

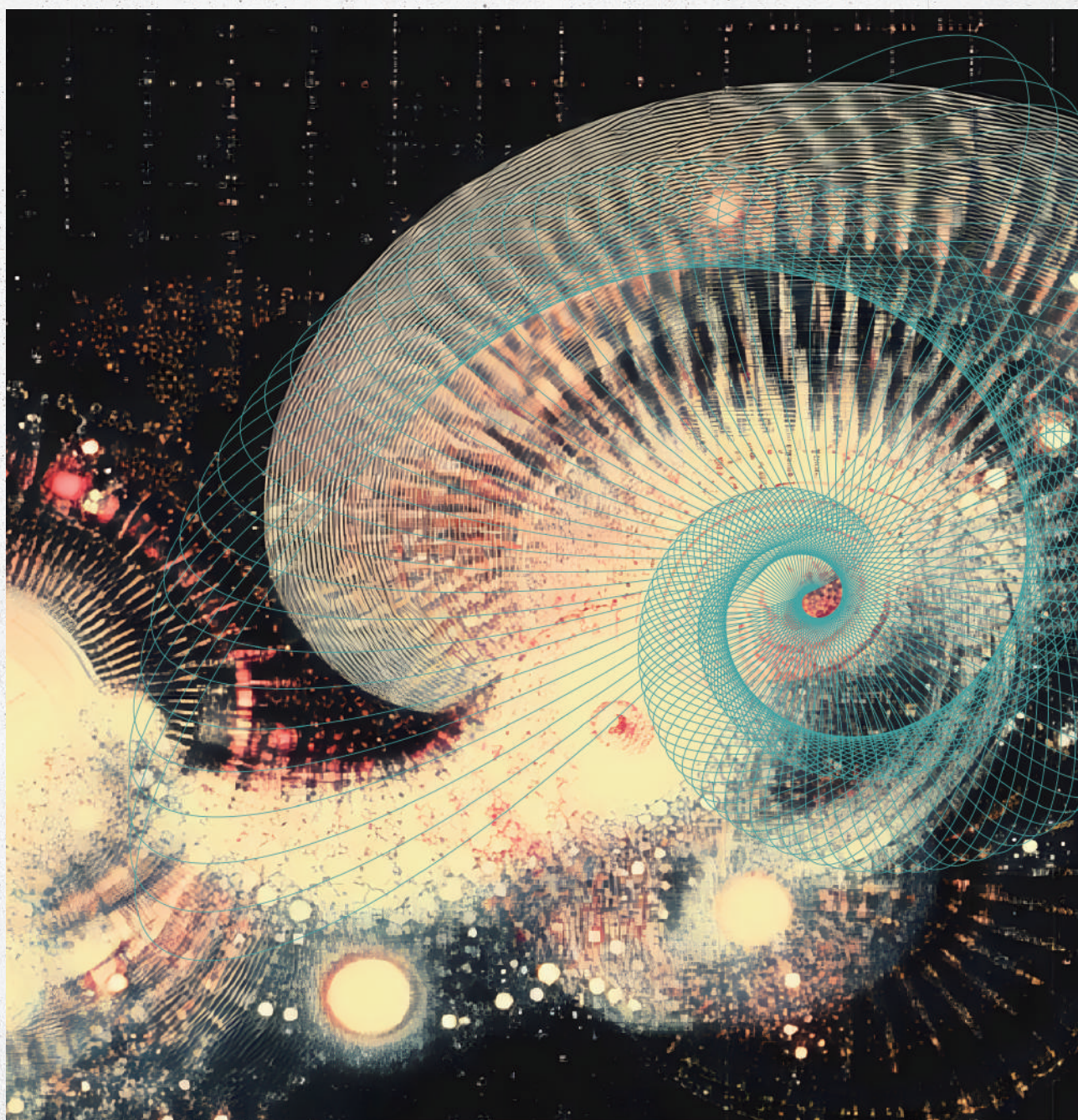


GROUP HOLDINGS

STOCK CODE 1101

TCC Group Holdings CO., LTD.

2025 ANNUAL REPORT



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01 TCC 80th Anniversary

Letter to Shareholders

This year marks the 80th anniversary of TCC.

Eighty years ago, our predecessors built TCC in an era of turbulence and scarcity. With their own hands, they laid the foundations of the business; with conviction, they built enduring strength. They transformed dormant limestone in the mountains into roads, and from the ruins of the post-war period, they helped cities rise again. Using stone as their pen and the land as their paper, they inscribed a defining chapter in Taiwan's industrial development. What they left behind is not only an industry, but also a code of conduct—guiding both how we do business and how we conduct ourselves.



Former Chairman Koo also left us with eight guiding principles that continue to resonate today:

"Humility, harmony, sincerity, and trust."

Be humble before heaven and earth, principled in governance, sincere with partners, and trustworthy to society.

This spirit has evolved into what TCC now calls its Total Care Commitment—a comprehensive pledge of care: care for our employees, contribution to society, respect for nature, and stewardship for the future.

Over the past year, the world has been far from calm. Climate change has intensified, energy systems are being reshaped, and the pace of industry continues to accelerate. Companies are not defined in times of ease, but tested in times of challenge. Last year, the fire incident at Molie Quantum Energy Corporation resulted in a rare loss for the Company and caused unnecessary concern among our shareholders, colleagues, and the broader community. As the person responsible for the Company, I take full accountability for this incident and have mandated stricter safety protocols and governance standards to ensure such an event will not happen again.

Amid such a complex environment, TCC continues to move forward. Our transformation has not paused, and our international expansion remains firmly on track. Over the past year, we have achieved several important milestones:

- The completion of our Hangzhou headquarters, now serving as a new international operations hub and the first building in Hangzhou to receive both LEED and WELL Platinum certifications;
- The completion of the Nautilus Library waste gasification project, where culture and circular energy coexist within the same space;
- The commissioning of our cement plant in Cameroon, further expanding our global footprint;
- The electrification, autonomous operation, and full automation of large mining trucks across several quarry sites, marking a significant step toward smart mining and digital operations.

From a single island, TCC has grown to stand alongside partners across Europe, Asia, and Africa. And the farther we go, the more we understand: true internationalization is not merely the expansion of footprint, but the sharing of values. A truly global enterprise does not draw boundaries on maps, but defines its coordinates through conscience.

Today, the world speaks most of technology and speed. AI, energy transition, and digitalization seem to be redefining our era. Yet history has repeatedly reminded us that technology has never been the true dividing line of civilization. The real divide lies in how humanity understands decision-making—what constitutes a justifiable decision in its time, and whether there are those willing to bear the consequences of those decisions.

The future is not something to be guessed; it is something to be read from history. Without perspective, one can only drift with the tides of the times. Direction matters as much as effort. Technology, too, is not for display—it is the capacity of civilization to endure and navigate the future.

The cement industry stands at a point of transformation. For more than a century, cement has quietly underpinned modern civilization.

Bridges, ports, power grids, hospitals, housing, and factories—the very framework of cities—are largely built on concrete. In the past, cement was often regarded as a basic, even traditional, industry.

It was built upon aggregates and fire, measured by volume and cost. But the rules of the world are being rewritten.

In an era moving toward net-zero emissions by 2050 and shaped by carbon border adjustment mechanisms, markets no longer reward only weight and price.

They now value low carbon, durability, verifiability, circularity, and intelligence. The world will continue to require vast amounts of concrete—but it will no longer accept cement as merely a low-cost commodity.

The challenges facing the industry are therefore evolving. It is no longer simply about how to produce more cement, but how to make cement an irreplaceable material. The concrete of the future will not merely bear loads—it will be more durable, more precise, and more intelligent. What the market will value is not just the price per ton, but reliability and safety over decades, even centuries.

At the same time, the world is rapidly entering the age of AI. Artificial intelligence and electrification are driving a new wave of infrastructure development. Data centers, power grids, substations, ports, and energy systems are reshaping the global landscape. At the foundation of all these developments lies one common element—concrete. The AI era is not built in the cloud alone, but upon a physical world of steel, cables, grids, and concrete.

The fundamental question thus becomes: can we support this new era without increasing the carbon burden? If the answer is yes, then the cement industry is no longer merely a traditional sector—it becomes a foundational platform for a new civilization.

At eighty years, a company, like a person, must look back. Today's TCC is the result of countless efforts planted, often quietly, by those who came before us in times of hardship. Without those who laid the groundwork, there would be no TCC standing across the world today.

Now, it is our turn. The decisions we make each day may seem ordinary, yet over time they shape the future. The responsibility of an enterprise has never been only to secure a place in the market, but to leave behind a legacy of trust within the course of history.

This is why TCC has chosen a path defined by respect for nature, stewardship of resources, care for people, and prudence in action. From cement to energy, from manufacturing to circularity, from building cities to nurturing civilization—this is not a response to circumstance, but a direction guided by conscience.

The world will continue to need cement—perhaps more than ever before. But the future will not accept conventional cement that cannot demonstrate its carbon footprint, verify its performance, or ensure long-term durability. The cement industry now stands at a new historical inflection point.

If cement remains merely a commodity, it will be constrained by carbon costs and energy limitations. But if it evolves into an engineered material system—integrating low-carbon materials, long-life structures, intelligent monitoring, and circular resources—then the industry will not decline; it will advance.

Technology may determine the speed of change, but civilization is not only a matter of capability—it is a matter of choice. Ultimately, it is human choice that shapes the direction of civilization. Some build structures that allow the world to stand; others preserve values that make the world worth sustaining. The former creates structure, the latter safeguards human heart. Only when an enterprise can do both can it truly be said to participate in civilization. If, over the past eighty years, TCC has contributed to the building of cities, then in the next eighty years, we aspire to contribute to the continuity of civilization.

In the end, civilization remembers two kinds of construction: that which makes the world taller, and that which makes the world better. TCC is committed to contributing to both. This marks not only the renewal of the cement industry, but also the beginning of the next eighty years.

2025 Annual Business Report

In 2025, TCC Group Holdings Co., Ltd. ("TCC") recorded consolidated revenue of NT\$149.8 billion, representing a 3.1% decrease from the previous year. The consolidated gross profit margin was 18.4%, down 2.8 percentage points year over year. Net loss attributable to shareholders of the corporation was NT\$11.618 billion, and loss per share was NT\$1.60. Net cash provided by operating activities amounted to NT\$33.192 billion, up 4.4% year over year, indicating continued solid operating cash flow. As of the reporting date, the Company's international long-term issuer credit rating remained at "BBB-" with a Stable outlook.

Item	Consolidated Revenue	Gross Profit Margin	Net Income (Loss) Attributable to Shareholders of the Corporation	Cash flows from operating activities	Earnings (Loss) per Share
Amount / %	NT\$149.8 billion	18.4%	(NT\$11.618 billion)	NT\$33.192 billion	(1.60)
Compared with the Previous Year	-3.1%	-2.8%	-203.2%	4.4%	(3.05)

In July 2025, the International Monetary Fund (IMF) noted in its World Economic Outlook Update that, despite multiple headwinds, the global economy continued to demonstrate stronger-than-expected resilience. Benefiting from front-loaded demand associated with tariff adjustments, a decline in effective tariff levels, and more proactive fiscal stimulus among major economies, the IMF raised its 2025 global GDP growth forecast to 3.0%, reflecting the supportive impact of policy recalibration and improving financial conditions on overall economic activity.

The IMF further cautioned that while global inflation continued to moderate in 2025, price levels in most countries remained above central bank targets, placing monetary authorities under increasing pressure to strike a delicate balance between containing inflation and sustaining growth. Moreover, rising trade protectionism, escalating geopolitical tensions, and challenges to central bank independence could dampen investment, trade, and consumer confidence, thereby adding uncertainty to the global recovery.

In Mainland China, the IMF's Article IV Consultation Report released in December 2025 raised the 2025 GDP growth projection to 5.0%, reflecting policy stimulus, lower effective tariffs, and a recovery in external demand that together supported a near-term stabilization. Nevertheless, the Chinese economy continues to face structural challenges, including subdued domestic demand, low inflation, ongoing real estate sector adjustments, and mounting fiscal pressures at the local government level, all of which underscore persistent medium- to long-term risks. Against this backdrop, TCC is proactively advancing its capacity optimization strategy in line with Mainland China's capacity-replacement policies, phasing out low-efficiency and idle capacity, consolidating capacity into strategically advantaged core plants, and driving regional integration to enhance cost efficiency and operating performance. These initiatives are positioning the Mainland cement business to become "leaner and stronger" and lay a foundation for margin recovery over the medium term.

In Europe and Turkey, the Company's cement operations continued to deliver resilient profitability. Looking ahead, the Company expects multi-faceted tailwinds—including the implementation of the EU Carbon Border Adjustment Mechanism (CBAM) driving demand for low-carbon cement, the rollout of infrastructure programs and building renovation initiatives across multiple European countries, and the medium-term growth momentum associated with post-war reconstruction in Ukraine, the Company's European subsidiary, Cimpor, has secured usage rights at the Port of Bristol in the United Kingdom, further strengthening its regional supply chain positioning. Overall, the outlook for the European cement market remains constructive, with positive fundamentals expected to support the Company's continued expansion and long-term development in the region.

In recent years, TCC has actively advanced its green transformation, earning high recognition from external institutions, including:

- Taiwan's inaugural Environmental Product Declaration (EPD) certifications for both cement and concrete
- The Grand Award (top honor) at the 4th Net-Zero Industry Competitiveness Awards
- ISO 20400 Sustainable Procurement certification
- An "AAA" rating by the Taiwan Impact Profile (TIP) Sustainability Ratings
- Top 5% in the Corporate Governance Evaluation for three consecutive years—the only company from Taiwan's building materials industry to do so
- Passing Science Based Targets initiative (SBTi) validation and setting a 1.5°C-aligned decarbonization target; and publication of the Company's first Human Rights and Environmental Due Diligence Report

These achievements demonstrate TCC's strong performance in green transformation and sustainable development.

Based on the current year's demand outlook and capacity planning, the Company has established the following consolidated sales targets: For Taiwan and Mainland China, total sales are targeted at 38.12 million metric tons of cement and clinker, and 6.19 million cubic meters of ready-mixed concrete. For Europe and Türkiye, total sales are targeted at 17.83 million metric tons of cement and clinker, and 8.75 million cubic meters of ready-mixed concrete.

Cross-sector Symbiosis, Waste and Carbon Reduction

TCC actively assists industries—including semiconductors, steel, power plants, water treatment facilities, and construction materials, as well as government agencies at all levels—in the non-hazardous treatment and resource recycling of industrial waste and household waste. Through this strategy, certain waste materials are utilized as alternative raw materials to replace natural resources such as limestone, clay, silica sand, and iron slag in the cement production process. In addition, the calorific value generated during the treatment of industrial and municipal waste can be harnessed as alternative fuel, effectively reducing coal consumption and significantly lowering carbon emissions associated with the cement manufacturing process.

In response to the challenges associated with the treatment of construction and demolition waste arising from urban renewal and old-building redevelopment in Taiwan, TCC established a construction waste treatment facility at its Hualien Plant. The facility focuses on the recycling and reuse of construction waste, transforming such materials into sustainably circular resources. In 2025, the facility processed approximately 6,000 metric tons of construction waste.

According to statistics covering the period from 2019 to 2025, the alternative raw material substitution rate at TCC's Taiwan cement plants rose from 19.1% to 19.4%. When including mainland China plant usage, the overall proportion reached 21% in 2025. Starting from 2026, the Company will further prioritize the reuse of industrial waste from the electronics sector and construction waste to continue increasing the substitution ratio. With respect to alternative fuels, since 2020, the thermal substitution rate has increased from 0.2% to 10%. As feeding equipment continues to be enhanced, more material progress is expected from the fourth quarter of 2026 onward.

Through these efforts, TCC not only enhances the effective utilization of waste and advances resource recycling, but also makes a meaningful contribution to environmental protection.

Low-carbon Building Materials, Diversified Development

As the carbon pricing era officially takes effect, TCC has proactively introduced a diverse range of low-carbon building materials, providing comprehensive carbon-reduction solutions for the building and construction industries. These innovative products include low-carbon cement, low-carbon concrete, permeable concrete, and Ultra-High Performance Concrete (UHPC), addressing the growing market demand for sustainable building materials.

1. Low-carbon Cement

The low-carbon Portland limestone cement produced by TCC is capable of fully replacing traditional Portland cement, while offering superior early strength and lower carbon emissions. The product has been widely recognized by the market. In addition to existing carbon footprint and low-carbon circular building material certifications, TCC obtained Taiwan's first dual Environmental Product Declaration (EPD) certifications for both cement and concrete in 2025.

Specifically, Portland limestone low-carbon cement produced at the Heping Plant and Su'ao Plant, as well as Portland limestone cement concrete produced at the Taipei Plant, have all been certified with Type III EPD, marking a significant milestone in comprehensive environmental impact disclosure for Taiwan's building materials industry.

2. Low-carbon Concrete

Compared with conventional concrete, low-carbon concrete manufactured with Portland limestone cement demonstrates improved workability, enhanced constructability, and higher early strength. In 2025, sales of Portland limestone cement concrete in Taiwan exceeded 3 million cubic meters, reflecting steadily increasing market acceptance.

In addition, TCC has successfully developed Ultra-Low Carbon Concrete (ULCC) formulations and completed engineering application validation, providing the market with more advanced carbon-reduction solutions. ULCC is currently undergoing application for carbon label certification with the competent environmental authority and, once obtained, is expected to further strengthen TCC's competitive position in the low-carbon building materials market.

3. Permeable Concrete

Leveraging recycled aggregates derived from construction and demolition waste, TCC has developed high-strength, high-performance permeable concrete capable of effectively enhancing stormwater infiltration. This material helps mitigate flood and water-logging risks during extreme rainfall events, alleviates pressure on urban drainage systems, contributing to the development of more climate-resilient cities.

4. Ultra-High Performance Concrete (UHPC)

TCC is the first company in Taiwan to possess UHPC production capabilities and proprietary technologies, having successfully developed UHPC materials with compressive strength reaching 180 MPa. UHPC applications have continued to expand into diversified building material solutions, including precast components, cast-in-place materials, self-leveling compounds, KT panels, 3D-printing materials, sprayed finishes, and decorative applications. These developments further reinforce TCC's position as an integrated provider of multi-material, low-carbon, service-oriented solutions.

TCC plans to launch a new bagged self-leveling compound product in the second quarter of 2026. While maintaining industry-standard workability, the product delivers compressive strength exceeding twice the market average, alongside superior early strength, effectively meeting professional construction requirements.

In addition, by integrating new energy technologies, TCC has developed the UHPC energy storage cabinet, EnergyArk®, which features three core safety characteristics—fire resistance, thermal insulation, and automatic fire suppression. EnergyArk® has applied 26 global patents and is backed by third-party liability insurance, providing a comprehensive safety solution for energy storage application.

Sustainable Green Energy Supports Life

Guided by its long-term commitment to achieving net-zero emissions, TCC Green Energy Corporation continues to identify and develop new renewable energy project sites, actively expanding a diversified renewable energy portfolio.

In the solar energy segment, agrivoltaic projects—including the Yizhu Phase II and Longjiang development projects in Chiayi County—have continued to progress steadily. During 2025, the Yizhu Phase II project obtained approval for permitted land use within the designated non-construction zone and is currently applying to the Ministry of Economic Affairs for construction permits. The Company expects to complete construction and connect the entire site to the grid in 2026.

In geothermal power generation, TCC's Hongye Geothermal Project located in Yanping Township, Taitung County, completed partial unit grid connection and commenced commercial power supply in 2025. The remaining units are expected to be connected to the grid and undergo system optimization in 2026. Upon full completion, the Hongye project will become Taitung County's first megawatt-scale, non-intermittent renewable energy power plant, providing stable baseload renewable electricity.

With respect to wind power, the Shimen Wind Power Project in Shimen District, New Taipei City, has entered the environmental impact assessment (EIA) committee review stage. Relevant regulatory procedures are continuing, while the Company maintains ongoing communication with local communities to clearly explain project plans and anticipated benefits, ensuring transparency and consensus-building throughout the development process.

Global Energy Storage, Virtual Power Grid

Energy storage is a critical pillar of TCC's energy industry value-chain. Through its subsidiaries NHOA Energy and TCC Energy Storage Technology Corporation, the Group has achieved a cumulative global energy storage deployment of approximately 4.0 GWh (including both commissioned and under-construction projects) across Europe, the Americas, Australia, Mainland China, and Taiwan.

In Taiwan, a total of 195 MW of E-dReg energy storage systems—including self-developed projects and projects implemented for Group affiliates—have been successfully deployed on Taipower's electricity trading platform. As of the end of February 2026, TCC's market share in this segment reached 19.1%. In addition, the Company has accumulated AFC and s-Reg energy storage resources, and, through integration with cement plant dispatch operations, provides approximately 40 MW of supplemental reserve service.

Furthermore, during the first and second quarters of 2026, TCC will complete the installation of 12 MWh and 32.8 MWh of behind-the-meter energy storage systems at two cement plants in Taiwan, respectively. These systems will not only support peak shaving and load shifting to reduce electricity costs, but also enhance the plants' capability to participate in supplemental ancillary services and demand response mechanisms.

TCC Energy Storage Technology Corporation continues to advance energy storage technology innovation and application development. Since 2023, the Company has launched the EnergyArk® series of energy storage cabinets, featuring flame-retardant, heat-resistant, and integrated fire-suppression capabilities, and protected by multiple patents.

EnergyArk1000 has been deployed at multiple technology manufacturing sites in Taiwan, including Molie Quantum Energy Corporation and RiTdisplay Corporation, supporting peak shaving, electricity cost reduction, and participation in real-time reserve power markets. In addition, demonstration sites ranging from 1 MWh to 6 MWh have been established at hotels in Italy, factories in Portugal, and office buildings in Hangzhou, Mainland China, and were progressively commissioned during 2025.

To address more diverse application scenarios, TCC Energy Storage Technology Corporation introduced the EnergyArk400 system in 2024, featuring a 1C discharge rate and a more compact footprint, enabling integrated green charging and energy storage solutions across a wide range of use cases.

Leveraging the Group's Italian subsidiary Atlante, which has already commissioned and is currently constructing over 1,300 charging stations and 5,300 charging points across Europe, TCC Energy Storage Technology Corporation began collaborating with Atlante in the second quarter of 2025 to deploy integrated energy storage systems at charging stations in France, Italy, and Portugal, in some cases paired with solar photovoltaic systems. These initiatives are progressively forming "charging-and-storage microgrids" that integrate charging, energy storage, and electricity trading, thereby advancing the Energy-as-a-Service business model.

As of February 2026, 20 sites had been completed in France, Italy, and Portugal, with an additional 14 sites under construction, and TCC Energy Storage Technology Corporation aims to enter the French electricity trading market by the third quarter of 2026.

Looking ahead, TCC Energy Storage Technology Corporation plans to launch the next-generation EnergyArk418 system in 2026, featuring plug-and-play functionality and enhanced cost competitiveness. Beginning in the second quarter of 2026, the Company intends to deploy the system across France, Italy, Spain, Portugal, and Switzerland, with the goal of establishing a comprehensive cross-border charging-and-storage microgrid network by the end of 2028, thereby accelerating the scalability and sustainability of TCC's energy technology portfolio.

Integrated Charging and Storage, Green Mobility

With the rapid growth of the electric vehicle (EV) market, TCC Energy Storage Technology Corporation has actively promoted integrated charging and energy storage applications. The Company has progressively established charging-and-storage integrated stations at multiple locations, including Zhishan in Taipei, Neihu Taikoo Volkswagen, TCC Taipei Plant, UNIQLO Kaohsiung, as well as the Su'ao Crayon Factory, Ta-Tong Su'ao Station, and Taiwan Sugar Corporation facilities in Hualien and Taitung.

These facilities not only provide fast and reliable charging services for EV owners, but also enhance the resilience of Taiwan's power grid and support cities and enterprises in accelerating their energy transition.

In addition, TCC Energy Storage Technology Corporation has completed aggregation (Battery-to-Grid, B2G) performance testing with Taipower for multiple charging-station energy storage systems and factory-based energy storage systems, successfully passing reverse power flow capability verification. The aggregated energy storage capacity has subsequently been deployed in the electricity trading market, demonstrating the Company's tangible contributions to grid support, dispatch flexibility, and energy management.

Turning Crisis into Opportunity, Accelerating Global Expansion

The year 2025 marked a pivotal period of resilience and transformation for TCC's battery business. In the face of volatility in the lithium-ion battery market and the suspension of production lines caused by the fire incident at the Molie Quantum Energy Corporation (Kaohsiung) plant, the Company swiftly redeployed production capacity at the Southern Taiwan Science Park facility and advanced overseas OEM manufacturing arrangements in Malaysia, reassuring and retaining the confidence of key customers.

Although the financial performance of the battery business in 2025 recorded a loss due to one-off disaster-related losses and impairment charges, TCC's forward-looking deployments in areas such as AI data-center backup power units (BBU) and electric vertical takeoff and landing (eVTOL) aircraft have begun to deliver tangible progress. Going forward, the battery business will evolve from a strategy centered on "deep technological development and lean manufacturing" toward a core strategy of "global supply-chain orchestration and technology monetization," with the following priorities:

- 1. Establishing a Position in the AI Supply Chain: Leveraging Molice's technological advantages, the Company aims to expand its market share of BBU solutions for AI data centers in Europe and the United States, building a stable and recurring profit engine.
- 2. Deepening the Asset-Light Operating Model: The Company will accelerate brand and technology licensing, combining its proprietary know-how with the manufacturing capabilities of overseas partners to generate stable royalty income and profit-sharing, while diversifying production locations and mitigating single-site risk.
- 3. Driving the Low-Altitude Economy: As aerial vehicles obtain airworthiness certifications, TCC will further develop aerospace-grade battery applications to capture rapidly growing demand, thereby establishing a high-technology competitive moat.

Resilience and Value Realization

In March 2025, TCC successfully issued US\$350 million of unsecured green convertible bonds. In June, the Company obtained a five-year €500 million green loan. In December of the same year, TCC further issued senior unsecured corporate bonds with fixed-rate maturities of six, twelve, and fifteen years, totaling NT\$16.3 billion.

In parallel, the Company actively divested non-core assets to maintain a robust financial position and preserve its investment-grade international credit rating.

Looking ahead, TCC will continue to advance its sustainability transformation around three core pillars—low-carbon building materials, resource circularity, and green energy—while deepening its global footprint and expanding its green supply chain and renewable energy development. Guided by the spirit of "embracing change amid volatility," TCC will leverage technological innovation, transparent governance, and cross-border collaboration to enhance resilience and to execute a sustainability blueprint that balances environmental, social, and economic value.

02 Corporate Governance Report

2.1 Information About Directors, President, Vice Presidents, Assistant Vice Presidents, and Department and Branch Managers

2.1.1 Director Information

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Appointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number ofShares Held	
							Shares	Ratio %	Shares	Ratio %
Chairman	R.O.C.	Representative of Chia Hsin R.M.C. Corporation: Nelson An-ping Chang	Male 71 years old and above	2024/5/21	3 years	2018/6/22	3,335,997	0.04	3,835,997	0.05

Shareholding information is based on insider shareholding changes as of March 24, 2026

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relationship	
-	-	None	None	MBA, School of Business Administration, New York University Chairman of International CSRC Investment Holdings Co., Ltd. Chairman of Taiwan Prosperity Chemical Corporation Chairman of Chia Hsin Cement Corporation Independent Director of Synnex Technology International Corporation	Chairman and President of HO-PING Ocean Renewable Resource Corporation Chairman and President of Ho-Ping Power Company Chairman of Molie Quantum Energy Corporation Chairman of TCC Energy Storage Technology Corporation Chairman of TCC Chemical Corporation Chairman of TCC Sustainable Energy Investment Corporation Chairman of E-One Moli Energy Corp. Chairman of TCC Recycle Energy Technology Company Chairman of Dr. Cecilia Koo Botanic Conservation Center Chairman of the Chang Yung-Fa Charity Foundation Chairman of Energy Helper TCC Corporation Chairman of Ho-Ping Renewable Energy Company Chairman of TCC (Hangzhou) Management Company Limited Chairman of TCC (Hangzhou) Environmental Protection Technology Co., Ltd. Chairman of TCC Zhihe (Hangzhou) Environmental Protection Company Limited Chairman of NHOA S.A. Chairman of NHOA Corporate S.R.L. Vice Chairman of Ta-Ho Maritime Corporation Director of TCC Asset Management & Development Corporation Director of TCC Investment Corporation Director of Union Cement Traders Inc. Director of THC International S.A. Director of Hong Kong Cement Company Limited Director of TCC Hong Kong Cement (Yargoan) Limited Director of TCC Hong Kong Cement (QHC) Limited Director of TCC Hong Kong Cement (Philippines) Limited Director of TCC Hong Kong Cement Development Limited Director of TCC International (Liuzhou) Limited Director of TCC International (Guangxi) Limited Director of Upper Value Investments Limited Director of Prosperity Minerals (China) Ltd. Director of Wayly Holdings Limited Director of Chiefolk Company Limited Director of Hong Kong Cement Manufacturing Co. Ltd. Director of Jingyang Industrial Limited Director of TCC International (Hong Kong) Company Limited Director of TCC Liuzhou Company Limited Director of Prosperity Cement Investment Limited Director of Prosperity Minerals (International) Limited Director of Kiton Limited Director of Hensford Limited Director of Sure Kit Limited Director of Prime York Limited Director of Mega East Ltd. Director of TCC International (China) Company Limited Director of Scitus Cement (China) Holdings Limited Director of Scitus Cement (China) Operating Company Limited	None	None	None	Note 1

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Appointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number ofShares Held	
							Shares	Ratio %	Shares	Ratio %
							2,408,351	0.03	4,057,951	0.05
Director	R.O.C.	Representative of Tai Ho Farming Co., Ltd.: Roman Cheng	Male 51-70 years old	2024/5/21	3 years	2018/6/22	6,647,005	0.09	6,647,005	0.09
							-	-	210,000	0.00

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relationship	
9,311,403	0.12	None	None		Director of Hexagon Holdings Limited Director of Hexagon II Holdings Limited Director of Hexagon III Holdings Limited Director of Hexagon IV Holdings Limited Director of Hexagon V Holdings Limited Director of Hexagon VIII Holdings Limited Director of Hexagon IX Holdings Limited Director of Hexagon XIII Holdings Limited Director of Hexagon XIV Holdings Limited Director of Upper Value Investment Limited Director of Kong On Cement Holdings Ltd. Director of Hong Kong Concrete Company Limited Director of Quon Hing Concrete Co Ltd. Authorized signatory, Prosperity Minerals (China) Limited Director of TCC Information Systems Corporation Director of Taiwan Transport & Storage Co., Ltd. Director of Ta-Ho Maritime (SG) Corporation Director of Ho-Ping Industrial Port Corporation Director of TCC International Holdings Limited Director of TCC Hong Kong Cement (BVI) Holdings Limited Director of TCC Hong Kong Cement (International) Limited Director of TCC Development Limited Director of TCC International Limited Director of Ulexite Investments Limited Director of TCC Europe Holdings B.V. Director of TCC Energy Storage (Dutch) Holdings B.V. Director of TCC Oyak Amsterdam Holdings B.V. Director of E-One Holdings Ltd. Director of E-One Moli Holdings (Canada) Ltd. Director of E-One Moli Energy (Canada) Ltd. Director of Cimpor Portugal Holdings SGPS S.A. Director of Cimpor Portugal Cabo Verde Operations, SGPS, S.A. Director of Taiwan Stock Exchange Corporation Director of Chia Hsin R.M.C. Corporation Director of Cheng Hsin General Hospital Convener of the Corporate Sustainable Development Committee Member of the Nomination Committee, etc.				
-	-	None	None	MBA National Cheng Chi University President of Taipei Fubon Commercial Bank Co., Ltd.	Chairman of Atlante S.R.L. Chairman of TCC Lien-Hsin Green Energy Corporation Chairman of TCC Investment Corporation Chairman of Union Cement Traders Inc. Chairman of Hualien County Private Hoping Sustainability Charity Foundation Director and President of TCC Energy Storage Technology Corporation Director of TCC Sustainable Energy Investment Corporation Director of E-One Moli Energy Corp. Director of TCC Asset Management & Development Corporation Director of Ho-Ping Power Company Director of Hong Kong Cement Manufacturing Co. Ltd. Director of NHOA Energy S.R.L. Director of NHOA Corporate S.R.L. Director of Cimpor Portugal Holdings SGPS S.A. Director of Cimpor Portugal Cabo Verde Operations, SGPS, S.A. Director of TCC Energy Storage (Dutch) Holdings B.V. Director of the Chang Yung-Fa Charity Foundation Executive Director and President of TCC Energy Storage (Hangzhou) Technology Company Limited Executive Director and President of TCC Energy Storage (Juron) Technology Company Limited Supervisor of Ta-Ho Maritime Corporation Member of TCC's Corporate Sustainable Development Committee, etc.	None	None	None	
-	-	None	None						

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Appointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number ofShares Held	
							Shares	Ratio %	Shares	Ratio %
Director	R.O.C.	Representative of International CSRC Investment Holdings Co., Ltd.: Kenneth C.M. Lo	Male 71 years old and above	2024/5/21	3 years	2022/6/18	113,896,285 *2,000,000	1.51 *1.00	113,896,285 *2,000,000	1.51 *1.00
							-	-	-	-
Director	R.O.C.	Representative of Hsing Cheng Investment Co., Ltd.: Yu-Cheng Chiao	Male 51-70 years old	2024/5/21	3 years	2024/5/21	4,000,929	0.05	4,000,929	0.05
							-	-	-	-
Director	R.O.C.	Representative of C. F. Koo Foundation: Eric Chen Sun Te	Male 71 years old and above	2024/5/21	3 years	2016/6/22	3,485,455	0.05	3,485,455	0.05
							-	0.00	230,984	0.00
Director	R.O.C	Representative of Chia Hsin Cement Corporation: Kang-Lung (Jason) Chang	Male 51-70 years old	2024/5/21	3 years	2012/6/21	239,629,776	3.17	250,562,776	3.33
							-	-	-	-

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relationship	
-	-	None	None	MS in Finance, Manderson School of Business, The University of Alabama	Managing Director of O-Bank Member of the Nomination Committee, etc.	None	None	None	
-	-	None	None	Honorary Chairman of O-Bank Chairman of O-Bank					
-	-	None	None	MS in Electronic Engineering, University of Washington BS in Communications Engineering, National Chiao Tung University Chairman of Chin Xin Investment Co., Ltd.	Chairman and CEO of Winbond Electronics Corporation Chairman of Chenghe Investment Co., Ltd. Chairman of Chin Xin Investment Co., Ltd. Director of Walsin Lihwa Corporation Director of Walsin Technology Corporation Director of Jin Cheng Construction Co., Ltd. Director of United Industrial Gases Co., Ltd. Director of Song Yong Investment Corporation Director of Baystar Holdings Ltd. Director of Marketplace Management Limited Director of Newfound Asian Corporation Director of Peaceful River Corporation Director of Pigeon Creek Holding Co., Ltd. Director of Winbond Electronics Corporation America Director of Winbond Int'l Corporation Director of Landmark Group Holdings Ltd. Director of Nuvoton Investment Holding Ltd. Director of Cheng Hsin General Hospital, etc.	None	None	None	
-	-	None	None	Chairman of Nuvoton Technology Corporation Chairman of Walsin Lihwa Corporation Chairman of Taiwan Electrical and Electronic Manufacturers' Association Chairman of Vishay Capella Microsystems (Taiwan) Limited					
-	-	None	None	M.B.A., University of Missouri B.A., National Chengchi University Chairman of Taipei Fubon Commercial Bank Co., Ltd. Director of Zoyi Capital Ltd. President of North Asia and Greater China, Fullerton Financial Holdings Pte. Ltd. CEO of Corporate Banking and President, CTBC Financial Holding Co., Ltd. Country Officer and Country Head of Corporate Bank in Taiwan, Citigroup	Director of Lion Travel Service Co., Ltd. Independent Director of USI Corporation Independent Non-executive Director of Uni-President China Holdings Ltd. Supervisor of Fubon Bank (China), etc.	None	None	None	
-	-	None	None						
-	-	None	None	MS in Management Studies, Sloan School of Management, Massachusetts Institute of Technology President of Chia Hsin Cement Corporation	Chairman of Chia Hsin Cement Corporation Chairman of Tong Yang Chia Hsin International Corporation Chairman of Yun Chia International Co., Ltd. Chairman of Chia Hsin Foundation Vice Chairman of Epoch Foundation Director of Chia Hsin Property Management and Development Corp. Director of Chia Pei International Corporation Director of Chia Hsin Pacific Ltd. Chairman of Taiwan Cement Manufacturers' Association, etc.	None	None	None	
264,484	0.00	None	None						

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Appointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number ofShares Held	
							Shares	Ratio %	Shares	Ratio %
Director	R.O.C	Representative of Heng Qiang Investment Co., Ltd.: Por-Yuan Wang	Male 71 years old and above	2024/5/21	3 years	2003/6/26	112,457,746	1.49	112,457,746	1.49
							-	-	-	-
Director	R.O.C	Representative of CS Development & Investment Co: Kung-Yi Koo	Male 31-50 years old	2024/5/21	3 years	2018/6/22	30,860,136 *782,130	0.41 *0.39	30,860,136 *782,130	0.41 *0.39
							-	0.01	5,004,540	0.07
Director	R.O.C	Representative of Fu Pin Investment Co., Ltd.: Chien Wen	Male 71 years old and above	2024/5/21	3 years	2003/6/26	85,225,165	1.13	85,225,165	1.13
							-	-	-	-
Director	R.O.C	Representative of Chia Hsin Cement Corporation: Liz Wang	Female 51-70 years old	2024/5/21	3 years	2012/6/21	239,629,776	3.17	250,562,776	3.33
							-	-	-	-

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relationship	
-	-	None	None	Ph.D., Carnegie Mellon University Chairman of Sercomm Corporation Chairman of Taiwan Venture Capital Association	Honorary Chairman of Sercomm Corporation Chairman of Pacific Venture Partners Chairman of K.T. Li Foundation for Development of Science and Technology Vice Chairman of Fair Winds Foundation Director of Prosperity Dielectrics Co., Ltd., etc.	None	None	None	
-	-	None	None	Chairman of Monte Jade Science and Technology Association of Taiwan Independent Director of UPC Technology Corporation					
-	-	None	None	MBA, The Wharton School of University of Pennsylvania Vice President of Morgan Stanley Investment Banking Department Vice Chairman of Taiwan Cement Corporation Chairman of Taiwan Prosperity Chemical Corporation	Chairman of International CSRC Investment Holdings Co., Ltd. Chairman of Linyuan Advanced Materials Technology Co., Ltd. Chairman of Circular Commitment Company Chairman of Yun Cheng Investment Corporation Chairman of CS Development & Investment Co. Chairman of Consolidated Resource Company Chairman of Taiwan Transport & Storage Co., Ltd. Chairman of CCC USA Corp. Chairman of Continental Carbon Company Director of Synpac (North Carolina), Inc. Director of Synpac GP Corporation Director of CSRC (BVI) LTD. Director of CSRC Alpha, Inc. Director of CSRC (SINGAPORE) PTE LTD. Director of SYNPAK LTD. Director of Continental Carbon Nanotechnologies, Inc. Director of Continental Carbon OYAK (Netherlands) B.V. Director of TCC Recycle Energy Technology Company Director of Ho-Ping Power Company Director of Hsing Cheng Investment Co., Ltd. Director of Tai Ho Farming Co., Ltd. Director of Chiefolk Company Limited Director of Hong Kong Cement Company Limited Director of Kong On Cement Holdings Ltd. Director of China Steel Chemical Corporation Supervisor of TCC (Hangzhou) Management Company Limited, etc.	None	None	None	
-	-	None	None	MBA, The Wharton School of University of Pennsylvania Supervisor of Winbond Electronics Corporation CFO of Winbond Electronics Corporation President of Cathay Securities Investment Trust	-				
-	-	None	None	MBA, Waseda University, Japan CEO of Chia Hsin Cement Corporation Vice Chairman of TAS Board	Chairman of Jaho Life Plus+ Management Corp. Chairman of Chia Hsin Green Electricity Corporation Director of Tong Yang Chia Hsin International Corporation Director of Taipei American School Independent Director of Nuvoton Technology Corporation President of Chia Hsin Cement Corporation Vice Chairman of Taiwan Women on Boards Association Member of TCC's Risk Management Committee and Corporate Sustainable Development Committee, etc.	None	None	None	
-	-	None	None						

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Appointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number ofShares Held	
							Shares	Ratio %	Shares	Ratio %
Independent Director	R.O.C	Victor Wang	Male 71 years old and above	2024/5/21	3 years	2013/6/21	-	-	-	-
Independent Director	R.O.C	Lynette Ling-Tai Chou	Female 51-70 years old	2024/5/21	3 years	2018/6/22	1 *200,000	0.00 *0.10	1 *200,000	0.00 *0.10
Independent Director	R.O.C	Sherry S. L. Lin	Female 71 years old and above	2024/5/21	3 years	2021/7/5	-	-	-	-

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relationship	
-	-	None	None	BA in Accounting, Soochow University EMBA, National Taiwan University Vice Chairman of Deloitte Taiwan	Director of Yageo Corporation Director of YFY Inc. Independent Director of Fulin Plastic Industry (Cayman) Holding Co., Ltd. Independent Director of Taiwan Navigation Co., Ltd. Independent Director of DACIN Construction Co., Ltd. Convener of TCC's Audit Committee, Convener of the Nomination Committee, Member of the Remuneration Committee, Member of the Risk Management Committee, Member of the Corporate Sustainable Development Committee and Member of the Information Security Management Committee, etc.	None	None	None	
2	0.00	None	None	PhD of Accounting, University of Houston Master of Accounting, University of Houston BS in International Business, Department of Commerce, National Taiwan University Dean of Student Affairs, Associate Dean of the College of Commerce, Head of the Department of Accounting, and Full-time Professor at National Chengchi University Professor, Guanghua School of Management Managing Supervisor, Taiwan Public Television Service Foundation Independent Director of F-MStar Co., Ltd. Independent Director of Chief Telecom Inc.	Independent Director of Next Commercial Bank Co., Ltd. Emeritus and adjunct professor of the Department of Accounting, Nateral Chengchi University Member of the Management Committee for the Ministry of Economic Affairs' Nuclear Power Backend Operation Fund. Supervisor of the Chung Yuan Christian University Foundation Convener of TCC's Remuneration Committee, Member of the Audit Committee, Member of the Risk Management Committee,Member of the Nomination Committee and Member of the Corporate Sustainable Development Committee, etc.	None	None	None	
-	-	None	None	LLB, National Taiwan University Director of Cathay Financial Holding Co., Ltd. Director of Tong Lung Metal Industry Co., Ltd. Independent Director of Accton Technology Corporation Senior Consultant of Lee and Li, Attorneys-at-Law Independent Director of Cathay Real Estate Development Co., Ltd.	Chairman of Bar Koo Investment Corporation Chairman of Bar Koo Consultation Corporation Chairman of Sheng Fu Investment Co., Ltd. Chairman of Sheng Fu Power Investment Co., Ltd. Chairman of Sheng Fu Land Co., Ltd. Chairman of Cheng Yu Investment Corporation Chairman of Cheng Yu Financial Consultation Corporation Chairman of Cheng Yu Sheng Investment Corporation Independent Director of Taiwan FamilyMart Co., Ltd. Convener of TCC's Risk Management Committee, Member of the Audit Committee, Member of the Remuneration Committee, Member of the Nomination Committee, Member of the Corporate Sustainable Development Committee and Member of the Information Security Management Committee, etc.	None	None	None	

Title	Nationality or Place of Registration	Name	Gender and Age Distribution	Election (Ap- pointment) Date	Term of Office	Initial Date of Election	Shares Held When Elected		Current Number of Shares Held	
							Shares	Ratio %	Shares	Ratio %
Independent Director	R.O.C	Ruu Tian Chang	Female 71 years old and above	2024/5/21	3 years	2024/5/21	-	-	-	-
Independent Director	R.O.C	Man Jung Chan	Female 51-70 years old	2025/5/27	3 years	2025/5/27	-	-	-	-

Note 1: When the President or an equivalent position (highest level manager) and the Chairman are the same person, spouses, or first-degree relatives, TCC should disclose the reason, rationale, necessity, and countermeasures (such as increasing the number of independent directors or ensuring that more than half of the directors are not also employees or managers). Due to the diverse business operations of each subsidiary within the TCC Group, the Group CEO is responsible for overseeing the overall management of affiliated enterprises, implementing board resolutions, and supervising the managers of TCC and each affiliated enterprise. This role differs from that of TCC's President. Therefore, the Board of Directors has resolved to appoint a separate President to manage the operations of the Company.

Note 2: During the shareholders' meeting in 2025, one independent director was elected.

Note 3: The "***" in this table represents preferred shares.

Shares Currently Held by Spouse and Minor Children		Shares Held in the Names of Others		Education and Experience	Current Positions Held in TCC and Other Companies	Executives, Directors, or Supervisors who are Spouses or Within Second-Degree of Kinship			Notes
Shares	Ratio %	Shares	Ratio %			Title	Name	Relation-ship	
-	-	None	None	MBA, University of Minnesota System Member of the Remuneration Committee, International CSRC Investment Holdings Co., Ltd. Vice Chairman of Taiwan CIO Association Consultant of International Integrated Systems, Inc. CIO of CTBC Financial Holding Co., Ltd. President of Taiwan Lottery Co., Ltd.	Executive Vice President of Gartner Group Taiwan Limited Convener of TCC's Information Security Management Committee, Member of the Audit Committee, Member of the Remuneration Committee and Member of the Risk Management Committee, etc.	None	None	None	
-	-	None	None	PHD of Political Economy Boston University Independent Director of Standard Chartered Bank Taiwan Legislator of KMT legislator-at-large Convenor of Judiciary and Organic Laws and Statutes Committee Advisor of National Security Council Secretary-General of The Pacific Economic Cooperation Council (PECC) Secretariat Director of Asia-Pacific Economic Cooperation (APEC) Secretariat Research Unit Chief of Staff of APEC Business Advisory Council (ABAC) Research Fellow of Harvard University Law and Business Negotiation Roundtable	Honorary Chief Strategy Officer of Health Asia Co., Ltd. Chief Strategy Officer of Cross-Strait Cultural Forum Executive Director of Sino-American Cultural and Economic Association Director of Foundation on Asia-Pacific Peace Studies Honorary Deputy Director of National Chengchi University Taiwan Security Research Center Member of the Audit Committee, Member of the Remuneration Committee, Member of the Risk Management Committee and Member of the Nomination Committee, etc.	None	None	None	Note 2

Table 1: Major Shareholders of Corporate Shareholders

Name of Legal Entity	Major Shareholders of Legal Entities
Chia Hsin R.M.C. Corporation	Nelson An-ping Chang (65.30%) Chia Hsin Cement Corporation (13.71%) Long Chuang Investments Co., Ltd. (13.45%) Huai-Ru Koo (5.51%)
Tai Ho Farming Co., Ltd.	Hsing Cheng Investment Co., Ltd. (100%)
International CSRC Investment Holdings Co., Ltd.	Taiwan Cement Corporation (15.59%) TCC Investment Corporation (2.23%) CS Development & Investment Co. (1.50%) JP Morgan Chase Bank N.A., Taipei Branch, acting as custodian for the Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds (1.17%) Union Cement Traders Inc. (1.16%) Kao-Huang Lin (1.10%) TransGlobe Life Insurance Inc. (1.03%) JP Morgan Chase Bank N.A., Taipei Branch in custody for Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds(0.96%) Citi Bank (Taiwan) acting as custodian for the investment account of Poluning Development National Fund Co., Ltd. (0.75%)
Hsing Cheng Investment Co., Ltd.	Huai-Chun Koo (4.17%) Lydia Chao (20.83%) Huai-Ru Koo (20.83%) Hsuan-Hui Koo (16.67%) Ching-Hua Hu (11.66%) Cheng-Huei Koo (10.42%) Kung-Yi Koo (10.42%) Jin-Heng Hu (5.00%)
C. F. Koo Foundation	CTBC Bank Co., Ltd. (62%)
Chia Hsin Cement Corporation	Tong Yang Chia Hsin International Corporation (16.44%) Song Zuo Investment Co., Ltd. (8.88%) Yong-Ping Chang (5.39%) Taiwan Cement Corporation (3.54%) Ta-Ho Maritime Corporation (3.33%) NUTRI VITA INC. (2.23%) Chia Hsin Foundation (1.92%) International Chia Hsin Corporation (1.89%) Chia Hsin R.M.C. Corporation (1.70%) Chien Kuo Construction Co., Ltd. (1.57%)
Heng Qiang Investment Co., Ltd.	Tian-Yi Huo (49.50%) Gung-Kai Koo (24.90%) Hsuan-Hui Koo (25.5995%) Fu Pin Investment Co., Ltd. (0.0005%)
CS Development & Investment Co.	International CSRC Investment Holdings Co., Ltd. (100%)
Fu Pin Investment Co., Ltd.	Hsuan-Hui Koo (50.01%) Tian-Yi Huo (25.0895%) Gung-Kai Koo (24.90%) Heng Qiang Investment Co., Ltd. (0.0005%)

Note: The above information is for the 25th term of corporate shareholders. Each corporation is requested to provide its most up-to-date information. TCC will disclose information solely based on the details provided.

Table 2: Major Shareholders of Legal Entities Listed in Table 1

Name of Legal Entity	Major Shareholders of Legal Entities
Chia Hsin Cement Corporation	Tong Yang Chia Hsin International Corporation (16.44%) Song Zuo Investment Co., Ltd. (8.88%) Yong-Ping Chang (5.39%) Taiwan Cement Corporation (3.54%) Ta-Ho Maritime Corporation (3.33%) NUTRI VITA INC. (2.23%) Chia Hsin Foundation (1.92%) International Chia Hsin Corporation (1.89%) Chia Hsin R.M.C. Corporation (1.70%) Chien Kuo Construction Co., Ltd. (1.57%)
Long Chuang Investments Co., Ltd.	Nelson An-ping Chang (96.32%) Huai-Ru Koo (1.05%)
Hsing Cheng Investment Co., Ltd.	Huai-Chun Koo (4.17%) Lydia Chao (20.83%) Huai-Ru Koo (20.83%) Hsuan-Hui Koo (16.67%) Ching-Hua Hu (11.66%) Cheng-Huei Koo (10.42%) Kung-Yi Koo (10.42%) Jin-Heng Hu (5.00%)
Taiwan Cement Corporation	Chia Hsin Cement Corporation (3.33%) Tong Yang Chia Hsin International Corporation (1.61%) Chuan Wei Investment Co., Ltd. (1.54%) International CSRC Investment Holdings Co., Ltd. (1.51%) Heng Qiang Investment Co., Ltd. (1.49%) JPMorgan Chase Bank, N.A., Taipei Branch in custody for Vanguard Total International Stock Index Funds (1.30%) Chunghwa Post Co., Ltd. (1.24%) JPMorgan Chase Bank N.A., Taipei Branch in custody for Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds (1.22%) Chinatrust Investment Co., Ltd. (1.20%) Fu Pin Investment Co., Ltd. (1.13%)
TCC Investment Corporation	Taiwan Cement Corporation (100%)
CS Development & Investment Co.	International CSRC Investment Holdings Co., Ltd. (100%)
JP Morgan Chase Bank N.A., Taipei Branch, acting as custodian for the Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	Not applicable
Union Cement Traders Inc.	TCC Investment Corporation (100%)
JP Morgan Chase Bank N.A., Taipei Branch, acting as custodian for the Vanguard Emerging Markets Stock Index Fund, a series of Vanguard International Equity Index Funds	Not applicable

Name of Legal Entity	Major Shareholders of Legal Entities
Citi Bank (Taiwan) acting as custodian for the investment account of Poluning Development National Fund Co., Ltd.	Not applicable
CTBC Bank Co., Ltd.	CTBC Financial Holding Co., Ltd. (100%)
Tong Yang Chia Hsin International Corporation	Chia Hsin Cement Corporation (87.18%) Chia Hsin Construction and Development Corporation (10.41%) Jia Min Co., Ltd. (0.52%) Song Zuo Investment Co., Ltd. (0.42%) Ru-Ping Chang (0.25%) Yong-Ping Chang (0.22%) Zhong-Lian Zhong (0.19%) International Chia Hsin Corporation (0.16%) Nelson An-ping Chang (0.12%) Jian-Guo Wang (0.11%)
Song Zuo Investment Co., Ltd.	Yong-Ping Chang (59.47%) Chia Hsin Construction and Development Corporation (14.52%)
Ta-Ho Maritime Corporation	Taiwan Cement Corporation (64.79%) Taiwan Transport & Storage Co., Ltd. (29.38%) TCC Investment Corporation (0.02%)
NUTRI VITA INC.	Maxon Corporation (54.50%) Sian Ping Chang (10.50%)
Chia Hsin Foundation	Chia Hsin Cement Corporation (100%)
International Chia Hsin Corporation	Jian-Guo Wang (22.5%) Tong Yang Chia Hsin International Corporation (20.17%) Chia Hsin Cement Corporation (19.33%)
Chia Hsin R.M.C. Corporation	Nelson An-ping Chang (65.30%) Chia Hsin Cement Corporation (13.71%) Long Chuang Investments Co., Ltd. (13.45%) Huai-Ru Koo (5.51%)
Chien Kuo Construction Co., Ltd.	Chien Hwei Investment Co., Ltd. (18.73%) Chi-Te Chen (7.48%) Chen-Ching Chen (5.67%) Rock Publishing International (3.76%) Taiwan Cement Corporation (2.99%) Deqing Investment Co., Ltd. (2.35%) Chase Escrow JP Morgan Investment Account (1.60%) Shengong Investment Co., Ltd. (1.56%) Citi Commercial Bank (Taiwan) acting as custodian for the UBS Europe SE Investment Account (1.18%) Hsin-I Chen (0.91%)
Fu Pin Investment Co., Ltd.	Suan-Hui Koo (50.01%) Tian-Yi Huo (25.0895%) Gung-Kai Koo (24.90%) Heng Qiang Investment Co., Ltd. (0.0005%)

Name of Legal Entity	Major Shareholders of Legal Entities
International CSRC Investment Holdings Co., Ltd.	Taiwan Cement Corporation (15.59%) TCC Investment Corporation (2.23%) CS Development & Investment Co. (1.50%) JP Morgan Chase Bank N.A., Taipei Branch, acting as custodian for the Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds (1.17%) Union Cement Traders Inc. (1.16%) Kao-Huang Lin (1.10%) TransGlobe Life Insurance Inc. (1.03%) JP Morgan Chase Bank N.A., Taipei Branch in custody for Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds(0.96%) Tian-Yi Huo (0.76%) Citi Bank (Taiwan) acting as custodian for the investment account of Poluning Development National Fund Co., Ltd. (0.75%)
Heng Qiang Investment Co., Ltd.	Tian-Yi Huo (49.50%) Gung-Kai Koo (24.90%) Hsuan-Hui Koo (25.5995%) Fu Pin Investment Co., Ltd. (0.0005%)

Note: The above information is for the 25th term of corporate shareholders. Each corporation is requested to provide its most up-to-date information. TCC will disclose information solely based on the details provided.

1. Information Disclosure of Directors' Expertise and Independence of Independent Directors:

Condition Name	Professional Qualifications and Experience (Note 1)	Independence	Number of Concurrent Independent Di- rector Positions in Other Public Companies
Nelson An-ping Chang	(1) Chairman and Group CEO of TCC Group, convener of the Corporate Sustainable Development Committee, and member of the Nomination Committee of TCC. He also holds the positions of Chairman of NHOA S.A. of the TCC Group, Director of the Taiwan Stock Exchange, and Honorary Chairman of the Chinese National Association of Industry and Commerce. (2) Mr. Nelson An-ping Chang has over 50 years of valuable experience across a wide range of industries. He has spearheaded major initiatives such as the privatization of enterprises, the divestment of Taiwan Prosperity Chemical Corporation, and multinational mergers and acquisitions. His expertise encompasses operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, merger and acquisition investments, renewable energy, and international markets. Since becoming Chairman, Mr. Nelson An-ping Chang has expertly steered TCC Group toward greater diversification and internationalization and driven its transformation into a green enterprise, embracing power generation, energy conservation, and energy storage to promote sustainability.	No Spousal or Second-Degree of Kinship Relationship Between Directors	-
Roman Cheng	(1) Director and President of TCC and a member of the Corporate Sustainable Development Committee. He also serves as Chairman of Atlante S.R.L. of the TCC Group, as well as Director and President of TCC Energy Storage Technology Corporation. (2) Mr. Roman Cheng has 28 years of rich experience in the banking and financial industry, having previously served as President of Taipei Fubon Bank. He possesses a multitude of professional capabilities including operational management, leadership decision-making, crisis management, international markets, and ESG. The Company will continue leveraging Mr. Roman Cheng's expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		-
Kenneth C.M. Lo	(1) Director of TCC and a member of the Nomination Committee. He also serves as the founder and Honorary Chairman of O-Bank. (2) Mr. Kenneth C.M. Lo has over 50 years of valuable experience in the financial and banking industry. His areas of expertise include operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, and international markets. TCC will continue to leverage Mr. Kenneth C.M. Lo's expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		-
Yu-Cheng Chiao	(1) Director of TCC. He currently serves as the Chairman of Winbond Electronics Corporation and holds director and independent director roles in listed companies across various industries. He has previous held positions including Chairman of Nuvoton Technology Corporation. (2) Mr. Yu-Cheng Chiao has over 40 years of valuable experience across a wide range of industries and previously served as an independent director of TCC for three terms. His areas of expertise include multinational mergers and acquisitions, operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, and international markets. He provides valuable recommendations and guidance on TCC's operations, finances, and business analysis. TCC will continue to leverage his expertis		-
Eric Chen Sun Te	(1) Director of TCC. He also serves as a director of Lion Travel Service Co., Ltd. and an independent director of USI Corporation, among other positions. (2) Mr. Eric Chen Sun Te previously served as the Chairman of Taipei Fubon Bank and has over 40 years of valuable experience in the financial and banking industry. His areas of expertise include operational management, leadership and decision-making, crisis management, international markets, and ESG. TCC will continue to leverage Mr. Eric Chen Sun Te's expertise to strengthen the Board's decision-making and drive continued growth while advancing its sustainability goals.		1

Condition Name	Professional Qualifications and Experience (Note 1)	Independence	Number of Concurrent Independent Di- rector Positions in Other Public Companies
Kang-Lung (Jason) Chang	(1) Director of TCC. He also serves as the Chairman of Chia Hsin Cement Corporation, among other positions. (2) Mr. Kang-Lung (Jason) Chang has over 30 years of experience in the cement industry. His areas of expertise include operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, and international markets. TCC will continue to leverage Mr. Kang-Lung (Jason) Chang's expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.	No Spousal or Second-Degree of Kinship Relationship Between Directors	-
Por-Yuan Wang	(1) Director of TCC. He also serves as the Chairman of Pacific Venture Partners and Honorary Chairman of Sercomm Corporation and holds director and independent director roles in numerous listed companies. (2) Mr. Por-Yuan Wang has served as a director of TCC for many years and possesses an in-depth understanding of this company. He possesses over 50 years of valuable experience across a wide range of industries and holds director and independent director roles in listed companies in different industries. His areas of expertise include cross-border mergers and acquisitions, operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, and international markets. TCC will continue leverage Mr. Por-Yuan Wang's expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		-
Kung-Yi Koo	(1) Director and Assistant Vice President of TCC. He also serves as the Chairman of CSRC and Chief Executive Officer of the CSRC Group. (2) Mr. Kung-Yi Koo has over 10 years of valuable experience in the financial banking and cement industry. He played a key role in the successful privatization of TCC. His areas of expertise include finance, operational management, leadership and decision-making, crisis management, industry insights, corporate sustainability, and international markets. TCC will continue to leverage his expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		-
Chien Wen	(1) Director of TCC. He previously served as the CFO of Winbond Electronics Corporation. (2) Mr. Chien Wen has over 30 years of valuable experience in the finance, technology, and cement industries. His areas of expertise include financial management, operational management, leadership and decision-making, crisis management, and industry insights. TCC will continue to leverage his expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		-
Liz Wang	(1) Director and a member of both the Risk Management Committee member, and Corporate Sustainable Development Committee member at TCC. She also serves as the Chairman of Jaho Life Plus+ Management Corp. and President of Chia Hsin Cement Corporation. (2) Ms. Liz Wang has over 10 years of experience in the cement industry. Her areas of expertise include financial management, operational management, leadership and decision-making, crisis management, and industry insights. TCC will continue to leverage her expertise to strengthen the Board and other Directors' decision-making and drive continued growth while advancing its sustainability goals.		1

Condition Name	Professional Qualifications and Experience (Note 1)	Independence	Number of Concurrent Independent Director Positions in Other Public Companies
Victor Wang	(1) Independent director and the convener of the Audit Committee and the Nomination Committee. He is also a member of the Remuneration Committee, Risk Management Committee, Corporate Sustainable Development Committee, and Information Security Management Committee at TCC. (2) Mr. Victor Wang has served as an independent director of TCC for three terms. He previously served as Vice Chairman of Deloitte Taiwan and currently hold a director role at Yageo Corporation, as well as independent director roles at Taiwan Navigation Co., Ltd. and DACIN Construction Co., Ltd., and other listed companies. He has over 30 years of valuable experience in finance and accounting. His areas of expertise include operational management, crisis management, industry insights, corporate sustainability, and international markets. During his tenure as an independent director at TCC, he has provided valuable recommendations and guidance on audit, finance, and business analysis. TCC will continue to rely on his expertise to oversee its operations and ensure its steady development and advance its sustainability goals.	The five directors listed on the left: : 1. All meet the independence requirements for independent directors. 2. They fully meet the independence criteria as follows:	3
Lynette Ling-Tai Chou	(1) Independent director and the convener of the Remuneration Committee, a member of the Audit Committee, Risk Management Committee, Nomination Committee, and Corporate Sustainable Development Committee at TCC. (2) Ms. Lynette Ling-Tai Chou has over 30 years of professional experience in accounting and auditing. She currently serves as an Independent Director of Next Commercial Bank Co., Ltd. Her areas of expertise include accounting and auditing, industry insights, corporate sustainability, and international markets. During her tenure as an independent director at TCC, she has provided valuable recommendations and guidance on audit, finance, and business analysis. TCC will continue to rely on her expertise to oversee its operations and ensure its steady development and advance its sustainability goals.	(1) Neither they, their spouse, nor relatives within the second degree of kinship serve as directors, supervisors, or employees of TCC or its affiliated enterprises. (2) Neither they, their spouse, nor relatives within the second degree of kinship hold any shares of TCC. (3) Do not serve as directors, supervisors, or employees of companies with specific relationships with TCC (refer to Article 6, Paragraph 1, Items 5-8 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange). (4) Have not received any remuneration for providing business, legal, financial, accounting, or other services to TCC or its affiliated enterprises in the past two years.	1
Sherry S.L. Lin	(1) Independent director and the convener of the Risk Management Committee, a member of the Audit Committee, Remuneration Committee, Nomination Committee, Corporate Sustainable Development Committee, and Information Security Management Committee at TCC. (2) Ms. Sherry S. L. Lin currently serves as an Independent Director of Taiwan FamilyMart Co., Ltd. She previously served as a Senior Consultant of Lee and Li, Attorneys-at-Law and holds director roles for other listed companies. She has over 40 years of valuable experience handling legal and financial projects across different industries. Her areas of expertise include operational management, crisis management, industry insights, corporate sustainability, and international markets. During her tenure as an independent director at TCC, she has provided valuable recommendations and guidance audit, finance, and mergers and acquisitions. TCC will continue to rely on her expertise to ensure the oversight and management of the company's operations and drive the company toward greater success.		1
Ruu Tian Chang	(1) Independent director and the convener of the Information Security Management Committee, a member of the Audit Committee, Remuneration Committee, and Risk Management Committee at TCC. (2) Ms. Ruu Tian Chang has over 20 years of valuable experience in information technology. She currently serves as the Executive Vice President of Gartner Group Taiwan Limited. She previously served as the Information Technology President of CTBC Financial Holding and hold director roles for other listed companies. Her areas of expertise include operational management, crisis management, industry insights, corporate sustainability, and international markets. TCC will continue to rely on her expertise to oversee its operations and ensure its steady development and advance its sustainability goals.		-
Man Jung Chan	(1) Independent director and a member of the Audit Committee, Remuneration Committee, Risk Management Committee and Nomination Committee at TCC. (2) Ms. Man Jung Chan has over 30 years of valuable experience in International Trade and Commerce. She currently serves as the Honorary Chief Strategy Officer of Health Asia Co., Ltd. She previously served as the Independent Director of Standard Chartered Bank Taiwan and a political economy scholar spanning academia, politics, and industry. Her areas of expertise include operational management, international markets, risk management, and corporate sustainability. TCC will continue to rely on her expertise to oversee its operations and ensure its steady development and advance its sustainability goals.		-

Note 1: None of TCC's directors are subject to any of the conditions listed in Article 30 of the Company Act.

Note 2: The directors disclosed in this table are current directors.

2. Board Diversity and Independence

(1) Board Responsibilities and Composition:

TCC's Board of Directors is responsible for providing guidance on corporate strategy, supervising management, and being accountable to both TCC and its shareholders. The corporate governance system ensures that the Board exercises its powers in accordance with the law, the Articles of Incorporation, and shareholder resolutions. TCC has established a Nomination Committee and adopted a Candidate Nomination System. All director candidates are nominated and their qualifications are reviewed by the Nomination Committee. After receiving approval from the Board of Directors, the candidates are submitted to the shareholders' meeting for election. According to TCC's Corporate Governance Best Practice Principles, the Board of Directors shall maintain a diverse composition. In addition to having the necessary knowledge and skills required for their duties, directors should possess a broad range of professional backgrounds, experiences, skills, and qualities that are relevant to the industry. As of the end of 2025, the average term of office of Board members is 10.41 years.

TCC's 25th Board of Directors consists of 15 directors, including five independent directors. Independent directors make up one-third of the total board seats. Many of the directors also hold positions such as chairpersons or directors of other listed companies. Their extensive knowledge, insight, and business judgment contribute to strong leadership and decision-making capabilities, which are highly valued by TCC. Additionally, TCC places great importance on gender equality in its Board composition. Currently, there are five female directors, representing 33% of the total. Among the current directors, one is between 31 and 50 years of age, and 14 are over 51 years of age.

(2) The collective capabilities that the Board of Directors should possess are as follows:

- Operational judgment.
- Accounting and financial analysis.
- Management expertise (including management of subsidiaries).
- Crisis management.
- Industry insight.
- International market perspective.
- Leadership.
- Decision-making.
- Risk management knowledge and capability.
- ESG and environmental management capability.

The composition of TCC's 25th Board of Directors emphasizes diversity and consists of distinguished members from both industry and academia. The members' industry experience covers energy, environmental protection, cement, mergers & acquisitions/ investment, information technology. In addition, they possess professional expertise in operational management, international markets, risk management, accounting and financial analysis, legal affairs, ESG:

Professional Expertise	Board Member(s)
Industry insight and operational management	Nelson An-ping Chang, Yu-Cheng Chiao, Por-Yuan Wang, Kung-Yi Koo, Kang-Lung (Jason) Chang, Chien Wen, Liz Wang, Man Jung Chan
Financial expertise	Roman Cheng, Kenneth C.M. Lo, Eric Chen Sun Te
Financial accounting experience	Victor Wang, Lynette Ling-Tai Chou
Legal expertise	Sherry S. L. Lin
Information technology expertise	Ruu Tian Chang

TCC arranges training courses for board members to improve their decision-making quality, fulfill their supervisory capabilities, and thereby strengthen the board's functions.

(3) Specific management objectives:

Directors listen to reports from the management team during board meetings, offer guidance and suggestions, and maintain effective communication with the management team to collaboratively create maximum value for shareholders.

TCC places strong emphasis on gender diversity in the composition of its Board of Directors. The Board includes directors of different genders, with each gender holding at least one-third of the total board seats. During the shareholders' meeting in 2025, one independent director was elected, and the position was filled by a female director. Currently, the board consists of 15 members, with 10 male directors, accounting for 67%, and 5 female directors, accounting for 33%. This ensures that female directors maintain one-third (33%) of the total board seats, aligning with the Company's policy goal of gender diversity on the board.

(4) Meetings:

The current Board of Directors held a total of thirteen board meetings from January 1, 2025, to March 24, 2026, with an overall director attendance rate of 91%.

(5) Independence:

TCC's current Board of Directors consists of 15 members, five of whom are independent directors, representing 33% of the total. As of the end of 2025, all independent directors comply with the regulations set by the Securities and Futures Bureau of the Financial Supervisory Commission regarding independent directors. Additionally, there are no circumstances among the directors and independent directors that would violate paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act. For details on the independence of TCC's Board of Directors, please refer to page 26 of this annual report, "1. Information Disclosure of Directors' Expertise and Independence of Independent Directors." For information on each director's education, gender, and work experience, please refer to page 10 of this annual report, "2.1.1 Director Information."

3. The analysis of industry insights and professional expertise of TCC's current directors is as follows:

(1) Chairman

Legal Entity Name	Representative Name	Date of Election (Appointment)	Average Term of Corporate Directors (including the current term)	Average Term of Office of Corporate Directors	Nationality	Gender	Age Distribution			Industry Experience					Professional Expertise					
							31-50 years old	51-70 years old	71 years old and above	Energy	Environmental Protection	Cement	Mergers, Acquisitions, and Investments	Information Technology	Business Management	International Markets	Risk Management	Accounting and Financial Capability Analysis	Legal	ESG
Chia Hsin R.M.C. Corporation	Nelson An-ping Chang	2024/5/21	2+1	7.53	R.O.C.	Male			●	●	●	●	●	●	●	●	●	●	●	●

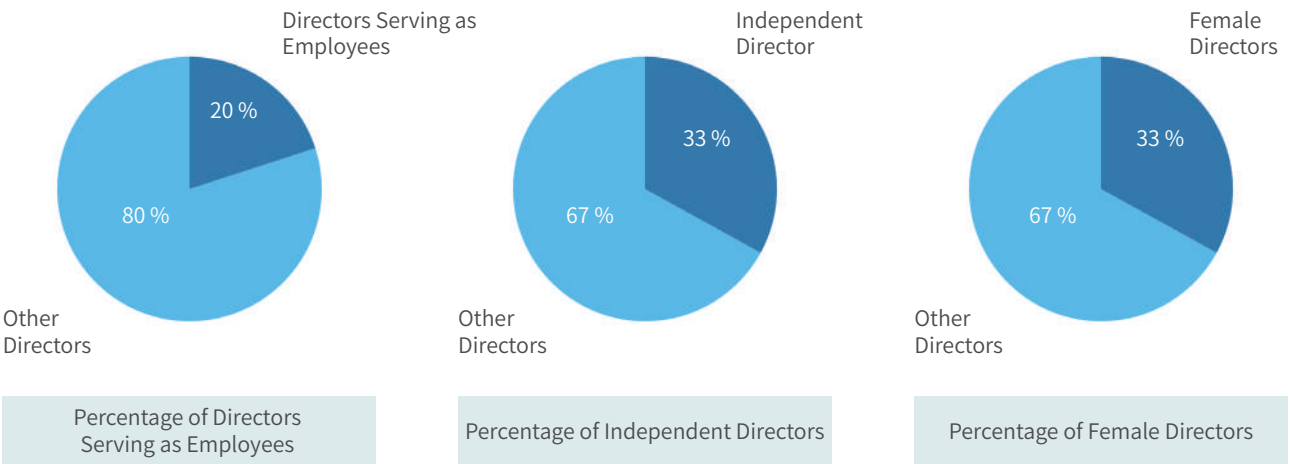
(2) Directors

Legal Entity Name	Representative Name	Date of Election (Appointment)	Average Term of Corporate Directors (including the current term)	Average Term of Office of Corporate Directors	Nationality	Gender	Age Distribution			Industry Experience					Professional Expertise					
							31-50 years old	51-70 years old	71 years old and above	Energy	Environmental Protection	Cement	Mergers, Acquisitions, and Investments	Information Technology	Business Management	International Markets	Risk Management	Accounting and Financial Capability Analysis	Legal	ESG
Tai Ho Farming Co., Ltd.	Roman Cheng	2024/5/21	2+1	7.53	R.O.C.	Male		●		●	●	●	●		●	●	●	●		●
International CSRC Investment Holdings Co., Ltd.	Kenneth C.M. Lo		7+1	23.54	R.O.C.	Male			●				●	●	●	●	●	●		●
Hsing Cheng Investment Co., Ltd.	Yu-Cheng Chiao		1	1.62	R.O.C.	Male		●		●	●	●	●	●	●	●	●	●		●
C. F. Koo Foundation	Eric Chen Sun Te		2+1	9.53	R.O.C.	Male			●				●		●	●	●	●		●
Chia Hsin Cement Corporation	Kang-Lung (Jason) CHANG		3+1	13.53	R.O.C.	Male		●					●	●	●	●	●	●		●
Heng Qiang Investment Co., Ltd.	Por-Yuan Wang		7+1	22.52	R.O.C.	Male			●				●	●	●	●	●	●		●
CS Development & Investment Co.	Kung-Yi Koo		1+1	7.53	R.O.C.	Male	●			●	●	●	●		●	●	●	●		●
Fu Pin Investment Co., Ltd.	Chien Wen		7+1	22.52	R.O.C.	Male			●				●	●	●			●		●
Chia Hsin Cement Corporation	Liz Wang		3+1	13.53	R.O.C.	Female		●		●	●	●	●		●	●	●	●		●

(3) Independent Directors

Board Members	Date of Election (Appointment)	Nationality	Gender	Average Term of Office of Independent Directors	Independent Directors' Years of Service			Age Distribution			Industry Experience					Professional Expertise				
					Less than 3 years	3 to 9 years	More than 9 years	31-50 years old	51-70 years old	70 years old and above	Energy	Environmental Protection	Cement	Mergers, Acquisitions, and Investments	Information Technology	Business Management	International Markets	Risk Management	Accounting and Financial Capability Analysis	Legal
Victor Wang	2024/5/21	R.O.C.	Male	12.53			●			●		●	●	●		●	●	●	●	●
Lynette Ling-Tai Chou		R.O.C.	Female	7.53		●			●			●	●	●		●	●	●	●	●
Sherry S.L. Lin		R.O.C.	Female	4.45		●				●				●		●	●	●	●	●
Ruu Tian Chang		R.O.C.	Female	1.62	●					●					●	●	●			●
Man JungChan	2025/5/27	R.O.C.	Female	0.6	●				●							●	●	●		●

The total number of directors (including independent directors) is 15, with the following composition:



2.1.2 Information About Group CEO, President, Vice President, Assistant Vice President, Department and Branch Managers

Title	Nationality	Name	Gender	Date of Ap- pointment	Shares Held		Shares Held by Spouses and Minor Children		Shares Held in the Names of Others	
					Shares	Ratio %	Shares	Ratio %	Shares	Ratio %
Group CEO	R.O.C	Nelson An-ping Chang	Male	2019/7/17	4,057,951	0.05	9,311,403	0.12	None	None
Director and President	R.O.C	Roman Cheng	Male	2022/11/21	210,000	0.00	-	-	None	None

Shareholding information is based on insider shareholding changes as of March 24, 2026.

Education and Experience	Current Positions Held in TCC and Other Companies	Managerial Officers Who are Spouses or Within Second-Degree of Kinship			Notes
		Title	Name	Relation-ship	
MBA, School of Business Administration, New York University Chairman of International CSRC Investment Holdings Co., Ltd. Chairman of Taiwan Prosperity Chemical Corporation Chairman of Chia Hsin Cement Corporation Independent Director of Synnex Technology International Corporation	Chairman and President of HO-PING Ocean Renewable Resource Corporation	Director of Mega East Ltd.			Note 1
	Chairman and President of Ho-Ping Power Company	Director of TCC International (China) Company Limited			
	Chairman of Molie Quantum Energy Corporation	Director of Scitus Cement (China) Holdings Limited			
	Chairman of TCC Energy Storage Technology Corporation	Director of Scitus Cement (China) Operating Company Limited			
	Chairman of TCC Chemical Corporation				
	Chairman of TCC Sustainable Energy Investment Corporation	Director of Hexagon Holdings Limited			
	Chairman of E-One Moli Energy Corp.	Director of Hexagon II Holdings Limited			
	Chairman of TCC Recycle Energy Technology Company	Director of Hexagon III Holdings Limited			
	Chairman of Dr. Cecilia Koo Botanic Conservation Center	Director of Hexagon IV Holdings Limited			
	Chairman of the Chang Yung-Fa Charity Foundation	Director of Hexagon V Holdings Limited			
	Chairman of Energy Helper TCC Corporation	Director of Hexagon VIII Holdings Limited			
	Chairman of Ho-Ping Renewable Energy Company	Director of Hexagon IX Holdings Limited			
	Chairman of TCC (Hangzhou) Management Company Limited	Director of Hexagon XIII Holdings Limited			
	Chairman of TCC (Hangzhou) Environmental Protection Technology Co., Ltd.	Director of Hexagon XIV Holdings Limited			
	Chairman of TCC Zhihe (Hangzhou) Environmental Protection Company Limited	Director of Upper Value Investment Limited			
	Chairman of NHOA S.A.	Director of Kong On Cement Holdings Ltd.			
	Chairman of NHOA Corporate S.R.L.	Director of Hong Kong Concrete Company Limited			
	Vice Chairman of Ta-Ho Maritime Corporation	Director of Quon Hing Concrete Co Ltd.			
	Director of TCC Asset Management & Development Corporation	Authorized signatory, Prosperity Minerals (China) Limited			
	Director of TCC Investment Corporation	Director of TCC Information Systems Corporation			
	Director of Union Cement Traders Inc.	Director of Taiwan Transport & Storage Co., Ltd.			
	Director of THC International S.A.	Director of Ta-Ho Maritime (SG) Corporation	None	None	
	Director of Hong Kong Cement Company Limited	Director of Ho-Ping Industrial Port Corporation			
	Director of TCC Hong Kong Cement (Yaragoon) Limited	Director of TCC International Holdings Limited			
	Director of TCC Hong Kong Cement (QHC) Limited	Director of TCC Hong Kong Cement (BVI) Holdings Limited			
	Director of TCC Hong Kong Cement (Philippines) Limited	Director of TCC Hong Kong Cement (International) Limited			
	Director of TCC Hong Kong Cement Development Limited	Director of TCC Development Limited			
	Director of TCC International (Liuzhou) Limited	Director of TCC International Limited			
	Director of TCC International (Guangxi) Limited	Director of Ulexite Investments Limited			
	Director of Upper Value Investments Limited	Director of TCC Europe Holdings B.V.			
	Director of Prosperity Minerals (China) Ltd.	Director of TCC Energy Storage (Dutch) Holdings B.V.			
	Director of Wayly Holdings Limited	Director of TCC Oyak Amsterdam Holdings B.V.			
	Director of Chiefolk Company Limited	Director of E-One Holdings Ltd.			
	Director of Hong Kong Cement Manufacturing Co. Ltd.	Director of E-One Moli Holdings (Canada) Ltd.			
	Director of Jingyang Industrial Limited	Director of E-One Moli Energy (Canada) Ltd.			
	Director of TCC International (Hong Kong) Company Limited	Director of Cimpor Portugal Holdings SGPS S.A.			
	Director of TCC Liuzhou Company Limited	Director of Cimpor Portugal Cabo Verde Operations, SGPS, S.A.			
	Director of Prosperity Cement Investment Limited	Director of Taiwan Stock Exchange Corporation			
	Director of Prosperity Minerals (International) Limited	Director of Chia Hsin R.M.C. Corporation			
	Director of Kiton Limited	Director of Cheng Hsin General Hospital			
	Director of Hensford Limited	Convener of the Corporate Sustainable Development Committee, Member of the Nomination Committee, etc.			
	Director of Sure Kit Limited				
	Director of Prime York Limited				
MBA, National Cheng Chi University President of Taipei Fubon Commercial Bank Co., Ltd.	Chairman of Atlante S.R.L.	Director of NHOA Energy S.R.L.			None
	Chairman of TCC Lien-Hsin Green Energy Corporation	Director of NHOA Corporate S.R.L.			
	Chairman of TCC Investment Corporation	Director of Cimpor Portugal Holdings SGPS S.A.			
	Chairman of Union Cement Traders Inc.	Director of Cimpor Portugal Cabo Verde Operations, SGPS, S.A.			
	Chairman of Hualien County Private Hoping Sustainability Charity Foundation	Director of TCC Energy Storage (Dutch) Holdings B.V.			
	Director and President of TCC Energy Storage Technology Corporation	Director of the Chang Yung-Fa Charity Foundation			
	Director of TCC Sustainable Energy Investment Corporation	Executive Director and President of TCC Energy Storage (Hangzhou)Technology Company Limited			
	Director of E-One Moli Energy Corp.	Executive Director and President of TCC Energy Storage (Juron)Technology Company Limited			
	Director of TCC Asset Management & Development Corporation	Supervisor of Ta-Ho Maritime Corporation			
	Director of Ho-Ping Power Company	Member of TCC's Corporate Sustainable Development Committee, etc.			
	Director of Hong Kong Cement Manufacturing Co. Ltd.				

Title	Nationality	Name	Gender	Date of Ap- pointment	Shares Held		Shares Held by Spouses and Minor Children		Shares Held in the Names of Others	
					Shares	Ratio %	Shares	Ratio %	Shares	Ratio %
Senior Vice President	R.O.C	Chien-Chiang Huang	Male	2006/1/1	1,093,421 *20,616	0.01 *0.01	-	-	None	None
Senior Vice President	R.O.C	Ker-Fu Lu	Male	2008/6/30	398,879	0.01	200,000	0.00	None	None
Vice President	R.O.C	Bao-Luo Ge	Male	2017/8/11	586,654	0.01	-	-	None	None

Education and Experience	Current Positions Held in TCC and Other Companies		Managerial Officers Who are Spouses or Within Second-Degree of Kinship			Notes
			Title	Name	Relation -ship	
BS in Transportation and Logistics Management, National Cheng Kung University	Chairman of TJ Transport Corporation	Director of TCC Dutch Holdings B.V.	None	None	None	
	Chairman of Feng Sheng Enterprise Company	Director of TCC Shaoguan Cement Co., Ltd.				
	Chairman of E.G.C. CEMENT CORP.	Director of TCC Chongqing Cement Co., Ltd.				
	Chairman of Ho-Ping Industrial Port Corporation	Director of Guangan Changxing Cement Co., Ltd.				
	Chairman of TCC Asset Management & Development Corporation	Director of Scitus Luzhou Cement Co., Ltd.				
	Chairman of Fiore Della Cina, Hangzhou	Director of TCC Anshun Cement Co., Ltd.				
	Chairman of TCC Fuzhou Cement Co., Ltd.	Director of Guizhou Kong On Cement Co., Limited				
	Chairman of TCC Fuzhou Yangyu Port Co., Ltd.	Director of Jiangsu TCC Investment Co., Ltd.				
	Vice Chairman of TCC Liuzhou Construction Materials Co., Ltd.	Director of TCC (Hangzhou) Management Company Limited				
	Director and President of TCC International Holdings Limited	Director of Yunnan Kungang & K. Wah Cement Construction Materials Co., Ltd.				
	Director and President of TCC International Limited	Director of Baoshan Kungang & K. Wah Cement Construction Materials Co., Ltd.				
	Director and President of Chiefolk Company Limited	Director of Hong Kong Concrete Company Limited				
	Director and President of Hong Kong Cement Company Limited	Director of Quon Hing Concrete Co Ltd.				
	Director of Taiwan Cement Engineering Corporation	Director of Yargoan Co., Ltd.				
	Director of TCC Information Systems Corporation	Director of Pan Asia (Engineers Constructors) Corporation				
	Director of Taiwan Transport & Storage Co., Ltd.	Director of CHC Resources Corporation, etc.				
Director of Ta-Ho Maritime Corporation						
Director of Ho-Ping Power Company						
BS in Mechanical Engineering, Tamkang University	Chairman of Taiwan Cement Engineering Corporation	Director of the Chang Yung-Fa Charity Foundation	None	None	None	
	Chairman of Jin Chang Minerals Corporation	Director of HO-PING Ocean Renewable Resource Corporation				
	Chairman of Tuo Shan Recycle Technology Company	Director of TCC Information Systems Corporation				
	Chairman of TCC Green Energy Corporation	Director of Ta-Ho Maritime Corporation				
	Chairman of TCC Chia-Chien Green Energy Corporation	Director of Ho-Ping Power Company				
	Chairman of TCC Yun-Kai Green Energy Corporation	Director of Onyx Ta-Ho Environmental Services Co., Ltd.				
	Chairman of TCC Chang-Ho Green Energy Corporation	Director of TCC (Hangzhou) Management Company Limited				
	Chairman of TCC Kao-Cheng Green Energy Corporation	Director of Guangan Changxing Cement Co., Ltd.				
	Chairman of TCC Nan-Chung Green Energy Corporation	Director of Scitus Luzhou Cement Co., Ltd.				
	Chairman of Chang-Wang Wind Power Co., Ltd.	Director of Scitus Luzhou Concrete Co., Ltd.				
	Chairman of TCC Ping-Chih Green Energy Corporation	Director of Scitus Hejiang Cement Co., Ltd.				
	Chairman of Chia-Ho Green Energy Corporation	Director of Guizhou Kaili Rui An Jian Cai Co., Ltd.				
	Chairman of TCC Tung-Li Green Energy Corporation	Director of TCC Zhihe (Hangzhou) Environmental Protection Company Limited				
	Chairman of TCC KAO-HAN Green Energy Corporation	Director of Scitus Cement (China) Holdings Limited				
	Chairman of SHI-MEN Green Energy Corporation	Director of Quon Hing Concrete Co Ltd.				
	Chairman of HPC Power Service Corporation	Director of Sichuan Taichang Building Material Group Company Limited				
	Chairman of TCC Chongqing Cement Co., Ltd.	Director of Yingjing Xinan New Material Co., Ltd.				
	Chairman of TCC Anshun Cement Co., Ltd.	Executive Director and President of TCC (Hangzhou) New Energy Company Limited				
	Chairman of TCC Jingzhou Cement Company Limited	Executive Director of Anshun Xin Tai Construction Materials Company Limited				
	Chairman of TCC Shaoguan Cement Co., Ltd.	Supervisor of Ho-Ping Renewable Energy Company				
	Chairman of TCC (Gui Gang) Cement Ltd.	Chairman of the Board of Supervisors of Yunnan Kungang & K. Wah Cement Construction Materials Co., Ltd.				
	Chairman of TCC Guigang Mining Industrial Company Limited	Chairman of the Board of Supervisors of Baoshan Kungang & K. Wah Cement Construction Materials Co., Ltd., etc.				
	Chairman of Yingde Dragon Mountain Cement Co., Ltd.					
	Chairman of Beijing TCC Environmental Technology Co., Ltd.					
	Chairman of TCC Yingde Cement Co., Ltd.					
	Chairman of TCC Yingde Mining Industrial Company Limited					
Chairman of TCC Huaying Cement Company Limited						
Chairman of TCC Huaihua Concrete Company Limited						
Chairman of Jiangsu TCC Investment Co., Ltd.						
Chairman of Jurong TCC Environmental Co., Ltd.						
Director of TCC (Hangzhou) Environmental Protection Technology Co., Ltd.						
Master's Degree from the School of Foreign Service, Georgetown University, USA	Chairman of TCC (Hangzhou) Renewable Resources Technology Co., Ltd.	Director of TCC Zhihe (Hangzhou) Environmental Protection Company Limited	None	None	None	
	Chairman of TCC Yongren (Hangzhou) Environmental Protection Technology Co., Ltd.	Director of TCC (Hangzhou) Real Estate Lease Co., Ltd.				
	Chairman of TCC Yongren (Hangzhou) Environmental Technology Co., Ltd.	Director of Fiore Della Cina, Hangzhou				
	Director of Onyx Ta-Ho Environmental Services Co., Ltd.	Supervisor of Jurong TCC Environmental Co., Ltd., etc.				

