms. 	<ol style="list-style-type: none"> 1. Draw up contracts in advance to reduce the chance of making contracts on the spot or using contracts provided by other parties. 2. Through the assistance of intermediaries or related personnel, coordinate with the landlord or contractor in the middle, enhance the consensus between the two parties, and reduce the chance of back and forth during the negotiation. 3. During negotiate, be in the presence of the legal office and external lawyers or professionals to double confirm any risks.
	Contract honoring risks	<ol style="list-style-type: none"> 1. To execute the contract based on the memory of the contractor alone is prone to human error. 2. There is a lack of a tracking mechanism to manage whether the performance matters have been completed. 	<ol style="list-style-type: none"> 1. Formulate internal specifications and urge the contractors to track the progress of contract performance through the limitation of the timetable for payment. 2. Report the progress of the work at the regular weekly meeting and establish a report to describe the status of the schedule, the reasons for delay and the number of days.
Risks in dispute resolution procedures	Dispute resolution risk	Litigation is a time costly and resource extensive process, various tangible and intangible expenses are incurred. Even after the finalizing, the feasibility of subsequent enforcement must be examined.	<ol style="list-style-type: none"> 1. Through mediation (conciliation), arbitration, litigation or other extra-litigation dispute resolution mechanisms. 2. Before the dispute resolution process begins, formulate a complete offensive and defensive strategy, and prepare relevant witnesses and exhibits that may need to be presented. 3. Establish a systematic file preservation and management mechanism to avoid relevant information from being unavailable in the dispute resolution process.

Litigations

The litigation case of Delpha Construction involves requesting the return of payment, which is currently under trial by the Supreme Court (case number: Taiwan High Court Civil No. 1 in 2020). Delpha Construction employed professional lawyers as the head of the legal office and corporate governance and hired external lawyers as legal consultants to conduct a complete analysis and evaluation of the legal issues in order to ensure the most favorable outcome for Delpha Construction.

7.4 Ethics and Integrity Management

Delpha Construction attaches great importance to integrity. Board of Directors and management strive to internalize “Corporate Integrity” as a corporate culture, and are expected to implement the concept of corporate integrity management, abide by laws and regulations, and ethical standards. The company established its integrity management committee in 2022, and let the Corporate Governance Office serve as the integrity management promotion team which is responsible for promoting the operation of corporate integrity management. In addition to complying with Company Law, Securities Exchange Law, Commercial Accounting Law and other rules and regulations, and adhering to the corporate culture spirit of “cultivating space and caring for the earth”, Company has formulated and implemented various ethical standards with the business philosophy of integrity, fairness, transparency, self-discipline and responsibility policies, establish good corporate governance and risk control mechanisms, and seek the sustainable development of Delpha Construction.

The integrity management related principles formulated by Delpha Construction in recent years are as follows:

Principle	Year Formulated	Goal
Corporate Governance Code of Conduct	2017	Establish a sound corporate governance system for Delpha Construction.
Integrity Management Principles	2021	The implementation of the corporate culture and policy of integrity management has enabled Delpha Construction to operate continuously.
Sustainable Development Principles (Former: Corporate Social Responsibility Code of Conduct)	2021	Implement corporate social responsibility and promote economic, environmental and social progress and sustainable development.
Reporting of Illegal and Unethical Behavior Procedures	2021	In order to implement ethical behavior and operate with integrity, we encourage reporting any behavior that does not comply with laws and regulations and violates the company's "Integrity Management Principles" or other internal regulations.
Integrity Management Committee Procedures	2022	Set standards for the effective functioning of the Integrity Management Committee.
Integrity Management Operating Procedure and Guideline	2022	Engage in business activities with fairness, honesty, trustworthiness and transparency to actively prevent dishonest behavior.

Delpha Construction’s “Integrity Management Principles”, “Integrity Management Committee Procedures”, “Integrity Management Operating Procedure and Guideline” requires directors, managers and all colleagues to act in compliance with ethical standards, and no fraudulent intentions or deceptive behaviors are allowed; it is strictly forbidden to use Company property, non-public information or use positions held to obtain improper benefits for themselves (or relatives); to ensure that employees are free from fraud, misconduct, leaks or misrepresentations, and require employees not to accept entertainment and financial gifts by manufacturers. Confidentiality is an obligation for all employees regarding customer information handled and obtained during the course of operation.

