



Delta Electronics Foundation

GREEN IMPACT REPORT 2025

Progressing Towards 2030:
Enhancing Biodiversity, Cultivating Talent,
and Advancing Climate Solutions

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DELTA ELECTRONICS FOUNDATION

Founded in 1990 by Delta Group Founder and Honorary Chairman Mr. Bruce Cheng, the Delta Electronics Foundation was established on the principle that the community lays the solid groundwork for industrial growth. Together with the company, Mr. Cheng created the Foundation to contribute to society by investing in technology research and development, talent cultivation, and environmental protection.

As the global climate and biodiversity crises have intensified, the Foundation has structurally evolved to meet these challenges. Today, we focus our energy on practical, systemic solutions at the intersection of energy efficiency, climate action, resilient buildings, environmental education, and ecosystem restoration.

We recognize that climate change and biodiversity loss are deeply interconnected. Our strategic approach seeks to bridge the science-policy gap and ensure that scientific discovery translates directly into measurable community-led action. We work hand-in-hand with leading domestic and international research institutes, public agencies, academic centers, non-governmental organizations, and local volunteers to co-create pathways for ecological resilience.



LOW-CARBON BUILDINGS

Practical design, microclimate data, and circular building diagnostics for transition.

ENERGY & CLIMATE

Climate education, low-carbon lifestyle, and green-collar training.

BIODIVERSITY

Technology-driven coral reef restoration, species tracking, and international exchange.

TALENT CULTIVATION

Supporting climate scholars, academic research, and long-term alumni networks.

PROGRESSING TOWARDS

2030

Our Decadal Commitments

As we reach the midpoint of the UN 2030 Agenda for Sustainable Development, the Delta Electronics Foundation is accelerating its core programs to align with global biodiversity frameworks. We have transitioned our initiatives from local pilot cases into scalable, replicable regional models.

- **Biodiversity Enhancement Target:** Reaching our milestone of restoring over 10,000 heat-resistant coral colonies, and scaling up to conserve over 300 marine species in the next five years.
- **Climate and Energy Literacy:** Democratizing sustainability knowledge through open-access digital platforms, ensuring that our cumulative reach of millions of viewers continues to drive daily household decarbonization.
- **Vulnerable Community Resilience:** Investing in architectural and engineering retrofits that provide continuous emergency backup power and clean air systems to schools and kindergartens in remote mountain and island regions.

2025 AT A GLANCE

10,000

Heat-Resistant Corals Restored
and Successfully Transplanted

40

Endangered Coral and Marine
Species Actively Preserved

1st

Marine Application of IUCN's STAR
Methodology (Kenting Demo Site)

160

International Scholars &
Experts at Coral Restoration
Summit

8/12

Countries / Leading
Conservation
Institutions Jointly Aligned

1,000+

Viewers Reached via
Screenings of "Shipwrecks
Taiwan" 8K Cinema

18th

Year of Strategic
Participation at UNFCCC
Climate COPs

2025 AT A GLANCE

A Total of 180

Postgraduates, PhD Researchers &
University Lecturers Sponsored

A total of 156

Northern Thailand Students Fully
Supported Through Schooling

450,000⁺

Annual Page Views on the
Low-Carbon Lifestyle Blog

36,000⁺

Annual Listeners of the
"Climate Battle in Taiwan" Podcast

1,600

Students Reached via Volunteer-Led
Low-Carbon Courses

2,500⁺

Participants Upskilled in LEED Zero, WELL,
and Practical Energy Management

RESTORATION FOOTPRINT

Driving Scientific Integrity in Marine Ecosystem Conservation

In 2025, the Delta Electronics Foundation continued to strengthen marine ecosystem resilience through the combination of advanced industrial automation, marine biology research, and international scientific exchange. Having successfully met our long-term restoration target of 10,000 heat-resistant corals, our marine program has now moved into an active species-preservation model that currently protects 40 endangered marine species.

Pioneering IUCN STAR Marine Methodology in Kenting

To assess and optimize the ecological impact of our restoration efforts, Delta partnered with the International Union for Conservation of Nature (IUCN) to introduce the Species Threat Abatement and Restoration (STAR) methodology. Kenting National Park was established as the world's first marine demonstration site for this globally recognized framework. By mapping site-specific threats and quantifying the potential of target interventions, this application of STAR establishes a scientific baseline for marine conservation priority-setting and measurable biodiversity recovery.