Title	Nationality	Name	Gender	Date of Ap- pointment	Shares Held		Shares Held by Spouses and Minor Children		Shares Held in the Names of Others	
					Shares	Ratio %	Shares	Ratio %	Shares	Ratio %
Vice President	R.O.C	Chien-Chuan Wang	Male	2015/2/9	257,374	0.00	1,889	0.00	None	None
Vice President	R.O.C	Feng-Ping Liu	Female	2015/2/9	220,853	0.00	251	0.00	None	None
Vice President	R.O.C	Yu-Jun Yeh	Female	2018/1/29	289,678	0.00	-	-	None	None
CFO and Accounting Chief Officer	R.O.C	Randy Yu	Male	2022/9/13	88,000	0.00	-	-	None	None
Senior Assistant Vice President	R.O.C	Kuo-Yu Tsai	Male	2020/8/3	782,579	0.01	-	-	None	None
Senior Assistant Vice President and Internal Audit Manager	R.O.C	Guo Hong Yeh	Male	2015/12/16	250,581	0.00	-	-	None	None

Education and Experience	Current Positions Held in TCC and Other Companies	Managerial Officers Who are Spouses or Within Second-Degree of Kinship			Notes
		Title	Name	Relation- ship	
BS in Mechanical Engineering, Feng Chia University	Chairman of Kuan-Ho Refractories Industry Corporation	None	None	None	
	Chairman of TCC Liaoning Cement Co., Ltd.				
	Chairman of TCC Yongren (Hangzhou) Renewable Resources Technology Company Limited				
	Chairman of TCC (Shaoquan) Environmental Technology Co., Ltd.				
	Chairman of TCC Zhongrun (Anshun) Environmental Technology Co., Ltd.				
	Vice Chairman of Prosperity Conch Cement Company Limited				
	Director and President of TCC Lien-Hsin Green Energy Corporation				
	Director and President of Ho-Ping Renewable Energy Company				
	Director of Taiwan Cement Engineering Corporation				
	Director of Taiwan Transport & Storage Co., Ltd.				
	Director of TCC Chemical Corporation				
	Director of TCC Recycle Energy Technology Company				
	Director of Energy Helper TCC Corporation				
	Director of Tuo Shan Recycle Technology Company				
MS in Technology Application and Human Resource Development, National Taiwan Normal University.	Director of Dr. Cecilia Koo Botanic Conservation Center	None	None	None	
	Director of Hualien County Private Hoping Sustainability Charity Foundation				
	Director of NHOA S.A., etc.				
MS in Senior Executive Management, National Cheng Chi University	Spokesperson of Taiwan Cement Corporation	None	None	None	
	Director of Dr. Cecilia Koo Botanic Conservation Center				
MBA, Stern School of Business, New York University	Director of Hualien County Private Hoping Sustainability Charity Foundation, etc.	None	None	None	
	Director of International CSRC Investment Holdings Co., Ltd.				
	Director of Feng Sheng Enterprise Company				
	Chairman of E.G.C. CEMENT CORP.				
	Director of TCC Lien-Hsin Green Energy Corporation				
	Director of Kuan-Ho Refractories Industry Corporation				
	Director of CHC Resources Corporation				
	Director of Ho-Ping Renewable Energy Company				
	Director of TCC Wenshan Environmental Protection Technology Co., Ltd.				
	Director of Hualien County Private Hoping Sustainability Charity Foundation				
	Director of THC International S.A.				
	Director of TCC Energy Storage (Dutch) Holdings B.V.				
	Director of TCC International Holdings Limited				
	Director of TCC International Limited				
	Independent Director of GlobalWafers Co., Ltd.				
	Supervisor of TCC Investment Corporation				
	Supervisor of Union Cement Traders Inc.				
	Supervisor of Taiwan Transport & Storage Co., Ltd.				
	Supervisor of TJ Transport Corporation				
	Supervisor of TCC Energy Storage Technology Corporation				
	Supervisor of Energy Helper TCC Corporation				
	Supervisor of TCC Information Systems Corporation				
	Supervisor of TCC Sustainable Energy Investment Corporation				
BS in Laws, Soochow University.	Supervisor of E-One Moli Energy Corp.	None	None	None	
	Supervisor of TCC Recycle Energy Technology Company				
	Supervisor of Molie Quantum Energy Corporation				
	Supervisor of Tuo Shan Recycle Technology Company				
MS in Accounting, National Taipei University.	Supervisor of TCC Chemical Corporation	None	None	None	
	Supervisor of HO-PING Ocean Renewable Resource Corporation				
	Supervisor of the Chang Yung-Fa Charity Foundation				

Title	Nationality	Name	Gender	Date of Ap- pointment	Shares Held		Shares Held by Spouses and Minor Children		Shares Held in the Names of Others	
					Shares	Ratio %	Shares	Ratio %	Shares	Ratio %
Senior Assistant Vice President	R.O.C	Yu-Wen Chiu	Male	2021/4/15	63,315 *3,132	0.00 *0.00	-	-	None	None
Senior Assistant Vice President	R.O.C	Chia-Pei Wei	Male	2016/3/1	353,671 *4,925	0.00 *0.00	-	-	None	None
Senior Assistant Vice President	R.O.C	Yi-Ching Chung	Female	2025/1/20	-	-	-	-	None	None
Senior Assistant Vice President	R.O.C	Katrina Chen	Female	2023/2/1	119,141	0.00	-	-	None	None
Director and Assistant Vice President	R.O.C	Kung-Yi Koo	Male	2017/6/8	5,004,540	0.07	-	-	None	None
Assistant Vice President	R.O.C.	Cen-Wei Lan	Male	2017/3/6	230,468	0.00	-	-	None	None

Education and Experience	Current Positions Held in TCC and Other Companies		Managerial Officers Who are Spouses or Within Second-Degree of Kinship			Notes
			Title	Name	Relation-ship	
BS in Chemical Engineering, Minth University of Science and Technology	Chairman of Guigang TCC Dongyuan Environmental Protection Technology Co., Ltd.	Director of TCC Yingde Cement Co., Ltd.	None	None	None	
	Chairman of TCC Jiuyuan (Guangan) Environmental Technology Co., Ltd.	Director of TCC (Shaoguan) Environmental Technology Co., Ltd.				
	Chairman of TCC Yingde New Material Co., Ltd.	Director of TCC Chongqing Cement Co., Ltd.				
	Chairman of TCC Yongren (Hangzhou) Renewable Resources Development Company Limited	Director of TCC Huaihua Cement Company Limited				
	Chairman of TCC Zhongxin (Anshun) Renewable Resources Technology Company Limited	Director of Jin Yu TCC (Dai Xian) Environmental Protection Technology Co., Ltd.				
	Director of TJ Transport Corporation	Director of TCC Zhongrun (Anshun) Environmental Technology Co., Ltd.				
	Director of Kuan-Ho Refractories Industry Corporation	Director of Jingyang Industrial Limited				
	Director of Jurong TCC Cement Co., Ltd.	Director of Scitus Cement (China) Holdings Limited				
	Director of TCC Liaoning Cement Co., Ltd.	Director of Quon Hing Concrete Co., Ltd., etc.				
	Director of TCC (Gui Gang) Cement Ltd.					
Director of Beijing TCC Environmental Technology Co., Ltd.						
BS in Geology, Chinese Culture University	Chairman and President of Ho Sheng Mining Co., Ltd.	Director of Chang-Wang Wind Power Co., Ltd.	None	None	None	
	Chairman of Jurong TCC Cement Co., Ltd.	Director of TCC Ping-Chih Green Energy Corporation				
	Director and President of Jin Chang Minerals Corporation	Director of Chia-Ho Green Energy Corporation				
	Director and CEO of Hualien County Private Hoping Sustainability Charity Foundation	Director of TCC Tung-Li Green Energy Corporation				
	Director of Dr. Cecilia Koo Botanic Conservation Center	Director of TCC KAO-HAN Green Energy Corporation				
	Director of the Chang Yung-Fa Charity Foundation	Director of SHI-MEN Green Energy Corporation				
	Director of TCC Green Energy Corporation	Director of TCC Energy Storage Technology Corporation				
	Director of TCC Chia-Chien Green Energy Corporation	Director of Energy Helper TCC Corporation				
	Director of TCC Yun-Kai Green Energy Corporation	Director of Kuan-Ho Refractories Industry Corporation				
	Director of TCC Chang-Ho Green Energy Corporation	Director of HPC Power Service Corporation				
	Director of TCC Kao-Cheng Green Energy Corporation	Director of Ho-Ping Industrial Port Corporation				
	Director of TCC Nan-Chung Green Energy Corporation	Director of TCC Guigang Mining Industrial Company Limited, etc.				
Executive MBA Program in Accounting and Management Decision-making of College of Management, National Taiwan University	None	None	None	None		
MS in Senior Executive Management, National Chengchi University.	None	None	None	None		
MBA, The Wharton School of University of Pennsylvania Vice President of Morgan Stanley Investment Banking Department Vice Chairman of Taiwan Cement Corporation Chairman of Taiwan Prosperity Chemical Corporation	Chairman of International CSRC Investment Holdings Co., Ltd.	Director of SYNPAС LTD.	None	None	None	
	Chairman of Linyuan Advanced Materials Technology Co., Ltd.	Director of Continental Carbon Nanotechnologies, Inc.				
	Chairman of Circular Commitment Company	Director of Continental Carbon OYAK (Netherlands) B.V.				
	Chairman of Yun Cheng Investment Corporation	Director of TCC Recycle Energy Technology Company				
	Chairman of CS Development & Investment Co.	Director of Ho-Ping Power Company				
	Chairman of Consolidated Resource Company	Director of Hsing Cheng Investment Co., Ltd.				
	Chairman of Taiwan Transport & Storage Co., Ltd.	Director of Tai Ho Farming Co., Ltd.				
	Chairman of CCC USA Corp.	Director of Chiefolk Company Limited				
	Chairman of Continental Carbon Company	Director of Hong Kong Cement Company Limited				
	Director of Synpac (North Carolina), Inc.	Director of Kong On Cement Holdings Ltd.				
Director of Synpac GP Corporation	Director of China Steel Chemical Corporation					
Director of CSRC (BVI) LTD.	Supervisor of TCC (Hangzhou) Management Company Limited, etc.					
Director of CSRC Alpha, Inc.						
Director of CSRC (SINGAPORE) PTE LTD.						
BS in Business dministration, Soochow University	Director of TCC (Hangzhou) Environmental Protection Technology Co., Ltd.	Supervisor of TCC Yingde Cement Co., Ltd.	None	None	None	
	Director of Hong Kong Concrete Company Limited	Supervisor of TCC Yingde New Material Co., Ltd.				
	Director of TCC Fuzhou Cement Co., Ltd.	Supervisor of TCC (Hangzhou) Real Estate Lease Co., Ltd.				
	Director of TCC Fuzhou Yangyu Port Co., Ltd.	Supervisor of Prosperity Conch Cement Company Limited				
	Director of TCC Zhongxin (Anshun) Renewable Resources Technology Company Limited	Supervisor of Da Tong (Guigang) International Logistics Co., Ltd.				
	Director of TCC Hong Kong Cement (International) Limited	Supervisor of Guigang Da-Ho shipping Co., Ltd.				
	Supervisor of TCC Shaoguan Cement Co., Ltd.	Supervisor of Yingjing Xinan New Material Co., Ltd.				
	Supervisor of Anshun Xin Tai Construction Materials Company Limited	Supervisor of Sichuan Taichang Building Material Group Company Limited				
	Supervisor of TCC Guigang Mining Industrial Company Limited	Supervisor of TCC Yingde Mining Industrial Company Limited, etc.				
Supervisor of Yingde Dragon Mountain Cement Co., Ltd.						

Title	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouses and Minor Children		Shares Held in the Names of Others	
					Shares	Ratio %	Shares	Ratio %	Shares	Ratio %
Assistant Vice President and Corporate Governance Manager	R.O.C.	Jia-Ro Lai	Female	2019/4/23	127,648	0.00	246	0.00	None	None
Assistant Vice President	R.O.C.	Kuo-Yuan Li	Male	2021/4/15	131,940	0.00	-	-	None	None
Assistant Vice President	R.O.C.	Cheng-Tao Chiang	Male	2017/8/11	180,216	0.00	-	-	None	None
Chief Information Security Officer	R.O.C.	Nien-Wang Chang	Male	2022/4/11	105,992	0.00	-	-	None	None
Assistant Vice President	R.O.C.	Bin-Chih Wang	Male	2024/4/8	-	-	-	-	None	None
Assistant Vice President	R.O.C.	Jin-Yi Chen	Male	2015/4/13	164,868	0.00	-	-	None	None
Assistant Vice President	R.O.C.	Sharon Lee	Female	2025/11/1	-	-	-	-	None	None
Senior Manager	R.O.C.	Chi-Ching Chen	Male	2023/2/1	75,400	0.00	57	0.00	None	None
Senior Manager	R.O.C.	Hsueh Ching Hsu	Female	2024/2/19	26,819 *1,133	0.00 *0.00	-	-	None	None
Senior Manager	R.O.C.	Chen-Yuan Chen	Male	2024/11/11	5,000	0.00	-	-	None	None
Senior Assistant Manager	R.O.C.	Chu-Tsun Chen	Male	2024/4/26	92,165 *1,639	0.00 *0.00	11,204	0.00	None	None
Senior Assistant Manager	R.O.C.	Tzu-Yang Wu	Male	2025/3/13	7,400	0.00	-	-	None	None
Senior Assistant Vice President	R.O.C.	Huei Sheng Chiou	Male	2021/12/7	-	-	-	-	None	None
Assistant Vice President	R.O.C.	Yin-Hua Chen	Male	2022/4/1	148,428	0.00	-	-	None	None
Assistant Vice President	R.O.C.	Xiu-Fen Lu	Female	2024/2/1	-	-	-	-	None	None
Manager	R.O.C.	Li-Chi Hsiao	Male	2024/3/1	-	-	-	-	None	None

Note 1: When the President or an equivalent position (highest level manager) and the Chairman are the same person, spouses, or first-degree relatives, TCC should disclose the reason, rationale, necessity, and countermeasures (such as increasing the number of independent directors or ensuring that more than half of the directors are not also employees or managers). Due to the diverse business operations of each subsidiary within the TCC Group, the Group CEO is responsible for overseeing the overall management of affiliated enterprises, implementing board resolutions, and supervising the managers of TCC and each affiliated enterprise. This role differs from that of TCC's President. Therefore, the Board of Directors has resolved to appoint a separate President to manage the operations of the Company.

Note 2: Ms. Sharon Lee was newly appointed on November 1, 2025.

Note 3: Mr. Huei Sheng Chiou was relieved of duties on January 1, 2026; Mr.Yin-Hua Chen was relieved of duties on March 20, 2026; Ms. Xiu-Fen Lu was relieved of duties on April 30, 2025; Mr. Li-Chi Hsiao was relieved of duties on December 15, 2025.

Note 4: The "" in this table represents preferred shares.

Education and Experience	Current Positions Held in TCC and Other Companies	Managerial Officers Who are Spouses or Within Second-Degree of Kinship			Notes
		Title	Name	Relation-ship	
MS in Laws, Fu Jen Catholic University	Director of NHOA S.A. Supervisor of Ho Sheng Mining Co., Ltd. Supervisor of TCC Wenshan Environmental Protection Technology Co., Ltd. Supervisor of Ho-Ping Power Company Supervisor of Hualien County Private Hoping Sustainability Charity Foundation, etc.	None	None	None	
Master in Land Economics, National Chengchi University.	Director of TCC Chemical Corporation Supervisor of TCC Asset Management & Development Corporation, etc.	None	None	None	
BS in Chemical Engineering, National Taipei University of Technology	Director and President of TCC Yingde Mining Industrial Company Limited Director and President of TCC Yingde Cement Co., Ltd. Director of TCC (Guangdong) Renewable Resources Technology Company Limited Director of Guigang Conch-TCC New Material Technology Co., Ltd. Director of TCC International (Liuzhou) Limited, etc.	None	None	None	
MBA, National Taipei University MS in Computer and Communication Engineering, National Kaohsiung First University of Science and Technology	None	None	None	None	
Ph.D. in Natural Resources and Environmental Management from National Taipei University	None	None	None	None	
BS in Chemical Engineering, National Taiwan University of Science and Technology	Director of Ho Sheng Mining Co., Ltd. Supervisor of Jin Chang Minerals Corporation, etc.	None	None	None	
MS in National Chung Cheng University of Psychology	None	None	None	None	Note 2
MS in Chemistry, National Taiwan University	None	None	None	None	
Hsinchu Commercial High School Comprehensive High School	None	None	None	None	
BS in Mechanical Engineering, Feng Chia University	None	None	None	None	
BS in Chemical Engineering, Lunghwa University of Science and Technology	None	None	None	None	
BS in Finance and Banking, Feng Chia University	None	None	None	None	
Doctor of Philosophy in Civil Engineering, National Taiwan University	None	None	None	None	Note 3
BS in Mechanical Engineering, National Taipei University of Technology	None	None	None	None	Note 3
MS in Law, Fordham University, USA	None	None	None	None	Note 3
BS in Mechanical Engineering, Da-Yeh University	None	None	None	None	Note 3

2.1.3 Remuneration Paid to Directors, Supervisors, President and Vice Presidents in the Most Recent Year

Directors' Remuneration

Title	Name	Directors' Remuneration							
		Remuneration (A)		Retirement Pension (B)		Directors' Compensation (C)		Business Execution Expenses (D)	
		TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report
Chairman	Chia Hsin R.M.C. Corporation Representative: Nelson An-ping Chang	-	-	-	-	-	-	-	-
		5,400	5,718	-	-	-	-	83	83
Director	Tai Ho Farming Co., Ltd. Representative: Roman Cheng	-	-	-	-	-	-	-	-
		1,200	1,518	-	-	-	-	77	77
Director	CS Development & Investment Co. Representative: Kung-Yi Koo	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	59	59
Director	International CSRC Investment Holdings Co., Ltd. Representative: Kenneth C.M. Lo	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	48	48
Director	Hsing Cheng Investment Co., Ltd. Representative: Yu-Cheng Chiao	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	39	39
Director	C. F. Koo Foundation Representative: Eric Chen Sun Te	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	58	58
Director	Heng Qiang Investment Co., Ltd. Representative: Por-Yuan Wang	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	58	58
Director	Fu Pin Investment Co., Ltd. Representative: Chien Wen	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	58	58
Director	Chia Hsin Cement Corporation Representative: Kang-Lung (Jason) Chang	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	52	52
Director	Chia Hsin Cement Corporation Representative: Liz Wang	-	-	-	-	-	-	-	-
		1,200	1,200	-	-	-	-	83	83
Independent Director	Victor Wang	-	-	-	-	-	-	-	-
		3,000	3,000	-	-	-	-	128	128
Independent Director	Lynette Ling-Tai Chou	-	-	-	-	-	-	-	-
		2,640	2,640	-	-	-	-	134	134
Independent Director	Sherry S. L. Lin	-	-	-	-	-	-	-	-
		2,640	2,640	-	-	-	-	137	137
Independent Director	Man Jung Chan (Note 2)	-	-	-	-	-	-	-	-
		1,432	1,432	-	-	-	-	82	82
Independent Director	Ruu Tian Chang	-	-	-	-	-	-	-	-
		2,400	2,400	-	-	-	-	110	110

1. Please describe the policies, systems, standards, and structures governing independent director remuneration. Additionally, explain how the remuneration amount is determined in relation to factors such as role responsibilities, risks, and time commitment: In addition to considering the results of director performance evaluations, the remuneration for TCC's independent directors is determined in accordance with Article 20 of the Articles of Incorporation. The Remuneration Committee reviews each director's level of participation and contribution to the company operations, ensuring a fair and reasonable linkage between performance risks and remuneration. It also considers TCC's operational performance and industry salary benchmarks to propose reasonable remuneration recommendations to the Board of Directors.
2. In addition to the disclosures in the above table, the remuneration received by TCC's directors for providing services to all companies included in the financial report in the most recent year (such as serving as non-employee consultants) was NT\$0.

Note 1: The amount of expense-recognized pension contributions for TCC in 2025 was NT\$174 thousand, with no actual pension payments made.
Note 2: During the shareholders' meeting in 2025, one independent director was elected.

Unit: NT\$ thousands

The Sum of A, B, C and D, and the Proportion to Net Profit After Tax		Concurrent Remuneration Received as an Employee								The Sum of A, B, C, D, E, F and G, and the Proportion to Net Profit After Tax		Remuneration Received from Investee Companies or the Parent Company, Excluding Subsidiaries
		Salary, Bonuses, and Special Allowances (E)		Retirement Pension (F) (Note 1)		Employee Compensation (G)						
TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report	TCC		All Companies in the Financial Report		TCC	All Companies in the Financial Report	
						Cash Amount	Share Amount	Cash Amount	Share Amount			
-	-	-	-	-	-	-	-	-	-	-	-	-
5,483/-0.05%	5,801/-0.05%	520	520	-	-	-	-	-	-	6,003/-0.05%	6,321/-0.05%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,277/-0.01%	1,595/-0.01%	28,582	33,582	108	108	-	-	-	-	29,967/-0.26%	35,285/-0.30%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,259/-0.01%	1,259/-0.01%	1,616	1,616	65	65	-	-	-	-	2,940/-0.03%	2,940/-0.03%	5,452
-	-	-	-	-	-	-	-	-	-	-	-	-
1,249/-0.01%	1,249/-0.01%	-	-	-	-	-	-	-	-	1,249/-0.01%	1,249/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,239/-0.01%	1,239/-0.01%	-	-	-	-	-	-	-	-	1,239/-0.01%	1,239/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,259/-0.01%	1,259/-0.01%	-	-	-	-	-	-	-	-	1,259/-0.01%	1,259/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,259/-0.01%	1,259/-0.01%	-	-	-	-	-	-	-	-	1,259/-0.01%	1,259/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,252/-0.01%	1,252/-0.01%	-	-	-	-	-	-	-	-	1,252/-0.01%	1,252/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,283/-0.01%	1,283/-0.01%	-	-	-	-	-	-	-	-	1,283/-0.01%	1,283/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
3,128/-0.03%	3,128/-0.03%	-	-	-	-	-	-	-	-	3,128/-0.03%	3,128/-0.03%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
2,774/-0.02%	2,774/-0.02%	-	-	-	-	-	-	-	-	2,774/-0.02%	2,774/-0.02%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
2,777/-0.02%	2,777/-0.02%	-	-	-	-	-	-	-	-	2,777/-0.02%	2,777/-0.02%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
1,514/-0.01%	1,514/-0.01%	-	-	-	-	-	-	-	-	1,514/-0.01%	1,514/-0.01%	-
-	-	-	-	-	-	-	-	-	-	-	-	-
2,510/-0.02%	2,510/-0.02%	-	-	-	-	-	-	-	-	2,510/-0.02%	2,510/-0.02%	-

Remuneration of Group CEO, President, and Vice President

Title	Name	Salary (A)		Retirement Pension (B)		Bonus and Special Allowances (C)	
		TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report
President	Roman Cheng	27,989	28,307	108	108	1,870	6,870
CFO	Randy Yu	6,486	6,486	108	108	6,711	6,711
Vice President	Yu-Jun Yeh	4,487	4,487	108	108	6,022	6,022
Vice President	Feng-Ping Liu	4,087	4,087	108	108	5,654	5,654
Senior Vice President	Chien-Chiang Huang	6,119	7,697	853	853	1,041	1,093
Group CEO	Nelson An-ping Chang	21,077	21,395	1,928	1,928	6,307	6,307
Senior Vice President	Ker-Fu Lu						
Vice President	Bao-Luo Ge						
Vice President	Chien-Chuan Wang						
Chief Information Security Officer	Nien-Wang Chang						

Remuneration Range for Each President and Vice President of TCC	Names of President and Vice Presidents	
	TCC	The Parent Company and all Investee Companies
Less than NT\$1,000,000	-	-
NT\$1,000,000 (inclusive) to NT\$2,000,000 (exclusive)	Nien-Wang Chang	Nien-Wang Chang
NT\$2,000,000 (inclusive) to NT\$3,500,000 (exclusive)	-	-
NT\$3,500,000 (inclusive) to NT\$5,000,000 (exclusive)	-	-
NT\$5,000,000 (inclusive) to NT\$10,000,000 (exclusive)	Nelson An-ping Chang, Chien-Chiang Huang, Ker-Fu Lu, Bao-Luo Ge, Chien-Chuan Wang, Feng-Ping Liu	Nelson An-ping Chang, Chien-Chiang Huang, Ker-Fu Lu, Bao-Luo Ge, Chien-Chuan Wang, Feng-Ping Liu
NT\$10,000,000 (inclusive) to NT\$15,000,000 (exclusive)	Yu-Jun Yeh, Randy Yu	Yu-Jun Yeh, Randy Yu
NT\$15,000,000 (inclusive) to NT\$30,000,000 (exclusive)	Roman Cheng	-
NT\$30,000,000 (inclusive) to NT\$50,000,000 (exclusive)	-	Roman Cheng
NT\$50,000,000 (inclusive) to NT\$100,000,000 (exclusive)	-	-
NT\$100,000,000 and above	-	-
Total	10	10

Unit: NT\$ thousands

Employee Compensation Amount (D)				The Total Amount of A, B, C and D and the Proportion to Net Income After Tax		Remuneration Received from Investee Companies or the Parent Company, Excluding Subsidiaries
TCC		All Companies in the Financial Report		TCC	All Companies in the Financial Report	
Cash Amount	Share Amount	Cash Amount	Share Amount			
0	-	0	-	29,967/ -0.26%	35,285/ -0.30%	-
0	-	0	-	13,305/ -0.11%	13,305/ -0.11%	-
0	-	0	-	10,617/ -0.09%	10,617/ -0.09%	-
0	-	0	-	9,849/ -0.08%	9,849/ -0.08%	-
0	-	0	-	8,013/ -0.07%	9,643/ -0.08%	-
0	-	0	-	29,312/ -0.25%	29,630/ -0.26%	-

Names of Managers Allocated for Employee Compensation and the Allocation Status

December 31, 2025 / Unit: NT\$ thousands

	Title	Name	Share Amount	Cash Amount	Total	Ratio of Total Amount to Net Income After Tax (%)
Manager	Group CEO	Nelson An-ping Chang	—	0	0	0.00%
	President	Roman Cheng				
	Senior Vice President	Chien-Chiang Huang				
	Senior Vice President	Ker-Fu Lu				
	Vice President	Bao-Luo Ge				
	Vice President	Chien-Chuan Wang				
	Vice President	Feng-Ping Liu				
	Vice President	Yu-Jun Yeh				
	CFO and Accounting Chief Officer	Randy Yu				
	Senior Assistant Vice President	Kuo-Yu Tsai				
	Senior Assistant Vice President and Internal Audit Manager	Guo Hong Yeh				
	Senior Assistant Vice President	Yu-Wen Chiu				
	Senior Assistant Vice President	Chia-Pei Wei				
	Senior Assistant Vice President	Yi-Ching Chung				
	Senior Assistant Vice President	Katrina Chen				
	Assistant Vice President	Kung-Yi Koo				
	Assistant Vice President	Cen-Wei Lan				
	Assistant Vice President and Corporate Governance Manager	Jia-Ro Lai				
	Assistant Vice President	Kuo-Yuan Li				
	Assistant Vice President	Cheng-Tao Chiang				
	Assistant Vice President	Yin-Hua Chen				
	Chief Information Security Officer	Nien-Wang Chang				
	Assistant Vice President	Bin-Chih Wang				
	Assistant Vice President	Jin-Yi Chen				
	Assistant Vice President (Note 1)	Sharon Lee				
	Senior Manager	Chi-Ching Chen				
	Senior Manager	Hsueh Ching Hsu				
	Senior Manager	Chen-Yuan Chen				
	Senior Assistant Manager	Chu-Tsun Chen				

	Title	Name	Share Amount	Cash Amount	Total	Ratio of Total Amount to Net Income After Tax (%)
Manager	Senior Assistant Manager	Tzu-Yang Wu				
	Senior Assistant Vice President (Note2)	Huei Sheng Chiou				
	Assistant Vice President (Note2)	Xiu-Fen Lu				
	Manager (Note2)	Li-Chi Hsiao				

Note 1: Ms. Sharon Lee was newly appointed on November 1, 2025.
Note 2: Mr. Huei Sheng Chiou was relieved of duties on January 1, 2026; Ms. Xiu-Fen Lu was relieved of duties on April 30, 2025; Mir. Li-Chi Hsiao was relieved of duties on December 15, 2025.

2.1.4 TWSE/TPEX-listed companies that meet the conditions specified in Article 10, Paragraph 3, Item 2, Sub-item 1 or 5 of these Standards should disclose the remuneration paid to the top five highest-paid executives individually:

Please refer to page 42 of this annual report, "2.1.3 Remuneration Paid to Directors, Supervisors, President and Vice Presidents in the Most Recent Year".

2.1.5 A comparative analysis of the proportion of total remuneration paid to TCC's directors, supervisors, President, and Vice Presidents by both TCC and all companies included in the consolidated financial statements to net income after tax in the individual or separate financial reports for the past two years. Additionally explain the policies, standards and combinations of remuneration, the procedures for determining remuneration, and the relationship of such remuneration with operating performance and future risks

Title	The Proportion of Total Remuneration to Net Income After Tax			
	2025		2024	
	TCC	All Companies in the Financial Report	TCC	All Companies in the Financial Report
Director	-0.25%	-0.26%	1.36%	1.39%
Group CEO, President, and Vice Presidents	-0.87%	-0.93%	1.46%	1.49%

TCC offers a competitive salary structure and generous bonuses to attract, retain, and motivate talent. In line with the principle of sharing operational performance, TCC sets its compensation policy and makes timely adjustments based on actual business conditions and relevant regulations. This approach ensures that directors and managers are not incentivized to engage in risky, compensation-driven behaviors beyond TCC's risk appetite, thereby supporting the long-term development and achievement of TCC's operational goals.

1. Employees

- (1) TCC's overall employee compensation includes monthly salary, year-end bonus, quarterly bonus, and performance bonus. We also refer to market salary levels, company operating conditions, and internal organizational structure to establish reasonable salary standards.
- (2) Annual salary adjustment plans are implemented in a timely manner based on market and industry dynamics and government regulatory requirements.
- (3) Year-end bonuses, quarterly bonuses, and performance bonuses are distributed based on the Company's operating conditions and individual employee performance. Employee compensation is allocated in accordance with Article 25 of the Articles of Incorporation to reward hard work and achievements.

2. Managers

- (1) TCC's overall employee compensation includes monthly salary, year-end bonus, quarterly bonus, and performance bonus. We also refer to market salary levels, company operating conditions, and internal organizational structure to establish reasonable salary standards.
- (2) Annual salary adjustment plans are implemented in a timely manner based on market and industry dynamics and government regulatory requirements.

Short-term performance indicators include the following four major aspects

- Individual contribution (job performance and achievement rate)
- Financial indicators (net profit after tax and growth rate).
- Sustainability indicators (carbon reduction effectiveness, alternative fuel applications, green energy indicators, DEI indicators, and green supply chain procurement).
- Management indicators (talent development, social responsibility, legal compliance, and risk prevention).

Long-term performance indicators are divided into seven major aspects:

- Individual contribution (job performance and achievement rate)
- Financial and operation performance (net profit after tax and growth rate)
- Corporate governance (including regulatory compliance, revenue, and profit).
- Environmental sustainability and circular economy (developing circular economy to achieve circular sustainability goals).
- Talent development and social responsibility (cultivating talent, enhancing employee capabilities and qualities, fostering international perspectives).
- Risk assessment (evaluating long-term risks).
- Other special contributions or major negative events.

3. Directors

- (1) According to Article 4 of the Remuneration Committee Regulations, the performance evaluation and compensation of directors are based on industry salary standards. Individual performance is evaluated based on the performance assessment results, responsibilities, and the company's financial condition to ensure reasonable correlation between personal performance, company operating results, and future risks.

The performance evaluation measurement items for directors should include at least the following six major aspects:

- Understanding of company goals and missions.
- Awareness of director responsibilities.
- Level of participation in company operations.
- Management and communication of internal relationships.
- Director's professional expertise and continuous education.
- Internal control.

- (2) Directors receive a fixed monthly compensation and additionally receive attendance fees based on the number of meetings attended. According to Article 25 of the Articles of Incorporation, no more than one percent of profits shall be allocated as director compensation. This amount will be distributed as director compensation for the current year and based on the performance evaluation results of each director.

2.2 Corporate Governance Operations

2.2.1 Board of Directors Operations

The 25th Board of Directors held a total of 13 meetings (A) from January 1, 2025, to March 24, 2026, and the directors' attendance is as follows:

Title	Name	Actual Attendance (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)	Notes
Chairman	Chia Hsin R.M.C. Corporation Representative: Nelson An-ping Chang	13	0	100%	
Director	Tai Ho Farming Co., Ltd. Representative: Roman Cheng	13	0	100%	
Director	International CSRC Investment Holdings Co., Ltd. Representative: Kenneth C.M. Lo	10	3	77%	
Director	Hsing Cheng Investment Co., Ltd. Representative: Yu-Cheng Chiao	9	4	69%	
Director	C. F. Koo Foundation Representative: Eric Chen Sun Te	12	1	92%	
Director	Chia Hsin Cement Corporation Representative: Kang-Lung (Jason) Chang	11	2	85%	
Director	Heng Qiang Investment Co., Ltd. Representative: Por-Yuan Wang	11	2	85%	
Director	CS Development & Investment Co. Representative: Kung-Yi Koo	12	1	92%	
Director	Fu Pin Investment Co., Ltd. Representative: Chien Wen	12	1	92%	
Director	Chia Hsin Cement Corporation Representative: Liz Wang	13	0	100%	
Independent Director	Victor Wang	12	1	92%	
Independent Director	Lynette Ling-Tai Chou	13	0	100%	
Independent Director	Sherry S. L. Lin	13	0	100%	
Independent Director	Ruu Tian Chang	12	1	92%	
Independent Director	Man Jung Chan	9	1	90%	Elected during the shareholders' meeting on May 27, 2025.

Other Matters to be Recorded:

1. If any of the following circumstances occur in the operation of the Board of Directors, the Board meeting date, term, proposal details, opinions of all independent directors, and the handling of the independent directors' opinions shall be specified:

(1) Matters listed in Article 14-3 of the Securities and Exchange Act: TCC has established an Audit Committee, therefore Article 14-3 of the Securities and Exchange Act does not apply. Please refer to "2.2.2 Audit Committee Operations" on page 60 of this annual report for details.

(2) Other than the matters, any other resolutions passed by the Board of Directors with objections or reservations from independent directors that are recorded or stated in writing: No such circumstance.
2. The status of directors' recusal from agenda items involving conflicts of interest shall be disclosed, including the names of the directors, the content of the proposals, the reasons for such recusal, and their participation in the voting:

Meeting Date	Proposal Details	Reasons and Circumstances of Recusal Due to Conflicts of Interest
2025/8/13 The 15th Meeting of the 25th Board of Directors	Temporary Motion Item: In response to the fire incident at the Company's subsidiary, Molie Quantum Energy Corporation, on July 14, 2025, which resulted in significant losses for the Company, it is proposed to implement a salary reduction measure for the Company's managers.	Meeting Proceedings: Except for Chairman Nelson An-ping Chang, Director Roman Cheng, Director Kung-Yi Koo, and other attending managers recused themselves from the case due to conflicts of interest. Resolution: Except for Chairman Nelson An-ping Chang, Director Roman Cheng, Director Kung-Yi Koo, and other attending managers recused themselves from the discussion due to conflicts of interest. After the board's review, the decision on salary reduction should be based on the voluntary expression of internal managers and should be processed after submitting the relevant documents.
2025/12/04 The 18th Meeting of the 25th Board of Directors	Discussion Item 5: The proposal to establish TCC's 2026 employee performance (including managers) salary adjustment plan.	Meeting Proceedings: Chairman Nelson An-ping Chang declined the bonuses (for Items 5 to 7) before the start of Item 5. Director Roman Cheng and Director Kung-Yi Koo recused themselves and left the meeting due to conflicts of interest for Items 5 to 7, and all managers also recused themselves and left the meeting. Resolution: Director Roman Cheng, Director Kung-Yi Koo, and managers in attendance recused themselves and left the meeting due to conflicts of interest and did not participate in the discussion or voting on this case. This case was approved by the 9th Meeting of the 6th Remuneration Committee and was unanimously approved by all attending directors present without objection upon the inquiry of the Chairman.
	Discussion Item 6: The proposal for the total amount of performance bonuses (including managers) for TCC in 2025.	Meeting Proceedings: Chairman Nelson An-ping Chang declined the bonuses (for Items 5 to 7) before the start of Item 5. Director Roman Cheng and Director Kung-Yi Koo recused themselves and left the meeting due to conflicts of interest for Items 5 to 7, and all managers also recused themselves and left the meeting. Resolution: Director Roman Cheng, Director Kung-Yi Koo, and managers in attendance recused themselves and left the meeting due to conflicts of interest and did not participate in the discussion or voting on this case. This case was approved by the 9th Meeting of the 6th Remuneration Committee and was unanimously approved by all attending directors present without objection upon the inquiry of the Chairman.
	Discussion Item 7: The proposal for the 2025 estimated performance bonus for the CEO of TCC.	Meeting Proceedings: Chairman Nelson An-ping Chang declined the bonuses (for Items 5 to 7) before the start of Item 5. Director Roman Cheng and Director Kung-Yi Koo recused themselves and left the meeting due to conflicts of interest for Items 5 to 7, and all managers also recused themselves and left the meeting. Resolution: Director Roman Cheng, Director Kung-Yi Koo, and managers in attendance recused themselves and left the meeting due to conflicts of interest and did not participate in the discussion or voting on this case. This case was approved by the 9th Meeting of the 6th Remuneration Committee and was unanimously approved by all attending directors present without objection upon the inquiry of the Chairman.
2026/1/13 The 20th Extraordinary Meeting of the 25th Board of Directors	Discussion Item 2: The proposal to adjust the leasing conditions for the superficies rights of the subsidiary Molie Quantum Energy Corporation	Meeting Proceedings: The chairman of this case, Mr. Nelson An-ping Chang, concurrently serves as the chairman of Molie Quantum Energy Corporation, its parent company E-One Moli Energy Corp., and TCC Recycle Energy Technology Company. The director, Mr. Roman Cheng, is a director of E-One Moli Energy Corp., and director, Mr. Kung-Yi Koo is the chairman of International CSRC Investment Holdings Co., Ltd. and serves as a director of TCC Recycle Energy Technology Company. International CSRC Investment Holdings Co., Ltd. is a shareholder of TCC Recycle Energy Technology Company. Therefore, the three individuals will recuse themselves from the discussion and vote on this proposal due to potential conflicts of interest. Director Mr. Kenneth C.M. Lo will act as the proxy chairman. Resolution: Chairman Mr. Nelson An-ping Chang concurrently serves as the chairman of Molie Quantum Energy Corporation, its parent company E-One Moli Energy Corp., and TCC Recycle Energy Technology Company. Director Mr. Roman Cheng serves as a director of E-One Moli Energy Corp., and Director Mr. Kung-Yi Koo serves as the chairman of International CSRC Investment Holdings Co., Ltd. and as a director of TCC Recycle Energy Technology Company. International CSRC Investment Holdings Co., Ltd. is a shareholder of TCC Recycle Energy Technology Company. Therefore, the three individuals recused themselves from the meeting due to potential conflicts of interest and did not participate in the discussion and vote on this proposal. Director Mr. Kenneth C.M. Lo acted as the proxy chairman. This proposal was approved by the 19th Extraordinary Meeting of the 4th Audit Committee and was passed without objection by all attending directors after being inquired by the proxy chairman.
2026/3/11 The 22nd Meeting of the 25th Board of Directors	Discussion Item 12: The proposal for the 2025 distribution of compensation for employees and directors at TCC.	Meeting Proceedings: All attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. Resolution: For this case, all attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. The meeting was chaired by Independent Director Victor Wang. This case was approved by the 10th meeting of the 6th Remuneration Committee and submitted to the Board of Directors for review. After the Chairman consulted all independent directors, the proposal was approved without objection.

3. TWSE/TPEX listed companies should disclose information about the evaluation period, scope, method, and details of the Board's self (or peer) evaluation:

To implement corporate governance and enhance the function of the Board of Directors, TCC established the Board of Directors Performance Evaluation Method on March 28, 2018. In addition to conducting an annual self-evaluation, an external evaluation is also required at least once every three years, performed by a team of external experts and scholars. The results of the internal and external performance evaluations of the Board of Directors should be completed by the end of the first quarter of the following year.

The evaluation details are as follows:

Evaluation cycle	Evaluation period	Evaluation scope	Evaluation method	Evaluation items	Evaluation results
Conducted once a year (internal evaluation)	2025/01/01-2025/12/31	Board of Directors, individual board members, and functional committees	Self-performance evaluation of the Board of Directors, board members, and functional committees the assessment method is conducted internally and managed by the Corporate Governance Manager and the Board Secretariat. It is carried out using internal questionnaires, which evaluate the Board's operations, directors' participation, directors' assessment of the Board's operations, directors' self-assessment of their participation, and the evaluation of each functional committee.	Board of Directors performance evaluation	1. Level of participation in company operations. 2. Improving the quality of board decisions. 3. Composition and structure of the Board of Directors. 4. Selection and continuing education of directors. 5. Internal control.
				Director Member (Self) Performance Evaluation	1. Understanding of company goals and missions 2. Awareness of director's responsibilities 3. Level of participation in company operations 4. Management and communication of internal relationships 5. Director's professional expertise and continuous education 6. Internal control
				Audit Committee Performance Evaluation	1. Level of participation in company operations 2. Understanding of Audit Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Audit Committee composition and member selection 5. Internal control
				Remuneration Committee Performance Evaluation	1. Level of participation in company operations 2. Understanding of Remuneration Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Remuneration Committee composition and member selection
				Nomination Committee Performance Evaluation	1. Level of participation in company operations 2. Understanding of Nomination Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Nomination Committee composition and member selection

The self-assessment results of TCC's Board of Directors, board members, Audit Committee, Remuneration Committee, Nomination Committee, Risk Management Committee, Corporate Sustainable Development Committee, and Information Security Management Committee for 2025 yielded an overall average score of 4.9 points (out of a maximum of five points). All scores are above the standard, with no major areas identified for improvement. The assessment results were reported to the directors at the Board meeting on March 11, 2026, and will serve as a reference for the performance, compensation, and nomination for reappointment of the Board and functional committee members.

Evaluation cycle	Evaluation period	Evaluation scope	Evaluation method	Evaluation items	Evaluation results
Should be Conducted once every three years (external evaluation)	2025/01/01-2025/12/31	The Board of Directors and individual board members	The performance evaluation of the Board of Directors and the self-evaluation of directors for 2025 were conducted by the end of the year, with TCC engaging KPMG Advisory Services Co., Ltd., an external professional independent institution, to conduct the performance evaluation of the Board of Directors. KPMG Advisory Services Co., Ltd. is an independent, professional institution specializing in corporate governance system measurement and board effectiveness (performance) assessments. The institution and its assessment committee members have no business dealings with TCC, ensuring their independence. The evaluation method was conducted through questionnaires, data analysis, and interviews, and a performance evaluation report was issued based on the evaluation results.	Risk Management Committee Evaluation	1. Level of participation in company operations 2. Understanding of Risk Management Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Risk Management Committee composition and member selection 5. Internal control
				Corporate Sustainable Development Committee Evaluation	1. Level of participation in company operations 2. Understanding of Corporate Sustainable Development Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Corporate Sustainable Development Committee composition and member selection
				Information Security Management Committee Evaluation	1. Level of participation in company operations 2. Understanding of Information Security Committee responsibilities 3. Enhancing the decision-making quality of functional committees 4. Information Security Committee composition and member selection 5. Internal control
				The Board of Directors evaluation	There are nine key aspects, with a total of 82 evaluation questions: 1. Building an effective Board of Directors 2. Effective operation of the Board 3. Professional development and continuing education 4. Corporate foresight 5. Fulfillment of responsibilities 6. Management of the executive level 7. Creation of corporate culture 8. Communication with stakeholders 9. Performance evaluation
				Director Member Evaluation	Six major aspects and a total of 26 evaluation questions: 1. Understanding of company goals and missions 2. Awareness of director's responsibilities 3. Professional development and continuing education 4. Fulfillment of responsibilities 5. Level of participation in company operations 6. Management and communication of internal relationships

KPMG Advisory Services Co., Ltd. issued a performance evaluation report on TCC's Board of Directors on February 5, 2026, with an overall evaluation result of "excellent". The report was presented to the Board of Directors on March 11, 2026.

1. Comprehensive results of external expert evaluation: TCC's Board of Directors has established relevant policies and procedures pursuant to laws and domestic corporate governance indicators.

TCC's Board of Directors consists of directors with relevant professional expertise and capabilities, with responsibilities appropriately allocated based on their experience. This has allowed the Board and its committees to operate effectively, earning an overall evaluation result of "excellent."

2. External expert recommendations: The performance evaluation of each aspect of the Board of Directors is excellent, and there is no need for immediate improvements

3. Implementation of improvements: In response to the rapid evolution of AI technology and the group's ongoing efforts to drive transformation, we will flexibly invite experts from relevant fields to provide professional advice as needed. The company will plan more learning courses related to AI and sustainable development to help board members continuously deepen their understanding of these topics, thereby enhancing their overall decision-making perspective and judgment capabilities.

Note 1: The external performance evaluation report and internal self-evaluation report of TCC's Board of Directors have been disclosed on the company website.

Note 2: Between January 1, 2025, and December 31, 2025, the overall attendance rate of TCC's 25th Board of Directors was 90% (the director attendance rate must reach 80% as stipulated in the Regulations for Director Self-Evaluation).

4. Goals for strengthening the functions of the Board of Directors in the current and recent years (such as establishing an Audit Committee and enhancing information transparency) and implementation assessment:

- (1) To strengthen the functions of the Board of Directors, TCC has established the following functional committees and disclosed their operations:
- i. Audit Committee (please refer to "2.2.2 Audit Committee Operations" on page 60 of this annual report)

ii. Remuneration Committee (please refer to "2.2.4 Remuneration Committee Operations" on page 74 of this annual report)

iii. Nomination Committee (please refer to "2.2.5 Nomination Committee Operations" on page 75 of this annual report)

iv. Risk Management Committee
- Professional qualification, experience, and status of the Risk Management Committee

Establishment Information	To strengthen risk assessment and enhance management functions, TCC resolved in the 5th meeting of the 25th Board of Directors on August 13, 2024, to establish the Risk Management Committee and to formulate the new Risk Management Policy. The committee consists of six members (including four independent directors). The previous Risk Management Executive Committee and Risk Management Policy and Principles were simultaneously abolished.
Main Responsibilities	• Review risk management policies and framework and regularly evaluate their applicability and implementation effectiveness. • Approve risk appetite (risk tolerance) to guide resource allocation. • Ensure that risk management mechanisms are fully equipped to address the risks faced by the company and integrate them into daily operational processes. • Approve the prioritization of risk control and risk levels. • Review the implementation of risk management and provide necessary recommendations to report to the Board of Directors. • Review risk-related systems, regulations, mechanisms, issues, or cases that are required to be reported to the Board of Directors by regulatory authorities and various risk policies. • Execute risk management decisions made by the Board of Directors

The 3rd Risk Management Committee					
Term of Office	Committee member term of office is from August 13, 2024, to May 20, 2027				
Meeting Information	A total of three meetings were held (A) from January 1, 2025 to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)
Independent Director/ Convener	Sherry S. L. Lin	Professional Qualifications: Professional expertise in risk management, international markets, and ESG Highest Education and Professional Experience: LLB, National Taiwan University Chairman of Bar Koo Investment Corporation Special Consultant at Lee and Li, Attorneys-at-Law	3	0	100%
Director/ Committee Member	Liz Wang	Professional Qualifications: Professional expertise in ESG Highest Education and Professional Experience: MBA, Waseda University CEO of Chia Hsin Cement Corporation Vice Chairman of TAS Board	3	0	100%
Independent Director/ Committee Member	Victor Wang	Professional Qualifications: Professional expertise in financial risk management. Highest Education and Professional Experience: EMBA, National Taiwan University Director of Yageo Corporation Former Chief Operating Officer and Vice Chairman of Audit Services Department at Deloitte Taiwan	3	0	100%

The 3rd Risk Management Committee					
Term of Office	Committee member term of office is from August 13, 2024, to May 20, 2027				
Meeting Information	A total of three meetings were held (A) from January 1, 2025 to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)
Independent Director/ Committee Member	Lynette Ling-Tai Chou	Professional Qualifications: Professional expertise in auditing and accounting control. Highest Education and Professional Experience: PhD of Accounting, University of Houston Independent Director of Next Bank Co., Ltd. Dean of Student Affairs, Deputy Dean of the College of Commerce, and Department Chair of Accounting at National Chengchi University	3	0	100%
Independent Director/ Committee Member	Ruu Tian Chang	Professional Qualifications: Professional expertise in information technology. Highest Education and Professional Experience: MBA, University of Minnesota System Executive Vice President of Gartner Group Taiwan Limited	3	0	100%
Independent Director/ Committee Member	Man Jung Chan (Note 1)	Professional Qualifications: Professional expertise in international market perspective and risk management. Highest Education and Professional Experience: PHD of Political Economy Boston University Honorary Chief Strategy Officer, Health Asia Co., Ltd. Independent Director, Standard Chartered Bank Taiwan	2	0	100%

The implementation of the meeting is as follows:

Meeting Date	Meeting Highlights	Meeting Results	Handling of Committee Opinions
2025/3/12 The 2nd meeting of the 3rd Risk Management Committee	• Report on the 2024 risk management implementation of TCC and updates to the strategic, operational, financial, and climate risk identification matrix for 2025. • Report on the achievement of TCC's "2024 Climate-related Performance Indicators" and the "Setting of Climate-related Performance Targets for 2025." • Proposal to amend TCCs "Risk Management Policy."	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on March 12, 2025. All attending directors approved as proposed.
2025/11/12 The 3rd meeting of the 3rd Risk Management Committee	• Report on the fire incident at the subsidiary Molie Quantum Energy Corporation on July 14, 2025, the recognition of losses in the third quarter financial report, countermeasures, and subsequent handling report. • Report on the current status of asset and business interruption insurance for TCC Group Holdings in Taiwan and China, incidents and claims progress in 2025. • Report on the external overflow of wastewater incident at the Tainan RMC plant, the resolution of the suspension and fines imposed by the Environmental Protection Bureau. • Report on the achievement status of the "2025 Climate-Related Performance Indicators" as of the third quarter of this year. • Approval of mitigation measures for major accidental risk events, risk appetite, and control limits. • Revision of the company's 2025 risk assessment matrix update.	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on November 12, 2025. All attending directors approved as proposed.
2026/3/11 The 4th meeting of the 3rd Risk Management Committee	• Report on the mitigation measures and the subsequent implementation of risk controls for the Group's major incident risk events as of December 31, 2025. • Report on the incident details, subsequent handling, and countermeasures regarding the fire accident at the Suao Plant on November 21, 2025. • Report on the implementation of risk management for the year 2025. • Report on the achievement status of the "2025 Climate-Related Performance Indicators" as of the "Setting of 2026 Climate-Related Performance Targets." • Report on the progress of the efforts to enhance risk and business continuity management. The Company is preparing to introduce the ISO 31000 Risk management (ERM) and the ISO 22301 Business Continuity Management system (BCM). • Amendment to the Company's "Risk Management Policy". • Revision of the Company's 2026 Risk Identification and Prioritization Guidelines.	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on March 11, 2026. All attending directors approved as proposed.

Note 1: Ms. Man Jung Chan was newly appointed on June 4, 2026.
Note 2: For more information, please refer to the Investor section on TCC's official website -> Corporate Governance -> Committee

v. Corporate Sustainable Development Committee

Professional qualification, experience, and status of the Corporate Sustainable Development Committee

Establishment Information	To actively promote and implement corporate sustainability, ethical management, and social responsibility, and to align with TCC's future international operations, the Board of Directors resolved to establish the Corporate Sustainable Development Committee on July 15, 2021. The Committee consists of six directors (including three independent directors).
Main Responsibilities	The Committee is responsible for decision-making and overseeing TCC's sustainability development work, including three major areas: Corporate Governance (G), Environment (E), and Social (S). Its goal is to strengthen TCC's management system, promote environmental conservation, and fulfill social responsibilities, thereby enabling the Board of Directors to effectively protect the rights and interests of TCC, employees, shareholders, and stakeholders.

The 2nd Corporate Sustainable Development Committee					
Term of Office	Committee member term of office is from May 28, 2024, to May 20, 2027.				
Meeting Information	A total of five meetings were held (A) from January 1, 2025, to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)
Chairman/ Convener	Nelson An-ping Chang	Professional Qualifications: Management and leadership decision-making expertise to guide TCC in achieving sustainable development goals. Highest Education and Professional Experience: MBA, School of Business Administration, New York University Chairman of Taiwan Cement Corporation Group CEO of Taiwan Cement Corporation Chairman of NHOA S.A.	5	0	100%
Director/ Committee Member	Roman Cheng	Professional Qualifications: Professional expertise in ESG. Highest Education and Professional Experience: Master's degree in business administration, National Chengchi University President of Taiwan Cement Corporation	5	0	100%
Director/ Committee Member	Liz Wang	Professional Qualifications: Professional expertise in ESG. Highest Education and Professional Experience: MBA, Waseda University Chief Executive Officer of Chia Hsin Cement Corporation Vice Chairman of TAS Board	5	0	100%
Independent Director/ Committee Member	Victor Wang	Professional Qualifications: Served as an independent director for several listed companies and understands the importance of corporate sustainable development. Highest Education and Professional Experience: EMBA, National Taiwan University Director of Yageo Corporation Former Chief Operating Officer and Vice Chairman of Audit Services Department at Deloitte Taiwan	5	0	100%
Independent Director/ Committee Member	Lynette Ling-Tai Chou	Professional Qualifications: Professional expertise in ESG evaluation, accounting control, and other related fields. Highest Education and Professional Experience: PhD of Accounting, University of Houston Independent Director of Next Commercial Bank Co., Ltd. Dean of Student Affairs, Deputy Dean of the College of Commerce, and Department Chair of Accounting at National Chengchi University	5	0	100%
Independent Director/ Committee Member	Sherry S. L. Lin	Professional Qualifications: Professional expertise in ESG evaluation, accounting control, and other related fields. Highest Education and Professional Experience: LLB, National Taiwan University Chairman of Bar Koo Investment Corporation Special Consultant at Lee and Li, Attorneys-at-Law	5	0	100%

The implementation of the meeting is as follows:

Meeting Date	Meeting Highlights	Meeting Results	Handling of Committee Opinions
2025/3/12 The 4th Meeting of the 2nd Corporate Sustainable Development Committee	- TCC's challenges and outlook for sustainability development in 2025. - In accordance with the Roadmap for Taiwan listed companies to align with IFRS Sustainability Disclosure Standards and related regulations issued by the Financial Supervisory Commission, TCC presented the implementation of the introduction plan to the Board of Directors in the first quarter of this year and has since been monitoring the project's progress on a quarterly basis. - Likewise, for phase Two of the Financial Supervisory Commission's listed companies' sustainable development roadmap, the integration status of subsidiaries' greenhouse gas inventory, progress reports must be submitted to the Board of Directors on a quarterly basis.	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on March 12, 2025. All attending directors approved as proposed.
2025/5/13 The 5th Meeting of the 2nd Corporate Sustainable Development Committee	- Progress of TCC's Adoption of International IFRS Standards due to the Requirements of the Financial Supervisory Commission. 2025 TCC Group Greenhouse Gas Inventory Plan. - Discussion on the proposed amendment to TCC's "Climate-Related Public Participation and Management Regulations."	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on May 13, 2025. All attending directors approved as proposed.
2025/8/13 The 6th Meeting of the 2nd Corporate Sustainable Development Committee	- Progress of TCC's Adoption of International IFRS Standards due to the Requirements of the Financial Supervisory Commission. 2025 TCC Group Greenhouse Gas Inventory Plan. - Discussion on TCC 2024 Sustainability Report. - Discussion on the Revision of TCC "Corporate Social Responsibility Best Practice Guidelines". - Discussion on the Revision of TCC "Environmental Protection Policy".	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on August 13, 2025. All attending directors approved as proposed.
2025/12/04 The 7th Meeting of the 2nd Corporate Sustainable Development Committee	- Progress of TCC's Adoption of International IFRS Standards due to the Requirements of the Financial Supervisory Commission. 2025 TCC Group Greenhouse Gas Inventory Plan.	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on December 4, 2025. All attending directors approved as proposed.
2026/3/11 The 8th Meeting of the 2nd Corporate Sustainable Development Committee	- Progress of TCC's Adoption of International IFRS Standards due to the Requirements of the Financial Supervisory Commission. 2026 TCC Group Greenhouse Gas Inventory Plan	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on March 11, 2026. All attending directors approved as proposed.

Note: For more information, please refer to the Investor section on TCC's official website -> Corporate Governance -> Committees

vi. Information Security Management Committee

Professional qualifications, experience, and status of the Information Security Management Committee:

Establishment Information	To strengthen the control and supervision of information security risks, protect corporate assets, improve the company structure, and enhance the functions of the Board of Directors, TCC has established an Information Security Management Committee in accordance with Article 27 of the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies. TCC resolved to establish this Committee at the 5th meeting of the 25th Board of Directors on August 13, 2024, and appointed three independent directors to serve on it.
Main Responsibilities	• Review information security management policies, formulate information security management framework and organizational functions, and regularly examine the development, implementation, and execution results of TCC's overall information security management mechanism. • Review the information security management mechanism for new businesses. • Approve the review and response measures for losses from major information security incidents. • Review matters that need to be reported to the Board of Directors as stipulated or required by regulatory authorities, the Board of Directors, and various information security policies. • In the event of a major temporary information security incident, the Information Security Management Team will take immediate action and submit a report to the Information Security Committee within two weeks for post-event ratification.

The 1st Information Security Management Committee					
Term of Office	Committee member term of office is from August 13, 2024, to May 20, 2027				
Meeting Information	A total of one meeting was held (A) from January 1, 2025, to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate(%) (B/A)
Independent Director/ Convener	Ruu Tian Chang	Professional Qualifications: Professional expertise in information technology. Highest Education and Professional Experience: MBA, University of Minnesota System Executive Vice President of Gartner Group Taiwan Limited	1	0	100%
Independent Director/ Committee Member	Victor Wang	Professional Qualifications: Professional expertise in financial risk management. Highest Education and Professional Experience: EMBA, National Taiwan University Director of Yageo Corporation Former Chief Operating Officer and Vice Chairman of Audit Services Department at Deloitte Taiwan	1	0	100%
Independent Director/ Committee Member	Sherry S. L. Lin	Professional Qualifications: Professional expertise in risk management, international markets, and ESG. Highest Education and Professional Experience: LLB, National Taiwan University Chairman of Bar Koo Investment Corporation Special Consultant at Lee and Li, Attorneys-at-Law	1	0	100%

The implementation of the meeting is as follows:

Meeting Date	Meeting Highlights	Meeting Results	Handling of Committee Opinions
2025/12/4 The 3rd Meeting of the 1st Information Security Management Committee	Report on enterprise group information security.	All attending committee members approved as proposed.	Submitted to the Board of Directors for reporting on December 4, 2025. All attending directors approved as proposed.

Note: For more information, please refer to the Investor section on TCC's official website -> Corporate Governance -> Committees

- (2) Regarding the diversity policy and implementation status of TCC's Board of Directors, please refer to "2.1.1 Directors' Information 2. Board Diversity and Independence" on page 29 of this annual report.
- (3) The 25th Board of Directors held thirteen board meetings from January 1, 2025, to March 24, 2026. Both boards complied with TCC's Regulations Governing Procedure for Board of Directors Meetings in terms of procedures and implementation of recusal due to conflicts of interest in each meeting, as well as the requirement to hold at least one meeting per quarter as specified in the regulations. Furthermore, important proposals were disclosed on the Market Observation Post System (MOPS) in accordance with the law, and on TCC's website to ensure timely, transparent information disclosure, strengthening board governance, enhancing supervisory functions, and improving management capabilities.
- (4) Other Board Governance

About Corporate Governance

- i. In January 2026, TCC completed the self-performance evaluation of the Board of Directors, individual directors, and functional committees. Additionally, TCC commissioned KPMG Advisory Services to complete the 2025 external board performance evaluation by the end of 2025. The evaluation results were reported to the directors at the Board meeting on March 11, 2026.
- ii. Corporate governance evaluation report.
- iii. Report on ESG implementation results.
- iv. Information security report.
- v. Ethical management report.

About Legal Matters

TCC's Corporate Governance Manager and Board Secretariat regularly update directors on legal development, either through email, paper notifications, or arrange for external professionals (such as accountants or lawyers) to provide explanations to directors before or during meetings.

Director Training

Each year, TCC invites experts to conduct courses based on the latest regulations and in consideration of operational directions, projects, or economic conditions. In 2025, TCC collaborated with the Taiwan Sustainable Energy Research Foundation (TSERF) to conduct courses on "Deepening Risk Management and Building Corporate Operational Resilience", "Insider Trading and Corporate Governance", "Prevention of Unlawful Workplace Conduct" and "Sustainability-Driven Global Transformation and New Challenges in Corporate Governance".

For information on individual directors' training, please refer to page 72, "2.2.3 The operation of corporate governance and the differences and reasons between it and the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies," Note 2 on directors' training.

2.2.2 Audit Committee Operations

Establishment Information:

To strengthen the internal supervisory mechanism of corporate governance and enhance operational effectiveness, TCC established the Audit Committee in place of supervisors on June 27, 2012, in accordance with the Securities and Exchange Act. The committee is composed entirely of independent directors.

Main Responsibilities Include Reviewing or Handling the Following Matters:

- Establishment or amendment of internal control systems in accordance with Article 14-1 of the Securities and Exchange Act.
- Assessment of the effectiveness of the internal control system.
- Establishment or amendment of procedures for significant financial and business activities such as acquisition or disposal of assets, derivatives trading, loans to others, endorsements or guarantees for others in accordance with Article 36-1 of the Securities and Exchange Act.
- Matters involving directors' interests.
- Significant transactions of assets or derivatives.
- Significant loans, endorsements, or provision of guarantees.
- Fundraising, issuance or private placement of equity securities.
- Appointment, dismissal, or compensation of certified public accountants.
- Appointment or dismissal of financial, accounting, or internal audit managers.
- Annual financial reports.
- Merger and acquisition matters regulated by the Business Mergers and Acquisitions Act.
- First quarter to third quarter financial reports.
- Approval of annual audit and non-audit services provided by TCC's CPAs.
- Communication with TCC's CPAs.
- Negotiation of disagreements between management and the Company's CPAs regarding financial reporting.
- Discussion with management and the Company's CPAs regarding other financial information and reports required by the U.S. Securities Exchange Act.
- Other material matters stipulated by the Company or the regulatory authorities.
- Annual financial reports:
The Board of Directors has prepared TCC's business report, financial statements, and earnings distribution proposal for 2025. The financial statements have been audited by Deloitte Taiwan, which has issued an audit report. The aforementioned business report, financial statements, and earnings distribution proposal have been reviewed by the Audit Committee and found to be satisfactory.

Members, professional qualifications, and independence:

Regarding the Audit Committee members and their professional qualifications and independence, please refer to "2.1.1 Director Information" on page 10 and "1. Information Disclosure of Directors' Expertise and Independence of Independent Directors" on page 26 of this annual report.

The 4th Audit Committee (term from May 21, 2024, to May 20, 2027) held a total of twelve meetings (A) from January 1, 2025, to March 24, 2026. The attendance of independent directors is as follows:

Title	Name	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)	Notes
Independent Director/Convener	Victor Wang	11	1	92%	
Independent Director/Member	Lynette Ling-Tai Chou	12	0	100%	
Independent Director/Member	Sherry S. L. Lin	12	0	100%	
Independent Director/Member	Ruu Tian Chang	11	1	92%	
Independent Director/Member	Man Jung Chan	8	1	89%	Elected during the shareholders' meeting on May 27, 2025.

Other Matters to be Recorded:

1. If any of the following circumstances occur in the operation of the Audit Committee, the date of the Audit Committee meeting, session, proposal details, independent directors' objections, reservations or significant recommendations, the resolution of the Audit Committee, and TCC's response to those opinions shall be specified.

(1) Matters listed in Article 14-5 of the Securities and Exchange Act:

Audit Committee Meeting Date	Proposal Details	Audit Committee Resolution	TCC's Response to Audit Committee's Opinions
2025/3/12 The 9th Meeting of the 4th Audit Committee	TCC's 2024 individual financial statements and consolidated financial statements.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	TCC's regular assessment of the professionalism, competence, and independence of the CPAs.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	The Company's CPA audit fee for the fiscal years 2025 to 2027.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	TCC proposes to increase the endorsement guarantee amount to 600 million euros for its 100% owned Dutch subsidiary TCC Dutch Holdings B.V. for issuing green corporate bonds and/or arranging green syndicated loans.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposed issuance of the Company's "Statement on Internal Control System" for the fiscal year 2024.	All attending committee members approved as proposed.	All attending directors approved as proposed.
2025/5/13 The 11th Meeting of the 4th Audit Committee	Proposal for the Consolidated Financial Report of the First Quarter of 2025.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposal for a Joint Redevelopment Project with the Employees' Welfare Committee of Taiwan Cement Corporation (a corporate foundation) for the Reconstruction of the 'TCC Dormitory' Due to Building Deterioration, Aimed at Ensuring Safety, Enhancing Asset Value, and Implementing the Group's Sustainability Strategy.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposal to Lease the Nanzih Plant from Fong Sheng Enterprise Co., Ltd. to Maintain Stable Profitability Following the Expiration of the Current Nanzih Branch Lease.	All attending committee members approved as proposed.	All attending directors approved as proposed.
2025/6/4 The 12th Meeting of the 4th Audit Committee	Proposal to Sell Land Parcels No. 16 and No. 127 in the TCC Section of the Commercial District in Zhudong Township, Hsinchu County, to Accelerate Asset Revitalization and Improve Capital Utilization Efficiency.	All attending committee members approved as proposed.	All attending directors approved as proposed.
2025/6/30 The 13th Meeting of the 4th Audit Committee	Proposal for the Company to Implement the Sixth Treasury Stock Transfer to Employees.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	The Company proposes to implement the seventh treasury stock repurchase plan to maintain corporate credit and protect shareholders' interests.	All attending committee members approved as proposed.	All attending directors approved as proposed.
2025/8/13 The 14th Meeting of the 4th Audit Committee	Proposal Regarding the Disclosure of Subsequent Events in the Company's Consolidated Financial Statements and Notes for the Second Quarter of 2025, pertaining to the Financial Impact of the Fire Loss Incurred by the Subsidiary, Molie Quantum Energy Corporation.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposal for the Transfer by the Subsidiary, TCC Green Energy Corporation, of 351,200,000 Shares of Common Stock of TCC Lien-Hsin Green Energy Corporation Ltd. to the Subsidiary, TCC Energy Storage Technology Corporation.	All attending committee members approved as proposed.	All attending directors approved as proposed.
2025/11/12 The 16th Meeting of the 4th Audit Committee	Consolidated Financial Report of the Third Quarter of 2025.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposal for the issuance of unsecured corporate bonds in an amount not exceeding NT\$20 billion.	All attending committee members approved as proposed.	All attending directors approved as proposed.
	Proposal for a capital increase in the subsidiary, NHOA.TCC Technology Limited, to improve its financial structure.	All attending committee members approved as proposed.	All attending directors approved as proposed.

Audit Committee Meeting Date	Proposal Details	Audit Committee Resolution	TCC's Response to Audit Committee's Opinions
2025/12/4 The 17th Meeting of the 4th Audit Committee	2025 Update and Remuneration Plan for the T-P Investment Oliver 2 Project.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal for the capacity replacement and related asset disposal of the Company's China invested cement subsidiaries in accordance with regulations.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal for a capital increase of NT\$2.7 billion in the subsidiary, TCC Recycle Resources Co., Ltd.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal for the formulation of the 2026 Internal Audit Plan.	All attending committee members approved as proposed.	All attending directors approved as proposed
2025/12/18 The 18th Meeting of the 4th Audit Committee	Proposal for the Nanzih Branch to lease the Nanzih Plant owned by Fong Sheng Industrial Co., Ltd. (hereinafter referred to as "Fong Sheng") to ensure continuous service for customers in Kaohsiung.	All attending committee members approved as proposed.	All attending directors approved as proposed
2026/3/11 The 20th Meeting of the 4th Audit Committee	Proposed issuance of the Company's " Business Report" for the fiscal year 2025.	All attending committee members approved as proposed.	All attending directors approved as proposed
	TCC's 2025 individual financial statements and consolidated financial statements.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposed issuance of the Company's " profit distribution plan" for the fiscal year 2025.	All attending committee members approved as proposed.	All attending directors approved as proposed
	TCC's proposal to distribute cash from the capital reserve	All attending committee members approved as proposed.	All attending directors approved as proposed
	TCC's regular assessment of the professionalism, competence, and independence of the CPAs.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal to cancel endorsements and guarantees for affiliated companies	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal to amend certain provisions of the company's "Procedures for the Acquisition and Disposal of Assets".	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposal to adjust the original authorized selling price for the land located in the commercial area of Zhudong Township, Hsinchu County, at Tainin Section, Lot No. 127.	All attending committee members approved as proposed.	All attending directors approved as proposed
	Proposed issuance of the Company's "Statement on Internal Control System" for the fiscal year 2025.	All attending committee members approved as proposed.	All attending directors approved as proposed

- (2) Other than the aforementioned matters, any other resolution items that were not approved by the Audit Committee but were approved by more than two-thirds of all directors: No such circumstances.
2. For the implementation of recusal by independent directors from agenda items involving conflicts of interest, please specify the name of the independent director, the agenda item, the reason for recusal, and the participation in voting:
No such circumstances.
3. Communication between independent directors, internal audit manager, and the accountant (should include material matters, methods, and results of communication regarding TCC's financial and business conditions):

(1) The Internal Audit Manager and the accountant attend the Audit Committee meetings to report on audit activities, including methods, scopes, significant audit adjustments and explanations to the Audit Committee. Additionally, the accountant regularly submits communication reports to the Corporate Governance Unit, ensuring continuous dialogue with the independent directors. Beyond meeting discussions, the Internal Audit Manager and accountant also directly communicate with independent directors as needed, maintaining a strong and interactive relationship.

(2) The audit report and follow-up report are submitted to the convener for review at least once a month. During this time, the monthly audit results, improvement of audit deficiencies, and TCC's financial and business conditions are also reported. The convener then reviews the audit report and provides feedback.

(3) The communication matters between independent directors, Internal Audit Manager, and CPAs are detailed in the table below, and are also disclosed in the Corporate Governance section of TCC's official website.

Meeting Date	Attendees	With Internal Audit Manager		With CPAs	
		Discussion Topics	Results	Discussion Topics	Results
2025/5/13 Audit Committee	Independent Director, Victor Wang Independent Director, Lynette Ling-Tai Chou Independent Director, Sherry S. L. Lin Independent Director, Ruu Tian Chang Internal Audit Manager, Guo Hong Yeh Deloitte CPA, Hui-Min Huang Deloitte CPA, Ya-Ling Wong Deloitte Assistant Vice President, Pei-Shan Hsieh	Report on the execution results of audit operations	No opinions were expressed in this meeting.	• Supplementary explanation by the CPA regarding the Company's financial report for the first quarter of fiscal year 2025. • Regulatory Change Report. • The CPA engaged in discussions with attendees to address their questions.	Acknowledged
2025/8/13 Audit Committee	Independent Director, Victor Wang Independent Director, Lynette Ling-Tai Chou Independent Director, Sherry S. L. Lin Independent Director, Ruu Tian Chang Independent Director, Man Jung Chan Internal Audit Manager, Guo Hong Yeh Deloitte CPA, Hui-Min Huang Deloitte CPA, Ya-Ling Wong Deloitte Assistant Vice President, Pei-Shan Hsieh	Report on the execution results of audit operations	No opinions were expressed in this meeting.	• Supplementary explanation by the CPA regarding the Company's financial report for the second quarter of fiscal year 2025. • Regulatory Change Report. • The CPA engaged in discussions with attendees to address their questions.	Acknowledged
2025/11/12 Audit Committee	Independent Director, Victor Wang Independent Director, Lynette Ling-Tai Chou Independent Director, Sherry S. L. Lin Independent Director, Ruu Tian Chang Independent Director, Man Jung Chan Internal Audit Manager, Guo Hong Yeh Deloitte CPA, Hui-Min Huang Deloitte CPA, Ya-Ling Wong Deloitte CPA, Teng-wei Wang Deloitte Assistant Vice President, Pei-Shan Hsieh	Report on the execution results of audit operations	No opinions were expressed in this meeting.	• Supplementary explanation by the CPA regarding the Company's financial report for the third quarter of fiscal year 2025. • Regulatory Change Report. • The CPA engaged in discussions with attendees to address their questions.	Acknowledged
2026/3/11 Audit Committee	Independent Director, Victor Wang Independent Director, Lynette Ling-Tai Chou Independent Director, Sherry S. L. Lin Independent Director, Ruu Tian Chang Independent Director, Man Jung Chan Internal Audit Manager, Guo Hong Yeh Deloitte CPA, Hui-Min Huang Deloitte CPA, Ya-Ling Wong Deloitte CPA, Zhi-ming Shao Deloitte Assistant Vice President, Pei-Shan Hsieh Deloitte Manger, Jun-lin Zhu	Report on the execution results of audit operations	No opinions were expressed in this meeting.	• Supplementary explanation by the CPA regarding the Company's financial report for the fourth quarter of fiscal year 2025. • Regulatory Change Report. • The CPA engaged in discussions with attendees to address their questions.	Acknowledged

2.2.3 The status of corporate governance operations and the differences from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
I. Has the Company established and disclosed its corporate governance principles based on the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies?	✓		TCC has established Corporate Governance Best Practice Principles with reference to the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies formulated by the Taiwan Stock Exchange and the Taipei Exchange. These principles have been posted on TCC's website for shareholders' reference. TCC's corporate governance system not only complies with laws and regulations but also establishes an effective structure that protects shareholders' rights, strengthens board functions, respects stakeholders' rights, and enhances information transparency.	None
II. Company's Ownership Structure and Shareholders' Rights				
1. Has the Company established internal operating procedures to handle shareholder suggestions, doubts, disputes and litigation matters, and implemented them accordingly?	✓		1. TCC has designated investor relations personnel, with the spokesperson and deputy spokesperson responsible for collecting shareholders' suggestions and questions, handling disputes, or forwarding issues to relevant departments based on the inquiry. There have been no litigation issues with shareholders.	None
2. Is the Company aware of the identity of its major shareholders and the ultimate controllers behind those major shareholders?	✓		2. TCC has established a Board Secretariat and appointed a professional stock affairs agency to continuously monitor the shareholding status of directors, managers, and major shareholders holding more than 10% ownership at all times. These shareholdings are reported monthly on the Market Observation Post System designated by the Financial Supervisory Commission.	None
3. Has the Company established and implemented risk control mechanisms and firewalls between itself and its affiliated enterprises?	✓		3. (1) TCC's Board of Directors approved the Related Party Transaction and Supervision Policy on February 24, 2023, to ensure sound financial and business transactions between TCC and related parties (including affiliated enterprises), and to prevent irregular transactions or improper transfer of benefits between related parties. (2) To ensure the effective implementation of the Related Party Transaction and Supervision Policy, TCC has established the Related Party Transaction Procedure Control Measures based on the Regulations Governing the Acquisition and Disposal of Assets by Public Companies, Regulations Governing Loaning of Funds and Making of Endorsements/ Guarantees by Public Companies, Procedures for Acquisition or Disposal of Assets in Taiwan Cement Corporation, Procedures for Endorsement and Guarantee Procedures in Taiwan Cement Corporation, and Procedures for Fund Loans to Others in Taiwan Cement Corporation. These measures outline the control procedures and approval processes required for transactions between TCC and related parties, including purchases and sales, labor or technical services, acquisition and disposal of assets, loans of funds, and endorsements/guarantees. To implement effective risk control between TCC and related parties, any related party transactions that require Board approval according to regulations must first be approved by the Board of Directors before proceeding and will be reported at the nearest shareholders' meeting after the end of the fiscal year. The Related Party Transaction Procedure Control Measures have been approved by the President and have been in effect since the announcement date of September 28, 2023. (3) To ensure that employees comply with the control procedures and approval processes outlined in the Related Party Transaction and Supervision Policy and Related Party Transaction Procedure Control Measures, TCC has established a Related Party Transaction Database. Employees should check the database to confirm whether a transaction qualifies as a related party transaction before proceeding. If the query result indicates that it is a related party transaction, employees are required to download the results and complete a "Related Party Transaction Declaration Checklist," which must be uploaded to the electronic document approval system along with the contract for approval. (4) Before signing or affixing seals to contracts for any type of related party transaction, approval must be obtained through the electronic document approval system. When submitting documents through the electronic approval system, employees must indicate whether the transaction qualifies as a related party transaction. Except for related party transactions that require additional Board approval, all transactions must be approved by the appropriate management personnel at various levels according to their authorization limits. Through the electronic document approval system, approving supervisors can confirm whether the required control procedures have been followed, and verify that the transaction does not involve any irregular transactions or improper transfer of benefits.	None
4. Has the company established internal regulations prohibiting the company from using non-public market information to trade securities?	✓		4. TCC has established Procedures for Handling Material Inside Information, which prohibits directors, managers, or employees from using non-public market information to trade securities for profit. TCC reminds directors during the annual training on the prohibition of insider trading that they are not allowed to trade company shares during blackout periods. These periods include 30 days before the annual financial report announcement and 15 days before the quarterly financial report announcement (in 2025 and as of the annual report publication date, whenever board meetings discussed financial reports, reminders about blackout periods were included in board meeting notifications, for a total of 5 times). In addition, education and advocacy regarding relevant regulations are provided at least once a year to current directors, managers, and employees, while new directors, managers, and employees are given effective education and advocacy after they take office (for information on "Procedures for Handling Material Inside Information," please visit the "Company Regulations" section of TCC's official website). On November 3, 2025, an educational program was held for directors, managers, and employees. The program focused on explanations on the causes of insider trading, identification processes, and trading case examples. The presentation files were sent to all directors, managers, and employees for reference.	None

Evaluation items	Operations		Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons	
	Yes	No		
Summary				
III. Board Composition and Responsibilities				
1. Has the Board of Directors formulated a diversity policy with specific objectives, and has it been implemented?"	✓		1. (1) TCC approved amendments to the Corporate Governance Best Practice Principles at the 16th meeting of the 23rd Board of Directors on March 20, 2020. A diversity policy was formulated in Chapter 3 "Enhancing Board Functions." TCC has established a Nomination Committee and adopted a Candidate Nomination System. All director candidates are nominated and their qualifications reviewed by the Nomination Committee, and after approval by the Board of Directors, they are submitted to the shareholders' meeting for election. TCC complies with the Corporate Governance Best Practice Principles and the Director Election Regulations to ensure diversity and independence of the Board members. (2) The members of TCC's 25th Board of Directors emphasize diversity and consist of industry and academic elites, bringing (industry experience) capabilities in energy, environmental protection, cement, mergers and acquisitions/ investment, information technology, and (professional capabilities) operational management, international markets, risk management, accounting and financial analysis, legal, ESG and other professional capabilities. TCC continues to organize diverse training courses for board members to improve their decision-making quality, fulfill their supervisory capabilities, and thereby strengthen board functions. • Directors with strong industry knowledge and operational management include Nelson An-ping Chang, Yu-Cheng Chiao, Por-Yuan Wang, Kung-Yi Koo, Kang-Lung (Jason) Chang, Chien Wen, Liz Wang and Man Jung Chan. • Directors with financial expertise include Roman Cheng, Kenneth C.M. Lo, Eric Chen Sun Te. • Directors with financial accounting experience include Victor Wang, Lynette Ling-Tai Chou. • Directors with legal expertise: Sherry S. L. Lin. • Directors with information technology expertise: Ruu Tian Chang. (3) In TCC's board, 20% of directors have employee status, 33% are independent directors, and 33% are female directors. In addition, there is one director aged between 31 and 50, and 14 directors who are over 51 years old. (4) Independence: TCC's directors do not have spousal or second-degree relative relationships among them. For detailed information, please refer to page 26 of this annual report, "1. Information Disclosure of Directors' Expertise and Independence of Independent Directors." (5) Diversity Management Objectives: i. TCC's Board of Directors provides guidance on corporate strategy, supervises management, and is accountable to the company and shareholders. All operations and arrangements of its corporate governance system should ensure that the Board of Directors exercises its powers in accordance with laws, the Articles of Incorporation, or resolutions of shareholders' meetings. Directors listen to reports from the management team during board meetings, offer guidance and suggestions, and maintain effective communication with the management team to collaboratively create maximize benefits for shareholders. ii. TCC emphasizes gender equality in the composition of its Board members. The board includes directors of different genders, with each gender holding at least one-third of the total board seats. During the shareholders' meeting in 2025, one independent director was elected, and the position was filled by a female director. Currently, the board consists of 15 members, with 10 male directors, accounting for 67%, and 5 female directors, accounting for 33%. This ensures that female directors maintain one-third (33%) of the total board seats, aligning with our company's policy goal of gender diversity on the board. (6) Meetings: The 25th Board of Directors held a total of thirteen meetings from January 1, 2025, to March 24, 2026, with an attendance rate of 91%. (7) The Board of Directors has established a diversity policy for its composition, which is disclosed on TCC's website and the Market Observation Post System.	None
2. In addition to establishing the Remuneration Committee and Audit Committee as required by law, has the Company voluntarily established other types of functional committees?	✓		2. In addition to establishing the Remuneration Committee and Audit Committee as required by law, TCC has also established: (1) Corporate Sustainable Development Committee: It established by the Board resolution made on July 15, 2021, composed of five members, including three independent directors, in accordance with the Organization Regulations of the Corporate Sustainable Development Committee, with the Chairman serving as the convener. (2) Risk Management Committee: It was established by the Board resolution made on May 12, 2020, composed of six members, including five independent directors, in accordance with the Risk Management Policy, with Independent Director Sherry S. L. Lin serving as the convener. (3) Nomination Committee: Established by the Board resolution made on June 21, 2022, with the Nomination Committee Organization Regulations formulated. It is composed of six directors, including four independent directors, with Independent Director Victor Wang serving as the convener. (4) Information Security Management Committee: Established by the resolution of the 5th meeting of the 25th Board of Directors on August 13, 2024, with the Information Security Management Committee Organization Regulations formulated. The committee has appointed three independent directors, with Independent Director Ruu Tian Chang serving as the convener. For relevant establishment and implementation information, please refer to TCC's official website and page 54 of this annual report, "4. Goals for strengthening the functions of the Board of Directors in the current and recent years."	None

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
3. Has the company established a Board of Directors performance evaluation method and assessment approach, conducted regular performance evaluations annually, reported the evaluation results to the Board of Directors, and used them as references for individual director remuneration and nomination for reappointment?	✓		3. (1) TCC established the Board of Directors Performance Evaluation Method at the 21st meeting of the 22nd Board of Directors on March 28, 2018, and conducts an internal Board performance evaluation once a year in accordance with the following method: The internal evaluation period of the Board of Directors shall be at the end of each year, and the internal performance evaluation shall be executed according to the evaluation procedures and indicators specified in Articles 6 and 8. The implementation of the Board of Directors performance evaluation shall be conducted by an external professional independent institution or a team of external experts and scholars at least once every three years. (2) TCC's 2024 Board of Directors evaluation and directors' self-evaluation have been commissioned to an external professional independent institution, KPMG Advisory Services Co., Ltd., which issued a performance evaluation report on TCC's Board of Directors on February 5, 2026. The overall evaluation results were "Excellent." KPMG Advisory Services Co., Ltd. is an independent, professional institution specializing in corporate governance system measurement and board effectiveness (performance) assessments. The institution and its assessment committee members have no business dealings with TCC and maintain independence. The internal evaluation results of the Board of Directors, board members, and functional committees are as follows: i. The assessment items for the Board of Directors' performance evaluation include the following five major aspects: · Level of participation in company operations. · Improving the quality of board decisions. · Composition and structure of the Board of Directors. · Election of directors and continuing education. · Internal control. Evaluation results: The overall average score for the Board of Directors' self-evaluation is 4.9 points (out of a maximum of five points). ii. The assessment items for the directors' (self) performance evaluation include the following six major aspects: · Understanding of company goals and missions. · Awareness of director's responsibilities. · Level of participation in company operations. · Management and communication of internal relationships. · Director's professional expertise and continuous learning. · Internal control. Evaluation results: The overall average score for the directors' (self) performance self-evaluation is 4.9 points (out of a maximum of five points). iii. The assessment items for the Audit Committee's performance evaluation include the following five major aspects: · Level of participation in company operations · Understanding of Audit Committee responsibilities · Enhancing the decision-making quality of functional committees · Audit Committee composition and member selection · Internal control Evaluation results: The Audit Committee's self-assessment overall average score is 4.9 (out of a maximum of five points). iv. The assessment items for the Remuneration Committee's performance evaluation include the following four major aspects: · Level of participation in company operations · Understanding of Remuneration Committee's responsibilities · Enhancing the decision-making quality of functional committees · Remuneration Committee composition and member selection Evaluation results: The Remuneration Committee's self-assessment overall average score is 4.9 (out of a maximum of five points).	None

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
			v. The assessment items for the Nomination Committee's performance evaluation include the following four major aspects: · Level of participation in company operations · Understanding of Nomination Committee's responsibilities · Enhancing the decision-making quality of functional committees · Nomination Committee composition and member selection Evaluation results: The Nomination Committee's self-assessment overall average score is 4.9 (out of a maximum of five points). vi. The assessment items for the Risk Management Committee's performance evaluation include the following five major aspects: · Level of participation in company operations · Understanding of Risk Management Committee responsibilities · Enhancing the decision-making quality of functional committees · Risk Management Committee composition and member selection · Internal control Evaluation results: The Risk Management Committee's self-assessment overall average score is 4.9 (out of a maximum of five points). vii. The assessment items for the Corporate Sustainable Development Committee's performance evaluation include the following four major aspects: · Level of participation in company operations · Understanding of Corporate Sustainable Development Committee's responsibilities · Enhancing the decision-making quality of functional committees · Corporate Sustainable Development Committee composition and member selection Evaluation results: The Corporate Sustainable Development Committee's self-assessment overall average score is 4.9 (out of a maximum of five points). viii. The assessment items for the Information Security Management Committee's performance evaluation include the following five major aspects: · Level of participation in company operations · Understanding of Information Security Committees responsibilities · Enhancing the decision-making quality of functional committees · Information Security Committee composition and member selection · Internal control Evaluation results: The Information Security Management Committee's self-assessment overall average score is 4.9 (out of a maximum of five points). The self-assessment results of TCC's Board of Directors, board members, Audit Committee, Remuneration Committee, Nomination Committee, Risk Management Committee, Corporate Sustainable Development Committee, and Information Security Management Committee for 2025 were all above standard, with no major areas identified for improvement. The assessment results were reported to directors at the Board meeting on March 11, 2026, and will serve as reference for the performance, compensation, and nomination for reappointment of the Board and functional committee members. Detailed information can be found on TCC's official website under Corporate Governance.	
4. Does the Company regularly evaluate the independence of its certified public accountants?	✓		4. TCC's Audit Committee evaluates the independence of CPAs every year and submits the evaluation results to the Board of Directors. TCC's Audit Committee conducts an annual evaluation of the independence and suitability of its CPAs. In addition to requiring the CPAs to provide a statement of independence and Audit Quality Indicators (AQIs), the Committee also refers to the AQI disclosure framework and template released by the Financial Supervisory Commission of the Executive Yuan on August 19, 2021, using them as objective reference indicators for the selection of CPAs by enterprises and Audit Committees. After confirmation, it has been verified that the CPAs have no financial interests or business relationships with TCC, other than fees for certification and tax cases, and the accountants' family members also comply with the independence requirements. Furthermore, by referencing the AQI indicator information, it was confirmed that the CPAs and their firm have audit experience and training hours that exceed the industry average. Additionally, over the past three years, they have been continuously implementing digital audit tools to improve audit quality. The evaluation results for the most recent fiscal year were discussed and approved by the Audit Committee on March 12, 2025, and March 11, 2026, and then submitted to the Board of Directors on March 12, 2025, and March 11, 2026. The assessment of the independence and suitability of the CPAs is detailed in Note 1.	None

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
IV. Has the listed company appointed qualified and appropriate personnel for corporate governance, and designated a Corporate Governance Manager responsible for corporate governance-related matters (including but not limited to providing directors and supervisors with necessary information for performing their duties, assisting directors and supervisors in legal compliance, handling matters related to board meetings and shareholders' meetings in accordance with the law, and preparing minutes of board meetings and shareholders' meetings, etc.)?	✓		TCC resolved to establish a Corporate Governance Unit at the Board of Directors meeting on March 22, 2019. In addition, at the Board of Directors meeting on August 11, 2020, it was resolved to appoint the Legal Director as the Corporate Governance Manager. This individual has more than three years of experience in supervisory roles related to legal affairs, finance, shareholder services, or corporate governance in public companies. Responsibilities are as follows: (1) Report to the Board of Directors at least once per year: On December 4, 2025, reported the annual corporate governance achievements to the Board of Directors. (2) To ensure that Board members receive important company information promptly, they are immediately notified after the company releases material information. (3) Regularly update board members on the latest regulatory amendments and developments related to the company's business areas and corporate governance. (4) Arrange "in-house training" courses for board members as follows: i. 2025/11/3 Deepening Risk Management to Build Corporate Operational Resilience ii. 2025/11/3 Sustainability-Driven Global Transformation: New Challenges in Corporate Governance iii. 2025/11/3 Insider Trading and Corporate Governance iv. 2025/11/3 Prevention of Unlawful Workplace Behavior (5) Evaluate and purchase appropriate Directors, Supervisors, and Key Officers Liability Insurance and report to the Board of Directors on March 11, 2026. (6) Periodically coordinate communication between accountants, auditors or financial executives and independent directors to implement internal audit and control systems. The meeting minutes of such communications will be submitted to the Board of Directors for reference. (7) Prepare the Board meeting agenda and send out meeting notices seven days in advance, while coordinating with relevant departments to promptly supplement reference materials for the meeting. Reminders are sent in advance when agenda items involve directors' conflict of interest recusals. The Board meeting minutes are completed within twenty days after the meeting and distributed to all directors. (8) To implement corporate governance, regular performance evaluations for the Board of Directors and individual directors should be arranged in accordance with TCC's Performance Evaluation Policy for the Board of Directors and Functional Committees. Each year, the evaluation is conducted by an external organization. (9) Register shareholders' meeting dates in advance according to laws, prepare meeting notices, meeting handbooks, and meeting minutes within the statutory deadline, and promptly handle registration of changes when amending articles of incorporation or re-electing directors. (10) Promote corporate governance-related matters, assist in providing directors with information necessary for executing their duties, and handle other matters related to regulatory compliance.	None
V. Has the company established communication channels with stakeholders (including but not limited to shareholders, employees, customers, and suppliers), set up a stakeholder section on the company website, and appropriately responded to important corporate social responsibility issues of concern to stakeholders?	✓		(1) TCC values the opinions of stakeholders (including shareholders, employees, customers, upstream and downstream manufacturers, communities, banks, creditors, etc.), actively communicates and engages with them to identify material sustainability issues and incorporates these into the corporate sustainability development blueprint. Based on industry characteristics, we reference indicators such as GRI Standards, Sustainability Accounting Standards Board (SASB), Dow Jones Sustainability Index (DJSI), and follow the AA 1000 Stakeholder Engagement Principles international standard to identify and prioritize stakeholder relationships. (2) On March 11, 2026, TCC's Corporate Sustainable Development Committee presented a report to the Board of Directors regarding the communication with stakeholders in the most recent year, after cross-departmental discussions and formulation of future plans. This communication and reporting mechanism is conducted regularly at least twice a year. (3) In addition to maintaining effective communication with various stakeholders on a regular basis, TCC has established a "Stakeholders" section on its website (https://www.tccgroupholdings.com/esg/stakeholders) and has established dedicated email addresses by stakeholder category to facilitate stakeholder communication. (4) The website has a "Corporate Governance" section, allowing investors to search and download corporate governance-related regulations.	None
VI. Has the Company appointed a professional stock affairs agency to handle shareholders' meeting matters?	✓		TCC has appointed a professional stock affairs agency, with the Stock Transfer Agency Department of CTBC Bank Co., Ltd. handling shareholders' meeting related matters.	None
VII. Information Disclosure 1. Has the Company set up a website to disclose financial, operational, and corporate governance information?	✓		1. TCC discloses its latest status, financial information, and shareholders' meeting materials through the investor section in both Chinese and English versions on its website (https://www.tccgroupholdings.com), which is regularly updated for investors' reference. Relevant information is also always disclosed on the Market Observation Post System.	None

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
2. Has the Company adopted other means of information disclosure (such as establishing an English website, designating personnel responsible for the collection and disclosure of company information, implementing a spokesperson system, and posting investor conference proceedings on the company website, etc.)?	✓		2. TCC has established Chinese and English websites, appointed a spokesperson and deputy spokesperson as required, and designated personnel responsible for filing various financial and operational information on the Market Observation Post System and for information disclosure on its website. TCC also updates investor conference proceedings on it.	None
3. Does the Company announce and file its annual financial reports within two months after the end of the fiscal year, and announce and file its first, second, and third quarter financial reports and monthly operating results ahead of the required deadlines?	✓		3. TCC strictly complies with laws and regulations by announcing and filing its annual financial reports within three months after the end of the fiscal year (the Company approved the 2025 financial reports at the Board meeting on March 11, 2026), and announces and files its first, second, and third quarter financial reports and monthly operating results within the required deadlines.	None
VIII. Does the Company provide any other important information that helps clarify operational status of corporate governance (including but not limited to employee rights, employee care, investor relations, supplier relations, stakeholder rights, directors' and supervisors' continuing education, implementation of risk management policies and risk measurement standards, implementation of customer policies, purchase of liability insurance for directors and supervisors, etc.)?	✓		(1) Employee Rights and Care: TCC Group has established an online wellness platform and employee opinion email inbox, where employees can provide feedback to the company on various workplace challenges, such as pandemic prevention, workplace environment safety and hygiene, gender equality, work hours system, and employee care issues. All matters are handled confidentially by designated personnel, providing colleagues with the most reassuring protection and implementing human rights safeguards. The Group promotes diversity and gender equality policies and uses employee engagement surveys to ensure policy effectiveness and continuous improvement, allowing employees to develop with peace of mind and grow together. Additionally, the Company has planned various employee welfare programs, including paid leave that exceeds legal requirements (such as Paid Family Care Leave and Paid Personal and Sick Leave), flexible working hours, work-from-home options, and cross-country time zone shift arrangements, enabling all colleagues to balance their health and safety needs, family care responsibilities, and work flexibility requirements. TCC also organizes health check-ups for colleagues and offers a range of benefits, including medical insurance, educational scholarships for children, marriage and childbirth benefits, holiday bonuses, employee stock ownership trusts, and emergency assistance. TCC provides comprehensive welfare benefits, ensuring thoughtful care for both the physical and mental well-being of employees. TCC is committed to continuously supporting employees' physical and mental well-being. To protect employee rights, clear measures and regulations regarding excellent performance or misconduct are also outlined in the work rules. (2) Investor Relations: In accordance with the law, TCC announces material information on the Market Observation Post System to protect investors' rights. (3) Supplier Relations: On November 5, 2025, the Company held a Supply Chain Conference focused on strengthening the green supply chain. A total of 133 suppliers were invited to participate, and eight outstanding suppliers were recognized for being among the first to obtain ISO 14067 third-party carbon footprint certification for their products or services. (4) Stakeholders' Rights: To further strengthen communication channels with the aforementioned stakeholders, the Company has established a "Stakeholders Section" on its website, providing stakeholders with a transparent and effective communication channel with the Company to pursue sustainable business operations. (5) Continuing Education Status of Directors and Supervisors: The Company's directors' continuing education in the most recent year, in accordance with the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies, is detailed in Note 2. (6) Implementation Status of Risk Management Policies and Risk Measurement Standards: TCC established a "Risk Management Committee" and formulated a "Risk Management Policy" at the Board meeting on August 13, 2024, to strengthen TCC Group's corporate governance and establish sound risk management operations, controlling the risks that may arise from various business activities within acceptable ranges to achieve reasonable risk-return objectives. Additionally, various internal regulations have been established in accordance with laws to carry out risk management and assessments, which are implemented accordingly. (7) Implementation Status of Customer Policy: The Company has established customer service and complaint handling procedures, providing customers with comprehensive product quality service, and has set up a dedicated research lab that collaborates with various production and business units to provide customized cocktail-style services and customer complaint solutions. Customer satisfaction surveys are conducted regularly every year to serve as a basis for improvement and supervision.	None

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
			(8) For business partners, corruption and bribery risk assessments and corresponding due diligence procedures are conducted during initial collaboration or on a regular basis, serving as a reference for evaluating subsequent cooperation relationships with those business partners. (9) Liability Insurance Status of Directors and Managers: The Company has passed a resolution at the Board meeting on March 11, 2026, to purchase "Liability Insurance for Directors (including Managers)" to reduce and diversify the risks of significant damages to the Company and shareholders due to illegal actions by directors. (10) Intellectual Property Management: i. Intellectual Property Management Plan To fulfill the mission of the Green Environmental Engineering Company and focus on addressing the complex relationship between humans and nature, our company actively enhances its technical capabilities in areas such as carbon reduction in processes, alternative materials, renewable energy, and co-processing of waste in cement kilns. We have formulated an intellectual property management plan closely linked to our operational goals. By gradually integrating resources from various departments and affiliated companies, we aim to strengthen our personnel's awareness of intellectual property. Through the application, maintenance, and value-added utilization of related rights, we implement the concept of a circular economy, reinforce our industry leadership, and protect our hard-earned advanced technological achievements. ii. Protection and Management Measures - Trademark Management When promoting new businesses, trademark issues are incorporated. The design, registration, and authorized use of trademarks require co-signing and consultation with professional units to protect the group's brand rights. - Patent Management The responsible units evaluate the development and adoption of new materials and technologies. They periodically collaborate with external consultants for search analysis and application strategy discussions, while keeping abreast of and exchanging information on international technological trends. - Copyright Management Employees are required to comply with copyright laws during their tenure to avoid using works that infringe on others' rights. Periodic education is provided to establish correct copyright awareness. All research, design, documentation, and other outcomes funded by TCC and completed by business partners include clauses on rights ownership and non-infringement guarantees. - Trade Secret Management - For business collaborations involving technology development, technical cooperation, or other trade secret information, business partners must sign confidentiality agreements. - All employees must sign an "Employee Confidentiality and Intellectual Property Ownership Commitment" upon joining. - Key intellectual property employees must sign an "Employee Commitment" (including non-compete and non-solicitation clauses) upon departure. In recent years, our company has actively expanded overseas and accelerated its presence in the Asian market. To carefully plan layout strategies and overseas business development, important execution items such as overseas intellectual property layout analysis, establishment of intellectual property compliance systems, and integration of intellectual property management systems are regularly monitored through business meetings to address potential operational risks. iii. Implementation of Taiwan Intellectual Property Management System (TIPS) and Third-Party Verification: "Taiwan Cement Corporation" applied for and passed TIPS A-level (2016 version) patent and trademark verification and will undergo re-verification in 2025 (Certificate No.: TIPS-2025-cert.-069; Validity: December 31, 2027). iv. Implementation Status Our company reports intellectual property-related matters to the board of directors annually, with the most recent report on December 4, 2025. The main implementation status for 2025 is as follows: - Passed re-verification of the Taiwan Intellectual Property Management System (TIPS) (see certificate, valid until December 31, 2027). - Applied for and passed TIPS A-level (2016 version) patent and trademark re-verification as "Taiwan Cement Corporation." - Continued to deepen trade secret and copyright management mechanisms. - Continued expansion of patent layout: - Energy Storage Business Starting from four technical aspects of Ultra-High Performance Concrete (UHPC) energy storage cabinet design, safety, Energy Management System (EMS), and battery module design, we have obtained 18 invention patents in Taiwan and Japan. In addition to ongoing cases in the United States, Europe, China, South Korea, and Hong Kong, we have recently expanded UHPC energy storage cabinet patent cases to Africa (including Ghana, Cameroon, Ivory Coast, Nigeria, Cape Verde, Algeria, and Morocco) to align with the group's international layout.	