- Delpha Construction has established the “Operation Procedures for the Processing of Material Information” and the “Operation Procedures for Prevention of Insider Trading”, which prohibits Company insiders from using undisclosed information on the market to buy and sell securities to protect the rights and interests of shareholders and the general public.

- In accordance with the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies”, Delpha Construction proactively formulates relevant internal operating standards and operating procedures, adheres to integrity governance as the highest standard, supervises employees’ anti-corruption and integrity principles, and actively educates internal employees to report through whistleblowing channels, employee complaint mailboxes, etc. An annual assessment is conducted every year for all levels of management, and integrity is included in the assessment of senior executives.
- Employees of Delpha Construction shall strictly abide by relevant measures such as operation cycle control operations, take the initiative to report ethical concerns such as conflicts of interest, and execute non-compete clauses to prevent conflicts of interest.
- In order to ensure mutual compliance with suppliers for integrity related matters, it is clearly stipulated in the "Integrity Management Principles" that the contract signed by the agents, suppliers, customers or other transaction partners who have business dealings with the Company; the contents include the terms of compliance with the integrity management policy and if the counterparty of the transaction is involved in dishonest behavior, the contract may be terminated or rescinded at any time.

Integrity investigations are conducted on stakeholders such as clients, suppliers, etc., so any unacceptable behavior or damage to Company's rights and interests can be avoided; also, to ensure full understanding and compliance to Delpha Construction's standards of operations and behavior.

7.4.1 Whistleblowing Mechanism

In addition to proactively adopting preventive measures to prevent illegalities, Delpha Construction has also formulated “Employee Opinion Box Implementation Policy and Principles”, and complaint channels are available for employees to report any illegal or improper behavior and have relevant disciplinary regulations and appeal procedures for those in violation of integrity.

The reporting process is as follows:

1. Employee Suggestion Mailbox

Named, and try to detail the facts and suggestions, or the person, event, time, place, and object of the reported incident, so as to facilitate the effective follow-up of the proposal and comments; anonymous black letters or malicious personal attacks will not be responded to by Delpha Construction, in order to foster the employee suggestion box as an effective communication channel.

2. Incident Handling

The General Manager will handle reports personally, make an appropriate response, and ensure confidentiality of reporting employees confidential; if a constructive proposal for Delpha Construction’s operation and management issues is submitted, and Delpha Construction has adopted it and is effective, it will be given appropriate rewards and credit after obtaining the consent of the proponent. If the proposer has concerns and does not want to disclose it, Delpha Construction will respect the decision.

Delpha Construction has also set up an independent whistleblower mailbox (service@delpha.com.tw) which is also disclosed on Delpha Construction’s website^{Note 23} for comments by interested parties. The Audit Office is a dedicated unit responsible for and supervising the implementation of related matters and accepting submissions. In addition, to protect the whistleblower, the complaint will be handled confidentially throughout the entire process. The dedicated unit will collect all the whistleblowing incidents, their handling methods and follow-up review and improvement measures, and report to the Board of Directors according to the situation. For 2021, Delpha Construction has not received any reports of illegalities.

Note 23: Company website http://www.delpha.com.tw/tw/about/p10_2.aspx/

7.4.2 Sexual Harassment Prevention

In order to provide employees (including employees, dispatched laborers, technical students and interns) and job seekers with a working environment free from sexual harassment, and to take appropriate preventive, corrective, disciplinary and treatment measures, Delpha Construction has established a "Workplace Sexual Harassment Prevention, Measures, Grievance and Disciplinary Measures Policy" to protect employees from threats of sexual harassment, promote the concept of gender equality, and create a diverse, friendly working environment.

1. Workplace Sexual Harassment Complaint Handling Committee

Delpha Construction attaches great importance to sexual harassment complaint cases and has established a special committee to handle workplace sexual harassment complaints. To balance the handicap of women in sexual harassment incidents, the committee specifically stipulates that the number of female committee members shall not be less than half. The employer and the employee representatives are jointly formed to be responsible for handling sexual harassment complaints in the workplace, conduct investigations based on the principles of objectivity, impartiality, and professionalism; and give appropriate punishments based on the results of the review.

2. Case Handling

The investigations of sexual harassment incidents are conducted in a confidential manner. The investigation process attaches great importance to the privacy of the parties, gives the parties sufficient opportunities to express themselves, and provides relevant psychological counseling care. At the same time, Delpha Construction strengthens education and training on sexual harassment for other employees to prevent sexual harassment incidents. In addition, the Company also accepts cases where employees are harassed by external parties, and assists employees in their rights, such as appealing to relevant units in the name of the company. For 2021, Delpha Construction has not received any reports of illegalities.