Advanced Tech in Restoring Corals: From RAS to Digital Twins

Our technology-driven restoration strategy leverages Delta's unique industrial capability in thermal and lighting control.

- **Recirculating Aquaculture Systems (RAS):** By deploying customized RAS facilities, our researchers can precisely control critical parameters including water temperature, lighting spectral distribution, water flow speed, and water quality. This has successfully accelerated coral generational breeding, bringing our heat-adapted *Pocillopora acuta* lineages to sexual maturity in just 16 months and successfully propagating second-generation (F2) thermal-resilient colonies.
- **AI-Enhanced Citizen Science:** Our volunteers are trained to utilize CoralNet—an AI-powered international platform developed by UC San Diego. CoralNet utilizes machine-learning models to analyze underwater coral coverage and health metrics, boosting scientific data collection speeds.

| WHAT IS THE STAR METHODOLOGY?

STAR (Species Threat Abatement and Restoration) is an international methodology developed by the IUCN that uses global red-list database parameters to measure the potential contribution of threat-abatement and habitat-restoration actions to reducing species extinction risk.

Delta's implementation represents the first time this land-based framework has been adapted to marine and coral reef environments.



▲ Delta organized the first “Delta International Symposium on Coral Restoration” (DISCR), attended by scholars from 8 countries, 12 conservation institutions, and 14 international scholars, including IUCN Chief Scientist Thomas Brooks.

1ST DELTA INTERNATIONAL SYMPOSIUM ON CORAL RESTORATION

Delta convened its inaugural International Coral Restoration Symposium in 2025, gathering:

160
leading marine
scientists and
policymakers

Representation from
8
countries

12
global coral conservation
and academic institutions

Core Topics
AI-assisted underwater 3D modeling,
marine digital twins, and scalable
recirculating aquaculture systems.



1 **Caring for Biodiversity**

Building Ocean Science and Global Partnerships

2 **Global Outreach and Engagement**

COP30 "AI for Green" and Buildings and Cooling Pavilion Highlights

3 **Visual Storytelling for Nature and Climate**

Ultra-HD 8K Cinema and Documentary Screening

4 **Building Green Environments for Remote Communities**

Climate Adaptation and Low-Carbon Buildings

5 **Talent Cultivation & Environmental Scholarships**

Alumni Special Feature

6 **Energy and Climate Education**

Climate Podcast, Green Collar Training and Volunteer Action

1 CARING FOR BIODIVERSITY

Bridging Ocean Science and Public Consciousness

To turn scientific breakthroughs into broad cultural and behavioral change, the Delta Electronics Foundation actively integrates grassroots public education, civic outreach, and school-based learning.

Strategic Partnerships in Education

In 2025, Delta partnered with the Jane Goodall Institute and the National Museum of Marine Science and Technology (NMMST) to expand our ocean literacy campaign. Using our beautifully illustrated popular-science book, *Saving Our Coral Reefs* (reviewed by ten top-tier marine biologists), as a core curriculum resource, we co-developed school-based educational modules that have been integrated into elementary school science courses across Taiwan. To maintain the sustainability of this program, all book royalties are donated back to the NMMST to support long-term coral nursery maintenance and community research.

► Delta Group Founder and Honorary Chairman Bruce Cheng (left) visited the Chaojing Coral Conservation Center with Dr. Jane Goodall



海洋永續貢獻獎頒獎典禮

一般企業組

台達電子工業股份有限公司



Corporate Ocean Sustainability Contribution Award

In acknowledgment of our decades-long dedication to marine ecosystem protection, Delta was honored with the inaugural Corporate Ocean Sustainability Contribution Award by Taiwan's Ocean Affairs Council in 2025. This recognition reflects the collective hard work of our 90+ certified coral divers, scientific partners, and local community volunteers who have dedicated thousands of hours to restoring marine biodiversity.

▲ Vice President Bi-khim Hsiao presented the inaugural "Corporate Ocean Sustainability Contribution Award" to Delta, with Professor Chang-Feng Dai, Chief Consultant of Delta's "The Birth Coral Restoration Project", accepting the award on behalf of Delta.