Evaluation items	Operations			Differences from the Corporate Governance Best Practice Principles for TWSE/ TPEX Listed Companies and reasons
	Yes	No	Summary	
			- Cement Business In promoting the application of UHPC, we have obtained new patents for UHPC precast wall panels, UHPC RCP pipes, 3D printed UHPC objects, and energy storage cabinet construction. In the research and development of cement and concrete materials, we have expanded the patent layout for the technology of adding waste photovoltaic panel glass sand to cement as pozzolanic material to the United States, Europe, and China, in addition to Taiwan. We also applied for patents for the application of recycled concrete aggregate (RCA) from construction waste in permeable bricks/pavements and are evaluating the feasibility of applying for other technologies. - Battery Business In addition to the ongoing multi-country patent review for two existing technologies of cylindrical lithium battery electrodes and battery cell winding, we have applied for patents for two new technologies: battery internal resistance measurement and multi-pattern battery coating production methods. v. TCC Group Achievements - Trademarks: As of December 31, 2025, 841 trademarks have been approved, with 54 applications pending. Trademark applications cover over 25 markets worldwide, including Taiwan, China, the United States, the European Union, Switzerland, and Japan. - Patents: As of December 31, 2025, TCC Group has 263 approved patents, with 137 applications pending. The patent layout covers Taiwan, China, the United States, the European Union, Japan, and South Korea, and has expanded to African locations such as Ghana, Cameroon, Ivory.	

Items Improved in the 11th Corporation Governance Evaluation Indicators:

Item Number	Indicator Item	Improvement
2.7	Does the number of independent directors on the company's board constitute at least one-third of the total number of board seats?	The Company has elected one additional independent director at the shareholders' meeting in the year 2025.

Priority areas for improvement that have not yet been addressed in the 11th Corporation Governance Evaluation:

Item Number	Indicator Item	Improvement
1.1	Does the company report the remuneration received by directors at the annual shareholders' meeting, including remuneration policies, individual remuneration content and amounts?	The Company will conduct internal evaluations.
3.13	Does the company voluntarily disclose the individual remuneration of directors and supervisors in its annual report?	The Company will conduct internal evaluations.
3.21	Does the company voluntarily disclose the individual remuneration of the President and Vice Presidents in its annual report?	The Company will conduct internal evaluations

Note1: Independence evaluation criteria accountants:

Evaluation items	Evaluation results	Whether independence requirements are met
1. Whether the accountant has a direct or significant indirect financial interest relationship with the Company.	No	Yes
2. Whether the accountant has financing or guarantee arrangements with the Company or the Company's directors.	No	Yes
3. Whether the accountant has a close business relationship or potential employment relationship with the Company.	No	Yes
4. Whether the accountant and members of the audit team served as directors, managers, or held positions that significantly influenced the audit work at the Company during the audit period.	No	Yes
5. Whether the accountant has provided non-audit services to the Company may directly affect the audit work.	No	Yes
6. Whether the accountant holds stocks or other securities issued by the Company.	No	Yes
7. Whether the accountant has served as an advocate for the Company or represented the Company in coordinating conflicts with other third parties.	No	Yes
8. Whether the accountant has family relationships with the Company's directors, managers, or personnel who have significant influence on the audit work.	No	Yes
9. Whether the accountant and members of the audit team have received gifts or presents of significant value from the Company's directors or managers.	No	Yes
10. Whether the Company has failed to obtain an independence declaration from the accountant.	No	Yes

Note2: TCC's directors and supervisors (TCC already has independent directors) select suitable training courses based on their personal schedules and professional backgrounds. The arranged continuing education is as follows:

Title	Name	Training Date	Organizer	Training Course	Training Hours	Whether Completed the Training Meets Requirements
Chairman	Nelson An-ping Chang	2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Insider Trading and Corporate Governance	1	Yes
				Deepening Risk Management to Build Corporate Operational Resilience	3	Yes
				Prevention of Unlawful Workplace Behavior	1	Yes
				Sustainability-Driven Global Transformation: New Challenges in Corporate Governance	3	Yes
Chairman	Roman Cheng	2025/07/31	Taiwan Stock Exchange Corporation	2025 Taiwan's Capital Market Summit	3	Yes
		2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Insider Trading and Corporate Governance	1	Yes
				Deepening Risk Management to Build Corporate Operational Resilience	3	Yes
				Prevention of Unlawful Workplace Behavior	1	Yes
Chairman	Kenneth C.M. Lo	2025/02/13	Taiwan Corporate Governance Association	Exploring the Latest AI Development Risk Management Framework and Audit Practices	2	Yes
		2025/04/09	Taiwan Investor Relations Institute	Corporate Sustainability: From Anxiety to Strategy	2	Yes
		2025/05/02		ESG Corporate Governance: A New Era of Integrity Management, Gender Equality, and Fair Services	2	Yes
		2025/08/21	Taiwan Academy of Banking and Finance	Responding to Trends in Anti-Money Laundering, Counter-Terrorism Financing, and Financial Sanctions	2	Yes
		2025/11/12	O-Bank	Cryptocurrency Investment Sharing	1	Yes
Chairman	Yu-Cheng Chiao	2025/02/21	Taiwan Corporate Governance Association	Stainless Steel Business Strategy Planning and Sustainable Development	3	Yes
		2025/05/09		Digital Manufacturing Development Strategy	3	Yes
		2025/05/16		Digital Transformation Value Creation - Driving Change with Data and Creating Opportunities for AI Industrialization	3	Yes
		2025/07/31	Taiwan Stock Exchange Corporation	2025 Taiwan's Capital Market Summit	3	Yes
		2025/10/03	Taiwan Corporate Governance Association	Under the Wave – Promoting Sustainable Transformation in Energy Infrastructure	3	Yes
				Challenges and Responses to Global Economic and Trade Situations; Strategic Leadership: The Cornerstone of Business Ideas	3	Yes
		2025/11/13		Exploration of Quantum Science: Development of Quantum Computing and Strategic Opportunities in the Semiconductor Industry	1.5	Yes
Chairman	Eric Chen Sun Te	2025/09/18	Chinese National Association of Industry and Commerce	The Great Future of Industry - Challenges and Business Opportunities	1	Yes
		2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Cross-border Payments and International Market Opportunities	2	Yes
				Deepening Risk Management to Build Corporate Operational Resilience	3	Yes

Title	Name	Training Date	Organizer	Training Course	Training Hours	Whether Completed the Training Meets Requirements
Chairman	Kang-Lung (Jason) Chang	2025/04/09	Taiwan Institute of Directors	Observing and Responding to Global Economic and Geopolitical Risks	3	Yes
		2025/06/11		Intellectual Property Compliance Governance and Challenges Driven by AI Trends	3	Yes
		2025/08/20		Opportunities and Challenges Brought to Enterprises by Generative AI	3	Yes
		2025/09/24		Strengthening Organizational Resilience through Dual Transformation: AI Governance and Sustainable Governance	3	Yes
		2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Deepening Risk Management to Build Corporate Operational Resilience	3	Yes
Chairman	Por-Yuan Wang	2025/11/18	Taiwan Corporate Governance Association	Integrating Strategic Development and New Perspectives on Corporate Risk Management in the Context of Climate Change	3	Yes
				Operational Innovation - Supply Chain Reorganization and Global Deployment	3	Yes
Chairman	Kung-Yi Koo	2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Insider Trading and Corporate Governance	1	Yes
				Deepening Risk Management to Build Corporate Operational Resilience	3	Yes
				Prevention of Unlawful Workplace Behavior	1	Yes
				Sustainability-Driven Global Transformation: New Challenges in Corporate Governance	3	Yes
Chairman	Chien Wen	2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Deepening Risk Management to Build Corporate Operational Resilience	3	Yes
				Sustainability-Driven Global Transformation: New Challenges in Corporate Governance	3	Yes
Chairman	Liz Wang	2025/03/10	Taipei Foundation of Finance	Corporate Governance - Carbon Risk in Corporate Supply Chains and Case Studies	2	Yes
		2025/04/09	Taiwan Institute of Directors	Observation and Response to Global Economic and Political Risks	3	Yes
		2025/06/11		Intellectual Property Compliance Governance and Challenges Driven by AI	3	Yes
Independent Director	Victor Wang	2025/05/06	Securities and Futures Institute	Sharing of Taiwan's Overall Compensation Trends and Talent Sustainability	3	Yes
		2025/10/30	Taiwan Corporate Governance Association	Offensive and Defensive Strategies in Hostile Takeovers and Legal Responsibilities of Company Executives	3	Yes
				Group Governance and Performance Management	3	Yes
		2025/11/07	Securities and Futures Institute	Insider Trading and Material Information (Including Corporate Integrity)	3	Yes
Independent Director	Lynette Ling-Tai Chou	2025/07/09	Taiwan Corporate Governance Association	Cybersecurity Supervision and Case Sharing	2	Yes
		2025/08/14	Taipei Foundation of Finance	Corporate Governance - Financial Friendliness and Integrity Management Training	1	Yes
				2025 Anti-Money Laundering and Counter-Terrorism Financing Training Course for Directors and Senior Executives	1	Yes
		2025/10/01	Taiwan Academy of Banking and Finance	2025 Financial Fraud Prevention Training Course for Directors and Senior Executives	2	Yes
				Corporate Governance - Climate Governance and Carbon Management Training for the Financial Industry	3	Yes
		2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Enhancing Risk Management and Building Corporate Operational Resilience	3	Yes
				Sustainability-Driven Global Transformation and New Challenges in Corporate Governance	3	Yes
		2025/11/20	Next Bank	The Development of Stablecoins - Challenges and Potential Roles for Banks	2	Yes
Independent Director	Sherry S. L. Lin	2025/11/25	Financial Supervisory Commission	Internal Audit Symposium for Financial Holding Companies and Domestic Banks	3.5	Yes
		2025/05/14	Taiwan Corporate Governance Association	How the Board of Directors Addresses 12 ESG Risk Issues	3	Yes
		2025/11/03	Taiwan Institute for Sustainable Energy (TAISE)	Enhancing Risk Management and Building Corporate Operational Resilience	3	Yes
Independent Director	Ruu Tian Chang	2025/11/06	Securities and Futures Institute	Sustainability-Driven Global Transformation and New Challenges in Corporate Governance	3	Yes
		2025/11/11	Taiwan Corporate Governance Association	Virtual Assets and Anti-Money Laundering	3	Yes
Independent Director	Man Jung Chan	2025/11/11	Taiwan Corporate Governance Association	Applications, Legal Aspects, and Auditing of AI	3	Yes
		2025/07/22		Risk Management and Strategic Analysis for Corporate Sustainability	3	Yes
		2025/08/08		Basic Regulatory Concepts for Listed Companies	3	Yes
		2025/10/24		Protecting Core Values: Intellectual Property and Trade Secret Risks Every Director Must Understand	3	Yes
Independent Director		2025/12/08	Taipei Foundation of Finance	The Business Value and Digital Risks of Generative AI	3	Yes

2.2.4 Composition, Responsibilities, and Operation of the Remuneration Committee

At the 18th meeting of the 20th Board of Directors on August 30, 2011, TCC resolved to establish the Remuneration Committee and formulated the Remuneration Committee Charter. The Committee evaluates the compensation policies and systems for directors and managers from a professional and objective standpoint. It also reviews the policies, systems, standards, and structure related to performance evaluation and compensation of directors and managers.

The 6th Remuneration Committee

1. Committee Member Information

Identity	Name	Professional Qualifications and Experience	Independence	Number of Other Public Companies Where the Person Also Serves as a Member of the Remuneration Committee
Independent Director/Convener	Lynette Ling-Tai Chou	The Remuneration Committee members are independent directors of TCC. For details on their professional qualifications and experience, please refer to page 26 of this annual report, "1. Information Disclosure of Directors' Expertise and Independence of Independent Directors."	The Remuneration Committee members are independent directors of TCC. For details on their professional qualifications and experience, please refer to page 26 of this annual report, "1. Information Disclosure of Directors' Expertise and Independence of Independent Directors."	1
Independent Director	Victor Wang			3
Independent Director	Sherry S. L. Lin			1
Independent Director	Ruu Tian Chang			0
Independent Director	Man Jung Chan (Note)			0

Note: Ms. Man Jung Chan was newly appointed on June 4, 2026.

2. Operational Information

- (1) TCC's Remuneration Committee consists of five members.
- (2) The term of office for the current committee members: May 28, 2024, to May 20, 2027. The Remuneration Committee held a total of six meetings from January 1, 2025, to March 24, 2026 (the publication date), and the attendance is as follows:

Title	Name	Actual Attendance Count	Attendance by Proxy Count	Actual Attendance Rate (%)	Notes
Convener	Lynette Ling-Tai Chou	6	0	100%	
Committee Member	Victor Wang	6	0	100%	
Committee Member	Sherry S. L. Lin	6	0	100%	
Committee Member	Ruu Tian Chang	6	0	100%	
Committee Member	Man Jung Chan	4	0	100%	Appointed on June 4, 2026

Other Matters to be Recorded:

The Board of Directors did not adopt or amend the recommendations of the Remuneration Committee: No such circumstance. Instances where members expressed objections or reservations to the Remuneration Committee's resolutions that were recorded or stated in writing: No such circumstance.

3. Operations

Meeting Date	Key Agenda	Details Resolution Result	TCC's Response to Committee Members' Opinions
2025/03/12	Proposal to amend certain provisions of TCC's Articles of Incorporation, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
	Proposal to establish the scope of Base-level Employees, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
	Proposal regarding TCC's distribution of employee and director compensation for 2024, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
	Proposal regarding TCC's distribution of compensation for the Chairman and directors for 2024, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
2025/11/12	Proposal to appoint a new manager, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
2025/12/04	Proposal to establish the 2026 performance-based employee (including managers) salary adjustment plan, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
	Proposed total amount of performance bonuses (including managers) for 2025, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
2026/03/11	The internal promotion case for TCC's managers is hereby submitted for review.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.
	Proposal regarding TCC's distribution of employee and director compensation for 2025, submitted for review and approval.	Unanimously approved by all committee members.	Submitted to the Board of Directors and unanimously approved by all attending directors.

2.2.5 Composition, responsibilities, and operations of the Nomination Committee

Establishment Information	To strengthen the functions of TCC's Board of Directors and enhance its management mechanisms, the Board resolved to establish the Nomination Committee and formulate the Nomination Committee Organization Regulations on June 21, 2022. The committee consists of six directors (including four independent directors).
Main Responsibilities	The Committee, acting under the authorization of the Board of Directors, shall diligently perform the following duties with the care of a prudent administrator. It shall remain accountable to the Board of Directors, and submit its recommendations to the Board for discussion: - Formulate the selection process for directors (including independent directors) and senior executives. - Develop and regularly review directors' professional development plans, directors' management performance, evaluation of board members, and succession plans for senior executives. - Handle other matters as assigned by the Board of Directors

The 2nd Nomination Committee					
Term of Office	Committee member term of office is from May 28, 2024, to May 20, 2027.				
Meeting Information	A total of two meetings were held (A) from January 1, 2025, to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)
Independent Director/Convener	Victor Wang	Professional Qualifications: ESG assessment capabilities and financial expertise. Highest education and professional experience: PhD of Accounting, University of Houston EMBA, National Taiwan University Former Chief Operating Officer and Vice Chairman of Audit Services Department at Deloitte Taiwan	2	0	100%
Chairman/Committee Member	Nelson An-ping Chang	Professional Qualifications: Professional expertise includes business management, leadership and decision-making and ESG. Highest education and professional experience: MBA, School of Business Administration, New York University Chairman of Taiwan Cement Corporation Group CEO of Taiwan Cement Corporation Chairman of NHOA S.A.	2	0	100%
Director / Committee Member	Kenneth C.M. Lo	Professional Qualifications: Professional expertise includes business management, leadership and decision-making and ESG. Highest education and professional experience: MS in Finance, Manderson School of Business, The University of Alabama Honorary Chairman of O-Bank President of CTBC Bank Co., Ltd. Chairman of the Chinese National Association of Industry and Commerce	1	1	50%
Independent Director/Committee Member	Lynette Ling-Tai Chou	Professional Qualifications: Professional expertise includes ESG assessment and accounting control. Highest education and professional experience: PhD of Accounting, University of Houston Independent Director of Next Commercial Bank Co., Ltd. Dean of Student Affairs, Deputy Dean of the College of Commerce, and Department Chair of Accounting at National Chengchi University	2	0	100%

The 2nd Nomination Committee					
Term of Office	Committee member term of office is from May 28, 2024, to May 20, 2027.				
Meeting Information	A total of two meetings were held (A) from January 1, 2025, to March 24, 2026.				
Title	Name	Professional Qualifications and Experience	Actual Attendance Count (B)	Attendance by Proxy Count	Actual Attendance Rate (%) (B/A)
Independent Director/Committee Member	Sherry S. L. Lin	Professional Qualifications: Professional expertise includes ESG assessment and financial management. Highest education and professional experience: LLB, National Taiwan University Chairman of Bar Koo Investment Corporation Special Consultant at Lee and Li, Attorneys-at-Law	2	0	100%
Independent Director/Committee Member	Man Jung Chan (Note)	Professional Qualifications: Possess expertise in international market perspective and risk management. Highest education and professional experience: PHD of Political Economy Boston University Honorary Chief Strategy Officer, Health Asia Co., Ltd. Independent Director, Standard Chartered Bank Taiwan	1	0	100%

Note: Ms. Man Jung Chan was newly appointed on June 4, 2026.

The implementation of the meeting is as follows:

Meeting Date	Meeting Highlights	Meeting Results	Handling of Committee Opinions
2025/3/12 The 4th Meeting of the 2nd Nomination Committee	Proposal to nominate candidates for TCC.	Proposal to nominate candidates for	Submitted to the Board of Directors for reporting on March 12, 2025. All attending directors approved as proposed.
2025/11/12 The 5th Meeting of the 2nd Nomination Committee	Report on the 2025 directors' continuing education for TCC.	Acknowledgment of the report.	Submitted to the Board of Directors for reporting on November 12, 2025. All attending directors approved as proposed.

Note: For more information, please refer to the Investor section on TCC's official website → Corporate Governance → Committees

2.2.6 Implementation status of promoting sustainable development and the differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/TPE

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/TPE Listed Companies
	Yes	No	Summary	
I. Has the Company established a governance structure to promote sustainable development, with a dedicated (or part-time) unit responsible for the promotion of sustainable development, which is authorized by the Board of Directors to be handled by senior management? Additionally, is the Board of Directors supervising the implementation?	✓		TCC is a green engineering company fully dedicated to addressing the complex relationship between human civilization and nature, while advancing the dual objective of reducing our own carbon emissions and enabling others to reduce theirs. To strengthen governance over sustainability matters, the Board of Directors approved the establishment of the "Corporate Sustainable Development Committee" in 2018. In July 2021, it was elevated to a functional committee, convening at least twice annually to oversee and approve initiatives related to sustainable development. The Company's sustainability affairs are overseen by the Board of Directors as the highest governing and supervisory body. The Board directly oversees the implementation of sustainability initiatives and the related governance framework. The current Corporate Sustainable Development Committee consists of six members (including three Independent Directors): Chairman An-Ping Chang, President Roman Cheng, Director Liz Wang, Independent Director Victor Wang, Independent Director Lynette Ling-Tai Chou, and Independent Director Sherry S. L. Lin. Independent Directors account for 50% of the Committee. The Committee is convened by Chairman An-Ping Chang. Members' expertise spans risk management, corporate operations, energy technology, environmental protection, and ESG-related fields. Based on reports presented by the Corporate Sustainable Development Committee, the Board annually reviews and confirms the Company's sustainable development and ESG management policies and supervises and monitors the management team's implementation progress and performance against sustainability targets, thereby strengthening corporate fundamentals. In 2022, the Company established the Office of Responsibility and Sustainability responsible for coordinating and integrating corporate resources to promote sustainable projects and the CSO regularly reports to the Corporate Sustainable Development Committee on the implementation of sustainable initiatives. The Committee has seven functional groups, including the Corporate Governance Group, Comprehensive Care Group, Sustainable Products and Manufacturing Group, Sustainable Environment Group, Green Energy Group, and Biodiversity Group. The functional groups are composed of senior personnel and first-level managers from relevant departments and are responsible for assigning ESG-related tasks according to departmental functions. The scope of their work extends to the subsidiaries of the TCC Group Holdings. In 2025, the Chief Sustainability Officer reported to the Board of Directors on March 12, May 13, August 13, and December 4 regarding the outcomes of the Corporate Sustainable Development Committee meetings and future work plans. The key reporting matters included: • The Company's sustainability challenges and outlook for 2025. • The progress of sustainability initiatives from the fourth quarter of 2024 through the third quarter of 2025, including the implementation plan for IFRS S1 and S2 in accordance with Taiwan Stock Exchange requirements, the 2025 greenhouse gas inventory progress, and other key sustainability-related matters under discussion. • Key discussion items concerning the Company's 2024 Sustainability Report. The Board of Directors regularly receives quarterly reports from the management team (including ESG-related reports). Management is required to propose corporate strategies to the Board, and the Board evaluates the likelihood of their successful implementation. The Board also regularly reviews the progress of such strategies and, where necessary, urges management to make appropriate adjustments.	None
II. Has the Company conducted risk assessments on environmental, social, and corporate governance issues related to its operations in accordance with the materiality principle, and established relevant risk management policies or strategies?	✓		TCC conducts a materiality analysis every two years, gathering stakeholders' expectations and feedback. The material issues identified are served as guidelines for compiling sustainability reports. Concurrently, based on the results, the Company adjusts its sustainability goals and strategies, assesses the risks of material issues, and plans and allocates resources to address these significant topics. In 2025, TCC adopted the standards of the Global Reporting Initiative (GRI) and referenced the European Union's double materiality principle to assess sustainability-related issues. The assessment analyzed the impacts of each sustainability topic in terms of its significance to the economy, the environment, and people (including human rights), as well as its impact on the Company's value and financial performance. Details of the assessment methodology, scope, and boundaries are disclosed in "6. Disclosure of Sustainability-related and Climate-related Financial Information" on page 202 of this Annual Report and in the Company's annual Sustainability Report. In addition, as approved by the Board of Directors, the Company has clearly stipulated in its "Sustainable Development Best Practice Principles" that, in accordance with the principle of materiality, it conducts risk assessments on environmental, social, and governance (ESG) issues related to its operations, and formulates corresponding risk management policies and strategies. (1) Corporate governance: - To enhance the robustness of risk assessment and strengthen management functions, the Board of Directors resolved at its 5th meeting of the 25th term on August 13, 2024, to rename the "Risk Management Executive Committee" and the "Risk Management Policies and Principles" as the "Risk Management Committee" and the "Risk Management Policy," respectively. The Committee initially consisted of five members. Subsequently, pursuant to a Board resolution on June 4, 2025, one additional member (Independent Director Man-Jung Chan) was appointed, bringing the total number of members to six, including five Independent Directors. - The Risk Management Committee convened on March 12, 2025, during which it reported on the Company's risk management implementation and approved amendments to certain provisions of the "Risk Management Policy." The Committee also updated the risk identification matrix across four key dimensions—strategic, operational, climate-related, and financial risks—based on the scope of the Company's business activities. In addition, the Committee reported on the confirmation of losses arising from the fire incident at the subsidiary Molie on July 14, 2025, including the corresponding response measures and subsequent handling status, as well as the resolution of the wastewater overflow incident at the Tainan Plant. The Committee further reviewed the achievement status of the Company's 2025 climate-related performance indicators and approved mitigation measures for significant incident risks, along with the risk appetite thresholds and control limits.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
			iii. The Company strictly abides by all relevant laws and regulations in formulating its Code of Ethical Conduct and Code of Integrity in Management. This ensures that it will engage in various business activities with integrity, fairness, and reasonableness, setting zero violations as its management goal, and implementing a complaint and reporting structure. All involved colleagues are encouraged to report any illegal or ethical violations. In 2021, the Company became the first enterprise in Taiwan to obtain certification for the ISO 37001 anti-bribery management system, which is designed to eliminate all risks of corruption in business activities. iv. Each department in the Company regularly tracks and updates information on the latest developments in laws and regulations and strictly abides by government regulations in all daily operations. v. To arrange relevant continuing courses for the directors annually, covering the latest updates of regulations and policies. vi. To secure directors' liability insurance for the board members, offering protection in cases of lawsuits or compensation claims. (2) Environmental issues: The Company pays close attention to materials used in products and production processes involved; at the same time, it monitors its usage of natural environmental resources, actively promoting the circular economy and finding solutions such as alternative raw materials and fuels. In addition, integrating AI management systems into production processes, and incorporating green management concepts built into operations. Climate change risks have been integrated into the Company's overall risk management process. Climate risks are identified in accordance with the TCFD framework, and based on the risk identification results, respective departments develop corresponding response strategies. Risks that may impact operations and profitability are integrated and managed. The Risk Management Committee annually submits a risk assessment and management report to the Board of Directors. (3) Social issues: The Company adheres to the principles and spirit of human rights protection enshrined in international human rights conventions, including the United Nations Global Compact, the Universal Declaration of Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, fully demonstrating its commitment to respecting and protecting human rights. The Company also utilizes the 'Just Transition' key strategy outlined in the National Development Council's 'Overall Explanation of Taiwan's Net Zero by 2050 Pathways and Strategies' to identify the potential impacts of net-zero transition on employees and stakeholders. Inclusivity and fairness are integrated into the Company's transformation strategy planning while safeguarding the rights and interests of surrounding communities. The Company prioritizes safety management and employee development. Potential risks are identified through daily operational activities across all departments to safeguard employee safety. Relevant management systems have been implemented to enhance safety awareness among employees and contractors and to prevent occupational accidents. The Company has established the Occupational Safety and Health Management Internal Control Policy, which applies to all employees, dispatched outsourced workers, and contractors. Furthermore, all cement plants, product plants and the TCC operations headquarters in both China and Taiwan have obtained ISO 45001 Occupational Safety and Health Management System certification. Regarding talent acquisition and succession risks, in addition to establishing international locations to recruit global talent, the Company also focuses on recruitment in campus to secure human resources early. For existing employees, the Company continuously strengthens its salary structure to enhance market competitiveness and reinforces retention measures such as talent development, employee benefits, and incentive rewards. The Company also engages experienced senior personnel for knowledge transfer. Furthermore, the Company regularly communicates with stakeholders, including government agencies and local communities, to maintain smooth communication channels and actively respond to their feedback.	
III. Environmental Issues				
1. Has the Company established an appropriate environmental management system according to its industry characteristics?	√		1. (1) TCC Group has formulated environmental protection policies, which are publicly disclosed in the environmental chapter of the ESG section on the official website. This demonstrates its commitment to implementing various pollution prevention and environmental improvement measures, striving for a harmonious and mutually beneficial relation between enterprise and the natural environment, while fostering sustainable development. (2) TCC follows environmental protection policies to implement international standards such as ISO 14001, ISO 50001, ISO 46001, and BS 8001, establishing environmental management systems for plant areas and effectively improving management performance. (3) All of the ISO certificates are within their validity periods and are publicly disclosed in the ESG section (Sustainability Certification) of the official website.	None
2. Is the Company committed to improving energy efficiency and using renewable materials with low environmental impact?	√		2. (1) TCC is dedicated to addressing environmental problems. In 2018, it became the world's first cement company to obtain BS-8001 Circular Economy certification. Over the years, through the experience of co-processing renewable resources in cement kilns, TCC has handled industrial waste from various industries such as optoelectronics and semiconductor, paper, water treatment plants, chemical plants, and steel mills. By reusing these materials as alternatives to natural resources and raw materials, TCC reduces energy consumption per unit of cement product and lowers greenhouse gas emission intensity, thereby minimizing environmental impact. Furthermore, in 2024, TCC achieved the highest level of BS 8001 level 4 certification for its circular model of converting MSW into alternative raw materials and fuels. (2) TCC's two cement plants in Taiwan and the Low-carbon R&D Center have all received ISO 50001 Energy Management certification. The cement plants feature waste heat power generation systems, which reduce 20-30% of purchased electricity by utilizing waste heat for power generation, thus improving energy efficiency. (3) TCC's energy efficiency performance and alternative raw material usage are publicly disclosed annually in the Environmental chapter of the ESG section on its official website.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
3. Does the Company assess the potential current and future risks and opportunities of climate change to the enterprise, and take measures to address climate-related issues?	√		3. (1) TCC established the Risk Management Executive Committee under the Board of Directors in May 2020. At the 5th meeting of the 25th Board of Directors on August 13, 2024, it was resolved to rename the previous Risk Management Executive Committee and Risk Management Policies and Principles to Risk Management Committee and Risk Management Policy, respectively. Risk identification and analysis are conducted across seven major areas according to business scope. Based on the identification results, each department develops response strategies, and the Risk Management Committee submits a risk control report to the Board of Directors annually. (2) In response to changes in the company development strategy, TCC's Board of Directors approved revisions to the risk management policy in May 2024, incorporating "biodiversity" as a key area of risk identification. This aims to prevent and reduce the impact of operational activities on nature and biodiversity. (3) Details regarding the operation of TCC's Risk Management Committee and the analysis of climate change transition and emerging risks are publicly disclosed in the Corporate Governance chapter of the ESG section on the official website. (4) For the assessment of climate change-related risks and opportunities and the response measures, please refer to page 88 of this annual report, "2.2.7 Implementation of Climate-related Information."	None
4. Has the Company compiled statistics on greenhouse gas emissions, water consumption, and total waste generation for the past two years, and established policies for energy conservation, carbon reduction, greenhouse gas reduction, water conservation, or other waste management?	√		4. (1) Greenhouse Gas Management: For details on TCC's goals and strategies, as well as the results of ISO 14064 carbon inventory and emission intensity, please refer to page 88 of this annual report under "2.2.7 Implementation of Climate-related Information" and the Greenhouse Gas Management section in the ESG area on TCC's official website. (2) Water Resource Management: Cement plants and products factories in Taiwan and China have all completed ISO 14046 water footprint inventory. Taiwan's cement plants and products factories have obtained ISO 46001 water efficiency certification. Since 2022, cement plants have implemented a water footprint management platform to monitor the entire process from water supply, usage, recycled water to discharged water, strengthening water management efforts. For water-stressed areas, future water supply is evaluated based on the WRI Aqueduct Water Risk Atlas. In 2024, the Water Withdrawal Intensity for Taiwan and China was 0.000377 (unit: million liters/ton of cementitious material). As the 2025 figures could not be fully assured before the annual report publication date, the complete assurance opinion will be disclosed in the 2025 Sustainability Report and the Environmental Chapter of the ESG area on TCC's official website. (3) Waste Management: Following ISO 14001 certification, each site has established its waste management regulations. All factory waste generated by TCC is classified as non-hazardous waste and is treated in accordance with regulations to ensure safe disposal. TCC is investing in innovative waste reduction development aimed at achieving zero waste by minimizing waste generation and maximizing resource recycling and reuse. In 2024, TCC's cement plants in Taiwan and Mainland China have set a target of converting 100% waste into renewable energy resources, striving for non-hazardous and resource oriented waste management. In 2024, the non-hazardous waste for Taiwan and China was 34,372.11 metric ton, and this data was verified and certified by Deloitte under ISAE 3000. As the 2025 figures could not be fully assured before the annual report publication date, the complete assurance opinion will be disclosed in the 2025 Sustainability Report and the Environmental Chapter of the ESG area on TCC's official website.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies														
	Yes	No	Summary															
IV. Social Issues			1. Taiwan Cement Corporation (TCC) Group upholds the Total Care Commitment, striving to create a safe, inclusive, and growth-oriented workplace environment. TCC Group references and adheres to various international human rights conventions, including the United Nations Global Compact, the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, the United Nations Declaration on the Rights of Indigenous Peoples, and the International Labour Organization's Indigenous and Tribal Peoples Convention, 1989 (No. 169). By implementing human rights protections, promoting diversity and gender equality policies, and conducting employee engagement surveys, TCC Group ensures the effectiveness and continuous improvement of these policies, allowing employees to develop and grow with peace of mind.															
1. Has the Company developed relevant management policies and procedures in accordance with relevant regulations and international human rights conventions?	✓		(1) Implementing Human Rights Protections to Ensure Business Operations Meet International Standards TCC Group is committed to respecting and protecting the basic rights of all employees. We formulate relevant policies and management mechanisms in accordance with international standards and have established the Taiwan Cement Corporation Human Rights Policy to ensure that our business operations fully comply with human rights norms. We strictly adhere to labor-related regulations in all our global operational locations, protecting the legal rights of employees. We follow the spirit and basic principles of various international human rights conventions, including the United Nations Global Compact, the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Guiding Principles on Business and Human Rights, the United Nations Declaration on the Rights of Indigenous Peoples, and the International Labour Organization's Indigenous and Tribal Peoples Convention, 1989 (No. 169). We do not tolerate any behavior that violates human rights. We fully embody the responsibility to respect and protect human rights, treating all employees, including contract workers and interns, with dignity and respect. Our human rights policy applies to the company, domestic and international subsidiaries, joint ventures, and other related entities with substantial control. It also applies to suppliers and business partners. Employee human rights management is handled by the Human Resources Department, while supplier and business partner human rights management is overseen by the Supply Chain Management Department. TCC launched human rights due diligence in 2019, triennially assessing 100% of its operations, value chain, and new business relationships (e.g., M&A, JVs) across all locations (including Mainland China, subsidiaries, affiliates) to identify risks. <u>Scope of Due Diligence</u> In 2024, TCC proactively aligned with the EU's Corporate Sustainability Due Diligence Directive (CSDDD), referencing UN and OECD guidelines, ISO standards, and the European Sustainability Reporting Standards (ESRS), to complete its inaugural Human Rights and Environmental Due Diligence Report, covering Operations Headquarters, as well as Taiwan cement plants and ready-mixed concrete (RMC) plants under the Cement & Environmental Business (Asia). In 2025, this scope of due diligence was expanded to include Operations Headquarters, Cement & Environmental Business (Europe/Africa), Cement & Environmental Business (Asia), Asset Management & Development Business, Charging & Storage Business (Asia), Battery Energy Business, Energy for Social Transformation Business (Ho-Ping Power Plant), and Investment Business. The research methods include reviewing international indicators, conducting stakeholder surveys, and holding focus group interviews to identify significant human rights risks that are highly probable and have a substantial impact. <u>Due Diligence Process</u> <table><tr><th>Step</th><th>Description</th></tr><tr><td>Step 1 Policy and Governance</td><td>Integrate due diligence into its corporate policies and management systems, commixing to avoid adverse impacts on human rights and the environment through its governance and operational processes.</td></tr><tr><td>Step 2 Risk Identification and Assessment</td><td>i. Issue Collection: Broadly gather potential human rights and environmental issues affecting stakeholders during operations, compiling topics from UN, EU, OECD, and ILO guidelines. ii. Assessment Frequency: Every three years, we assess operations, the value chain, and new business relationships (e.g., M&A, JVs) for potential human rights risks. The first due diligence was in 2024, with regular execution planned. iii. Risk Assessment: Evaluate human rights and environmental risks using international human rights and environmental indicators and through stakeholder consultation, including current and future systemic risks. TCC assesses three future systemic risks: climate change, aging population, and net-zero transition.</td></tr><tr><td>Step 3 Prevention, Termination, and Mitigation</td><td>Terminate negative impacts and prevent future ones. If impacts persist, mitigation measures are put in place.</td></tr><tr><td>Step 4 Tracking Effectiveness</td><td>Regularly evaluate if measures effectively prevent or mitigate negative impacts.</td></tr><tr><td>Step 5 Communication and Disclosure</td><td>Disclose information and communicate with stakeholders.</td></tr><tr><td>Step 6 Remediation and Grievance</td><td>Provide remediation measures for negative impacts, ensuring 100% site implementation. Establish corporate grievance mechanisms.</td></tr></table>	Step	Description	Step 1 Policy and Governance	Integrate due diligence into its corporate policies and management systems, commixing to avoid adverse impacts on human rights and the environment through its governance and operational processes.	Step 2 Risk Identification and Assessment	i. Issue Collection: Broadly gather potential human rights and environmental issues affecting stakeholders during operations, compiling topics from UN, EU, OECD, and ILO guidelines. ii. Assessment Frequency: Every three years, we assess operations, the value chain, and new business relationships (e.g., M&A, JVs) for potential human rights risks. The first due diligence was in 2024, with regular execution planned. iii. Risk Assessment: Evaluate human rights and environmental risks using international human rights and environmental indicators and through stakeholder consultation, including current and future systemic risks. TCC assesses three future systemic risks: climate change, aging population, and net-zero transition.	Step 3 Prevention, Termination, and Mitigation	Terminate negative impacts and prevent future ones. If impacts persist, mitigation measures are put in place.	Step 4 Tracking Effectiveness	Regularly evaluate if measures effectively prevent or mitigate negative impacts.	Step 5 Communication and Disclosure	Disclose information and communicate with stakeholders.	Step 6 Remediation and Grievance	Provide remediation measures for negative impacts, ensuring 100% site implementation. Establish corporate grievance mechanisms.	None
Step	Description																	
Step 1 Policy and Governance	Integrate due diligence into its corporate policies and management systems, commixing to avoid adverse impacts on human rights and the environment through its governance and operational processes.																	
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Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
			<u>Scope of Stakeholder Due Diligence</u> Based on the "Guiding Principles on Business and Human Rights," due diligence should consult potentially affected groups and other relevant stakeholders. The identified stakeholders include employees, female employees, migrant workers, female migrant workers, communities, indigenous peoples, customers, and suppliers. The main human rights issues are referenced from guidelines and conventions by the United Nations, the European Union, the OECD, and the International Labour Organization. These encompass significant international human rights and environmental issues, including working hours and wage benefits, occupational safety and health, bullying and harassment, forced labor and human trafficking, privacy rights, freedom of speech, multiculturalism and equality, whistleblower protection mechanisms, as well as environmental impact human rights issues such as water resources, biodiversity, environmental degradation, and land use. Through international human rights and environmental indicators, as well as questionnaires to TCC employees and personnel from suppliers and contractors in office and factory operations, we identify human rights risk issues among significant tier-1 suppliers and contractors. Issues include, but are not limited to forced labor, human trafficking, child labor, freedom of association, collective bargaining, wages and benefits, bullying and harassment, climate change, biodiversity, and environmental degradation. For detailed information, please refer to TCC's 2025 Human Rights and Environmental Due Diligence Report. <u>Management Measures, Effectiveness Tracking, and Remediation Appeals</u> In response to significant risks, our company has implemented preventive and mitigation measures. Anti-bullying has been incorporated into the "Anti-Discrimination and Anti-Harassment Policy," which was renamed in 2025 to the "Anti-Discrimination Anti-Harassment and Anti-Bullying Policy." Additionally, we continue to uphold the zero recruitment fee principle, strengthen occupational accident investigations and water resource management, enhance sustainable supplier audits, and promote community co-prosperity programs. For existing incidents (such as exceeding drainage standards and waste management issues), we have also completed remediation and improvements. Based on the assessment results, most critical issues are controlled by existing management mechanisms and prevention/mitigation measures. Remaining risks are integrated into remediation mechanisms with strengthened preventive management, ensuring effective governance. For detailed information, please refer to TCC's 2025 Human Rights and Environmental Due Diligence Report. The human rights policy and its implementation status of the TCC Group have been disclosed on the company's official website, demonstrating the company's commitment to social responsibility. We continuously strengthen human rights risk management to ensure that all stakeholders have access to transparent information. (2) Promoting Diversity and Gender Equality Policies TCC Group firmly believes that a diverse, equal, and inclusive workplace is the cornerstone of driving innovation and organizational resilience. To fulfill our commitment to employee rights and workplace respect, we continuously strengthen workplace equality governance structures, creating a safe, friendly, and trustworthy work environment. To ensure the effective implementation of policies within the organization, we introduced a series of system implementations and cultural deepening measures in 2025, including education and training for supervisors and HR departments, the creation of scenario case guidelines, and updates to internal promotional materials. These efforts help employees clearly understand behavioral guidelines and grievance mechanisms. Through ongoing policy promotion and cultural communication, we aim to make respect, inclusion, and friendliness a part of daily organizational management. These actions build on existing policies and continuously enhance system maturity in response to workplace governance trends, demonstrating our concrete commitment to strengthening human rights protection and sustainable governance. (3) Enhancing Employee Engagement Surveys TCC Group values employee feedback and considers engagement survey results as a crucial basis for organizational improvement. Based on the needs and feedback presented by third-party surveys, we focused on deepening the application of survey results in 2025, formulating and clearly setting key improvement directions, incorporating them into annual management actions and workplace optimization plans, and using them as the core foundation for enhancing workplace experience and employee engagement. In 2025, we also established a more comprehensive feedback and communication loop mechanism, ensuring employees can clearly feel that their opinions have been heard and translated into concrete organizational actions. Through continuous improvement measures, enhanced cross-departmental dialogue, and transparent communication, TCC Group is committed to increasing employee engagement, sense of belonging, and career support, working together with all colleagues to build a more resilient and sustainable work environment.	

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
2. Has the Company established and implemented reasonable employee benefit measures (including compensation, leave, and other benefits), and appropriately reflected business performance or results in employee compensation?	√		2. TCC not only offers competitive salaries and rewards but also fosters a diverse, inclusive, and gender-equal workplace. We do not discriminate based on gender, race, religion, political stance, or marital status, fully implementing the concept of workplace equality. In 2025, female colleagues accounted for 22% of TCC's workforce, while female managers represented 28%. We are committed to creating a gender-friendly workplace to attract and retain talent. Based on objectives such as operational goals, employee performance, and corporate social responsibility, TCC conducts an annual review of employee salary levels and reward systems through salary survey reports. We align the company's overall operational profits with individual performance, ensuring that employees at all levels are motivated to advocate for environmental protection and improve social benefits. To support this, we have designed incentive compensation systems to reward outstanding performance. In 2025, we implemented performance-based salary adjustments to retain talent and ensure competitive salary levels. TCC embraces a people-oriented value by offering diverse employee benefit programs. This includes paid leave that exceeds legal requirements (such as Paid Family Care Leave and Paid Personal and Sick Leave), flexible working hours, work-from-home options, and cross-time zone shift arrangements, enabling all employees to balance their health, safety, family care, and work flexibility needs. TCC also organizes health check-ups for colleagues and offers a range of benefits, including medical insurance, educational scholarships for children, marriage and childbirth benefits, holiday bonuses, employee stock ownership trusts, and emergency assistance. TCC provides comprehensive welfare benefits, ensuring thoughtful care for both the physical and mental well-being of employees. TCC is committed to continuously supporting employees' physical and mental well-being. To protect employee rights, clear measures and regulations regarding excellent performance or misconduct are also outlined in the work rules. Regarding the retirement system, our company operates in accordance with the "Labor Pension Act" and has established a "Labor Retirement Reserve Supervisory Committee" to regularly allocate pension funds. For employees under the new system, 6% of their monthly salary is contributed to their individual pension accounts. For employees under the old system, pensions are provided according to the relevant regulations. Our company also offers retirement insurance (with the company subsidizing the premiums), additional stock holding trusts, retirement fellowship luncheons, and care activities to help colleagues plan for a stable retirement life.	None
3. Does the Company provide a safe and healthy work environment, and regularly implement safety and health education for employee s?	√		3. (1) Upholding the "people-oriented" value, TCC is committed to the Total Care Commitment, striving to create the best healthy workplace and provide an excellent working environment. TCC has long aimed for "zero work injuries" for employees and contractors, establishing an occupational safety and health management system and setting up an Occupational Safety and Health Management Office responsible for labor safety and health-related affairs. To strengthen risk control, AI recognition technology will be introduced from 2025, with smart cameras installed in high-risk operational areas of each plant. In the future, an occupational accident and major incident reporting system will be introduced to provide a convenient channel for reporting abnormal events and a comprehensive mechanism for investigating and analyzing occupational accident cases, continuously improving the safety and health management system. To continuously improve management efficiency, TCC established a "Monthly Safety Report" mechanism in 2021 and introduced a "Weekly Safety Report" as a regular data tracking tool starting from December 2024, which will continue to operate and optimize reporting quality in 2025. The report covers four main aspects: statistics on work injuries, safety and health audit deficiencies and improvement results, contractor violations and handling outcomes, and the implementation of safety and health education and training, systematically grasping the safety management performance of each plant. Additionally, the daily high-risk operation reporting mechanism promoted since October 2024 will continue to be implemented in 2025. Each plant will report daily on high-risk operation items, control measures, and execution effectiveness, enabling management units to promptly grasp on-site operational risks and intervene for guidance and improvement, continuously strengthening risk prevention and control. Furthermore, to enhance the timeliness and completeness of accident reporting, the company will establish an occupational accident reporting platform in April 2025, serving as a tool for real-time reporting and management of accidents and abnormal events. Through systematic processes, cases will be reported, managed hierarchically, and followed up for improvement, enhancing information transparency and management efficiency. TCC places great importance on the safety of employees' working environments. In the monthly TCC meeting chaired by the chairman, with the management team and department heads responsible for reporting, special emphasis is placed on reviewing occupational safety performance and monthly improvement plans. Decisions made in the meeting apply to the entire group. Additionally, the TCC monthly meeting has decided to strengthen safety and health education and training capacity, requiring annual training hours per person to reach at least 10 hours, continuously enhancing employees' safety awareness and professional capabilities. To continuously improve occupational safety performance in 2025, the headquarters' Occupational Safety Office will hold a "Monthly Safety Meeting" each month, urging plants in Taiwan and Additionally, rewards and penalties approved by the general manager will enhance safety responsibilities at all levels. In 2025, a total of 10 monthly safety meetings were held, discussing occupational safety performance, key safety enhancement items, and accident case experience sharing between Taiwan and China. Through cross-plant experience sharing and management strategy discussions, overall safety management practices are continuously refined. Each site has an Occupational Safety and Health Management Unit responsible for the site's occupational safety and health-related affairs. In Taiwan, meetings are held quarterly to track execution results and review improvements, while in China, meetings are held monthly, with the chief committee member (workplace head or their representative) making decisions on relevant issues and reporting to the operations headquarters.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
			All TCC workplaces have clear warning signs and safety boards (risk reminders, protective gear requirements, emergency contact lists), evacuation cards, and the seven life safety rules (entry guidelines). Efforts are made to maintain the safety of production areas, including using automated equipment to keep employees away from high-risk operational areas and enhancing management intensity and real-time risk identification through internet technology applications and AI systems. TCC's work environment monitoring is conducted by agencies and qualified personnel recognized by the central competent authority. Before implementing work environment monitoring, a work environment measurement plan is formulated based on the characteristics of work environment hazards, monitoring purposes, and relevant guidelines announced by the central competent authority. For work environment monitoring results, in addition to implementing hierarchical management as required by regulations, appropriate evaluation procedures are established and maintained. Preventive or control procedures or plans are adopted based on evaluation results to eliminate or control identified hazards, with preventive and control measures implemented. Regular work environment monitoring ensures employees are not exposed to risks and controls whether harmful substances in the environment are abnormal. TCC has an occupational disease management and tracking mechanism, with each site following group management principles and complying with local regulations for occupational disease management. The company commissions recognized agencies to plan work environment monitoring quarterly or semi-annually based on regulatory requirements and work risk characteristics, continuously strengthening plant safety facilities and signage to protect employees from harm. Employees encountering dangerous situations at work have the right to exercise their right to retreat according to the law. The company has contracted or full-time medical personnel at each site, conducting hierarchical management and health tracking based on health check results, providing proactive care, with 646 instances of use in 2025. Special health checks are conducted for special operations personnel as required by law. Taiwanese employees undergo a mobile health check every three years, while Chinese employees undergo an annual health assessment. Occupational disease identification combines diagnoses from occupational medicine physicians or institutions qualified for occupational disease identification. Additionally, the company provides free flu vaccinations annually, enhancing employee health protection, with 1,508 vaccinations administered in 2025. Physical therapists or counselors are occasionally arranged to hold seminars, assisting employees with stress adjustment and health promotion. In 2025, two ergonomics seminars, two psychological seminars, and one maternal health protection seminar were held at the headquarters, with remote employees able to participate online or watch on the TCC Online Academy. In 2025, the causes of minor work injury accidents in Taiwan and China were falls, falling objects, and falls from heights. After the incidents, TCC addressed the root causes, with the main reasons being insufficient safety awareness and illegal operations. To prevent similar accidents from recurring, improvements are made comprehensively rather than at single points, aiming to achieve the "zero work injury" goal. (2) All cement plants, product plants, and the group's operations headquarters have passed the ISO 45001 Occupational Health and Safety Management System certification, systematically ensuring employee safety. Additionally, to strengthen internal occupational safety awareness, TCC conducts internal auditor qualification training for seed personnel in each unit according to ISO requirements. In 2023, CNS and ISO 45001 recertification were completed, with the certificate valid from December 22, 2023, to December 22, 2026. (3) In 2025, there were six occupational accident incidents in Taiwan, resulting in 19 injured employees, accounting for 0.6% of the total number of employees. The injuries were due to failure to implement safety regulations, and safety protection operation education and training were arranged afterward. Responsible units were required to propose effective measures to prevent recurrence, ensuring closed-loop management. (4) In 2025, TCC Group experienced three fire incidents, with 14 injured employees, accounting for approximately 0.6% of the total number of employees. The company turned difficulties into motivation for improvement and supervision, significantly strengthening group risk control, fully implementing institutionalized management, and initiating RBA and ISO 31000 international risk management certification and external audits. Technological means, such as drones combined with remote infrared thermal imaging systems, were actively used to enhance safety levels. These systems can monitor key areas such as the environment and substations for high temperatures that may pose hidden dangers. If abnormalities or potential disasters are detected, the system will immediately issue automatic warnings and initiate response procedures, using technology to prevent disasters from recurring.	

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
4. Has the Company established an effective career capability development training plan for employees?	√		4. TCC Group firmly believes that "talent is the key asset for corporate sustainability" and values the development of skills and professional growth needed at various stages of an employee's career. In the face of a rapidly changing global environment and highly complex sustainability challenges, we are committed to helping employees develop a forward-looking vision and innovative thinking. We enhance their diverse professional capabilities through cross-disciplinary training programs. With a focus on "sustainable development," "global vision," and "technological innovation" as our core pillars, TCC Group continues to create rich and diverse learning resources and training programs. We encourage employees to continuously grow in their professional expertise and skill expansion, thereby exerting a more profound influence in the process of organizational transformation and sustainable operations. As of the full year of 2025, the total training hours accumulated reached 264,022 hours, with an investment of NT\$25,192,920 in education and training, covering Taiwan and China's cement, environmental protection, and related enterprises. (1) Corporate Sustainability Culture and Heritage In 2025, TCC Group continued to deepen its sustainability culture DNA, building on the achievements of the previous year. We further strengthened the carbon competitiveness of all employees, integrating the spirit of sustainability more deeply into our corporate culture and daily operations. Facing the accelerating global low-carbon transition, we have improved our carbon competitiveness training system on the existing foundation, aligning talent development with corporate strategy. In response to rising carbon costs and increasingly stringent global regulations, the "Carbon Academy," as the core platform for the group's carbon expertise, continued to expand its course content and learning levels in 2025. We also promoted carbon management training for management levels, making the Carbon Academy not just an educational training platform but also a crucial driving force for the group to implement carbon reduction, enhance operational resilience, and improve market competitiveness. Through institutionalized capacity building, TCC Group has transformed carbon reduction thinking into a core operational strategy, continuously leading various business units to maintain a leading position in the low-carbon economy era. (2) Global Vision Development Program As TCC Group's global footprint continues to expand, cultivating an international perspective and cross-cultural understanding has become a fundamental basis for organizational excellence. We believe that broadening horizons not only enriches employees' life experiences but also fosters inclusive, diverse, and innovative thinking in the workplace, injecting continuous momentum for the company in global competition. Continuing the direction of promoting global vision development, in 2025, TCC further organized a cross-national cement annual meeting focused on the cement and environmental protection business units. Representatives and partners from different countries gathered to exchange insights on international markets, latest technological trends, and engage in in-depth discussions on sustainable development, low-carbon transition, and global industry cooperation. Through cross-national exchanges and knowledge connections, we continuously strengthen TCC's competitiveness and influence in the global market. Additionally, TCC hosted the MIT Energy Initiative (MITei) Focus Meeting, inviting scholars from relevant fields at the Massachusetts Institute of Technology to engage in industry-academia exchanges with the chairman and business unit leaders. Discussions focused on energy transition and low-carbon technologies, promoting knowledge exchange and cooperation between the company and the international academic community, continuously enhancing TCC's vision and competitiveness in global industrial development. (3) Forward-Looking Technological Capability Development In response to the rapid development of generative AI technology, TCC Group continues to promote the cultivation of employees' forward-looking technological capabilities. In 2025, we further incorporated relevant content into internal training and management modules, enhancing employees' understanding and judgment of AI technology applications. We also encourage various units to explore the application of AI in operational processes, content production, and data analysis, aiming to improve work efficiency and decision-making quality. Relevant training also includes concepts of data security, model usage principles, and risk management, gradually building the organization's capability in emerging technology applications and governance. To deepen the cultivation of related capabilities, TCC Group also organizes diverse learning activities, such as the AI Day series of courses for the information team, covering Smart Coding and AI frontier technology study exchanges. Additionally, we hold generative AI workshops open to all employees, promoting the sharing of AI application experiences and cross-departmental exchanges.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies
	Yes	No	Summary	
5. Does the Company comply with relevant regulations and international standards regarding issues such as customer health and safety, customer privacy, marketing and labeling of products and services, and establish related consumer or customer protection policies and complaint procedures?	√		5. TCC adheres to the principles of safeguarding consumer rights and upholding standards of product quality and customer service. In areas such as customer health and safety, product labeling, marketing information disclosure, and complaint handling, TCC complies with relevant regulations and international standards. To further enhance customer service quality and complaint handling efficiency, TCC has established comprehensive customer service regulations and complaint handling procedures, ensuring a systematic and reliable service mechanism. The specific implementation details are as follows: (1) To protect customer rights and ensure the transparency and accuracy of product information, TCC strictly complies with relevant government regulations and implements various measures in product labeling and marketing advertisements to ensure customer health and safety. In accordance with the Commodity Labeling Act, packaged cement bags are labeled with the place of origin, composition, production date, and shelf life. For bulk cement, the shipping note includes information on the shipping plant, composition, and production date. Ready-mixed concrete details product specifications (including 28-day strength, design slump, maximum particle size, and design slump flow) and the weight of various components (including cement, admixtures, slag, and fly ash) on the delivery note, ensuring consistent and reliable quality. (2) TCC attaches great importance to customer health and safety. For domestic products, specialized transport vessels equipped with dust collection equipment are used to reduce dust dispersion effects on the environment and operating personnel. Additionally, complete shipping documents are provided to ensure traceable transportation information. For exports, sales and shipping are conducted in accordance with international regulations and commercial practices to ensure service quality and protect the rights of international customers. In addition, all production plants have obtained ISO quality management system certification and CNS Mark certification. Before products leave the factory, they undergo strict inspections according to the regulations of the Bureau of Standards, Metrology and Inspection, TCC's stricter internal quality control, and specific customer requirements. These measures ensure product quality, safety, and regulatory compliance, providing comprehensive protection for consumer and customer rights. (3) TCC's sales personnel serve as the front point of contact for handling customer complaints. In addition, public contact channels have been established on the official website, including a dedicated email address (# 20505), with designated personnel responsible for receiving complaints, filing cases, and tracking the resolution process to ensure timely responses and protection of customer rights. TCC has a dedicated R&D centers that supports various production and business units, providing "cocktail-style" customized products and complaint resolutions to flexibly respond to diverse customer needs. (4) Since 2002, TCC has regularly conducted annual customer satisfaction surveys as a basis for service improvement and internal management. Starting from 2023, we will disclose the carbon footprint and print carbon footprint labels on the delivery notes for each batch of cement and concrete. The 2024 survey will further include sustainability issues such as carbon footprint, water footprint, product traceability, and health and safety, and we will provide feedback on customer satisfaction survey results to our clients. In 2025, we will further disclose carbon footprint data verified by third-party organizations. Our company has also established a "Product Assurance Traceability System," allowing customers to use QR codes to check the raw material blending ratios, sources, carbon emission intensity, and inspection reports. Additionally, our company has formed the "Low-Carbon Construction Pioneer Alliance" with over a hundred construction companies to promote low-carbon building materials and explain carbon reduction and water-saving achievements to customers through on-site presentations. (5) Fair Trade and Customer Privacy: In contract agreements, we adhere to the principles of reciprocity, fairness, and integrity, fully explaining important product details and disclosing risks. Our company complies with the Personal Data Protection Act and other relevant regulations, respecting customer privacy and protecting the personal data provided by customers. Our internal control policies include key points and procedural regulations for "Personal Data Protection Management," ensuring that the collection, use, processing, and security maintenance of personal data comply with relevant legal requirements. For more information on customer privacy issues, please refer to the description of the personal data protection initiatives. (6) Other details and related updates regarding these initiatives implemented in 2026 will be disclosed in the annual sustainability report or on the official website.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary	
6. Has the Company established supplier management policies requiring suppliers to comply with relevant regulations on environmental protection, occupational safety and health, or labor rights, and what is the implementation status?	✓		TCC has established the "Supplier Management Policy" and the "Supplier Code of Conduct," which cover labor and human rights, health and safety, environmental protection, business ethics, and management systems. Details of these policies can be found in the Supplier Section of the Taiwan Cement Corporation (TCC) official website. (1) On November 5, 2025, TCC held a Supply Chain Conference focused on strengthening the green supply chain. A total of 133 suppliers were invited to participate, and eight outstanding suppliers were recognized for being among the first to obtain ISO 14067 third-party carbon footprint certification for their products or services. (2) TCC issues an annual sustainability questionnaire, requiring suppliers to perform ESG self-assessments, followed by an internal review. Suppliers that do not meet the required standards are classified as high-risk and are subject to regular follow-up to monitor their improvement. In 2025, the Company completed sustainability audits for 295 suppliers and commissioned external consultants to conduct on-site human rights due diligence, helping suppliers improve and take corrective actions, thereby strengthening the overall sustainability resilience of the supply chain. The Company also continues to expand its management scope by progressively including suppliers from affiliated enterprises, broadening the coverage of sustainability governance. (3) A total of eight training sessions was held on topics including carbon footprint accounting, quality management, and occupational safety, with participation from 308 suppliers. These programs helped mitigate operational risks through training and knowledge exchange.	None
V. Does the Company prepare sustainability reports or other reports disclosing non-financial information with reference to internationally accepted reporting standards or guidelines? Has the aforementioned report obtained assurance or verification opinion from a third-party verification organization?	✓		The Company's sustainability report follows the Global Reporting Initiative (GRI)'s GRI Universal Standards 2021, the Sustainability Accounting Standards Board (SASB) standards for the construction materials industry, the GCCA Sustainability Guideline by Global Cement and Concrete Association (GCCA) standards, the International Financial Reporting Standards (IFRS) S1 and S2 sustainability reporting standards published by the International Sustainability Standards Board, and TCFD recommendations on climate-related financial disclosure published the Financial Stability Broad (FSB). Deloitte performed and provided independent limited assurance for the above criteria of GRI and SASB, based on the Assurance Standards Bulletin No. 1 issued by the Accounting Research and Development Foundation of the Republic of China. This bulletin clarifies the assurance procedures to non- historical financial information and is based on the ISAE (International Standard on Assurance Engagements) 3000 Revised. Besides, the verification was also conducted by the British Standards Institution Taiwan Branch (BSI) in accordance with the GRI Standards and AA1000AS v3 Type I moderate assurance level as well. The assurance items may change depending on current issues each year. Take the 2024 sustainability report, for example. Assurance items included confirmed corruption incidents and actions taken, energy consumption, water usage, air pollution emissions, waste disposal, the situation of occupational safety and health, stakeholder engagement with the local community, etc. Related information and reports are accessible from the appendix of the Company's annual sustainability reports.	None

Promoted items	Implementation			Differences from and reasons for deviation from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies
	Yes	No	Summary	
VI. If the Company has its own sustainable development code based on the Code of Practice for Sustainable Development in Listed & OTC Companies, please describe any differences between its operations and the code: :				
1. On March 18, 2011, the Board of Directors of TCC Group Holdings Co., Ltd. approved the establishment of the Corporate Social Responsibility (CSR) Practices Guidelines. Subsequently, the Guidelines were amended upon approval by the Board of Directors in December 2011, March 2016, March 2017, March 2020, August 2020, and August 2025. Among these, in August 2025, in line with regulatory amendments, the original Corporate Social Responsibility (CSR) Practices Guidelines were renamed as the Sustainable Development Best Practice Principles, and relevant management mechanisms were continuously strengthened to implement the objectives of sustainable development. The Company regularly reviews its implementation in accordance with the Guidelines and makes improvements accordingly. To date, there have been no deviations. 2. TCC's Internal Control Policy/Guidelines includes Personal Data Protection Management policies and procedural regulations to ensure that 'the collection, use, processing, and management of personal data, whether related to TCC employees, customers or customer employees, or supply chain vendors or their employees, are properly governed. Additionally, it ensures that data files and system security are maintained in accordance with relevant personal data protection laws and regulations.' This includes, but not limited to: (1) Establishing management regulations and documentation for personal data procedural operations, implementing compliant use of personal data and protection measures, and requiring that security maintenance operations for personal data files and systems comply with applicable regulations and the provisions of this policy. (2) Assigning a dedicated unit and personnel with appropriate resources to manage personal data, ensuring the security of data files and systems while providing the necessary support for personal data protection efforts. (3) Emergency response measures and notification mechanisms for personal data incidents should be handled in accordance with regulation. 3. TCC Group's Information Security Management Guidelines clearly require all employees to comply with government-related regulations on information security, personal data protection, and trade secrets. 4. In addition to its existing Personal Data Protection Management policies and related procedures, TCC is taking steps to strengthen the security of personal data, ensure proper handling of personal data after business termination, and establish notification mechanisms for data breaches. To this end, TCC has reviewed relevant legal requirements and formulate a separate Personal Data Protection and Management Policy, and approved by the board of directors, it will be announced and implemented. In the year 2025, personal data awareness education and training: a total of 604 hours accumulated, with 646 participants. 5. This initiative is scheduled to be disclosed in the Sustainability Report and on TCC's official website following resolution by the Board of Directors. 6. TCC regularly reviews implementation according to these guidelines and makes improvements accordingly. There have been no differences in implementation to date.				
Sustainable Development Best Practice Principles:			Personal Data Protection and Management Policy	
VII. Other important information contributing to understanding the implementation of sustainable development operations: :				
1. In addition to disclosing related operational details in the "6 Disclosure of Sustainability-related and Climate-related Financial Information" section on page 202 of this annual report and publishing a sustainability report, our company has also established a dedicated ESG section on our official website. This section includes information on annual performance and future plans, presented in an easy-to-understand format with visuals and charts, allowing external parties to immediately grasp our concrete performance on sustainability issues.		ESG section (Chinese)		ESG section (English)
				
2. The Company leverages diverse media platforms to enhance communication with the public and engage with various groups, providing real-time updates on sustainability-related activities for maximum impact. Below are links to the company's major social media accounts:				
(1) Instagram	(2) Wechat	(3) YouTube :	(4) Facebook	
				
(5) Earth Helper Facebook	(6) TCC DAKA Micro Travel in Facebook Page	(7) TCC Suao Plant Facebook Page	(8) NHQA.TCC LINE :	
				

2.2.7 Implementation of Climate-related Information

1. Climate-related information implementation status:

(1) Description of the Board of Directors and Management's Supervision and Governance of Climate-related Risks and Opportunities:

The Board of Directors at TCC serves as the highest governing body for the Company's climate-related matters, responsible for guiding and supervising the management of significant risks related to economic, environmental, and social aspects. Climate change risks and opportunities are also included within its scope of the Board's responsibilities. To strengthen the governance structure, TCC has established a Risk Management Committee and a Corporate Sustainable Development Committee to assist in formulating and implementing climate-related strategies. Implementation results are regularly reported to the Board of Directors for supervision and review, ensuring that the Company's climate strategy aligns with its overall sustainable development guidelines. Furthermore, TCC established the Office of Responsibility and Sustainability in 2022, responsible for cross-departmental communication and integration of group resources to enhance the implementation efficiency of climate actions and sustainability projects, while providing strategic optimization recommendations to advance the realization of sustainability goals.

TCC's Board of Directors has established the Risk Management Committee and Corporate Sustainable Development Committee, which are respectively responsible for the Company's overall risk control and sustainability strategy implementation. The Risk Management Committee is dedicated to strengthening the Company's risk governance mechanisms. The President serves as the highest authority for climate risk, coordinating the identification and management of operational risks (including physical and transition risks associated with climate change), and leading the planning and implementation of response measures. The management team reports to the Board of Directors at least once a year on the implementation status and control effectiveness of risk management, ensuring the continued effectiveness and improvement of the governance process. Additionally, a Risk Management Working Group has been established under the Risk Management Committee, consisting of senior executives from various departments and business groups. The group develops strategies based on four risk aspects: strategic, operational, climate, and financial. This ensures that relevant practices are implemented in business operations and regularly consolidates execution results and response measures to report back to the Risk Management Committee.

The Corporate Sustainable Development Committee is responsible for reviewing and supervising the Company's sustainable development strategies and performance, with the Chairman serving as the convener. Discussion topics cover climate governance and low-carbon transition planning, and meetings are held at least twice a year. A Corporate Sustainable Development Working Group has been established under the Corporate Sustainable Development Committee and divided into functional groups covering seven key sustainability areas. The Working Group is composed of senior executives and experienced colleagues from various departments, responsible for promoting sustainability actions within their respective areas of responsibility. Through annual meetings and written reports, the Working Group evaluates the implementation results and future planning of climate change and other sustainability issues, thereby continuously optimizing strategy and implementation effectiveness. The Chief Sustainability Officer regularly reports overall progress to the Sustainable Development Committee.

(2) Description of how the identified climate risks and opportunities impact the company's business, strategy, and finances (short-term, mid-term, long-term):

TCC has established a systematic identification and evaluation process to strengthen corporate resilience under the impact of extreme climate events, and the pressures of the net-zero transition. During the assessment, TCC adopts risk matrix tools to comprehensively assess the time scale of risk occurrence (short-term, medium-term, long-term), likelihood (low to high), and degree of financial impact (covering revenue, operating costs, capital expenditure, and asset value) to evaluate the overall impact of climate issues on operations and transition. Material risks are determined based on the post-assessment risk value (likelihood x impact level). The two highest-ranking transition risks and the physical risk with the highest risk value are identified as priority concerns, serving as the core basis for incorporation into strategic adjustments, operational deployment, and capital expenditure planning. By closely linking assessment results with decision-making processes, TCC transforms risk identification into action, effectively enhances responsiveness and resource allocation efficiency while capturing green growth opportunities arising from the climate transition.

Material Risk Analysis Table

Climate-related Risks	R1 Carbon trading/carbon fee/carbon tax for Cap and Trade	R2 Strength of Support from Insurance and Financial Institutions for Investment and Financing	R9 Frequency and Intensity of Extreme Precipitation Events
Risk Type	Transformation Risks Policies and Regulations	Transition Risks Market Risks	Physical Risks Acute
Risk Description	Construction Material Traditional cement manufacturing processes emit large amounts of greenhouse gases. Without reducing greenhouse gas emissions, the Company will be impacted by increasingly stringent carbon regulation laws (such as carbon trading, carbon tax, or carbon fees). Furthermore, if countries do not implement carbon border taxes, imported goods will not be subject to carbon costs, resulting in unfair competition.	Construction Material As a high-carbon emission industry, the cement sector will face significantly reduced willingness from financial institutions to engage in business if low-carbon transition plans are not developed. This includes decreased investment interest from potential investors, difficulties in financing and insurance coverage. Additionally, since TCC issues green financial products linked to carbon reduction performance, failure to meet carbon reduction targets will lead to increased financing costs.	Construction Material Cement and concrete operational sites may experience revenue loss or increased operational costs due to business interruptions caused by extreme precipitation events or damage to own equipment. Heavy rainfall and typhoons may lead to fluctuations in raw material quality and supply disruptions, which could also affect product transportation, resulting in delivery delays or failure to ship, thereby impacting overall operations.
	Social Aspect of Energy Transition Without strategic planning for greenhouse gas reduction, the Company may face regulatory pressure from carbon control measures such as carbon fees, leading to increased operating costs. If these costs cannot be fully covered, there is a risk of declining profits.	Social Aspect of Energy Transition Amid the global coal phase-out trend, financial institutions have ceased financing for coal-fired power plants, insurance companies refuse to provide insurance services for coal-fired projects, and potential investors show reduced interest, which will significantly impact organizational operations.	
Expected Time Period	Short-term to medium and long-term	Short-term to medium and long-term	Short-term to medium and long-term
Impact on Business Model and Value Chain	Business model Cement production and energy generation	Business model Financing activities and insurance	Business model Cement production and energy generation
	Value chain Downstream construction industry, ready-mixed concrete customers, and downstream power customers		Value chain Upstream raw material supplies and downstream product transportation
Expected Financial Impact	- Short-term: NT\$ 2.067 billion - Medium-term: NT\$ 7.349 billion - Long-term: NT\$ 11.608 billion	- Short-term: NT\$ 4.074 billion - Medium-term: NT\$ 3.134 billion - Long-term: NT\$ 3.179 billion	Long-term: NT\$ 3.414 billion
Strategy and Decision-Making	- Implementation strategies include alternative clinker, alternative raw materials, alternative fuels, Equipment and process enhancements, power generation by heat recovery, renewable energy, carbon capture, and carbon sinks - Promote internal carbon pricing in cement business	- Continue to engage with financial institutions and respond to international sustainability ratings - Align with IFRS Sustainability Disclosure Standards - Issue green financial instruments to attract investors - Plan for decommissioning Hoping Power Plant by 2040	- Construct detention and sedimentation ponds and build 2-meter-high earth embankments on the mining area slopes to mitigate the impact of flooding. - All RMC Plants have established emergency response procedures; cement plants have formulated typhoon and flood response plans. - Flood control teams are set up at the plants to conduct regular drills and enhance inspections. - All high-risk critical equipment is insured against natural disaster-related damages.
Correspond to six major climate action plans	Low-carbon Circular Production Low-Carbon and Carbon Negative Technical Innovation Low-carbon Supply Chain	Low-carbon Circular Production Leading the Industry in Low-carbon Construction Materials Low-Carbon and Carbon Negative Technical Innovation Smart New Energy Business	Climate and Natural Disaster Adaptation
Response to cost estimation (including capital expenditure and expenses)	Approximately NT\$ 7.99 billion	Approximately NT\$ 0.51 billion	Approximately NT\$ 0.50 billion

Major Opportunity Analysis Table

Climate-related Opportunities	O1-Installation of New Energy Project	O2-Smart Low-Carbon Production and Waste Co-Processing	O3-Market Expansion of Low-carbon Products and Services
Opportunity Type	Products and Services	Resilience	Products and Services
Opportunity Description	Green Energy and Energy Storage Independently developing diverse renewable energy sources and establishing energy storage systems to meet Taiwan enterprises' green electricity and energy storage needs. TCC Group's subsidiary NHOA ATLANTE joins European SPARK ALLIANCE to expand product market and business territory	Construction Material The government promotes climate-related regulations and offers carbon fee incentives, encouraging businesses to plan early for low-carbon transformation. This enables companies with low-carbon production to gain competitive advantages. TCC Group takes the lead in adopting alternative raw materials and fuels along with AI-smart manufacturing processes, improving energy efficiency and lowering costs. Meanwhile, through co-processing waste, the Group reduces coal usage, creating carbon reduction benefits and revenue streams, strengthening its overall carbon reduction competitiveness.	Construction Material Global demand for low-carbon construction materials is increasing. TCC develops low-carbon products by utilizing alternative raw materials and fuels, improving process, and adopting energy-saving technologies, strengthening its competitiveness and driving profit growth. The launch of new domestic and international products, including UHPC, along with the implementation of regulations and carbon pricing, helps raise customers' carbon reduction awareness and drives market demand.
	Battery By optimizing battery energy efficiency and charging/discharging efficiency, combining self-developed energy management systems for battery health monitoring, and integrating renewable energy with charging equipment applications, the Company improves power generation efficiency, extends battery life, strengthens product competitiveness, and enhances customer loyalty.		
Expected Time Period	Short-term to medium and long-term	Short-term to medium and long-term	Short-term to medium and long-term
Impact on Business Model and Value Chain	Business model Low-carbon new energy products and services sales	Business model Cement production	Business model Low-carbon products and services sales
	Value chain Downstream customers with new energy demands		Value chain Downstream construction industry and ready-mixed concrete manufacturers
Strategy and Decision-Making	- TCC Green Energy Corporation focuses on the development and management of renewable energy projects including solar power, wind power, and geothermal energy, as well as research, evaluation and cooperation in renewable energy - NHOA.TCC is dedicated to building city-level microgrids. In addition to establishing large-scale EnergyArk® energy storage facilities, it also develops and designs energy storage cabinets that are more suitable for indoor use, with plug-and-play integration of batteries and equipment for urban power grids - Invest in Taiwan's first super battery factory, focusing on mass production of large power batteries - Establish integrated green charging and energy storage charging services, as well as providing green energy matching services and aggregated power trading - Expand into Taiwan, European and American energy storage and charging station markets	- Implementation of artificial intelligence for production efficiency - Co-processing of household waste and hazardous waste in cement kilns	Actively develop low-carbon cement and concrete and low-carbon products such as UHPC
Correspond to six major climate action plans	Smart New Energy Business	Low-carbon Circular Production Low-Carbon and Carbon Negative Technical Innovation	Low-carbon Circular Production Industry-leading Low-carbon construction Materials Low-carbon Supply Chain
Response to costs (including capital expenditure and expenses)	Approximately NT\$ 8.33 billion	Approximately NT\$ 0.03 billion	Approximately NT\$ 0.04 billion

- (3) In response to the operational impacts that may arise from global warming and extreme climate events, TCC has incorporated climate risks into its overall risk management policy. For detailed information, please refer to the Material Risk Analysis Table.
- (4) Explanation on How Climate Risk Identification, Assessment, and Management Processes are Integrated into the Overall Risk Management System:

TCC has approved the Risk Management Policy and Risk Management Committee Charter. By regularly holding meetings to monitor climate action results, TCC aims to keep potential risks across its operations within acceptable limits and to establish robust risk management procedures. In identifying and assessing climate-related risks and opportunities, TCC has established a systematic identification and analysis process based on TCFD recommendations to ensure that climate risk and opportunity management is fully integrated into corporate decision-making.