7.4.3 Legal Compliance

Delpha Construction adamantly believes that compliance with laws and regulations is the most fundamental cornerstone of sustainable operation. Through continuous tracking of laws and regulations, Delpha Construction evaluates the potential risks and impacts of changes in laws and regulations, and according to the results, check whether Delpha Construction has corresponding internal regulations to ensure that relevant policies and regulations are appropriate and adequate.

The management of Delpha Construction reports to the Board of Directors and the Audit Committee on matters related to professional ethics and regulatory compliance from time to time, and is responsible for supervising the implementation of professional ethics, investigation and punishment of reported cases.

In order to enhance employees' understanding of ethics and compliance with laws and regulations, Delpha Construction provides various training courses in various forms according to their business responsibilities, such as meetings promoting of key laws, etc. Relevant materials are disseminated through announcements, Company internal webpages, internal company emails; to provide guidelines for compliance with laws and regulations, so that employees can always obtain new knowledge of laws and regulations.

In 2021, Delpha Construction continued to promote issues such as integrity management, insider trading, intellectual property, personal asset protection, contract formulation and civil, criminal law or other related laws and regulations, and launch a various education and training sessions from time to time. Through diligently cultivating employees' knowledge to achieve the goal of sustainable operation.

Regarding penalties, Delpha Construction adheres to the laws and regulations to complete the improvement in the shortest time. Delpha Construction further examines the root cause of the problem vertically with aims to provide a solution from the source; conduct horizontal inspections to prevent the same mistake from recurring; provide information to each relevant party to communicate with each other.

No litigation involving any anti-competitive behavior, anti-trust and monopoly laws and regulations has occurred this year.

7.4.4 Anti-Corruption

"Anti-corruption" is the core of honest management in the corporate culture of honest management, and key to establish the values of integrity, honesty and responsibility, provide a specific framework for good business conduct and anti-corruption risk management policies. Based on this, Delpha Construction builds an anti-corruption risk assessment system, formulates various business operating procedures and regulations, and requires all employees to fully comply with and implement them. Delpha Construction has employees in all departments carry out semiannual self-assessment and review, established effective internal and external complaint channels; to detect abnormalities as soon as possible to effectively prevent the occurrence of corruption.

Delpha Construction adopts a zero-tolerance policy for corruption, and does not allow any bribery, fraud, extortion, abuse, misappropriation of Company assets or sacrifice of Company interests in exchange for personal or other people's interests. In order to ensure realization of integrity management, Delpha Construction has set up an integrity management committee in 2022, and various anti-corruption strategies and plans, including "Integrity Management Principles", "Integrity Management Committee Procedures" and "Integrity Management Operating Procedure and Guideline". The policies expressly prohibit direct or indirect offering, promise, request, or acceptance of any illegitimate benefits, and effectively combats corruption. In addition to the Integrity Management Principles, Delpha Construction publishes a statement of integrity management policy every year and sends an "Integrity management policy statement" to suppliers with the audit office as the implementation unit. It is up to the management to lead by example and act from top to bottom. Internally, through complete education, training and publicity for employees, Delpha Construction will continue to deepen the corporate culture of "integrity management"; externally, we will work with suppliers to implement industry common good through honest management and strive to maintain our reputation as a trustworthy partner for stakeholders.

No corruption incidents and other related incidents occurred this year.