2 GLOBAL OUTREACH AND ENGAGEMENT

Expanding Global Tech Partnerships

The climate crisis does not recognize borders. In response, Delta Electronics Foundation has systematically scaled its international collaborations to export green technologies and import state-of-the-art conservation methodologies.

"AI for Green" at UNFCCC COP30

At the 2025 United Nations Climate Change Conference (COP30), Delta celebrated its 18th year of official participation. In the official negotiating Blue Zone, Delta co-hosted high-level side events alongside prestigious international partners including the Plymouth Marine Laboratory (PML), BNP Paribas, the International Coral Reef Society (ICRS), and the Partnership for Observation of the Global Ocean (POGO). Under our unified core theme, "AI for Green", Delta showcased how advanced artificial intelligence and automated controls can be applied directly to marine conservation and resilient infrastructure. During the summit, Delta officially joined the international Sustainable AI Coalition, reaffirming our commitment to ethical, low-carbon computing technologies.



▲ Delta held a side event in the COP30 Blue Zone with international organizations such as the Plymouth Marine Laboratory, BNP Paribas, and the International Coral Reef Society

Building Standards: GlobalABC Buildings and Cooling Pavilion

Invited by the United Nations Environment Programme (UNEP) and the Global Alliance for Buildings and Construction (GlobalABC), Delta participated in the Buildings and Cooling Pavilion. Alongside the U.S. Green Building Council (USGBC) and the International Code Council (ICC), we shared our experience in deploying automated systems for Near-Zero Emission and Resilient Buildings (NZERB). Delta highlighted how integrating microclimate forecasting with smart HVAC automation can simultaneously reduce carbon emissions and safeguard urban biodiversity, creating the first Chinese-language educational model to showcase AI-enabled green building education.



▲ Delta shared the progress of AI applications in green buildings at the COP30 Building and Cooling Pavilion (Photo by IISD/ENB | Angeles Estrada Vigil)

Regional Commitments in Singapore and the USA

Our global efforts extend beyond international forums to direct regional conservation:

- **Singapore NParks Partnership:** Delta continues to actively support the National Parks Board (NParks) of Singapore in its 100K Corals Initiative. By deploying our smart aquaculture systems at the St. John's Island National Marine Laboratory, we have successfully optimized environmental monitoring and adaptive coral rearing in the delicate Coral Triangle.
- **Mote Marine Laboratory Exchange:** Building on our MoU with Florida's Mote Marine Laboratory & Aquarium, the Foundation sponsors a mutual exchange program. In 2025, our certified volunteers traveled to Florida to undergo intensive training in rapid bleaching rescue, 3D reef mapping, and AI-assisted species taxonomy, bringing vital hands-on skills back to local Taiwan nursery teams.

3 VISUAL STORYTELLING FOR NATURE AND CLIMATE

The Power of 8K Film to Inspire Environmental Awareness

To make climate change and marine conservation personally meaningful to the general public, the Foundation relies on the transformative power of visual storytelling. In 2025, Delta supported the production and release of *Shipwrecks Taiwan* —the island's first deep-sea environmental documentary filmed entirely in ultra-high 8K resolution.



Public Screening Tour and Low-Carbon Post-Production

To maximize public outreach, Delta organized a nationwide screening tour in partnership with major cultural and scientific institutions, including the Taipei Performing Arts Center, the National Science and Technology Museum in Kaohsiung, the National Museum of Marine Biology and Aquarium (NMMBA) in Pingtung, the National Museum of Prehistory in Taitung, the National Museum of Marine Science and Technology (NMMST) in Keelung, and the Lanyu Lan-an Foundation. The screenings attracted close to 1,000 viewers, sparking deep discussions on underwater habitat degradation, plastic pollution, and the urgent need for marine protected areas.

To align the film's production with its core environmental message, all post-production work was completed at the Delta 8K Green Theater using 100% renewable electricity, demonstrating a complete low-carbon model from camera capture to public screen.

◀ The Deep-sea documentary "Shipwrecks Taiwan" screening event at Taichung Museum of Natural Science.

4 BUILDING GREEN ENVIRONMENTS FOR REMOTE COMMUNITIES

Strengthening Climate Adaptation and Resilient Learning Spaces

For remote and indigenous communities on the front lines of climate change, sustainable infrastructure is not a luxury. It is an essential baseline for climate adaptation and safety.