Step	Step Details	Results
STEP 1 Risk and Opportunity Identification	- Building Update climate risk and opportunity issues in accordance with the results of the previous climate risk and opportunity identification, international scientific and technological reports, industry trends in local laws and regulations where TCC operates, etc. - Based on the Sustainability Accounting Standards Board (SASB) standards applicable to industries involved in key operations and their disclosure topics, the Company is gradually identifying and incorporating climate-related risks and opportunities across different sectors.	Based on TCFD classification to identify 10 key climate risks and 5 climate opportunities
STEP 2 Risk and Opportunity Analysis	- Conduct cross-departmental workshops to probe into the actual impacts, timing, sources, and expected financial impact of various risks/opportunities on TCC - Analyze and assess questionnaire results, incorporating the perspectives of external experts and executives, to identify key risks/opportunities.	Distributed 32 internal assessment questionnaires, ultimately identifying 3 major climate risks and 3 major climate opportunities
STEP 3 Response and Adaptation	Link the climate policies, operation and production, products and services, and external communication to the existing climate mitigation and adaptation strategies to formulate and execute six climate action plans.	Six Climate Actions
STEP 4 Management and Supervision	Call meetings on a regular basis to track the progress of the Six Climate Actions in response to risks and opportunities, track the carbon reduced by each plant via the Carbon Reduction Management Platform, and present the risk control report to the Board of Directors by the Risk Management Committee.	Performances against the management indicators and non-financial performance indicators of the Six Climate Actions

First, in the risk and opportunity identification phase (Step 1), TCC considers previously identified results, the latest international scientific research, local regulations at its operational sites, and industry trends to continuously update climate-related issues. Guided by the Sustainability Accounting Standards Board (SASB) framework for industry-specific disclosure topics, TCC gradually reviews potential climate risks and opportunities in key operational activities. In this phase, TCC identified a total of 10 key climate risks and 5 climate opportunities as the foundation for subsequent analysis. In the risk and opportunity analysis phase (Step 2), TCC conducted cross-departmental workshops to gain an in-depth understanding of how various risks and opportunities could potentially impact company operations and finances, including their timeframes and sources. After distributing 32 internal assessment questionnaires and consolidating input from external experts and senior executives, TCC conducted cross-validation from multiple perspectives, ultimately identifying 3 major climate risks and 3 major climate opportunities. These findings serve as a key basis for subsequent strategic planning, resource allocation, and prioritization of climate actions.

When identifying and assessing climate-related risks and opportunities, TCC adopts a matrix method for systematic analysis, comprehensively considering the timeframe of risk occurrence (short-term, medium-term, long-term), likelihood (from low to high), and degree of financial impact (effects on revenue, operating costs, capital expenditure, or asset value) to evaluate their overall significance. Through this method, TCC effectively identifies the most critical risks and opportunities for business operations and transformation and prioritize them accordingly as a key basis for subsequent resource allocation, risk response strategy formulation, and operational planning. Furthermore, this risk matrix also corresponds to the Group's overall risk management system, ensuring that climate issues are incorporated into daily risk monitoring and management decision-making processes, enhancing corporate resilience and responsiveness under climate change.

TCC has formally integrated climate change risks and opportunities into its Enterprise Risk Management (ERM) framework, with implementation coordinated through the board-authorized risk management mechanism. This approach ensures that climate issues are managed and governed alongside other key risks, such as operational, financial, and regulatory risks, instead of being addressed independently. Specifically, TCC has incorporated transition risks (such as carbon pricing, regulations, and green finance pressure) and physical risks (such as extreme weather events and sea level rise) into its existing risk identification and assessment processes. Through cross-departmental collaboration, the Company jointly invents risk sources and potential impacts, incorporating them into regular risk assessment operations. By integrating the systems and frameworks, TCC has enhanced the governance and management of climate issues, embedding them within the overall corporate decision-making process and achieving a risk management-oriented sustainable transformation.

(5) When scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and key financial impacts used should be described:

To thoroughly assess the potential impacts of climate risks on corporate finances and operations, we focus on conducting scenario analysis for three climate risks highly relevant to TCC. The first two risks belong to the transition risk category: "Carbon Trading/Carbon Fees/Carbon Tax for Cap and Trade (R1)" and "Strength of Support from Insurance and Financial Institutions for Investment and Financing (R2)", which rank first and second among transition risks respectively. The other is the highest-ranked physical risk "Frequency and intensity of extreme precipitation events (R9)", to comprehensively understand the challenges to company operational resilience and financial stability under different climate scenarios.

For transition risk assessment, TCC adopts three representative policy scenarios proposed by the International Energy Agency (IEA): Stated Policies Scenario (STEPS), Announced Pledges Scenario (APS), and Net Zero Emissions by 2050 Scenario (NZE2050), to evaluate the impact of carbon price fluctuations on operating costs and investment decisions under different levels of climate policy tightening, serving as an important basis for formulating climate response strategies and financial planning. In addition to carbon pricing impacts, TCC also incorporates "Insurance and financial institutions' financing support intensity" as one of the key transition risks, evaluating changes in insurance coverage for the Hoping Power Plant under net-zero transition trends to understand the scale of financial exposure. On the other hand, failure to meet carbon reduction requirements may lead to financial risks such as increased financing costs and difficulties in obtaining funding. Through scenario analysis, TCC is able to grasp the degree of financial exposure early on and strengthen the efficiency of fund allocation and transition investment deployment.

For the climate physical risk of "extreme precipitation events", TCC adopts the SSP1-2.6 and SSP5-8.5 emission pathway scenarios proposed by the United Nations Intergovernmental Panel on Climate Change (IPCC) for simulation, evaluating the potential impacts of extreme weather events (such as heavy rainfall) on production bases, logistics transportation, and infrastructure resilience under continuing climate change deterioration. This high-risk scenario helps TCC quantify potential direct operational disruptions and financial losses caused by physical risks, serving as a basis for strengthening facility resilience and disaster response planning. Through a dual climate scenario analysis framework encompassing both transition risks and physical risks, TCC can systematically grasp potential financial risks and response opportunities under net-zero transition and climate impacts, further strengthening corporate strategic flexibility and enhancing overall transition resilience and sustainable competitiveness.

Transition Risks — Analyzing the impact of carbon prices resulting from domestic and international carbon-related regulations

As a high-carbon emission industry, TCC needs to pay close attention to greenhouse gas emission regulations at its operational locations during the operational process. Taiwan passed the Climate Change Response Act in 2023 and released the Regulations Governing the Collection of Carbon Fees in August 2024. TCC will pay carbon fees in 2026 based on its 2025 carbon emissions. However, if TCC's voluntary reduction plan is approved, it can apply the carbon leakage risk coefficient, which will help to reduce the financial impact of carbon fees. Furthermore, China established its national carbon trading market in 2021, which currently only mandates participation from the power sector. However, China's Ministry of Ecology and Environment plans to include the cement industry in the national carbon emissions trading market by 2025.

With the official implementation of the EU Carbon Border Adjustment Mechanism (CBAM) and increasingly stringent global carbon pricing systems, TCC expanded its overseas operational presence in 2024 by increasing its shareholding in Türkiye's OYAK CEMENT to 60% and Portugal's CIMPOR to 100%. This move not only strengthens the Group's operational foundation in European and African markets but also facilitates the introduction of advanced local low-carbon manufacturing processes and technologies in these regions. Considering that the European market has fully implemented the European Union Emissions Trading System (EU ETS), we will likewise use this mechanism as a core method to assess the potential carbon cost risks faced by CIMPOR's production sites during their transition process. The assessment content covers carbon allowance requirements and carbon price fluctuation trends. On the other hand, since there is no formal policy direction regarding carbon cost-related issues in Türkiye yet, OYAK CEMENT is temporarily excluded from the scope of this assessment.

To understand the impact of carbon pricing on TCC's operations, TCC estimates future carbon emissions by considering different Business as Usual (BAU) scenarios and company target scenarios. Through the IEA's Stated Policies Scenario (STEPS), Announced Pledges Scenario (APS), and Net Zero Emissions by 2050 Scenario (NZE 2050), TCC analyzes domestic and international carbon price scenarios to calculate the financial impact of carbon fees and carbon trading on each operational site.

Key Analysis Points

Analysis Sites	Key Parameters Considered		Scenario		Result
1. Cement production sites in Taiwan and China 2. Ho-Ping Power Plant in Hualien 3. CIMPOR production sites in Portugal	Yield of Cementitious Material	⇒	IEA STEPS	⇒	Carbon Fee Carbon Trading Financial Impact Results
	Yield of Clinker		Carbon price under the current Policies Scenario		
	Energy Transition Plan in Taiwan		IEA APS		
	Energy Consumption		Carbon price under the Committed Target Scenario		
	Feed-in Tariff				
	Carbon Leakage Risk Coefficient in Taiwan		IEA APS		
	Carbon Prices in Taiwan, China and EU		Carbon price under the Committed Target Scenario		
	EU ETS Charging System				

Note: Türkiye's current carbon fee policy is unclear. After evaluation, OYAK CEMENT has been temporarily excluded from this year's analysis.

The analysis results indicate that, regardless of the climate scenario, the absence of transition measures would subject TCC sites to carbon costs exceeding the Company's set emission reduction targets. Based on a comprehensive assessment of TCC's operating model and decarbonization pathway, under the BAU scenario, the estimated short-term carbon price impact for domestic and overseas facilities could reach NT\$2.067 billion, medium-term impact could reach NT\$7.349 billion, and long-term impact NT\$11.608 billion. Whether domestic or overseas, any facility will face significant financial impact in the future without implementing carbon reduction management measures.

Transition Risks — Strength of Support from Insurance and Financial Institutions for Investment and Financing

Under increasingly stringent climate change policies and decarbonization trends across financial markets, "Insurance and financial institutions' financing support intensity" has become a key factor in assessing corporate transition risks. For cement industry and coal-fired power generation with highly concentrated carbon emissions, they may face future challenges such as reduced insurance coverage, increased capital costs, and decreased financing availability. Based on the above analysis, the "Strength of Support from Insurance and Financial Institutions for Investment and Financing" may have significant impacts on thermal coal power plants and cement industry under different climate policy and market scenarios. If carbon-intensive industries fail to effectively disclose their greenhouse gas emissions status, or lack concrete feasible decarbonization pathways and implementation progress, insurance companies may adjust their risk pricing models and underwriting standards and consider such companies as high-risk targets. Under this scenario, not only could insurance premiums increase significantly, but there could also be reduced coverage scope and difficulties in reinsurance arrangements. Taking Hoping Power Plant as an example, based on the projected trend of declining insurance coverage, the estimated short-term exposed asset value is NT\$4.074 billion, the medium-term value is NT\$3.134 billion, and the long-term value is NT\$3.179 billion.

Physical Risks — Frequency and Intensity of Extreme Precipitation Events

To enhance climate resilience and operational stability, TCC Group systematically conducts physical risk assessments. For its major global operational sites, it uses the Aqueduct Floods tool and related databases developed by the World Resources Institute (WRI), supplemented by historical disaster records and geographical characteristics, to simulate extreme weather risks under different climate scenarios (such as IPCC's SSP1-2.6 and SSP5-8.5). For operational sites in Taiwan and China, the potential impacts of extreme precipitation on production facilities, logistics transportation, and operational interruptions are quantitatively assessed by simulating flood risks in 2030. Based on water depth indicators, risks are categorized into different levels, serving as important references for risk adaptation and resource allocation. Internationally, Türkiye's OYAK CEMENT and Portugal's CIMPOR plants are also included in the same analytical framework, assessing potential flood disasters under different emission scenarios to understand the exposure level of key facilities under climate change.

Analysis Process

Analysis Locations		Physical Risk Analysis		Result
TCC Taiwan and China OYAK CEMENT CIMPOR	➡	WRI Aqueduct Floods Climate Scenarios (SSP1-2.6 & SSP5-8.5) Disaster Risk (Probability of Occurrence * Impact Level)	➡	Potential Financial Impact of Flooding Risk

Under the high-emission scenario (SSP5-8.5), TCC conducted extreme climate risk assessments for its operational locations in Taiwan and China, focusing on the impact of heavy rainfall during the plum rain and typhoon seasons from April to September each year. The results show that there are 10 locations at risk of flooding in Taiwan, located in Yilan County, Taichung City, Tainan City, and Kaohsiung City. In China, there are 5 locations at risk, distributed across Guangdong, Liaoning, and Hunan provinces. Additionally, for international operations, TCC also simulated the 2030 flood risk for OYAK CEMENT in Türkiye and CIMPOR plants in Portugal. Preliminary analysis shows that 15 locations are in flood-risk zones. Based on the comprehensive assessment analysis above, without effective adaptation measures, long-term climate impacts could lead to production equipment damage, operational interruption, and asset impairment for TCC, with estimated long-term potential financial impacts reaching NT\$3.414 billion. To reduce the risks, TCC will continue to conduct regular flood simulations and disaster adaptation assessments for high-risk locations across its global sites, optimize flood prevention facilities, and enhance backup mechanisms and response capabilities.

(6) When scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and key financial impacts used should be described:

With carbon reduction and green enhancement as core focus, TCC promotes three key business transformations, adopting strategies such as carbon reduction in basic construction materials and optimization of new energy storage. These efforts advance sustainable products and services, strengthen the Company's resilience and drive operational growth, increase its green content, and seize green business opportunities arising from climate change. The Low-Carbon Construction Materials Business expands its markets presence through innovative low-carbon products. The Resource Recycling Business utilizes co-processing of cement kilns to treat industrial and domestic waste while increasing the construction waste reutilization. The Green Energy Business advances energy transition by developing new energy projects and participating in the electricity trading market.

Items	Scopes	Performance	Target		
		2024	2025	2030	2050
Greenhouse Gas Management Base Year 2016 Units: ton of CO ₂ e/ ton of cementitious material	Taiwan and China (Weighted Average)	0.655	0.645	0.552	Setting in Progress
	CIMPOR	0.664	-	0.538	0.033
	OYAK CEMENT	0.690	-	0.610	0.033
Water Resource Management - Fresh Water Withdrawal Intensity	Taiwan and China (Weighted Average) Base Year 2023 Units: Million liters/tons of cementitious material	0.000377	-	0.000248	-
	CIMPOR Units: Million liters/tons of cementitious material	0.00020	0.00020	0.00020	-
Thermal Substitution Rate of Alternative Fuel	Taiwan and China (Weighted Average)	15.4%	25%	35%	50%
	CIMPOR	33.8%	60%	70%	-
	OYAK CEMENT Only for gray cement;	24.5%	30.5%	58%	-
Alternative Raw Material Ratio	Taiwan and China (Weighted Average)	17.4%	21%	22%	25%
	CIMPOR	3.6%	4%	5%	-
	OYAK CEMENT	1.86%	2.09%	5%	-
Clinker-to-Cement Ratio	Taiwan and China (Weighted Average)	0.789	0.796	0.780	0.570
	CIMPOR	0.80	0.67	0.625	-
	OYAK CEMENT	0.80	0.79	0.73	-
Renewable Energy Unit: MW	TCC Group	203MW	235MW	400MW	750MW
Carbon Capture Unit: ton	Taiwan and China	Prioritize the adoption of oxy-fuel combustion technology that can achieve short-term carbon emission reductions.		0.1 million tons / Year	1.6 million tons / Year
Valid Data of Carbon Emission Collection from Critical Tier 1 I Suppliers	Taiwan	91%	90%	90%	-
			Implementation of the third-party carbon review program for raw material suppliers in Taiwan in 2024		

(7) If using internal carbon pricing as a planning tool, please explain the basis for price setting.

In response to the implementation of the EU's Carbon Border Adjustment Mechanism (CBAM) and Taiwan's upcoming carbon fee system, TCC has proactively established an internal carbon pricing system, incorporating carbon costs into operational and investment evaluations as a key economic incentive tool for driving low-carbon transformation. Through this system, TCC can systematically analyze the potential impacts of carbon emissions on operating costs, capital expenditure, and financial risks, while strengthening climate risk awareness when making investment decisions and planning operations across facilities. In 2024, TCC further launched an internal carbon trading simulation platform to calculate emission allowances and reduction results for each operational unit. Through this trading simulation mechanism, the Company reinforces carbon reduction accountability and promote resource collaboration across departments, encourages technological innovation and low-carbon investments, and gradually establishes an internal carbon governance mechanism.

Starting from 2025, TCC's cement business will set its internal carbon pricing to NT\$500 per ton, with plans for annual increases to reach NT\$1,800 per ton by 2030. For China operations, the price will be adjusted to RMB 105 per ton, with plans for annual increases to reach RMB 302 per ton. For international operational sites, Portugal and Türkiye have set a benchmark of 150 euros per ton of carbon dioxide by 2030, based on carbon price forecasts from the European Cement Association (CEMBUREAU), International Energy Agency (IEA), and Bloomberg New Energy Finance (BNEF). This benchmark serves as a basis for internal investment sensitivity analysis, enabling early assessment of long-term impact of global carbon costs on capital expenditures and operational strategies. TCC utilizes comprehensive carbon pricing and trading system simulations, aiming to build an economically driven low-carbon transformation framework, enhance carbon risk management effectiveness, and capture transition opportunities while strengthening operational resilience amid climate change.

(8) If climate-related targets have been set, please explain the activities covered, greenhouse gas emission scopes, planned timeline, annual progress toward achievement, etc. If carbon offsets or Renewable Energy Certificates (RECs) are used to achieve related targets, please explain the source and quantity of the carbon reduction credits or the quantity of Renewable Energy Certificates (RECs)

The climate-related targets of TCC, including the activities covered, planned timeline, and The climate-related targets of TCC, including the activities covered, planned timeline, and annual progress information, are detailed in item (6). TCC does not use carbon offsets or Renewable Energy Certificates (RECs) to achieve related targets.

2. Greenhouse Gas Inventory and Assurance Status for the Company in the Most Recent Two Years:

(1) Greenhouse gas inventory information

The Most Recent Two-Year Greenhouse Gas Emissions (tons CO₂e), Intensity (metric tons CO₂e per million NT dollars), and Data Coverage Scope.

The scope of information that the company is required to disclose, as stipulated by the Sustainable Development Roadmap for Listed Companies, includes at least the following areas:

- The parent company entity shall commence the inventory starting from the year 2023.
- Consolidated entities shall commence the inventory starting from the year 2025.

The consolidated company has established a greenhouse gas inventory mechanism in accordance with the ISO 14064-1 greenhouse gas inventory standard published by the International Organization for Standardization (ISO). Conduct annual greenhouse gas inventories for individual entity since 2016. Progressively initiated greenhouse gas emission inventories for consolidated entities starting from 2005. This ensures comprehensive tracking of greenhouse gas usage and emissions, as well as verification of the effectiveness of reduction initiatives.

In addition, the greenhouse gas inventory data for the most recent two years has been compiled using the operational control approach, covering both the company and all consolidated entities. The details are as follows:

The details are as follows: Item		FY 2024		FY 2025	
		Total emissions (tons CO ₂ e)	Intensity (tons CO ₂ e / NT\$ millions)	Total emissions (tons CO ₂ e)	Intensity (tons CO ₂ e / NT\$ millions)
Parent company	Scope 1 Direct emissions	3,303,179		3,393,265	
	Scope 2 Indirect emissions	206,001		211,774	
Consolidated entities	Scope 1 Direct emissions	38,010,464		38,229,208	
	Scope 2 Indirect emissions	1,404,341		1,402,768	
Total		42,923,985	277.6	43,237,015	288.6

Note 1: The boundary for Direct (Scope 1) and Energy Indirect (Scope 2 - Location-based) emissions is consistent with the scope of all entities in the consolidated financial report. The intensity for the years 2025 and 2024 of consolidated entities was calculated using NT\$ 149,804,135 thousand and NT\$ 154,606,511 thousand.

Note 2: For the years 2025 and 2024, the data for Scope 1 (direct emissions) and Scope 2 (energy indirect emissions) of the Company were verified by third-party organizations, including the British Standards Institution Pacific Limited Taiwan Branch (BSI) and the Taiwan Inspection Technology Corporation (SGS). Certificates related to these verifications are accessible on the Company's official website under the sustainability certification page.

(2) Greenhouse Gas (GHG) Assurance Information

The assurance status for the most recent two years as of the date of publication of this annual report, including the scope of assurance, the assurance provider, the assurance standards applied, and the assurance opinion is disclosed.

The scope of assurance that the company is required to perform, as stipulated by the Sustainable Development Roadmap for listed companies, includes at least the following areas:

- The parent company shall commence assurance starting from the year 2024.
- Consolidated entities shall commence assurance starting from the year 2027.

The assurance status for the greenhouse gas inventories of the company and consolidated entities for the most recent two years is described as follows:

Item		FY 2024 Total emissions (tons CO ₂ e)	FY 2025 Total emissions (tons CO ₂ e)
Parent company	Scope 1 Direct emissions	3,303,179	3,393,265
	Scope 2 Indirect emissions	206,001	211,774
	Total	3,509,180	3,605,039
	Percentage of 1-1-1	100%	100%
Assurance Body		BSI GROUP SINGAPORE PTE.LTD. TAIWAN BRANCH (BSI)	BSI GROUP SINGAPORE PTE.LTD. TAIWAN BRANCH (BSI)
Assurance Standards		ISO 14064-3:2019	GHG Protocol and ISO 14064-3:2019
Assurance Opinions		Unqualified Opinion	Unqualified Opinion

(3) Greenhouse Gas Emission Reduction Targets, Strategies and Specific Action Plans

- In line with the SBT, TCC has set its greenhouse gas baseline year as 2016. The emission intensity for that year was 0.849 (tons CO₂e / ton of cementing material), with total emissions amounting to 4,621,312 tons CO₂e. These greenhouse gas emission figures are audited annually by a third party as mandated by the Environmental Protection Administration and are disclosed in the TCC's Sustainability report.
- In 2025, the company's greenhouse gas reduction targets are aligned with SBT 1.5° C pathway. The target year is 2030, with the following goals: a 23.9% reduction in Scope 1 carbon emission intensity, a 64.4% reduction in Scope 2 carbon emission intensity, and a 26.8% reduction in combined Scope 1 and Scope 2 carbon emission intensity.
- The company's greenhouse gas reduction strategy aligns with that of the international cement industry, incorporating specific action plans such as increasing the use of alternative materials, boosting alternative fuel usage, enhancing waste heat generation technology, improving process equipment, establishing renewable energy installations, and developing carbon capture technologies. According to SBT Well Below 2°C pathway approved in 2020, the parent company's reduction target for 2025 has achieved approximately 96.3% compared to the baseline year (2016).

2.2.8 Implementation Status of Ethical Corporate Management and Differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons

Evaluation items	Operations		Differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	
			Summary
I. Establishing ethical corporate management policies and programs			
1. Has the Company formulated an ethical corporate management policy approved by the Board of Directors, and clearly stated its ethical management policies, practices, and the commitment of the Board of Directors and senior management to actively implement these management policies in regulations and external documents?	✓		1. To foster a culture of integrity and sound development, TCC approved and established the Code of Integrity in Management at the Board of Directors meeting on March 18, 2011. To fulfill corporate social responsibility, TCC has always prioritized promoting culture and respecting talent, creating a corporate entity that embodies 'quality, character, and taste.'" By upholding integrity and service enthusiasm, we strive to exceed customer expectations through refined services to achieve customer satisfaction. Building strong relationships with suppliers and customers while pursuing sustainable business operations and growth are our primary objectives. TCC's management philosophy is clearly stated on its official website, and both the Board of Directors and management are committed to implementing the business philosophy of integrity.
2. Has the Company established a risk assessment mechanism for dishonest behavior, regularly analyzing and evaluating business activities with higher risks of dishonesty within its business scope, and accordingly formulated programs to prevent dishonest behavior, which cover at least the preventive measures for each type of conduct mentioned in Paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies?	✓		2. External donations by TCC that exceed a certain amount must be approved by the Board of Directors before they can be implemented. The audit unit also monitors for any bribery, acceptance of bribes, or other improper benefits. TCC has established relevant regulations in the Code of Integrity in Management as part of its internal procedures. For details, please refer to the "Investor Relations" - "Corporate Governance" - "Ethical Corporate Management" section on its official website.
3. Has the Company specified operating procedures, behavioral guidelines, disciplinary measures for violations, and grievance systems in its programs to prevent dishonest behavior, implemented them effectively, and regularly reviewed and revised the aforementioned programs?	✓		3. To prevent dishonest behavior, TCC has established and implemented various relevant operational regulations including the Code of Integrity in Management, Code of Ethical Conduct, Reporting Mechanism for Violation of Code of Conduct, Anti-Corruption and Anti-Bribery Policy, Procedure of Anti-Corruption and Anti-Bribery Training Program, and Procedures for Handling Material Inside Information. TCC regularly reviews and revises these operational regulations and submits them to the Board of Directors for discussion and revision.
II. Implementation of Ethical Corporate Management			
1. Has the Company assessed the integrity records of its counterparties, and specified ethical conduct clauses in the contracts it signs with its business partners?	✓		1. For business partners, TCC conducts corruption and bribery risk assessments and corresponding due diligence procedures upon initial cooperation or periodically, which serve as a basis for evaluating future collaborative relationships with these business partners. TCC has established an Integrity Commitment Statement, which is attached to signed contracts, requiring the signatories to comply with all integrity regulations formulated by TCC Group. The signatories must confirm they have thoroughly read the Code of Integrity in Management, Anti-Corruption and Anti-Bribery Policy, Supplier Code of Conduct for Corporate Social Responsibility, and guarantee that they will require their responsible persons, managers, employees, agents, related personnel, or users to strictly adhere to the obligations in this commitment statement.

Evaluation items	Operations		Differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	
			Summary
			2. (1) To actively promote and implement corporate sustainability, ethical management, and social responsibility, the Board of Directors passed a resolution on May 10, 2018, to establish the Corporate Sustainable Development Committee, with the Chairman serving as the Chief Commissioner (the highest authority). A hierarchical structure of subordinate units has been established, which must report to the Board of Directors regularly. TCC began operating the ISO 37001 Anti-Corruption and Anti-Bribery Management System on April 1, 2021. Concurrently, we established the "Anti-Corruption and Anti-Bribery Task Force" to handle system planning, consultation, and promotion. The Chairman serves as the highest management level, while the President oversees administrative affairs. The Compliance and Legal Department has been designated as the Executive Secretary to promote matters related to this management system. The system's operational status is reported to the Board of Directors at least once a year, with the most recent report presented on November 12, 2025. (2) The Company implements ethical management policies. The implementation status for 2025 is as follows: i. Employees at the headquarters were given priority to participate in the ISO 37001 Anti-Corruption and Anti-Bribery Management System online policy promotion and training. This training covered the detection of corrupt behavior, management of interactions with public officials, and regulations on hospitality/gifts. Integrity and ethical education were promoted through physical/online courses (TCC Lyceum) or by reading educational documents. In 2025, the total training hours amounted to 1,221 hours, with a total of 2,223 participants. ii. Employees at the headquarters identified as medium to high risk through risk assessment are required to sign the "Job Class Code of Integrity" annually. In 2025, the signing rate for both the "Code of Conduct and Ethics Declaration" and the "Job Class Code of Integrity" was 100%. iii. Relevant regulations have been revised to clearly state that all entertainment expenses, whether pre-approved or post-approved, must specify the counterpart's title, affiliated unit, accompanying company personnel, and a description of the service or goods provided, ensuring full disclosure. Suppliers who refuse to sign the "Integrity Commitment Statement" must be given special attention during risk assessments and be reported in a register. iv. In line with the company's "Internal Control Policy," the highest management level of the management system has been adjusted to the Chairman. Relevant management system regulatory documents have been reorganized and renamed according to the approval level: policies (approved by the Board of Directors), guidelines (approved by the Chairman), and procedures (approved by the President). v. The external audit by the ISO certification body for this year has been completed, confirming that the company's management system continues to operate effectively.
3. Has the Company established policies to prevent conflicts of interest, provided appropriate channels for disclosure, and effectively implemented them?	✓		3. In the Code of Corporate Social Responsibility Practices, it is clearly stipulated that when fulfilling corporate social responsibility, TCC shall respect social ethics and pay attention to the rights and interests of other stakeholders. While pursuing sustainable operations and profitability, TCC shall emphasize environmental, social, and corporate governance factors, and incorporate them into company management and operations.
4. Has the Company established effective accounting systems and internal control systems to implement ethical management, and has the internal audit unit developed relevant audit plans based on the results of risk assessment for unethical behavior, and accordingly verified compliance with the prevention programs for unethical behavior, or engaged CPAs to perform audits?	✓		4. To implement ethical management, the Company has established effective accounting systems and internal control systems, and the internal audit unit has developed relevant audit plans based on the results of risk assessment for unethical behavior and accordingly verified compliance with the prevention programs for unethical behavior.
5. Does the Company regularly hold internal and external educational training on ethical management?	✓		5. To strengthen the high standards of integrity, TCC regularly promotes the Code of Integrity in Management to directors, managers, employees and business partners every year. The implementation in 2025 was as follows: (1) Through physical and online learning methods, training on ethical management topics (including ISO 37001 Anti-corruption and Bribery Management System Operation Mechanism Training, ISO 37001 Promotion Team Member Education Training, and Corporate Governance and Corporate Legal Compliance - Insider Trading and Concerted Actions" courses) was provided to TCC's directors, managers, and employees, with a total of 2,223 participants across online and physical sessions, and a total course duration of 1,221 hours. (2) The completion rate for new employees signing the Code of Conduct and Ethics Declaration was 100%. In addition, all directors, General Administration Division and plant employees have also completed signing the Code of Conduct and Ethics Declaration, maintaining over 1,300 signatories. For managers with medium to high risk, whose duties involve dealings with suppliers and customers, they are required to sign both the Code of Conduct and Ethics Declaration and Job Class Code of Integrity (for medium and high-risk managers). The signing rate for these managers also reaching 100%. For the above course information, please refer to TCC's official website - "Investor Area" - "Corporate Governance" - "Corporate Governance Practices" - "Directors, Managers and Employees 2025 Course Information" section.

Evaluation items	Operations			Differences from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	Summary	
III. TCC's Whistleblowing System Operations				
1. Has the Company established specific whistleblowing and reward systems, set up convenient whistleblowing channels, and assigned appropriate dedicated personnel to handle reported cases?	✓		1. TCC has established a Reporting Mechanism for Violation of Code of Conduct. While specific reward systems have not yet been established, TCC encourages the reporting of any illegal or unethical conduct, strengthens the promotion of ethical concepts, and urges employees to report any suspected or discovered violation of laws, regulations, or the code of ethical conduct to the Internal Audit and Compliance Office. If internal or external whistleblowers report matters involving our senior managers, the whistleblower may, in addition to the aforementioned reporting channels, choose to report to the Company's Audit Committee, so that appropriate personnel can be assigned to handle different reported subjects.	None
2. Has the Company established standard operating procedures for investigating reported matters, follow-up measures to be taken after investigations are completed, and related confidentiality mechanisms?	✓		2. TCC has established a Reporting Mechanism for Violation of Code of Conduct, which clearly defines handling and investigation procedures for reported matters and related confidentiality mechanisms. These are handled by the Internal Audit and Compliance Office in accordance with its relevant operating regulations.	None
3. Has the Company implemented measures to protect whistleblowers from improper treatment as a result of their reporting?	✓		3. TCC's Reporting Mechanism for Violation of Code of Conduct includes a whistleblower confidentiality system, ensuring reported cases are handled confidentially. TCC is committed to protecting whistleblowers from improper treatment, reassuring employees that TCC will make every effort to safeguard those who report in good faith.	None
IV. Enhance Information Disclosure Has the Company disclosed the content and implementation results of its Code of Integrity in Management on its website and the Market Observation Post System?	✓		TCC has established an "Investor Relations" - "Corporate Governance" - "Integrity Management" area on its official website (https://www.tccgroupholdings.com). Clearly discloses its integrity management philosophy. The website is also available in English and Simplified Chinese.	None
V. If the Company has established its own Code of Integrity in Management based on the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies, please describe any differences between its operation and the established principles: The Code of Integrity in Management was established at the 14th meeting of the 20th Board of Directors and underwent its 3rd revision at the 11th meeting of the 22nd Board of Directors. The audit department is responsible for supervising the implementation of integrity management policies. Both the operation and TCC's established Code of Integrity in Management have been implemented in accordance with the provisions of the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies. Subsequently, the 26th meeting of the 23rd Board of Directors resolved to align the reporting mechanism provisions in the Code of Integrity in Management with TCC's Reporting Mechanism for Violation of Code of Conduct to strengthen access control to reported information. Furthermore, at the 6th meeting of the 24th Board of Directors, the Reporting Mechanism for Violation of Code of Conduct was amended to ensure that reports would be handled by corresponding units based on the management levels of the reported individuals. In addition to TCC's Internal Audit and Compliance Office, the Audit Committee was included as a reporting channel for cases involving senior managers, thereby bolstering the communication channels for reporting.				
VI. Other important information that helps understand TCC's integrity management operations: (such as the review and revision of the Company's established Code of Integrity in Management) The primary banks for transactions with affiliated enterprises are financial institutions with certain credit ratings and asset scales. Additionally, TCC has established sales customer credit management regulations and conducts regular supplier evaluations, assessing relevant risk items and utilizing the SAP system for control. The Company has disclosed its integrity management policy in the regulations section of its official website, and provides detailed explanations of specific practices, programs to prevent dishonest behavior, implementation status, and measures.				

2.2.9 Other important information to enhance understanding of TCC's corporate governance operations

1. Timely disclosure of material information and regular investor conferences.
2. The 14th meeting of the 20th Board of Directors approved the Code of Ethical Conduct, Code of Integrity in Management, and Code of Corporate Social Responsibility Practices.
3. TCC upholds the principles of openness, transparency, and integrity by regularly publishing an annual sustainability report. This report faithfully reflects TCC's communication with stakeholders and its commitment to sustainability issues. The Sustainability Report has been disclosed on the Company's website and the Market Observation Post System for investors' reference.
4. TCC's managers participate in the following corporate governance-related education and training:

Title	Name	Training Institution	Course Title	Training Date	Training Hours
CFO and Accounting Chief Officer	Randy Yu	Taiwan Corporate Governance Association	Initial Training Program for Issuers, Securities Firms, Stock Exchanges, and Accounting Supervisors	2025/10/13~10/14 2025/10/20~10/22	30
		Taiwan Institute for Sustainable Energy (TAISE)	Enhancing Risk Management and Building Corporate Operational Resilience	2025/11/03	3
			Sustainability-Driven Global Transformation and New Challenges in Corporate Governance		3
Assistant Vice President and Corporate Governance Manager	Jia-Ro Lai	Taiwan Institute for Sustainable Energy (TAISE)	Enhancing Risk Management and Building Corporate Operational Resilience	2025/11/03	3
			Sustainability-Driven Global Transformation and New Challenges in Corporate Governance		3
		Taiwan Corporate Governance Association	Analyzing Practical Cases of Voting Behavior by Foreign Institutional Investors from the Perspective of Shareholder Activism to Implement International Thinking on the Responsibilities of Directors and Supervisors	2025/11/21	3
			Sharing International Trends and Experiences in Corporate Integrity Management and Senior Accountability Systems"	2025/12/19	3
Senior Assistant Vice President and Internal Audit Manager	Guo Hong Yeh	Internal Audit Association of the Republic of China	Practical Audit Techniques	2025/10/14	6
		Accounting Research and Development Foundation	Key Points and Case Analysis of Internal Control and Internal Audit in 'Sustainability Information Management	2025/11/07	6

2.2.10 Implementation of Internal Control System

2.2.10.1 Internal Control Statement

Please refer to the Market Observation Post System:

<https://mopsov.twse.com.tw/nas/cont06/c1101114011150313.pdf>

2.2.10.2 If a CPA has been engaged to review the internal control system, the CPA's audit report should be disclosed: None.

2.2.11 Major Resolutions of Shareholders' Meetings and Board of Directors' Meetings in the Most Recent Year and up to the Date of the Annual Report's Publication.

Review of the implementation status of resolutions from the regular shareholders' meetings in 2026 and 2026 up to the date of the annual report's publication:

Major Resolutions of Shareholders' Meetings			
Meeting Date	Proposal	Resolution Result	Implementation
2025/5/27 Annual Shareholders' Meeting	TCC's 2024 Business Report and Financial Statements are hereby submitted for approval.	The original proposal of the Board of Directors was approved through a vote.	Approved TCC's 2024 Business Report and Financial Statements.
	TCC's 2024 earnings distribution proposal is hereby submitted for approval.	The original proposal of the Board of Directors was approved through a vote.	The 2024 earnings distribution will allocate NT\$7,531,181,742 in cash dividends to shareholders (NT\$1 per share). The ex-dividend record date is July 8, 2025, and the cash dividend payment date is July 29, 2025.
	Proposed amendments to certain provisions of TCC's Articles of Incorporation is hereby submitted for approval.	The original proposal of the Board of Directors was approved through a vote.	The registration was approved by the Ministry of Economic Affairs on June 25, 2025, with the reference number 11430078560. The information has been announced on the Market Observation Post System and the company's website and will be processed according to the revised procedures.
	Election of one independent director.	Election Results List of Elected Independent Directors: Man Jung Chan, elected with 4,029,562,078 votes.	The registration was approved by the Ministry of Economic Affairs on June 25, 2025, with the reference number 11430078560. The information has been announced on the Market Observation Post System and the company's website and will be processed according to the revised procedures.

Important resolutions of the Board of Directors in 2025 and 2026 up to the publication date of the annual report:

Important resolutions of the Board of Directors		
Meeting Date	Meeting Highlights	Meeting Results
2025/3/12	TCC's 2024 Business Report	This case was approved by the 9th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	TCC's 2024 individual financial statements and consolidated financial statements.	This case was approved by the 9th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	TCC's 2024 profit distribution plan.	This case was approved by the 9th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	TCC proposes to increase the endorsement guarantee amount to 600 million euros for its 100%owned Dutch subsidiary TCC Dutch Holdings B.V. for issuing green corporate bonds and/or arranging green syndicated loans.	This case was approved by the 9th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	TCC's proposal for the 2024 distribution of compensation for employees and directors.	Meeting Proceedings: For the 10th and 11th proposals, all attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. For this case, all attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. The meeting was chaired by Independent Director Victor Wang. This case was approved by the 5th meeting of the 6th Remuneration Committee and submitted to the Board of Directors for review. After the Chairman consulted all independent directors, the proposal was approved without objection.
	Proposal to amend certain provisions of TCC's Articles of Incorporation.	This case was approved by the 5th meeting of the 6th Remuneration Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	Proposal to include 'Election for one Independent Director position' in the agenda of the 2025 Annual Shareholders' Meeting.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal to convene TCC's 2025 Annual Shareholders' Meeting.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal to Supplement the Agenda for the 2025 Annual General Shareholders' Meeting.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal for the Company's Consolidated Financial Report for the First Quarter of Year 114.	This case was approved by the 11th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/5/13	The "TCC Dormitory" under the Taiwan Cement Corporation Employee Welfare Committee is aging. To ensure safety, enhance asset value, and implement the corporate group's sustainable development strategy, the company plans to collaborate with the Employee Welfare Committee on a redevelopment project for dangerous and old buildings.	This case was approved by the 11th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	As the lease for the Nanzi branch is about to expire, the company plans to lease the Nanzi plant from Feng Sheng Enterprise Company to stabilize profitability.	This case was approved by the 11th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	To accelerate the activation of the company's assets and improve the efficiency of capital utilization, it is proposed to sell the land located in the commercial area of Zhudong Township, Hsinchu County, with parcel numbers 16 and 127 in the TCC section.	This case was approved by the 12th interim meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/6/04	It is proposed to appoint independent director Man Jung Chan as a member of the company's "Remuneration Committee."	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	It is proposed to appoint independent director Man Jung Chan as a member of the company's "Risk Management Committee."	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	It is proposed to appoint independent director Man Jung Chan as a member of the company's "Nomination Committee."	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.

Important resolutions of the Board of Directors		
Meeting Date	Meeting Highlights	Meeting Results
2025/6/30	The company plans to implement the sixth transfer of treasury shares to employees.	This case was approved by the 13th interim meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	To maintain the company's credit and shareholders' rights, the company plans to implement the seventh treasury share buyback.	This case was approved by the 13th interim meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/8/13	The post-period events disclosed in the company's consolidated financial report and notes for the second quarter of 2025 pertain to the financial impact of the fire loss at the subsidiary, Molie Quantum Energy Corporation.	This case was approved by the 14th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	The subsidiary, TCC Green Energy Corporation plans to transfer 351,200 thousand common shares of TCC Lien-Hsin Green Energy Corporation to the subsidiary, TCC Energy Storage Technology Corporation.	This case was approved by the 14th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/11/12	Proposal for the Consolidated Financial Report for the Third Quarter of 2025.	This case was approved by the 16th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	Proposal to apply for the issuance of unsecured corporate bonds within a limit of NT\$20 billion.	This case was approved by the 16th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	Proposal to increase the capital of the subsidiary, TCC Energy Storage Technology Co., Ltd., to improve its financial structure.	This case was approved by the 16th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/12/04	Oliver 2 Project of Investment - 2025 Update and Incentive Plan.	This case was approved by the 17th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	The company's cement subsidiary in mainland China plans to carry out capacity replacement in accordance with regulations and proceed with the disposal of related assets.	This case was approved by the 17th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	The proposal to increase the capital of the subsidiary, TCC Recycle Resources Co., Ltd., by NT\$2.7 billion.	This case was approved by the 17th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2025/12/18	The Nanzi Plant plans to lease the Nanzi Factory from Feng Sheng Enterprise Company to continue serving its customers in Kaohsiung.	This case was approved by the 18th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
2026/01/13	Cancellation of the seventh share buyback and setting the base date for capital reduction.	This case was approved by the 19th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon chairperson's inquiry.
	The proposal to adjust the leasing conditions for the superficies rights of the subsidiary Molie Quantum Energy Corporation	Meeting Proceedings: The chairman of this case, Mr. Nelson An-ping Chang, concurrently serves as the chairman of Molie Quantum Energy Corporation, its parent company E-One Moli Energy Corp., and TCC Recycle Energy Technology Company. The director, Mr. Roman Cheng, is a director of E-One Moli Energy Corp., and director, Mr. Kung-Yi Koo is the chairman of International CSRC Investment Holdings Co., Ltd. and serves as a director of TCC Recycle Energy Technology Company. International CSRC Investment Holdings Co., Ltd. is a shareholder of TCC Recycle Energy Technology Company. Therefore, the three individuals will recuse themselves from the discussion and vote on this proposal due to potential conflicts of interest. Director Mr. Kenneth C.M. Lo will act as the proxy chairman. Resolution: Chairman Mr. Nelson An-ping Chang concurrently serves as the chairman of Molie Quantum Energy Corporation, its parent company E-One Moli Energy Corp., and TCC Recycle Energy Technology Company. Director Mr. Roman Cheng serves as a director of E-One Moli Energy Corp., and Director Mr. Kung-Yi Koo serves as the chairman of International CSRC Investment Holdings Co., Ltd. and as a director of TCC Recycle Energy Technology Company. International CSRC Investment Holdings Co., Ltd. is a shareholder of TCC Recycle Energy Technology Company. Therefore, the three individuals recused themselves from the meeting due to potential conflicts of interest and did not participate in the discussion and vote on this proposal. Director Mr. Kenneth C.M. Lo acted as the proxy chairman. This proposal was approved by the 19th Extraordinary Meeting of the 4th Audit Committee and was passed without objection by all attending directors after being inquired by the proxy chairman.

Important resolutions of the Board of Directors		
Meeting Date	Meeting Highlights	Meeting Results
2026/2/26	Proposal to convene the company's 2026 Annual General Meeting of Shareholders.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal to accept shareholder proposals for the 2026 Annual General Meeting of Shareholders.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
2026/3/11	TCC's 2025 Business Report	This case was approved by the 20th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	TCC's 2025 individual financial statements and consolidated financial statements.	This case was approved by the 20th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	TCC's 2025 profit distribution plan.	This case was approved by the 20th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal for cash distribution from capital surplus by the company.	This case was approved by the 20th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposed amendments to certain provisions of the company's "Procedures for Acquisition or Disposal of Assets."	This case was approved by the 20th meeting of the 4th Audit Committee and was unanimously approved by all attending directors upon the chairperson's inquiry.
	TCC's proposal for the 2025 distribution of compensation for employees and directors.	Meeting Proceedings: All attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. Resolution: For this case, all attending directors and managers in attendance left the meeting to avoid conflicts of interest, except for the independent directors. The meeting was chaired by Independent Director Victor Wang. This case was approved by the 10th meeting of the 6th Remuneration Committee and submitted to the Board of Directors for review. After the Chairman consulted all independent directors, the proposal was approved without objection.
	Proposal to amend certain provisions of TCC's Articles of Incorporation.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposed to supplement the method of convening the 2026 Annual General Meeting of Shareholders and to add items to the agenda.	The proposal was unanimously approved by all attending directors upon the chairperson's inquiry.
	Proposal to adjust the original authorized minimum selling price for the land located at Lot No. 127, Tainin Section, Commercial District, Zhudong Township, Hsinchu County.	This case was approved by the 20th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.
	Proposal to issue the company's "Internal Control System Statement" for the year 2025.	This case was approved by the 20th meeting of the 4th Audit Committee, and was unanimously approved by all attending directors upon chairperson's inquiry.

2.2.12 For the most recent year and up to the publication date of the annual report, there were no instances where directors had dissenting opinions on important resolutions passed by the Board of Directors that were recorded or stated in writing:

No such circumstance.

2.2.13 The status of personnel related to financial information transparency obtaining relevant certificates designated by the competent authority is as follows

Certificate Name	Number	
	Finance	Audit
Certified Public Accountant (CPA) of the Republic of China	2	2

2.3 Auditing CPA Fee Information

Accountant Firm Name	CPA Name	CPA Audit Period	Audit Fee	Non-audit Fee	Total	Note
Deloitte Taiwan	Ya-Ling Wong	2025/1/1-2025/12/31	45,370	41,038	86,408	Non-audit fees primarily include fees for tax services, corporate bond issuance, sustainability services, and consulting services.
	Hui-Min Huang					

2.3.1 Cases where the audit firm was changed and the audit fees paid in the year of change were reduced compared to the year before the change:

No such circumstance.

2.3.2 Cases where audit fees were reduced by 10% or more compared to the previous year:

No such circumstance.

2.4 Information on the Change of CPA:

No such circumstance.

2.4.1 About the Previous CPA:

Not applicable.

2.4.2 Regarding the Successor CPA:

Not applicable.

2.4.3 Response from the previous CPA regarding Item 1 and Item 2 of Paragraph 6, Article 10 of these Standards:

Not applicable.

2.5 The Chairman, President, and the Managers responsible for financial or accounting affairs have not, in the most recent year, been employed by the attesting CPA firm or its affiliated enterprises:

No such circumstance.

2.6 Changes in equity transfer and equity pledge of directors, managers, and shareholders with more than 10% shareholding in the most recent year and up to the annual report's publication date.

2.6.1 Equity transfer and equity pledge changes

Title	Name	2025		For the current year up to March 24	
		Number of shares held increased (decreased)	Number of pledged shares increased (decreased)	Number of shares held increased (decreased)	Number of pledged shares increased (decreased)
Chairman	Chia Hsin R.M.C. Corporation Representative: Nelson An-ping Chang	0	0	0	0
Director	Tai Ho Farming Co., Ltd. Representative: Roman Cheng	0	0	0	0
Director	International CSRC Investment Holdings Co., Ltd. Representative: Kenneth C.M. Lo	0	0	0	0
Director	Hsing Cheng Investment Co., Ltd. Representative: Yu-Cheng Chiao	0	0	0	0
Director	C. F. Koo Foundation Representative: Eric Chen Sun Te	0	0	0	0
Director	Chia Hsin Cement Corporation Representative: Kang-Lung (Jason) Chang Representative: Liz Wang	7,062,000	0	3,871,000	0
Director	Heng Qiang Investment Co., Ltd. Representative: Por-Yuan Wang	0	0	0	0
Director	CS Development & Investment Co. Representative: Kung-Yi Koo	0	0	0	0
Director	Fu Pin Investment Co., Ltd. Representative: Chien Wen	0	0	0	0
Independent Director	Victor Wang	0	0	0	0
Independent Director	Lynette Ling-Tai Chou	0	0	0	0
Independent Director	Sherry S. L. Lin	0	0	0	0
Independent Director	Ruu Tian Chang	0	0	0	0
Independent Director	Man Jung Chan (Date of Appointment: May 27, 2025)	0	0	0	0
Group CEO	Nelson An-ping Chang	724,800	0	0	0
Director and President	Roman Cheng	105,000	0	0	0
Senior Vice President	Chien-Chiang Huang	73,997	0	0	0
Senior Vice President	Ker-Fu Lu	73,997	0	0	0
Vice President	Bao-Luo Ge	63,196	0	0	0
Vice President	Chien-Chuan Wang	0	0	0	0
Vice President	Feng-Ping Liu	13,199	0	0	0

Title	Name	2025		For the current year up to March 24	
		Number of shares held increased (decreased)	Number of pledged shares increased (decreased)	Number of shares held increased (decreased)	Number of pledged shares increased (decreased)
Vice President	Yu-Jun Yeh	35,198	0	0	0
CFO and Accounting Chief Officer	Randy Yu	39,000	0	0	0
Senior Assistant Vice President	Kuo-Yu Tsai	38,198	0	0	0
Senior Assistant Vice President and Internal Audit Manager	Guo Hong Yeh	38,198	0	0	0
Senior Assistant Vice President	Yu-Wen Chiu	16,199	0	0	0
Senior Assistant Vice President	Chia-Pei Wei	50,198	0	0	0
Senior Assistant Vice President	Yi-Ching Chung	0	0	0	0
Senior Assistant Vice President	Katrina Chen	21,999	0	0	0
Director and Assistant Vice President	Kung-Yi Koo	221,998	0	4,021,595	0
Assistant Vice President	Cen-Wei Lan	21,999	0	0	0
Assistant Vice President and Corporate Governance Manager	Jia-Ro Lai	13,199	0	0	0
Assistant Vice President	Kuo-Yuan Li	19,199	0	0	0
Assistant Vice President	Cheng-Tao Chiang	30,798	0	0	0
Chief Information Security Officer	Nien-Wang Chang	22,199	0	0	0
Assistant Vice President	Bin-Chih Wang	0	0	0	0
Assistant Vice President	Jin-Yi Chen	26,398	0	0	0
Assistant Vice President	Sharon Lee (Date of Appointment: November 1, 2025)	0	0	0	0
Senior Manager	Chi-Ching Chen	28,199	0	0	0
Senior Manager	Hsueh Ching Hsu	6,599	0	0	0
Senior Manager	Chen-Yuan Chen	0	0	0	0
Senior Assistant Manager	Chu-Tsun Chen	10,999	0	0	0
Senior Assistant Manager	Tzu-Yang Wu	4,400	0	0	0
Senior Assistant Vice President	Huei Sheng Chiou (Date of Dismissal: January 1, 2026)	0	0	0	0
Assistant Vice President	Yin-Hua Chen (Date of Dismissal: March 20, 2026)	21,998	0	0	0
Assistant Vice President	Xiu-Fen Lu (Date of Dismissal: April 30, 2025)	0	0	0	0
Manager	Li-Chi Hsiao (Date of Dismissal: December 15, 2025)	17,599	0	0	0

2.6.2 In the case where the counterparty in a transfer or pledge of shares is a related party:

No such circumstance.

2.7 Relationship information among the top ten shareholders by shareholding ratio

Data as of the book closure date: March 24, 2026

Name	Shares held by the person		Shares held by spouses and minor children		Shares held in the name of others		Among the top ten shareholders, those who have relationships as related parties, spouses, or relatives within the second degree of kinship, their names and relationships.		Notes
	Number of Shares	Shareholding ratio (%)	Number of Shares	Shareholding ratio (%)	Number of Shares	Shareholding ratio (%)	Name	Relationship	
Chia Hsin Cement Corporation Representative: Kang-Lung (Jason) Chang	250,562,776	3.33	-	-	None	None	Tong Yang Chia Hsin International Corporation	Chairman is the same person	
	-	-	264,484	0.00	None	None	Tong Yang Chia Hsin International Corporation	Director of the company	
Tong Yang Chia Hsin International Corporation Representative: Kang-Lung (Jason) Chang	120,767,847	1.61	-	-	None	None	Tong Yang Chia Hsin International Corporation	Chairman is the same person	
	-	-	264,484	0.00	None	None	Chia Hsin Cement Corporation	Director of the company	
Chuan Wei Investment Co., Ltd. Representative: Chih-Kuang Yen	115,600,000	1.54	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	-	-	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
International CSRC Investment Holdings Co., Ltd. Representative: Kung-Yi Koo	113,896,285	1.51	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	5,004,540	0.07	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
Heng Qiang Investment Co., Ltd. Representative: Tian-Yi Huo	112,457,746	1.49	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	9,260,616	0.12	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
JPMorgan Chase Bank, N.A., Taipei Branch in custody for Vanguard Total International Stock Index Funds	97,544,758	1.30	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	-	-	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
Chunghwa Post Co., Ltd. Representative: Wang, Kwo-Tsai	93,220,041	1.24	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	-	-	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
JP Morgan Chase Bank N.A., Taipei Branch in custody for Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds	92,103,717	1.22	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	-	-	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
Chinatrust Investment Co., Ltd. Representative: Tian-Yi Huo	90,223,983	1.20	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	9,260,616	0.12	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
Fu Pin Investment Co., Ltd Representative: Hsuan-Hui Koo.	85,225,165	1.13	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	
	6,590,252	0.09	-	-	None	None	Chia Hsin Cement Corporation	Chairman is the same person	

2.8 Combined Shareholding Percentage

The Company, its directors, supervisors, managers, and enterprises directly or indirectly controlled by the Company, shall calculate the number of shares held in the same invested enterprise, and combine to calculate the combined shareholding percentage.

December 31, 2025 Unit: Shares %

Investee Companies	TCC's Investment (Note 1)		Investment by Directors, Supervisors, Managers, and Directly or Indirectly Controlled Enterprises		Combined Investment	
	Number of Shares	Shareholding Percentage	Number of Shares	Shareholding Percentage	Number of Shares	Shareholding Percentage
Taiwan Transport & Storage Co., Ltd.	52,410,366	83.88%	419,013	0.67%	52,829,379	84.55%
Taiwan Cement Engineering Corporation	20,325,697	99.36%			20,325,697	99.36%
Kuan-Ho Refractories Industry Corporation	60,163,639	95.29%			60,163,639	95.29%
Hong Kong Cement Manufacturing Co., Ltd.	38,094	84.65%			38,094	84.65%
Ta-Ho Maritime Corporation	236,915,916	64.79%	107,812,135	29.48%	344,728,051	94.27%
TCC Investment Corporation	239,800,000	100.00%			239,800,000	100.00%
TCC Chemical Corporation	185,000,000	100.00%			185,000,000	100.00%
TCC Information Systems Corporation	15,000,000	100.00%			15,000,000	100.00%
Jin Chang Minerals Corporation	9,100,000	100.00%			9,100,000	100.00%
Ho-Ping Industrial Port Corporation	319,990,000	100.00%			319,990,000	100.00%
TCC International Ltd.	1,100,875,900	100.00%			1,100,875,900	100.00%
Ho-Ping Power Company	805,940,306	59.50%	6,772,608	0.50%	812,712,914	60.00%
HPC Power Services Corporation	6,000	60.00%			6,000	60.00%
Synpac Ltd.	2,700,000	25.00%	8,100,000	75.00%	10,800,000	100.00%
CCC USA CORP.	79,166	33.33%	158,334	66.67%	237,500	100.00%
Feng Sheng Enterprise Company	27,260,611	45.43%			27,260,611	45.43%
E.G.C. CEMENT CORP.	8,062,600	50.64%	7,857,400	49.36%	15,920,000	100.00%
Onyx Ta-Ho Environmental Services Co., Ltd.	84,212,462	50.00%			84,212,462	50.00%
TCC Green Energy Corporation	985,898,696	100.00%			985,898,696	100.00%
Ho Sheng Mining Co., Ltd.	30,100,000	100.00%			30,100,000	100.00%
TCC International Holdings Ltd.	3,734,927,496	47.29%	4,163,097,279	52.71%	7,898,024,775	100.00%
Taicorn Minerals Corp. (Note 2)	119,997	72.70%			119,997	72.70%
Trans Philippines Mineral Corp.	19,996	40.00%			19,996	40.00%
TCC Sustainable Energy Investment Corporation	100,000	100.00%			100,000	100.00%
TCC Energy Storage Technology Corporation	535,600,000	100.00%			535,600,000	100.00%

Investee Companies	TCC's Investment (Note 1)		Investment by Directors, Supervisors, Managers, and Directly or Indirectly Controlled Enterprises		Combined Investment	
	Number of Shares	Shareholding Percentage	Number of Shares	Shareholding Percentage	Number of Shares	Shareholding Percentage
TCC Recycle Energy Technology Company	1,047,643,632	36.82%	1,588,417,482	55.81%	2,636,061,114	92.63%
Tuo Shan Recycle Technology Company	100,000	100.00%			100,000	100.00%
International CSRC Investment Holdings Co., Ltd.	153,476,855	15.59%	35,527,529	3.60%	189,004,384	19.19%
TCC Asset Management & Development Corporation	197,283,624	100.00%			197,283,624	100.00%
TCC Dutch Holdings B.V.	1,541,075	86.04%	250,000	13.96%	1,791,075	100.00%

Note 1: This is an investment accounted for using the equity method by the Company.
Note 2: The shareholding ratio of Taicorn Minerals Corp. is calculated based on the capital contribution amount.

03 Fundraising Status

3.1 Capital and Shares

3.1.1 Source of Capital

As of the date of the publication of the annual report, March 24,2026 Unit: Share

Types of Shares	Authorized Capital				
	Outstanding Shares			Unissued Shares	Total
	Listed	Not Listed	Total		
Registered Common Shares	7,523,181,742	-	7,523,181,742	2,276,818,258	9,800,000,000
Preferred Shares	200,000,000	-	200,000,000	-	200,000,000

3.1.2 Capital Formation

As of the date of the publication of the annual report, March 24,2026 Unit: Dollar/ Share

Month and Year	Issu- ing Price (NTD)	Authorized Capital		Paid-in Capital		Under Construction				
		Number of Shares	Amount	Number of Shares	Amount	Source of Capital			Payment for Shares with Non- Cash Property	Others
						Capital- ization of Earnings	Capital- ization of Capital Reserve	Cash Capital Increase		
August 1995	10	1,650,000,000	16,500,000,000	1,280,787,200	12,807,872,000	1,372,272,000	-	-	None	None
August 1996	10	1,650,000,000	16,500,000,000	1,408,865,920	14,088,659,200	896,551,040	384,236,160	-	None	None
October 1997	10	1,650,000,000	16,500,000,000	1,650,000,000	16,500,000,000	563,546,368	845,319,552	1,002,474,880 (Note 1)	None	None
July 1998	10	2,300,000,000	23,000,000,000	1,815,000,000	18,150,000,000	660,000,000	990,000,000	-	None	None
September 1999	10	2,300,000,000	23,000,000,000	2,196,500,000	21,965,000,000	363,000,000	1,452,000,000	2,000,000,000 (Note 2)	None	None
August 2000	10	2,550,000,000	25,500,000,000	2,372,220,000	23,722,200,000	1,098,250,000	658,950,000	-	None	None
August 2001	10	2,757,386,600	27,573,866,000	2,443,386,600	24,433,866,000	-	711,666,000	-	None	None
September 2001	25	2,757,386,600	27,573,866,000	2,607,386,600	26,073,866,000	-	-	1,640,000,000 (Note 3)	None	None
August 2002	10	2,757,386,600	27,573,866,000	2,656,254,332	26,562,543,320	-	488,677,320	-	None	None
September 2003	10	3,157,386,600	31,573,866,000	2,710,396,409	27,103,964,090	541,420,770	-	-	None	None
September 2004	10	3,507,386,600	35,073,866,000	2,809,764,407	28,097,644,070	993,679,980	-	-	None	None
October 2005	10	4,007,386,600	40,073,866,000	2,949,351,287	29,493,512,870	1,395,868,800	-	-	None	None
April 2006	10	4,007,386,600	40,073,866,000	2,991,886,496	29,918,864,960	-	-	-	None	NT\$425,352,090 (Note 4)
June 2006	10	4,007,386,600	40,073,866,000	3,131,344,565	31,313,445,650	-	-	-	None	NT\$1,394,580,690 (Note 4)

Month and Year	Issu-ing Price (NTD)	Authorized Capital		Paid-in Capital		Under Construction				
		Number of Shares	Amount	Number of Shares	Amount	Source of Capital			Payment for Shares with Non-Cash Property	Others
						Capital-ization of Earnings	Capital-ization of Capital Reserve	Cash Capital Increase		
September 2006	10	4,007,386,600	40,073,866,000	3,181,438,776	31,814,387,760	-	-	-	None	NT\$500,942,110 (Note 4)
September 2006	10	4,007,386,600	40,073,866,000	3,236,097,960	32,360,979,600	546,591,840	-	-	None	None
October 2006	10	4,007,386,600	40,073,866,000	3,072,097,960	30,720,979,600	-	-	-	None	NT\$(1,640,000,000) (Note 5)
January 2007	10	4,007,386,600	40,073,866,000	3,141,612,870	31,416,128,700	-	-	-	None	NT\$695,149,100 (Note 4)
April 2007	10	4,007,386,600	40,073,866,000	3,207,351,086	32,073,510,860	-	-	-	None	NT\$657,382,160 (Note 4)
August 2007	10	4,007,386,600	40,073,866,000	3,248,637,197	32,486,371,970	412,861,110	-	-	None	None
August 2008	10	4,007,386,600	40,073,866,000	3,292,175,869	32,921,758,690	435,386,720	-	-	None	None
December 2010	27	4,007,386,600	40,073,866,000	3,692,175,869	36,921,758,690	-	-	4,000,000,000 (Note 6)	None	None
June 2011	10	6,000,000,000	60,000,000,000	3,692,175,869	36,921,758,690	-	-	-	None	None
November 2017	10	6,000,000,000	60,000,000,000	4,246,509,010	42,465,090,100	-	-	-	None	NT\$5,543,331,410 (Note 7)
August 2018	10	6,000,000,000	60,000,000,000	4,670,559,911	46,705,599,110	4,240,509,010	-	-	None	None
September 2018	10	6,000,000,000	60,000,000,000	5,108,059,911	51,080,599,110	-	-	4,375,000,000 (Note 8)	None	None
January 2019	10	6,000,000,000	60,000,000,000	5,308,059,911	53,080,599,110	-	-	2,000,000,000 (Note 9) (preferred shares)	None	None
June 2019	10	7,000,000,000	70,000,000,000	5,308,059,911	53,080,599,110	-	-	-	None	None
September 2019	10	7,000,000,000	70,000,000,000	5,665,619,204	56,656,192,040	3,575,592,930	-	-	None	None
September 2020	10	7,000,000,000	70,000,000,000	5,938,500,164	59,385,001,640	2,728,809,600	-	-	None	None
October 2020	10	7,000,000,000	70,000,000,000	5,941,400,721	59,414,007,210	-	-	-	None	NT\$29,005,570 (Note 10)
February 2021	10	7,000,000,000	70,000,000,000	6,010,254,882	60,102,548,820	-	-	-	None	NT\$688,541,610 (Note 10)
March 2021	10	7,000,000,000	70,000,000,000	6,095,645,647	60,956,456,470	-	-	-	None	NT\$853,907,650 (Note 10)
June 2021	10	7,000,000,000	70,000,000,000	6,157,440,327	61,574,403,270	-	-	-	None	NT\$617,946,800 (Note 10)
August 2021	10	7,000,000,000	70,000,000,000	6,323,580,010	63,235,800,100	-	-	-	None	NT\$1,661,396,830 (Note 10)
November 2021	10	7,000,000,000	70,000,000,000	6,324,200,257	63,242,002,570	-	-	-	None	NT\$6,202,470 (Note 10)
December 2021	10	7,000,000,000	70,000,000,000	6,325,234,002	63,252,340,020	-	-	-	None	NT\$10,337,450 (Note 10)
August 2022	10	8,500,000,000	85,000,000,000	6,936,851,342	69,368,513,420	6,116,173,400	-	-	None	None
September 2022	10	8,500,000,000	85,000,000,000	6,936,181,742	69,361,817,420	-	-	-	None	NT\$(6,696,000) (Note 11)
October 2022	10	8,500,000,000	85,000,000,000	7,356,181,742	73,561,817,420	-	-	4,200,000,000 (Note 12)	None	None
November 2023	10	10,000,000,000	100,000,000,000	7,751,181,742	77,511,817,420	-	-	3,950,000,000 (Note 13)	None	None
March 2026	10	10,000,000,000	100,000,000,000	7,723,181,742	77,231,817,420	-	-	-	None	NT\$(280,000,000) (Note 14)

1. Approved by the Securities and Futures Bureau of the Ministry of Finance on July 7, 1997, under Letter No. 50087, the cash capital increase was issued at a price of NT\$36.
2. Approved by the Securities and Futures Bureau of the Ministry of Finance on April 20, 1999, under Letter No. 29130, the cash capital increase was issued at a price of NT\$20.
3. This refers to the cash capital increase through the issuance of 164,000,000 preferred shares, as approved by the Securities and Futures Bureau of the Ministry of Finance on July 31, 2001, under Letter No. 143691.
4. This refers to the conversion of overseas unsecured convertible corporate bonds into common shares. The maximum total amount of overseas unsecured convertible corporate bonds was approved by the Securities and Futures Bureau of the Ministry of Finance on February 6, 2004, under Letter No. 0920162472.
5. Preferred shares were redeemed upon maturity to proceed with a capital reduction.
6. This refers to a cash capital increase through the issuance of 400,000,000 common shares, as approved by the Financial Supervisory Commission of the Executive Yuan on November 5, 2010, under Letter No. 0990059240.
7. This refers to the newly issued 554,333,141 shares for capital increase to acquire shares of TCC International Holdings Ltd., as approved by the Financial Supervisory Commission on November 6, 2017, under Letter No. 1060041014.
8. This refers to a cash capital increase through the issuance of 375,000,000 to 468,750,000 common shares, participating in the issuance of 75,000,000 to 93,750,000 units of Global Depositary Receipts, for a total amount of approximately US\$440,000,000 to 550,000,000, as approved by the Financial Supervisory Commission on July 25, 2018, under Letter No. 10703258531.
9. This refers to a cash capital increase through the issuance of 200,000,000 second preferred shares, as approved by the Financial Supervisory Commission on July 25, 2018, under Letter No. 1070325853.
10. This refers to the conversion of the 2018 first overseas unsecured convertible corporate bonds into common shares. The maximum total amount of these corporate bonds was approved by the Financial Supervisory Commission on July 25, 2018, under Letter No. 10703258532.
11. This refers to the cancellation of 669,600 treasury shares, as approved by the Ministry of Economic Affairs on September 2, 2022, under Letter No. 11101163360.
12. This refers to a cash capital increase through the issuance of 420,000,000 common shares, participating in the issuance of 84,000,000 units of Global Depositary Receipts, for a total amount of approximately US\$425,040,000, as approved by the Financial Supervisory Commission on September 27, 2022, under Letter No. 1110356873.
13. This refers to a cash capital increase through the issuance of 395,000,000 common shares, participating in the issuance of 79,000,000 units of Global Depositary Receipts, for a total amount of approximately US\$384,730,000, as approved by the Financial Supervisory Commission on October 2, 2023, under Letter No. 1120356293.
14. This refers to the cancellation of 28,000,000 treasury shares, as approved by the Ministry of Economic Affairs on February 23, 2026, under Letter No. 11530011800.

3.1.3 Information Related to the Shelf Registration System:

None.

3.2 List of Major Shareholders

3.2.1 Common Shares

Information as of the record date: March 24, 2026

Major Shareholder Name	Total Shares Held	Shareholding Ratio %
Chia Hsin Cement Corporation	250,562,776	3.33
Tong Yang Chia Hsin International Co., Ltd.	120,767,847	1.61
Chuan Wei Investment Co., Ltd.	115,600,000	1.54
International CSRC Investment Holdings Co., Ltd.	113,896,285	1.51
Heng Qiang Investment Co., Ltd.	112,457,746	1.49
JPMorgan Chase Bank, N.A., Taipei Branch in custody for Vanguard Total International Stock Index Funds	97,544,758	1.30
Chunghwa Post Co., Ltd.	93,220,041	1.24
JPMorgan Chase Bank N.A., Taipei Branch in custody for Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds	92,103,717	1.22
CTCB Investments Co., Ltd.	90,223,983	1.20
Fu Pin Investment Co., Ltd.	85,225,165	1.13

3.2.2 Preferred Stocks

Information as of the record date: March 24, 2026

Major Shareholder Name	Total Shares Held	Shareholding Ratio %
KGI Life Insurance Co., Ltd.	40,000,000	20.00
Nan Shan Life Insurance Company, Ltd.	30,000,000	15.00
Yuanta Commercial Bank	28,366,000	14.18
Chunghwa Post Co., Ltd. labor pension fund management committee	27,650,000	13.83
Labor Pension Fund (The New Fund)	20,000,000	10.00
Labor Insurance Fund	12,000,000	6.00
Bank Taiwan Life Insurance- Army Insurance Reserve	6,278,000	3.14
Yuanta Life Insurance Co., Ltd.	3,825,000	1.91
Yuan Chi investment Ltd.	3,281,000	1.64
Far Eastern International Bank	3,168,000	1.58

3.3 Dividend Policy and Implementation

3.3.1 Dividend Policy:

When TCC calculates annual net profits, 10% of the remaining profits shall be allocated as legal reserve after the payment of income taxes and offsetting any accumulated losses. However, once the legal reserve reaches the total amount of TCC's paid-in capital, no further allocation is required. The remaining amount, along with accumulated undistributed earnings, may be allocated or reversed as special reserve in accordance with relevant laws and regulations, or partially retained if necessary. After distributing dividends for preferred shares in accordance with Article 5-1 of the Articles of Incorporation from the remaining balance, common share dividends shall be distributed. The Board of Directors shall propose the distribution ratio in an earnings distribution plan and submit it to the shareholders' meeting for approval.

According to the Articles of Incorporation, TCC engages in capital-intensive, stable manufacturing and sales of cement products while actively expanding into diversified operations. To support the investment needs of diversified development and major capital expenditures, the cash dividend payment ratio is set at 20% or more of the common share dividends, with the remaining balance distributed as share dividends.

For dividend distribution, after allocating legal and special reserves as required by law, at least 50% of the remaining earnings shall be distributed for the current year. This is subject to approval at the shareholders' meeting, considering reinvestment funding requirements, major capital expenditures, and financial structure improvements.

3.3.2 Earnings Distribution

At the 22nd meeting of the 25th Board of Directors held on March 11, 2026, TCC proposed the earnings distribution plan for 2025 as set forth in the table below. The proposed distribution includes preferred share dividends of NT\$405,250,000, to be paid in cash from capital surplus, at NT\$0.8 per ordinary share. This proposal is subject to approval by the shareholders' meeting to be held on May 22, 2026, after which it will be implemented in accordance with applicable regulations.

Unit: NT\$

Preferred Shares (NT\$2.02625/Shares)	405,250,000
Distribute cash from capital reserves (NT\$0.8/ Shares)	5,994,545,394

3.4 Impact of the Proposed Stock Dividend Distribution on TCC's Business Performance and Earnings Per Share:

Not applicable.

3.5 Employee and Director Compensation

3.5.1 Percentage or Range of Employee and Director Compensation as Stipulated in the Articles of Incorporation

If TCC generates a profit for the year, it shall allocate:

- Employee compensation: 0.1% to 3% of the profit; no less than 10% of the total amount shall be allocated to grassroots employees.
- Director compensation: no more than 1% of the profit.

However, if TCC has accumulated losses, it shall first be reserved to offset such losses, and the employee and director compensation shall then be allocated in accordance with the percentages set forth in subparagraphs 1 and 2 above.

Employee compensation may be distributed in the form of stock or cash, and may also include employees of controlled or subsidiary companies who meet certain conditions.

The distribution of employee and director compensation shall be resolved by the Board of Directors with the attendance of at least two-thirds of the directors and the approval of a majority of the directors present, and shall be reported to the shareholders' meeting.

3.5.2 Estimation Basis for the Employee and Director Compensation in the Current Period, Calculation Basis for Stock-based Employee Compensation Shares, and Accounting Treatment for Discrepancies Between Actual Distribution and Estimated Amount

The Company recorded a loss in 2025 and did not estimate employee and director compensation.

3.5.3 The Board of Directors' Approval of Compensation Distribution

- The amount of employee and director compensation distributed in cash or shares. If there is a discrepancy between the distributed amount and the estimated amount recognized as an expense for the year, the difference, its reason, and the handling method should be disclosed:

The Company recorded a loss in 2025 and did not estimate employee and director compensation.

- The amount of employee compensation distributed in stock, along with its proportion to the sum of net income after tax and total employee compensation in the current period's parent company only or individual financial statements:

There is no distribution of employee compensation in stock, therefore, it is not applicable.

3.5.4 The Actual Distribution of Employee, Director, and Supervisor Compensation in the Previous Year (Including the Number of Shares Distributed, the Amount, and the Share Price); if There Is a Discrepancy Between the Distributed Amount and the Recognized Employee, Director, and Supervisor Compensation, the Difference, Reason, and Handling Method Should Be Explained

Item	Board of Directors Resolution (March 12, 2025)
Distribution amount of employee cash compensation	66,616,173
Distribution amount of director cash compensation	123,167,600

Note: The actual remuneration distributed to employees and directors for 2024 was consistent with the amounts approved by the Board of Directors and recognized in the account

3.6 Status of TCC's Repurchase of its own Shares:

1. Repurchase of Company Shares (Repurchases Completed)

As of the date of the publication of the annual report, March 24, 2026 Unit: NT\$

Implementation of Buybacks	Sixth round	Seventh round
Purpose of Buyback	Transfer of shares to employees	Protect company reputation and shareholder equity
Buyback Period	July 4, 2025-July 9, 2025	August 14, 2025-August 25, 2025
Price Range (NT\$)	Average price 24.70	Average price 23.44
Class and Number of Shares Bought	10,000,000 common shares	28,000,000 common shares
Buyback Amount (NT\$)	246,980,915	656,204,639
Percentage of the number of shares repurchased to the proposed number of shares to be repurchased (%)	100%	100%
Number of Shares Transferred	-	28,000,000
The number of accumulated number of repurchased shares	30,000,000	30,000,000
The percentage of accumulated number of repurchased shares to the total number of issued shares (%)	0.39%	0.39%

2. Repurchases in Progress: None.

3.7 Corporate Bond Issuance

3.7.1 Corporate Bond Information

As of the date of the publication of the annual report, March 24, 2026 Unit: NT\$

Type of Corporate Bond	2018 First Series Unsecured Corporate Bonds	2020 First Series Unsecured Corporate Bonds
Issuance Date	June 21, 2018	April 15, 2020
Face Value	NT\$1 million	NT\$1 million
Issuance and Trading Location	Not applicable	Not applicable
Offering Price	NT\$100 per unit at par	NT\$100 per unit at par
Total Amount	NT\$12 billion	NT\$20 billion Bond A: NT\$5.2 billion Bond B: NT\$14.8 billion
Coupon Rate	Fixed annual interest rate of 1.70%	Bond A: Fixed annual interest rate of 0.69% Bond B: Fixed annual interest rate of 0.93%
Term and Maturity Date	15-year term with a maturity date of June 21, 2033	Bond A: 7-year term with a maturity date of April 15, 2027 Bond B: 15-year term with a maturity date of April 15, 2035
Guarantor Institution	None	None
Trustee	CTBC Bank Co., Ltd.	CTBC Bank Co., Ltd.
Underwriter	HSBC Bank (Taiwan) Co., Ltd.	HSBC Bank (Taiwan) Co., Ltd.
Legal Counsel	Hui-Chi Kuo	Hui-Chi Kuo
Auditor	Deloitte Taiwan Ya-Ling Wong, Chih-Ming Shao	Deloitte Taiwan Ya-Ling Wong, Chih-Ming Shao
Repayment Method	Bullet	Bullet
Outstanding Principal	NT\$12 billion	NT\$20 billion
Redemption or Early Repayment Terms	None	None
Restrictive Clauses	None	None
Name of Credit Rating Agency, Date, Corporate Bond Rating Results	Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: May 8, 2018	Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 25, 2019
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Printing Date	None
	Issuance, Conversion, Exchange, and Subscription Procedures	None
Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights		None
Name of Custodian		None

As of the date of the publication of the annual report, March 24, 2026 Unit: NT\$

Type of Corporate Bond		2021 First Series Unsecured Corporate Bonds	2022 First Series Unsecured Corporate Bonds
Issuance Date		August 31, 2021	June 8, 2022
Face Value		NT\$1 million	NT\$1 million
Issuance and Trading Location		Not applicable	Not applicable
Offering Price		NT\$100 per unit at par	NT\$100 per unit at par
Total Amount		NT\$16.6 billion Bond A: NT\$5.8 billion Bond B: NT\$3.1 billion Bond C: NT\$1.2 billion Bond D: NT\$6.5 billion	NT\$7.75 billion Bond A: NT\$4.95 billion Bond B: NT\$2.8 billion
Coupon Rate		Bond A: Fixed annual interest rate of 0.59% Bond B: Fixed annual interest rate of 0.68% Bond C: Fixed annual interest rate of 0.78% Bond D: Fixed annual interest rate of 0.95%	Bond A: Fixed annual interest rate of 1.90% Bond B: Fixed annual interest rate of 2.15%
Term and Maturity Date		Bond A: 5-year term with a maturity date of August 31, 2026 Bond B: 7-year term, with a maturity date of August 31, 2028 Bond C: 10-year term with a maturity date of August 31, 2031 Bond D: 15-year term with a maturity date of August 31, 2036	Bond A: 6-year term with a maturity date of June 8, 2028 Bond B: 10-year term with a maturity date of June 8, 2032
Guarantor Institution		None	None
Trustee		CTBC Bank Co., Ltd.	CTBC Bank Co., Ltd.
Underwriter		Yuanta Securities Co.	Yuanta Securities Co.
Legal Counsel		Hui-Chi Kuo	Hui-Chi Kuo
Auditor		Deloitte Taiwan Chih-Ming Shao, Hui-Min Huang	Deloitte Taiwan Hui-Min Huang, Cheng-Hung Kuo
Repayment Method		Bullet	Bullet
Outstanding Principal		NT\$16.6 billion	NT\$7.75 billion
Redemption or Early Repayment Terms		None	None
Restrictive Clauses		None	None
Name of Credit Rating Agency, Date, Corporate Bond Rating Results		Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 27, 2021	Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 21, 2022
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Printing Date	None	None
	Issuance, Conversion, Exchange, and Subscription Procedures	None	None
Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights		None	None
Name of Custodian		None	None

As of the date of the publication of the annual report, March 24, 2026 Unit: NT\$

Type of Corporate Bond		2022 Second Series Unsecured Corporate Bonds	2022 Third Series Unsecured Corporate Bonds
Issuance Date		November 25, 2022	January 13, 2023
Face Value		NT\$1 million	NT\$1 million
Issuance and Trading Location		Not applicable	Not applicable
Offering Price		NT\$100 per unit at par	NT\$100 per unit at par
Total Amount		NT\$3.3 billion Bond A: NT\$2.1 billion Bond B: NT\$1.2 billion	NT\$9.3 billion Bond A: NT\$6.1 billion Bond B: NT\$3.2 billion
Coupon Rate		Bond A: Fixed annual interest rate of 2.10% Bond B: Fixed annual interest rate of 2.65%	Bond A: Fixed annual interest rate of 2.40% Bond B: Fixed annual interest rate of 2.65%
Term and Maturity Date		Bond A: 5-year term with maturity date of November 25, 2027 Bond B: 10-year term with a maturity date of November 25, 2032	Bond A: 7-year term with a maturity date of January 13, 2030 Bond B: 10-year term with a maturity date of January 13, 2033
Guarantor Institution		None	None
Trustee		CTBC Bank Co., Ltd.	CTBC Bank Co., Ltd.
Underwriter		Yuanta Securities Co.	Yuanta Securities Co.
Legal Counsel		Hui-Chi Kuo	Hui-Chi Kuo
Auditor		Deloitte Taiwan Hui-Min Huang, Cheng-Hung Kuo	Deloitte Taiwan Hui-Min Huang, Cheng-Hung Kuo
Repayment Method		Bullet	Bullet
Outstanding Principal		NT\$3.3 billion	NT\$9.3 billion
Redemption or Early Repayment Terms		None	None
Restrictive Clauses		None	None
Name of Credit Rating Agency, Date, Corporate Bond Rating Results		Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 21, 2022	Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 21, 2022
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Printing Date	None	None
	Issuance, Conversion, Exchange, and Subscription Procedures	None	None
Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights		None	None
Name of Custodian		None	None

As of the publication date of the annual report, March 24, 2026 Unit: NT\$

Type of Corporate Bond		2025 First Series Unsecured Corporate Bonds
Issuance Date		December 23, 2025
Face Value		NT\$1 million
Issuance and Trading Location		Not applicable
Offering Price		NT\$100 per unit at par
Total Amount		NT\$16.3 billion Bond A: NT\$6.8 billion Bond B: NT\$2.0 billion Bond C: NT\$7.5 billion
Coupon Rate		Fixed Annual Interest Rate of: Bond A: 1.80% Bond B: 2.10% Bond C: 2.25%
Term and Maturity Date		Bond A: 6 years (maturity date: December 23, 2031) Bond B: 12 years (maturity date: December 23, 2037) Bond C: 15 years (maturity date: December 23, 2040)
Guarantor Institution		None
Trustee		CTBC Bank
Underwriter		Yuanta Securities Co.
Legal Counsel		Tsung-Chao Tsai
Auditor		Deloitte & Touche (Ya-Ling Wong and Hui-Ming Huang)
Repayment Method		Bullet
Outstanding Principal		NT\$16.3 billion
Redemption or Early Repayment Terms		None
Restrictive Clauses		None
Name of Credit Rating Agency, Date, Corporate Bond Rating Results		Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: August 26, 2025
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Printing Date	None
	Issuance, Conversion, Exchange, and Subscription Procedures	None
Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights		None
Name of Custodian		None

As of the publication date of the annual report, March 24, 2026 Unit: US\$

Type of Corporate Bond	2023 First Series Unsecured Euro-Convertible Corporate Bonds	2024 First Series Unsecured Euro-Convertible Corporate Bonds
Issuance Date	October 24, 2023	March 28, 2025
Face Value	US\$200, 000	US\$200, 000
Issuance and Trading Location	Singapore Exchange (SGX)	Singapore Exchange (SGX)
Offering Price	NT\$100 per unit at par	NT\$100 per unit at par
Total Amount	US\$420 million	US\$350 million
Coupon Rate	0%	0%
Term and Maturity Date	5-year term with a maturity date of October 24, 2028	5-year term with a maturity date of March 28, 2030
Guarantor Institution	None	None
Trustee	Citicorp International Limited	Citicorp International Limited
Underwriter	Citigroup Global Markets Inc.	Morgan Stanley
Legal Counsel	Abe T.S. Sung	Abe T.S. Sung
Auditor	Deloitte Taiwan Ya-Ling Wong, Hui-Min Huang	Deloitte Taiwan Ya-Ling Wong, Hui-Min Huang
Repayment Method	Unless previously redeemed early, repurchased and canceled, or the conversion right has been exercised, the bonds will be redeemed in US dollars at their face value upon the maturity date, plus a yield calculated at an annual interest rate of 2.65% (calculated semi-annually).	Unless previously redeemed early, repurchased and canceled, or the conversion right has been exercised, the bonds will be redeemed in US dollars at their face value upon the maturity date, plus a yield calculated at an annual interest rate of 1.875% (calculated semi-annually).
Outstanding Principal	US\$420 million	US\$350 million

Type of Corporate Bond		2023 First Series Unsecured Euro-Convertible Corporate Bonds	2024 First Series Unsecured Euro-Convertible Corporate Bonds
Redemption or Early Repayment Terms		1. From the third year after the issuance date of these bonds until the maturity date, if the closing price of TCC's common shares on the Taiwan Stock Exchange (TWSE) exceeds 130% of the Early Redemption Amount multiplied by the then applicable conversion price (converted into US dollars at the fixed exchange rate) divided by the face value, for 20 out of 30 consecutive trading days, the issuing company may redeem all or part of these bonds at the early redemption amount. 2. When 90% or more of these bonds have been redeemed, converted by bondholders, repurchased and canceled, the issuing company may redeem all remaining outstanding bonds at the early redemption amount. 3. If changes in the tax laws of the Republic of China (Taiwan) cause the issuing company to incur an increased tax burden, additional interest expenses, or higher costs related to these bonds after the issuance date, the issuing company may redeem all of these bonds early at the early redemption amount. If bondholders do not participate in the redemption, they may not request the issuing company to bear additional taxes or expenses.	1. From the third year after the issuance date of these bonds until the maturity date, if the closing price of TCC's common shares on the Taiwan Stock Exchange (TWSE) exceeds 130% of the Early Redemption Amount multiplied by the then applicable conversion price (converted into US dollars at the fixed exchange rate) divided by the face value, for 20 out of 30 consecutive trading days, the issuing company may redeem all or part of these bonds at the early redemption amount. 2. When 90% or more of these bonds have been redeemed, converted by bondholders, repurchased and canceled, the issuing company may redeem all remaining outstanding bonds at the early redemption amount. 3. If changes in the tax laws of the Republic of China (Taiwan) cause the issuing company to incur an increased tax burden, additional interest expenses, or higher costs related to these bonds after the issuance date, the issuing company may redeem all of these bonds early at the early redemption amount. If bondholders do not participate in the redemption, they may not request the issuing company to bear additional taxes or expenses.
	Restrictive Clauses	None	None
Name of Credit Rating Agency, Date, Corporate Bond Rating Results		None	None
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Publication Date	0	0

Type of Corporate Bond		2023 First Series Unsecured Euro-Convertible Corporate Bonds	2024 First Series Unsecured Euro-Convertible Corporate Bonds
Additional Rights of Bondholders	Issuance and Conversion (Exchange or Subscription) Procedures	Except for early redemption or repurchase by TCC, or during the conversion suspension period (as defined below), bondholders may, from the day following three months after the issuance of these bonds (excluding the issuance date) (i.e., January 25, 2024), until (1) 10 days before the maturity date (i.e., October 14, 2028) or (2) the 5th business day before the date on which bondholders exercise their put option or TCC exercises its redemption right (excluding the maturity date), request to convert these bonds into the issuing company's common shares at any time pursuant to relevant laws, regulations, and the provisions of the trust deed. The aforementioned conversion suspension period refers to: 1. The period when transfer of shares is suspended under laws of the Republic of China, including within sixty days prior to TCC's annual general shareholders' meeting and within thirty days prior to an extraordinary shareholders' meeting. 2. When TCC issues stock dividends, cash dividends, or cash capital increases, the period will run from fifteen business days before the record date for stock dividends, the record date for cash dividends, or the record date for subscription rights in cash capital increases, up to the rights distribution record date. 3. When TCC conducts a capital reduction, the period will run from the record date of the reduction until the day before the commencement of trading for the shares issued in exchange for the capital reduction. 4. When TCC changes the par value of its shares, the conversion suspension will start from the date the Company halts conversion due to change in par value until the day before the newly issued shares begin trading. 5. Other suspension periods for share transfers as required by laws of the Republic of China or regulations of the TWSE. 6. Any changes to the aforementioned laws regarding suspension periods for share transfers should be followed according to the amended regulations.	Except for early redemption or repurchase by TCC, or during the conversion suspension period (as defined below), bondholders may, from the day following three months after the issuance of these bonds (excluding the issuance date) (i.e. June 29, 2025), until (1) 10 days before the maturity date (i.e. March 18, 2030) or (2) the 5th business day before the date on which bondholders exercise their put option or TCC exercises its redemption right (excluding the maturity date), request to convert these bonds into the issuing company's common shares at any time in accordance with relevant laws, regulations, and the provisions of the trust deed. The aforementioned conversion suspension period refers to: 1. The period when transfer of shares is suspended according to the laws of the Republic of China, including within sixty days prior to TCC's annual general shareholders' meeting and within thirty days prior to an extraordinary shareholders' meeting. 2. When TCC issues share dividends, cash dividends, or cash capital increases, the period will run from fifteen business days before the record date for share dividends, the record date for cash dividends, or the record date for subscription rights in cash capital increases, up to the rights distribution base date. 3. When TCC conducts a capital reduction, the period will run from the record date of the reduction until the day before the commencement of trading for the shares issued in exchange for the capital reduction. 4. When TCC changes the par value of its shares, the conversion suspension will start from the date the Company halts conversion due to change in par value until the day before the newly issued shares begin trading. 5. Other suspension periods for share transfers as required by laws of the Republic of China or regulations of the TWSE. 6. Any changes to the aforementioned laws regarding suspension periods for share transfers should be followed according to the amended regulations.
		Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights	If all of these bonds are converted, the maximum dilution ratio to the equity of existing shareholders would be approximately 4.84%. While this would lead to an increase in share capital and a dilution of earnings per share, it would also improve the financial structure by increasing equity capital, reducing the debt ratio, and strengthening the financial position, which would be beneficial for the Group's future operations and development.
Name of Custodian		None	None

As of the date of the publication of the annual report, March 24, 2026 Unit: NT\$	
Type of Corporate Bond	First Domestic Unsecured Convertible Corporate Bonds (which are Sustainability-Linked Bonds)
Issuance Date	December 10, 2024
Face Value	NT\$100,000
Issuance and Trading Location	Not applicable
Offering Price	NT\$100 per unit at par
Total Amount	NT\$8 billion
Coupon Rate	0%
Term and Maturity Date	5-year term with a maturity date of December 10, 2029
Guarantor Institution	None
Trustee	CTBC Bank Co., Ltd.
Underwriter	Yuanta Securities Co.
Legal Counsel	Louis & Charles Attorneys at Law, Ya-Wen Chiu
Auditor	Deloitte Taiwan, Ya-Ling Wong, Hui-Min Huang
Repayment Method	If no trigger events occur, except for the bondholders converting their bonds into TCC's common shares in accordance with Article 12 of these Regulations, or TCC redeeming the bonds early under Article 21, or repurchasing and canceling the bonds through securities dealers, the Company shall repay the full face value of the convertible corporate bonds held by the bondholders in cash with a single payment within ten business days after the maturity of date these bonds.
Outstanding Principal	NT\$8 billion
Redemption or Early Repayment Terms	Please refer to the Issuance and Conversion Regulations
Restrictive Clauses	Please refer to the Issuance and Conversion Regulations
Name of Credit Rating Agency, Date, Corporate Bond Rating Results	Credit Rating Agency: Taiwan Ratings Corporation Rating Subject: Taiwan Cement Corporation Rating Level: twA+ Rating Date: April 29, 2024 Credit Rating Agency: S&P Global Ratings Rating Subject: Taiwan Cement Corporation Rating Grade: BBB- Rating Date: July 5, 2024
Additional Rights of Bondholders	Amount Converted or Exchanged into Ordinary Shares, GDRs, or Other Securities as of the Annual Report Printing Date 0
	Issuance, Conversion, Exchange, and Subscription Procedures Please refer to Appendix I of the prospectus for the First Domestic Unsecured Convertible Corporate Bonds
Dilution Effects on Share Equity, and Impact on Existing Shareholders' Rights	Please refer to pages 171-172 of the prospectus for the First Domestic Unsecured Convertible Corporate Bonds
Name of Custodian	None
Note	In 2024, the Company issued NT\$8.0 billion of TCC Group Holdings CO., LTD. Sustainability-Linked Bonds (Bond Name: 台泥—永 ; Bond Code: 11011), certified by the Taipei Exchange as sustainability-linked bonds.