Appendix

GRI Standards

1. General Guidelines

GRI 102: General disclosures 2016						
Item	Standard	Core	Disclosure Topic	Page	Description	Chapter
Organizational Profile	102-1	●	Name of the organization	4		1.3
	102-2	●	Activities, brands, Product and services	4		1.3
	102-3	●	Location of headquarters	4		1.3
	102-4	●	Location of operations	4		1.3
	102-5	●	Ownership and legal form	4		1.3
	102-6	●	Markets served	4		1.3
	102-7	●	Scale of the organization	53		7.2
	102-8	●	Information on employees and other workers	24		4.1
	102-9	●	Supply chain	40		5.1
	102-10	●	Significant changes to the organization and its supply chain	47		7.1.1
	102-11	●	Precautionary Principle or approach	53		7.3
	102-12	●	External initiatives	25		4.2
	102-13	●	Membership of associations	4		1.4
Strategy	102-14	●	Statement from senior decision-maker	2		Letter From Management
	102-15		Key impacts, risks, and opportunities	54		7.3.2
Ethics and integrity	102-16	●	Values, principles, standards, and norms and behavior	51,66		7.1.4,7.4
	102-17		Mechanisms for advice and concerns about ethics	66		7.4
Governance	102-18	●	Governance structure	46		7.1
	102-19		Delegating authority	5		2.1
	102-20		Executive-level responsibility for economic, environmental, and social topics	7		2.2.2
	102-21		Consulting stakeholders on economic, environmental, and social topics	5		2.2
	102-22		Composition of the highest governance body and its committees	46-52		7.1
	102-23		Chair of the highest governance body	48		7.1.1
	102-24		Nominating and selecting the highest governance body	47		7.1.1
	102-25		Conflicts of interest	48		7.1.1
	102-26		Role of Highest governance body in setting purpose, values and strategy	5		2.1
	102-27		Collective knowledge of highest governance body	47-50		7.1.1
	102-28		Evaluating the highest governance body's performance	50		7.1.1

GRI 102: General disclosures 2016						
Item	Standard	Core	Disclosure Topic	Page	Description	Chapter
Governance	102-29		Identifying and managing economic, environmental, and social impacts	5-1		2.2
	102-30		Effectiveness of risk management processes	53-65		7.3
	102-31		Review of economic, environmental, and social topics	5-10		2.2
	102-32		Highest governance body's role in sustainability reporting	1		About the Delpha Construction ESG Report
	102-33		Communicating critical concerns	9		2.2.4
	102-34		Nature and total number of critical concerns	5		2.2
	102-35		Remuneration policies	28,51		4.2.1,7.1.3
	102-36		Process for determining remuneration	28,51		4.2.1,7.1.3
	102-37		Stakeholders' involvement in remuneration		No case of stakeholders' participation in the remuneration policy	
	102-38		Annual total compensation ratio	28		4.2.1
	102-39		Percentage increase in annual total compensation ratio	28		4.2.1
Stakeholder Engagement	102-40	●	List of stakeholder groups	9		2.2.4
	102-41	●	Collective bargaining agreements	28	Although Delpha Construction does not have a labor union, the labor management meeting is used as a channel for communication and discussion between the two parties, and its resolutions apply to all employees within the scope.	4.2
	102-42	●	Identifying and selecting stakeholders	9		2.2.4
	102-43	●	Approach to stakeholder engagement	9		2.2.4
	102-44	●	Key topics and concerns raised	9		2.2.4
Reporting Practice	102-45	●	Entities included in the consolidated financial statement	53		7
	102-46	●	Defining report content and topic boundaries	1		About the Delpha Construction ESG Report
	102-47	●	List of material topics	5-10		2.2
	102-48	●	Restatements of information		N/A	
	102-49	●	Changes in reporting	5-10, 11-15, 42-43, 53-65		2.2,3.1, 5.1.3,7.3
	102-50	●	Reporting period	1		About the Delpha Construction ESG Report
	102-51	●	Date of most recent report		September 2021	
102-52	●	Reporting cycle	1		About the Delpha Construction ESG Report	

GRI 102: General disclosures 2016

Item	Standard	Core	Disclosure Topic	Page	Description	Chapter
Reporting Practice	102-53	●	Contact point for questions regarding the report	1		About the Delpha Construction ESG Report
	102-54	●	Claims of reporting in accordance with the GRI Standards	1		About the Delpha Construction ESG Report
	102-55	●	GRI content index	70		
	102-56	●	External assurance		No external verification	

GRI 103: MANAGEMENT APPROACH 2016

Item	Standard	Disclosure Topic	Page	Description	Chapter
Management Approach	103-1	Explanation of the material topic and its boundary	5-10		2.2
	103-2	The management approach and its components		Please refer to the content of each topic.	
	103-3	Evaluation of the management approach		Please refer to the content of each topic.	