LEBR 1+ Certification for Namasia Minquan Kindergarten

Following our comprehensive reconstruction of the Namasia Minquan Elementary School after Typhoon Morakot, Delta completed the construction of the school's affiliated kindergarten. In 2025, this timber-structured facility achieved a monumental milestone, receiving the highest-level "1+" rating under Taiwan's Low Embodied-Carbon Building Rating System (LEBR) from the Ministry of the Interior. This marks the first school facility in Taiwan to obtain this top-tier certification.



▲ The Namasia Kindergarten building adopts energy-saving designs that suit the mountain climate, significantly reducing the embodied carbon content of building materials.

| LOW EMBODIED-CARBON DESIGN IN NAMASIA|

How did the Namasia Kindergarten achieve the highest LEBR "1+" rating?

- Carbon-Sequestering Timber: Extensively constructed using locally sourced, certified Japanese cedar from domestic forest thinning, drastically reducing transportation emissions and maximizing structural carbon storage.
- Climate-Responsive Passive Architecture: Designed by renowned architect Kuo Ying-chao, the structure leverages mountain wind directions and abundant daylight to eliminate the need for artificial ventilation and lighting during daytime operations.
- Community Shelter Integration: Serves as a vital local climate refuge, featuring integrated solar energy generation and rainwater collection systems capable of maintaining water and electricity independence for up to 7 days during extreme typhoons.

5 TALENT CULTIVATION

Cultivating the Climate Leaders of Tomorrow

Since 2005, the Delta Electronics Foundation has worked closely with partners, establishing the Delta Netherlands Environmental Scholarship (partnered with the Netherlands Trade and Investment Office) and the Delta Chevening Climate Scholarship (partnered with the British Office Taiwan). To date, we have supported over 180 postgraduate scholars, doctoral researchers, and university lecturers to pursue environmental and climate curricula worldwide, in addition to supporting a total of 156 students in Northern Thailand.

► Delta's climate and environmental scholarships cultivate various talents for sustainability



SCHOLARSHIP ALUMNI SPECIAL FEATURE

Rethinking How Technology Shapes Sustainable Behaviour

CHING, HUNG

SCHOLARSHIP Delta Netherlands Environmental Scholarship [2012]

UNIVERSITY University of Twente, Netherlands

DEGREE PhD in Philosophy of Technology

CURRENT ROLE Assistant Professor, Bachelor Program in Interdisciplinary Studies, National Chung Cheng University

KEY INFLUENCE Philosophy of technology, sustainable design, and the relationship between technology, society and human behaviour.



For Dr Ching Hung, sustainability is not only a question of whether a technology is efficient. It is also a question of how design quietly shapes human choices, values and relationships with the environment.

Hung chose the Netherlands because he wanted to understand why a country with a population and land area comparable to Taiwan had developed such strong technological capabilities. Dutch technical universities also stood out for maintaining philosophy departments alongside engineering and science. This tradition reflected the question at the centre of his own work: how can technology contribute more meaningfully to society?

At the University of Twente, Hung studied the philosophy of technology, an interdisciplinary field drawing on philosophy, science and technology studies, history and anthropology. The programme examined how humans shape technology and how technologies, in turn, shape behaviour and moral values. Rather than looking at one isolated technical case, the field compares different systems to identify broader patterns in the relationship between design and human action.

The Netherlands also showed him a pragmatic approach to technological development. In a country conscious of its limited natural resources, technology was often treated neither as inherently good nor as something to reject, but as a tool whose benefits and risks should be negotiated. Stakeholders were brought into design discussions early, and public communication helped society understand why technology was being introduced.

Hung became particularly interested in nudge theory and the ways physical or discursive design can reduce the cognitive burden of making sustainable choices. Encouraging cycling, for example, is not achieved only by asking people to care about the environment. It can also involve creating safer bicycle lanes, improving convenience and gradually making car use less attractive. Good design can allow a more sustainable action to become the easiest action.

His earlier research used Delta's Tainan Science Park facility as a case study to examine how architectural design influenced whether people chose stairs or elevators. When elevators were less visually prominent, occupants walked more often, and the behaviour could carry into other buildings. The case helped him explore the knowing-doing gap: people may possess strong environmental awareness yet still fail to act unless the surrounding system supports that action.