3.7.2 Convertible Corporate Bond Information

Type of Corporate Bond		2023 First Series Unsecured Euro-Convertible Corporate Bonds			
Item	Year	At the Time of Issuance	2024	2025	2026 (Note)
Convertible Corporate Bond Market Price	Highest	US\$99.690	US\$112.091	US\$125.508	US\$ 108.576
	Lowest	US\$99.690	US\$103.805	US\$102.133	US\$ 105.694
	Average	US\$99.690	US\$107.374	US\$112.539	US\$107.254
Conversion Price (NT\$/share)		NT\$37.27/share	NT\$36.16/share	NT\$34.81/share	NT\$34.81/share
Issuance (Processing) Date and Conversion Price at Issuance		Issued on October 24, 2023 NT\$37.27/share			
Method of Fulfilling Conversion Obligations		Delivery of Issued Shares			

Note: Information for 2026 is up to the publication date of March 24.

Type of Corporate Bond		First Domestic Unsecured Convertible Corporate Bonds (which are Sustainability-Linked Bonds)			
Item	Year	At the Time of Issuance	2024	2025	2026 (Note)
Convertible Corporate Bond Market Price	Highest	NT\$98.55	NT\$100.30	NT\$108.10	NT\$100.00
	Lowest	NT\$98.55	NT\$98.50	NT\$94.40	NT\$96.00
	Average	NT\$98.55	NT\$99.04	NT\$100.81	NT\$98.65
Conversion Price (NT\$/share)		NT\$36.50/share	NT\$36.50/share	NT\$35.20/share	NT\$35.20/share
Issuance (Processing) Date and Conversion Price at Issuance		Issued on December 10, 2024 NT\$36.50/share			
Method of Fulfilling Conversion Obligations		Delivery of Issued Shares			

Note: Information for 2026 is up to the publication date of March 24.

Type of Corporate Bond		2024 First Series Unsecured Euro-Convertible Corporate Bonds		
Item	Year	At the Time of Issuance	2025	2026 (Note)
Convertible Corporate Bond Market Price	Highest	US\$99.905	US\$122.786	US\$103.561
	Lowest	US\$99.905	US\$96.750	US\$99.679
	Average	US\$99.905	US\$110.909	US\$101.935
Conversion Price (NT\$/share)		NT\$38.80/share	NT\$37.35/share	NT\$37.35/share
Issuance (Processing) Date and Conversion Price at Issuance		March 28, 2025 NT\$38.80/share		
Method of Fulfilling Conversion Obligations		Delivery of Issued Shares		

Note: Information for 2026 is up to the publication date of March 24.

3.7.3 Exchangeable Corporate Bond Information:

None.

3.7.4 Shelf Registration Corporate Bond Issuance Status:

None.

3.7.5 Corporate Bonds with Warrants Information:

None.

3.8 Preferred Stock Issuance

3.8.1 Preferred Stock Information

As of the date of the publication of the annual report, March 24, 2026

Item		Issuance (Processing) Date	December 13, 2018
		Stock Listing Name: Taiwan Cement Corp. 2nd Preferred Shares	
Face Value		NT\$10	
Issue Price		NT\$50 per share	
Number of Shares		Total number of shares: 200,000 thousand shares	
Total Amount		NT\$10,000,000 thousand	
Rights and Obligations	Distribution of Dividends and Bonuses	1. Dividends: The initial annual interest rate is 3.5%. On the day after five years from the issuance date (i.e., December 14, 2023), the dividend rate will be reset. The reset reference date is two business days in the Taipei financial market before the interest rate reset date (i.e., December 12, 2023). According to Reuters, the arithmetic average of the five-year IRS 11TAIFXIRS11 and 11COSMOS311 at 11:00 a.m. on December 12, 2023, was 1.490%. Adding the interest rate spread of 2.5625% at issuance results in a new reset dividend rate is 4.0525% effective from December 14, 2023.	
		2. Dividend Payment:	
		(1) Dividends are paid once a year in cash. Once the annual shareholders' meeting approves the financial reports and profit distribution proposals, the Board of Directors will set a record date for the dividend payments that can be distributed for the previous year. The dividend payments for the issuance year and redemption year are calculated based on the actual number of days issued in the current year.	
		(2) If TCC generates profits after the annual closing of accounts, the Company shall first pay taxes, offset any losses, allocate a legal reserve, and add accumulated undistributed earnings. After setting aside a special reserve as required by the law, regulations, or actual needs, any remaining surplus may be used to distribute the second preferred share dividends.	
		(3) TCC has full discretion over the dividend distribution of second preferred shares. If there are no profits or insufficient profits after the annual closing of accounts, the cancellation of the second preferred share dividend distribution will not be considered a default.	
		(4) The second preferred stock is non-cumulative. Any undistributed or partially distributed dividends will not be carried forward or paid in future profitable years.	
		(5) Apart from receiving dividends according to the conditions set forth in paragraphs	
		(6) (3) to (4) of this section, participation in the distribution of common stocks Regarding the allocation of earnings and capital reserves as cash and capital contributions is not allowed.	

Item		Issuance (Processing) Date	December 13, 2018
		Stock Listing Name: Taiwan Cement Corp. Second Preferred Shares (TWSE:1101B)	
Rights and Obligations	Distribution of Residual Assets	The shareholders of second preferred stock have priority over common shareholders in the distribution of TCC's residual assets. They share the same priority ranking as other preferred shareholders of TCC. However, this priority is limited to an amount not exceeding the outstanding preferred stocks, calculated at their issue price at the time of distribution.	
	Exercise of Voting Rights	The second preferred stock shareholders have no voting or election rights at TCC's shareholders' meetings, but they may be elected as directors. Shareholders of preferred stock have voting rights at preferred shareholders' meetings and shareholders' meetings concerning rights and obligations of preferred shareholders.	
	Other	When the Company issues new shares for cash, the second preferred stock shareholders and common shareholders have the same priority rights to subscribe for new shares.	
Outstanding Preferred Shares	Recovery or Conversion Amount		NT\$0
	Outstanding Balance Not Recovered or Converted		NT\$10,000,000 thousand
	Terms of Recovery or Conversion	1. The second preferred stocks cannot be converted into common stocks, and second preferred shareholders do not have the right to request the Company to redeem their second preferred stocks. 2. Starting from the day following the fifth year of the issuance date, the Company may redeem all or part of the issued preferred stocks at the actual issue price. Unredeemed second preferred stocks will continue to carry the rights and obligations under the aforementioned issuance terms.	
Market Price per Share	2025	Highest	NT\$48.40
		Lowest	NT\$45.25
		Average	NT\$46.75
	Current Year as of March 24, 2026 (Note)	Highest	NT\$45.75
		Lowest	NT\$45.15
		Average	NT\$45.43
	Amount converted or subscribed as of the publication date of the annual report		The second preferred stocks cannot be converted into common shares
		Issuance, conversion, or subscription methods	None
Impact of issuance conditions on preferred shareholders' rights, potential dilution of shares, and impact on existing shareholders' rights		None	

Note: Enter the information for the current year as of the publication date of the annual report.

3.8.2 Information on Preferred Shares with Warrants:

None.

3.9 Global Depository Receipt

As of the date of the publication of the annual report, March 24, 2026

Issuance (Processing) Date		August 3, 2018	October 3, 2022	October 17, 2023
Item				
Issuance and Trading Location		EuroMTF	EuroMTF	EuroMTF
Total Issuance Amount		USD\$548,625,000	USD\$425,040,000	USD\$384,730,000
Unit Issue Price		US\$6.27 per unit	US\$5.06 per unit	US\$4.87 per unit
Total Number of Units Issued		87,500,000 units	84,000,000 units	79,000,000 units
Source of Securities Represented		Common shares issued by TCC through cash capital increase	Common shares issued by TCC through cash capital increase	Common shares issued by TCC through cash capital increase
Amount of Securities Represented		437,500,000 shares	420,000,000 shares	395,000,000 shares
Rights and Obligations of Depository Receipt Holders		Rights and obligations are the same as those of common shares	Rights and obligations are the same as those of common shares	Rights and obligations are the same as those of common shares
Trustee		Not applicable	Not applicable	Not applicable
Depository Institution		CitiBank	CitiBank	CitiBank
Custodian Institution		First Bank	First Bank	First Bank
Outstanding Balance		100 units		
Method of Allocation for Issuance and Ongoing Related Expenses		To be covered by TCC	To be covered by TCC	To be covered by TCC
Important Agreed Terms of the Depository and Custody Agreement		As outlined in the Depository and Custody Agreement	As outlined in the Depository and Custody Agreement	As outlined in the Depository and Custody Agreement
Market Price per Unit	2025	Highest	US\$5.350	
		Lowest	US\$3.260	
		Average	US\$4.285	
	For the Current Year up to March 24 (Note)	Highest	US\$4.240	
		Lowest	US\$3.540	
Average		US\$3.963		

Note: Enter the information for the current year as of the annual report publication date.

3.10 Employee Stock Options:

None.

3.11 Restricted Employee Shares:

None.

3.12 New Shares Issuance due to Mergers, Acquisitions, or Acquisition of Shares of Other Companies:

None.

3.12.1 Professional opinions from the lead securities underwriter on the issuance of new shares due to mergers, acquisitions, or acquisition of shares of other companies in the most recent quarter, and their implementation:

Not applicable.

3.12.2 Basic information table of other company:

Not applicable.

3.13 Implementation of Capital Allocation Plans

1. Plan Details and Implementation
- (1) 2024 Issuance of the First Domestic Unsecured Convertible Corporate Bonds:
1. Capital Allocation Plan: Investment in overseas subsidiaries, repayment of bank loans and provide additional funds for operations.
2. Approval Date and Reference Number: December 10, 2024, Financial Supervisory Commission Document No.11303592041.
3. Total Capital Required for This Plan: NT\$8,000,000 thousand.
4. Plan Items and Implementation:

Unit: NT\$ thousands

Plan Items	Implementation		As of March 24, 2026	Reasons for Being Ahead of Schedule or Delays, and Improve-ment Plans
Investment in Overseas Subsidiary - TCC Dutch	Disbursement Amount	Planned	1,808,040	Completed as planned.
		Actual	1,808,040	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	
Repayment of Bank Loans	Disbursement Amount	Planned	6,074,000	Completed as planned.
		Actual	6,074,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	
Provide additional funds for operations	Disbursement Amount	Planned	117,960	Completed as planned.
		Actual	117,960	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	
Total	Disbursement Amount	Planned	8,000,000	
		Actual	8,000,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	

- (2) 2024 Issuance of the First Series Unsecured Euro-Convertible Corporate Bonds:
1. Capital Allocation Plan: Investment in overseas subsidiaries.
2. Approval Date and Reference Number: October 21, 2024, Financial Supervisory Commission. Document No. 11303592041 and January 8, 2025, Financial Supervisory Commission. Document No. 1140330117.
3. Total Capital Required for This Plan US\$ 350,000 thousand.

4. Plan Items and Implementation:

Unit: US\$ thousands

Plan Items	Implementation		As of March 24, 2026	Reasons for Being Ahead of Schedule or Delays, and Improvement Plans
Investment in Over-seas Subsidiary - TCC Dutch	Disbursement Amount	Planned	350,000	Completed as planned.
		Actual	350,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	
Total	Disbursement Amount	Planned	350,000	
		Actual	350,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	

(3) 2025 First Series Unsecured Corporate Bonds:

1. Capital Allocation Plan: Repayment of Bank Loans.
2. Approval Date and Reference Number: December 12, 2025, Financial Supervisory Commission. Document No. 11400105361.
3. Total Capital Required: NT\$16,300,000 thousand.
4. Plan Items and Implementation:

Unit: NT\$ thousands

Plan Items	Implementation		As of March 24, 2026	Reasons for Being Ahead of Schedule or Delays, and Improvement Plans
Repayment of Bank Loans	Disbursement Amount	Planned	16,300,000	Completed as planned.
		Actual	16,300,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	
Total	Disbursement Amount	Planned	16,300,000	
		Actual	16,300,000	
	Implementation Progress (%)	Planned	100.00%	
		Actual	100.00%	

2. Implementation Assessment

- (1) Regarding the funds raised through the issuance of the first domestic unsecured convertible corporate bonds in 2024, Item 1 was intended for investment in the overseas subsidiary, TCC Dutch, to repay bank loans. Item 2 was Repayment of Bank Loans. Item 3 was Provide additional funds for operations. The expected benefit were to reduce financial burden. There is no significant difference between the expected benefits and the actual outcomes. For more details, please refer to the Market Observation Post System.
https://mopsov.twse.com.tw/mops/web/bfhtm_q2
- (2) Regarding the funds raised through the issuance of the first Euro-Convertible corporate bonds in 2024, Item was intended for investment in the overseas subsidiary, TCC Dutch, to repay bank loans. The expected benefit was to reduce financial burden. There is no significant difference between the expected benefits and the actual outcomes. For more details, please refer to the Market Observation Post System.
https://mopsov.twse.com.tw/mops/web/bfhtm_q2
- (3) Regarding the funds raised through the issuance of First Series Unsecured Corporate Bonds in 2025, Item was repayment of bank loans. The expected benefit was to lock in medium- to long-term funding costs and strengthen the financial structure. There is no significant difference between the expected benefits and the actual outcomes. For more details, please refer to the Market Observation Post System
https://mopsov.twse.com.tw/mops/web/bfhtm_q2

04 Business Overview

4.1 Business Operations

4.1.1 Business Scope

Taiwan Cement Corporation (TCC)'s primary business is the production and sales of cement products. TCC's Electricity & Energy and other departments are also engaged in the following businesses:

- Cement Department: Specializes in production, processing, and sales of various cement products.
- Electricity & Energy Department: Focuses on thermal power generation, solar power generation, wind power generation, and geothermal power generation for the development and operation of power plants. It also engages in research, development, production, and sales of rechargeable lithium-ion batteries and battery modules.
- Other Departments: Engaged in marine and land transportation, production and sales of heat-resistant materials, construction related to environmental pollution control.

Current primary products and their sales ratio:

Department	Main Products	Sales Ratio
Cement Department	Cement and ready-mixed concrete	80.05%
Electricity and Energy Department	Power supply, Energy Storage, and Rechargeable lithium-ion battery	16.70%
Other Departments	Marine and Land Transportation	3.25%
Total		100.00%

4.1.2 Industry Overview

4.1.2.1 Cement Department

• Current Status and Product Development

TCC's cement business is mature with stable demand. Currently, the cement industry in Taiwan has a registered production capacity of 16.84 million metric tons, some of which have been shut down or reduced. According to statistics from the cement industry association, member companies produced 9.838 million metric tons of cement domestically in 2025, while the total domestic cement consumption for the year was 13.89 million metric tons, averaging 596.6 kg of cement per person per year.

Looking ahead to 2026, the global economy is projected to enter a phase of "robust but divergent" growth. The International Monetary Fund (IMF) revised its global economic growth forecast upwards to 3.3% in January 2026, from the previous 3.1%. This growth momentum is primarily driven by the investment boom in artificial intelligence (AI) and the adaptability of the private sector, offsetting some of the impacts from geopolitical and trade policies. The latest Executive Yuan policy report forecasts an optimistic outlook for Taiwan's economy in 2026, characterized by a "moderate internal and external environment," and anticipates continued benefits from the AI industry, achieving the significant milestone of "per capita GDP exceeding US\$40,000."

The construction industry in Taiwan in 2026 is at a critical stage where challenges and transformation are advancing simultaneously. Despite facing severe challenges such as the Ministry of Environment's formal implementation of carbon fees leading to structural increases in building material costs, labor shortages and aging workforce causing construction delays, and the Central Bank's credit controls causing cash flow problems for small and medium-sized construction companies, the industry still demonstrates three majors transformational resilience. First, the focus of construction has shifted. Affected by housing market regulations, residential projects have slowed down, while growth momentum has been filled by AI-driven factory buildings, green energy infrastructure, and commercial buildings driven by the "Taoyuan-Hsinchu-Miaoli Greater Silicon Valley Project." Second, the industry is fully adopting automation technologies such as BIM, precast construction methods, and AI monitoring to overcome labor shortages. Finally, ESG green construction is becoming mainstream. Companies that use low-carbon building materials and have carbon reduction certifications will stand out in green financing and large-scale bidding, presenting a competitive landscape where the big get bigger.

• Interrelationships between upstream, midstream, and downstream segments of the industry

The cement industry includes upstream industries such as soil and rock mining (providing limestone, clay, and silica sand raw materials), metal mining (providing silica sand raw materials), iron and steel smelting (providing iron slag and furnace ore raw materials), non-metallic mining (providing gypsum and limestone raw materials), and thermal power generation (providing fly ash and desulfurized gypsum raw materials). It also includes supporting industries such as power supply, gas fuel supply,

railway transportation, automobile transportation, and water transportation that are involved in the cement production process. Downstream industries that directly require finished cement products include construction, ready-mixed concrete, cement products (such as concrete pipes, cement bricks, asbestos boards, asbestos pipes, and asbestos tiles), and other industries (such as oil well geological engineering).

4.1.2.2 Electricity and Energy Department

• Current Status and Product Development

1. Electricity

A stable supply of electricity and the sustainable development of the power industry are crucial to public welfare, industrial competitiveness, environmental protection, and national security Taiwan's electricity industry is entering its 30th year since private enterprises were allowed to establish power plants in 1995. However, the overall power industry has not seen any major changes since 2009. For a long time, the state-owned Taiwan Power Company ("Taipower") has operated the entire power industry. While Taipower coordinates its operation with the country's economic development goals, it also follows its own "Long-term Power Development Program" to introduce new developments in the power industry.

Since 2021, Taiwan's reserve power margin has remained persistently low. The main reasons include a surge in electricity demand driven by economic growth, the gradual retirement of baseload nuclear power units during the energy transition, and delays in the construction of renewable energy projects (wind and solar) relative to expectations. Additionally, the COVID-19 pandemic affected maintenance workforce availability, and the sharp rise in international fuel prices caused dispatch difficulties for Taipower. Frequent outages of aging units further exacerbated power supply risks. (See figures below: "Historical Electricity Generation and Purchase by Taipower" and "Reserve Capacity Rate").

Detailed Analysis of Low Reserve Capacity Rate:

- (1) Rapid Increase in Electricity Demand and Forecast Deviations: Taiwan's industrial upgrading (e.g., semiconductor industry) and post-pandemic economic recovery have led to a sharp increase in electricity demand, often exceeding forecasted levels.
- (2) Energy Transition and Reduction of Baseload Power: Under the "Nuclear-Free Homeland" policy, nuclear power units have been gradually retired as their operational lifetimes ended (e.g., Nuclear Power Plant II and III), while replacement gas and renewable energy projects have not yet fully bridged the gap.
- (3) Delays in Renewable Energy Deployment: Planned solar PV and offshore wind projects have been delayed due to the pandemic, environmental protection issues (e.g., reef preservation controversies), and other factors, preventing timely fulfillment of reserve capacity requirements.
- (4) Aging Units and Maintenance Challenges: Some aging thermal units have experienced higher trip rates, and extended peak-demand periods in summer make it difficult to schedule full annual maintenance, causing supply tightness at any given time.
- (5) Surge in International Fuel Prices: Following the Russia-Ukraine war, natural gas prices have soared, significantly increasing Taipower's operating costs and reducing the flexibility of unit dispatch and power purchases.
- (6) Extreme Weather and Environmental Constraints: Record high temperatures increase air-conditioning demand, while severe droughts reduce hydropower output, further increasing the burden on coal and gas-fired units.

The Directorate-General of Budget, Accounting and Statistics (DGBAS) of the Executive Yuan announced that Taiwan's GDP growth rate for 2024 was 4.84%, and on August 15, 2025, released the latest GDP growth forecast for 2025 at 4.45%. Observing electricity consumption by industry, semiconductor-related industries-maintained growth momentum in the first half of the year, driven by AI technology development, whereas traditional manufacturing sectors showed negative growth. Under this mixed trend, overall electricity consumption for the year is expected to increase only slightly compared with the previous year.

Regarding electricity demand projections, factors considered include DGBAS estimates, future semiconductor industry expansion driven by the AI technology wave, promotion of electric vehicle policies, and the effects of deep energy-saving initiatives. Additionally, impacts of U.S. reciprocal tariff policies and geopolitical developments are incorporated. As a result, the projected average annual electricity demand growth from 2025 to 2034 is approximately 1.7%, higher than the average annual growth of 1.23% over the past 10 years (2015–2024), and broadly comparable with neighboring industrial competitors such as Japan (0.6%) and South Korea (1.8%).

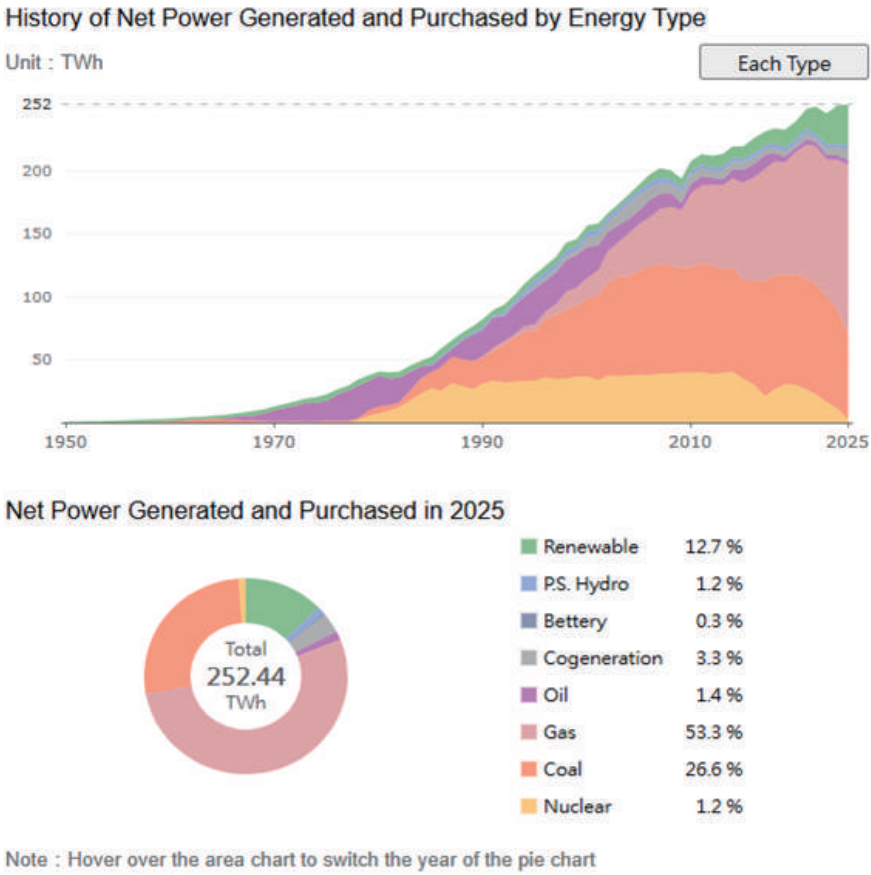


Image source: Taiwan Power Company website

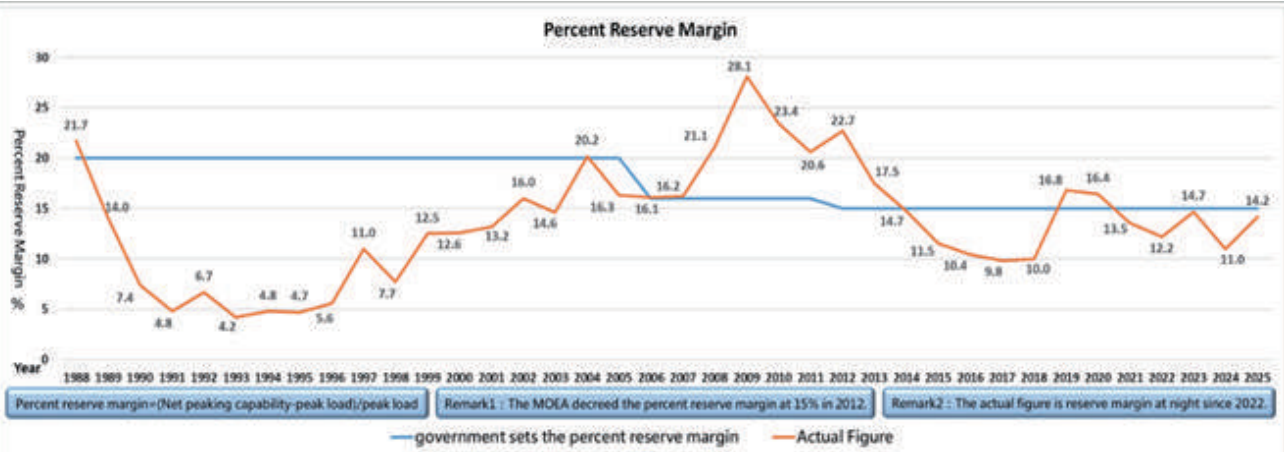


Image source: Taiwan Power Company website

Since 2006, rising international fossil fuel prices and the challenges of global warming have severely impacted the operating environment of the electric industry. Low-carbon economy, low-carbon energy and low-carbon electricity will be central goals for global development. To ensure the sustainable development of the electric power industry in the face of the lack of domestic energy production and the necessary trend of greenhouse gas reduction, efforts are being made to develop low-carbon electricity on the supply side while promoting energy conservation and improving efficiency on the demand side. As a result, the electric power industry is entering an era of "energy saving and carbon reduction."

The Electricity Act was enacted in 1947 and has not been amended over 50 years since its last revision in 1965. As a result, the electric power industry has experienced a long-term monopoly, leading to slow liberalization, a lack of competition and the basis of comparative performance of operation. Recognizing that electricity market reform is a global development trend and in response to changing times and the needs of national economic development, the Legislative Yuan finally revised and promulgated the Electricity Act on January 26, 2017. The key points of the revised law are summarized as follows: (1) Promotion of green electricity; (2) Establishment of transparent electricity trading platforms.

The Bureau of Energy has gradually revised the relevant sub-laws of the Electricity Act and established measures accordingly. With the release of the Rules for Setting Up An Electricity Trading Platform by the Ministry of Economic Affairs on June 29, 2021, and the official launch of the trading platform on July 1, 2021, TCC has been actively participating in providing training courses for employees regarding the electricity trading platform to obtain trader qualification licenses and engaging in the domestic electricity market. Furthermore, we continuously monitor changes in laws and regulations to adjust our plans and long-term development goals as needed.

In 2025, Taiwan's power industry reached a pivotal point at the intersection of achieving the "Nuclear-Free Homeland" goal and initiating the secondary energy transition. The current status and development trends reflect the phase-out of nuclear power and the shift from coal to gas. Reactor No. 2 of Nuclear Power Plant III was officially retired on May 17, 2025, marking the formal entry of Taiwan into a nuclear-free state. Under the "coal-to-gas" policy, natural gas-fired generation has surpassed coal-fired generation in share, becoming the primary source of baseload power.

Notable events in Taiwan's power industry in recent years include:

- In 1995, the first and second phases of permitting the establishment of private power plants began.
- In 1997, the Kyoto Protocol was enacted.
- In 1999, the third phase of permitting the establishment of private power plants began. In 2005, GHG emission inventories in the energy industry were first taken.
- In 2006, the fourth phase of permitting the establishment of private power plants began. In 2015, the Greenhouse Gas Reduction and Management Act was announced.
- In 2017, the amendments to the Electricity Act were announced. In 2018, a referendum on energy issues was conducted.
- In 2019, the Renewable Energy Development Act was released.
- In 2020, the government announced Key Points for Setting up Trial Platforms for Auxiliary Services and Spare Capacity Transactions.
- In 2021, the Trial Platforms for Auxiliary Services and Spare Capacity Transactions was officially launched.
- In 2023, the Greenhouse Gas Reduction and Management Act was amended and replaced with the Climate Change Response Act.
- In 2024, the Fee-charging Rates of Carbon Fees was announced.
- In 2025, With the retirement of Nuclear Power Plant III in 2025, Taiwan's power generation mix has shifted to focus primarily on renewable energy and natural gas-fired generation.

TCC Green Energy is dedicated to the development, construction, operation, and management of diversified renewable energy power plants, leveraging the advantages of various renewable energy sources for strategic deployment and development. The table below presents the current renewable energy power plant system construction.

Installed and in Operation			Under Construction		
Site Location	Energy Type	Capacity	Site Location	Energy Type	Capacity
Zhangbin Industrial Zone	Solar Power	2 MW	Chiayi Yiju	Solar Power	22.1 MW
	Solar Power	10.1 MW	Taitung Hongye	Geothermal Power Generation	1 MW
	Wind Power Generation	16.2 MW	Chiayi Budai	Solar Power	60 MW
Chiayi Yiju	Solar Power	43.1 MW	New Taipei Shimen	Wind Power Generation	5.4 MW
Changhua Fangyuan	Wind Power Generation	14.4 MW	Hoping Industrial Zone	Ocean Energy	2 MW
CSRC Group LAMT plant	Solar Power	725 KW	Hualien Plant Slag Storage	Solar Power	471 KW
TTSC Dadu plant	Solar Power	424 KW			
TTSC Linyuan plant	Solar Power	456 KW			
E-One Moli Tainan Plant	Solar Power	497 KW			
FDC International Hotels Employee Dormitory	Solar Power	99 KW			
Molie Quantum Energy Kaohsiung Xiaogang Plant	Solar Power	1.7 MW			
Zhangbin Industrial Zone	AFC ESS	5 MW			
Zhangbin Industrial Zone	E-dReg ESS	4.9 MW/6.8 MWh			

The current plan of renewable energy power plants promoted aligns with the national energy transition and meets future green energy demands, considering both domestic and international carbon tax fees. In line with our corporate social responsibility, we also prioritize biodiversity in our renewable energy development. For instance, along with experimenting with different species in fishery-photovoltaic power plants, the country's largest solar-wind hybrid power plant is conducting trials with sheep grazing.

2. Energy

- (1) In response to the government's promotion of renewable energy generation with a target of 20% of total generation by 2025, and a target of 1500MW of energy storage equipment to meet the needs of a stable power grid, with the development of solar photovoltaics, peak electricity consumption has shifted from daytime to nighttime, causing increased fluctuations in the power grid. Therefore, the energy storage target value has been further increased, hoping to shift the remaining power from peak generation to times when electricity is needed. For this reason, in addition to the auxiliary services for stabilizing the power grid, auxiliary frequency modulation (dReg, sReg), enhanced frequency modulation functions have also been added, and the overall demand has increased.

At the end of 2020, the Ministry of Economic Affairs also issued the "Regulations on Mandatory Renewable Energy Installation for Large Power Users," which stipulates that power users with a contract capacity of 5MW or more must build 10% of the contract capacity of renewable energy or energy storage by 2025, or purchase green electricity certificates, otherwise they must pay a fee in lieu. Therefore, for large power users consuming more than 10GW of electricity, according to this regulation, the market needs green electricity or energy storage of up to 1 GW.

- (2) In recent years, with the development of science and technology and the trend of energy transformation, the traditional mobile vehicle market has gradually shifted towards electrification, which has led to the vigorous development of the global green energy vehicle market. According to a Bloomberg New Energy Finance analysis report, global demand for lithium-ion batteries will continue to grow, exceeding 2,300 GWh by 2031, of which approximately 88% of the demand will come from electric vehicles. Currently, it has not been popularized due to charging time, insufficient range and power, and safety issues. In recent years, major international manufacturers have invested in the research and development of high-power, high-capacity, and high-safety battery technologies to solve the above problems.

Countries have set phased electric vehicle policy goals. For example, Norway plans to achieve the goal of completely banning the sale of fuel vehicles by 2025; most countries such as the United Kingdom, the Netherlands, Germany, and Denmark will fully ban the sale of fuel vehicles by 2030; France announced in 2017 that it will stop selling fuel vehicles from 2040 to achieve the "Paris Agreement" goal; Japan mentioned in the revised version of the Green Growth Strategy published in June 2021 that electric vehicles must reach 100% of new car sales by 2035.

Driven by the policy goals of various countries, major international car manufacturers have also announced relevant electric vehicle development policies.

- Germany's Mercedes-Benz Group will invest over 40 billion euros between 2022 and 2030 to accelerate the research and development of electric vehicles, aiming to establish eight battery factories across three continents. By 2030, plug-in hybrid vehicles and fully electric vehicles are expected to account for more than half of its global sales.
- Volvo Cars announced that it would stop producing gasoline and diesel vehicles starting in 2019, shifting entirely to fully electric and hybrid vehicles. By 2024, it will phase out its gasoline and diesel vehicle business completely. It also aims to sell 1 million electric and hybrid vehicles by 2025.
- Honda announced that by 2030, two-thirds of its vehicle sales will come from electric vehicles. Germany's Volkswagen Group (VAG) announced plans to invest 89 billion euros in electric vehicles and digitalization over the next 5 years. Of this amount, 52 billion euros will be allocated to electric vehicle research and development, while 30 billion euros will be used for software and autonomous vehicle development.
- General Motors aims to sell 1 million electric vehicles worldwide by 2025 and is committed to producing only electric vehicles starting 2035.

- (3) In addition to advancing low-carbon technologies for ground transportation, energy transformation is also driving the aviation industry toward decarbonization. At COP26, the aviation industry proposed a net-zero commitment by 2050, which is the only industry to do so on a global scale. According to the Waypoint 2050 report released by the Air Transport Action Group (ATAG), short-haul transportation with less than 100 seats are expected to switch to electric and hybrid power systems, with transition beginning in 2035.

Morgan Stanley has estimated that the global market size for electric aircraft, including eVTOL and UAM, under an optimistic scenario where technological advancements and regulatory policies can be opened up in a timely manner, the market could reach 2.9 trillion US dollars by 2040. Airlines such as United Airlines, Delta Airlines, JetBlue, American Airlines, Virgin Airlines, Asian Airlines, and cargo DHL and aircraft leasing companies such as Avolon are actively working toward decarbonization. These companies are cooperating with electric aircraft operators and setting procurement targets. For example, United Airlines has signed procurement agreements with many electric aircraft manufacturers, with plans to purchase at least 350 aircraft from an electric aircraft manufacturer, contributing to a significant procurement volume in the next decade.

- (4) In response to the new energy trend, domestic regulations and markets are gradually becoming active. Our business group has gathered the energy of energy creation, transmission, storage, and electricity sales, and is moving towards the goal of "Taiwan's most comprehensive new energy group":

E-One Moli Energy is an industry leader, holding a high market share in the electric aircraft eVTOL and UAM market. The company has carried out preliminary introduction, testing and development, and conducted technical research and improvement based on customer requirements. As various electric aircraft enter into service, E-One Moli Energy's technology is well-equipped to connect with the industry and brings excellent business opportunities.

Lithium-ion batteries are mainly classified according to various anode materials. Graphite is mostly used for negative electrode materials. Different anodes will directly affect the capacity, lifespan, operating temperature, stability, and even price of the battery. The current mainstream lithium-ion battery shapes are divided into three categories: cylindrical, prismatic, and laminated batteries.

Compared with the other two types of batteries, cylindrical batteries have the longest development time, the most mature production technology, and the highest degree of automation. The battery sizes are divided into 14500 (capacity usually less than 1.0Ah), 16340 (0.7~0.8Ah), 18650 (2.3Ah~3.6Ah), 26700 (2.0Ah~3.0Ah), 20700 (3.0Ah~4.0Ah), 21700 (4.0Ah~5.0Ah), and 4680(higher than 20Ah), etc. Among them, 18650 is the most widely used in the market. However, under the gathering effect of electric vehicle manufacturers such as Tesla, 21700 batteries replacing 18650 has become an inevitable trend.

Since its establishment, E-One Moli Energy has focused on the development and production of cylindrical lithium batteries, primarily offering with 18650 and 21700 models. The company uses the most advanced NCA (nickel-cobalt-aluminum) material for the anode material. In 2021, when major global battery manufacturers dominated the market, E-One Moli Energy took the lead in launching products with the highest capacity of 4.5Ah, high power of 100W discharge, and 12-minute (5C) fast charging capabilities, which received a strong market response. The Company plans to further launch high-end battery cells of 5.0Ah and 6.0Ah or more.

- (5) Regarding energy policies, many countries are working toward achieving net-zero emissions. The use of green electricity and the adoption of EV100 are becoming key trends for businesses. As green electricity becomes more prevalent and the number of fast charging stations for electric vehicles continues to increase, the power grid is facing significant challenges. However, these challenges also present considerable market opportunities for energy storage solutions.

In 2023, NHOA.TCC launched the EnergyArk1000 product, focusing on industrial energy storage solutions. This product has been deployed across Taiwan for both front-of-the-meter and behind-the-meter applications, allowing NHOA.TCC to participate in all ancillary services on the Taipower electricity trading platform, demonstrating the product's stability. NHOA.TCC have developed a new product, EnergyArk400, in 2024 targeting EV charging stations, commercial, and industrial sites facing grid fragility and feeder insufficiency issues. The key features of EnergyArk400 include plug-and-play installation, a compact footprint, and high power. EnergyArk400 is designed to capture the EV charging and storage market. The first charging and storage site for Volkswagen was completed in 2025, providing a stable and fast charging experience for Volkswagen electric vehicles. Additionally, the first Volvo charging station is expected to be completed in the first quarter of 2026. Furthermore, the development of the new product EnergyArk418, which features a 0.5° C charging rate, is anticipated to be completed in the first half of 2026. This integrated product has the PCS already integrated into the energy storage cabinet.

Europe has a higher penetration rate of renewable energy compared to Taiwan, and the number of electric vehicles is significantly greater. As Europe undergoes its energy transition, the grids are not adequately prepared, resulting in negative electricity prices and growing challenges in constructing EV charging stations. NHOA.TCC is also actively expanding into the European energy storage market. The first EnergyArk1000 product was deployed in 2024 in collaboration with the renowned A. ROMA hotel in Rome, Italy, providing the hotel with peak shaving and valley filling service to reduce electricity costs, as well as sufficient power for the hotel's fast charging stations, creating a virtual power plant to stabilize the regional power grid. Additionally, in Q1 2025, two more EnergyArk1000 products will be installed for industrial applications in Portugal. As of February 2026, 20 sites had been completed in France, Italy, and Portugal, with an additional 14 sites under construction, and the Company aims to enter the French electricity trading market by the third quarter of 2026. These energy storage systems will also participate in power trading aggregation. NHOA.TCC aims to provide the safest energy storage product, EnergyArk®, with power trading aggregation service to enter the European power market.

- (6) In 2025, NHOA Energy's operation reached nearly 4GWh, representing a significant growth in its global market position compared to 1,010 MWh in 2024, 850 MWh by the end of 2023, and 126 MWh by the end of 2022.

NHOA Energy's positions itself in the market as a complete system provider, offering cutting-edge technology, seamless execution from system design to operation, and world-class service. While battery cells are sourced from top-tier third-party suppliers, NHOA Energy uses its own power electronics products (including power conversion and energy management systems) to deliver the best-performing solutions to customers. The systems are typically delivered on a full turn-key basis, tailored to customer requirements, including civil work, on-site installation, and interconnection activities. Such activities are usually outsourced to selected local partners, while NHOA Energy retains supervision and overall responsibility for project delivery.

In 2025, BloombergNEF (BNEF) recognized NHOA Energy as a Tier 1 energy storage supplier, a recognition shared with only a few global leaders in the industry. BNEF's Energy Storage Tier 1 list is designed to provide clear differentiation among the hundreds of stationary energy storage suppliers in the market.

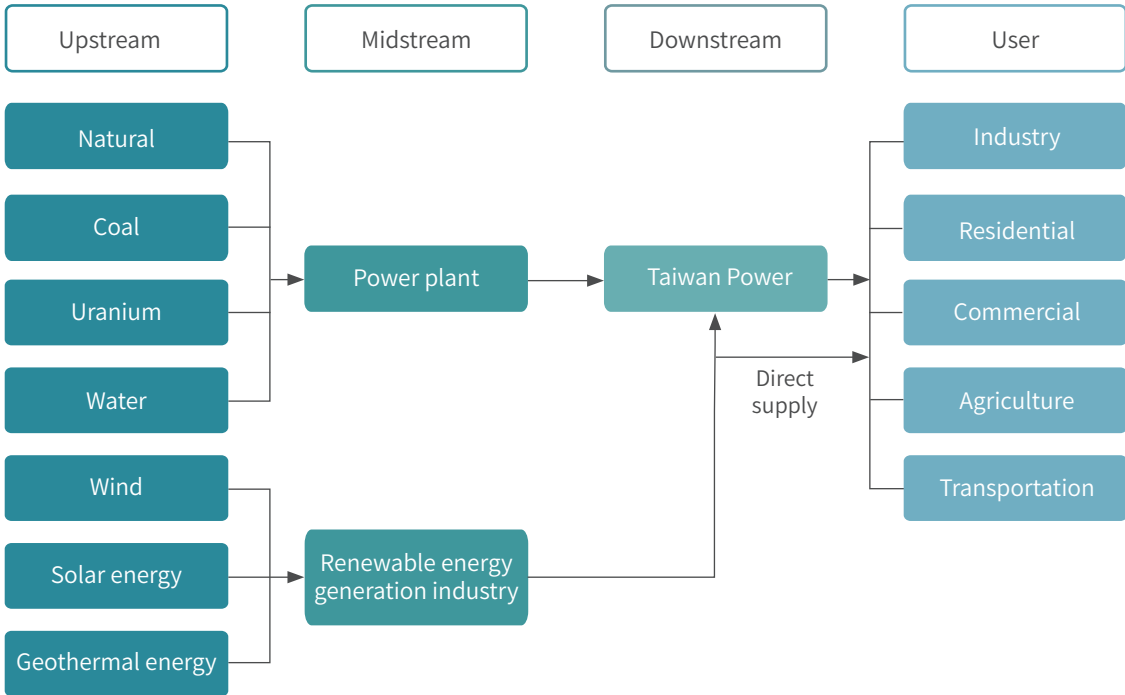
- (7) Atlante has entered into several commercial agreements with multiple eMSPs. (e-Mobility Service Providers). Furthermore, in 2025, it will join forces with Electra, Fastned, and IONITY to establish ChargeLeague, creating a leading charging network in Europe. Since the end of 2023, Atlante has introduced a direct payment option via credit card terminals, and in 2024 launched the MyAtlante App, enabling Atlante to directly offer charging services to end customers (typically individual users, but also including businesses and other commercial entities). In addition, through integration with major navigation service providers, Atlante ensures that users can conveniently access its charging network.

Atlante is entering the Southern European mobile charging market with fast charging technology and the use of energy storage solutions to address the challenges of limited grid connectivity. Atlante also leverages Vehicle Grid Integration (VGI) services to offer additional operational advantages. The mobile fast-charging infrastructure in Southern Europe still has significant growth potential and is expected to triple by 2030. This represents a highly promising business opportunity. Compared to Northern Europe, the electric vehicle penetration rate in Southern Europe remains lower, meaning that the electric vehicle market in the region is expected to experience substantial growth in the next decade.

• The connections between up-, mid-, and downstream sectors of the industry

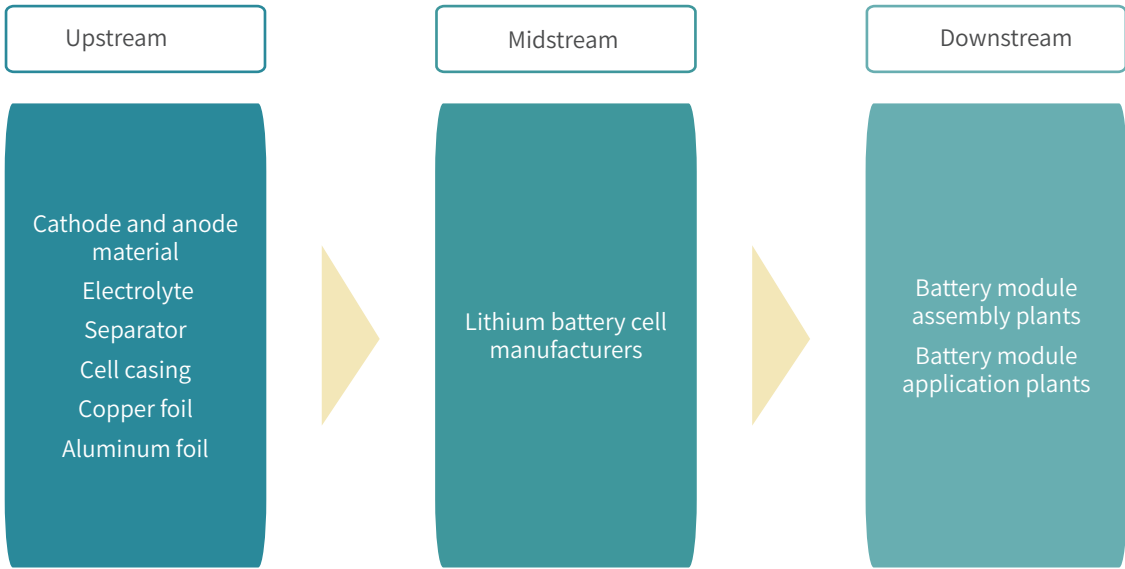
1. Electricity

Taiwan's main power generation methods are presented below. With the opening of Taiwan's electricity market, new power generation industries are entering the market, particularly the renewable energy sector. In response to the government's green energy policy for energy conservation and carbon reduction, TCC Group is actively investing in renewable energy infrastructure.

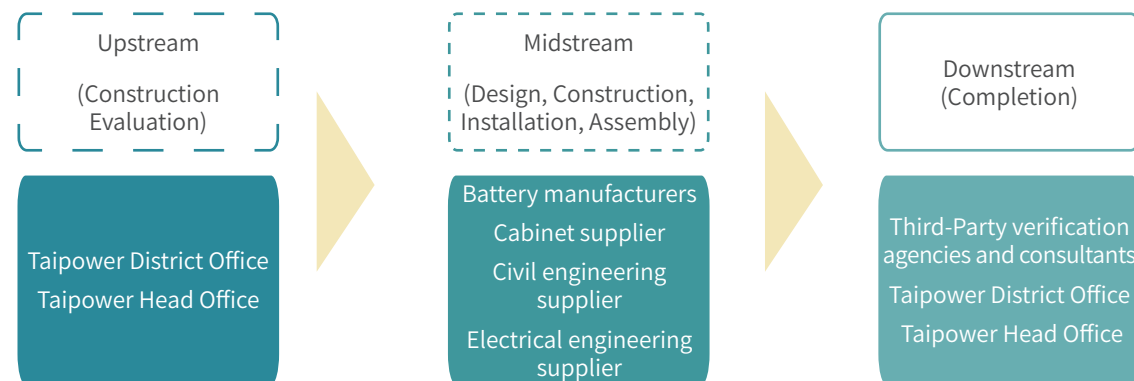


2. Energy

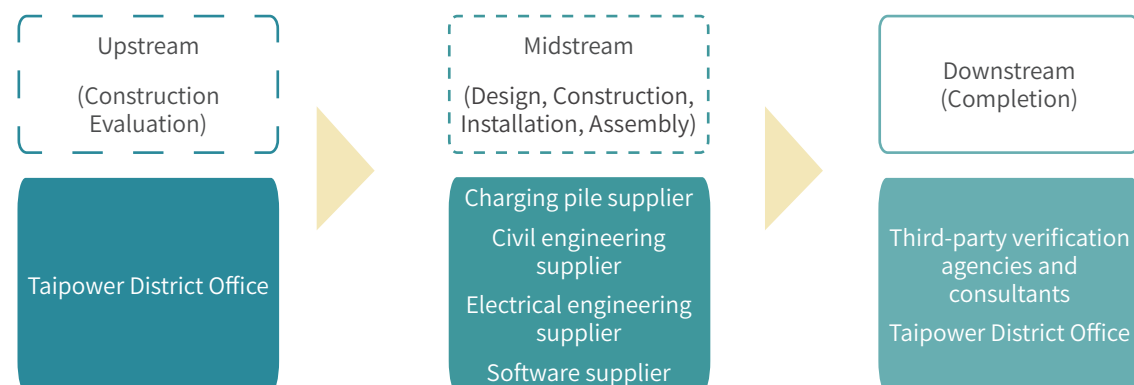
Battery Business:



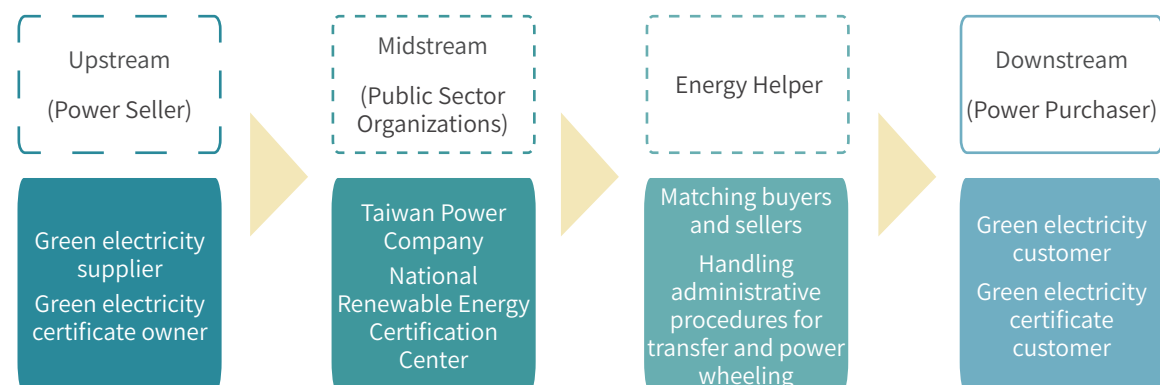
Energy Storage Business :



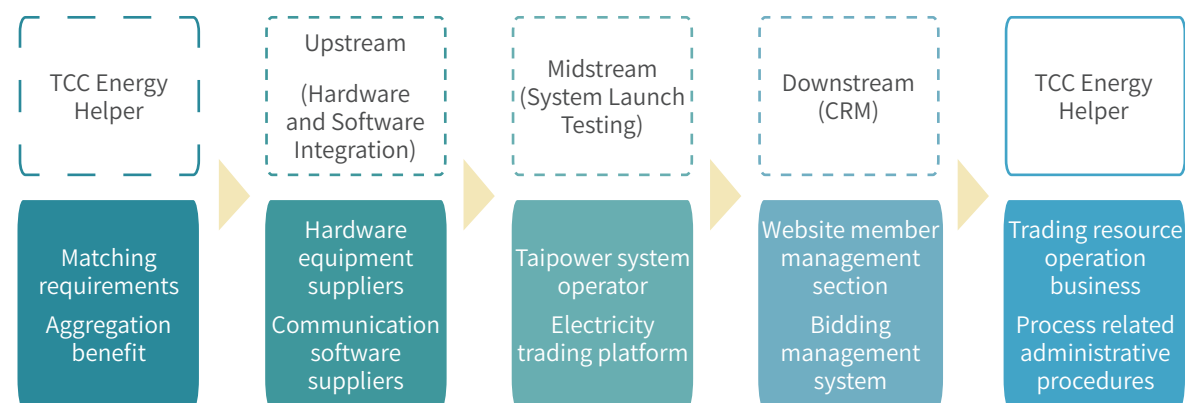
EV Charging Business:



Green Electricity Purchasing & Retailing:



Electricity Trading Resource Aggregation and Operation Business:



4.1.3 Overview of Technology and R&D

As of the publication date of this annual report for 2025 and 2026, the TCC has invested NT\$1,324,212 thousand and NT\$171,743 thousand in R&D expenses, respectively. The following provides an overview of the technology and R&D efforts across major operating departments:

4.1.3.1 Cement Department

1. TCC operates Taiwan's only dedicated R&D center for cement and concrete. Its research scope covers low-carbon cement, low-carbon concrete, UHPC (Ultra-High Performance Concrete), and resource recycling, and is driven by the company's three core pillars: low-carbon building materials, the circular economy, and green energy
2. To enhance TCC's technical capabilities and competitive edge in low-carbon construction materials, the TCC Sustainability R&D Center has been established. This facility not only aims to train and elevate the technical proficiency of staff and control the quality of raw materials and products for cement and concrete, but also seeks to boost the Company's professional image, competitiveness, and the development of new materials and low-carbon products, with a continuous focus on advancing low carbon construction materials.
3. In line with TCC's focus on circular economy, efforts will be made beyond the ongoing research on various product upgrades and quality optimization, TCC will take more approach in R&D of technology in the following areas:
 - Alternative Fuel and Raw Material Development: Increasing the utilization rate of alternative fuels and raw materials to effectively advance energy transition.
 - Construction Waste Resource Recovery: Researching the incorporation of construction and demolition of waste materials into production processes to continuously reduce the use of virgin raw materials.
 - Low-Carbon Building Materials Innovation: Optimizing the performance of Portland limestone cement, ultra-low-carbon concrete, and UHPC to provide diversified sustainable products with low carbon emissions and high strength.
 - AI-Enabled Smart Manufacturing and Quality Optimization: Continuously developing AI-based predictive models to optimize process parameters through data analytics, thereby enhancing production stability and product quality.
4. Successfully developed technologies or products include :
 - Development and mass-production of Type II high-performance cement and Type II/V high strength cement.
 - Development and mass-production of Type IV cement with quality conforming to CNS specifications and special engineering requirements, earning qualification to use the CNS mark and the MIT smile mark.
 - Development and mass-production of 10000 psi high-performance concrete.
 - Development and mass-production of self-infilling concrete.
 - Development and mass-production of high impermeability concrete.
 - Development of testing and reutilization technology for calcium fluoride sludge.
 - Development of detection technology for cement trace elements.
 - Development of detection technology for trace elements in reducing slag.
 - Development of applications and technology for oil mud and ash residues.
 - Technology used in cement kiln treatment of household waste.
 - Treatment technology to reduce crusting in the cyclone preheater for the cement kiln.
 - Research and development of energy-saving and carbon-reduction technologies involving the application of thermoelectric materials, installed in rotary kilns for waste heat power generation.
 - Microalgae farming technology expands the scope of cultivation, and the trial development of astaxanthin cosmetics has been completed.
 - Completed pilot production of medical aesthetic skincare products, totaling four items: Purifying Bubble Mask, Hydrating Ice Crystal Essence, Dual-Effect Anti-Aging Pearl Serum, and Revitalizing Energy Cream. Relevant cosmetic hygiene testing has also been completed to ensure product quality. Meanwhile, we are developing health-related testing systems to ensure product quality.
 - Development of haematococcus pluvialis red algae gift boxes, including red algae buckwheat noodles, seaweed, litsea cubeba and shichimi seven-flavored powder.
 - Registration of the trade name and INCI name for Astarose cosmetics and ingredients has been completed.
 - The 1.9 MWt pilot calcium circuit test plant carried out a 100-hour continuous operation test, with CO₂ capture efficiency reaching 85-93%.
 - The new generation 500kWt steam hydration and multi-stage cyclone calcium loop carbon capture system was installed, with 1,200 hours of cumulative operating time.

- Proposal of 15 items and 31 patents for calcium-based carbon dioxide capture technology and microalgae cultivation-related technologies.
- Development of concrete mix ratios to mortar in grout and implemented DIY workshops for cement.
- Completion of the formulation of science-based targets initiative.

TCC's carbon reduction objectives are as follows: using 2016 as the baseline year, it commits to reducing the greenhouse gas emissions intensity of Scope 1 for its cement plants across both sides of the Taiwan Strait by 23.9% by the target year of 2030. The company also commits to reducing Scope 2 greenhouse gas emissions intensity by 64.4% over the same period.

- Completed formulation of the national Portland Cement products Carbon Footprint Product Category Regulations (PCR) and obtained Taiwan's first carbon footprint label for cement products.
 - Completed the carbon footprint inventory and obtained certification for Type I cement (bulk) products from the Hoping Plant.
 - Completed the carbon footprint inventory and obtained certification for 3000psi ready-mixed concrete products from the Daya Plant.
 - TCC's Hoping, Suao, and RMC Plants have successively obtained the EPA's carbon footprint reduction label for cement products, acquiring the first carbon reduction label in Taiwan.
 - TCC joined GCCA, an international organization of cement and concrete producers, to stay in line with international practices. The Company also discussed and studied possible paths for carbon neutrality with international benchmarking enterprises and scholars and formulated the carbon reduction path for TCC's cement and concrete in 2050.
 - Obtained certification for low-carbon green building materials for concrete.
 - TCC's Suao Plant has received the CNS mark for Portland Limestone Type IL Cement, while the Hoping Plant has been certified for both Portland Limestone Type IL Cement and Pozzolan cement.
 - Acquired the carbon footprint reduction label certificate for concrete.
 - Obtained TAF laboratory accreditation for concrete.
 - Launched a series of low-carbon building materials: low-carbon cement, low-carbon concrete, and innovative, high-value building materials, including Ultra-High Performance Concrete (UHPC).
 - Developed new materials for TCC UHPC (Ultra-High Performance Concrete) and established Cladding Panel production technology, becoming the first enterprise in the country with the capability to produce UHPC products.
 - Completed the technical development of TCC 180 MPa UHPC (Ultra-High Performance Concrete).
 - Developed high-value added technology for making high-performance Portland materials from waste glass (container glass, panel glass, photovoltaic glass).
 - TCC Hoping Plant and Suao plant obtained the ISO 14067 carbon footprint certificate for Portland Limestone Type IL Cement.
 - TCC obtained official certification for low-carbon circular building materials from the Architecture Building Research Institute of the Ministry of the Interior's low-carbon (low embodied carbon) building evaluation and certification system. The certified cement types are Portland Type I Cement bulk cement from Suao plant and Hoping Plant, Portland Type II (MH) Cement from Suao plant, and concrete with 280 kg/cm², 350 kg/cm², and 420 kg/cm².
 - Developed and engineering-validated ULCC ultra-low-carbon concrete mix designs to deliver construction solutions with exceptional carbon reduction performance
 - Developed high-performance pervious concrete and high-strength permeable technologies to enhance on-site water retention and support resilient urban development.
 - Developed resource utilization technologies for waste glass fiber and waste rubber to expand diversified sources of alternative fuels and alternative raw materials.
 - Obtained third-party carbon footprint verification for optimized IL cement mix designs and completed multi-site carbon footprint assessments and verification for ultra-low-carbon concrete.
 - Completed UHPC pumping tests and mixed optimization and successfully implemented UHPC applications at construction sites.
5. Future R&D plans and the new products to be developed under the plans:
- Continuing the independent development of low-carbon products, the current research directions include:
 - Optimized IL cement composition and durability performance.
 - Developed ultra-low-carbon concrete mix designs and intelligent chemical admixtures to implement decarbonization pathways and support third-party certification.
 - Advanced low-carbon UHPC mix designs with multi-environment adaptability, while optimizing pumping techniques and standardizing on-site construction practices.
 - Implemented AI-based quality prediction and mix optimization models to enhance precision in production quality control and decision support.

4.1.3.2 Electricity and Energy Department

1. Electricity

The Taiwan Cement Corporation Group's subsidiary, Ho-Ping Power Company, primarily operates coal-fired power generation. To achieve environmental and emission reduction objectives, Ho-Ping Power Company has implemented a series of performance and optimization projects over recent years:

In 2019, Unit 1 Boiler Combustion Efficiency Improvement project was completed.

In 2022, Unit 2 Air Quality Control System (AQCS) Optimization EPC project was completed.

In 2024, aiming to improve unit efficiency and stable operation, DCS control system upgrades for both units and low-pressure turbine efficiency enhancement were completed.

In 2025, production process optimizations were carried out, including :

- Replacement of Unit 1 generator rotor
- Upgrading high-pressure turbine exhaust valve actuator power supply with an uninterruptible power supply (UPS) system
- Replacement and upgrade of fire alarm systems for boiler, switchyard GIS, and air compressor rooms
- Slope stabilization for Tower #55 (Tower Base A leg)
- Establishment of performance monitoring systems, plant DCS operational data PI database, and the digital plant management platform
- Initiation of electrification of auxiliary material transport vehicles to reduce diesel vehicle carbon emissions.

Ho-Ping Power Company has been gradually advancing its power plant energy transition plan. Renewable energy initiatives include the installation of rooftop solar PV on plant buildings, utilization of biomass as an alternative fuel, small hydropower, ocean thermal energy conversion, and the development of industries related to deep-sea water applications:

(1) Photovoltaic installations

The Ho-Ping Power Company has completed the installation of rooftop photovoltaic systems in six phases across 15 buildings, with a total installed capacity of 1,470.78 kWp. This setup is expected to obtain 1,664 certificates annually. The plant is continuing with the rooftop solar PV installation for the seventh phases, with an estimated capacity of 338 kWp for the electrostatic precipitator and transformer rooms. The grid connection work is expected to be completed by the end of 2026. Once the rooftop solar PV installations are fully completed, they are expected to contribute to an annual carbon reduction of 1,670 tonnes.

(2) Biomass alternative fuel project

In 2023, in collaboration with the gasification furnace specialist Valmet, the "Pre Study for the Gasification Furnace at the Hoping Power Plant" was completed in November. This assessment included:

- Scope of supply for the gasification furnace
- Configuration of the gasification furnace
- Process design for the gasification furnace
- Basic engineering design for the gasification furnace

In 2024, evaluations related to biomass alternative fuels were carried out, entrusting engineering consultancy and professional boiler manufacturer to assist with the related assessment plan, and is expected to complete the evaluation process in the third quarter of 2025, which includes:

- Assessment and analysis of the transportation, storage, and handling of SRF (Solid Recovered Fuel) and wood pellets.
- Feasibility assessment of co-firing syngas produced by gasifier with boiler.

(3) Micro hydropower project

The Ho-Ping Power Company utilizes cooling water, with volumes up to 22 cms, primarily to condense the low-pressure steam generated during operations into water, which is then discharged into the ocean through the seawater cofferdam. Since the seawater cofferdam can provide potential energy, the plan is to install micro-hydropower units in the existing thermal discharge channels. A feasibility study has led to plans for a micro-hydropower generation system in the cooling water discharge channel of Unit 1, with an estimated capacity of 576 kWp. This project is expected to be completed by the third quarter of 2027 and will generate approximately 3.9 million kWh of electricity annually, contributing to a reduction of about 3, 245 tonnes of carbon emissions.

(4) Ocean thermal energy conversion and its related industry

Regarding government laws and regulations, on January 18, 2024, the Ministry of Culture held a review meeting for the underwater cultural heritage survey report of the Hualien Hoping Ocean Thermal Energy Development Project. The Ministry of Culture issued a notification letter dated February 6, 2024, that the report was "approved for review" and a further letter dated May 27, 2024, which confirmed that the underwater cultural heritage survey was "approved for filing". For environmental impact assessment, the environmental ecological survey was completed on August 29, 2024. A public meeting on the environmental impact statement of the "Hualien Hoping Ocean Thermal Energy Development Project" was held on November 26, 2024. A public opinion survey report on the "Hualien Hoping Ocean Thermal Energy Development Project" was submitted on December 17, 2024. The Environmental Impact Assessment was sent to Energy Administration of the Ministry of Economic Affairs on January 14, 2025. The first and second preliminary review meetings for the environmental impact assessment are scheduled to be held on July 11 and December 9, 2025, respectively. It is anticipated that the third preliminary review meeting will follow in the third quarter of 2026 after compiling and supplementing the necessary information.

In terms of related industries, efforts will continue to gather information on deep ocean water-related industries globally and in Taiwan. This information will be analyzed based on the development progress to serve as a basis for future development.

(5) Power plant unit efficiency enhancement and improvement plan

As the units have been in operation for over 20 years, a large-scale transformation of both units is planned to extend their lifespan, improve power generation efficiency and reduce coal consumption.

- Study the efficiency improvement and transformation plan of subcritical coal-fired power plants and conduct technical experience exchanges with power plants that have undergone similar transformation.
- Conduct a feasibility assessment related to the efficiency improvement of unit modifications, including the scope, items, expected performance, and engineering costs of the modifications. This feasibility assessment was completed in the third quarter of 2025. The assessment indicates that the efficiency of the modified units can be improved by 6.46%, saving 95,725 tons of coal per unit annually and reducing carbon dioxide emissions by approximately 270,700 tons.

TCC Green Energy follows the government's energy transition policies by actively investing in renewable energy sources such as solar power, wind power, geothermal power, and large-scale energy storage facilities. These efforts include participating in Taipower's ancillary services and continuing the development of hydroelectric and ocean energy power plants to actively support the government's energy transition initiatives.

2. Energy

E-One Moli Energy focuses on the research, development, and production of high energy density and ultra-high power cylindrical lithium-ion batteries. The main details are as follows:

- (1) The battery research and development scope cover advanced material, advanced battery safety technology (covering aviation, automotive, and AI data center applications), interface engineering, cell design, advanced equipment and manufacturing process, battery electrical and thermal distribution simulation, and other fields.
- (2) Based on the concept of battery recycling, TCC not only continues to research advanced materials development and quality optimization, but also actively carries out technical research and development in the following areas:
 - While enhancing high-power output, TCC is prioritizing improvements to battery cycle life. At the same time, TCC is strengthening its market positioning and product competitiveness while implementing the concept of second-use battery applications.
 - Evaluation of alternative solutions for organic solvents in the manufacturing process to achieve the ideal goal of green manufacturing.
- (3) Successfully developed technologies or products include:
 - The research and development for mass producing the 21700-P60B models has successfully completed the mass production engineering verification.
 - The research and development for mass producing 18650-P30S models has successfully completed the mass production engineering stage.
 - The research and development for mass producing 21700-P50S models has successfully completed the mass production engineering stage.
 - The research and development for mass producing the 18650-P22S models has successfully completed the mass production verification stage.
 - The research and development for mass producing the 21700-P30L models has successfully completed R&D engineering stage.
 - The research and development for mass producing the 21700-M65A models has successfully completed R&D engineering stage.

- The research and development for mass producing the 21700-P70X models has successfully completed R&D engineering verification.
- The research and development for mass producing the 21700-XA2 models has successfully completed R&D engineering verification.
- Completed the development of a high-capacity (2300 mAh/g) silicon-carbon composite anode material.
- Completed the research and verification of single-crystal high-nickel system Ni83 cathode material.

(4) Future research and development plans and new products to be developed:

- BBU application products P30S and P50S.
 - Development of high-temperature resistant oligomer coating separators.
 - Development of highly flame-retardant negative electrode fillers.
 - Research on long-life high-temperature storage.
- High capacity and stable advanced positive electrode materials.
 - Development of high-valence cation-doped nickel-rich cathode materials.
 - Development of high-capacity Ni95 cathode materials.
 - Development of nanostructured nickel-rich cathode materials.
- High-performance negative electrode material platform.
 - Development of high-capacity (>2300 mAh/g) silicon-carbon composite anode material.
 - Development of c-Li15Si4 alloy phase measurement via differential voltage and capacitance technology.
 - Development of low-resistivity artificial graphite.
- Ultra-high power 21700-XA3 cell and multi-tab system design and manufacturing.
 - Tuning the cyclic electrochemical system of high-Si anode.
 - Multi-electrode green laser developmen.

NHOA.TCC marks a new milestone in energy research and storage planning for TCC Group. The business scope encompasses energy storage systems, microgrids, and electric vehicle charging stations. As a provider of energy regulation and conservation solutions and services, its technological development covers software, hardware, and renewable energy:

- Software

Cloud-EMS

Cloud-EMS has successfully managed all trading items in Taiwan, including E-dReg, S-Reg, d-Reg, and supplemental reserve. It has also been applied in Taiwan's first case of reverse power flow participation in the electricity trading platform. Apart from Taiwan, Cloud-EMS plans to collaborate with local platform providers in Europe to optimize power dispatch algorithms for the European market. This will address Europe's fluctuating electricity prices and diverse ancillary services, expand AI module applications, and optimize the benefits of participating in electricity trading. Additionally, by integrating various brands of charging stations for different customers, the charging and storage system will be modularized to manage power dispatch at EV charging and storage sites. Multiple sites will be aggregated to execute ancillary service commands when the grid requires it.

The Energy Management System (EMS), the 'digital brain,' has received top-tier IEC certification, securing a passport to enter international power grids.

In December 2025, TCEC's self-developed Energy Management System (EMS), the 'digital brain' and intelligent command center of energy storage, officially passed the rigorous audit by international third-party certification body Bureau Veritas (BV), obtaining the IEC 62443-3-3 Security Level 2 (SL2) international industrial cybersecurity certification.

NHOA.TCC currently focuses its core business on establishing storage centered microgrids in Europe and participating in the charging and electricity trading markets. Europe imposes extremely stringent legal requirements and technical thresholds for cybersecurity in critical infrastructure. In power grid projects across Europe and the United States, possessing system level cybersecurity certification has shifted from being an advantage to a fundamental requirement

Direct Benefits:	Industry Benchmark:
- Seamlessly meets the high cybersecurity standards of European energy majors and grid operators. - Significantly shortens technical review periods and improves bid success rates. - Serves as a critical international 'passport' for TCEC and its European energy subsidiaries to expand globally.	- One of the few SL2 system-level certified players in Taiwan's energy storage sector. - Validates that Taiwan-developed energy storage solutions meet international top-tier standards. - Enhance the procurement confidence of system integrators (SI) and international utility partners.

- Hardware

EnergyArk400 Product Overview

In addition to EnergyArk1000, NHOA.TCC has developed EnergyArk400 for the CPO and C&I markets. EnergyArk400 uses high-power 1C battery cells and has a capacity of 379kWh. It features a compact footprint that occupies less than a single parking space and offers the advantage of Plug & Play modular installation. In October 2024, TCC Group signed an energy storage cooperation agreement with Volkswagen Taiwan, and in February 2025, a formal contract was signed with its distributor, Swire Group. The first fast-charging station, equipped with the EnergyArk400, has been established at Volkswagen's sales center in Taipei, providing energy services. The product's market competitiveness lies in its safety, high power, and long lifespan. Additionally, the first charging station equipped with EnergyArk400 in collaboration with Volvo was completed in the first quarter of 2026.

EnergyArk418 Product Overview and EdgeAI Solution Planning

EnergyArk418 is a modular energy storage system independently designed and developed by NHOA.TCC, using lithium iron phosphate LFP battery cells and integrating a self developed EMS platform with EdgeAI. It is applied in grid side frequency regulation, peak and off peak arbitrage, and industrial power management. NHOA.TCC has developed the integrated energy storage and PCS product EnergyArk418 in 2026, incorporating an EdgeAI solution to enhance system intelligence through edge computing and artificial intelligence. Deployment is scheduled to commence in the second half of 2026 across energy storage charging stations in Europe and large scale heavy duty vehicle charging stations along cross border corridors.

EdgeAI Applications:
Charge/Discharge Strategy Optimization: Combines on-device AI models with electricity price forecasting to autonomously determine optimal charge/discharge schedules, reducing operational costs.
Anomaly Detection: Identifies abnormal risks in energy storage at the millisecond level on the edge, without relying on cloud feedback, significantly reducing response latency and enhancing system security.

- Renewable Energy

In addition to existing solar photovoltaic, onshore wind power, biomass energy, and geothermal energy projects, the TCC Group will research ocean thermal energy conversion technology through the stable ocean temperature differences brought by the Hoping Power Plant and Eastern deep seawater, with the potential to become a model enterprise for Taiwan's development of ocean thermal energy conversion.

4.1.4 Long-term and Short-term Business Development Plans

4.1.4.1 Cement Department

Short-term Development Plan

- The cement industry in Taiwan is mature, so the Company will focus on maintaining market share, controlling costs, and increasing profitability in Taiwan. In 2024, the Company fully promoted Potland limestone cement and concrete to increase sales shares, thereby helping customers reduce carbon emissions and achieve SBTi's commitment targets.

At this stage, all carbon-related certifications for various projects have been completed. In 2025, TCC received Taiwan's first dual EPD (Environmental Product Declaration) certification for cement and concrete. The "TCC Portland Limestone Low-Carbon Cement" produced at the Hoping and Suao plants, as well as the "TCC Portland Limestone Cement Concrete" produced at the Taipei plant, officially obtained the Type III Environmental Product Declaration (EPD) certification. This marks a new milestone in the comprehensive environmental impact disclosure for Taiwan's construction materials industry. In the same year, TCC also received the carbon label certification for ultra-low carbon concrete.

- In terms of business in mainland China, over the past few years, through self-construction and acquisitions, we have established cement plants in Guangdong, Guangxi, Jiangsu, Liaoning, Guizhou, Sichuan, Chongqing, Hunan, and Yunnan. Additionally, we have grinding stations in Liuzhou, Guangxi; Fuzhou, Fujian; and Gangan Guizhou. As of 2025, the annual cement clinker production capacity in mainland China has reached 51.186 million tons, making us the seventh largest group enterprise in terms of cement clinker production capacity in the Chinese cement industry. After the privatization of TCC International Holdings Limited in 2017, we have aligned with industry policies such as "green development," "supply-side reform," and "environmental protection policies" to maintain our leading position in environmentally friendly processes and

regional market share, thereby enhancing the company's profitability.

- TCC's subsidiary Cimpor will focus on expanding the Company's international presence and generate more value within the value chain. Current projects include the construction of a calcined clay plant in Ghana and a gypsum plant in Cameroon. In Europe, it is establishing direct commercial operations in the United Kingdom and France, along with the formation of a trading company. In Portugal, the company is preparing to set up a maintenance company, initially to take over previously outsourced services and later to provide services to third parties.

Long-term Development Plan

- The business operations in Taiwan will continue to increase the sales proportion of Portland limestone cement, preparing to fully replace high-carbon Type I ordinary cement in the future. Additionally, efforts will be made to continuously seek lower-carbon products to achieve the NET ZERO carbon reduction goal, maintain brand position in Taiwan, and sustain a stable market share.
- Due to industrialization, urbanization, and rigid demands from economic construction in China, along with the gradual strengthening of stringent environmental standards, restrictions on new capacity construction, and the implementation of staggered production and future carbon reduction policies, the situation of overcapacity is expected to gradually improve. Currently, the mainland market is moving towards maturity, and future trends of integration, mergers, and increased concentration are inevitable. TCC Group will prudently assess the economic situation in China and utilize our company's advanced deployment in carbon reduction and efficiency improvement to continue maintaining our leading position in the cement industry.

(1) Projects for co-processing of cement kiln renewable resources (household waste)
TCC's Hoping Cement Plant co-processes general waste in Hualien County. At the end of 2019, the Hoping Plant signed a BOO (Build-Own-Operate) contract with the Environmental Protection Bureau of Hualien County. In February 2020, this BOO project underwent its first Environmental Impact Assessment (EIA) review, and in September 2020, it passed the EIA review. In March 2021, the plant obtained a building permit and began construction in July 2021. In July 2023, trial operation commenced, and in December 2023, an official operation approval letter was obtained from the Hualien County government. In 2025, the Hoping Resource Recycling Center co-processed 42,117 tonnes of general waste from Hualien.
(2) Projects for Cement Kiln Co-processing Treatment of Solid and Hazardous Waste
- The Suao Plant's Projects for Processing Other Industrial Waste: In 2025, the Suao Plant assisted in processing a variety of industrial waste materials, such as calcium fluoride sludge, inorganic sludge, recycled granules, stone powder, electric arc furnace steelmaking slag, waste ceramics, waste plastics, non-hazardous oil sludge, waste synthetic fibers, metal smelting slag, waste foundry sand, waste wood, solid recovered fuel (SRF) and mineral fines. - The Hoping Plant's Projects for Processing Other Industrial Wastes: In 2025, the Hoping Plant assisted in processing a variety of industrial waste, such as calcium fluoride sludge, coal ash inorganic sludge, electric arc furnace steelmaking slag, waste compression molding rubber, mineral fines, converter slag, construction waste, waste wood, solid recovered fuel (SRF), and waste synthetic fibers. - Guigang TCC Dongyuan Environmental Protection Technology Co., Ltd. has been utilizing a cement kiln to co-process 330,000 tonnes of solid waste annually. In April 2020, the first phase of the project, which includes the disposal of 200,000 tonnes of hazardous waste and 30,000 tonnes of general solid waste per year, was put into operation. On November 30, 2021, the company was notified by the Guigang City Ecological Environment Bureau that it had been selected as the first batch of Ecological Environment Protection Publicity and Education Practice Demonstration Bases in Guigang. On December 12, 2022, it earned the designation of the third batch of Ecological Environment Publicity and Education Practice Bases in Guangxi by the Guangxi Zhuang Autonomous Region Ecological Environment Department - Jiangsu Juirong Plant's Second-Line Treatment Project for processing 50,000 tonnes/year of power plant fly ash began operations in October 2021. - Guizhou Kaili Plant's 50,000-ton Annual Hazardous Waste Project received a five-year hazardous waste business license on November 9, 2021, and operation started in February 2022 - Sichuan Guang'an Plant's Solid and Hazardous Waste Project (hazardous waste of 100,000 tonnes/year and general solid waste of 150,000 tonnes/year) received Environmental Impact Assessment (EIA) approval on May 14, 2021, a hazardous waste management license on December 30, 2022, and began operations in January 2023 - Guizhou Anshun Plant's Fly Ash Treatment Project (Phase 1: 50,000 tonnes/year) began construction on January 29, 2023, for the 150 tons/day fly ash water washing production line. This marks Guizhou Province's first fly ash resource utilization project, expected to start operations in October 2024.
(3) Project for the Establishment of Construction Waste Treatment Facilities
In February 2024, TCC's Hualien Plant applied to the Hualien County Government for the establishment of a "Construction Mixture Resource Classification Processing Plant or Decoration and Renovation Waste Processing Plant." In April 2024, the Environmental Protection Bureau of Hualien County approved the application, and in August 2024, the trial operation plan was also approved. In December 2024, the project completed all trial operation tests and obtained the Class B Waste Treatment Plant by the end of May, 2025. It is now officially operational. Moving forward, TCC's Hoping Plant will assist in processing fine construction waste materials to be used as alternative raw materials.

4.1.4.2 Electricity and Energy Department

Short-term Development Plan:

1. Hoping Power Plant has already obtained various ISO certifications
- (1) ISO 14001 Environmental Policy:

• Comply with environmental regulations and EIA commitments to prevent public disputes.

• Continue to upgrade equipment and improve the performance of anti-pollution equipment.

• Carry out waste classification and reduction and implement recycling.

• Regularly supervise and engage in pollution prevention.

• Establish and implement an environmental management and control system.

• Conduct regular education sessions and reporting and promote public awareness through written communication.

• Welcome external visits and with transparency and demonstrate environmental protection performance.
- (2) Implementation of the ISO 9001 quality management system:
- Through the promotion of the quality management system the performance of equipment is continually improved, providing stable, reliable, and high-quality power services to our customers.
- (3) Implementation of the ISO 45001 occupational health, safety, and environmental management system:
- Guided by the ISO 45001 occupational health, safety, and environmental management system, we provide a sound facility environment, reduce accidents and injuries, maintain zero safety violations, improve communication and foster harmonious development, and ultimately enhance The Group's image.
- (4) Implementation of the ISO 27001 information security management certification:
- By organizing and managing information effectively to prevent leakage of the company's business secrets, ensuring smooth operations.
- (5) Implementation of the ISO 5001 energy management system certification:
- The total electricity saving target for 2024 is 12 million kWh. By systematically managing energy processes, we aim to reduce greenhouse gas emissions and mitigate environmental impacts, and, consequently, reduce energy costs.
- (6) Advocate for the use of electric vehicles to transport auxiliary materials and limestone powder, reducing carbon emissions from diesel vehicles, and building charging stations at factories.
- (7) Establish an online monitoring and analysis system for boiler and steam turbine thermal performance, providing unit efficiency monitoring and operation maintenance.
2. A major fire broke out at Molie Quantum Energy Corporation (MQE) Battery Plant in Kaohsiung on July 14, 2025. Preliminary investigations identified the point of origin as the "Semi-finished Product Formation Ambient Aging Area." The incident resulted in severe damage to the factory and equipment, and the facility has remained completely shut down since the event.
- MQE is currently in the cleaning and repair assessment phase; consequently, its contribution to the revenue will be deferred. During the shutdown, Molice! has actively managed capacity by leveraging Molice!'s Tainan plant, expanding production, and improving yield rates. Furthermore, Southeast Asian OEM partnership program has been launched to ensure an uninterrupted supply for core customers in the supercar and aerospace sectors, maintaining our global market share. While the Tainan plant's overall capacity has increased, the company is also aggressively pursuing factory modernization projects to enhance production efficiency and product quality in the face of the global market downturn.
3. NHOA.TCC
- (1) Stably operating seven large-scale energy storage sites in Taiwan (including Suao 35MW E-dReg, Hualien 100MW, and 50MW E-dReg energy storage), with a total volume of service capacity exceeding 200MW, thereby steadily increasing company revenue and profit.

(2) Achieve an annual target of 90 million kWh for green electricity sales and power wheeling.

(3) Complete the collaboration with Volkswagen Taiwan, Volvo, RiTdisplay and used this project as a starting point to capture the Taiwan's charging and storage station market. NHOA.TCC provides energy services with EnergyArk400, lowering the threshold for customers to use energy storage and increasing the market share of EnergyArk® products.

(4) The first batch of over 65 sets of EnergyArk400 energy storage systems was completed and put into operation for power trading in various European countries by 2026. Additionally, from the second half of 2026 to 2027, the deployment of EnergyArk® in various European countries will be accelerated with the integrated EnergyArk418.

- (5) Establish production line for UHPC cabinet at the Juirong Plant.
- (6) Continuously develop new products and optimize costs to enhance the competitiveness of EnergyArk® products.
- (7) NHOA.TCC Green Power Technology (Hangzhou) conducts power trading in Mainland China, managing the demand of various cement plants with energy storage and photovoltaics, creating a virtual power plant.

Mid-term Development Plan:

1. Hoping Power Plant will undergo equipment upgrade:
- Implementing two units of EP high unburned carbon fly ash recovery and reburning to achieve carbon reduction and coal conservation.

• Converting gas-consuming drying equipment to electric heating dryers.
2. Despite the setbacks in production following the fire at MQE, R&D efforts have remained uninterrupted. Prior to the incident, MQE had already completed mass production validation for its third-generation 5.0Ah high-capacity ultra-fast charge batteries. Following the fire, this technology was successfully transferred to Tainan plant to resume production. In response to a deep internal review of the MQE accident, TCC Group has comprehensively upgraded fire safety standards across all energy facilities. These enhancements include the installation of nitrogen suppression systems and an increase in the sensitivity of automated monitoring systems.

Long-term Development Plan:

1. Hoping Power Plant will continue to establish small hydropower units for clean energy, ocean thermal conversion power generation, and conducting feasibility studies on carbon reduction technologies, including:
- Implementation of energy-saving technologies, including research on carbon capture and utilization, power plant waste heat recovery, and equipment performance improvement.

• Optimize current flue gas emissions and re-evaluate feasible technological improvement measures
2. TCC Green Energy will continue its commitment to the renewable energy sector, focusing on the development, construction, and operation of power plants in areas such as solar power, wind power, geothermal energy, ocean energy, and small hydroelectric power. In addition to this, the Company will conduct research into ocean energy, which holds Signiant potential for power generation.
3. NHOA.TCC will continue to expand energy markets in various countries, including the electricity and ancillary services market, with a focus on EnergyArk® products. It will also develop C&I Solutions, enter the Japanese, European, and American markets, and initiate local power trading to become a virtual power plant operator specializing in energy storage solutions.
- Establish distributed power systems in various countries to stabilize regional power grids.

• Participate in power trading markets in various countries to become a virtual power plant operator.

• Develop UPS+BESS solutions to provide competitive UPS solutions for AI centers and data centers.

• Develop applications for second-life batteries.

4.2 Market and Sales Overview

4.2.1 Market Analysis

4.2.1.1 Cement Department

Sales Regions, Market Share, Future Supply and Demand, and Growth Potential of the Major Products

TCC's main products are cement and ready-mixed concrete, with sales covering both Taiwan and overseas markets.

The amount of Taiwan cement consumption in 2025 was 13.90 million tons, a increase of 0.55 million tons, or 4.1% from 13.43 million tons in 2024. In 2025, domestic sales of cement and clinker in Taiwan (including materials used in the ready-mix concrete plants) reached 4.50 million tonnes, an decrease of 2.2% from 4.61 million tonnes in 2024, with a market share of approximately 32.4%.

Looking ahead to the Taiwan cement market in 2026, the market is expected to enter a cooling-off period characterized by "reduced volume, lower prices, and regional differentiation" in the Taiwan housing market. With the Central Bank continuing its seventh (or even eighth) wave of credit controls and interest rates remaining high (above 2.1%), investors are largely withdrawing from the market. The total transaction volume for the year is projected to shrink to a low of 251,000 to 264,000 units, and the market faces a large-scale wave of new home deliveries following the booming pre-sale market of the past few years (estimated at 360,000 units). Under the impact of loan restrictions, some investors with excessively high financial leverage may face the risk of bankruptcy.