2. Subject-specific Guidelines**Economy**

Item	Standard	Disclosure Topic	Page	Description	Chapter
GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	53		7.2
	201-2	Financial implications and other risks and opportunities	11-15		3.1
	201-3	Defined benefit plan obligations and other retirement plans	25-28		4.2
	201-4	Financial assistance received from government		Delpha Construction has no government financial subsidies.	
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	28		4.2.1
	202-2	Proportion of senior management hired from the local community	24-25		4.1
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	44-45		6
GRI 204: Procurement	204-1	Proportion of spending on local suppliers	39-43		5
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	69	Due to Delpha Construction's operating conditions, all employees are located in Taiwan, which is less suitable for evaluation based on operating locations. Please refer to this report for Delpha Construction's risk assessment methods.	7.4.4

Economy					
Item	Standard	Disclosure Topic	Page	Description	Chapter
GRI 205: Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	66-69		7.4
	205-3	Confirmed incidents of corruption and actions taken	69		7.4.4
GRI 206: Anticompetitive	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	66-69		7.4
GRI 207: Tax	207-1	Approach to tax	56		7.3.3
	207-2	Tax governance, control, and risk management	56		7.3.3
	207-3	Stakeholder engagement and management of concerns related to tax	56		7.3.3

Environment					
Item	Standard	Disclosure Topic	Page	Description	Chapter
GRI 302: Energy	302-1	Energy consumption within the organization	16		3.2
	302-3	Energy intensity	16		3.2
	302-4	Reduction of energy consumption	16		3.2
GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	18		3.4
	303-3	Water withdrawal	18		3.4
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	17		3.3
	305-2	Energy indirect (Scope 2) GHG emissions	17		3.3
	305-4	GHG emissions intensity	17		3.3
	305-5	Reduction of GHG emissions	17		3.3
GRI 306: Effluents and Waste	306-2	Management of significant waste related impacts	20		3.5
	306-3	Waste generated	20		3.5
	306-4	Waste diverted from disposal	20		3.5
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	11-23		3
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	39-43		5
	308-2	Negative environmental impacts in the supply chain and actions taken	39-43		5

Social					
Item	Standard	Disclosure Topic	Page	Description	Chapter
GRI 401: Employment	401-1	New employee hires and employee turnover	24-25		4.1
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	29-32		4.2.2
	401-3	Parental leave	29-32		4.2.2
GRI 402: Labor / Management Relations	402-1	Minimum notice periods regarding operational changes	29-32		4.2.2
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	35-38		4.4
	403-2	Hazard identification, risk assessment, and incident investigation	35-38		4.4
	403-3	Occupational health services	35-38		4.4
	403-4	Worker participation, consultation, and communication on occupational health and safety	35-38		4.4
	403-5	Worker training on occupational health and safety	35-38		4.4
	403-6	Promotion of worker health	35-38		4.4
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	35-38		4.4
	403-8	Workers covered by an occupational health and safety management system	35-38		4.4
	403-9	Work-related injuries	35-38		4.4
	403-10	Work-related ill health	35-38		4.4
GRI 404: Training and Education	404-1	Average hours of training per year per employee	33-34		4.3
	404-2	Programs for upgrading employee skills and transition assistance program	33-34		4.3
	404-3	Percentage of employees receiving regular performance and career development reviews	33-34		4.3
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	24-25		4.1
	405-2	Ratio of basic salary and remuneration of women to men	25-32		4.2
GRI 406: Nondiscrimination	406-1	Incidents of discrimination and corrective actions taken	25-32		4.2
GRI 407: Freedom of Association & Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	25-32		4.2
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	25-32		4.2
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	25-32		4.2

Social					
Item	Standard	Disclosure Topic	Page	Description	Chapter
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	25-32		4.2
	412-2	Employee training on human rights policies or procedures	25-32		4.2
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		Delpha Construction has no unions.	
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	44-45		6
	413-2	Operations with significant actual and potential negative impacts on local communities	44-45		6
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	40		5.1.2
	414-2	Negative social impacts in the supply chain and actions taken		Delpha Construction has no related incidents in 2020.	
GRI 415: Public Policy	415-1	Political contributions		Delpha Construction has no donations in 2020	
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories		Delpha Construction experienced no health and safety incidents in 2021.	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Delpha Construction did not have any violations of health and safety regulations in 2021.	
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling		In 2021, Delpha Construction has followed the product and service labeling and marketing communication related laws and regulations.	
	417-2	Incidents of non-compliance concerning product and service information and labeling			
	417-3	Incidents of non-compliance concerning marketing communications			
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Delpha Construction received no complaints of infringement of customer privacy or loss of customer information in 2021.	
GRI 419: Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area		Delpha Construction did not violate any laws and regulations socially or economically in 2021.	