The Delta scholarship enabled Hung to study a field that was then largely unfamiliar within Taiwanese academia. He has since brought that knowledge back to Taiwan through teaching and research, opening new conversations about human-centred technology. Today, as an assistant professor of interdisciplinary studies at National Chung Cheng University, he encourages students to examine technology not as a neutral object, but as an active participant in social and environmental life.

***“Technology is not separate from human values.
We shape technology,
and through everyday use,
technology also shapes who we become.”***

SCHOLARSHIP ALUMNI SPECIAL FEATURE

Connecting Environmental Economics with Offshore Wind Innovation

CHING-SHU SHU

- SCHOLARSHIP** Delta Netherlands Environmental Scholarship [2012]
- UNIVERSITY** Vrije Universiteit Amsterdam, Netherlands
- DEGREE** MSc Spatial, Transport and Environmental Economics, 2012–2014
- CURRENT ROLE** Project Manager, Research and Innovation, Ørsted
- KEY INFLUENCE** Carbon-market policy, offshore-wind development, and cross-sector project integration.



For Ching-Shu Shu, studying environmental economics in the Netherlands opened a path from policy research to the complex realities of offshore-wind development.

Shu chose the Netherlands because he wanted an experience outside the more familiar destinations of the United States and the United Kingdom. Advice from senior students, the strength of Dutch environmental-economics programmes and the availability of the Delta scholarship ultimately led him to Vrije Universiteit Amsterdam. There, he studied Spatial, Transport and Environmental Economics, combining environmental economics with urban and spatial analysis.

The programme strengthened the theoretical foundations he had begun building in Taiwan. It also placed him in an unusually international classroom: among roughly 30 students, he was the only student from Asia. The experience challenged assumptions he had previously taken for granted, from definitions of responsibility in group work to the ways national identity influences everyday language. Over time, cultural discomfort became a lesson in coexistence, helping him recognise that different standards do not necessarily mean that one side is wrong.

His master's thesis extended his earlier research on carbon taxation and the Taiwanese economy. Using air-pollution monitoring data and anonymised health information, he examined how higher concentrations of pollutants such as NO_x, PM₁₀ and PM_{2.5} could affect disease prevalence and productivity loss. The research connected environmental harm with economic value by estimating the consequences of illness-related absence from work.

After graduation, Shu began his career in environmental consulting, helping Taiwan's government develop greenhouse-gas cap-and-trade and carbon-market mechanisms. Economics became a practical tool for designing regulations and incentives that could influence how resources are allocated. He later moved into offshore wind, initially focusing on environmental impact assessment.

That work required him to operate between stakeholders with very different priorities: national and local governments, fishing communities, environmental organisations, academics, engineers, commercial teams and local political actors. Technical details could carry major consequences. A seemingly small request to reduce underwater noise by two decibels, for example, could substantially lower piling energy and affect whether construction remained technically feasible. Shu learned to translate among disciplines without making promises that a project could not deliver.

He now works on research and innovation in offshore wind, integrating technology, commercial strategy and environmental considerations while building partnerships around new turbines, cables and power-system design [VERIFY current scope]. The role reflects the broad perspective he developed through economics and international study: energy transition is not achieved by technology alone, but by aligning institutions, communities, finance and engineering.

Looking back, Shu sees the long-term value of the scholarship not only in the financial support it provided, but also in the community it created. Taiwan's climate and sustainability field is relatively small, and alumni working across government, industry and civil society continue to exchange knowledge and opportunities. His advice to new scholars is simple: explore widely, temporarily set aside familiar assumptions and allow difference to expand the way you see the world.

“Try more, see more, and temporarily set aside what Taiwan has taught you. Studying abroad is a chance to understand that people may not be wrong – they may simply be different.”

SCHOLARSHIP ALUMNI SPECIAL FEATURE

Bringing Dutch Urban Sustainability into Delta's Regional ESG Practice

RAINBOW CHEN

- SCHOLARSHIP** Delta Netherlands Environmental Scholarship (2013)
- UNIVERSITY** Eindhoven University of Technology, Netherlands
- DEGREE** Doctoral research in Urban Science and Systems
- CURRENT ROLE** ESG Specialist, Delta Electronics EMEA
- KEY INFLUENCE** Green buildings, urban energy systems, greenhouse-gas accounting, and regional ESG capacity building



For Rainbow, the Delta Netherlands Environmental Scholarship created a connection that eventually came full circle: a decade after receiving the award, she joined Delta to help advance ESG practice across the EMEA region.