Housing prices are expected to show a "gradual decline and consolidation" trend. Due to the divergence in the benefits of the AI industry, wealth is highly concentrated in the high-tech sector, leaving ordinary salaried workers still facing the pressure of "high housing prices." Overall, the housing market in 2026 will be in a phase of continued downtrend and bottoming out.

The domestic cement market in 2026 will be a "critical year for green transformation," with the core driving force shifting from production competition to low-carbon management, and influenced by the introduction of carbon fees and the launch of the Taiwanese version of CBAM. Our company's shift to 100% low-carbon production and sales will drive a green premium, and the ready-mixed concrete market is expected to remain stable, supported by demand from technology offices and data centers. The industry supply chain is undergoing restructuring, with some manufacturers turning to imported raw materials, posing a challenge to domestic companies in terms of declining profits and market share. Our company projects domestic sales of cement and clinker to reach 4.43 million metric tons in 2026. Domestic cement market prices will be adjusted according to rising production costs and changes in commodity taxes, with costs being passed on to maintain reasonable selling prices.

TCC's primary export is bulk cement. In 2025, TCC exported 67,500 tonnes of bulk cement, a significant decrease of 19.40% from 83,700 tonnes in 2024. For 2026, TCC expects its export volume to be around 66,000 tonnes, anticipating further price declines in the international cement market due to a global economic slowdown. Although TCC had raised its export prices in 2025, high production costs have negatively impacted sales. Furthermore, in accordance with government export control policies aimed at reducing export volume, TCC will continue to decrease its export quantities.

In 2025, TCC's total domestic and export sales of cement and clinker (including materials used in the ready-mix plants) in Taiwan amounted to 4.423 million tonnes, marking a 5.75% decrease from 4.693 million tonnes in 2024. The main reasons are the restructuring of the domestic industrial supply chain, along with the influx of low-priced cement imports from Vietnam, which have squeezed the market.

In 2026, TCC will continue its strategy to stabilize profitability. The sales target for its cement and clinker (including materials used in ready-mix plants) in Taiwan and overseas is set at 4.50 million tonnes, marking a 9.81% decrease from 4.99 million tonnes in 2025.

In 2025, TCC sold 4.44 million cubic meters of ready-mix concrete in Taiwan and overseas, marking a 0.393 million cubic meters or 8.12% decrease from the 4.837 million cubic meters sold in 2024. It is expected that the housing market will enter a cooling-off period in 2026 characterized by "reduced volume, lower prices, and regional differentiation." Private projects are expected to slow down due to a large number of new homes being handed over and tighter lending conditions. However, with the continued construction of AI factories and public works projects, we expect sales volume to remain around 4.5 million cubic meters. Given the high costs of raw materials, TCC will adjust the selling price of its products to maintain stable profits.

In Portugal, Cimpor maintains a cement production capacity of 9.1 million tonnes and clinker capacity of 5.4 million tonnes across five plants located in Souselas, Alhandra, Loulé, Sines, and São Miguel (Azores Island). On top of this, Cimpor operates several ready-mix concrete plants, 10 active quarries, and two mortar plants. The Company holds an estimated market share of over 51.1% in Portugal. In 2025, the Executive Committee was strengthened to address emerging industry challenges and maintain Cimpor's leadership in the Portuguese cement sector.

In Africa, Cimpor operates a bagging facility in Cabo Verde in Santiago Island, with a market share above 68.7%, down 6.8 percentage points from the previous year. Since beginning full operations in 2020, maintained stable sales in 2025 despite nationwide energy shortages, with market share remaining flat. In Cameroon, the cement grinding plant in Kribi commenced commercial operations in January 2025, with an estimated first-year market share of 8.7%. With a cement capacity of 0.8 million tonnes and a calcined clay kiln capable of producing 240,000 tonnes of low-carbon cement, the plant experienced steady volume growth throughout the year.

The headquarter of TCC Group's OYAK Çimento located in Ankara, Türkiye. As a leading cement and clinker manufacturer operating across all seven regions of Türkiye, the company focuses on delivering high-quality, low-carbon products, including Portland Cement, Portland Composite Cement, Pozzolan Cement, and more. OYAK Çimento maintains the largest cement production capacity in Türkiye and is the market leader in net profitability.

Competitive Niches and Favorable Factors for Industry Development

TCC is Taiwan's largest and most historic cement and ready-mix concrete producer and seller, and also a leading example of successful vertical integration in the domestic market. With strong R&D capability and strict process control, our products are recognized for their superior quality and strong brand reputation. Moreover, with cement shipping locations and ready-mix

concrete plants across Taiwan, TCC has a well-established sales network covering major metropolitan areas. This enables us to provide customers with top-quality products and services, reinforcing our competitive edge.

Since 2021, TCC has implemented a raw material and product traceability system for ready-mix concrete, certified by an impartial third party (TCRI Taiwan Construction Research Institute). Customers can access inspection reports for materials and finished products via QR codes or email, allowing them to check for quality variability within TCC's system, demonstrating TCC's commitment to quality. In 2022, TCC's cement and concrete products received ISO 14064 greenhouse gas inventories and ISO 14067 carbon footprint from BSI, as well as the EPA's carbon footprint label.

Since 2023, TCC disclosed the carbon emissions of cement and concrete shipments, highlighting its efforts in carbon reduction. In October 2023, TCC launched its Portland Limestone Type IL Cement, focusing on carbon competitiveness towards achieving the 2050 carbon neutrality goal.

1. In Taiwan, the cement industry is entering a critical period of transformation towards "carbon pricing." Through the introduction of carbon taxes and the pilot implementation of the "Taiwanese version of CBAM," our company is gaining market advantages and premium pricing space with low-carbon cement and concrete. The industry is shifting towards a circular economy, using alternative fuels to reduce costs and assist in waste management, while actively developing new energy and energy storage businesses, transforming from a traditional manufacturing company into a sustainable energy enterprise.
2. In Mainland China, with the implementation of the 15th Five-Year Plan, the persistent demand for infrastructure and economic development will remain a driving force. By 2025, the intensive rollout of production capacity replacement policies will phase out inefficient capacities from the market while significantly curbing new capacity expansions. As quota-based production approvals and institutionalized peak-shaving operations are rigorously enforced, overcapacity will gradually ease, fostering a more mature and balanced market. Industry consolidation is inevitable in this trajectory. TCC will closely assess the economic conditions in China and utilizing its advancements in carbon reduction and efüciency to maintain its leadership in the cement industry.

Unfavorable Factors and Countermeasures for Industrial Development

1. The domestic cement industry faces negative impacts due to various taxes imposed by the government, including commodity tax, air pollution fees, waste disposal fees, and local government mining taxes. Furthermore, the cement market in Taiwan is mature and small in scale, and government policies have prohibited expansion.
2. In recent years, growing environmental awareness has led to increased external challenges, including the application and renewal of mining permits for raw material quarries. With global commitments to reducing carbon emissions, governments around the world may adopt stringent measures, such as carbon taxes or production limits, to meet their carbon reduction goals.
3. As international cement prices continue to fall, increasing the profit margins for importers, the market share of imported cement has climbed to 29.1% by 2025, as importers continue to expand their market share through low-price strategies.
4. The Chinese mainland economy is undergoing in-depth structural adjustments, with the proportion of the real estate sector significantly decreasing. This has led to a continuous decline in cement demand, while the fundamental issue of overcapacity remains unresolved. The supply-demand imbalance persists as a prominent challenge, and the path toward optimized industrial development still faces uncertainties.

Countermeasures:

- For the Taiwanese market, TCC is focusing on strengthening cost control and integrate the market through information systems to enhance overall operational efficiency. TCC continues to deepen its engagement in the domestic market to maintain its leading position in the industry. Contemporaneously, the Company will actively coordinate with the government to align with national development goals, implement cement industry policies, promote a circular economy, facilitate co-processing of waste and industrial by-products, and push for the development of low-carbon products to ensure the sustainable operation of the industry.
- As the Taiwanese cement market is a mature industry with limited growth potential, TCC has invested in the cement market in Mainland China, targeting the South China region as its primary market, and extending into East and Southwest China. As of 2025, TCC's annual production capacity in Mainland China reached 51.186 million tonnes. In line with China's peak carbon emissions by 2030 and carbon neutrality target by 2060, as well as energy consumption control policies, TCC will accelerate the development of alternative energy sources and implement scientific carbon reduction actions such as resource recycling to ensure sustainable operations.
- Cimpor operates a bagging facility in Cape Verde, where it holds a cement market share of over 68.7%. In Ivory Coast, its calcined clay and grinding plant has been fully operational since 2020, with a calcined clay capacity of 0.38 Mt/y and a cement capacity of 0.80 Mt/y. Despite nationwide energy shortages in 2025, sales remained stable and market share stayed flat. In Cameroon, the Kribi cement grinding plant, which has an alternative fuel substitution rate as high as 90%, is equipped with a calcined clay kiln capable of producing 240,000 tons of low-carbon cement per year and was inaugurated and commissioned in July 2024. The plant has an annual cement capacity of 0.85 million tons, achieved positive recurring EBITDA throughout 2025, and continued to deliver volume growth. Looking ahead, Cimpor will continue expanding its geographic footprint and capturing more value along its value chain. Current initiatives include the construction of a larger calcined clay plant in Ghana with a capacity of 0.48 Mt/y, as well as a gypsum plant in Cameroon.
- TCC has established a Corporate Sustainable Development Committee under its Board of Directors, which regularly reviews climate change risks, sets execution goals, and formulates supportive measures. TCC goes beyond current environmental standards by using information technology to monitor environmental data in real time. The Cement Department also reviews environmental performance indicators in regular operational meetings, sets clear carbon reduction targets, and tracks progress. Through a "one-stop environmental solution" operating model that links cement production with waste management, TCC plays an active role in managing the complex relationship between humanity and nature, aiming to fulfill its corporate social responsibility and create win-win situations for all stakeholders.
- We urge the government to promote a Taiwanese version of CBAM and to process trade remedy applications.

4.2.1.2 Electricity and Energy Department

1. Electricity

Sales Regions, Market Share, Future Supply and Demand, and Growth Potential of the Major Products

The electricity generated by Hoping Power Plant is currently sold in bulk to Taiwan Power Company (Taipower) under a power purchase agreement, with Taipower in charge of the power distribution. With the growing demand for green electricity arising from domestic and international carbon fees/pricing mechanisms, TCC Green Energy has strategically oriented its development. Currently, all wind power generated is supplied to private enterprises. In the solar power sector, the sales model is progressively shifting from Feed-in Tariffs (FIT) to Corporate Power Purchase Agreements (CPPAs), consequently, revenue has been continuously increasing. This positive trend has further strengthened our confidence in future investments in the development of renewable energy power plants.

According to statistics from the official website of Taipower, the total installed capacity of Taiwan was 59.842 million kilowatts in 2025, and the net power generation was 252.44 billion kilowatt-hours. Among them, the total installed capacity of coal-fired power plants was 11.959 million kilowatts, and the net coal-fired power generation was 67.16 billion kilowatt-hours; the total installation capacity of renewable energy was 22.144 million kilowatts, and the net power generation of renewable energy was 31.95 billion kilowatt-hours.

The installed capacity of the two units of Hoping Power Plant is 1.31 million kilowatts. In 2025, the electricity sales volume was approximately 8.29 billion kilowatt-hours, accounting for approximately 3.1% of the total power generation in Taiwan. Additionally, the Group's TCC Green Energy had an operational grid-connected capacity of approximately 59.2 MW for photovoltaic systems and 30.6 MW for onshore wind power in 2025.

Competitive Niches and Favorable Factors for Industry Development

- (1) Geographic advantage of power generation units located near the northern electricity load center:

With the gradual decommissioning of major power generation units like Nuclear Power Plant II and Hsien-ho Plant in the North, along with the failure to execute planned power development projects in the northeastern region (such as Shen'ao, Nuclear Power Plant IV, and the third LNG terminal affecting the Datan Power Plant) the North is facing a power supply shortage. The Hoping Power Plant's generation units, connected to the northern grid, play a critical role in alleviating the power shortage in Northern Taiwan.

- (2) Rising Environmental Awareness Among the Public:

Despite coal-fired power plants and the government's efforts to implement environmental protection measures to reduce pollution, public concerns about the environmental issues of these plants persist. This ongoing apprehension complicates the acquisition of new plant sites and land for power transmission towers.

- (3) Collaboration and Utilization of Resources Across the Group:

The Hoping Power Plant was designed to utilize coal ash produced by coal-fired power generation as an alternative raw material for cement plants, replacing clay. This approach solves the need for ash ponds to bury coal ash at coal-fired plants. Moreover, the limestone required for the power plant's desulfurization equipment can be supplied directly by the cement plant, and the gypsum produced from desulfurization can be used by the cement plant, and the gypsum generated after desulfurization can be used by the plant as a setting retarder. This complies with industrial resource recycling and environmental protection requirements. To address air and water pollution, the plant is equipped with a 250-meter high chimney for exhaust emissions, indoor coal storage, and a fully enclosed conveyor system to transport coal, eliminating coal dust and preventing coal-related water pollution.

In addition to implementing the aforementioned plans and installing related equipment to reduce pollution, TCC Group also works with professional consulting firms, academic institutions, and environmental testing companies certified by the Ministry of Environment to conduct environmental quality monitoring, nearby marine ecological surveys, and whole-plant flue gas and effluent testing on a quarterly or monthly basis. These efforts aim to enhance environmental protection and build stronger mutual trust between TCC Group and the community. All of these actions form the foundation for TCC Group's sustainable operations.

Unfavorable Factors and Countermeasures for Industrial Development

International Fuel Price Fluctuations:

The power generation costs for coal-fired power plants are mainly driven by the price of coal, which is an international bulk raw material transaction item. As a result, market prices are highly influenced by economic cycles and fluctuating demand, directly affecting the operating costs and profitability of coal-fired power plants.

Countermeasures:

To reduce the supply risk caused by extreme weather in coal supply areas, the solution is to diversify coal supply sources (such as Australia, Indonesia, etc.) purchasing methods (spot purchases and long-term contracts) to mitigate coal price fluctuations and the risks of fuel supply disruptions from a single region.

2. Energy

Sales Regions, Market Share, Future Supply and Demand, and Growth Potential of the Major Products

The Group's E-One Moli Energy's battery products are exported with 70% to Asia, 8% to North America, and approximately 21% to other regions, while domestic sales account for about 1% of total sales. According to SNE Research's release of global power battery installation volume in 2025, the top ten global power battery installation volumes are Contemporary Amperex Technology, BYD, LG New Energy, China Innovation Aviation (China Aviation Lithium Batteries), Gotion High-Tech, SK On, Panasonic, EVE Energy, Samsung SDI, and SVOLT. Chinese manufacturers now command a 70% market share, while South Korean firms have shrunk to 22.5%, and Japanese manufacturers hold only 3.7%. In 2025, Molicel's total production capacity accounted for a market share of approximately 0.1% due to fire-related losses. Regarding global power battery installations, 2025 saw a year-over-year (YoY) growth of 31.7%, surpassing 1 TWh for the first time to reach 1,187 GWh. This underscores the booming global demand for electrification.

In 2025, the global EV market grew by 21.5% to over 21 million vehicles, representing 23.3% of annual passenger vehicle sales. China remains the primary demand driver, leading with over 60% of sales and maintaining a YoY growth rate of nearly 19%. In North America, the cancellation of federal subsidies caused annual sales to contract by 5% to approximately 1.73 million units. Conversely, the European Union saw a 35% surge, reaching 4.25 million units. Other regions showed significant vitality, with growth rates between 50-58%.In terms of powertrain types, Battery Electric Vehicles (BEVs) account for over 60% of the market, driven by growth in Europe and other regions. In contrast, the growth of Hybrid Electric Vehicles (HEVs) was sluggish, largely due to cooled consumer momentum in China, while Western customers continue to favor pure electric options. Regarding battery chemistry, the use of LFP cells in the Chinese market continues to rise, reaching 80%, whereas NCM cells maintain a global market share of approximately 65%.

Another significant growth sector in 2025 is drones, Low Earth Orbit (LEO) satellites and rockets. The drone market grew by 35% YoY, with commercial applications in defense reconnaissance, fire rescue, heavy-lift logistics, retail delivery, and remote exploration becoming commonplace in the West and Southeast Asia. The LEO satellite sector grew by 15.2%, concentrated in North America. These applications require cells capable of operating in sub-zero temperatures with ultra-long cycle life—a niche where Molicel's low-temperature performance excels.

Consequently, the Group's E-One Moli Energy is actively developing market-leading, ultra-high-power battery series with higher density and discharge rates. Our designs for high-end markets—such as electric supercars, eVTOLs, electric off-road motorcycles, micro-mobility, and cargo drones—have gained favor with Western clients, solidifying Molicel's leadership in the premium high-power application market.

In 2025 marks the inaugural year of massive infrastructure investment in Generative AI. The four major North American Cloud Service Providers (CSPs) have committed over US\$400 billion in CAPEX to meet internal training needs and the computing demands of B2B LLM leaders like ChatGPT and Anthropic. As applications flourish, demand for AI is surging across industries—from cloud computing and smart cities to autonomous driving, biotech, and finance.This explosion in diversified applications has heightened requirements for GPU and AI chip performance, stimulating the construction and upgrading of AI Data Centers. A critical component, the Uninterruptible Power Supply (UPS) / Battery Backup Unit (BBU), has entered a new competitive landscape. BBU systems ensure continuous operation during power outages, preventing data loss and hardware damage from voltage fluctuations. Since BBU applications require high-power discharge rates of 10C or higher, Molicel's products have become one of the few sought-after solutions globally. In the second half of 2025, Molicel began small-batch shipments for several low-voltage projects and continues to propose high-safety solutions for NVIDIA's new HVDC platforms, with explosive shipment growth expected in 2026.

TCC Group has steadily strengthened its presence in the energy sector, concurrently acquiring the NHOA business and establishing NHOA.TCC. NHOA.TCC's operations are spread across Europe, the Americas, Oceania, and Africa, with various patents and products in advanced BESS (Battery Energy Storage Systems), EV fast-charging devices, smart grids, and hydrogen energy. NHOA.TCC focuses on developing EnergyArk® products, the C&I market, and power trading markets in various countries, while integrating resources from across TCC Group to advance the energy business. In addition to low-carbon building materials, entering the energy industry. TCC has expanded its business to include energy storage, EV charging station installation, and power wheeling. By combining the Group's carbon reduction and green energy strategies, TCC integrates the industrial chain and creates new products and service models. This includes the fire-resistant and weather-resistant advantages of low-carbon ultra-high-performance concrete, TCC's high-power battery manufacturing, and intelligent energy storage systems. They have launched the innovative "EnergyArk®" product and urban low-carbon green energy solutions. TCC has become the only company in Taiwan to address the entire building lifecycle, from low-carbon building materials during the construction phase, green electricity storage installation during the usage phase, power wheeling after building completion, to resource recycling after building demolition.

At the 2024 CES and the 2023 Taiwan International Smart Energy Week, NHOA. TCC demonstrated innovative products that align with our core business. These include the patented fire-resistant and fire-extinguishing ultra-high-performance concrete EnergyArk storage cabinet, a pure electric race car using our Molicel ultra-high-power lithium batteries, and the "Integrated Charging and Energy Storage Grid Stabilization Architecture." Our innovative products received enthusiastic inquiries and high praise from domestic and international customers at the exhibitions. Additionally, we were honored with both the Sustainability Award and the Popularity Award at Energy Taiwan & Net-Zero Taiwan.

TCC Group's NHOA.TCC primarily operates in energy storage, charging stations, green electricity purchasing and retailing, and aggregated electricity trading. Since 2022, it has established seven large-scale energy storage sites at the Group's Suao Cement Factory, Hoping Cement Plant, Hualien Cement Factory, Changbin Phase II, and Molie Quantum Energy, with a total capacity exceeding 200 MW. By 2025, it completed the installation of 195 MW of E-dReg energy storage systems. TCC Group's

renewable energy power plants offer a range of integrated solutions, including power wheeling, to support other companies in their energy transition to achieve goals such as RE100, EV100, green logistics, and low-carbon backup power supply. Beyond this, the Group has launched energy service solutions to alleviate the initial investment burden on enterprises procuring energy storage system equipment, offering customers more flexible and comprehensive options. TCC Group has developed the world's first fireproof and safest energy storage cabinets. The EnergyArk® Energy Storage Cabinet is fireproof, explosion-proof, heat-resistant, and fire-extinguishing. These systems are designed for industrial users and urban energy storage applications, providing sufficient high power for charging stations.

TCC's self-developed system integration platform has achieved successive breakthroughs in Taiwan's ancillary services markets, demonstrating TCC's comprehensive capabilities in power aggregation and the deployment of Virtual Power Plant (VPP) technology.

- Key Milestone Timeline

2025 Q2	Successfully aggregated charging and storage resources to participate in sReg ancillary service trading, becoming the first energy storage operator in Taiwan to successfully aggregate sReg resources.
2025 Q4	The platform progressively aggregated resources for Spinning Reserve and Supplemental Reserve ancillary services, expanding participation across multiple electricity market product categories.

- Strategic significance of aggregation of other resources

Spinning Reserve	Supplemental Reserve
• Requires the system to complete output response within 10 seconds • Delivers the highest-priority backup capacity for grid stability • Reflects the dynamic performance of NHOA. TCC systems	• Requires the system to complete output within 30 minutes • Serves as a backup resource layer for real time spinning reserve • Expands NHOA. TCC's ancillary service revenue streams

Competitive Niches and Favorable Factors for Industry Development

- (1) Global Environmental Protection Policies and Target Setting:

Countries have formulated electric vehicle policies and targets to expand the global market, promoting electric vehicle development through measures such as tax incentives, subsidies, infrastructure development, and exhaust emission regulations. However, to accelerate industrial growth, many countries have also focused on battery technology. For example, the US government provides policy incentives to encourage operators to develop high-end batteries, driving technological advancements in the battery industry. TCC Group's Molie Quantum Energy has the expertise to develop anode and cathode material formulas and electrolyte formulas and holds over 70 patents both domestically and internationally. Their products are known for their stable quality, with the entire product line complies with EU RoHS and green product standards. The products have also passed UL, UN, CE, and BSMI certification (which was launched in 2014). The products are widely used by the US military.

- (2) Review Mechanism for the Large Electricity User Terms:

According to the large electricity user terms, the deadline for compliance is set for 2025. According to data from the Energy Administration of the Ministry of Economic Affairs in 2023, the majority of large electricity users (52%) currently meet their energy needs through purchasing renewable energy power and certificates. However, the global pursuit of carbon reduction, RE100, and SBTi targets remains ongoing and mutually supportive. TCC Group offers comprehensive new energy integration solutions for customers. Even if large electricity users choose to fulfill their obligations by purchasing green electricity, TCC Group can provide optimized services to minimize waste and reduce costs.

- (3) Increased Demand for EV Charging Facilities:

Government regulations are increasingly focused on establishing dedicated parking spaces and charging facilities for electric vehicles, including public parking lots and commercial office buildings. As the demand for charging grows, the need for energy storage equipment installation becomes more important. To address public concerns about fire and explosion safety, TCC Group uses the low carbon UHPC (Ultra-High Performance Concrete) for its energy storage cabinets. Both data and field tests have confirmed its effectiveness. The product was officially launched in July 2022 and has been optimized into standardized products in various sizes and for different applications, ensuring efficient and reliable services.

- (4) Increasing Green Electricity Penetration and Grid Instability:

Governments are committed to developing clean energy, but the lack of supporting measures to stabilize the grid creates opportunities for the energy storage market. The rapid response and high-power output capabilities of energy storage systems are becoming essential solutions for future urban grids. Safety issues are also gaining attention due to frequent thermal runaway incidents in energy storage and fires in electric vehicles. EnergyArk® has emerged as a standout product in the market. By integrating with virtual power plant operations, NHOA.TCC can further maximize the benefits of energy storage, turning the hardware into a commercially viable energy service.

Unfavorable Factors and Countermeasures for Industrial Development

Reversal in Global Supply of Battery Raw Materials and Weak Market Demand Momentum:

According to forecasts from market research firm BMI, global lithium consumption is expected to rise from 320,000 tonnes in 2020 to 1 million tonnes in 2025, and further to 3 million tonnes in 2030. In 2024, the supply of battery raw materials such as lithium, nickel, and copper increased due to the continuous release of new production capacity. However, the growth of electric vehicles, the main application for lithium batteries, slowed slightly, leading to a significant drop in prices throughout the year.

Copper foil is one of the key raw materials for battery cells. Due to the large-scale construction of power plants and infrastructure such as data centers globally, there were two price surges by the end of the year. This trend is expected to continue into 2025, making raw materials, particularly copper foil, a key factor to monitor.

In 2024, due to the record-high exports of Chinese electric vehicles to Europe and the United States, surpassing traditional Japanese automakers, the administrative authorities of the European Union and the United States became vigilant and introduced punitive tariffs to protect their domestic auto market. With the confirmation of Donald Trump's election as the new US president at the end of the year, the uncertainty of global trade was officially established, which will lead to a highly unstable business environment where tariff protection is used as a bargaining chip. In the short term, this phenomenon should bring positive competitive advantages to non-Chinese-made batteries. However, the overproduction of Chinese batteries will inevitably flood into Europe and other regions, causing another wave of low-priced product dumping.

Countermeasures:

In response to the increased demand for lithium batteries following COP 26, the raw material shortages and sharp price rises and due to the Russia-Ukraine war and inflation this year, that have intensified fluctuations in supply and pricing. To address the growing risks, a dual-pronged strategy has been adopted to mitigate potential challenges.

- Establish a safe inventory level for raw materials: Ensure key materials are stocked for 3 to 4 months to address the risk of potential supply chain shortages.
- Actively develop alternative suppliers to achieve market price competitiveness: Evaluate alternative suppliers for key materials or those facing supply shortages to diversify risks from sensitive production areas and achieve more competitive cost prices.

4.2.2 Production Processes and Utilization of Main Products

4.2.2.1 Cement Department

Main Products	Purpose
Brand of low-carbon cement: Portland Limestone Type IL Cement	Lower carbon emissions and stronger strength, making it suitable for general construction and engineering projects.
Brand of cement: Portland Type I Cement	Suitable for use in general construction and engineering.
Brand of cement: Portland Type II (MH) Cement	Lower hydration heat, resistant to sulfates, suitable for bridge piers and large dams.

The main raw materials for clinker in Portland cement include limestone, clay, silica sand, and iron slag. The production process begins by grinding the raw materials after computerized batching into raw meal powder, which is then heated and decarbonized in a preheater before entering the rotary kiln. High-temperature firing and subsequent cooling form the clinker, which is finally ground with gypsum, limestone and inorganic process additives according to CNS quality specifications to produce the final cement product.

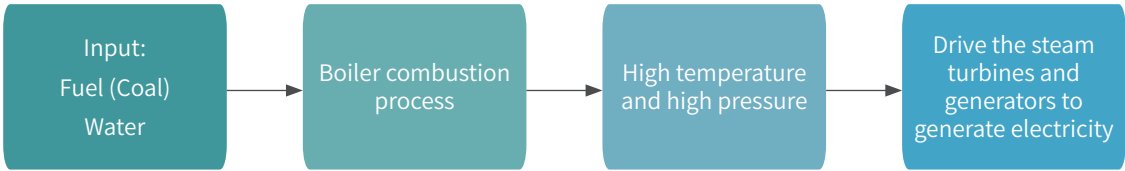
Portland Limestone Type IL Cement has the same clinker composition as Portland Type I Cement, but with 15% limestone used as a substitute for clinker. It offers stronger early strength and a lower carbon footprint, achieving carbon reduction without compromising on strength.

4.2.2.2 Electricity and Engergy Department

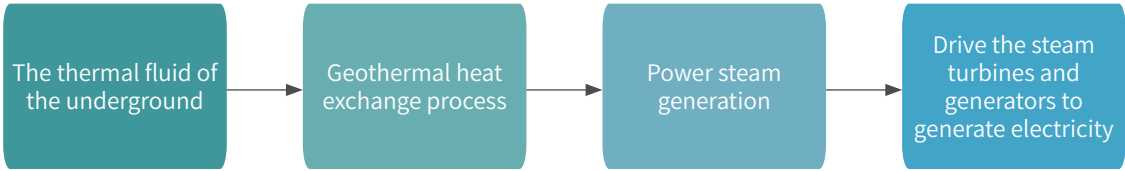
1. Electricity

The primary product of TCC Group's Power Department is electricity, which is the backbone of industry and the foundation of a thriving economy. Electricity is widely applied across various sectors, including residential, industrial, agricultural, and transportation, all of which rely on electricity to function properly.

The thermal power production process is as follows:



The geothermal power production process is as follows:



The wind power production process is as follows:



Solar energy power generation process is as follows:



2. Energy

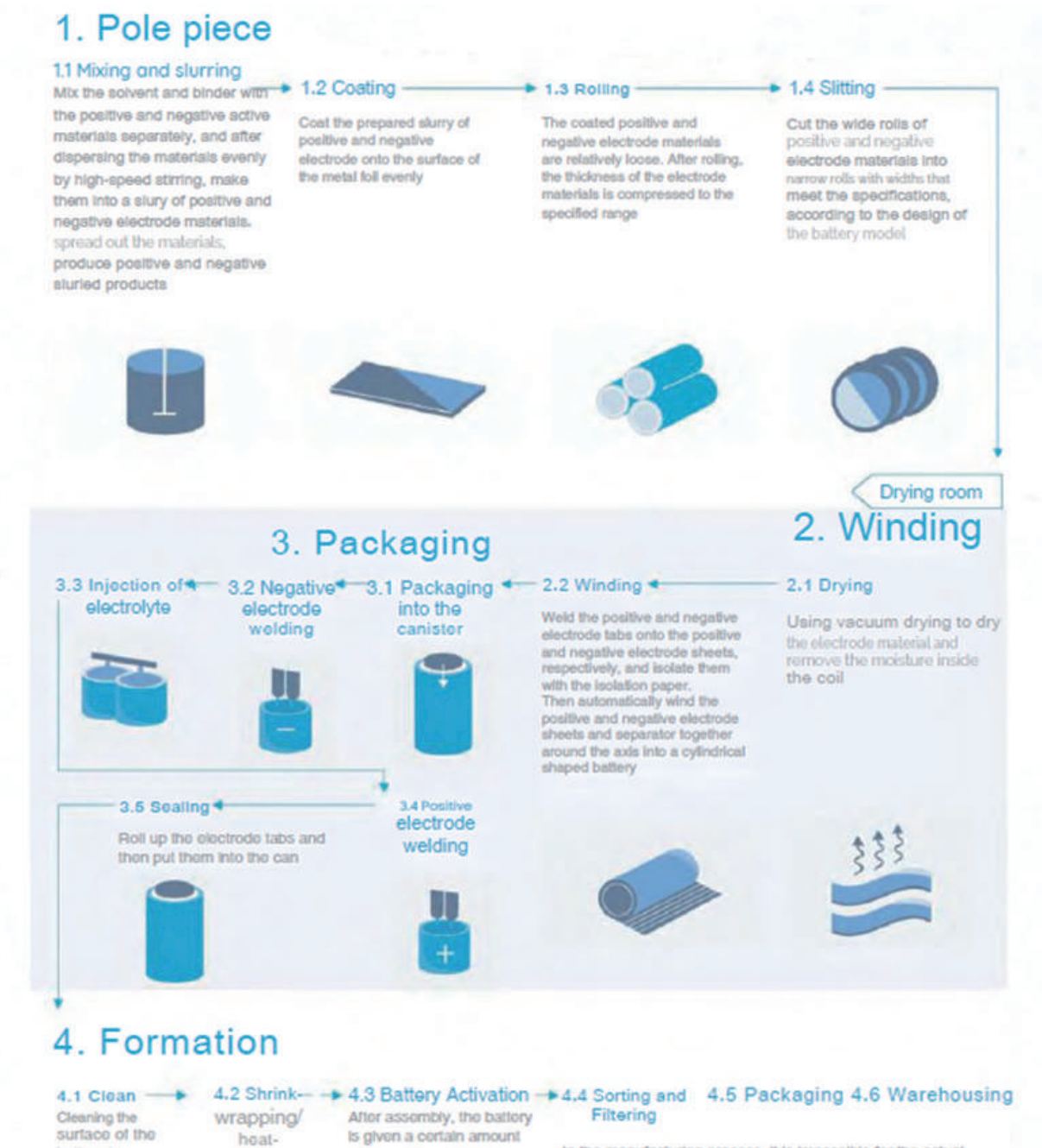
The main products of TCC Group's Energy Department include lithium batteries, energy storage system installation, EV charging and storage solutions, green electricity purchasing and retailing, and electricity trading resource aggregation.

Secondary lithium batteries have high energy density, long lifespan and repeated charge/discharge capabilities. This mature technology has become a widely used energy source in today's world. It is extensively applied in smart electronic devices, handheld electric tools, and electric vacuum cleaners, medical equipment, BEVs (battery electric vehicles), HEVs (hybrid electric vehicles), various mobile electric vehicles, data center backup power, agricultural machinery, automated guided vehicles (AGV), electric skateboards, heavy electric motorcycles, off-road racing motorcycles, electric bicycles, drones, energy storage systems, and, in recent years, development of vertical take-off and landing flying vehicles (eVTOL),BBU(Battery Backup Unit) and low-orbit satellites.

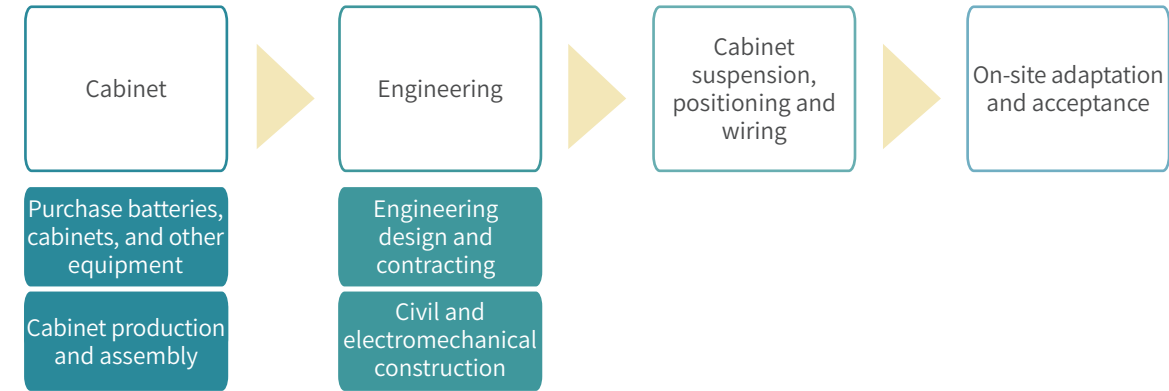
The installation of energy storage systems helps users manage power distribution in their electricity usage areas, reduce contracted capacity, and can also serve as an option for fulfilling obligations as a large electricity consumer. Additionally, it can be used to create an uninterruptible power supply system. In the case of concentrated charging demands at the same time, the energy storage system can provide power, stabilizing the grid's overall reliability. Renewable energy can also be coupled with energy storage system, further supporting the achievement of RE100 targets. While the installation cost of energy storage is higher, it can enhance electricity stability and reduce hidden costs. Additionally, by participating in the auxiliary services market of electricity trading platforms, the overall benefits of the installation can be further increased.

Due to RE100 and EV100 targets, the number of electric vehicles is expected to increase, and relevant laws and regulations are gradually being formulated. For example, parking lots should be set up with dedicated spaces and charging stations for electric vehicles, driving the demand for energy storage. Renewable energy purchasing and retailing can aid energy-heavy consumers in fulfilling their obligations to achieve RE100 targets, implement SBTi carbon reduction plans, and respond to the 2050 net-zero carbon emission goal, while also complying with international supply chain requirements. Through demand response within factories or energy storage systems, aggregated power trading management can participate in electricity trading platforms or related Taipower management measures. This provides users with a clearer direction for energy conservation and carbon reduction, delivering practical benefits.

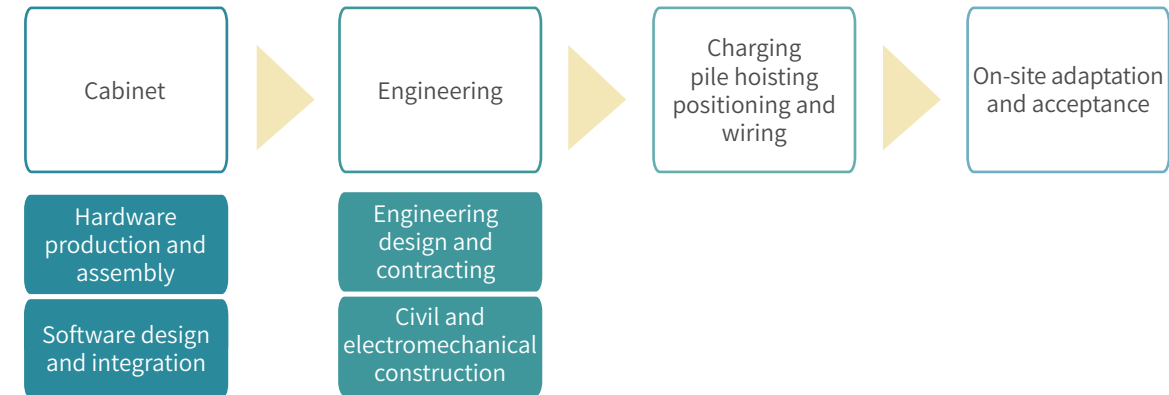
The Secondary Lithium Batteries Production Process is as Follows:



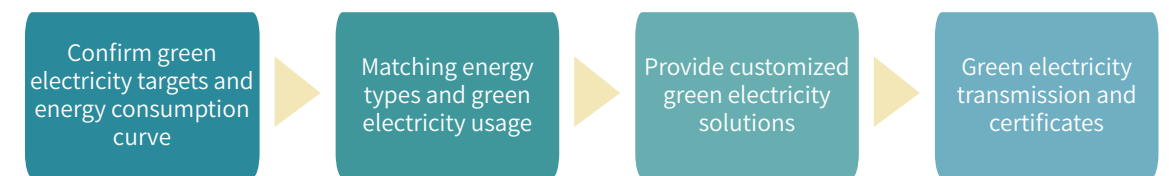
The Energy Storage Installation Process is as Follows:



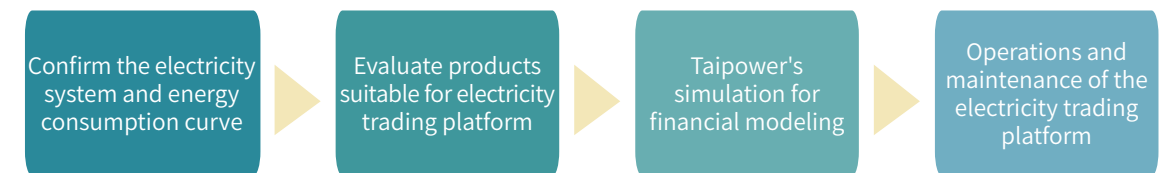
The EV charger installation process is as follows:



The Green Electricity Purchase and Sale Process is as follows:



The Process of Electricity Trading Integration and Operation is as follows:



4.2.3 Supply of Primary Raw Materials

4.2.3.1 Cement Department

Cement production relies on the following main raw materials: limestone, clay, silica sand, iron slag, and gypsum. The primary fuel is coal, but alternative fuels are actively used to reduce costs and lower carbon emissions.

Limestone is both self-produced and sourced through long-term supply contracts signed with domestic manufacturers. Similarly, clay and silica sand are procured from domestic suppliers. On the other hand, gypsum, low-alkali sand, and iron slag are purchased from high-quality domestic and foreign suppliers.

In Taiwan, coal is mainly imported from Australia through spot bidding. In Mainland China, coal mainly comes from domestic sources, while other auxiliary materials are obtained through long-term local contracts. For alternative fuels, Taiwan primarily uses sawdust, waste wood, and solid recovered fuel (SRF), while Mainland China mainly relies on wood chips, waste wood, and waste spinning materials.

TCC relies on stable raw material suppliers that sell at competitive market prices.

4.2.3.2 Electricity and Energy Department

TCC Group's thermal power generation from its Power Department abides by the government's power supply requirements and environmental assessment standards. The average annual ash content of coal should be less than 12%. Therefore, procurement must be diversified in order to match the low ash content of Indonesian coal. As a result, procurement is carried out through both long-term and short-term supply contracts. ; Weather factors could limit the amount of sunlight and wind in renewable energy power generation, but this still has great benefits for environmental protection. By extensively adopting renewable energy and implementing energy-saving and waste-reduction measures, the impact of human activities on the Earth's environment can be effectively controlled.

In addition to ensuring the stable supply of raw materials and price competitiveness, TCC Group's Energy Department has continuously strengthened its supply chain management. The department has also deepened its partnerships with strategic suppliers, working together to drive technological advancements and innovation. This collaboration helps maintain a leading position in the competitive battery cell market, meet customer demands for high-quality and high-performance products, and actively develop new suppliers to increase the selectivity and flexibility of supply sources. Furthermore, in response to international environmental and ESG trends and requirements, TCC Group has gradually carried out various sustainability projects internally in recent years and obtained relevant certifications. We also proactively provide necessary assistance and guidance to our supply chain partners, enabling them to jointly contribute to carbon reduction and sustainability initiatives and achieve the Company's carbon reduction targets.

4.2.4 Major Suppliers and Customers for the Most Recent Two Years

Suppliers accounting for more than 10% of annual net procurement for the most recent two years:

Unit: NT\$ thousands

2024					2025			
Item	Name	Amount	Percentage of annual net purchase amount (%)	Relationship with the issuer	Name	Amount	Percentage of annual net purchase amount (%)	Relationship with the issuer
1	Others	108,204,926	100%	-	Others	145,938,810	100%	-
	Net purchase amount	108,204,926	100%		Net purchase amount	145,938,810	100%	

Customers accounting for more than 10% of annual net revenue for the most recent two years:

Unit: NT\$ thousands

2024					2025			
Item	Name	Amount	Percentage of annual net purchase amount (%)	Relationship with the issuer	Name	Amount	Percentage of annual net purchase amount (%)	Relationship with the issuer
1	Taiwan Power Company	20,352,547	13%	None	Taiwan Power Company	16,824,516	11%	None
2	Others	134,253,964	87%	-	Others	132,979,619	89%	-
	Net sales amount	154,606,511	100%		Net sales amount	149,804,135	100%	

4.3 Employees for the Past Two Fiscal Years

Year		2024	2025	Current year as of March 24, 2026
Item	Total number of employees	13,772	13,588	13,483
	Average age	41.28	37.36	37.53
Average years of service		8.91	13.23	13.39
Distribution of education levels	Doctorate	0.32%	0.49%	0.48%
	Master's degree	5.32%	7.38%	7.46%
	College	32.89%	29.06%	29.05%
	High school	25.88%	25.06%	24.71%
	Below high school	35.59%	38.01%	38.30%

4.4 Environmental Expenditures

4.4.1 Cement Department

TCC has implemented an environmental management policy with the goals of "zero waste, zero pollution, zero emissions," incorporating international certifications such as ISO 14001, ISO 50001, ISO 14046, ISO 46001, and BS 8001. This approach enhances the management of products, energy, water, and waste, exceeding environmental regulatory standards to evaluate energy-saving, eco-friendly production improvements. It commits to sustainable environmental practices to minimize environmental impact. TCC also mandates suppliers and contractors to lessen environmental harm in production and transportation, fostering sustainable value with its supply chain partners.

1. Certifications and Participation in Environmental Initiatives

TCC adheres to ISO 14001 standards for ongoing environmental maintenance and improvement. It strictly controls emissions well beyond government standards, using equipment modifications, enclosed conveyors, and nitrogen oxide control technologies, resulting in nitrogen oxides (NOx), sulfur oxides (SOx), particulate pollutants (TSP), and dioxin emission concentrations significantly below government standards. To enhance water resource management, TCC was the first in its industry to secure the ISO 46001 Water Efficiency Management System certification in 2021, optimizing water use to achieve a recycling rate of over 85%, exceeding the 30-80% range set by the Water Resources Agency. In 2024, TCC further embraced the Alliance for Water Stewardship (AWS) standard to rigorously assess water management performance against international benchmarks. TCC participates in various organizations, including the Taiwan Cement Association, Taiwan Stone and Quarry Union, China Society for Metals, Chinese National Federation of Industries, Chinese National Association of Industry and Commerce, and Taiwan Circular Economy Association. TCC actively exchanges environmental protection insights with these entities and directly communicates with governmental and academic institutions. Leveraging its technical expertise and gathering the latest information both domestically and internationally, TCC contributes significantly to environmental protection and resource recycling, aiding in the refinement of regulations and policies.

2. Investment in Environmental Protection and Remediation

TCC's production processes utilize Low-NOx preheater systems and combustion equipment to more effectively suppress pollutants at the source. In 2019, the Hoping Plant and the Su'ao Plant completed the retrofit of kiln-tail electrostatic precipitators to electrostatic-fabric integrated dust collectors, reducing particulate pollutant emissions to levels surpassing government standards and reaching advanced industry benchmarks. In addition, the Company allocates an annual budget for environmental equipment maintenance, consumable replacement, equipment upgrades, and environmental monitoring, to ensure the continued implementation of its environmental sustainability principles.

Regarding environmental protection expenditures, TCC's cement division allocated NT\$124.09 million in Taiwan for environmental protection in 2025.

(1) The total amount of losses (including compensation) and disposals incurred by TCC due to environmental pollution in the most recent fiscal year and up to the date of the annual report's publication: NT\$ 7,810,000.

Disposition Date	Disposal reference number	Violation of legal provisions	Content of violated regulations
2025.01.07	Environmental inspection waste disposal decision letter No.114010015	Article 7, Paragraph 1 of the Water Pollution Control Act and Article 2, Article 18-1, Paragraph 1 of the Effluent Standards Article 8, Paragraph 1 of the Water Pollution Control Act Enforcement Rules	The suspended solids test value of the process wastewater (car wash platform and dust suppression sprinkler) at the Tainan Branch of TCC's Kaohsiung cement products plant did not meet the Effluent Standards.
2025.01.17	Environmental inspection waste disposal decision letter No. 113120343	Article 7, Paragraph 1 of the Water Pollution Control Act and Article 2, Article 18-1, Paragraph 1 of the Effluent Standards Article 8, Paragraph 1 of the Water Pollution Control Act Enforcement Rules	The process wastewater was not conveyed to the wastewater-treatment facility but was discharged directly through discharge outlet RD01 into surface waters. Moreover, the effluent quality failed to meet the statutory standards.
2025.09.18	Administrative decision reference No. 40-114-090012	Article 36 of the Waste Disposal Act	The competent authority conducted an on-site inspection at the factory and found three bags of non-hazardous oil sludge stored in an open area without facilities to prevent rainwater from flowing in.
2025.09.25	Environmental inspection waste disposal decision letter No. 114090270	Water Pollution Control Act, Article 18; Regulations for Water Pollution Control Measures and Monitoring Reporting Management, Article 107(1); pursuant to Water Pollution Control Act Article 46 and the Guidelines for Determining the Amount of Fines under the Water Pollution Control Act, Article 2(3) of Table 3 and Article 8 of Table 8; Environmental Education Act, Article 23(2)	At the Kaohsiung Cement Products Plant, Tainan Branch, the model specifications of the automatic continuous monitoring system differed from those stated in the measures description and the confirmation report submitted with the installation application.

(2) Estimated environmental protection expenditures for the cement sector in the next three years are as follows:

Area	Currency	2026	2027	2028	Total
Taiwan	NTD	149.19 million	116.35 million	116.35 million	381.89 million

4.4.2 Electricity and Energy Department

1. For the recent fiscal year and up to the date of publication of the annual report, losses (including compensation) and dispositions related to environmental pollution resulting from the MQE fire incident totaled NT\$3,195,000.

Disposition Date	Disposal reference number	Violated legal provisions	Content of violated regulations
2025.10.03	Kaohsiung City Environmental Protection Bureau, Air Pollution Division Disposition No. 20-114-090025	Article 32, Paragraph 1, Subparagraph 3 of the Air Pollution Control Act	Due to improper management of operating procedures, your facility allowed batteries to overheat and spontaneously ignite, causing particulate pollutants and combustion odors to escape outside the plant. These emissions were not properly collected or treated, resulting in their dispersion into the atmosphere and causing air pollution.

Following the accident, MQE has been halted.

2. Future Countermeasures and Potential Expenditures:

(1) To continuously improve environmental protection, TCC Group's Power Department not only maintains the normal operation of pollution control equipment but also plans to implement an Air Quality Control System (AQCS) improvement project and enhance wastewater treatment performance. Additionally, professional consulting firms, academic institutions, and environmentally certified testing companies are engaged to conduct quarterly or monthly monitoring programs during operations, including environmental quality monitoring, nearby marine ecological surveys, and comprehensive stack and wastewater testing. The estimated environmental protection expenditures over the next three years are approximately NT\$ 1.44 billion. The pollution control facilities implemented include:

- Indoor Coal Storage and Fully Enclosed Conveyance: Coal is stored in indoor silos and transported through fully enclosed conveyors to eliminate dust dispersion and coal-water contamination.
- Closed Handling of Raw Materials and By-products: All raw materials and by-products are transported in enclosed systems to prevent environmental pollution.
- Coal Ash Utilization: Coal ash generated by the power plant is entirely supplied to the adjacent Hoping Cement Plant as raw material or additive for cement production, eliminating the need for ash ponds or ocean disposal and preventing marine pollution.
- Air Pollution Control Systems: Electrostatic precipitators, wet limestone/gypsum flue gas desulfurization (FGD) units, and selective catalytic reduction (SCR) units are installed to reduce particulate matter emissions to 20 mg/m³ (regulatory limit: 20 mg/m³), sulfur oxides to 50 ppm (regulatory limit: 60 ppm), and nitrogen oxides to 50 ppm (regulatory limit: 70 ppm). A 250-meter-high chimney is also constructed to enhance pollutant dispersion.
- Water Discharge, Noise, and Wastewater Management: Warm water discharge, noise control, and wastewater treatment are strictly regulated to meet the latest national environmental standards.
- Enhanced Wastewater Treatment: Additional physicochemical treatment units are added to the wastewater treatment plant to improve treatment efficiency and reduce the concentration of pollutants in discharged water.

(2) TCC Group's Energy Department continues to develop new types of energy batteries. However, due to the high difficulty in developing new processes and the significant increase in the demand for raw materials, the amount of waste generated has also risen. To reduce environmental impact and load, we adhere to the principles of resource reuse and recycling, striving to decrease waste output and increase the recycling ratio. In response to the EU's new battery legislation requirements, a program for reusing and recycling scrap and waste materials commenced in 2024. In 2025, the company continued processing cathode scrap from battery production through chemical extraction to recover black powder. This powder is then reprocessed into precursor material for cathode raw materials, reducing the consumption of primary raw materials for battery cathodes. Approximately 145.9 tons of scrap were processed in 2025, with approximately 109.4 tons of black powder extracted and recovered, achieving a recovery rate of about 75%. Increasing the proportion of recycled materials in battery raw materials. In 2025, a total of 5 resource recycling and scrap waste reuse measures were implemented, putting the principles of reduction and circular utilization into practice.

- EMT Cathode scraps.to recover 109.4 tons of black powder.

- EMT Physical treatment of waste slurry to recover 69.33 tons of carbon.
- EMT Waste fiber bags are recycled and processed 5.31 tons into plastic pellets (post-consumer recycled, PCR), serving as raw materials for the plastics industry.
- EMT Reuse of waste wood for gas thermal power generation, generating 83,575 kWh.
- MQE Physical treatment of waste fiber bags to produce 4.44 tons of solid recovered fuel (SRF).

At the environmental management level, we continuously pursue improvements in environmental performance through ISO management systems. We enhance the rigor of environmental management by implementing environmental management plans, proposing improvement initiatives, and establishing management systems. Moreover, in response to net-zero emissions initiatives, Molice l 's total direct emissions and energy-related indirect emissions (Scope 1 and Scope 2) reached 25,519.580 tons of CO₂e in 2025. This places the company within the scope of the Ministry of the Environment's announced carbon fee payment requirements. Analysis indicates that energy (electricity) usage constitutes the primary emission source, accounting for over 82%. In light of this, Molice l has proposed a voluntary reduction plan. Coupled with energy consumption audits under the ISO 50001 management system, the company will not only increase green electricity procurement but also implement energy-saving measures to achieve cost-saving objectives. Projections indicate that by 2029, emissions from electricity usage will be reduced by at least 1,951.48 tons of CO₂e, thereby mitigating the environmental impact of greenhouse gases and fulfilling its responsibilities as a global citizen. Due to a fire incident in July 2025, MQE canceled its ISO 14001 certification audit and greenhouse gas inventory for that year.

Molice l implemented the ISO 50001 Energy Management System certification in 2024 and passed the annual audit in November 2025. Concurrently, seven energy-saving improvement measures were implemented in 2025, incurring approximately NT\$1 million in expenditures. These measures saved about 1.78 million kWh of electricity. Combined with the use of green electricity, they reduced CO₂ emissions by approximately 1,156 tons. MQE executed one adjustment to its compressed air system in the first half of the year, achieving total electricity savings of approximately 0.7 million kWh and reducing CO₂ emissions by about 332 tons. The two plant collectively saved 2.48 million kWh of electricity, reducing CO₂ emissions by 1,488 tons.

In addition to complying with local regulations and incurring necessary expenses, the TCC Group Holdings continues to invest in energy conservation, reduced CO₂ emissions and pollution improvement programs. 8 energy-saving improvement measures have been completed in 2025.

- EMT Implementation of Green Power
- EMT CDA Pressure Reduction and Leakage Improvement
- EMT installs VFDs on chilled water / cooling water pumps #3 and #4.
- EMT Process Vacuum Generator Conversion to Central Vacuum System (Validation Phase)
- EMT Warehouse High-Bay LED Lighting Retrofit (Phase II)
- EMT T8 to LED Lamp Replacement (100 units)
- EMT CDA Operating Mode Optimization
- MQE CDA Operating Mode Optimization

In the future, TCC Group's Battery Department will incorporate climate change issues into its risk impact assessments and implement improvement plans based on the assessment results. Molice l will continue its carbon reduction initiatives, promoting measures to decrease energy consumption and lower carbon emissions while enhancing carbon reduction management performance. Concurrently, the company will conduct diversified evaluations of waste reuse rates and related energy-saving and waste-reduction measures, strengthening the development of "renewable energy" and "green circular manufacturing" to achieve corporate sustainability goals. Major environmental expenditures are projected to include the following items:

- EMT Continuous Implementation of Renewable Energy: NT\$1,700,000
- EMT Warehouse High-Bay LED Lighting Retrofit (Phase III): NT\$200,000
- EMT Chilled/Cooling Water Pump VFD Installation (Phase II): NT\$500,000
- EMT HVAC System Control Optimization and Energy Saving (ESCO Contract): NT\$0
- EMT EMT2 B1F #1 & #2 Chilled Water Pump Replacement: NT\$600,000
- EMT HVAC Dryer Add steam coil (Single Unit Validation): NT\$2,000,000
- EMT Process vacuum changed to central vacuum system (System Expansion): NT\$500,000

4.5 Labor Relations

Since its establishment, TCC has consistently valued employee rights and well being. All labor-management systems and measures strictly comply with relevant labor regulations and are fully implemented to ensure transparency in the protection of employee rights. Through various communication channels—including labor management meetings, departmental meetings, employee assemblies, and suggestion boxes—the Company has established smooth collaboration mechanisms to fully understand employee needs, promote two way communication, and maintain harmonious and stable labor-management relations.

In addition to providing a safe and high quality working environment with competitive compensation and benefits, TCC continuously invests in talent development. Employee welfare programs, training and development plans, and retirement systems are all designed and executed to meet or exceed legal requirements. The Company is committed to creating a comprehensive career development environment and a friendly workplace culture, continuously fostering labor-management relations built on respect, shared prosperity, and trust.

Upholding the principles of regulatory compliance and sound labor-management relations, the Company continuously reviews and enhances its human resources and labor management mechanisms. For the year 2025 and up to the publication date of this report, losses arising from labor disputes and regulatory penalties have been fully disclosed, and relevant operational procedures have been reviewed and adjusted to reduce future risks and the likelihood of disputes. All cases have been closed, and follow up measures have been incorporated into internal controls and training programs.

Period	Company	Regulation/Penalty Date	Penalty Content
Year 2025	Taiwan Transport & Storage Co., Ltd.	Labor Standards Act, Art. 38(4) Sep 1, 2025	NT\$20,000 fine
Up to report publication (through Feb 26, 2026)	Taiwan Cement Corporation	Trade Union Act, Art. 45(1) Jan 8, 2026	NT\$100,000 fine
	Taiwan Cement Corporation	Trade Union Act, Art. 45(1) Jan 8, 2026	NT\$100,000 fine

4.5.1 Educational Development

TCC Group firmly believes that talent is the key asset for corporate sustainability and places great importance on employees' capability development and professional growth at all stages of their careers. In response to the rapidly changing global environment and increasingly complex sustainability challenges, the Group is committed to equipping employees with forward looking perspectives and innovative thinking, while strengthening their multidisciplinary competencies through cross domain training programs.

With "sustainable development," "global perspective," and "technological innovation" as its core pillars, TCC Group continues to build comprehensive and diverse learning resources and training programs. Employees are encouraged to pursue continuous professional enhancement and capability expansion, enabling them to play a more influential role in the Group's organizational transformation and sustainable operations.

In 2025, the total accumulated training hours reached 264,022 hours, with NT\$25,192,920 invested in education and training initiatives. These programs covered operations in Taiwan, Mainland China, and affiliated companies in the cement, environmental, and related business sectors.

1. Corporate Sustainability Culture, Values, and Heritage

In 2025, TCC Group continued to strengthen its sustainability culture DNA, building upon the achievements of the previous year. The Group further enhanced employees' carbon competitiveness and integrated sustainability principles more deeply into corporate culture and daily operations. As global low carbon transitions accelerate, the Group refined its carbon competitiveness development framework to ensure alignment between talent development and corporate strategy.

In response to rising carbon costs and increasingly stringent global regulations, the Group's "Carbon Academy" continued to expand its curriculum and learning levels in 2025, while strengthening carbon management competencies among managerial personnel. The Carbon Academy has evolved beyond a training platform into a key driver supporting the Group's carbon reduction efforts, operational resilience, and market competitiveness. Through systematic capability building, the TCC Group transforms carbon reduction thinking into core operational strategies, ensuring that all business units remain leaders in the low carbon economy.

2. Global Vision Cultivation Program

As TCC Group continues expanding its global presence, developing international perspectives and cross cultural understanding has become essential for organizational excellence. TCC believes that broadening employees' horizons not only enriches their life experiences but also fosters inclusive, diverse, and innovative thinking—providing sustained momentum for the Company's global competitiveness.

Continuing the Group's efforts to cultivate global perspectives, TCC hosted a multinational Cement Annual Conference in 2025, primarily for its cement and environmental business units. Representatives and partners from various countries were invited to exchange insights on international markets, emerging technological trends, and engage in in depth discussions on sustainability, low carbon transition, and global industrial collaboration. Through cross border exchanges and knowledge integration, the Group continues to strengthen its competitiveness and influence in the global market.

TCC also hosted the MIT Energy Initiative (MITei) Focus Meeting, inviting scholars from relevant fields at the Massachusetts Institute of Technology to engage in academic-industry exchanges with TCC's Chairman and business unit executives. Discussions centered on energy transition and low carbon technologies, strengthening knowledge exchange and collaboration between the enterprise and the global academic community. These efforts reinforce TCC's global perspective and competitiveness in industrial development.

3. Cultivation of Forward-Looking Technological Capabilities

In response to the rapid development of generative AI technologies, TCC Group continues to strengthen employees' forward looking technological capabilities. In 2025, the Group further incorporated AI related content into internal training and management modules to enhance employees' understanding of and judgment regarding AI applications.

At the same time, business units are encouraged to explore practical applications of AI in their operational processes, content creation, and data analytics to improve work efficiency and decision making quality. Relevant training also incorporates concepts such as data security, model use principles, and risk management, gradually building the organization's capabilities in emerging technology adoption and governance.

To further strengthen these capabilities, TCC Group organized various learning activities, including the AI Day series for IT teams, covering Smart Coding and advanced AI technology workshops. In addition, generative AI workshops were opened to all Group employees to promote cross departmental exchanges and the sharing of AI application experiences.

4.5.2 Employee Benefits

To uphold the core value of "people centrlicity," TCC Group is committed to creating a workplace that is safe, supportive, and friendly, offering employees comprehensive welfare care and career support. The Company systematically designs compensation structures, health and well being initiatives, life support measures, flexible working arrangements, and retirement programs, providing appropriate assistance that aligns with employees' needs at different life stages. In addition, through well established health and safety systems, strengthened family care policies, and diverse employee engagement activities, the Group fulfills its commitment to employee well being and fosters a resilient and sustainable workplace culture.

The employee welfare and health well being measures provided by the Company are as follows:

1. Compensation and Reward System

- (1) Provides a market competitive compensation structure.
- (2) Offers performance bonuses, quarterly bonuses, and plant operation efficiency bonuses.
- (3) Implements employee stock ownership trusts and employee welfare savings trusts.
- (4) Maintains a comprehensive retirement allowance system.
- (5) Recognizes employees with 25 years of service and awards commemorative silver bars.

2. Health and Well Being Support

- (1) Provides group insurance for employees and their dependents.
- (2) Offers medical expense subsidies and health check subsidies for employees and dependents.
- (3) Provides childbirth subsidies and gifts, as well as hospitalization consolation allowances.
- (4) Offers on site health consultations and care services.
- (5) Organizes health promotion seminars and psychological stress management consultations.
- (6) Provides stress relief services such as therapeutic massage.

3. Vaccination and Epidemic Prevention Support

- (1) Provides paid vaccination leave to encourage immunization.
- (2) Subsidizes free influenza vaccinations for employees.

4. Lifestyle and Family Support

- (1) Provides festival gifts (e.g., Women's Day, Mother's Day, Dragon Boat Festival, Father's Day) and holiday bonuses (Labor Day, Dragon Boat Festival, Mid Autumn Festival).
- (2) Offers travel subsidies, birthday celebrations, and birthday gifts.
- (3) Provides childbirth subsidies, wedding gifts, funeral assistance, and emergency relief funds.
- (4) Subsidizes employee clubs (basketball, softball, badminton, yoga, aerobics, etc.).

- (5) Provides after school leisure spaces for employees' children.
- (6) Organizes sports events such as dragon boat races, Sun Moon Lake swimming, and hiking activities.
- (7) Hosts union and welfare committee events such as gatherings, Christmas parties, markets, family days, team building activities, year end banquets, and promotion celebrations.

5. Flexible Working Program – Supports employees in balancing health, safety, family, and work.

- (1) Provides three days of paid "Care Leave" annually to support family care needs.
- (2) Implements a work from home policy.
- (3) Introduces "flex time leave" to provide flexible commuting options.

6. Learning and Development Support

- (1) Offers scholarships for employees' children.
- (2) Provides subsidies for employees' continuing education.
- (3) Provides access to digital learning platforms and English language courses.

7. Retirement and Long Term Care

- (1) Provides additional contributions to employee stock ownership trusts.
- (2) Offers health check subsidies for retired employees.
- (3) Organizes retirement fellowship gatherings.
- (4) Promotes retirement insurance programs (medical, accident, and life insurance) and subsidizes related premiums.

4.5.3 Retirement System

Regarding the employee retirement system, the Company has established retirement regulations to ensure stable post retirement living for employees.

- 1. For employees hired before the implementation of the Labor Standards Act, retirement benefits are provided at levels superior to statutory requirements.
- 2. In accordance with legal provisions, the Company has established a Labor Retirement Reserve Supervisory Committee to make regular contributions deposited with the Bank of Taiwan (formerly the Central Trust of China). The Committee convenes periodically to review contribution status and fund utilization. Before the end of each fiscal year, the reserve balance is examined; if insufficient to cover the estimated retirement payments for the following year, the shortfall is supplemented by the legally required deadline of March 31 to safeguard employee rights.
- 3. Since July 1, 2005, the Company has also adopted the government's new pension system, contributing 6% of each employee's monthly salary to their individual pension account in accordance with legal requirements. For employees who voluntarily choose to make additional pension contributions, the Company deducts the voluntary amount from their monthly salary and remits it to their individual pension accounts under the Bureau of Labor Insurance.
- 4. To help employees build financial security and plan for retirement, the Company provides additional contributions to the employee stock ownership trust for employees approaching retirement age (60 years old).

4.5.4 Employee Rights

TCC Group upholds its Total Care Commitment, striving to create a workplace that is safe, inclusive, and full of growth opportunities. The Group references and adheres to various international human rights conventions—including the UN Global Compact, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, the UN Declaration on the Rights of Indigenous Peoples, and the ILO Convention No. 169 on Indigenous and Tribal Peoples in Independent Countries. By implementing comprehensive human rights protections and promoting diversity and gender equality policies, the Group ensures the effectiveness and continual improvement of its initiatives through employee engagement surveys, enabling employees to develop confidently and grow together with the organization.

1. Implementing human rights protection to ensure business operations comply with international standards

TCC Group is committed to respecting and safeguarding the fundamental rights of all employees. The Group establishes relevant policies and management mechanisms based on international standards and has completed the development of TCC's Human Rights Policy to ensure that corporate operations fully comply with human rights principles.

The Company complies with labor regulations across all global operational locations to ensure employees' legal rights and follows the human rights principles and core values outlined in international conventions such as the UN Global Compact, the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights, the UN Declaration on the Rights of Indigenous Peoples, and ILO Convention No. 169. The Company strictly prohibits any involvement in human rights violations and upholds its responsibility to respect and protect human rights, treating all employees—including contract workers and interns—with dignity and respect.

The Company's Human Rights Policy applies to the Company itself, its domestic and overseas subsidiaries, joint ventures, and other affiliated entities under substantial control. It also extends to suppliers and business partners. Human rights management for employees is overseen by the Human Resources Department, while human rights management for suppliers and partners is overseen by the Supply Chain Management Department.

In 2025, the Company conducted a human rights due diligence review in accordance with the Corporate Sustainability Due Diligence Directive (CSDDD). The assessment covered eight major business units, including headquarters, the cement and environmental businesses in Asia/Europe Africa, asset management, energy storage operations (Asia), battery and power operations, social transition energy operations, and equity investments. The assessment methodology included alignment with international indicators, stakeholder surveys, and focus group interviews to identify key human rights risks with high likelihood and significant impact.

The Company identified eight categories of stakeholders—employees, female employees, migrant workers, female migrant workers, communities, Indigenous peoples, customers, and suppliers. Major human rights issues include working hours and wage benefits, occupational health and safety, bullying and harassment, forced labor and human trafficking, privacy rights, freedom of expression, multiculturalism and equality, whistleblower protection mechanisms, and environmental related human rights topics such as water resources, biodiversity, environmental degradation, and land use.

To address key risks, the Company has implemented preventive and mitigation measures, incorporating anti bullying provisions into the former "Anti Discrimination and Anti Harassment Policy," which was renamed the "Anti Discrimination, Anti Harassment, and Anti Bullying Policy" in 2025. The Company continues to uphold the zero recruitment fee principle, strengthen occupational injury investigations and water resource management, enhance supplier sustainability assessments, and promote community co prosperity programs. Remediation and improvement efforts have also been completed for previously identified incidents, such as excessive effluent discharge and waste management issues.

TCC Group's human rights policies and implementation status are disclosed on the Company's official website, demonstrating the Group's commitment to social responsibility. The Company continues to strengthen its human rights risk management practices to ensure that all stakeholders receive transparent and accessible information.

2. Promoting diversity and gender equality policies

TCC Group firmly believes that a diverse, equitable, and inclusive workplace is fundamental to driving innovation and building an organizational culture of resilience. To fulfill its commitment to employee rights and workplace respect, the Group continues to strengthen its governance framework for workplace equality, fostering a safe, friendly, and trust oriented environment.

To ensure effective policy implementation organization-wide, the Group introduced a series of institutional and cultural enhancement initiatives in 2025, including training for managers and HR personnel, development of scenario based guidance materials, and updates to internal communication resources. These efforts help employees clearly understand behavioral standards and grievance mechanisms. Through ongoing policy communication and cultural engagement, the values of respect, inclusion, and friendliness increasingly become part of daily organizational management. These initiatives build upon existing policies and enhance institutional maturity in line with workplace governance trends, demonstrating the Group's concrete commitment to strengthening human rights protection and sustainable corporate governance.

3. Strengthening employee engagement surveys

TCC Group values employee feedback and regards engagement survey results as a critical foundation for organizational enhancement. Based on employee needs and feedback identified through third party surveys, the Group focused in 2025 on deepening the application of survey findings, establishing clear improvement priorities incorporated into annual management actions and workplace improvement plans. These efforts form a core foundation for strengthening the employee experience and enhancing participation and engagement.

In 2025, the Group also established a more comprehensive feedback and communication loop, enabling employees to clearly perceive that their voices are heard and translated into concrete organizational actions. Through continuous improvement initiatives, enhanced cross departmental dialogue, and transparent communication, the Group is committed to strengthening employees' sense of participation, belonging, and career support, jointly building a more resilient and sustainable workplace with all colleagues.

4.6 Information Security Management

TCC Group has established comprehensive incident reporting procedures to ensure prompt and effective responses to information security incidents. External professional teams have been enlisted to monitor potential security incidents 24/7 and promptly report any anomalies, thereby minimizing potential losses to the Group from security incidents

From 2025 to the publication date of this annual report, TCC Group has not experienced any major information security incidents.

4.6.1 Security Policy

TCC Group bears the mission of reducing carbon emissions in the cement industry and has focused on developing green energy businesses in recent years. As the Group continues to grow, information security has become a vital commitment to society, its shareholders, and business partners.

To ensure the proper protection of the Group's information systems, international standards such as ISO/IEC 27001:2022 and the NIST CSF cybersecurity framework are followed to continuously enhance the information security management system. This effort focuses on continually improving the confidentiality, integrity, and availability of information security, thereby providing more secure and stable services.

4.6.2 Management Plan

- 1. No major cybersecurity incidents throughout the year, ensuring the optimal protection of information services and sensitive data for TCC Group and its business partners.
- 2. Annual disaster recovery operations are conducted for core business systems to verify the effectiveness of backup procedures and data backups. Through practical drills, these operations ensure the seamless continuation of information system services, prevent disaster risks, and lay the foundation for TCC's sustainable operation.
- 3. TCC Group classifies and categorizes all data, implements stringent data leakage prevention measures and monitoring for sensitive data that is stored or transmitted, to ensure the security of business secrets.
- 4. A risk assessment framework is adopted to identify potential information security threats. Risk mitigation measures are considered to reduce the impact of security incidents such as damage, theft, leakage, tampering, misuse, and infringement on information security.
- 5. In accordance with the NIST CSF cybersecurity framework, the confidentiality, integrity, and availability of all operations in information service systems are continuously enhanced.
- 6. Executed in conformity with the requirements of the ISO/IEC 27001: 2022 standard, passed the external information security re-assessment audit with zero deficiencies in December 2021, and obtained the ISO/IEC 27001: 2022 version certification in December 2023. The certificate is valid from January 5, 2024, to January 4, 2027.

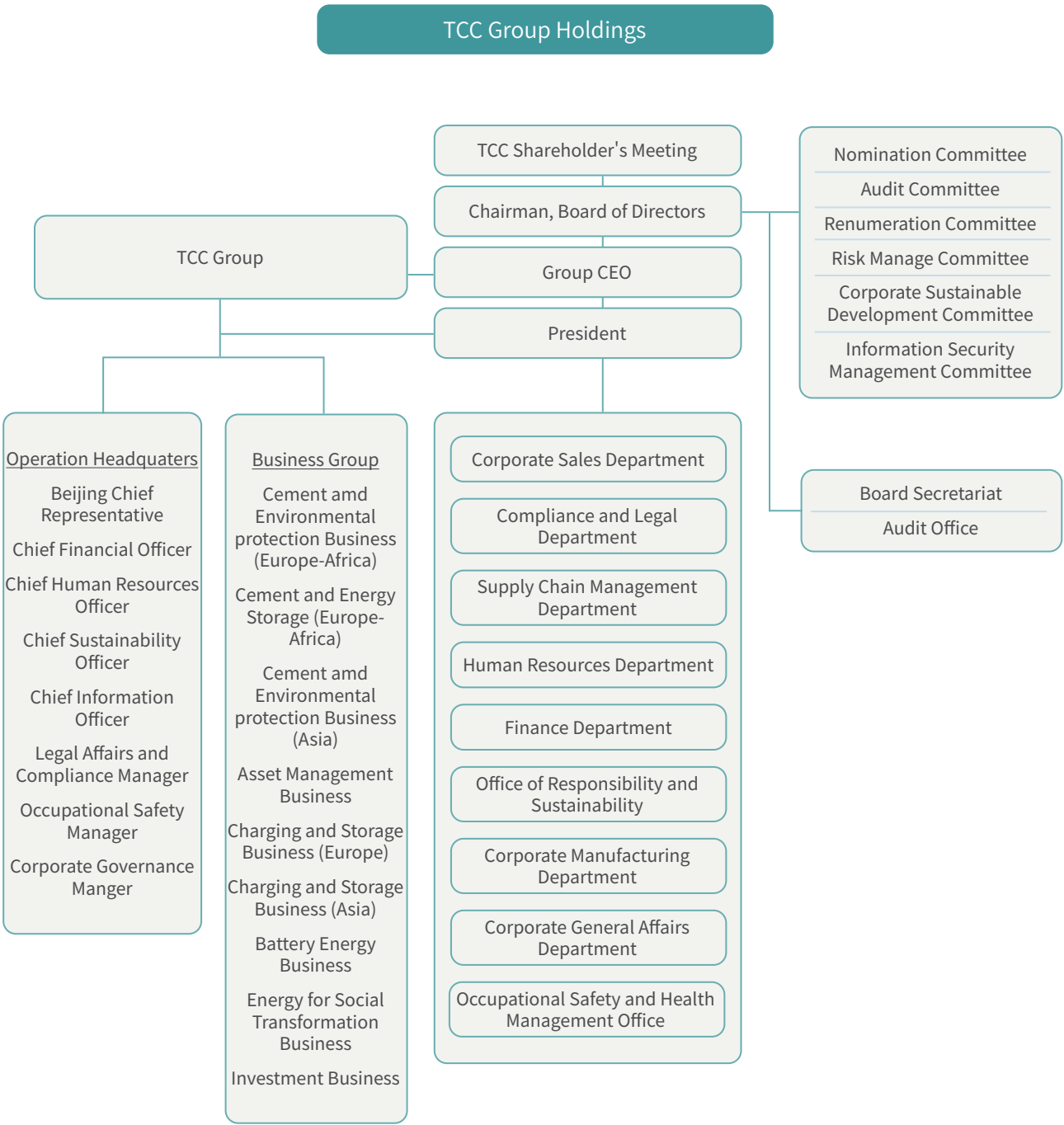


4.6.3 Organizational structure

In 2020, the Information Security Management Committee was established, and an annual information security management review meeting is held to ensure that the management of TCC is aware of the annual planning and operational conditions of information security.

In 2022, in response to the requirements of the Financial Supervisory Commission, a Chief Information Security Officer (CISO) and a dedicated information security unit were established. The dedicated unit reports the implementation of information security to the CISO, who in turn reports to the Board of Directors and the management.

In 2024, to demonstrate TCC Group's commitment and confidence in information security and in response to the increasing threats of cybersecurity, it was resolved at the Board of Directors meeting in August 2024 to reconfigure the Information Security Management Committee as a functional committee and appoint three directors as members.



Note: TCC's business units established various operational sites according to their respective scope of business, including but not limited to corporate offices, R&D centers, manufacturing plants, sales offices, and distribution stations.

4.6.4 Resource Management

1. Information Security Enhancement

In response to TCC Group's green transformation and sustainable development, and in alignment with recent trends in information security, such as cyber defense, zero trust architecture, and AI security applications, the dedicated information security unit will continue to optimize the following security measures starting in 2024 to ensure the effective implementation of information security:

- The information units, energy businesses, and key infrastructure units under TCC Group have established information security management systems and obtained ISO27001:2022 certification, with continuous annual validation by external audit units to ensure the validity of the certificate.
- Annually, a detailed inventory of core business system access accounts is conducted. Following the "Need-to-Know" principle, appropriate access rights are assigned and high-privilege accounts are managed through the Privileged Access Management (PAM) system.
- Core systems and remote connections (VPN) employ a Mobile One-Time Password System (MOTP) for two-factor authentication, generating a dynamic password every 60 seconds to reduce the risk of password compromise.
- Real-time monitoring and alert mechanisms (PRTG) are adopted and IT personnel are assigned to monitor system operations. Anomalies are addressed promptly to ensure the availability of core business operations.
- Annual vulnerability scanning tools are used to identify medium-to-high risk vulnerabilities in the core systems and websites of the Group. Continuous tracking of vulnerability improvement ensures that no medium-to-high risk vulnerabilities remain.
- External security companies are annually commissioned to conduct penetration testing and simulated cyber-attacks, identifying potential vulnerabilities in websites and systems. System owners are required to promptly patch all vulnerabilities and retest to zero risk.
- Core system disaster recovery drills (DR) are conducted regularly to ensure that information units can quickly restore core system operations in the event of sudden security incidents, demonstrating the Group's resilience in information security.
- Introduce malicious connection and internal propagation protection (DDI) and Endpoint Detection and Response (EDR) tools, supported by managed detection and response (MxDR) services from external experts for 24/7 monitoring of TCC Group's network and endpoint security.
- Antivirus software is installed on all devices across the Group, with regular updates to virus definitions to prevent known threats and reduce risks to the Group.
- Sensitive file encryption systems are used to protect core business data, preventing hackers from stealing business secrets and impacting operations.
- Strict control over external file transfer channels, including portable devices (USB), cloud drives, communication software (IM), File Transfer Protocol (FTP), and email mechanisms.
- The network architecture employs multi-layer protection mechanisms, including firewall controls, Intrusion Detection and Prevention Systems (IDS/IPS), Web Application Firewalls (WAF), and Internet behavior monitoring (L7), to safeguard the internal network security of the Group.
- Optimized production site (OT) protection measures, segregating the general internal network (IT) from the production network (OT). Virus scanning USB sticks are used to promptly detect malware infections in production equipment, ensuring smooth and safe production operations.
- Establish a honey pot system to lure hackers into attacking non-critical systems. Internal red team personnel conduct irregular simulated attacks to identify potential risks.
- Implement an event containment analysis system (ELK) to analyze the correlation of events and determine their severity, and periodically review audit trails of core systems and equipment to ensure no internal or external abnormal access.
- Establish a supplier management risk identification mechanism and require suppliers to sign Non-Disclosure Agreements (NDA). Include information security clauses in contracts to enforce supplier management protocols.
- Enhance physical security for the energy business, including setting up metal detectors and prohibiting cameras in sensitive areas (such as production lines and laboratories). Provide dedicated secure phones to prevent employees from photographing sensitive processes.
- Join TW-CERT, Trend Micro, and other threat intelligence centers to promptly receive updates on the latest vulnerabilities and risks, continuously analyze various security incidents and emerging tools, and effectively manage threat intelligence.
- Establish a dedicated ChatGPT for the Group with two-factor authentication for login, recording user login traces and prompt logs to prevent the leakage of the Group's confidential information.

2. Improving Information Security Awareness

To continuously strengthen and enhance the information security awareness of employees in TCC Group, the information security unit organizes annual information security education and training programs. These programs promote basic security concepts, security trends, and the latest hacking techniques. Through promotional emails and the security platform, they provide updates on security incident analyses and related information to enhance employees' daily security vigilance and reduce the risk of human-related security incidents.

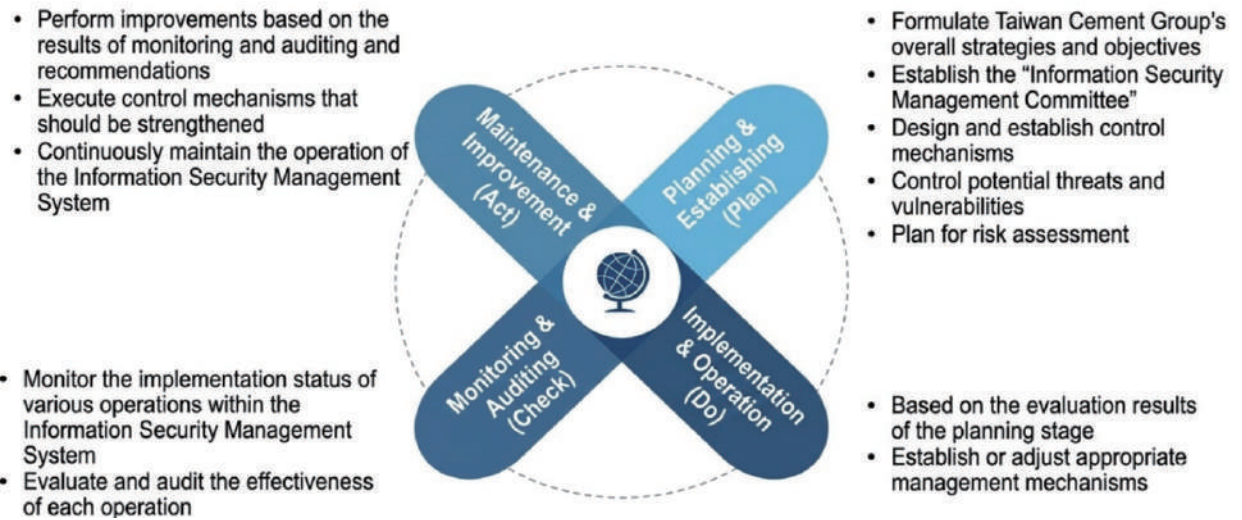
In 2025, a total of 3 information security awareness training sessions were conducted. The content included analysis of hacking techniques and countermeasures, as well as basic security concepts. The courses were uploaded to an online platform for employee access, with approximately 2,350 participants attending in total and accumulating around 1,950 learning hours.

At the same time, to prevent security incidents caused by employees falling for phishing emails, a total of 4 social engineering drills were conducted in 2025, including 2 highly realistic phishing email simulations for the entire group. The overall violation rate for the social engineering drills was 3.49%.

3. Establishment of Protective Mechanisms

TCC Group adopts a zero trust framework as its foundation, implementing a defense-in-depth strategy to establish a comprehensive protection mechanism that addresses both external to internal threats. The Group is committed to preventing various attacks to minimize the impact on the stable operation of the TCC's systems. Meanwhile, employee awareness of information security is enhanced through education and regular announcements, with periodic assessments of the appropriateness and effectiveness of security procedure documents.

Furthermore, the Group follows ISO/IEC 27001 standards, utilizing the "Plan-Do-Check-Act" (PDCA) cycle operational model. This continuous improvement mechanism aims to enhance the stability and security of information system services.

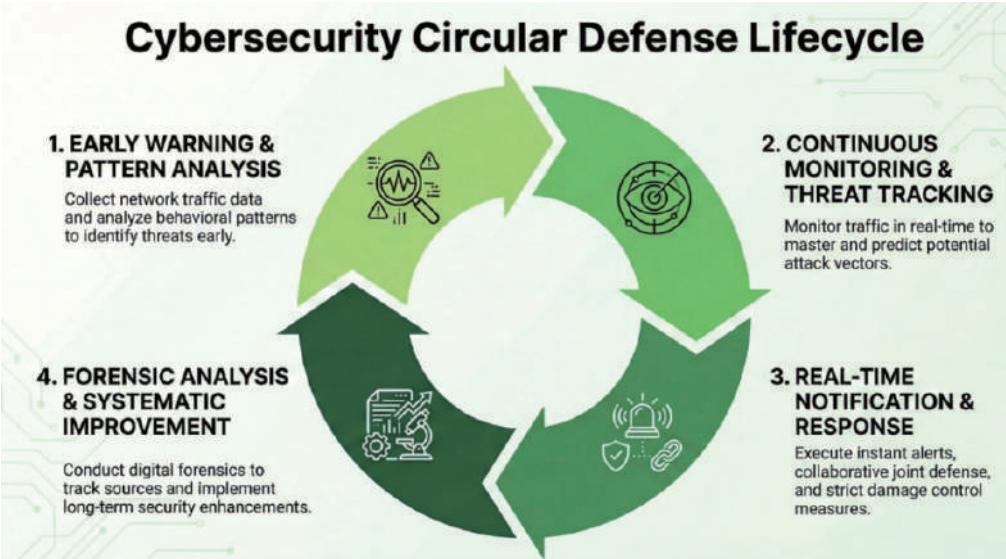


4.6.5 Impact of Information Security Risks on TCC's Financial Operations and Countermeasures

4.6.5.1 Information Security Risk Management

To understand the security risks within the organization, the Information Security Committee conducts an annual review and reassessment of the classification and acceptable risk levels of information assets. Based on these levels, risk evaluations are carried out across various security dimensions to address high-risk areas. Additionally, the committee evaluates and tracks both internal anomalies and external information security incidents on an ongoing basis.

- Planning and Evaluation: Following ISO/IEC 27001:2022 management standards, a risk evaluation is conducted on threats, vulnerabilities, and existing control mechanisms affecting information asset security.
- Development and Implementation: Control mechanisms are designed, developed, and implemented based on the results of the risk assessment.
- Review and Audit: Regular risk evaluations and internal audits of information security are conducted to ensure the effectiveness of the information security management system. Management reviews are carried out to ensure the implementation of information security measures.
- Tracking and Continuous Improvement: Corrective and preventive measures are executed based on audit results, improving and implementing necessary control mechanisms. Information security awareness and training are also provided to employees.
- Practical Measures: An annual inventory of information assets is conducted, with a security risk analysis performed based on the evaluation mechanism that considers assets, vulnerabilities, and threats. Management tools are used to support risk mitigation efforts and uphold the principles of information security management. In 2022, asset management tools for software and hardware were introduced to effectively monitor usage and prevent unauthorized software installations or violations of intellectual property rights.



4.6.5.2 Information Security Audit

To ensure the effective operation and implementation of the information security management system in line with ISO27001:2022 standards, related information security organizations and responsibilities are clearly defined. This supports the management, execution, and auditing of various tasks. At least one information security audit and Management Review Meeting is held annually to ensure the applicability, adequacy, and effectiveness of the information security management system.

- Formulate and execute both internal and external audit procedures in compliance with ISO/IEC 27001:2022 standards.
- Conduct audits on information records, implement alert devices, and manage maintenance operations.
- Correct and improve information security management systems and related improvement items.
- Promote education on information security incidents and provide analysis of regulatory compliance.

4.6.5.3 Information Security Procedures and Legal Compliance:

All subsidiaries of TCC Group must establish relevant management standards in accordance with information security requirements. Each subsidiary must develop operational management standards specific to its business activities. Any anomalies or information security incidents occurred during daily operations must be reported to related departments such as information security, audit, and management. In addition to internal management procedures, subsidiaries must regularly review and ensure compliance with personal data privacy protection and other information security standards and requirements. This ensures adherence to relevant laws and regulations, preventing violations of information security-related laws, regulations, and contractual obligations.

4.6.5.4 Information Security Development:

Information security is a crucial priority for enterprises. The TCC Information Systems Corp. follows TCC Group's strategy to enhance security technology development. Key focus areas include strengthening protection against security attacks, real-time detection and effective blocking of external threats, and reducing the risk of sensitive data leaks.

TCC Group's information security technology development and operational planning are reinforced based on the three core principles of information security, addressing common security risks, and future business landscape-related security issues. Key focus areas include remote work security risks, enhancing employee security awareness, improving system availability, protecting sensitive data, managing privileged accounts, recording and analyzing incidents, and evaluating cloud environment security. The related enhancements are as follows:

- Strengthening remote access security in response to pandemic prevention measures by implementing two-factor authentication and enhancing network connection security controls.
- Enhancing employee security awareness through education and drills, reducing the risk of security incidents caused by human error.
- Implementing network traffic and behavior analysis to improve the security of external services. Establishing a sensitive data protection zone to enhance the monitoring of access and usage of core business data.
- Strictly controlling external file transmissions by allowing only authorized methods setting rules to prevent data leakage.
- Strengthening physical security in core business areas, utilizing two-factor authentication for entry to protect important assets and data of the Group.
- Ensuring the stability of core systems through system monitoring tools.
- Regularly conducting off-site backup drills and recovery drills for core systems to ensure timely restoration in the event of information security incidents.