Her interest in the Netherlands began before the scholarship. As a university exchange student at Eindhoven University of Technology, she was attracted by the country's openness, strong English-language environment and proximity to Europe's varied architecture and urban history. She later returned for advanced research in sustainable cities, studying how land use, green space, water, building characteristics and urban form influence energy consumption.

Her research examined energy use across Eindhoven and found that a home's distance from green space could be associated with measurable energy effects, although the relationship weakened beyond certain distances. She also used satellite imagery to assess how factors such as roof colour and solar panels affected building performance. The work connected urban-scale data with questions that residents and planners experience at the building level.

After completing her doctoral research, Rainbow continued in academia as a postdoctoral researcher at Delft University of Technology. There, she contributed to a project supporting Amsterdam's transition away from gas heating by 2050. The research explored solutions such as underground thermal energy storage beneath historic urban areas and the recovery of waste heat from air-conditioning and refrigeration systems for residential hot water.

***“Carry the courage to explore the world.
Language is more than a score,
and studying abroad is an opportunity
to find new possibilities for your future.”***

Studying in the Netherlands also changed the way she learned and communicated. She describes Taiwanese education as often resembling a multiple-choice question, with teachers providing a clear direction, while Dutch education felt more like an open-ended question that required students to establish their own path. The approach demanded self-directed learning and a strong theoretical foundation. She was also struck by the directness of Dutch communication: disagreement could be expressed bluntly at work, yet it was generally directed at the issue rather than the person.

In 2023, Rainbow moved from academia to industry and joined Delta. She now supports ESG work across regional business sites, including RE100 implementation, organisational greenhouse-gas inventories under ISO 14064-1, green-building data review and sustainability training. Her role requires continuous coordination with local data owners and business teams, helping them understand not only reporting requirements but also how to communicate Delta's sustainability performance to customers.

The appointment carried personal meaning. During her scholarship interview roughly ten years earlier, she had been asked what she might one day contribute to Delta. She answered that she could help improve green buildings. Today, her work encompasses decarbonisation, building performance and ESG capacity across dozens of sites, turning that early answer into a professional reality.

Rainbow encourages future scholarship recipients to treat language as more than a test score and to approach overseas study with courage and curiosity. For her, the most valuable outcome was not simply a qualification, but the ability to explore unfamiliar systems and bring that knowledge back into practical organisational change.

SCHOLARSHIP ALUMNI SPECIAL FEATURE

From Industrial Ecology to Energy Transition and Human Rights

SHO LIN

SCHOLARSHIP Delta Netherlands Environmental Scholarship (2014)

UNIVERSITY Delft University of Technology, Netherlands

DEGREE MSc Industrial Ecology

CURRENT ROLE Research Manager, Green Energy and Environment
Research Laboratories, ITRI

KEY INFLUENCE Policy research, local energy governance,
and social-ecological human rights.



For Sho Lin, studying in the Netherlands was not simply an academic experience. It became a way to understand how environmental policy, industrial transformation and social change are connected across borders.

Before moving to the Netherlands, Lin worked on chemicals policy and end-of-pipe pollution control. She was increasingly drawn to approaches that considered the full life cycle of products and materials, which led her to the Industrial Ecology master's programme jointly offered by Leiden University and Delft University of Technology. The interdisciplinary programme brought together students from engineering, industrial design, social sciences and the humanities, with international students making up a large share of the cohort.

The programme's emphasis on teamwork, company visits and applied research helped Lin see sustainability as a systems challenge. Courses on globalisation, energy transition and sustainable development showed that changing energy sources is only one part of the transition. Infrastructure, governance, social acceptance, materials and the distribution of costs and benefits are equally important.

Living in the Netherlands also gave Lin what she describes as a sense of 'stepping into the world'. Easy connections across Europe, the presence of international institutions in The Hague and close interaction with students from different countries made global issues feel immediate. Together with other Taiwanese students, she joined salons, exhibitions and discussions on social issues.

After returning to Taiwan, members of this network established an association to continue exploring Dutch experiences of social innovation and transition from their respective professional fields.

One of the most influential parts of Lin's experience took place outside the classroom. During the large refugee movements of 2014–2016, she became involved with Amnesty International and joined activities with asylum seekers, including film screenings, shared meals and community exchanges. She later attended an international human rights gathering in Ireland, where participants from around 60 to 70 countries discussed common challenges. These experiences strengthened her belief that environmental transition and human rights are closely connected.

The Delta Environmental Scholarship provided essential financial support, but its impact extended further. It gave Lin access to an international learning environment, practical academic training and continued connections with the Foundation's climate and sustainability work. She later contributed to climate conference reporting and remained engaged with both environmental and human-rights networks.

Today, after eight years at the Green Energy and Environment Research Laboratories of the Industrial Technology Research Institute (ITRI), including five years in a managerial role, Lin works at the intersection of policy research, energy transition and local energy governance. Her role as a bridge between government and society reflects the interdisciplinary perspective first strengthened during her time in the Netherlands.

“Studying in the Netherlands gave me the feeling of stepping into the world. It also made me think more deeply about the role Taiwan can play, even when its formal international participation is constrained.”

SCHOLARSHIP ALUMNI SPECIAL FEATURE

Turning Climate Risk into Financial Action

AMBER LIN

- SCHOLARSHIP** Delta Chevening Climate Scholarship [2019]
- UNIVERSITY** University of Leeds, United Kingdom
- DEGREE** MSc Corporate Sustainability and Business, 2019–2020
- CURRENT ROLE** Deputy Manager, Project Finance, Taipei Fubon Bank
- KEY INFLUENCE** Transition finance, climate-risk integration, and green-energy market innovation.



For Amber Lin, sustainable finance is not about labelling activities as simply green or non-green. It is about using financial capital as a lever to help real-economy companies make credible, measurable transitions.

Lin began her career after studying finance, working for a green-building consultancy that supported companies seeking LEED and WELL certification. During three years of practice, she repeatedly saw developers and building owners treat sustainability as a silent cost or a communications exercise rather than a core business strategy. The experience exposed a missing link: Taiwan lacked a widely used framework that could translate climate risks and opportunities into financial implications.

To bridge that gap, Lin pursued an MSc in Corporate Sustainability and Business at the University of Leeds. The programme challenged her habit of searching for a single best answer. Instead, she learned to define the problem first, identify competing interests and understand the trade-offs embedded in sustainability decisions. Her dissertation compared the maturity of climate-related financial disclosure in the Taiwanese and British financial sectors, examining how forward-looking institutions were beginning to model the effects of flooding, insurance claims, asset impairment and carbon-intensive equipment on financial performance.

Her time in the United Kingdom also coincided with the COVID-19 pandemic. Living through extreme uncertainty strengthened her ability to stay grounded in changing circumstances – a form of resilience that later became as valuable as her technical training.

The Delta scholarship expanded Lin's access to international ideas and professional networks. At COP25 in Madrid in 2019, she encountered the emerging EU Taxonomy and saw how global financial institutions were beginning to define sustainable economic activities. After returning to Taiwan, she applied this perspective to transition finance. Rather than excluding carbon-intensive sectors outright, she advocated assessing whether financing would support a credible transition, such as replacing blast furnaces with electric-arc furnaces. This approach helped move internal conversations beyond a rigid black-and-white understanding of sustainable lending.

In 2024, Lin led what the interview record describes as Taiwan's first green-electricity group-purchasing initiative in the financial sector. Small and medium-sized enterprises often struggle to buy renewable electricity because their demand is too limited or the price is too high. By using the bank as a platform to aggregate customer demand, the initiative connected businesses and electricity retailers, helping participants respond to supply-chain requirements at a more accessible cost.

Lin describes the most important shift in her journey as moving from individual excellence to collective benefit. The scholarship gave her foresight, but it also showed her that climate action depends on ecosystems of people and institutions. Through finance, knowledge-sharing and practical collaboration, she now works to turn sustainability from an abstract ambition into a pathway that companies can follow.

“Before studying abroad, I pursued personal excellence. The experience taught me to work instead toward shared benefit, because lasting climate action is built collectively.”