4.7 Important Contracts

4.7.1 Supply and Distribution

Contract Nature	Parties Involved	Contract Start and End Dates	Main Content	Restrictive Clauses
Sales	Taiwan Power Company	1998/08/04~2027/06/29	Power purchase agreement	No Major Restrictive Clauses
Sales	FreetoX S.r.l.	2022/05/27~2033/05/27	Provide services for EVC design, operation and leasing, hardware, installation, construction management, and removal.	No Major Restrictive Clauses
Procurement	Pt. Indominco	2004/08/01 ~2025/12/31	Purchase of coal	No Major Restrictive Clauses
	Yancoal	2025/02/13~2025/07/15 2025/03/27~2025/09/15 2025/06/26~2025/11/15		
	Bayan	2024/11/22~2025/12/31 2025/12/09~2026/12/31		
	Glencore	2024/12/18~2025/12/31 2025/12/30~2026/12/31		
	Vitol	2025/06/26~2025/10/15		
	MSJ	2024/12/11~2025/ 04/15 2025/02/13~2025/06/15 2025/03/27~2025/07/30		
	RWOOD	2024/09/26~2025/02/15 2025/10/30~2026/02/15		
	TELF B&T AG	2025/06/26~2025/11/30 2025/09/10~2025/12/17		
	TELF AG	2025/02/13~2025/05/24		
	PT BHARINTO EKATAMA	2025/03/31~2025/09/15 2025/09/10~2026/01/15		
	ENSHAM COAL SALES PTY LTD	2024/12/11~2025/04/30		
	Macquaire	2024/9/26~2025/1/30 2024/9/26~2025/2/15 2024/12/11~2025/4/30 2025/9/10~2026/1/30 2025/10/30~2026/2/28		
Procurement	Hsin Tai Chemical Co., Ltd	2025/09/01~2026/08/31	Purchase of liquid ammonia	No Major Restrictive Clauses
Procurement	Jiangsu Haitong Offshore Engineering Equipment Co., Ltd.	2024/06~2025/10	New Bulk Carrier Contract	No Major Restrictive Clauses
	Jiangsu Haitong Offshore Engineering Equipment Co., Ltd	2024/06~2026/08	New Bulk Carrier Contract	No Major Restrictive Clauses
	MARUBENI CORPORATION	2022/03~2025/01	New Bulk Carrier Contract	No Major Restrictive Clauses
Procurement	Toray Engineering Co., Ltd.	2021/12/14~2025/10/24 2022/08/24~2025/12/25	Electrode Coating Production Equipment	No Major Restrictive Clauses
Procurement	Wuxi Rich Intelligent Equipment Co., Ltd.	2021/12/01~2025/07/02	Electrode Feeding Production Equipment	No Major Restrictive Clauses
Procurement	Nishimura MFG. Co., Ltd.	2021/12/15~2025/05/15	Electrode Slitting Production Equipment	No Major Restrictive Clauses
Procurement	Hana Technology Co., Ltd.	2021/11/30~2026/08/31	Assembly Line Production Equipment	No Major Restrictive Clauses
Procurement	Kaido Manufacturing Co., Ltd.	2021/11/30 to the End of Warranty Period	Winding Machine Production Equipment	No Major Restrictive Clauses
Procurement	Sintokogio, Ltd.	2022/10/17~2025/08/05	Electrode Rolling Production Equipment	No Major Restrictive Clauses
Procurement	KATAOKA CORPORATION	2022/12/01 to the End of Warranty Period	Formation Production Equipment	No Major Restrictive Clauses

Contract Nature	Parties Involved	Contract Start and End Dates	Main Content	Restrictive Clauses
Procurement	BFET International Co., Ltd.	2025/09/05 to the end of the warranty period	Electrode Coating Production Equipment	No Major Restrictive Clauses
Procurement	Contemporary AmpereX Technology Co. Limited.	2023/04/28~ 2026/12/31	Specific Product Procurement	No Major Restrictive Clauses
Procurement	Fives FCB	2024/08/05 to the end of the warranty period	Design project for Rhodax crusher, TSV air classifier, and concrete recycling system/	No Major Restrictive Clauses
Procurement	Mitsubishi Heavy Industries Environmental & Chemical Engineering Co., Ltd	2025/12/19 to the end of the warranty period	Incinerator system equipment	No Major Restrictive Clauses
Procurement	China Construction (Tianjin) Industrial Construction Engineering Co., Ltd.	2024/12/15 to the end of the warranty period	Energy storage cabinet procurement	No Major Restrictive Clauses
Procurement	Delta Electronics, Inc.	2025/04/09~2027/12/31	PCS100HV procurement agreement	No Major Restrictive Clauses
Procurement	HSIN TAI CHEMICAL CO., LTD.	2025/09/01~2026/08/31	Liquid Ammonia Procurement	No Major Restrictive Clauses
Procurement	Linde LienHwa	2025/09/01 to the end of the warranty period	Oxygen production equipment leasing for oxygen-enriched combustion	No Major Restrictive Clauses
Service	Bocimar	2011/04/01~ 2026/03/31	Coal Transportation	No Major Restrictive Clauses
	Norden	2011/04/01~2026/03/31		
	Oldendorff	2025/11/13~2026/12/31		
Service	Taiwan Power Company	2021/01/04~ 2026/12/31	Major Overhaul and Inspection of Generator Units	No Major Restrictive Clauses
Service	GE Power	2020/07/01~ 2027/06/30	Major Overhaul and Inspection of Generator Units	No Major Restrictive Clauses
Service	Cathay Life Insurance, Fubon Life, Want Want United Insurance,Taiwan Fire & Marine Insurance,Mega Insurance,Tokio Marine Insurance,Mingtai Insurance,Hotai Insurance,First Insurance,Hua Nan Insurance, and other insurance companies	2024/12/31~ 2025/12/31	Power Plant Property and Operation Insurance	No Major Restrictive Clauses
Service	FIAT CHRYSLER AUTOMOBILES ITALY SPA	2021/12/22 to the End of 20-year Asset Amortization	Electric Vehicle Logistics Services and V2G (Vehicle-to-Grid)	No Major Restrictive Clauses
Service	FDC International Hotels	2020/05/27~ 2045/05/27 (Renewable for an additional 10 years upon expiration)	Operation Management Service Contract Joint Marketing and Planning Trademark Licensing Agreement and Hotel Pre-planning Technical Services	Opening before December 31, 2025
Service	Accenture S.p.A.	2021/11/12~ 2025/12/31	Scope of Cooperation: (1) Technical Platform (2) Joint Market Approach (Go To Market) (3) Operation and Maintenance Services (4) Ecosystem Dynamics	No Major Restrictive Clauses
Service	FretoX S.r.l.	2022/05/27~ 2034/05/27	Cooperation Agreement Reached for Profit and Loss Sharing of EVC Installed at Linate Airport	No Major Restrictive Clauses
Service	Huang Zhuyin Architects (phonetic)	2024/11/24~2026/12/31	Architectural design for the Su'ao Yongchun plant resource recycling center	No Major Restrictive Clauses
Service	Engie Servizi S.p.A.	2021/03/21~2038/03/21	The construction, procurement, installation, and 15 years of maintenance and operation	No Major Restrictive Clauses
Service	Engie Rinnovabili S.p.A.	2021/03/31~2038/03/31	The construction, procurement, installation, and 15 years of maintenance and operation	No Major Restrictive Clauses

4.7.2 Engineering and Labor Services

Contract Nature	Parties Involved	Contract Start and End Dates	Main Content	Restrictive Clauses
Engineering	GE Power	2020/06/20~2025/12/31	DCS Module Control System Upgrade	No Major Restrictive Clauses
Engineering	CTCI Corporation	2021/05/01~2025/07/31	EPsCm Services	No Major Restrictive Clauses
Engineering	CTCI Smart Engineering Corporation	2021/10/20~2026/04/30	Electromechanical System Engineering	No Major Restrictive Clauses
Engineering	Taiwan Jiuyueng Engineering Corporation	2025/01/07~2025/07/28	Chlorine Bypass System Construction Project	No Major Restrictive Clauses
Engineering	Taiwan Jiuyueng Engineering Corporation	2024/10/11 to the end of the warranty period	UHPC Steam Curing System Construction Project	No Major Restrictive Clauses
Engineering	Taiwan Jiuyueng Engineering Corporation	2024/12/02 to the end of the warranty period	UHPC Phase II factory expansion general contracting project	No Major Restrictive Clauses
Engineering	Taiwan Jiuyueng Engineering Corporation	2025/08/05 to the end of the warranty period	General contracting project for stone grinding mill and supply system.	No Major Restrictive Clauses
Engineering	Ruentex Engineering & Construction Co., Ltd.	2021/08/20~2025/10/12	Factory Site Preliminary Preparation Project	No Major Restrictive Clauses
Engineering	Ruentex Engineering & Construction Co., Ltd	2021/10/20~2033/10/12 2024/08/29~2025/10/12	Factory Site Civil Engineering Project	No Major Restrictive Clauses
Engineering	Chunghwa Telecom Co., Ltd.	2017/12~ 2025/07	Phase II Solar Power Plant in Chang-Bin Construction	No Major Restrictive Clauses
Engineering	Star Energy Corporation	2017/11~ 2025/04	Phase I Wind Power Plant in Chang-Bin Construction	No Major Restrictive Clauses
Engineering	Taiyen Green Energy Co., Ltd.	From November 2020 until project completion	Chia-Chien Green Energy Corporation's Fishery-Photovoltaic Phase I Plant Construction	No Major Restrictive Clauses
Engineering	ALLIS ELECTRIC CO., LTD.	From 2022/08/ 05 until obtaining power industry license	Chia-Chien Green Energy Corporation's Fishery- Photovoltaic Phase II EPC Turnkey Project	No Major Restrictive Clauses
Engineering	CNBM Environmental Protection Research Institute (Jiangsu) Co., Ltd.	2022/11/30~2025/05/11	Yingde Plant Kiln Tail Flue Gas Denitrification Ultra-Low Emission Technology Renovation Project	No Major Restrictive Clauses
Engineering	Qingyuan City Dianchuang Electric Power Engineering Installation Co., Ltd.	2022/09/08 to the end of warranty period	Yingde Plant 7 MWP Solar Photovoltaic Power Station Turnkey Engineering Project	No Major Restrictive Clauses
Engineering	Jiangsu Yumeng Environmental Protection Technology Co., Ltd.	2022/04/08 to the end of warranty period	Yingde Plant 3K Fourth Generation Grate Cooler Technology Renovation Turnkey Engineering Project	No Major Restrictive Clauses
Engineering	Tianjin Cement Industry Design and Research Institute Co., Ltd.	2022/12/05 to the end of warranty period	Yingde Plant Roller Press System and Roller Press Pre- grinding System Technology Renovation Turnkey Project	No Major Restrictive Clauses
Engineering	CNBM (Hefei) Powder Technology Equipment Corporation Limitedo., Ltd.	2023/09/15 to the end of warranty period	Cement Mill Energy-saving Technology Renovation	No Major Restrictive Clauses
Engineering	Anhui Conch Design & Research Institute of Building Materials CO., LTD.	2023/07/20 to the end of warranty Period	Line 2 Kiln Ultra-low Emission Renovation Turnkey Project	No Major Restrictive Clauses
Engineering	Blyth Battery Pty Ltd.	2020/12/31~ 2030/04/03	The Engineering, Procurement and Construction Contract for the Blyth 200 MW Battery Energy Storage System in South Australia.	If the financial institution issuing the bank guarantee no longer holds the required rating (S&P's A- or Moody's A3), the contractor must immediately notify the client and provide an alternative bank guarantee to the client within 10 days of the date of issuance.

Contract Nature	Parties Involved	Contract Start and End Dates	Main Content	Restrictive Clauses
Engineering	ENGIE ENERGIA PERU S.A.	2022/03/21~ 2025/06/12	26.5MW Battery Energy Storage System Engineering, Procurement and Construction Contract.	No Major Restrictive Clauses
Engineering	Kearsarge Kingston LLC	2022/03/21~ 2025/05/31	The Engineering, Procurement, Testing and Commissioning for 1MW AC/4.58MWh DC Battery Energy Storage System	If the bank issuing the guarantee has a credit rating below the minimum rating of BBB by S&P or Baa2 by Moody's, the contractor shall, within thirty days, provide the owner with a guarantee issued by the London branch of a bank that meets the rating criteria.
Engineering	Kearsarge Beverly LLC	2022/03/21~ 2025/05/09	The Engineering, Procurement, Testing and Commissioning for 1.7MW AC/7.44MWh DC Battery Energy Storage System	If the bank issuing the guarantee has a credit rating below the minimum rating of BBB by S&P or Baa2 by Moody's, the contractor shall, within thirty days, provide the owner with a guarantee issued by the London branch of a bank that meets the rating criteria.
Engineering	BASILDON BESS LIMITED	2023/06/30~ 2025/06/30	Battery Energy Storage System Supply and Commissioning	No Major Restrictive Clauses
Engineering	LOUDWATER BESS LIMITED	2023/06/30~ 2025/05/31	Battery Energy Storage System Supply and Commissioning	No Major Restrictive Clauses
Engineering	Green Vicari S.r.l.	2023/12/22~ 2025/08/07	Construction, procurement and Installation of the BSS	No Major Restrictive Clauses
Engineering	COYLTON ENERGY LIMITED	2024/05/31~2026/05/10	Contract for the design and commissioning of a battery energy storage system	No Major Restrictive Clauses
Engineering	RED ELÉCTRICA DE ESPAÑA, S.A.U.	2024/02/16~2026/12/15	Contract for engineering, procurement and construction of a battery storage system	No Major Restrictive Clauses
Engineering	RED ELÉCTRICA DE ESPAÑA, S.A.U. San Antonio Site	2024/02/16~2026/12/31	Contract for engineering, procurement and construction of a battery storage system	No Major Restrictive Clauses
Engineering	Engie Electrabel and NHOA Belgium	2024/12/12~2027/05/15	Contract for the design, supply and commissioning of a battery energy storage system	No Major Restrictive Clauses
Engineering	Engie Electrabel and NHOA Belgium	2025/11/05~2027/08/03	Contract for the design, supply and commissioning of a battery energy storage system	No Major Restrictive Clauses
Engineering	NEOEN ENERGIA VERDE 15 S.R.L and NHOA Energy Srl	2025/06/03~2026/07/30	Contract for the design, supply,construction and commissioning of a battery energy storage system	No Major Restrictive Clauses
Engineering	EnergyAustralia Hallett BESS Pty Ltd and NHOA Australia Pty Ltd	2025/12/12~2027/07/30	Contract for the design, supply and commissioning of a battery energy storage system	No Major Restrictive Clauses
Engineering	Vinci Autoroutes	2023/03/05~2038/05/03	Construction of 89 Supercharging Stations and 15-year Franchise	No Major Restrictive Clauses
Engineering	Autostrade per l'Italia S.p.A	2024/08/01~2036/08/01	Construction of 39 HPC Chargers and 8 Fast Chargers and 12-year Franchise	No Major Restrictive Clauses

Contract Nature	Parties Involved	Contract Start and End Dates	Main Content	Restrictive Clauses
Engineering	European Climate, Infrastructure and Environment Executive Agency (CINEA)	2022/06/07~2025/06/07	Construction of Light and Heavy-duty Electric Vehicle Charging Station Network	No Major Restrictive Clauses
Engineering	European Climate, Infrastructure and Environment Executive Agency (CINEA)	2022/06/07~2025/06/07	Construction of Light and Heavy-duty Electric Vehicle Charging Station Network	No Major Restrictive Clauses
Engineering	European Climate, Infrastructure and Environment Executive Agency (CINEA)	2023/04/13~2026/04/12	Construction of Light and Heavy-duty Electric Vehicle Charging Station Network	No Major Restrictive Clauses
Engineering	European Climate, Infrastructure and Environment Executive Agency (CINEA)	2023/11/07~2026/11/06	Construction of Light and Heavy-duty Electric Vehicle Charging Station Network	No Major Restrictive Clauses
Engineering	Taiyen Green Energy Co., Ltd.	Completed from February 2018 to the end of 20-year commercial operation period.	Chia-Chien Green Energy Corporation Fishery-Photovoltaic Phase I obtained operational rights for the symbiotic project and fishery management during thecommercial operation period.	No Major Restrictive Clauses
Engineering	Wei Chen Development Co., Ltd.	From 2021/07/07 until Grid Connection Completion	Labor management for land development of the Chia-Ho Longjiang Fishery-Photovoltaic symbiosis project	No Major Restrictive Clauses
Engineering	FU-TAI ENGINEERING CO., LTD.	2024/05/15 to the end of the warranty period	Cement bulk shipping system expansion	No Major Restrictive Clauses
Engineering	Kearsage River Pack (ex Kearsarge Fordham ESS LLC)	2023/01/27~2027/05/31	Construction, procurement, testing, and maintenance of battery energy storage system	No Major Restrictive Clauses
Engineering	Italian Utility	2023/07/31~2026/03/31	Construction, procurement and Installation of the BSS	No Major Restrictive Clauses
Engineering	Italian Client	2025/12/23~2027/05/31	Contract for the design, supply, construction and commissioning of the balance of plant for a battery energy storage system	No Major Restrictive Clauses
Engineering	Italian Client	2025/12/23~2027/05/31	Contract for the design, supply, construction and commissioning of the balance of plant for a battery energy storage system	No Major Restrictive Clauses
Engineering	Blyth Battery Pty Ltd. And NHOA Australia Pty Ltd	2025/5/1	Operation and maintenance of a Battery energy storage system	No Major Restrictive Clauses

4.7.3 Financial

Types	Counterparty	Terms	Summary	Restrictive Terms
Syndicated Loans	Consortium bank led by the Mega International Bank	2022/05/17~2027/05/17	Credit period: five years	Maintenance of agreed financial ratios
	Consortium bank led by the CTBC Bank	2025/12/04~2032/12/03	Credit period: seven years	Maintenance of agreed financial ratios
	Consortium of banks led by Credit Agricole	2025/06/25~2030/06/25	Credit period: five years	Maintenance of agreed financial ratios
PURCHASE AGREEMENT	Citigroup Global Markets Limited 、UBS AG Hong Kong Branch 、DBS Bank Ltd.	2023/10/17~2028/10/17	Purchase agreement for Euro convertible bonds	No Major Restrictive Clauses
	Morgan Stanley Services Pty Ltd 、DBS Bank Ltd	2025/03/19~2030/03/19	Purchase agreement for Euro convertible bonds	No Major Restrictive Clauses
Indenture	CITICORP INTERNATIONAL LIMITED	2023/10/24~2028/10/24	Indenture for Euro convertible bonds	No Major Restrictive Clauses
		2025/03/28~2030/03/28	Indenture for Euro convertible bonds	No Major Restrictive Clauses

05 Review, Analysis, and Risk Matters of Financial Status and Performance

5.1 Financial Status

Unit: NT\$ thousands

Item \ Year	2025	2024	Difference	
			Amount	%
Current Assets	178,163,742	173,380,580	4,783,162	3%
Property, Plant and Equipment	210,428,410	214,711,092	(4,282,682)	-2%
Intangible Assets	63,726,111	64,539,690	(813,579)	-1%
Other Assets	136,517,211	140,782,285	(4,265,074)	-3%
Total Assets	588,835,474	593,413,647	(4,578,173)	-1%
Current Liabilities	85,947,537	86,373,382	(425,845)	0%
Non-current Liabilities	210,182,122	199,132,001	11,050,121	6%
Total Liabilities	296,129,659	285,505,383	10,624,276	4%
Capital	77,511,817	77,511,817	0	0%
Capital Surplus	75,293,337	74,790,459	502,878	1%
Retained Earnings	54,358,169	72,771,952	(18,413,783)	-25%
Other Equity	26,382,910	23,755,725	2,627,185	11%
Equity Attributable to Owners of the Parent	231,910,589	248,097,494	(16,186,905)	-7%
Non-controlling Interests	60,795,226	59,810,770	984,456	2%

Notes:

1. The decrease in retained earnings is primarily due to the impact of the net loss from continuing operations for the current year.

5.2 Financial Performance

Comparative Analysis of Operating Results

Unit: NT\$ thousands

Item \ Year	2025	2024	Increase (Decrease) Amount	Change Percentage (%)
Net Operating Revenue	149,804,135	154,606,511	(4,802,376)	-3%
Operating Costs	122,246,546	121,878,486	368,060	0%
Gross Profit from Operations	27,557,589	32,728,025	(5,170,436)	-16%
Operating Expenses	17,479,997	15,601,408	1,878,589	12%
Operating Income	10,077,592	17,126,617	(7,049,025)	-41%
Non-operating Income and Expenses	(19,507,088)	5,706,142	(25,213,230)	-442%
Profit before Tax	(9,429,496)	22,832,759	(32,262,255)	-141%
Income Tax Expense	2,433,090	7,203,262	(4,770,172)	-66%
Net Profit for the Year	(11,862,586)	15,629,497	(27,492,083)	-176%

Notes:

1. The decrease in operating profit is due to the reduction in the cement and power energy departments. The decrease in non-operating income and expenses is mainly due to the reduction in the profit and loss of associated companies and joint ventures recognized using the equity method, resulting in a pre-tax loss for the current year.

2. The decrease in income tax expense is due to the impact of the pre-tax net loss from continuing operations.

3. Expected sales volume for the next year and its basis: Based on market demand and production capacity, the combined sales target for cement and clinker is 38.14 million tonnes and 6.19 million cubic meters of ready-mixed concrete in Taiwan and Mainland China. For Europe and Turkey, the combined sales target is 17.83 million tonnes of cement and clinker and 8.75 million cubic meters of ready-mixed concrete.

4. Potential impact of financial performance changes in the past two years: The positive impact on financial performance over the past two years primarily stems from the completion of the acquisitions and consolidation of Turkey's OYAK Cement and Portugal's Cimpor in 2024. This has effectively increased the proportion of overseas revenue and reduced dependence on the Chinese market.

However, the continued decline in cement demand and overcapacity in China have put pressure on related revenue and gross margins, with short-term challenges in absorbing fixed costs. Additionally, the new energy business (including energy storage, charging, and batteries) is still in the investment and expansion phase, exhibiting transitional characteristics where "scale growth outpaces profit growth."

5. Future Strategies and Action Plans: Continuously optimize the revenue structure to enhance stability in the international market, including deepening the operational integration of the cement businesses in Europe and Turkey to leverage synergies from mergers and acquisitions, and increasing the revenue proportion from overseas markets to reduce reliance on the cross-strait market. At the same time, strengthen the sales proportion of low-carbon cement and high value-added products to further improve the overall gross profit structure.

Additionally, continuously review and adjust the capacity allocation and cost structure of the businesses in mainland China to reduce the pressure of fixed costs, and strictly control capital expenditures and debt levels to maintain good financial flexibility. Finally, prudently promote transformational investments, balancing growth and profitability. The new energy business will adopt a phased and cautious expansion strategy, focusing on projects with medium to long-term profit potential, enhancing investment efficiency management, and gradually improving the transitional state where "scale growth outpaces profit growth."

5.3 Cash Flow

Analysis of Cash Flow Changes in the Most Recent Year

Unit: NT\$ thousands

Beginning Cash Balance	Net Cash Flow from Operating Activities for the Year	Total Cash Inflow (Outflow) for the Year	Cash Surplus (Deficit) Amount	Remedial Measures for Cash Shortage	
				Investment Plan	Financial Planning
\$77,764,504	33,191,582	12,400,505	90,165,009	-	-
1. Analysis of Cash Flow Changes for the Current Year: (1) Operating Activities: Mainly from operating profits, etc. (2) Investment Activities: Mainly from the acquisition of properties, plants, and equipment (3) Financing Activities: Mainly from cash dividends.					
2. Analysis of Remedies for Cash Shortfall and Liquidity: None.					

Liquidity Analysis for the Past Two Years

Item \ Year	2025	2024	Increase (Decrease) Percentage (%)
Cash Flow Ratio	38.62	36.81	5
Cash Flow Adequacy Ratio	57.48	59.6	-4
Cash Reinvestment Ratio	3.05	3.17	-4

Analysis of the changes in proportion: No significant differences.

Cash Flow Liquidity Analysis for the Coming Year

Unit: NT\$ thousands

Beginning Cash Balance	Net cash provided by operating activities in 2026	Net cash flow in 2026	Cash balance as of December 31, 2026	Remedy for Cash Shortfall	
				Investment Plan	Financial Planning
\$90,165,009	29,287,681	882,965	91,047,974	-	-

Analysis of Cash Flow Changes for the Coming Year:

1. Operating Activities: Mainly from operating profits.
2. Investing Activities: Mainly for capital expenditures.
3. Financing Activities: Mainly cash outflows from distributing cash dividends and other financing activities.

5.4 Impact of Major Capital Expenditures in the Most Recent Year on Financial Operations

In 2025, capital expenditure is approximately NT\$25.9 billion. The major capital expenditures expected to impact the Company's revenue and circular economy layout include:

1. The newly established stone grinding system in our cement business has effectively improved energy usage and increased the production capacity of IL low-carbon cement. The installation of electric mining trucks and autonomous driving systems has enhanced transportation efficiency and reduced human impact on natural ecosystems such as mining areas. The transformation of the waste heat power generation system and the use of alternative fuels have effectively improved energy recycling and reuse. The activation of the recycling resource utilization center and the low-emission transformation of pollutants, perfectly integrated with the Nautilus Library, demonstrate how the circular economy can blend seamlessly with the tranquility of the Fern Garden, perfectly illustrating that the exploration of civilization can also become the final mile towards peace and sustainability.

2. In 2025, the TCC's European cement operations, CIMPOR and OYAK Cement, continued to advance their capital investment programs. At the Alhandra plant in Portugal, upgrades to the kiln system, including the installation of a next-generation burner and advanced fuel handling equipment, are substantially completed with commissioning activities currently in progress.

Commercial operations are expected to commence in the second quarter, and the thermal substitution rate (TSR) is anticipated to reach approximately 80%.

Significant progress has been made on kiln system upgrades at the Alhandra plant in Portugal, including the installation of a new-generation burner and advanced fuel handling equipment. These upgrades are expected to increase the thermal substitution rate (TSR) to approximately 80%, with commercial operations targeted for the second quarter of 2026.

The Company has also progressed its renewable energy initiatives, including waste heat recovery and solar power projects. At the Souselas plant in Portugal, renewable energy generation is expected to account for up to 36% of total electricity consumption. In Turkey, a 115 MW solar project in Ankara is under development and is expected to be completed in the second quarter of 2026, supplying electricity to two nearby plants and contributing to lower energy costs. With respect to alternative raw materials, construction of a calcined clay production line at the Souselas plant is underway. Following commissioning and optimization, which are expected to be completed by the end of 2026, the clinker substitution rate is anticipated to reach approximately 10%, supporting a reduction in CO₂ emissions per unit of clinker.

3. Combining various renewable energy models such as wind, solar, geothermal, and marine energy, TCC is utilizing existing plant areas to install photovoltaic modules. In conjunction with its subsidiary TCC Green Energy, the Company is continuously developing potential energy sources like wind and geothermal energy. The planned installation capacity exceeds 180MW, with gradual completion and grid connection starting from 2024. Through the development of green electricity matching services by TCC Energy Supermarket, it is expected to contribute to the revenue of the new energy business.
4. Starting from the year 2023, the Company, through its subsidiaries TCC Green Energy, TCC Line-Hsin Green Energy, and NHOA. TCC, has successively completed the installation of front-of-the-meter energy storage systems at various locations. These include Changbin Phase I and II with a total of 9.9MW/12MWh, Hoping Cement Plant with 10MW/32.8MWh, Hoping with 100MW/311MWh, NHOA.TCC Suao with 35MW/123.6MWh, and NHOA.TCC Hualien with 50MW/160.8MWh. These systems have been integrated into the power trading platform to increase the revenue share from power trading services. Additionally, behind-the-meter energy storage systems have been established at Suao Cement Plant and Hoping Cement Plant with capacities of 12MWh and 28MWh respectively. Furthermore, our subsidiaries in Yingde, Guigang, Jurong, and the TCC Hangzhou Gongliang Building have completed behind-the-meter energy storage systems with capacities of 107.3MWh, 33.546MWh, 10.032MWh, and 6.18MWh respectively. These systems are used for peak shaving, participating in supplementary reserve power trading, demand response, and planning the establishment of an energy management platform to gradually reduce contract capacity. In the future, these initiatives will ensure stable operations, contribute to the revenue of the new energy business, and reduce electricity costs for cement plants.
5. With the European Union's regulations on the sale of fuel vehicles becoming increasingly stringent, the global progress in carbon reduction and green energy, and the rising penetration rate of new energy vehicles, NHOA's subsidiary Atlante in Europe has seen its pipeline and online PoCs grow to 5,744 in 2025, an increase of over 12% compared to the previous year's 5,120. Atlante has also begun to establish charging stations for electric trucks and promote B2B collaborations. Additionally, in Southern Europe, including France and Italy, Atlante is actively collaborating with NHOA.TCC to establish charging stations equipped with EnergyArk® storage systems. So far, 25 such stations have been completed, with more being added continuously. This not only stabilizes Atlante's charging network layout but also gradually forms regional microgrid aggregations that will participate in France's grid power trading starting from the second half of 2026.
6. Ta-Ho Maritime Corp., a TCC subsidiary, has commissioned two new 63,500 DWT eco-friendly Ultramax bulk carriers from Jiangsu Haitong shipyard. The first vessel, "TAHO FANTASY," was delivered and entered service in 2025, with the second, "TAHO MIRACLE," scheduled for delivery in 2026. These vessels will support the TCC's low-carbon cement transport in Eurasia and Africa, expand the company's route network, and bolster its commitment to carbon reduction.

5.5 Investment Policy for the Most Recent Year, Primary Reasons for Profit or Loss, Improvement Plans, and Investment Plans for the Coming Year

TCC's investment gains under the equity method on a consolidated basis for 2025 amounted to NT\$160 million.

The investment income mainly derived from Onyx Ta-Ho Environmental Services Co., Ltd., who focuses on waste treatment as its main business.

Another investment company, International CSRC Investment Holdings Co., Ltd., experienced a loss in 2025. The primary impacted by macroeconomic factors such as inflation and elevated interest rates, global tire demand remained subdued, resulting in an oversupplied carbon black market and heightened price competition, which in turn weighed on overall gross margins year-on-year. CSRC is strategically optimizing and rebalancing its global production footprint, leveraging the growth momentum in specialty carbon black products, and will continue to enhance capacity utilization while advancing the development of a high value-added, innovation-driven product portfolio.

5.6 Analysis and Assessment of Risk Factors

5.6.1 Impact of Interest Rate Fluctuations, Exchange Rate Variations, and Inflation on Company Profits and Losses, and Future Response Measures

- Regarding interest rates, major central banks may delay interest rate cuts due to the impact of U.S. tariff policies, geopolitical factors, and extreme climate conditions. Interest rate fluctuations in Taiwan, the United States, Europe, and China will impact TCC's interest income from cash equivalents and financial assets, as well as interest expenses to be paid on liabilities. TCC closely monitors interest rate changes and promptly evaluates potential risks. We will continue to track market conditions and adjust our liability positions or adopt fixed interest rates as needed to mitigate risks.
- As for exchange rates, TCC is primarily affected by fluctuations in the USD, CNY, and EUR. In overall operations, we adopt natural hedging of net positions and continuously monitor exchange rate trends to manage spot foreign exchange transactions, forward contracts, or adjust foreign currency loans in a timely manner, all to mitigate the risks of exchange rate volatility. The hedging methods can help reduce exchange rate risks and will be reviewed based on market conditions and hedging costs when necessary. Overall, exchange rate fluctuations have a relatively limited impact on TCC's operations.
- The Directorate-General of Budget, Accounting and Statistics of the Executive Yuan forecasts that Taiwan's annual Consumer Price Index (CPI) will increase by 1.68% in 2026 compared to the previous year. Therefore, the impact of inflation is expected to be limited, although certain regions may experience financial pressure, which will be reflected in product selling prices. Overall, the impact of inflation on TCC's annual profit and loss will be limited.

5.6.2 Policies, main reasons for profit or loss, and future countermeasures regarding high-risk, high-leverage investments, loans to others, endorsements/guarantees, and derivative product transactions

- TCC and its subsidiaries have not engaged in high-risk, high-leverage investments in the most recent fiscal year.
- TCC and its subsidiaries provide loans and endorsements/guarantees only to subsidiaries or affiliated companies with stable financial and business conditions. These activities comply with relevant regulations from the Securities and Futures Bureau and TCC's Procedures for Loans to Others and Endorsement and Guarantee Procedures, therefore there is no possibility of incurring losses.
- TCC and its subsidiaries engage in derivative product transactions solely to hedge against exchange rate or raw material cost risks arising from operations. These transactions are conducted in accordance with the Procedures for Acquiring or Disposing of Assets, and no non-hedging transactions are undertaken.

5.6.3 Future research and development plans and estimated R&D expenses to be invested

5.6.3.1 Cement Department

TCC has never ceased its R&D efforts. The scope of research includes various low-carbon products and aligns with the core development direction of the circular economy. In addition to continuously conducting research on product development and quality optimization, TCC is also actively engaged in the research and development of related technologies such as alternative raw fuels, the resource utilization of construction waste, and AI-powered processes and quality optimization.

Recent annual plans	Current progress	Research and development funding to be invested (NTD)	Completion Time	Main Factors Affecting Future R&D Success
Application of finely ground limestone powder in the development of IL cement concrete mix designs and durability verification.	- Completed multi-batch validation of optimized parameters for clinker and limestone powder. - Conducted new material validation and obtained third-party certification to address market concerns and mitigate the impacts of fly ash supply shortages.	NT\$4 million	2026/12	- Progress in obtaining third-party certification. - Whether the concrete strength and workability meet customers' construction practices and requirements.
Development of low-carbon and material-sustainable UHPC (Ultra-High Performance Concrete).	- Reduce carbon footprint by replacing quartz sand with natural and recycled materials. - Establish localized supply chains to achieve low-cost, high-circularity ESG objectives. - Conduct commissioned research projects on UHPC panels to facilitate the promotion and application of low-carbon products.	NT\$2 million	2026/12	- Stability of recycled material supply and standardization of quality. - Balancing the trade-off between carbon reduction potential and cost structure
Construction of a Limestone Powder Grinding and Dispatch System at the Ho-ping Plant	Construction of the grinding mill, limestone powder silo, and material feeding belt corridor is currently underway, with trial operation scheduled to be completed by the end of June,2026.	NT\$984.89 million	2026/06	Increase IL cement production capacity while reducing electricity consumption.
Construction of an Oxygen-Enrichment Generation System Expansion at the Ho-ping Plant	Review and approval procedures for the equipment room design and building permit applications are in progress. On site construction is scheduled to commence in mid- April,2026.	NT\$530.86 million	2027/05	Increase the Thermal Substitution Rate (TSR).

Recent annual plans	Current progress	Research and development funding to be invested (EUR)	Completion Time	Main Factors Affecting Future R&D Success
Concrete 3D-Printing	A large-scale concrete 3D printer will be delivered by May 2025 and installed in Alhandra by the end of the year. Commissioning tests will then begin using different types of concrete "inks" (pastes).	€ 1.0683 million	2026/12	Scalability and Implementation Feasibility: Ensuring that lab-scale innovations can be effectively scaled up for commercial production.
Waste Concrete Recycling Plant	The ground investigation studies will start after the submission of the letter of guarantee.	€ 1.4491 million	2026/04	The ground investigation studies will start after the submission of the letter of guarantee. The project is planned to be transferred to RMC, and the details are currently under discussion.

5.6.3.2 Electricity Department

Recent annual plans	Current progress	Research and development funding to be invested (NTD)	Completion Time	Main Factors Affecting Future R&D Success
Ocean Thermal Energy Conversion (OTEC) applications, testing of UHPC RCP, and a collaborative pipe development and production plan.	Under Assessment of Vendors and Execution Methods	NT\$9.5 million	2026/12	1. Construction of MW-Scale Ocean Thermal Energy Conversion (OTEC) Facility. 2. Concrete Pipes (RCP) Manufactured with Low-Carbon Materials Meeting External Pressure Strength Test Standards.
Feasibility and Benefit Analysis of Deep Sea Water-Related Industry Applications	In Planning	NT\$4 million	2027/06	1. Construction of MW-Scale OTEC Facility. 2. Land Acquisition for Deep Sea Water-Related Industry Projects.

5.6.3.3 Energy Department

Recent annual plans	Current progress	Research and development funding to be invested (NTD)	Completion Time	Main Factors Affecting Future R&D Success
Development of BBU application products P30S and P50S	1. Development of high-temperature resistant oligomer coating separators. 2. Development of highly flame-retardant negative electrode fillers. 3. Research on long-life high-temperature storage.	NT\$120 million	2026/12	1. GC-MS quantitative measurement technology 2. ARC and thermal runaway analysis calorimeter 3. TMA thermal simulation analysis technology
Development of High-Capacity and Stable Advanced Positive Electrode Materials	1. Development of high-valence cation-doped nickel-rich cathode materials. 2. Development of high-capacity Ni95 cathode materials. 3. Development of nanostructured nickel-rich cathode materials	NT\$50 million	2026/12	1. Investment of relevant professional talents. 2. Key strategic supplie cooperation projects. 3. Synchrotron High-Energy X-ray measurement technology 4. Examination of Superlattice and High-Resolution Field Emission Electron Microscopy Measurement Technology
Development of high-performance negative electrode material platform	1. Development of high-capacity (>2300 mAh/g) silicon-carbon composite anode materials. 2. Development of c-Li15Si4 alloy phase measurement via differential voltage and capacitance technology. 3. Development of low-resistivity artificial graphite.	NT\$60 million	2026/12	1. Investment in relevant professional talent 2. Thermogravimetry and Confocal Raman spectroscopy 3. High-precision charge-discharge testing equipment.
Development of ultra-high power 21700-XA3 cell and multi-tab system design and manufacturing	1. Tuning the cyclic electrochemical system of high-Si anode 2. Multi-electrode green laser development	NT\$130 million	2026/12	1. Dedicated team of highly specialized researchers. 2. Technical cooperation projects with key welding equipment suppliers. 3. Development of tabless winding machine 4. Investment in high-current charging and discharging machine equipment
Improvement of Mud Crab Survival Rate and Molting Management System in Fishery-Solar Symbiosis Sites	1. Consultation with vendors for the implementation of AI recognition system software and hardware facilities 2. Evaluation and installation of anti-escape facility materials 3. Evaluation and procurement of individual crab boxes 4. Procurement of floating dock pontoons	NT\$6 million	2026/09	Installation of AI recognition system and individual crab boxes (planned for high-value soft-shell crab farming)
Automated Feeding System for Fishery-Solar Symbiosis Sites	1. Contact with large drone manufacturers 2. Consultation with mechanism manufacturers	NT\$3 million	2026/12	Feeding hardware equipment (to reduce the manpower required for feeding)
Automated Module Positioning, Scanning, and Anomaly Analysis System	1. Consultation with vendors for AI recognition systems 2. Consultation with vendors for satellite positioning systems	NT\$5 million	2026/12	AI Recognition System and Satellite Positioning System (Automatically Provide Alerts for Module Abnormalities)

Recent annual plans	Current progress	Research and development funding to be invested (EUR)	Completion Time	Main Factors Affecting Future R&D Success
New Power Island identification & design	Power Island (PI), a modular unit that integrates different battery and PCS technologies to enhance flexibility and efficiency. To ensure seamless integration and standardization, the project aims to develop a comprehensive technical dossier.	€ 2.997 million	2026/12	Convert- Invested in the development and integration of PCS technologies.
C-BESS8000-M developments	The primary goal is to enhance the cost, modularity, efficiency, and power density of the existing CONVERT platform. The project aims to dveelop a ~8MVA converter based on modular inverter to optimize the coupling with new battery technologies.	€ 1.963 million	2026/12	Store — Invested in the integration and validation of new battery technologies, including emerging chemistries and Second Life Battery applications.
K-Wize enhancement	The K-WIZE dashboard is a cloud-based solution available 24/7 which acts as a window to NHOA's plants helping gauge the productivity and the operability of our installations even in remote locations while ensuring that all stages of data storage on-site or via transfer are secure and in-conformity with cybersecure norms. In-addition to providing an overview of the plant via dedicated pages, the K-WIZE platform also enables historical monitoring of the assets and provides dedicated sections which contain KPIs and analytics pertaining to the above along with an overview of the operations with information on the alarms and status logs.	€ 2.846 million	2026/12	Control & Monitoring — Invested in the evolution of NHOA's proprietary control and monitoring platform, enhancing cybersecurity compliance, grid support functions, and remote plant analytics.
FLB buy integration	The project will allow for the evaluation of innovative energy storage technologies, with a particular focus on Sodium-Ion Batteries, which are emerging as a promising alternative for stationary storage applications.	€ 0.42 million	2026/12	Store- Invested in the integration and validation of new battery technologies, including emerging chemistries and Second Life Battery applications.
MMC developments	This R&D project aims to conduct a preliminary assessment of a Modular Multilevel Converter (MMC) platform and the potential application of Smart Transformer (ST) technology in advanced energy storage and grid-connected systems.	€ 0.421 million	2027/12	Convert- Invested in the development and integration of next-generation PCS technologies.

5.6.4 Impact of Significant Domestic and International Policy and Legal Changes on TCCs Financial Operations and Response Measures

The Company's operational policies comply with regulatory requirements, and it remains informed about both domestic and international policy and legal developments. When necessary, expert opinions are sought to assess the impact of regulation changes on the Company's financial operations, enabling timely adjustments to internal systems.

Mainland China has released the Action Plan for Carbon Dioxide Peaking Before 2030, setting a target for non-fossil energy consumption to account for about 20% of total energy consumption by 2025 and about 25% by 2030. In Taiwan, a net-zero emissions target for 2050 has been established. On January 10, 2023, the Legislative Yuan passed the Climate Change Response Act with its third reading, officially incorporating the net-zero emissions target into law and initiating the carbon fee collection mechanism.

On August 29, 2024, the Ministry of Environment announced the Regulations Governing the Collection of Carbon Fees, Regulations Governing Self-determined Reduction Plans and the Designated GHG Emissions Reduction Goals for Entities Subject to Carbon Fees. These three regulations complete supporting legal framework for the carbon fee system, marking a significant step forward in Taiwan's transition to a carbon pricing era. The carbon fee will take effect in 2025, with emissions from that year to be included in the fee calculations. Starting in 2026, fee-paying entities will begin making payments based on their 2025 emissions and the applicable rates.

In May 2022, the European Commission released the REPowerEU plan, centered around three key pillars: energy conservation, clean energy production, and diversification of EU energy supply. As part of efforts to scale up renewable energy across power generation, industry, building, and transportation sectors, the EU increased its 2030 target for the share of renewable energy in power generation, raising it from 40% to 45%.

On June 22, 2022, the European Parliament approved the legislative principles for the world's first Carbon Border Adjustment Mechanism (CBAM), with 450 votes in favor, 115 against, and 55 abstentions. In the future, companies will bear the cost of environmental impact associated with their exports to the European market. The approval of CBAM encourages non-EU countries to reduce emissions and prevent carbon leakage to lower global carbon emissions, making a significant contribution to implementing EU and global climate objectives.

- Expanding the scope of CBAM: The regulated scope, in addition to the five major product categories including cement, steel, aluminum, fertilizers, and electricity, also covers organic chemicals, plastics, hydrogen, and ammonia. The CBAM has been extended to include indirect emissions, such as those from electricity used by manufacturers, providing a more accurate reflection of the carbon dioxide costs for European industries.
- The CBAM went into effect on January 1, 2023, with a transition period extended by one year to the end of 2026. Official taxation will begin in 2027. Starting in 2027, free allocations for exporters will be gradually reduced each year, reaching 93%, 84%, 69%, 50%, 25%, and ultimately zero by 2032, marking the end of free allocations under the EU ETS.

Response Measures for the Cement Department:

In response to Mainland China's Action Plan for Carbon Dioxide Peaking Before 2030 and "Climate Change Response Act" carbon fee increase measures, our cement plant will continue to actively develop the use of alternative raw and fuel sources to accelerate the reduction of carbon emissions, particularly biomass fuels (such as waste wood chips) and SRF. Additionally, we are planning to retrofit the preheater, cooler, and cement mill to reduce coal and electricity consumption. At the same time, we are also planning to upgrade the waste heat power generation system, solar power generation, and energy storage systems to reduce electricity consumption and costs.

In response to the European Union's Carbon Border Adjustment Mechanism (CBAM) and our own net-zero commitments, our investment companies CIMPOR Portugal Holdings and OYAK Çimento Fabrikaları have made specific investment plans for their cement production sites in Portugal and Turkey to reduce carbon emissions, decrease energy consumption, and increase the use of renewable energy. Measures include increasing the proportion of alternative fuels to reduce process carbon emissions, optimizing production systems to reduce coal and energy consumption, and increasing the proportion of renewable energy, such as constructing solar power generation facilities.

Under the government's relevant energy and circular economy policies, TCC upholds the concept as an Eco-solution provider by supporting various efforts beneficial to mitigating and adapting to climate change, with the aim of assisting industries and local governments in reducing environmental impact risks.

Response Measures for the Electricity and Energy Department:

According to the "Taiwan 2050 Net-Zero Transition: Power System and Energy Storage Key Strategic Action Plan" issued by the Ministry of Economic Affairs in April 2023:

Promoting energy conservation, carbon reduction, and increasing the proportion of renewable energy are important development projects in Taiwan's energy policy. Developing power systems with energy storage and smart grids is a crucial step in promoting energy conservation and carbon reduction policies. Energy storage systems are one of the methods to stabilize domestic renewable energy generation, facilitate the integration of renewable energy, enhance grid resilience, and ensure stable power supply. They are also gradually being introduced as a primary measure for user-side energy management.

According to the Ministry of Economic Affairs' plan, the capacity targets for energy storage systems are 1000MW at the grid level and 500MW at the generation level by 2025, and 3000MW at the grid level and 2500MW at the generation level by 2030. Additionally, user-side capacity estimates are based on disaster prevention and evacuation centers, energy-heavy consumers (such as factories with a contract capacity of over 5000KW, approximately 506 entities requiring renewable energy or energy storage), and public facilities (such as traffic signals and telecom base stations).

- Taiwan - November 30, 2022 - Amendment to Article 27-1 of the Parking Facility Act: Public parking facilities shall install dedicated parking spaces for electric vehicles and their charging facilities.

This addition provides a significant boost to the domestic electric vehicle charging device market, coupled with the fact that Taiwan's electric vehicle market in 2022 grew by over 70% compared to 2021, highlighting a sharp increase in market demand. Additionally, since November 2021, the Condominium Administration Act Building Administration Division has been working on legislative amendments to relax restrictions on charging stations. Several counties and cities have also begun implementing requirements for new buildings to allocate charging parking spaces in proportion, with charging stations installation now considered an evaluation factor for condominiums.

- California Legislature and European Parliament - 2022, 2023 - Passed new legislation: Ban on sales of new diesel vehicles by 2035.

The passing of this law mandates that all new vehicles must have zero-carbon emissions, which will accelerate the growth of the European electric vehicle market and positively impact the Company's plans to install over 5,000 fast charging devices in Southern Europe before 2025, as well as its strategic positioning in the European market.

- EU Battery and Waste Battery Regulation: On July 12, 2023, the European Commission introduced Regulation (EU) 2023/1542, aimed at ensuring the sustainable development of batteries throughout their entire life cycle, covering aspects such as material procurement, collection, recycling, and reuse. This regulation came into effect on August 17, 2023, and replaced the previous Battery Directive 2006/66/EC on August 18, 2025.

- The European Union's Connecting Europe Facility (CEF) program actively supports infrastructure development in the transportation sector, with a special focus on the construction of electric vehicle charging facilities. The CEF program providing funding for the installation of fast charging stations along the Trans-European Transport Network (TEN-T), aiming to placing charging stations of at least 150kW every 60 kilometers. This initiative promotes the widespread adoption of electric vehicles, reduces carbon emissions, and supports sustainable development in the transportation sector.

- Taiwan - November 28, 2022 - The Bureau of Standards, Metrology and Inspection of the Ministry of Economic Affairs implemented the Battery Energy Storage System Project Certification System. Taiwan - August 17, 2022 - Established the Guidelines for Improving Fire Safety Management of Energy Storage Systems.

The release of these policies reflects the government's commitment to promoting energy storage systems. Through the design of a three-stage verification procedure and management measures, the aim is to address safety issues while encouraging wider adoption and easing public concerns. This is undoubtedly favorable for the energy storage installation business. However, internal development should also closely follow and comply with regulations to avoid any conflicts.

- Taiwan - January 10, 2023 - Climate Change Response Act passed.

The passage of this law signifies that the government now has clear and mandatory guidelines for carbon emission charges. Initially, large electricity consumers will be targeted as the first phase of collection, with the carbon fee expected to be implemented between 2024 and 2025. This move will align with the Company's business model for large electricity consumers and represents an important direction for future development.

5.6.5 Impact and Response Measures for Technology Changes (Including Information Security Risks) and Industry Changes on TCC's Financial and Business Operations

5.6.5.1 Technology and Industry Transformation

With the growing net zero trend and the implementation of carbon fees, failing to timely advance the development of low-carbon products and alternative fuels will pose risks of increased financial costs and decreased competitiveness. Additionally, if AI data optimization is not integrated into the production process, it will be challenging to align production efficiency and energy performance with future trends. The cybersecurity threats to core digitalized formulas also require significant attention.

In response, the R&D center is accelerating the development of low-carbon cement and resource recycling technologies to optimize the carbon footprint. AI intelligent monitoring and energy management systems are being implemented to achieve precise energy savings. At the same time, we are enhancing access control and encryption protection for core technical documents to ensure the security of critical formulas. Through industry-academia collaboration, we aim to maintain a leading edge in industrial technology.

In recent years, both Taiwan and Mainland China have prioritized the co-processing of renewable resources in cement kilns as a key policy direction to promote an industrial circular economy. With over 30 years of experience in waste disposal, TCC leverages the expertise of professionals from the Low-carbon R&D Center and TAF-certified equipment to support other industries in processing various types of waste. The Hualien Hoping Resource Recycling Center in Taiwan began trial operations in July 2023 to collaboratively process local household waste in Hualien County. In December, it received an official approval letter from the Hualien County Government to commence formal operations. In 2024, the center processed a total of 41,520 tons of waste, and in 2025, it processed 42,117 tons.

The Guangxi Guigang Plant in Mainland China launched its Phase I cement kilns co-processing project for solid waste, with an annual capacity of 200,000 tonnes of hazardous waste and 30,000 tonnes of general solid waste. The Guigang Plant was selected as one of the first batch of ecological environmental protection publicity and education demonstration bases in Guigang City in November 2020 and later selected as the third batch of Guangxi ecological environment publicity and education demonstration bases in December 2022. Jiangsu Jurong Plant's project for processing üy ash from incineration power plants (50,000 tonnes/year) began operations in October 2021. Guangdong Shaoguan Plant's cement kiln renewable resource co-processing began operations in August 2022. Guizhou Kaili Plant's hazardous waste co-processing project (50,000 tonnes/year) began operations in February 2022. Hunan Jingzhou Plant's cement kiln renewable resource co-processing started in September 2022. Sichuan Guang'an Plant's solid and hazardous waste project with an annual capacity of 100,000 tonnes for hazardous waste and 150,000 tonnes for general solid waste started operations in January 2023. Guizhou Anshun Plant's first project for the resource utilization of fly ash (Phase 150,000 tonnes/year) began construction in January 2023 and started operations in October 2024.

Moving forward, TCC will continue to balance national and societal interests with business performance, remain committed to tackling environmental challenges and reinforce its leadership in the circular economy.

Mainland China has released the Action Plan for Carbon Dioxide Peaking Before 2030, setting a target for non-fossil energy consumption to account for about 20% of total energy consumption by 2025 and about 25% by 2030. On November 17, 2022, the China Building Materials Industry Carbon Peaking Conference was organized in Beijing by the China Building Materials Federation, as commissioned by the Ministry of Industry and Information Technology, announcing the comprehensive launch of its carbon peaking action plan, aiming to reach carbon peak before 2030. As part of the building materials industry in Mainland China, TCC achieved carbon peaking within the Company in 2021 and has since actively implemented a range of carbon reduction strategies.

The implementation of the "Interim Regulations on the Management of Carbon Emission Trading" in 2025 will provide legal protection for the national carbon market, regulating the entire process of quota allocation, trading, verification, and supervision. Companies across China are taking proactive measures, strictly adhering to carbon emission regulations, and completing on-site verification, data certification, and uploading to the national platform on time. At the same time, efforts to accelerate the use of non-fossil fuels are underway, with a target to achieve a non-fossil fuel substitution rate of 16.3% by 2025.

Taiwan has set a net-zero emissions target for 2050, and on January 10, 2023, the Legislative Yuan passed the Climate Change Response Act on its third reading, officially establishing the net-zero emissions target in law and initiating the carbon fee collection mechanism. On August 29, 2024, the Ministry of Environment announced the Three Carbon Fee Regulations, specifying that the collection targets are the electricity industry and large manufacturing industries (including the cement industry). This represents the onset of carbon pricing, with collection expected to begin in 2026.

In response to Mainland China's Action Plan for Carbon Dioxide Peaking Before 2030 and Taiwan's carbon fee collection measures, TCC will continue to explore alternative raw materials and fuels to reduce carbon emissions, with a particular focus on biomass fuels such as waste wood chips and SRF. We also plan to upgrade preheaters, coolers, and cement mills to reduce coal and electricity consumption, while planning renovations to the waste heat power generation systems, solar power, and energy storage systems to reduce electricity consumption and costs. Aligned with the Paris Agreement's goal of limiting global warming to 1.5° C, we are moving toward achieving net-zero emissions by 2050 through three key development pillars: low-carbon building materials, resource recycling, and green energy.

Since 2019, our company has established a carbon reduction management system through the Life Cycle Assessment (LCA) method. This system systematically calculates the carbon emissions during the use of raw materials and energy, serving as an evaluation for carbon reduction strategies. The actual carbon reduction performance is integrated with KPIs and used as a basis for evaluating bonuses for senior management and employees at the cement plant. Through these actions, we are committed to reducing carbon emissions in the production process.

5.6.5.2 Information Security

For more details on information security risk management, please refer to the details in "4.6 Information Security Management" on page 171 of this annual report.

5.6.6 Corporate Image Transformation and its Impact on Crisis Management and Countermeasures

1. Brand Transformation: Evolving into a Green Environmental Engineering Company Across Asia, Europe, and Africa
- Since 2018, the Company has embarked on a strategic transformation, extending its business presence across Asia, Europe, and Africa, with the objective of producing the lowest-carbon cement in each local market. "TCC" represents the Company's dual commitments: Total Climate Commitment and Total Care Commitment. Through this transformation from a traditional manufacturing enterprise into a green environmental engineering company, the Company has fundamentally strengthened its resilience in responding to global climate regulations, carbon border adjustment mechanisms, and social reputational risks.
2. Total Climate Commitment: Climate Mitigation Actions and Regulatory Resilience
- The Company provides comprehensive solutions for both climate mitigation and adaptation, actively transforming regulatory challenges into competitive advantages.
- (1) International Benchmarking and Policy Engagement
- Climate Targets and Certifications: The Company aligns with international sustainability standards and, in 2020, joined GCCA and over 40 leading companies in launching the 2050 Climate Ambition, committing to carbon neutrality in cement products by 2050. The Company has adopted Science-Based Targets (SBT) aligned with the highest international standards and officially received SBTi validation for its 1.5° C carbon reduction target on January 10, 2025.
 - GCCA COP30 Recognition:The Company actively participates in global climate initiatives. During the United Nations Climate Change Conference (COP30) in 2025, the Company's low-carbon cement technologies and applications were selected as a GCCA Net Zero Action Progress Case Study. The case highlights the Company's application of calcined clay cement technology and Portland Limestone Cement (PLC) to reduce clinker usage and lower carbon intensity. Subsidiary CIMPOR has established calcined clay production lines in Africa and Europe, with an annual capacity of approximately 1.5 million tons, reducing around 1.2 million tons of CO₂ emissions annually. Meanwhile, the promotion of PLC has reduced the carbon footprint of concrete products by approximately 10%. These achievements were showcased at COP30, demonstrating the Company's technological capabilities and leadership in low-carbon materials and cement decarbonization.
 - Industry Alliances and International Engagement: The Company has been invited to join the "Green Growth Alliance," organized by the Ministry of Environment and industry leaders, as the sole representative of the cement industry. In June 2025, the Company participated in an EU study mission on the Emissions Trading System (ETS), strengthening its understanding of global carbon pricing trends.
 - Advocacy for Fair Competition and Anti-Dumping Measures: In response to unfairly priced imported cement, the Company actively advocates through industry associations and the Taiwan Carbon Exchange for the implementation of a "Taiwan CBAM" and carbon disclosure mechanisms for imported cement. These initiatives aim to promote environmental accountability across global supply chains, prevent carbon leakage, and ensure a fair competitive market.
- (2) Comprehensive Decarbonization Strategy and Technological Implementation
- Ten Core Strategies: These include alternative fuels, alternative raw materials, clinker substitution, process optimization, waste heat recovery, renewable energy development (including solar, wind, geothermal, and ocean energy), advanced energy storage systems, high-power batteries, carbon capture, and carbon sinks. The Company released its updated net-zero roadmap in 2024.
 - Low-Carbon Products and Innovative Processes: In October 2023, the Company launched the TCC Total Climate low-carbon building materials series. The next-generation Portland Limestone Cement achieves a 23.83% reduction in carbon emissions, while limestone cement concrete reduces emissions by at least 53% compared to Taiwan standards, making it the lowest-carbon product currently available in Taiwan and the only one compliant with GCCA low-carbon classifications. Additionally, in 2024, subsidiary CIMPOR commissioned the world's first kiln-free cement plant in Cameroon, using calcined clay to replace high-emission clinker. This process reduces carbon emissions by up to 40% while maintaining performance, with mass production planned for 2026.
- (3) Advancing Value Chain Transformation and Market Awareness
- Promoting Low-Carbon Construction Pioneer Alliance: Established on November 18, 2024, with participation from over 100 construction companies, aiming to promote the adoption of low-carbon building materials and stimulate demand for low-carbon cement.
 - Technical Seminars and Market Education: Between 2024 and 2025, the Company conducted multiple professional seminars targeting architects, civil engineers, and construction professionals. These initiatives aim to address market concerns regarding new technologies and materials (such as PLC and ultra-high-performance concrete), reduce early-stage adoption risks, and accelerate market penetration of low-carbon products, ensuring the commercial viability of transition investments.

- Establishment of Global Carbon Trading Office: On February 13, 2026, the Company officially established the "Global Carbon Trading Office" to oversee carbon asset management and trading strategies, enhancing global resource allocation efficiency.

(4) Leveraging Circular Economy Technologies — Co-processing of Municipal, Industrial, and Construction Waste in Cement Kilns

According to the World Business Council for Sustainable Development (WBCSD), cement kilns operate at temperatures exceeding 1,300° C, enabling the decomposition of dioxins that cannot be effectively treated by conventional incinerators. Through this process, a wide range of human-generated waste can be safely transformed into recycled resources and used as substitutes for cement raw materials and fuels, thereby reducing coal consumption, waste generation, and carbon emissions. Through cement kiln co-processing technology, the Company treats industrial waste, municipal solid waste, and construction and demolition waste, forming a circular economy symbiosis network. In 2025, the Company processed more than 1 million tons of waste in Taiwan using cement kiln co-processing technology.

- Industrial Waste: Since 2011, we have assisted the optoelectronics and semiconductor industries, paper manufacturers, water purification plants, chemical plants, iron and steel mills, and other industrial waste producers, not only to reuse resources and form an environmental value chain, but also to significantly reduce their consumption of energy and resources. In this way, we help alleviate the problems of waste disposal and pollution.
- Household Waste: Hualien County has long faced a shortage of waste incineration facilities, requiring municipal waste to be transported to other counties for treatment, while local landfill sites are nearing capacity. To address this long-standing challenge, the Company officially launched the TCC DAKA Resource Recycling Center (RRRC) began trial operations in July 2023. It integrates the existing cement kiln system to co-process household waste, converting it into alternative raw materials and fuels for cement production. The RRRC has a maximum processing capacity of 200 tons of waste per day. By the end of 2025, it had processed nearly 100,000 tons of municipal waste from Hualien. Through this waste-to-resource approach, the facility has successfully replaced approximately 3% of coal consumption, contributing not only to resource circulation but also to enhancing the environmental resilience of the city.
- Construction Waste: TCC actively promotes the resource recovery of construction and demolition waste (C&D waste). In 2025, the Company obtained Taiwan's first license for construction waste treatment, enabling the conversion of demolition waste generated in cities into sustainable resources. Since 2023, TCC's operations in Taiwan and mainland China have assisted the construction industry in handling difficult-to-process waste. Through recycling and reprocessing technologies, these materials are transformed into alternative raw materials for cement, recycled aggregates, or road base materials. In addition, the Company has developed climate-resilient recycled permeable concrete, which utilizes recycled aggregates derived from construction waste. While maintaining high load-bearing capacity, the material also provides excellent permeability, helping mitigate the urban heat island effect and enhance disaster resilience. This urban mining model has also been successfully applied in post-earthquake reconstruction projects in Türkiye, where 100% of disaster debris has been converted into recycled construction materials. Through circular economy technologies, TCC not only addresses urban waste challenges but also demonstrates the long-term value of resource regeneration and sustainable industrial development.

(5) Integrating Nature-based Solutions (NbS):

Climate action and Nature-based Solutions (NbS) represent two key forces in achieving the 2050 net-zero target. According to the Global Risks Report, the world is expected to face increasingly severe impacts from extreme climate events over the coming decade. Biodiversity loss and ecosystem collapse could lead to irreversible changes in the Earth's ecosystems, directly affecting human survival. TCC's low-carbon transition initiatives therefore incorporate considerations for nature's regeneration and ecological balance, ensuring that climate actions are aligned with the protection and restoration of natural systems.

- "Solar Grazing" Creating a Triple Win for Green Energy, Communities, and Ecosystems: As part of its renewable energy development strategy, TCC not only actively seeks clean energy sources but also promotes self-generation and self-consumption of green electricity. The Company further utilizes the space beneath solar panels to develop diversified land-use models. Since 2024, TCC has implemented solar grazing for the first time at the Changbin solar power site in Taiwan, allowing sheep to freely graze beneath the solar panels. This approach replaces conventional manual mowing and the use of chemical herbicides. At the Yingde plant in Mainland China, TCC has further collaborated with local herders to manage grazing operations. By controlling grazing density to prevent overgrazing, the initiative helps maintain ecological balance. Through pesticide-free grazing practices, sheep manure naturally returns to the soil, forming a nutrient cycle that improves soil quality and vegetation growth while promoting the sustainable use of land.
- "Aquavoltaics" Creating Green Power, Low-carbon Traceable Seafood, and Shared Local Prosperity: TCC Green Energy, a subsidiary of TCC, integrates solar power generation with aquaculture at its solar sites in the Budai and Yizhu areas of Chiayi. The solar installations provide moderate shading and are combined with water quality management, helping stabilize the aquaculture environment, mitigate the impacts of extreme weather, and improve water-use efficiency. TCC has also established a dedicated aquaculture team and collaborates with local fish farmers. In the fourth quarter of 2025, TCC's self-operated ponds achieved a stable and abundant harvest, producing more than 16,000 jin (approximately 9.6 metric tons) of barramundi and milkfish. In collaboration with experts from National Kaohsiung University of Science and Technology (NKUST) and other research partners, TCC introduced probiotic cultivation techniques and strengthened disease prevention practices. By adopting science-based aquaculture in place of traditional medication-dependent methods, the Company has successfully produced high-quality seafood that satisfies distributors while providing consumers with greater food safety assurance. TCC also initiated Chiayi County's first traceability certification for aquaculture products produced at an aquavoltaics site, further promoting transparent and sustainable seafood production.

- Removing White Popinac to Create Zero-carbon Biomass Energy: White popinac (*Leucaena leucocephala*) is listed by the International Union for Conservation of Nature (IUCN) as one of the world's 100 worst invasive alien species. It releases toxins that suppress the growth of native plants and contributes to biodiversity degradation. Starting in January 2024, TCC's Suao Plant and Hoping Plant signed memorandums of understanding with central and local government agencies, farmers' associations, and other partners to implement a white popinac removal program. Through mechanized removal, the project clears white popinac from riverbanks and surrounding areas in eastern Taiwan, helping restore native vegetation and rehabilitate local ecosystems. The removed biomass is then processed through cement kiln co-processing technology, converting the material into biomass fuel for cement production. This approach reduces reliance on fossil fuels and lowers carbon emissions while simultaneously integrating ecological restoration with circular resource utilization, delivering benefits for both climate change mitigation and biodiversity conservation.

3. Total Care Commitment: A People-Centric Just Transition and Stakeholder Inclusion

(1) Advancing Just Transition in Alignment with the Company's Transformation Strategy

In response to climate change and the depletion of natural ecosystems, achieving net zero emissions has become a global consensus and shared development goal. However, the transition toward a low-carbon future inevitably reshapes existing economic structures and social distribution, with the most direct impact on people. Guided by the principle of "leaving no one behind," TCC is committed to building a fair and inclusive transition framework. The Company regards just transition as a practical undertaking that must be continuously advanced throughout the process of industrial transformation. Through automation and artificial intelligence (AI) empowerment programs, TCC supports employees in reskilling and capability transformation, helping mitigate potential impacts of the transition on workers and local communities. During the transition process, TCC upholds the principles of prior communication and thorough consultation, ensuring that employees clearly understand the direction of transformation. In this way, the transition becomes not merely a corporate decision, but a shared commitment made together with employees.

• Flexible Workforce Deployment and Job Redesign

In response to the accelerating impacts of extreme climate change and rapid technological advancement, TCC is advancing a dual transformation centered on low-carbon development and digitalization. Within this framework, job redesign is regarded as a key lever for enhancing workforce resilience. By introducing automation and artificial intelligence (AI) technologies, the Company supports employees in upgrading their skills and adapting their roles to meet evolving labor demands driven by industrial transformation, thereby ensuring long-term employment stability.

The Group is also advancing the digitalization of its mining operations. Since 2022, TCC has progressively introduced the "AI-enabled autonomous electric mining truck" system at the Jurong and Yingde plants in Mainland China, as well as the Hoping plant in Taiwan, replacing conventional diesel mining trucks. Supported by functions such as centralized route planning, remote intelligent dispatch, automated parking and unloading, and simulated driving systems, this initiative not only reduces carbon emissions but also enhances operational efficiency and significantly lowers safety risks in mining areas.

To support workforce transition, the Company has established structured redeployment and training mechanisms for former mining truck drivers, guiding them into roles such as central control dispatch, power logistics, equipment readiness support, and road maintenance operations, thereby enabling their transition into low-carbon and digital professionals. To date, a total of 67 employees across the three plants have successfully transitioned, achieving a 100% reassignment rate, demonstrating effective alignment between smart transformation and workforce upgrading and reflecting TCC's commitment to a Just Transition. At the Hoping plant, former inspection personnel have also been redeployed to the technically specialized bricklaying team, enabling simultaneous optimization of workforce allocation and enhancement of professional capabilities.

In addition, the Group has established an internal mobility mechanism across business units, allowing employees with foundational expertise in mechanical and electrical disciplines to transition into emerging green energy sectors such as solar, wind, geothermal, and energy storage, where they can continue to apply and develop their expertise. For units more significantly impacted by the transition, such as Ho-Ping Power Company, where coal-fired units are being phased out, targeted training programs have been introduced in advance to help employees understand and adapt to the transition pathway. Through the redefinition of job functions, TCC effectively integrates the experience of senior employees with the evolving needs of emerging industries, thereby optimizing workforce allocation while supporting the Company's low-carbon energy transition strategy.

• Developing and Activating Human Capital Through Skills Enhancement

As industries move toward a low-carbon economy, the resilience of human capital and the continuous renewal of knowledge are critical to the success of transformation. TCC regards talent as the core driver of change and is committed to building a capacity-building system with an international perspective and the ability for continuous self-evolution. Through systematic resource support and mindset transformation, the Company aims to enable employees to develop into globally competitive green professionals in an era of rapid technological change.

To accelerate the recruitment of innovative talent, TCC launched the "Nemo Talent Program" in 2026, targeting interdisciplinary "π-shaped" professionals with strong expertise in multiple fields, independent thinking, and global mobility. Breaking away from conventional recruitment models, the program provides mentorship from senior executives and opportunities to participate in overseas projects across Europe, Asia, and Africa. This approach enables participants to translate their insights into tangible contributions to the Company's low-carbon transformation, while cultivating a new generation of globally minded leaders for the Group. For the development of existing employees, the Company established the "TCC Carbon Academy learning platform" in 2025, integrating global sustainability trends and energy transition knowledge. The platform offers flexible and systematic digital courses to help key personnel develop expertise in international carbon management standards. In 2026, the program evolved into the

"Sustainability Evolution Institute," further strengthening connections with international forward-looking knowledge and expertise. Through this comprehensive approach to skills enhancement and capability development, TCC continues to activate its human capital, enabling employees to acquire emerging green skills while also creating new opportunities for personal career development.

- AI Future Empowerment Initiative: From Organizational Development to Community Co-prosperity

To address potential digital divides and uncertainties arising from the adoption of automation technologies, the Company launched the "AI Future Empowerment Initiative" in March 2026. Through this initiative, TCC has expanded its capacity-building resources beyond employees to include local communities and schools, aiming to make technology a bridge connecting industry and society. This approach ensures that the benefits of transformation extend beyond organizational boundaries and become a driving force for regional shared growth.

The program develops tailored digital literacy and capability-building pathways for different groups. For local residents, practical courses such as "AI Magic on Your Smartphone" and "My AI Super Assistant" are offered to help participants learn how to use AI tools to enhance daily convenience and improve employment competitiveness. The initiative also reaches schools in rural areas such as Hoping and Dong'ao, where students participate in AI literacy programs, drone experiences, and close-up observations of autonomous electric mining trucks. Through these activities, students gain insights into the future trends of automation and intelligent industries, moving from foundational knowledge to real-world understanding.

Through this cross-generational empowerment mechanism, TCC has successfully cultivated a learning community that extends from within the organization to the broader society. The Company also shares participant stories through the DAKA social media platform and incorporates quantitative social impact measurement to evaluate the effectiveness of its empowerment efforts. This initiative reflects TCC's commitment to Just Transition, ensuring that employees, communities, and the next generation are equipped with the essential capabilities needed to thrive in the new era of intelligent technologies, while sharing the benefits of transformation.

(2) Strengthening Stakeholder Engagement and Advancing Industrial-Social Integration:

- TCC DAKA Eco-Circular Factory Marks its 7th Anniversary, Surpasses 10 Million Visits.

"A factory should not exist as an isolated entity. It should be a place connected to the environment, society, and the lives of nearby communities. It should work with the community and become part of everyday life. A factory is not only a place for production; it can also be a living space, a classroom for knowledge sharing, and a museum for preserving art."— Nelson An-ping Chang, Chairman of TCC Group Holdings

Hoping, Hualien, is TCC's most important production base in Taiwan. In 2020, TCC opened its factory gates to the public and established the TCC DAKA Eco-Circular Factory, transforming a large industrial facility operating around the clock into an open platform. It is Taiwan's first heavy-industry tourism factory integrating industry, ecology, culture, and recreation. The name "DAKA", meaning "to look out" in the Taroko language, reflects the vision of connecting the factory with the surrounding community. Businesses operating within the park contribute a fixed percentage of their monthly revenue to the Hoping Sustainability Charity Foundation, which provides emergency assistance for local residents. Meanwhile, revenue from guided tours and market stall fees supports environmental education programs in Hoping. The park also features a range of sustainability-oriented installations, including solar-powered kinetic art, a rainwater-recycling musical fountain, Taiwan's first 100% renewable-energy EV charging station, and the "Bromeliad Garden," which showcases more than a hundred species of bromeliads. The DAKA Market has also become a platform where indigenous women and young entrepreneurs can develop their businesses and pursue their aspirations.

Entering its seventh year of operation, TCC DAKA has become a destination for returning residents and travelers exploring eastern Taiwan, with more than 10 million visits to date. Beyond a milestone number, this achievement reflects TCC's original vision of using DAKA as a bridge for sincere dialogue with the public, inviting more people to step inside the factory and experience sustainability firsthand. Looking ahead, DAKA will move from "understanding" to "action." The launch of the "Graffiti Hall: Sustainability Practice Academy" will introduce monthly themed programs that encourage the public to learn from nature and engage in sustainable practices. Through these initiatives, TCC aims to further develop DAKA into a living platform for sustainable lifestyles, advancing the shared vision of community prosperity and inclusive development.

- The Nautilus Bibliotheca: A New Landmark at TCC DAKA Showcasing Industrial Aesthetics

Within the operating cement plant at TCC DAKA stands a spiral-shaped structure quietly coexisting with the massive rotary kiln, the Nautilus Bibliotheca, a new cultural landmark that reimagines the aesthetics of industry.

Located at the entrance to the TCC DAKA Renewable Resource Recycling Center (RRRC), the building was designed with a spiral form inspired by the golden ratio of the nautilus shell. The architectural concept and interior spatial design together create a place for memory, imagination, and exploration. The nautilus, often referred to as a "living fossil," has survived for more than 450 million years, symbolizing endurance and continuity, values that resonate with TCC's commitment to sustainability, circularity, and symbiosis.

The collection housed in the library transcends the boundaries of time and geography. Visitors can encounter replicas of significant historical artifacts, including the Rosetta Stone from ancient Egypt and a Sumerian clay tablet widely regarded as one of humanity's earliest love poems. Spanning thousands of years of civilization, these exhibits invite visitors to reflect on how humanity has moved from disorder to order. From the Qin Dynasty bronze weight system established under Emperor Qin Shi Huang, which unified measurement standards across China, to the scientific and artistic achievements of various civilizations, each artifact represents the accumulation and reflection of human knowledge. The opening of the Nautilus Bibliotheca carries special significance for both TCC and Hualien. It not only serves as a new highlight of the TCC DAKA visitor experience but also symbolizes the possibility of transformation and renewal in the face of adversity.

Beginning in late 2025, guided tours have been opened to local residents and the general public, inviting them to step inside the plant. Visitors can overlook the reconstructed Hoping Power Plant complex and the vast Pacific Ocean, explore the "Cement Fantasy" to learn about TCC's low-carbon transformation and global development, or visit the "Fern Garden" to discover local biodiversity. By integrating knowledge, art, and ecology, this space continues to embody TCC's vision of harmonizing industry and society while promoting shared community prosperity

- Collaborating with the Supply Chain to Advance Decarbonization and Biodiversity

TCC extends its sustainability actions beyond its own operations to the supply chain. In 2024, the Company established the "Green Supply Chain Alliance", committing to achieve a 10% reduction in carbon emissions by 2030 through voluntary decarbonization efforts. To support this goal, TCC has proactively aligned with the EU Corporate Sustainability Due Diligence Directive (CSDDD) and launched a Sustainable Supplier Learning Platform to strengthen suppliers' capabilities in sustainability management.

In addition, TCC has partnered with 10 key suppliers located around Hoping Port and Hoping Power Plant to jointly implement the "Hoping Welcomes You – Little Tern Conservation Program." Each year from April to August, these migratory birds travel thousands of kilometers from the Southern Hemisphere to breed in the area, guided by artificial nesting habitats designed to attract the species. The habitats are carefully protected by patrol teams formed by supplier partners. In 2025, TCC and its suppliers organized coastal cleanup activities and habitat monitoring programs, which significantly improved breeding outcomes. The number of nesting sites increased from 126 to 218, while the number of successful breeding pairs more than doubled. By integrating biodiversity conservation with supply chain governance, this initiative demonstrates TCC's commitment to "doing better together." Through collaboration with its partners, the industrial value chain becomes a powerful force for advancing sustainability.

- Creating Diverse Environmental Education Spaces — Taiwan's First "Port-Power Dual-Certified" Environmental Education Base

TCC has developed the Hoping Circular Production Park in Hualien as a gateway to sustainability. Guided by the concept of an "eco-port," Hoping Industrial Port actively promotes marine conservation. It is not only Taiwan's first industrial port to receive the EU's Port Environmental Review System (PERS) certification, but also a site supporting coral restoration efforts. Through diving observation and ecological guided tours, visitors can witness how an industrial port can coexist with nature. To date, more than 100 coral colonies have been successfully restored within the port area. Following Hoping Industrial Port, Hoping Power Company, a subsidiary of TCC, also obtained certification as an "Environmental Education Facility Site" from Taiwan's Ministry of Environment in early 2026. Together, these two sites form a unique "port-power dual-certified" sustainability education base in Taiwan. The core concept of this initiative is to challenge the traditional perception that industry and the environment are inherently in conflict. Hoping Power Company, recognized as the world's only coal-fired power plant without an ash pond, converts all coal ash generated from power generation into raw materials for cement production, achieving 100% resource recycling. Through energy transition education programs, the site also enables visitors to gain firsthand experience of low-carbon transformation in practice.

- Building a Cross-Border Digital Bridge — Launching a Global Communication Platform on LinkedIn in 2026

TCC is committed to establishing diverse and real-time channels for international engagement. In March 2026, the Company launched its official LinkedIn account as an important platform to connect with overseas investors, business partners, and the broader public.

Through LinkedIn, TCC aims to move beyond traditional financial disclosures by sharing its low-carbon energy initiatives and global transition experiences. From the open factory practices at TCC DAKA in Hoping, Hualien, and endangered species conservation at biodiversity centers, to decarbonization technologies implemented across Europe, Asia, and Africa, the Company uses visual storytelling and written narratives to demonstrate how sustainability is translated from aspiration into tangible industrial action. By leveraging this globally oriented communication platform, TCC seeks to foster cross-regional understanding and dialogue, enabling stakeholders around the world to engage with the Company's progress. Through each digital interaction, TCC continues to share its commitment to advancing a sustainable transition that benefits both society and the planet.

Sustainability Recognition

In 2025, TCC Group Holdings received widespread recognition from international sustainability assessments, ESG rating agencies, and global credit institutions for its performance in environmental protection, social engagement, and corporate governance. TCC became the first cement company to be selected among the Global 100 Most Sustainable Corporations by Corporate Knights, was named among the 2025 Best Companies in Asia Pacific by TIME. The Company was also selected as a constituent of the Dow Jones Sustainability World Index (DJSI World) and the Dow Jones Sustainability Emerging Markets Index (DJSI Emerging Markets). In ESG ratings, ISS ESG once again recognized TCC as a C+ PRIME-rated company. TCC also achieved Leadership level (A-) ratings for both Climate Change and Water Security in the CDP assessment. In addition, MSCI ESG Ratings assigned the Company an A rating, which has been maintained for four consecutive years, while Sustainalytics assigned an ESG Risk Rating of 21, ranking among the top ten companies in the industry. In terms of credit ratings, S&P Global Ratings and Fitch Ratings maintained TCC's BBB- rating with a stable outlook. TCC has further been recognized as one of the Top 10 Sustainability Exemplary Companies at the Taiwan Corporate Sustainability Awards (TCSA) for four consecutive years, and has received the HR Asia Best Companies to Work for in Asia Award four times. The Company also won the Best Green Loan of the Year Award at The Asset Triple A Awards for two consecutive years. These recognitions reflect TCC's continued commitment to global development and sustainable transformation, while maintaining strong corporate reputation and long-term value creation.

5.6.7 Expected Benefits and Possible Risks of Mergers and Acquisitions:

None.

5.6.8 Expected Benefits and Potential Risks of Plant Expansion

Cement Department:

No plant expansion.

Electricity and Energy Department:

- In line with the government's vision for a nuclear-free homeland by 2025 and the goal of achieving 20% of power generation from renewable energy, the Company's Power Department, as a leader in traditional industries, is also following the government's energy transition efforts by actively developing and investing in renewable energy. In the Zhangbin Industrial Zone, the former TCC Chemical plant site has completed the first and second phases of solar power projects totaling 12.1MW, the first phase of wind power at 7.2MW, the second phase of wind power at 9MW, the Fangyuan Zhangwang wind power project at 14.4MW, and the corporate rooftop solar power project at 4.1MW. Additionally, the Chiayi fishery-solar symbiosis project at 43.4MW was officially connected to the grid in October 2022. TCC aims to build 500MW of renewable energy power plants by 2030, which will reduce one-third of external electricity consumption. Initially, TCC's total renewable energy construction target will reach nearly 100MW, with an estimated annual power generation of nearly 200 million kWh.
- In response to the newly launched power trading projects in various European countries, NHOA.TCC has gradually entered the European market. Deploying EnergyArk400 and EnergyArk418 at fast charging stations and C&I sites, and applying to become an energy aggregator, it is expected to officially participate in France's power trading from the second half of 2026, including the energy market and ancillary services market, which is anticipated to bring stable revenue to the Company. At the same time, by reducing power application for charging stations and utilizing Plug & Play design, it accelerates the deployment speed of fast charging stations in Southern Europe by TCC's European subsidiary, Atlante.
- To achieve the annual production and sales plan of over 500 EnergyArk® units, a factory has been purchased in Jurong City, China. Several EnergyArk® cabinet production lines have been deployed to meet the energy storage market demand in Europe and China.

5.6.9 Risks faced due to concentrated purchases or sales:

None.

5.6.10 Impact on TCC due to large transfers or changes in shareholdings of directors, supervisors, or major shareholders with over 10% ownership:

None.

5.6.11 Impact and risks to TCC due to changes in management control:

None.

5.6.12 Litigation or Non-litigation Cases

As of 2025 and the printing date of this annual report, major litigation, non-litigation, or administrative disputes that have been definitively adjudicated or are still pending: None.

As of 2025 and the printing date of this annual report, any major litigation, non-litigation, or administrative disputes involving the directors, President, de facto responsible persons, major shareholders with shareholding exceeding 10%, and subsidiaries, whether definitively adjudicated or still pending, which may significantly impact shareholders' equity or securities prices:

Company Name	Ho-Ping Power Company
Disputed Facts	The Fair Trade Commission (FTC) imposed a penalty on Ho-Ping Power Company for violating Article 14 of the Fair Trade Act, which governs the conduct of domestic private power companies.
Amount in dispute	NT\$1,350,000 thousand
Litigation/appeal start date	March 2013
Main Parties to the Litigation	Ho-Ping Power Company and the Fair Trade Commission
Processing status	1. In November 2013, the Fair Trade Commission issued a second administrative disposition, revising the fine imposed on Ho-Ping Power Company to NT\$1,320,000,000. 2. The Supreme Administrative Court ruled on June 30, 2015 and September 6, 2018, respectively, to set aside the original judgments favorable to Ho-Ping Power Company. The Supreme Administrative Court further ruled on August 11, 2022, to dismiss Ho-Ping Power Company's claim in the original trial (Case No. 864 of 2020). Dissatisfied with the aforementioned final judgment, Ho-Ping Power Company filed a petition for retrial with the Supreme Administrative Court. Following the retrial, the Supreme Administrative Court partially dismissed the petition on January 31, 2024, and transferred the remaining portion to the Taipei High Administrative Court. The case was subsequently concluded in August 2025 upon successful mediation between both parties. 3. In 2014, Ho-Ping Power Company filed an appeal against the Fair Trade Commission's disposition No. 103090 dated July 10, 2014, regarding a matter under the Fair Trade Act. The temporarily suspended appeal procedure was resumed following the Supreme Administrative Court's final judgment No. 864 of 2020. After the Executive Yuan dismissed the appeal, Ho-Ping Power Company filed a lawsuit with the Taipei High Administrative Court. The case was likewise concluded in August 2025 upon successful mediation between both parties. 4. As a matter of prudence, Ho-Ping Power Company had recognized the estimated loss in 2012 and fully settled the amount by June 30, 2019.

Company Name	Ho-Ping Power Company
Disputed Facts	Taiwan Power Company (Taipower) filed a civil lawsuit with the Taipei District Court.
Amount in dispute	A total of approximately NT\$1,755,216 thousand
Litigation/appeal start date	November 2015
Main Parties to the Litigation	Ho-Ping Power Company and Taipower
Processing status	In November 2015, Ho-Ping Power Company received a civil lawsuit from Taiwan Power Company filed with the Taipei District Court regarding the same matter as the aforementioned administrative lawsuit. In May 2020, the claim amount for this case was reduced from the original NT\$5,268,000 thousand to NT\$1,755,216 thousand. The Taipei District Court dismissed Taiwan Power Company's lawsuit on May 12, 2021, and the Taiwan High Court also dismissed the lawsuit on July 28, 2023. Dissatisfied with the rulings, Taiwan Power Company appealed to the Taiwan High Court, and the Supreme Court annulled the original judgment and remanded the case for retrial on January 30, 2024.

5.6.13 Other Significant Risks

1. Risk of Unfair Competition from Imported Cement— Impacts on Taiwan's Basic Industries, Circular Economy Capacity, and Local Employment.

Due to excess production capacity, neighboring countries such as Vietnam, Indonesia, and Japan have long exported cement to Taiwan at significantly discounted prices. For example, the export prices of cement from Japan and Indonesia are approximately 37% and 57% of their respective domestic prices, creating a substantial price disparity that has exerted pressure on the domestic industry. Since 2017, several domestic cement producers have been forced to idle kilns. TCC has also suspended operations of two rotary kilns at its Suao and Hualien plants, representing a total capacity reduction of 2.31 million tons. As a result, the capacity utilization rate of Taiwan's cement industry declined to 53.04% in 2024, falling below the 60% operational threshold, which has affected industry cash flow and supply stability.

Under the current production allocation mechanism of "domestic demand minus estimated imports equals the approved domestic production volume", an increase in imports directly reduces the allowable production of domestic manufacturers. This creates a structural disincentive that effectively rewards imports while constraining local production. Persistently low capacity utilization not only undermines industry operations but also weakens the strategic role of cement kilns in co-processing industrial waste and supporting disaster reconstruction, thereby affecting national resilience.

In addition, asymmetric carbon regulatory frameworks between domestic and international markets have created a risk of carbon leakage. Taiwan officially introduced carbon fee mechanisms in 2025, and TCC has actively invested in decarbonization initiatives. However, some exporting countries have not yet implemented carbon pricing mechanisms or continue to receive free carbon allowances, allowing certain imported cement to maintain a relative cost advantage under "zero carbon cost" conditions. This may result in reduced domestic production while global emissions increase.

At the end of 2025, Taiwan's Minister of Environment, Peng Chi-Ming, publicly called for efforts to reduce the use of imported cement. TCC supports the government's policy direction to reduce cement imports. Beyond environmental considerations, the issue concerns the long-term sustainability of Taiwan's basic industries. Allowing Taiwan to become a destination for surplus foreign cement production driven by short-term price advantages may ultimately undermine the livelihoods of the domestic cement industry and the tens of thousands of workers and families it supports.

TCC's Stance on Imported Cement

- (1) Safeguarding a Fair Trade Environment: TCC supports free trade but opposes unfair competition. For example, cement from Japan has been exported to Taiwan at prices lower than its domestic selling price, while certain Southeast Asian countries have redirected excess production capacity to the Taiwanese market. Taiwan should not become a market outlet for excess overseas production capacity.
- (2) Ensuring Equal Carbon Cost Responsibilities: Cement and clinker sold in the Taiwanese market, regardless of origin, should bear equivalent carbon costs. While domestic companies are investing in decarbonization and paying carbon fees, imported cement should not benefit from exemptions from environmental costs. Only when carbon costs are applied consistently can genuine fair competition be achieved.
- (3) An Irreplaceable High-Temperature Resource Recycling Hub: Cement kilns represent a critical infrastructure within Taiwan's circular economy system, providing ultra-high-temperature processing capable of safely treating complex industrial waste. These facilities also co-process waste from industries such as semiconductors and advanced technology, converting it into reusable resources.
- (4) Safeguarding National Infrastructure and Strategic Resilience: Cement is a strategic material essential to infrastructure development and national defense construction. Maintaining a certain level of domestic production capacity is therefore critical to ensure strategic resilience is not constrained by external factors.