SCHOLARSHIP ALUMNI SPECIAL FEATURE

Meaningful Designing for Social Impact

STEPHEN LIN

SCHOLARSHIP Delta Chevening Climate Scholarship [2024]

UNIVERSITY Royal College of Art, United Kingdom

DEGREE MA Design Products, 2024–2025

CURRENT ROLE Graphic Designer at Corsair,
a U.S.-based gaming-peripherals brand

KEY INFLUENCE Experimental design,
cross-disciplinary collaboration



For Stephen Lin, design is most meaningful when it leaves the studio, enters society and responds to real environmental needs.

Lin was first drawn to the United Kingdom by its cultural and artistic landscape. During an earlier trip to London, he was inspired by the city's free museums, independent bookshops, galleries and everyday encounters with visual culture. The Royal College of Art (RCA) represented the environment he was seeking: a place where designers and artists from different backgrounds could challenge one another and develop ideas without being constrained by familiar disciplinary boundaries.

At RCA, Lin encountered an educational culture that placed experimentation and originality at the centre of the design process. Compared with the more structured research frameworks he had experienced in Taiwan, the school encouraged students to explore uncertain territory. Even when a project fell outside a tutor's established expertise, the response was often curiosity rather than caution.

Cross-disciplinary collaboration was equally important. Lin worked with students from fine art, fashion design and engineering on a project addressing environmental conditions in London's Southwark district. The team developed a permeable material module that combined rainwater management with local cultural references, showing him how sustainability can emerge when technical and human perspectives are designed together.

His final project brought this approach directly into coral restoration. After interviewing the Delta Electronics Foundation and studying its restoration process, Lin explored how the tools and physical carriers used in coral work could be redesigned to improve the user experience, strengthen data feedback and potentially support higher coral survival rates. The project linked product design with marine conservation, while conversations with European restoration experts helped him position a Taiwan-based environmental challenge within an international design context.

The work also travelled beyond the classroom. Through academic and professional connections, Lin had opportunities to present and exhibit his ideas in several European countries and to join an overseas presentation in Dubai. Encounters with practitioners across Europe continued to influence the way he structures design processes and evaluates environmental impact.

For Lin, receiving the Delta scholarship was a milestone at an early stage of his career. It validated the years he had already invested in independent projects, studio entrepreneurship and socially oriented design. After returning to the workplace, he found that being recognised as a Delta environmental scholarship recipient also created professional trust and opened conversations about sustainability with prospective employers.

Today, Lin works on global marketing visuals and packaging design while continuing to carry forward the experimental and cross-disciplinary mindset strengthened at RCA. His journey demonstrates that environmental design is a way of asking better questions about materials, systems, users and the ecological consequences of the objects society creates.

“Design should not remain an academic output inside a laboratory. It must enter society, speak with users and respond to real needs.”

6 ENERGY AND CLIMATE EDUCATION

Empowering Industrial Transition through Knowledge

The Delta Electronics Foundation firmly believes that energy and climate literacy must be accessible to all levels of society, from corporate executives to remote elementary students.

Energy Management Course and Training

As part of our commitment, Delta co-hosts the Energy Management Professional Course alongside Taiwan's industrial associations. In 2025, our green-collar training programs reached over 2,500 participants across intensive courses on LEED Zero, WELL Building design standards, and practical industrial energy auditing.

To scale up learning efficiency, Delta launched the LEED AI Assistant—an AI-enabled copilot that acts as a synchronized tutoring tool to assist students with pre-class preparation, post-class review, and real-time conceptual queries.



▲ Delta organizes training courses for energy-saving management personnel

Digital Media Channels: Blogs and Podcasts

Our established digital communication platforms continue to serve as leading environmental knowledge centers in the Chinese-speaking world:

- **Low-Carbon Life Blog:** Celebrating over 18 years of continuous climate reporting, the platform recorded over 450,000 page views in 2025, with articles and translations frequently reprinted by major national business journals.
- **"Climate Battle in Taiwan" Podcast:** Entering its 15th year of broadcasting, our dedicated podcast program recorded over 36,000 annual listeners in 2025, delivering deep dive audio explorations of marine conservation, AI-driven energy optimization, and natural carbon sinks.



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