Promoting Anti-Dumping Measures and Taiwan's CBAM to Address Unfair Import Competition

TCC has long advocated for the implementation of anti-dumping measures and carbon border adjustment mechanisms, and related policy developments have gradually materialized in Taiwan. In July 2025, Taiwan's Ministry of Finance formally determined that cement imported from Vietnam constituted low-priced dumping and imposed anti-dumping duties accordingly. In addition, the Ministry of Environment has identified cement as one of the first sectors to be regulated under Taiwan's proposed Carbon Border Adjustment Mechanism (Taiwan CBAM), with a pilot reporting system scheduled to begin in 2026. This framework aims to ensure that imported products cannot avoid equivalent environmental responsibilities. Anti-dumping measures are intended to restore a fair competitive environment. Such measures are implemented in accordance with the WTO Anti-Dumping Agreement to offset unreasonable price distortions and safeguard the sustainable development of domestic industries.

Ongoing Policy Engagement to Improve Regulations and Accelerate the Net-Zero Transition

TCC continues to engage with government authorities to improve the design and implementation of Taiwan CBAM. Key policy recommendations include the introduction of third-party verification of carbon emission data for imported products, the adoption of default value mechanisms, and the establishment of a comprehensive traceability system. TCC also recommends that imported products should be assessed based on total "gross" emissions, calculated in accordance with Taiwan's standards and covering emissions from transportation and purchased electricity. At the same time, TCC recommends that the government revise the "03050 Construction Outline Specifications" to remove restrictions, thereby enabling low-carbon limestone cement to be adopted in public infrastructure projects, and to optimize the commodity tax structure to better reflect the value of low-carbon building materials. TCC believes that advancing industry transition requires policy design that balances fair competition and industrial resilience, and helps prevent policy gaps from weakening domestic supply capacity.

2. Strengthening Safety Governance and Risk Resilience: Response to the Fire Incident at Molie Quantum Energy Corporation

According to the latest global risk report published by Allianz, fire incidents have consistently ranked among the top three causes of severe business interruption worldwide. For TCC Group, safety management across its energy-related businesses, including batteries and energy storage systems, has therefore become a critical foundation for sustainable operations. Following the fire incident at the Xiaogang plant of subsidiary Molie Quantum Energy Corporation on July 14, 2025, the Company recognizes that as industries evolve rapidly, safety must remain the fundamental cornerstone of sustainable development. Immediately after the incident, the Company activated its emergency response mechanism and coordinated with fire and environmental authorities to complete on-site response procedures. In accordance with IFRS Accounting Standards, the Company has assessed the property losses and asset impairments related to the incident based on available evidence, and has fully recognized and disclosed them in its 2025 financial statements, reflecting the impact on profit or loss for the year. The Company regards this event as an important opportunity to review corporate resilience and strengthen its risk governance framework, ensuring that the energy transition progresses steadily under the most rigorous safety standards.

Adoption of International Standards (RBA Framework) and Comprehensive Third-Party Audits

To reinforce institutional improvements following the incident, TCC initiated a systematic, cross-departmental enhancement program led by the Group Operations Headquarters. The Company conducted a comprehensive review of fire risk management, internal control mechanisms, and emergency response procedures across its energy business operations. In alignment with the Responsible Business Alliance (RBA) Code of Conduct, TCC introduced independent third-party health, safety, and environmental audits to strengthen occupational safety and environmental management systems. On the operational side, the Company promptly activated its Business Continuity Plan (BCP) and dynamically adjusted production and supply arrangements to ensure that global customer demand remained uninterrupted. At the same time, TCC strengthened its risk appetite framework and authorization mechanisms, placing high-risk operational processes under enhanced oversight by the Group Operations Headquarters, and further enhanced plant-level professional emergency response capabilities for new types of fire risks, including increasing the frequency of joint emergency drills. Based on lessons learned from the incident, TCC plans to expand the scope of these safety improvements to Taiwan-based facilities within the Charging & Energy Storage Business Group and the Battery & Power Business Group. Fire safety inspections will be conducted in accordance with Taiwanese fire safety and occupational safety regulations as well as U.S. NFPA (National Fire Protection Association) standards, and third-party plant fire safety assessment reports will be issued. In addition, subsidiary Molice has obtained RBA Silver Status certification in March 2026, demonstrating that the Group meets international responsible supply chain standards in labor rights, occupational safety, environmental management, and business ethics. Building on the experience from RBA audits, TCC will continue to strengthen its internal audit capacity. In addition to regular annual audits conducted by the Internal Audit Office, the Group will establish a cross-functional internal inspection team composed of experienced frontline personnel to comprehensively review management practices across its energy business operations. Internal training based on the latest RBA Code of Conduct will be implemented alongside practical on-site simulations to enhance accountability management.

In addition, the Company officially initiated the adoption of the international standards ISO 31000 Risk Management and ISO 22301 Business Continuity Management in March 2026. The former establishes an enterprise-wide risk management framework (ERM), while the latter strengthens business continuity management mechanisms (BCM) for core products, ensuring that critical operations can be maintained and rapidly restored in the event of major disasters or incidents. Through the implementation of these international standards, the Company will further optimize its existing systems and processes, enhance its risk management culture and business continuity capabilities, and move toward obtaining third-party conformity statements and external certifications.

Rebuilding Stakeholder Confidence: Strengthening Engagement Through Crisis Response

TCC believes that only through effective stakeholder engagement can it keep pace with developments in the market, economy, society, and environment. Although the fire incident at the Xiaogang plant of subsidiary Molie Quantum Energy Corporation did not result in major injuries, it raised concerns among local residents and employees regarding battery manufacturing facilities. The event prompted the Group to reflect that, while pursuing industrial innovation, communication with and trust from local stakeholders must be continuously strengthened. TCC regards stakeholders as important partners in its transition pathway and has adopted engagement approaches that emphasize both breadth and depth.

Through timely and transparent handling, the Company has appropriately reflected the losses from this incident in its 2025 profit or loss, recognizing the risk on a one-off basis to ensure financial transparency and stability. In terms of environmental monitoring, according to inspections conducted by the Kaohsiung City Environmental Protection Bureau, no toxic gas leakage was detected at the site and no toxic chemical substances were affected. With respect to the relevant administrative penalties, the Company has addressed all matters in accordance with applicable regulations and with full respect for the competent authorities.

TCC will take this incident as a lesson and continue to strengthen communication and collaboration with employees, local communities, and regulatory authorities. Through enhanced safety management systems, the Group aims to reinforce corporate resilience and responsible governance, and uphold its long-term commitment to stakeholder safety.

5.7 Other important matters:

None.

06 Disclosure of Sustainability-related and Climate-related Financial Information

Shaping the Future Civilization

"Cement is the binder of civilization. For over a century, cement has built the skeletons of cities: bridges, ports, hospitals, power grids, housing, and factories, steadily supporting the development of human civilization.

AI is penetrating every corner of the cement industry. For us, AI is not merely an efficient tool; it will directly impact how we produce, how we invest, how we reduce carbon emissions, and how we take responsibility for the future.

When the cement industry discusses AI, it cannot solely focus on technology; it must simultaneously address judgment, responsibility, and the direction of civilization. In fact, what we do now is shaping the direction of future civilization."

— Chairman, Nelson An-ping Chang

Sustainability as the Path, Green Energy as the Pulse, Technology as the Pivot

Cement Renaissance: Pioneers of Urban Resilience and New Civilization

In 2026, the world entered an era of unprecedented and rapid turbulence. The U.S.-Israel "Roaring Lion" operation ignited conflicts in the Middle East, and Iran blockaded the Strait of Hormuz, strangling global energy supply chains and causing the global economy to fluctuate. The ongoing war led to supply chain restructuring and a reshuffling of regional markets. Amidst geopolitical and economic confrontations, the AI revolution in technology and thinking is simultaneously upending industrial ecosystems and social structures.

In 2025, Chairman Nelson An-ping Chang proposed "Mobilis in Mobili" (Moving within the Moving) to strengthen TCC's organizational resilience and adaptability in a volatile environment. Facing even higher degrees of structural uncertainty in 2026, he believes that TCC must break out of the traditional framework of existing products and initiate a complete evolution. "If cement remains a 'standardized commodity,' it will be constrained by carbon pricing, restricted by energy, and regulated by border taxes. However, if cement upgrades into a 'product portfolio of engineered systems' featuring low-carbon, durability, sensing, electrified manufacturing, and energy-carrying characteristics, then the cement industry will not decline, but will complete an upgrade," becoming a strategic driver of AI and new civilization competitiveness.

Euronext, a leading pan-European exchange operator and index provider, redefined "ESG": Energy, Security, and Geostrategy. This perfectly echoes TCC's forward-looking layout. Since 2017, TCC has initiated a low-carbon transition and globalization process, currently operating in 24 countries. Through localized renewable resource recycling, the production of low-carbon building materials, and innovative sales models, TCC reduces product carbon footprints and avoids geopolitical risks. Furthermore, with cement as its core advantage, TCC integrates the application of energy storage and renewable energy, which has already been implemented in France, Italy, and Switzerland. By building local power grids characterized by energy, security, and regional resilience, TCC is transforming cement from a mere bulk commodity into an essential resilience product for future cities.

Sustainable Momentum: From Commitment to Practice, International Authoritative Ratings Affirm TCC's Transition Value

The latest "Sustainability Trends Businesses Must Watch in 2026" by the International Institute for Management Development (IMD) points out that sustainable development has shifted from ambition to execution. Leading international evaluations have gradually moved from single ESG indicators to examining whether a company's low-carbon transition is reflected in its revenue structure, capital investment, and growth momentum. They specifically focus on sustainable revenue, sustainable investment, and the Compound Annual Growth Rate (CAGR) of sustainable revenue to respond to the capital market's attention to transition effectiveness.

In 2026, TCC was named to the Corporate Knights Global 100 Most Sustainable Corporations. With a 'Sustainable Revenue Momentum' score of 22%, TCC demonstrated industry-leading transformation speed and scale, becoming the first global cement producer to be included in the ranking. Simultaneously, it was awarded TIME Magazine's "Best Companies in the Asia-Pacific," demonstrating that TCC has transformed into a green industry complying with international sustainable economic taxonomy standards. TCC achieved an "Investment Grade" rating of BBB- with a "Stable" long-term outlook from both S&P Global Ratings and Fitch Ratings. It also received a C+ PRIME status in the ISS ESG Corporate Rating, maintained an A rating in the MSCI ESG Ratings for five consecutive years, and entered the top 10 globally in the building materials industry in the SUSTAINALYTICS rating for the first time. In the Carbon Disclosure Project (CDP), which connects two-thirds of global companies and influences capital movements up to US\$136 trillion, TCC secured a Double-A leadership score. This is not only an affirmation from international institutions but also proves that TCC translates sustainable development into tangible corporate competitiveness and profitability momentum.

6.1 Implementation Plan for IFRS Sustainability Disclosure Standards

Board Oversight of Standards Alignment: Disciplined Execution of the Implementation Plan

In response to the "Implementation Roadmap for IFRS Sustainability Disclosure Standards" and the associated timeline announced by the Taiwan Stock Exchange (Letter No. 1130012011), TCC is preparing to officially apply the IFRS Sustainability Disclosure Standards starting in 2026. Pursuant to this directive, the Board of Directors approved the alignment plan for "IFRS Sustainability Disclosure Standards" on August 13, 2024, and established a cross-functional task force spearheaded by the Chief Sustainability Officer (CSO). This initiative aims to integrate sustainability metrics with financial reporting, positioning the preparation for these standards as a cornerstone for deepening the Company's climate governance and accelerating its transformation.

The task force reports quarterly to the Corporate Sustainable Development Committee and the Board. By 2025, it had successfully completed the preliminary identification of sustainability-related risks, opportunities, and their potential financial impacts, alongside the assessment of readiness for material financial information and data collection protocols. The Company remains committed to the continuous refinement of corporate workflows, financial and non-financial reporting processes, information systems, supply chain management, internal controls, and daily operations across all business units to ensure future compliance.

Resilience Across the Global Footprint: Risk Management Driven by Scientific Data and AI Models

TCC has established a robust framework for identifying and managing sustainability and climate-related risks and opportunities. By synergizing "Expert Assessment" with "Scientific Data Calibration," we have transitioned from traditional qualitative analysis to a data-driven approach, significantly enhancing the efficacy of our risk management. The three core phases are as follows:

STEP 1 – Systematic Mapping of Global Operations

To ensure our operational strategies are resilient amidst the global net-zero transition and precisely aligned with IFRS Sustainability Disclosure Standards, TCC completed a comprehensive identification of risks and opportunities in 2025. This review encompassed nine major business groups, including Cement & Environmental Protection, Cement and Energy Storage, Charging & Storage, Battery Energy, and Asset Management, spanning 20 key operational regions from Cross-strait to Turkey, Europe, West Africa, the United States, and Australia. Guided by SASB standards and international frameworks, TCC systematically evaluated the materiality of activities across borders and industries. Our focus extended beyond regulatory compliance in multinational operations to identify key opportunities that bolster the resilience and competitiveness of TCC's product portfolio.

STEP 2–Materiality Assessment Integrating Global Practical Experience

Based on the nature and region of its global business entities, TCC held four sustainability and climate-related risk and opportunity identification workshops, including the Operation Headquarters and Taiwan subsidiaries, the European cement business, the global charging and storage business, and the Mainland China cement business. The assessment process involved 34 senior executives from the headquarters and various business groups. It comprehensively considered the degree of financial impact, likelihood of occurrence, and the level of risk mitigation and opportunity realization, and referred to actual data such as corporate group assets, revenue, and disaster losses to conduct financial materiality assessments. This mechanism ensures that the assessment results are based on data, integrate the practical experience of global management with a profound understanding of local contexts, and ensure the consistency of decision-making perspectives.

STEP 3–Leveraging AI to Quantify Long-Tail Risks and Transition Value

To improve the accuracy of risk assessments, TCC utilized AI-assisted Monte Carlo Simulation combined with log-normal distribution estimations.

1. AI-assisted Statistical Model Construction: TCC's Digital Intelligence Navigators (DIN) utilized AI technology combined with years of risk quantification and simulation experience to build a Monte Carlo simulation model suitable for TCC's scenarios. Based on the qualitative assessment results of senior management and using actual operational data (such as asset and revenue amounts) as parameters, the financial impacts of risks and opportunities were quantified.
2. Dual-Point Calibration: In addition to the Monte Carlo simulation results, TCC used real data such as major disaster loss amounts, insurance claims amounts, and low-carbon product revenues as anchor points for model calibration. This derived volatility and corrected the variance of the simulation results, making the model more closely reflect real-world risk fluctuations.
3. Capturing Long-Tail Risk: The model set a 5-year dynamic scenario simulation (up to 2030) to comprehensively estimate the combined financial impacts of various risks and opportunities in the short, medium, and long term. It effectively captured "tail risks" with low probability but extreme financial impact, such as the Hualien earthquake on April 3, 2024, and the fire incidents in 2025, to calculate statistically significant Inherent Risk and Residual Risk values.
4. Dual-Track Data Anchoring Profit Potential: By comprehensively considering "revenue growth momentum" and "cost-reduction and efficiency-enhancement synergies," opportunities were concretely quantified. "Realized Opportunities" were calculated based on past sustainable revenue and benefits, and "Potential Opportunities" were estimated through simulations. This clearly presented TCC's existing advantages and future potential in sustainable transition, providing a reference for capital allocation and strategic decision-making for senior management.

TCC's identified material IFRS S1/S2 risks and opportunities are as follows:

Sustainability-related and Climate-related Risks		Sustainability-related and Climate-related Opportunities	
Item	Risk	Item	Opportunity
1	Insufficient Fire Risk Management	1	Market Expansion for Low-Carbon Products and Services
2	Insufficient Earthquake Risk Management	2	Smart Low-carbon Production and Co-processing of Waste
3	Inadequate Information Security Management	3	Attracting Long-term Investment Interest
4	Inadequate Occupational Health and Safety Management	4	Development of New Energy Projects
5	Insufficient Lifecycle Management of Products and Services	5	Optimization of Energy Infrastructure, Usage Efficiency and Regulations
6	Availability of Capital and Insurance Support from Financial Institutions	6	Revitalization and Value Enhancement of Idle Assets
7	Insufficient Understanding of Green Energy and Energy Storage Regulations	7	Participation in Power Trading Markets
8	Inadequate Sustainable Supply Chain Management	8	Development of Circular Economy Benefits from Waste
9	Non-compliance with Ethical Standards and Integrity	9	Strengthening Human Capital through Comprehensive Talent Development
10	Frequency and Intensity of Extreme Precipitation Events	10	Effective Air Quality Management Strategies
11	Talent Shortage due to Ineffective Training and Development	11	Effective Water Resource Management Strategies
12	Failure of Investment in R&D of New Technologies	12	Effective Ecological Restoration Management Strategies
13	Inadequate Stakeholder Engagement		
14	Carbon Pricing Mechanisms (Cap-and-Trade, Carbon Fees, Taxes)		
15	Ineffectiveness of Low-Carbon Technologies and Equipment		
16	Water Scarcity		
17	Compliance Costs for Environmental Regulations		
18	Tightening Regulations on Environment, Biodiversity, and Development		

Based on the above risk identification and financial materiality assessment process, "Insufficient fire risk management" is the primary risk item requiring prioritized prevention and enhanced management.

1. Strengthen Major Accident Risk Management Mechanisms: The Risk Management Committee approved the deliberation on November 12, 2025, to refine the authorization of risk management limits for "major accident risk events," determining its mitigation measures, risk appetite, and control limits, to ensure the Company possesses clear risk tolerance boundaries and response guidelines when facing sudden disasters. Furthermore, TCC initiated the adoption of ISO 31000 and ISO 22301 in 2026 to continuously optimize the overall risk management process and Business Continuity Plan (BCP).
2. Strengthen External Audits: TCC proactively introduced the RBA (Responsible Business Alliance) international code of conduct widely adopted by the technology industry, conducting third-party safety and human rights audits to perform health checks in five major areas covering labor, health and safety, environment, ethics, and supply chain management. This identifies potential risks and improvement opportunities, achieving Silver certification in January 2026.
3. Establish Fire Response Capabilities: TCC has planned the establishment of a dedicated in-plant fire brigade, hired professional talent, and purchased special equipment to deal with new types of fires. It also established a joint drill mechanism with public sector fire departments to enhance the disposal capacity during the golden hour.
4. Real-time Communication and Information Transparency: In response to the Kaohsiung Xiaogang plant of Molie Quantum Energy Corporation (MQE) fire incident in 2025, TCC issued a significant subsequent events report in August of the same year, promptly explaining response measures and plans to the public, and proactively disclosing environmental quality and related information to ensure in-depth communication with stakeholders. (Refer to the Report on Subsequent Events—Materiality Issues and Risk Management Mechanism of TCC Group Holdings, link: <https://www.tccgroupholdings.com/esg/report-on-subsequent-events>)

Regarding the financial impact of the fire incident, please refer to "Note 5. Critical Accounting Judgments and Key Sources of Estimation Uncertainty," "Note 13. Inventories," "Note 16. Property, Plant and Equipment," "Note 19. Intangible Asset," and "Note 40. Significant Losses From Disasters" in the Company's 2025 Consolidated Financial Statements.

TCC expects to complete the trial version of IFRS S1/S2 in accordance with the Taiwan Stock Exchange regulations in the third quarter of 2026. Financial-related information regarding the aforementioned identified material IFRS S1/S2 risks and opportunities will be detailed in that report.

Data Governance and Internal Control Optimization: Establishing a Sustainable Financial Disclosure Platform to Ensure Information Reliability

To enhance the effectiveness of the internal control design and execution of sustainable financial information, TCC has launched a project to establish a sustainable financial disclosure platform and explicitly incorporated sustainable financial data into Section 19 "Sustainability Information Management (AGC-19)" of Chapter 10 of TCC's "Circular Control Operations Guidelines." This platform is planned to link with the ERP system, implement "Source Management," ensure the traceability of the sustainability nature labeling of every transaction, and realize the automated collection and anti-tampering mechanism of IFRS S1/S2 financial impact data. The system labeling of sustainable financial data is established referencing SASB standards. The final approval of its labeling will be confirmed through a rigorous internal control mechanism, retaining a complete audit trail to ensure that the sustainable labels of financial activities are highly aligned with IFRS S1/S2 disclosure requirements. In the future, TCC will continuously improve the operational efficiency and accuracy of the sustainable financial disclosure platform, making it an essential auxiliary tool for addressing climate change and long-term strategies, driving the enterprise toward sustainable transition, and achieving robust growth in a low-carbon economy.

6.2 IFRS S1 and S2

From the perspective of primary users of general-purpose financial reports (including existing and potential investors, lending banks, and other creditors), TCC identifies sustainability and climate-related risks and opportunities that can be reasonably expected to affect TCC's future prospects, in accordance with IFRS S1 and IFRS S2 standards. Unless otherwise specified, the financial impact amounts related to climate and sustainability disclosed in this chapter are presented in New Taiwan Dollars as the functional currency. For foreign currency transactions and exchange rate translations involved, please refer to the significant accounting policies and exchange rate translation standards listed in the Company's consolidated financial statements to ensure that information users can accurately assess the company's risk exposure and balance sheet changes in different currency environments.

6.2.1 Governance

Governance Bodies Overseeing Sustainability-related and Climate-related Risks and Opportunities

The TCC Board of Directors is the highest decision-making body overseeing sustainability and climate-related issues. Board members possess cross-industry experience in energy, environmental protection, cement, M&A/investment, information technology, etc. Their professional capabilities cover business management, international markets, risk management, accounting and financial analysis, law, and ESG. Through their experience in corporate management, risk management, environment, climate change, and sustainability, they provide insights helpful for tackling climate change and sustainability challenges. The Board continuously strengthens members' knowledge of climate change science, transition pathways, and associated financial impacts through annual director training¹.

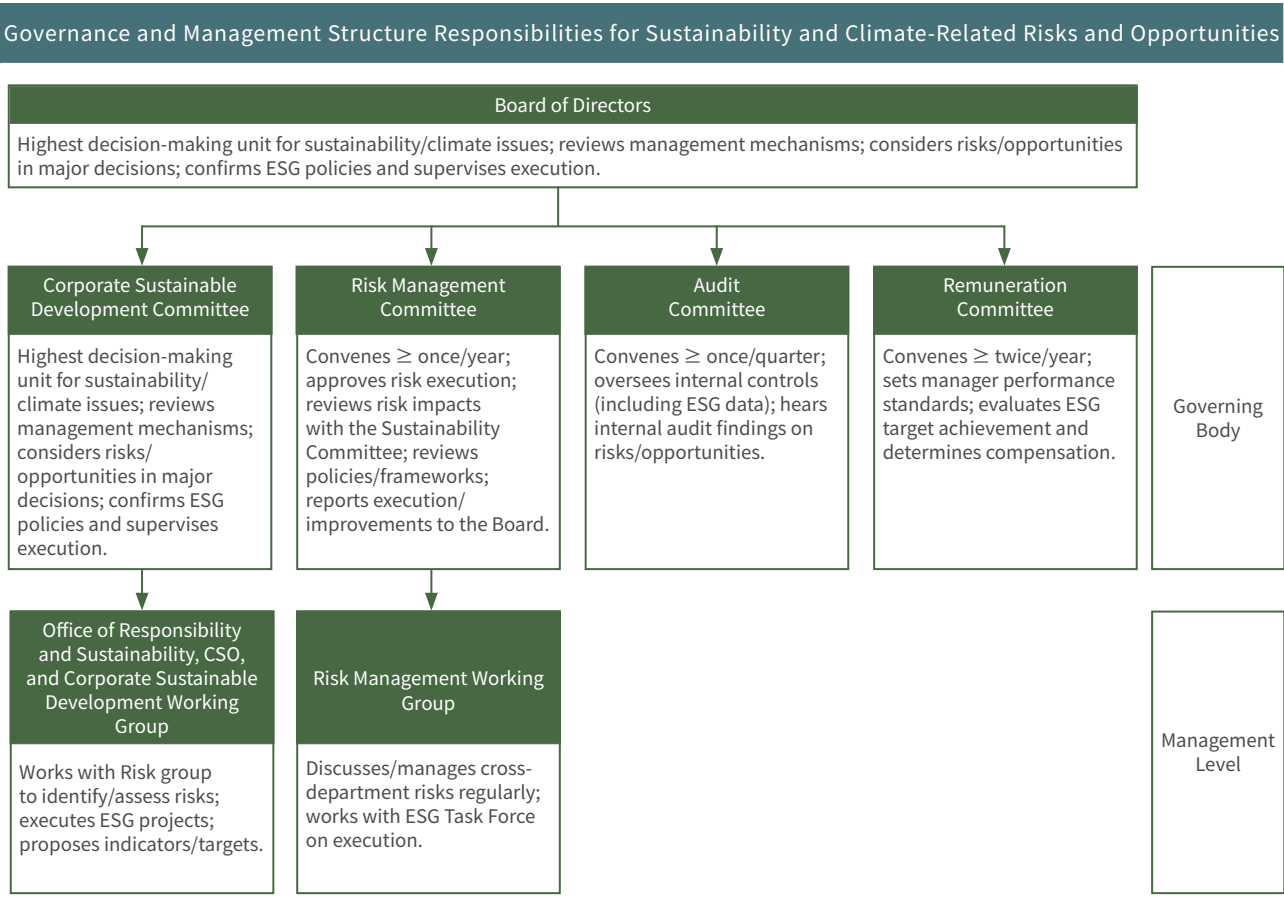
The TCC Board of Directors established the "Corporate Sustainable Development Committee" in 2018, formulated the Organization Charter of the TCC Corporate Sustainable Development Committee and the Sustainable Development Best Practice Principles, and elevated it to a functional committee in 2021. The Corporate Sustainable Development Committee is responsible for approving and supervising TCC's sustainable development initiatives, including climate governance and low-carbon issues. It convenes at least twice a year and reports to the Board of Directors (convened four times in 2025). Through the content reported by the Corporate Sustainable Development Committee to the Board, the Board confirms the company's sustainable development and ESG management policies, supervises and tracks the execution of TCC's sustainable development, and reviews the achievement of performance goals.

TCC established a "Risk Management Committee" and formulated the Organization Charter of the TCC Risk Management Committee and the Risk Management Policy. The Risk Management Committee regularly identifies and manages risks in corporate operations, including physical and transition risks potentially brought by climate change, and leads the planning of relevant response measures. The Risk Management Committee and the working group execute the risk management decisions approved by the Board, supervise the establishment of TCC's risk management mechanism structure, review risk control reports submitted hierarchically according to internal responsibilities, handle risk management-related issues, and supervise the execution and coordinated operation of overall risk management. The Risk Management Committee submits management execution status and risk control reports to the Board of Directors at least once a year (convened twice in 2025).

The Audit Committee oversees the control effectiveness of the sustainability information management system, regularly hears reports from the chief internal auditor on sustainability and climate-related findings, and establishes or amends internal control systems when necessary. The Remuneration Committee is responsible for formulating the sustainability and climate-related performance systems, standards, and structures for managers, regularly assessing the achievement of goals to determine remuneration, and ensuring that remuneration arrangements align with and connect to the Group's strategic objectives.

To ensure that remuneration is linked to long-term corporate operations and achieves sustainable management goals, TCC incorporates environmental protection, social responsibility, and corporate governance objectives into the performance evaluations of the President and senior executives, linking them to remuneration indicators. Furthermore, 40% of the variable remuneration for senior management is linked to ESG performance goals to incentivize management to continuously improve performance in these areas. Additionally, for the CFO, the highest procurement executive, and the procurement department, TCC sets specific targets based on key sustainability indicators to implement the connection between sustainable performance and remuneration. 100% of the variable remuneration for the Group CEO is distributed in stock, deferred over three years into a personal stock account. For climate-related remuneration linkage information, please refer to "6.2.4 Metrics and Targets."

¹ For information regarding directors' continuing education, please refer to "2.2.3 The operation of corporate governance and the differences and reasons between it and the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies," Note 2 on directors' training on page 72 of this Annual Report.



Balancing Sustainability and Climate-Related Risks and Opportunities in Decision-Making

In governing sustainability and climate change issues, TCC grasps the perspectives of various stakeholders through questionnaire surveys and comprehensively integrates them into different decision-making dimensions. When reviewing major decisions such as strategies, performance goals, and risk management processes and policies, the Board comprehensively considers scenarios based on the decision elements reported by functional committees and management. In major transactions and risk management processes, the Board also incorporates sustainability and climate-related risks and opportunities into its decisions, considering the impact of relevant risks and opportunities on the company's financial position, financial performance, and cash flows to ensure that resource allocation aligns with long-term climate goals.

Management's Role in Governing Sustainability and Climate-Related Risks and Opportunities

TCC's Corporate Sustainable Development Committee oversees seven functional groups, including Corporate Governance, Comprehensive Care (including Social Philanthropy), Sustainable Products and Manufacturing, Sustainable Environment, Green Energy, Biodiversity, and Sustainability Disclosure. These functional groups are composed of department heads and senior personnel from relevant departments and subsidiaries. ESG-related responsibilities are assigned based on departmental functions and extend across the Group's subsidiaries to comprehensively manage sustainability-related risks and opportunities.

Specific responsibilities and divisions of labor for these functional groups are determined during operational meetings presided over by the Chairman, where duties are allocated to relevant units based on the nature of the issues. Subsequent implementation is coordinated by the Chief Sustainability Officer (CSO), tracked via reports at operational meetings, and results are regularly submitted to the Corporate Sustainable Development Committee for review and discussion.

TCC established the Risk Management Working Group under the Risk Management Committee, responsible for coordinating and promoting the operation of the company's overall risk management mechanism. Based on the company's risk management policy and principles of hierarchical responsibility and authorization, this working group formulates risk management policies and governance frameworks, and establishes relevant guidelines, measures, and operational procedures. Regarding risk assessment, the working group determines the company's risk appetite (risk tolerance) and formulates risk management strategies to ensure financial resilience.

Through systematically analyzing and identifying the sources and categories of the company's various risks, the working group not only regularly reviews their applicability but also initiates real-time investigation and response mechanisms for major events. The working group continuously grasps the overall risk profile, compiles a review and improvement report on the execution of the company's risk management and major risk events, and submits it to the Risk Management Committee and management at least once a year to ensure that the governance body grasps the latest risk dynamics and control effectiveness.

6.2.2 Strategy

Based on the 2024 Annual Report's dedicated chapter on Sustainability and Climate-related Financial Disclosures, TCC comprehensively deepened the alignment of the IFRS S1/S2 disclosure framework and integrated the Sustainability Accounting Standards Board (SASB) disclosure topics relevant to TCC's operations. Following internal management meeting discussions and strategic alignment, TCC formulated three strategic sustainability themes: "Low-Carbon Products and Services," "Green Energy and Energy Storage," and "Resource Circulation (Climate Action and Net-Zero Emissions)." The aforementioned topics not only echo TCC's commitments in facing climate change challenges but also embody the Group's innovative spirit in product lifecycle management and energy applications.

Based on the aforementioned identification results, the Company is committed to prudently controlling sustainability-related risks while seizing emerging opportunities during the low-carbon transition, concretely practicing the core values of "Total Climate Commitment, Total Care Commitment." TCC will continue to proactively respond to the needs and expectations of stakeholders through diverse communication channels, working together to achieve the common goals of sustainable development.

Through identification and assessment, TCC deeply understands the sustainability and climate-related risks and opportunities the Company faces², and identifies the time horizons over which various risks and opportunities are expected to impact the Company's prospects:

Period	Definition	Linkage to Strategic Decisions
Short-term	Within 2 years (2026-2027)	Annually review strategic initiatives for the next 1 to 2 years and adjust on a rolling basis.
Medium-term	Within 2 to 4 years (2028-2029)	The planning cycle for significant decisions averages around 4 years, with review and adjustments conducted periodically.
Long-term	5+ years (Beyond 2030)	Strategies are expected to generate results after 2030. Furthermore, in alignment with the national "2050 Net-Zero Emissions Pathway" and related policies, plans are being developed for the cement and concrete business units to achieve net-zero emissions by 2050.

² Following identification, it was confirmed that among the identified sustainability and climate-related risks and opportunities, there are no significant risks that would require material adjustments to the carrying amounts of assets and liabilities reported in the relevant financial statements within the next reporting period.

[Dynamic, Resilient, AI-Empowered, Sustainable Growth]
Summary of TCC's 2025 Sustainable Financial Performance

- **[Dynamic]** In 2025, TCC Group's global operational footprint spanned five continents, deeply rooted in 20 key markets. The consolidated operating revenue for 2025 reached NT\$149.8 billion. Operating revenue accounted for 32% in Taiwan and 21% in Mainland China, while Turkey, Portugal, and Africa increased to 41%, and other overseas regions accounted for 6%, effectively diversifying geopolitical risks and actively exploring potential markets. Since 2016, TCC's Compound Annual Growth Rate (CAGR) of revenue has reached nearly 6%³, and the Company was selected as one of the *2026 Corporate Knights Global 100 Most Sustainable Corporations* and *TIME Magazine's World's Best Companies in Asia-Pacific*.
- **[Resilient]** In 2025, although TCC's profitability was impacted by the fire incident at its subsidiary, Molie Quantum Energy Corporation ⁴, the Company still demonstrated resilient operational performance, anchored by its long-term commitment to sustainable development and strategic international footprint. Net cash inflows from operating activities reached NT\$33.1 billion. Total capital expenditures amounted to NT\$25.9 billion, accounting for 78% of the net cash inflows from operating activities, which was fully sufficient to cover 100% of the capital expenditures. Capital expenditures (CapEx) for Decarbonization & Green Transition accounted for approximately 52% of the total CapEx, focusing on the R&D of low-carbon construction materials, urban resource development, and new energy products and services. Total cash and time deposits reached NT\$142.7 billion, ensuring ample liquidity and maintaining moderate leverage with a robust asset structure. Even after the Molie Quantum Energy fire incident, S&P Global Ratings (Taiwan Ratings) and Fitch Ratings maintained TCC's international investment-grade rating at "BBB-" with a "Stable" outlook.
- **[AI-Empowered]** Implementing AI and electrification transitions, TCC has significantly increased investments in AI hardware, software, and talent cultivation. The Company introduced unmanned electric mining trucks, drones, and inspection robot dogs, enhancing efficiency through human-machine collaboration. In 2025, CapEx for AI and related electrification applications surged by 485% compared to 2024.
- **[Sustainable Growth]** Operating revenues from low-carbon cement and concrete products, waste management services, energy storage and EV charging services, renewable energy trading, and the high-power battery business, assuming the pro forma inclusion of waste management-related businesses from Onyx Ta-Ho Environmental ⁵, reached NT\$106 billion. This accounted for 69% of the total operating revenue in 2025, with a year-over-year (YoY) growth rate of approximately 7.5% ⁶ compared to the 2024 operating revenue of NT\$98.6 billion.

³ Revenue percentage is calculated based on the destination of sales.

⁴ For detailed explanations and countermeasures, please refer to Section "5.6.13 Other Significant Risks" and Section "6.1 Implementation Plan for IFRS Sustainability Disclosure Standards" in this Annual Report.

⁵ Onyx Ta-Ho Environmental Services Co., Ltd., an associate company in which TCC holds a 50% equity stake and accounts for using the equity method, is engaged in industrial waste and domestic waste management services, wastewater treatment services, and waste-to-energy power generation. Assuming its operational data were included pro forma, the total operating revenue generated from related businesses would reach NT\$106,019,099 thousand, accounting for 69.3% of the pro forma operating revenue. However, this is not included in the total consolidated operating revenue of TCC's "2025 Consolidated Statement of Comprehensive Income" and "2024 Consolidated Statement of Comprehensive Income." Prior to the pro forma inclusion of Onyx Ta-Ho Environmental, the operating revenue in 2025 from low-carbon cement and concrete products, waste management services, energy storage and EV charging services, renewable energy trading, and high-power battery products was NT\$102,834,809 thousand, accounting for 68.6% of the operating revenue.

⁶ This YoY growth rate includes the pro forma addition of related revenue data from subsidiaries CIMPOR and OYAK CEMENT for January and February 2024. Prior to this pro forma adjustment, the YoY growth rate would be 16.2%.

For the strategies TCC uses to manage the sustainability/climate-related risks and opportunities of "Low-Carbon Products and Services," "Green Energy and Energy Storage," and "Resource Circulation (Climate Action and Net-Zero Emissions)," please refer to the tables below.

6.2.2.1 Material Topic 1: Low-carbon Product and Services

	Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
1. Types and Descriptions of Risks and Opportunities	Climate-Related Transition Risks / Technologies 1. Ineffectiveness of Low-Carbon Technologies and Equipment If the R&D of low-carbon technologies, equipment upgrades, or management systems fail to deliver expected benefits on schedule, it may lead to missed carbon reduction and energy efficiency targets. This increases the risks associated with carbon costs, energy costs, compliance, and supply chain requirements, further impacting brand image, the terms of sustainability-linked bonds, customer trust, and financing conditions.	Climate-Related Opportunities / Products and Services 1. Market Expansion for Low-Carbon Products and Services Driven by the 2050 net-zero emissions policy trend, global demand for Low-Carbon Construction Materials continues to increase. Through the use of alternative raw materials and fuels alongside process improvements, TCC develops low-carbon products and services to enhance product competitiveness and operating revenues. By promoting the development of new UHPC (Ultra-High Performance Concrete) products with overseas subsidiaries and aligning with regulations and carbon pricing mechanisms, TCC strengthens customers' carbon reduction awareness and expands the demand for low-carbon products.
	2. Reasonably Foreseeable Time Horizon Short-term	Short to Medium and Long-term
3. Current and Anticipated Effects of Sustainability-related Risks and Opportunities on the Entity's Business Model and Value Chain	Business Model TCC's cement and ready-mixed concrete (RMC) plants already exceed regulatory requirements and continuously undergo technological upgrades to optimize the energy consumption of process equipment, thereby increasing the demand for capital goods purchases. If the majority of market peers only meet the minimum regulatory standards when replacing equipment, it will create a disparity in production costs, adversely affecting TCC's cost competitiveness. Furthermore, driven by international trends in the cement industry and net-zero targets, industry peers are all undertaking low-carbon technology transitions. If a company lacks sufficient investment in low-carbon R&D and capital expenditures, it will lose market competitiveness.	Business Model With the implementation of Taiwan's carbon fee mechanism, along with the Ministry of Environment's plans to promote a "country-to-country carbon footprint verification mechanism" and "trial declarations for the Taiwanese version of CBAM," it is anticipated that customers' carbon reduction awareness will continue to strengthen. TCC's development of the Total Climate series of low-carbon products and UHPC series products helps increase the demand for low-carbon products among downstream customers in the value chain. In response to the ESG requirements of global investors, entities recognized and certified by international professional ratings are more likely to be included in thematic investment portfolios or become investment targets. Additionally, companies demonstrating substantial carbon reductions and promoting green products can secure better credit terms or financing interest rates.
	Scenarios⁷ [The Science Based Targets (SBT) for Cement] In December 2024, TCC's 1.5° C emissions reduction targets were validated by the SBTi. Starting in 2025, a total of 14 cement plants across Taiwan and Mainland China will follow this 1.5° C reduction pathway, using 2016 as the baseline year. TCC is committed to reducing Scope 1 carbon emission intensity by 23.9%, Scope 2 carbon emission intensity by 64.4%, and the combined Scope 1 and 2 carbon emission intensity by 26.8%, thereby mitigating the impact of carbon emissions on operating costs. [The GCCA Net Zero Roadmap for Concrete] TCC joined the Global Cement and Concrete Association (GCCA). Following its "Our Concrete Future" 2050 roadmap, TCC has set a 2050 carbon neutrality target for TCC concrete, serving as a reference for the development of related low-carbon products. [National Development Council's Taiwan's Pathway to Net-Zero Emissions in 2050] According to Taiwan's Pathway to Net-Zero Emissions in 2050 and Strategies, the target for the circular economy aspect of industrial transformation in the manufacturing sector is to achieve a 7% substitution rate of mineral raw materials in the cement industry and expand the proportion of alternative fuels used in the cement industry to 10% by 2030. Adaptive Capacity [The Cement Business is Actively Reducing Carbon Emissions] TCC is committed to reducing carbon emissions from the production of cement products through process improvements, waste heat recovery (WHR) power generation, and the application of alternative raw materials and fuels (AFR). [TAF-Accredited Laboratories with International Certifications for Cement and Concrete] TCC established a Low-Carbon R&D Center and built a TAF-accredited laboratory, which assists in the R&D of low-carbon cement and concrete while controlling strength and production quality. [Development and Demonstration Site for Low-Carbon Construction Materials] The TCC Hualien Hoping Low-Carbon Green Energy Park, which combines the Hoping Cement Plant, Hoping Power Plant, and Hoping Port, serves as a flagship operational site for the Group. With "sustainability" as the core principle of all development, the park features the TCC DAKA Renewable Resource Utilization Center, a UHPC process center, and AFR warehouses, serving as a practical demonstration field for the Low-Carbon Construction Materials business. [TCC's Brand Power] TCC's cement brand has a long history. It has established an independent inspection system, offering six major quality assurances and certifications. Additionally, TCC introduced a traceability system and obtained GRMC and ISO 9001 certifications, earning deep trust from customers.	Scenarios [UN's 2030 Embodied Carbon Reduction Target] The <i>Climate Action Pathway for Human Settlements</i> released by the UNFCCC states that the embodied carbon of new buildings should be reduced by 40% by 2030. [Global Cement Market Forecast for March 2024] The growth rate of green cement and concrete is projected to be 3.3% annually until 2030. [Taiwan's Public Sector Shows High Concern for Low-Carbon Engineering] Starting in 2024, Taiwan is comprehensively promoting carbon disclosure and low-carbon certification in the public construction and building sectors. The Public Construction Commission (PCC) took the lead by initiating the "Engineering Carbon Emission Disclosure Program," requiring bidding companies to voluntarily upload carbon emission data and linking these data with the government procurement platform, making carbon intensity a critical evaluation criterion. The Ministry of the Interior introduced the "Low-Carbon Building Certification," covering low-carbon buildings, low-carbon construction methods, and a low-carbon circular building materials platform, to drive the carbon reduction transition in the construction industry. In the future, the Water Resources Agency will also require bidding companies to submit a project carbon budget and attach verified carbon emission reports from building material suppliers. [Mainland China's Energy Consumption Target for Cement Clinker] The National Development and Reform Commission (NDRC) and other departments in Mainland China released the Benchmarking Levels and Baseline Levels for Energy Efficiency in Key Industrial Fields (2023 Edition), mandating that the comprehensive energy consumption per unit of cement clinker must be below 117 kilograms of standard coal per ton. [European Union Adopts the Energy Performance of Buildings Directive] The European Parliament passed an amendment to the Energy Performance of Buildings Directive (EPBD) on March 12, 2024. The directive mandates that newly constructed public buildings must meet zero-carbon emission standards starting in 2028, and all other new buildings must comply with zero-carbon emission standards from 2030 onwards. Adaptive Capacity [Low-Carbon Product Sales and Production Targets] TCC sets sales and production targets for low-carbon products according to different markets and actively expands the low-carbon product market. This includes the goal of having 100% of the production and sales at Taiwan operational sites consist of low-carbon products. [Adjustment of the Cement Commodity Tax] Starting in 2024, Taiwan adjusted the commodity tax on hydraulic blended cement and masonry cement, effectively shaping the market positioning of low-carbon cement. [Seeking Green Financing and Investments] TCC actively seeks green financing and investments. As of December 31, 2025, sustainable and green financing facilities accounted for more than 40% of the Group's total financing facilities. [Investing in Overseas Low-Carbon Cement] TCC participates in the international cement market by investing in CIMPOR and OYAK CEMENT. This expansion explores international and diverse demands and diversifies market risks.
4. Resilience		

⁷ Climate scenarios involve assumptions related to social, economic, or political factors. The difficulty in predicting these factors increases the uncertainty in scenario analysis and resilience assessment, which may subsequently require reevaluation.

			Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
5. Strategy and Decision-making Responses			[Developing and Producing Low-Carbon Cement, Concrete, and UHPC] TCC actively develops low-carbon products, keeping abreast of construction policy trends and sustainability trends in the construction industry. [Establishing the UHPC Process Center] The center provides innovative cement-based construction materials that are low in carbon and high in quality. With ultra-high mechanical properties, high compressive strength, and superior durability, these materials represent a significant leap in the performance of construction materials. [Taiwan and Overseas Products Both Obtaining EPD Certification] TCC is the only company in Taiwan's construction materials industry to obtain Environmental Product Declaration (EPD) certifications for both low-carbon cement and low-carbon concrete products. Its European subsidiaries, CIMPOR and OYAK CEMENT, have also obtained EPD certifications for their cement products, providing complete and credible environmental data for clients' green building planning. [The Only Company to Obtain Both the Ministry of Environment's Carbon Label and Carbon Reduction Label] TCC voluntarily requires its low-carbon products to obtain multiple certifications, including Carbon Labels, Carbon Reduction Labels, and the Ministry of the Interior's Low-Carbon Recycled Building Materials and Green Building Material marks. They are among the few responsible products in the market capable of providing international verification documents. [Implementing International ISO Systems to Strengthen Internal Management] TCC has implemented international standards such as ISO 50001 (Energy Management), ISO 14064 (Greenhouse Gas Inventory), ISO 14067 (Carbon Footprint of Products), and BS 8001 (Circular Economy) to enhance internal management efficiency. [Policy Communication Ensuring Carbon Reduction Without Compromising Strength] TCC actively engages with the Bureau of Standards, Metrology and Inspection (BSMI) under the Ministry of Economic Affairs, the authority overseeing national cement standards, to demonstrate TCC's commitment to carbon reduction and self-imposed quality standards. This includes discussions on relaxing specifications within the CNS 61 standard, such as limits on total additive content and chloride ion content in cement, effectively addressing product development constraints and enabling the gradual implementation of low-carbon products while complying with Taiwanese regulations. Following the official release of the international definition for low-carbon cement and concrete by the Global Cement and Concrete Association (GCCA) at COP29, TCC is actively engaging with the Ministry of Environment to jointly develop a Taiwanese version of the low-carbon cement and concrete definition.	[Launching the Total Climate Series of Low-Carbon Products to Secure Market Voice] TCC continues to develop new low-carbon products, launching the Total Climate series to provide comprehensive low-carbon urban solutions and services. These are targeted at corporate factories and offices, as well as leading construction firms and developers with a focus on emission reduction. This initiative strengthens the brand power of TCC's low-carbon cement products and guides the market toward establishing sustainability awareness. [Formulating Sales Strategies for Low-Carbon Products] TCC focuses on marketing low-carbon products and establishes marketing communication strategies and mechanisms across the construction industry value chain. This involves building collaborative models for low-carbon products with civil engineers' associations, architects, corporate clients, development companies, and construction and supervision units. [Independently Developing an Operational Carbon Reduction Calculation System] TCC developed a calculation system referencing the Ministry of the Interior's low-carbon building certification method and ISO 14067 to create a rapid auxiliary assessment system for building material carbon emissions. This system demonstrates the carbon reduction benefits of using TCC's Low-Carbon Construction Materials. [Developing and Selling New Products with Low-Carbon and Energy Security Features] Leveraging its core technologies in the cement and energy industries, TCC has pioneered the world's first low-carbon, fire-resistant, and fire-extinguishing EnergyArk® Energy Storage Cabinets. This innovation has received dual approval from the National Fire Agency and the National Chung-Shan Institute of Science and Technology. It is Taiwan's first commercial energy storage system suitable for both indoor and outdoor use to pass the international safety certification UL 9540:2023 (Third Edition) tests. It is also the first energy storage system in Taiwan to pass UL 9540 project site application verification, making it the safest indoor energy storage solution. [Grasping Construction Policy Adjustment Trends] TCC actively seeks and grasps opportunities to engage with key public sector entities regarding Taiwan's construction policies, including the Public Construction Commission, the Ministry of the Interior, and the Water Resources Agency. The outcomes of these engagements include adjustments to the commodity tax, confirming that low-carbon products meet the evolving customer needs driven by policy developments. [Strengthening Communication with Investors and Media] By launching low-carbon products as an industry leader committed to responsible production, it is increasingly crucial for TCC to actively showcase its corporate philosophy and product capabilities to institutional investors and the media. This effort aims to communicate that TCC has gradually transformed from a sales-volume-oriented raw material supplier into a high-quality construction materials brand.
6. Financial Position, Financial Performance and Cash Flows	Current Financial Effects ⁸	Profit Growth or Cash Inflows	TCC's low-carbon products in Taiwan include Portland Cement Type I, Portland Cement Type II (MH), and Portland Limestone Cement, all of which have obtained Carbon Reduction Labels and Gold-Level Green Marks. They also include concrete and Portland Limestone Cement concrete with a cement proportion in the cementitious materials of 50% or less. In Mainland China, low-carbon products refer to cement products that have obtained low-carbon product certification. For subsidiaries CIMPOR and OYAK CEMENT, low-carbon products are defined as cement and concrete produced with cement other than Portland Cement Type I. In 2025 and 2024, TCC's operational sites generated operating revenues of NT\$90,463,134 thousand and NT\$72,271,958 thousand ¹⁰ , respectively, from low-carbon products that meet the aforementioned definitions.	
		Increase in Costs/ Expenses or Cash Outflows	To construct plants and equipment for sustainable cement products, TCC launched the Phase II construction of the UHPC plant in Taiwan and established a UHPC production center at the Jurong Plant in Mainland China. In 2025 and 2024, these initiatives generated capital expenditures (CapEx) of NT\$209,792 thousand and NT\$27,224 thousand, respectively, resulting in cash outflows from investing activities, and generated corresponding depreciation expenses of NT\$15,132 thousand and NT\$13,955 thousand.	
	Anticipated Financial Effects ⁹	Profit Growth or Cash Inflows	In 2025 and 2024, research and development (R&D) expenses incurred for the development of low-carbon construction materials products and services amounted to NT\$11,933 thousand and NT\$48,195 thousand, respectively, leading to cash outflows from operating activities.	
			In addition to the aforementioned investments, TCC continues to introduce relevant management systems and verifications during the production of low-carbon products. These investments include the costs for the introduction and verification of ISO management systems, as well as third-party verification fees (including Carbon Labels, Carbon Reduction Labels, Green Building Material Labels, and Green Factory Labels). Furthermore, to enhance the promotion of low-carbon products and services, TCC internally expanded the manpower of the New Cement Business Center and invested in employee and supplier education and training expenses; externally, it continued to invest in marketing and communication-related expenses. In 2025 and 2024, the aforementioned investments generated operating costs and expenses of NT\$16,819 thousand and NT\$37,298 thousand, respectively, leading to cash outflows from operating activities.	
			In summary, to address the risks and opportunities related to low-carbon products and services, TCC's consolidated financial statements for 2025 and 2024 show that the operating revenues from Low-Carbon Construction Materials reached NT\$90,463,134 thousand (accounting for 60.4% of operating revenue ¹¹) and NT\$72,271,958 thousand ⁶ (accounting for 46.7% of operating revenue), respectively. The total related capital investments and expenditures for 2025 and 2024 amounted to NT\$209,792 thousand and NT\$27,224 thousand, respectively, while the total related costs and expenses amounted to NT\$43,884 thousand and NT\$99,448 thousand, respectively.	
			Due to the adjustment of the cement commodity tax in Taiwan, coupled with the rising demand for green buildings and low-carbon buildings in Taiwan's public works, corporate factories and offices, and general construction, it is expected to drive market demand for low-carbon cement and concrete. Since September 2025, the National Land Management Agency has successively promulgated public works carbon reduction guidelines, such as the Reference Guidelines for Carbon Reduction in Sewerage Engineering and the Guidelines for Carbon Reduction in National Highway Engineering. These serve as important references for local governments and engineering teams in the carbon reduction planning and construction of new public works. These impacts are expected to promote growth in TCC's operating revenues and lead to cash inflows from operating activities.	

⁸ TCC only discloses financial items with significant impact for the fiscal years 2025 and 2024, and the disclosed amounts have not been individually audited by accountants.

⁹ The level of measurement uncertainty involved in estimating the anticipated financial effects is excessively high, and the anticipated financial effects associated with the related opportunities constitute commercially sensitive information for the Company. Consequently, the Company discloses the relevant anticipated financial effects using qualitative information.

¹⁰ The related operating revenues of subsidiaries CIMPOR and OYAK CEMENT were officially consolidated into the Company's consolidated financial statements starting in March 2024. Assuming the pro forma inclusion of the full-year related revenues of subsidiaries CIMPOR and OYAK CEMENT for 2024, the operating revenue generated from low-carbon products meeting the aforementioned definitions in 2024 was NT\$79,589,987 thousand.

¹¹ The financial impact as a percentage of operating revenue is calculated based on the total consolidated operating revenue reported in the Company's '2025 Consolidated Statement of Comprehensive Income' or '2024 Consolidated Statement of Comprehensive Income'.

			Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
			Combining our core construction materials business with New Energy, TCC has developed the patented EnergyArk® Energy Storage Cabinets. TCC is promoting this product from Taiwan and Mainland China to the European and American markets. In collaboration with our subsidiary, Atlante, this is expected to increase future operating revenues and result in cash inflows from operating activities.	In Mainland China, TCC continues to optimize product formulations, driving an increase in the sales volume of low-carbon products. This is expected to increase future operating revenues and lead to cash inflows from operating activities.
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		Increase in Costs/ Expenses or Cash Outflows	To enhance the effective utilization of renewable resources, TCC continues to expand and optimize co-processing equipment for alternative fuels and domestic waste. This is expected to increase future capital expenditures (CapEx), leading to cash outflows from investing activities and corresponding depreciation expenses.	
			In the process of promoting low-carbon products and services, the associated investments—including R&D expenses for low-carbon products, ISO management system introduction and verification costs, and employee and supplier education and training expenses—are expected to increase future operating costs and expenses, resulting in increased cash outflows from operating activities.	
			Among the aforementioned Anticipated Financial Effects, the primary funding sources for the investment plans are net cash inflows from operating activities, as well as sustainable and green financing.	

6.2.2.2 Material Topic 2: Green Energy and Energy Storage

			Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
1. Types and Descriptions of Risks and Opportunities			Sustainability-Related Risks 1. Insufficient Understanding of Green Energy and Energy Storage Regulations When driving the development of renewable energy and energy storage projects domestically and internationally, a lack of systematic regulatory understanding and local coordination experience may lead to development bottlenecks and give rise to potential concerns.	Climate-Related Opportunities / Products and Services 1. Development of New Energy Projects Driven by the 2050 net-zero emissions policy trend, TCC is developing the following New Energy projects: (1) Renewable Energy Power Generation: Promoting independent development and self-consumption, covering solar, wind, geothermal, and ocean thermal energy conversion (OTEC). Photovoltaic (PV) systems are installed across operational sites to reduce purchased electricity. (2) Energy Storage and EV Charging Stations: Leveraging the characteristics of energy storage systems to store electricity during off-peak hours and discharge it during peak hours, achieving peak shaving and valley filling while stabilizing the power grid. (3) High-Power Batteries: Optimizing energy efficiency and energy storage technologies, conducting health monitoring in conjunction with the Energy Management System (EMS), and integrating renewable energy with EV charging equipment applications to improve power generation efficiency, extend battery life, and enhance product competitiveness.
				Climate-Related Opportunities / Markets 1. Participation in Power Trading Market Energy storage systems in Taiwan can participate in bidding for ancillary services on the Taiwan Power Company's (Taipower) Energy Trading Platform to generate stable revenues. Atlante incorporates NHOA.TCC's proprietary "EnergyArk®" energy storage cabinets to construct an integrated "charging and storage" EV charging station system. It flexibly allocates charging and storage resources based on market demand, provides ancillary services during grid instability, and generates revenues from ancillary services as well as electricity price arbitrage by storing power at low prices and discharging it at high prices.
	2. Reasonably Foreseeable Time Horizon		Short- to Medium/ Long-term	Short- to Medium/ Long-term
3. Current and Anticipated Effects of Sustainability-related Risks and Opportunities on the Entity's Business Model and Value Chain			Business Model Insufficient land use conversion and land legality may lead to the inability to capitalize early-stage development expenditures, requiring a one-time recognition of losses. There is also high uncertainty in the application process for subsidies or financial assistance; if documentation is incomplete or submissions are delayed, subsidy approvals may be rejected, thereby impacting projected cash inflows and the recognition of other receivables. Furthermore, discrepancies in technical specifications for cross-border or cross-regional grid connections, along with design changes, can increase subsequent engineering costs, delay project schedules, and give rise to default risks.	Business Model TCC implements the self-consumption of renewable energy by installing solar panels on the rooftops of various plants and operational buildings to reduce the use of grey electricity. Through its power retailing subsidiary, Energy Helper TCC Corporation, a portion of green electricity certificates (RECs) is allocated for trading in the renewable energy market to generate profit. Simultaneously, TCC Green Energy Corporation actively invests in the development of diverse renewable energy sources, focusing on forward-looking energy R&D, including ocean thermal energy conversion (OTEC) and geothermal power generation. Both NHOA.TCC and NHOA Energy are actively establishing energy storage projects. Currently, NHOA.TCC is the only company in Taiwan participating in all operational items on Taipower's Energy Trading Platform (ETP). Equipped with turnkey hardware and services, and combined with extensive experience in the ETP, NHOA.TCC assists clients in building energy storage systems and managing electricity trading operations on their behalf to generate economic benefits. Utilizing its proprietary "myAtlante" App, combined with NHOA.TCC's patented "EnergyArk®" energy storage cabinets and a digital energy trading platform, Atlante creates a sustainable ecosystem centered around an integrated "charging and storage" model. By utilizing energy storage at charging stations to form a stable virtual grid, it resolves the issue of power grid feeder shortages.
				Value Chain Downstream customers benefit from increased access to green energy procurement channels and receive assistance regarding green electricity trading and energy storage development, effectively meeting their green energy demands.

	Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
4. Resilience	Scenarios [Obligatory Capacity for Renewable Energy Installations of Large Electricity Consumers] According to the regulations of the Ministry of Economic Affairs, TCC's obligatory capacity for renewable energy installations is calculated as 10% of its average contracted capacity for the year 2020 and must be fulfilled by 2026. The implementation methods include installing renewable energy generation equipment, purchasing renewable energy electricity and certificates, or setting up energy storage systems. Enterprises may choose a single method or a combination of these options. [Environmental Impact Assessment (EIA) Scenario] According to Article 38 of the Environmental Impact Assessment Enforcement Rules, if a developer modifies the contents of the original application—such as an expansion in planned production capacity or scale, or a roadway extension of 10% or more—they must conduct a new environmental impact assessment for the modified portions. Furthermore, referring to the Standards for Determining Specific Items and Scope of Environmental Impact Assessments for Development Activities, if TCC's development of energy or power transmission projects falls under the circumstances described in Article 29 of the aforementioned regulations, an EIA must be conducted. Adaptive Capacity [Sustainable Growth Operating Model] TCC continuously deepens its capabilities in site development, construction, and management, while strengthening adaptive capacity at the organizational level. We incorporate regulatory understanding and stakeholder coordination into the core mechanisms of our investment decisions and project management. By establishing a cross-departmental project governance framework that integrates development, legal, financial, and engineering expertise, TCC is gradually accumulating practical experience in communicating with local governments and standardizing relevant procedures.	Scenarios [IEA Net Zero Emissions Scenario and COP29 Commitment] According to the IEA's Net Zero Roadmap 2023: A Global Pathway to Keep the 1.5° C Goal in Reach, under the net-zero emissions scenario, the installed capacity of renewable energy will triple by 2030 compared to 2022. Additionally, COP29 commitments include deploying 1,500 GW of energy storage in the power sector by 2030, representing an increase of over six times the levels in 2022. [National Development Council's Taiwan's Pathway to Net-Zero Emissions in 2050] According to Taiwan's Pathway to Net-Zero Emissions in 2050 and Strategies, Taiwan prioritizes the development of mature technologies in solar photovoltaic and wind power generation by 2030. The aim is to achieve a cumulative installation target of 20 GW for solar photovoltaic by the end of 2026 (originally planned for 2025) and an annual increase target of 2 GW from 2026 to 2030. Post-2030, the installation capacity will be maximized, with solar photovoltaic systems adopting more efficient silicon tandem modules, expecting the total installed capacity to reach 40 to 80 GW by 2050. [Subsidy Guidelines for Industrial Energy Storage Equipment Installation] The Ministry of Economic Affairs in Taiwan encourages industrial users to install energy storage equipment by offering a subsidy of NT\$5 million per MWh (thousand kWh), with a maximum subsidy cap of NT\$50 million for a single project site. The initial year's allocated budget is NT\$1.5 billion, expected to support 300 MWh of energy storage capacity. [Development Goals for Renewable Energy and Energy Storage in Mainland China] The Guiding Opinions on Strengthening the Construction of Power Grid Peaking Energy Storage and Intelligent Dispatch Capabilities, issued by the National Development and Reform Commission (NDRC) and the National Energy Administration of Mainland China, sets a target for the proportion of new energy generation to exceed 20% by 2027. It also promotes the development of new types of energy storage on the user side, including for end users such as data centers, 5G base stations, and industrial parks, as well as electric vehicle (EV) users. [TCC Sustainability Metrics and Targets] TCC's renewable energy targets are to manage 400 MW by 2030 and 750 MW by 2050. Adaptive Capacity [The Only Comprehensive Energy Group in Asia] Since 2018, TCC has invested in energy layouts both domestically and internationally, mapping out the most comprehensive new energy industry chain in Taiwan to date. TCC possesses R&D and manufacturing capabilities in the fields of green energy, batteries, energy storage, and fast charging for EVs. NHOA.TCC also has the capacity for the independent design and construction of EnergyArk® energy storage cabinets. Moreover, TCC can independently develop the core energy management systems (EMS) integrated within, strengthening our competitive position in the new energy market. [Early Participant in the Taiwan Renewable Energy Market] TCC entered the new energy market early on. TCC Green Energy Corporation's projects have accumulated considerable installed capacity to date. This allows for flexible adjustments between the voluntary market price differences and feed-in tariffs (FIT), effectively enhancing profitability. [International Layout of the New Energy Business] NHOA.TCC enhances the competitiveness of EnergyArk® energy storage cabinets by introducing advanced and mature technologies and products from Europe and the Americas. Furthermore, through its European subsidiary, NHOA, TCC enters the global energy market, integrates international scientific research resources, introduces innovative technologies, and perfects the product layout of its new energy business.
5. Strategy and Decision-making Responses	[Cautious Development of Project Sites] TCC cautiously evaluates the establishment of renewable energy and energy storage projects. In addition to completing necessary procedures such as environmental impact assessments (EIA) in accordance with the law, TCC continuously strengthens communication with external stakeholders, including residents near the project sites, to ensure full information transparency and mutual understanding. [Responsible Management of Project Sites] Upon the completion of project site development, TCC establishes a full lifecycle management mechanism. In addition to continuously monitoring equipment performance, power output, and energy storage utilization, TCC prioritizes the management of project types that draw high public attention. We strengthen regulatory compliance, environmental impact assessments, and local communication mechanisms. By conducting rolling reviews of operations and maintenance (O&M) and compliance risks, TCC ensures stable site operations and predictable cash flows, thereby mitigating the impact of controversial incidents on business operations and corporate reputation.	[Atlante's Integrated Charging and Storage Model] Atlante integrates EnergyArk® Energy Storage Cabinets to create an integrated "charging and storage" service model. With "safety" at its core, Atlante actively establishes deep partnerships with large retail malls, enabling its charging services to reach millions of potential customers, thereby driving the transition to low-carbon transportation in Southern Europe. Furthermore, leveraging the "power buffering" characteristics of energy storage systems, Atlante precisely addresses the pain points of aging grid infrastructure and slow capacity expansion progress in many European countries. It has successfully secured the qualifications to build charging stations at six major highway service areas in Italy, further consolidating Atlante's market position. [New Energy Integration Solutions] Centered around EnergyArk® Energy Storage Cabinets, TCC has developed integrated green "charging and storage" stations, green electricity matching services, and aggregated electricity trading, providing clients with urban-level microgrid integrated solutions. In collaboration with NHOA Energy, TCC continues to expand its global market presence. [Innovative Electricity Sales Capabilities] TCC established its subsidiary, Energy Helper TCC Corporation, to apply for an electricity retail license. It has developed flexible renewable energy retail portfolios and provides innovative electricity sales services, including online platform consulting. Regarding the energy storage business, it can also aggregate self-owned project sites and client project sites to participate in Taiwan Power Company's (Taipower) electricity trading. [Innovative Sustainable Tourism Operating Model Integrated with Renewable Energy] TCC Green Energy and Fleur de Chine jointly developed the Vakangan Green Energy Hot Spring Park in Taitung, marking Taiwan's first geothermal power generation base that combines tourism with local symbiosis. TCC Green Energy prioritizes the employment of local residents and recruits local brands to operate within the park. Simultaneously, it continues to collaborate with communities surrounding the project site and external stakeholders to achieve the community sharing of and interaction with green energy.

	Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
6. Financial Position, Financial Performance and Cash Flows	Current Financial Effects ⁶	Profit Growth or Cash Inflows In 2025 and 2024, operating revenues generated from energy storage and EV charging products and services amounted to NT\$5,768,503 thousand and NT\$9,406,147 thousand, respectively, leading to cash inflows from operating activities. In 2025 and 2024, renewable energy trading generated operating revenues of NT\$711,763 thousand and NT\$655,351 thousand, respectively, leading to cash inflows from operating activities. In 2025 and 2024, high-power battery products generated operating revenues of NT\$5,240,551 thousand and NT\$5,391,888 thousand, respectively, leading to cash inflows from operating activities. Increase in Costs/ Expenses or Cash Outflows TCC continues to expand its capital allocation for the energy transition, focusing on the development and global deployment of renewable energy, energy storage, and EV charging infrastructure. This includes the construction of a 35 MW/123.6 MWh energy storage system at the Suao Plant; 6.2 MWh (Phase I) and 5.3 MWh (Phase II) energy storage systems at the Kaohsiung subsidiary; a 4.9 MWh energy storage system in Changbin (Phase II); a 1 MW geothermal power system in Yanping, Taitung; and a 9 MW renewable energy system at the Changbin wind farm (Phase II). In 2025 and 2024, these initiatives resulted in capital expenditures (CapEx) of NT\$6,369,378 thousand and NT\$15,106,604 thousand, respectively, leading to cash outflows from investing activities. These generated corresponding depreciation expenses of NT\$2,681,061 thousand and NT\$2,302,512 thousand, respectively. In 2025 and 2024, research and development (R&D) expenses incurred for the development of energy storage and high-power battery technologies amounted to NT\$838,212 thousand and NT\$819,220 thousand, respectively, leading to increased cash outflows from operating activities. In summary, to address the risks and opportunities related to green energy and energy storage, the impacts on TCC's operations, financial position, and cash flows are summarized as follows: - Operating Revenues: In 2025 and 2024, energy storage and EV charging products and services, renewable energy trading, and battery-related products and services generated combined operating revenues of NT\$11,720,817 thousand and NT\$15,453,386 thousand, respectively, leading to cash inflows from operating activities. - Capital Expenditures: CapEx amounted to NT\$6,369,378 thousand and NT\$15,106,604 thousand in 2025 and 2024, respectively, generating corresponding depreciation expenses of NT\$2,681,061 thousand and NT\$2,302,512 thousand. - Operating Costs and Expenses (including depreciation expenses generated from the aforementioned CapEx items): NT\$3,519,273 thousand and NT\$3,121,732 thousand were incurred in 2025 and 2024, respectively.
	Anticipated Financial Effects ⁷	The International Energy Agency (IEA) and research reports from international management consulting firms anticipate that renewable energy will experience a rapid growth trend over the next five years, and the global battery energy storage system market is expected to double in size. Electricity trading from renewable energy and energy storage will become a driving force for TCC's operating revenue growth and will positively impact cash inflows from operating activities. Atlante integrates TCC's patented EnergyArk® Energy Storage Cabinets and a digital energy trading platform to build integrated "charging and storage" systems for major retail malls and parking lot clients in Europe. The target for 2030 is to simultaneously capture the EUR 5 billion fast-charging market in Southern Europe and the European energy market valued at EUR 10 billion (approximately NT\$340 billion), demonstrating TCC's determination to transition from the manufacturing industry to an international energy operator. Furthermore, Atlante has joined the Spark Alliance, Europe's largest fast-charging network. This alliance is committed to creating a seamless charging experience and simplifying the electric vehicle (EV) charging process, making EV ownership easier than ever before. Starting in the summer of 2025, drivers will be able to charge and pay at any charging station within the Spark Alliance network. This is expected to attract more users to Atlante's charging services, further driving operating revenue growth and generating a positive impact on cash inflows from operating activities. Profit Growth or Cash Inflows In 2026, TCC plans to collaborate with VOLVO to establish a co-branded charging service station in Ji'an Township, Hualien. This station will utilize EnergyArk® Energy Storage Cabinets to participate in electricity trading, generating a positive impact on cash inflows from operating activities. ATLANTE S.R.L. (Atlante), a subsidiary of NHOA Energy, is dedicated to building a fast and ultra-fast charging network for EVs, which aligns with the European Union's transport infrastructure funding programs. Atlante received subsidies from the EU Connecting Europe Facility (CEF) Fund in September 2023 and was selected again in April 2024. Currently, three CEF-subsidized charging stations are operational, and another station has been completed and is awaiting grid connection. Each station is equipped with two 300 kW ultra-fast chargers capable of charging four vehicles simultaneously. The second phase of the expansion plan is scheduled to launch in 2026, featuring larger-scale charging stations. Each new station will be equipped with four 300 kW chargers and eight charging parking spaces. Some of these stations will introduce 800 kWh energy storage systems to enhance grid operational efficiency and ensure a stable supply for high-power charging. Solar power generation systems are being installed on the rooftops and idle areas of all operational sites (including the operational headquarters, cement plants, ready-mixed concrete (RMC) plants, and affiliates). Implementing the self-construction, self-generation, and self-consumption of renewable energy is expected to reduce the demand for purchased electricity, thereby lowering future operating costs and contributing to positive cash flows. Operational sites are successively installing energy storage systems to support in-plant electricity demand or participate in ancillary services on the power trading platform. This is expected to increase operating revenues and impact cash inflows from operating activities. Concurrently, it can reduce purchased electricity costs, lowering future operating costs and contributing to positive cash flows. Increase in Costs/ Expenses or Cash Outflows Continuous investments in the establishment of diverse renewable energy sources—including wind, solar, geothermal, and ocean energy—such as the Chiayi fishery-solar symbiosis, the Changhua wind farm, the Taitung Vakangan geothermal power generation, and the Hualien ocean thermal energy conversion (OTEC) projects. Furthermore, investments in New Energy project development and the installation of in-plant energy storage systems are expected to increase future capital expenditures (CapEx), leading to cash outflows from investing activities and corresponding depreciation expenses. Ongoing investments in the development of energy storage technologies, energy transition, and renewable energy are expected to increase R&D expenses, resulting in increased cash outflows from operating activities. Among the aforementioned Anticipated Financial Effects, the primary funding sources for the investment plans are net cash inflows from operating activities, and sustainable and green financing.

6.2.2.3 Material Topic 3: Resource Circulation (Climate Action and Net-Zero Emissions)

	Sustainability/ Climate-related Risk		Sustainability/ Climate-related Opportunity
1. Types and Descriptions of Risks and Opportunities	Climate-related Transition Risks/ Policies and Regulations 1. Carbon Pricing Mechanisms (Cap-and-Trade, Carbon Fees, Taxes) As regulations impose Carbon Fee mechanisms, companies failing to implement GHG reductions will face increased operational costs due to high carbon emissions. Furthermore, if a country does not implement a Carbon Border Adjustment Mechanism (CBAM), imported goods without carbon costs will cause unfair competition. The EU has launched CBAM and fully integrated into the EU ETS, reducing free allowances annually, exposing facilities within the EU to carbon cost risks.	Climate-related Physical Risks/ Acute Physical Risks 1. Frequency and Intensity of Extreme Precipitation Events The increased frequency and intensity of extreme precipitation events (such as torrential rains and floods) driven by climate change may pose threats to TCC's production facilities, raw material transportation, product distribution, and employee safety. 2. Water Scarcity Water is a crucial raw material for production. Water shortages would necessitate increased water purchasing expenses, leading to higher operating costs and expenses, thereby increasing cash outflows from operating activities. Furthermore, water is a vital auxiliary resource for cooling Waste Heat Recovery (WHR) power generation systems. Water shortages would render these systems inoperable, resulting in a substantial increase in electricity costs.	Climate-related Opportunities/ Products and Services 1. Market Expansion for Low-Carbon Products and Services Driven by the 2050 Net-Zero Emissions policy trend, global market demand for low-carbon construction materials continues to rise. TCC enhances product competitiveness and revenue through the R&D of low-carbon products and services via alternative fuels and raw materials substitution and process improvements. TCC promotes the development of overseas subsidiaries and new UHPC (Ultra-High Performance Concrete) products. Aligning with regulations and carbon pricing mechanisms, TCC strengthens customer awareness of carbon reduction and expands demand for low-carbon products. Through joining the European Spark Alliance, Atlante expands its market presence and business scope in energy storage and EV charging, promoting green energy solutions to strengthen TCC's international presence and enhance sustainable competitiveness. 2. Construction of New Energy Projects Driven by the 2050 Net-Zero Emissions policy trend, TCC develops the following new energy projects: (1) Renewable Energy Generation: Promoting self-development and self-consumption, covering solar, wind, geothermal, and Ocean Thermal Energy Conversion (OTEC). Photovoltaic (PV) systems are installed at various sites to reduce purchased electricity. (2) Energy Storage and Charging Piles: Utilizing the characteristics of energy storage systems to store electricity during off-peak hours and discharge during peak hours, achieving peak shaving and valley filling to stabilize the grid. (3) Batteries: Optimizing energy efficiency and storage technology, combining with energy management systems for health monitoring, and integrating renewable energy and charging equipment applications to improve power generation efficiency, extend battery life, and increase product competitiveness. Climate-related Opportunities/ Markets 1. Participation in Power Trading Markets Energy storage systems in Taiwan can participate in bidding for ancillary services on the Taipower trading platform, creating stable revenue. Atlante integrates NHOA.TCC's proprietary patented "EnergyArk®" energy storage cabinet to construct an "integrated charging and storage" station system. This system flexibly allocates charging and storage resources according to market demand, providing ancillary services when the grid is unstable, and creating revenue from ancillary services and electricity price arbitrage through low-price storage and high-price discharge. Climate-related Opportunities/ Resilience 1. Participation in Power Trading Markets Under the global 2050 Net-Zero Emissions trend, the Taiwan government promulgated the Climate Change Response Act, Carbon Fee Management Regulations, and preferential reduction measures, which help manufacturers investing early in low-carbon production to gain a competitive advantage. TCC leads the industry in driving carbon reduction efforts and low-carbon production models to reduce production costs, and optimizes cement processes through the adoption of AI. 2. Optimization of Energy Infrastructure, Usage Efficiency and Regulations Establishing high-efficiency energy management systems to ensure diverse and resilient energy supply sources, enhancing the stability of energy supply. TCC identifies opportunities for energy saving and efficiency improvement to reduce energy consumption, lower operating costs, and stabilize electricity procurement costs.
2. Reasonably Foreseeable Time Horizon	Short-term	Short- to Medium-term	Short- to Medium/ Long-term

	Sustainability/ Climate-related Risk		Sustainability/ Climate-related Opportunity
3. Current and Anticipated Effects of Sustainability-related Risks and Opportunities on the Entity's Business Model and Value Chain	Business Model The implementation of carbon trading schemes, carbon taxes, or carbon fee levies by various countries leads to rising costs for the cement business, which is expected to pose a risk of decline in TCC's operating profits. Value Chain Downstream customers, such as those in the construction and ready-mix concrete industries, will be impacted by cost pass-through, resulting in increased purchasing costs.	Business Model 1. The rising frequency and intensity of extreme precipitation events elevate the risk of flooding at TCC's production sites, impacting the operations of the cement business. TCC's primary cement and concrete production sites are located in Taiwan and South China. These regions frequently experience torrential rainfall during the flood season (approximately April to September annually) and are susceptible to typhoon disturbances in summer. This may cause damage to production or transportation equipment, resulting in additional operating costs and business interruption risks. Regarding subsidiaries CIMPOR and OYAK CEMENT, assessments utilizing the Aqueduct Floods tool developed by the World Resources Institute (WRI) indicate that the majority of their sites are not located in high-flood-risk areas, and overall vulnerability remains low. 2. Water is a crucial raw material for concrete production. Droughts not only affect normal water usage at production sites but also severely impact the production and sales of concrete within TCC's own operations. Furthermore, cement plant Waste Heat Recovery (WHR) power generation systems require substantial amounts of cooling water for operation. Droughts would render WHR systems inoperable, thereby driving up the demand and cost for purchased electricity. The Alhandra and Souselas plants in central Portugal are located in "High Water-Stress" areas. Plants in the Mediterranean and Anatolian regions have also been identified as drought hotspots. Value Chain Certain operating sites in South China rely on waterway transportation. In the event of a drought, the navigability of rivers and canals may be restricted, affecting downstream waterway distribution. Regarding Turkey Operations, mining areas located in the Black Sea region face risks of extraction and transportation disruptions due to extreme rainfall; meanwhile, markets located in the Mediterranean and Anatolian regions may experience construction delays due to drought, affecting product uptake demand and logistics stability.	Business Model With Decarbonization & Green Transition as its core strategy, TCC drives three core businesses: low-carbon construction materials, resource recycling, and green energy. By implementing ten Decarbonization & Green Transition strategies,including carbon reduction in basic construction materials, optimization of new energy charging and storage, and negative carbon technologies,TCC expands the growth momentum for its operations, elevates the enterprise's "green value," and capitalizes on green business opportunities emerging from climate change. These initiatives encompass: 1. Low-carbon construction materials:Market Expansion for Low-Carbon Products and Services 2. Resource recycling: Smart Low-carbon Production and Co-processing of Waste 3. Green energy: Development of New Energy Projects, Participation in Power Trading Markets 4. Negative carbon technology: Developing Oxygen-enriched Combustion and Oxyfuel Combustion Technology, and continuously advancing Carbon Capture, Utilization, and Storage (CCUS). Value Chain Driven by the demand for low-carbon construction materials and new energy, downstream clients may opt for TCC's low-carbon products and low-carbon new energy building solutions to lower the overall carbon footprint of their buildings.

	Sustainability/ Climate-related Risk		Sustainability/ Climate-related Opportunity
4. Resilience	Scenarios [Internal Carbon Pricing for the Cement Business] Since 2025, the cement business in Taiwan has adjusted its Internal Carbon Pricing to NT\$500 per ton, with plans for annual increases to reach NT\$1,800 per ton by 2030. In Mainland China, the price was adjusted to RMB 105 per ton, with similar planned annual increases, eventually reaching RMB 302 per ton. Based on carbon price forecasts from institutions such as the European Cement Association (CEMBUREAU), the International Energy Agency (IEA), and Bloomberg NEF (BNEF), Portugal and Turkey have also set a baseline of EUR 150 per ton of CO ₂ by 2030 to serve as the basis for internal investment sensitivity analysis. [Carbon Price Scenarios] Considering three climate scenarios from the International Energy Agency (IEA), the Stated Policies Scenario (STEPS), the Announced Pledges Scenario (APS), and the Net Zero Emissions by 2050 Scenario (NZE), TCC analyzes that the financial impact of carbon prices will continue to increase from 2025 to 2030. [TCC's Net Zero Pathway by 2050] TCC establishes its Net Zero Pathway by 2050 utilizing the MIT En-ROADS open-source simulation model, the ISO IWA 42 net-zero guidelines, and the Science Based Targets (SBT). Adaptive Capacity [Co-processing Technology and Cross-industry Services] TCC takes advantage of the high temperature, high turbulence, and high retention characteristics of cement kilns to carry out the scientifically recognized and effective co-processing technology. This process makes waste harmless and recycled, allowing it to be reused as an alternative raw fuel for cement, thereby achieving carbon reduction and reducing the use of fossil fuels. Furthermore, it helps to establish a cross-industry circular economy model. [Internationally Certified Cement and Concrete Laboratories with TAF Accreditation] To gain better control over the quality of alternative raw materials and fuels (AFR) and their carbon reduction benefits, TCC has established a TAF-certified Low-Carbon R&D Center. This center is equipped with laboratories dedicated to thermal properties, chemistry, permeability and durability, and carbon-neutral material testing. It possesses robust R&D capabilities for AFR sourcing and analysis, low-carbon cement and concrete development, quality control, and educational training. Integrated with an in-house developed AI carbon management platform, the center provides our cement plants with optimized recommendations for AFR usage. [Operational, Supply, and Raw Material Advantages] To strengthen the sourcing and cost control of alternative materials, TCC has further established an environmental technology subsidiary. Renewable resource recycling centers have been set up at TCC DAKA and TCC's cement plants in Mainland China to co-process domestic waste and recover its thermal energy, thereby enhancing procurement competitiveness. [Comprehensive Green Financing Framework] TCC has published its Green Financing Framework and obtained a Second-Party Opinion (SPO) from ISS-Corporate, a leading international ESG rating agency. This strategic move paves the way for the future issuance of green bonds or green loans in the international debt capital markets. The proceeds raised will be allocated to projects related to green and sustainable development.	Scenarios [Adopting a Climate Physical Risk Database] TCC utilizes meteorological observation data, including rainfall and temperature records from the Central Weather Administration (CWA), global climate simulation data from IPCC AR6-CMIP6, and downscaled climate projections from the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP) AR6. Additionally, we reference disaster definitions from domestic and international official institutions, such as the Maximum Consecutive Dry Days (CDD) for drought risk and the Standardized Precipitation Index (SPI). [Drought and Flood Scenarios & Historical Financial Loss Data of Plant Sites] Utilizing the Aqueduct Floods tool developed by the World Resources Institute (WRI) and relevant databases, TCC assesses the flood and drought risk levels across our cement operations in Taiwan, Mainland China, OYAK CEMENT in Turkey, and CIMPOR in Portugal under the low greenhouse gas (GHG) emission scenario (SSP1-2.6) and the very high GHG emission scenario (SSP5-8.5). These assessments are supplemented by historical financial loss and expenditure data resulting from flooding or water shortages at our plants to evaluate the associated financial impacts. Adaptive Capacity [Enhancing Water Resource Recovery] TCC has installed water storage tanks, shaft water recovery systems, cooling water recovery systems, and sedimentation basins at our plants to improve water recovery and reuse efficiency. In the mining areas, we have introduced solar-powered micro-irrigation and rainwater harvesting systems to bolster water recycling for ecological restoration. [Developing a Water Footprint Management Platform] TCC has developed an in-house water footprint management platform for our cement plants. This system monitors data across the entire water lifecycle—from withdrawal, consumption, and recovery, to discharge. It calculates the water recovery rate in real-time and benchmarks our water consumption intensity against industry peers, thereby strengthening our water management efforts. [Flood Response and Natural Disaster Insurance] To mitigate flood risks, TCC has constructed flood detention and sedimentation basins, and installed 2-meter physical earth embankments along mining area slopes. These measures effectively cushion flood impacts and enhance the flood-defense capabilities of both our plants and mining sites. Concurrently, all of TCC's ready-mixed concrete (RMC) plants have established emergency response procedures. Our cement plants have further developed typhoon and flood response plans to fully prepare for potential flood disasters. Additionally, flood prevention teams have been set up at the plants to conduct regular drills and step up inspections, ensuring rapid and effective responses when floods strike. To further minimize risks, all high-risk critical equipment is covered by natural disaster insurance to offset potential property losses.	Adaptive Capacity [Steady Growth in Product Market Share] Since expanding its international presence beyond the Greater China region in 2018, TCC has entered low-carbon cement markets across Europe, Asia, and Africa. In 2024, TCC increased its investments in CIMPOR and OYAK Cement. [Carbon Reduction and Green Operations Layout] Considering current technological limitations, the cement industry still faces challenges in achieving carbon neutrality independently. Based on the strategy of decarbonization & green transition, TCC actively ventured into the new energy sector in 2017 and expanded its energy operations domestically and internationally in 2018. Currently, our business footprint spans five continents, including energy storage and EV charging operations in Europe and Australia. [Cross-Disciplinary Business Integration] TCC is currently the only company in Taiwan capable of offering a comprehensive Low-Carbon New Energy Building Solution for the entire building life-cycle. This encompasses low-carbon building materials during the construction phase, the installation of green power and energy storage, the supply of green electricity after completion, and waste management following demolition. TCC provides clients with complete life-cycle packages and carbon knowledge services, helping corporate customers address various pain points encountered during their net-zero transitions. [Expanding AI Technology Adoption and Talent Recruitment] TCC is comprehensively implementing AI technology across applications including smart mining, cement process optimization, quality control, and the performance monitoring of plant equipment and green power. Our European subsidiaries, CIMPOR and OYAK CEMENT, are driving the "IndustAI" initiative by introducing a "Smart Brain" into production lines to enable real-time alerts and predictive maintenance. Meanwhile, the Yingde Plant in Guangdong, Mainland China, has deployed AI drones for autonomous daily inspections. Furthermore, TCC has launched the "Digital Intelligence Navigators (DIN)" program to systematically recruit and cultivate digital and AI professionals, while simultaneously enhancing the AI capabilities of our current employees to build a robust AI talent pool. [Comprehensive Implementation of ISO 50001 Energy Management Systems] All cement plants under TCC in Taiwan, Mainland China, and OYAK CEMENT have successfully implemented the ISO 50001 Energy Management System. CIMPOR is also continuously advancing its implementation process. [Waste-to-Resource Capacity] TCC invested in establishing the joint venture Onyx Ta-Ho Environmental Services Co., Ltd., which possesses extensive expertise in waste collection and management. This assists our cement plants in establishing optimized waste transportation models and securing alternative material resources through cross-industry co-processing. Additionally, TCC established an indirect subsidiary, TCC Wenshan Environmental Technology, to participate in the "Taichung City Wenshan Incinerator Construction and Operation Transfer Project." Through the revamp of the Wenshan Incinerator, the company will help process municipal solid waste and actively convert it into alternative raw materials for cement manufacturing, thereby enhancing resource utilization efficiency. [Targeting Long-Term Investors] TCC highly values its shareholder composition and visibility in international markets. By raising funds through international capital markets, securing international investment-grade credit ratings, and utilizing diverse and flexible financing channels, TCC aims to attract more long-term investors and optimize issuance conditions in the international bond market. Concurrently, TCC actively revitalizes its assets and emphasizes proprietary R&D capabilities alongside smart management.

	Sustainability/ Climate-related Risk		Sustainability/ Climate-related Opportunity
5. Strategy and Decision-making Responses	To effectively mitigate the impacts of carbon trading, carbon fees, and carbon taxes, TCC has implemented various measures aimed at reducing greenhouse gas (GHG) emissions. These initiatives, categorized by their corresponding GHG scopes, are detailed as follows: 1. GHG Scopes 1, 2, and 3 (1) Setting science-based reduction targets aligned with a 1.5° C pathway (2) Establishing a centralized sustainability coordination unit (3) Implementing an ESG data management system (4) Promoting internal carbon pricing and internal carbon trading mechanisms 2. GHG Scopes 1 and 2 (1) Driving the Ten Decarbonization & Green Transition Strategies (including alternative raw materials, alternative fuels, alternative clinker, Equipment & Process Enhancements, Power Generation by Waste Heat Recovery, renewable energy, energy storage, batteries, carbon capture, and carbon 3. GHG Scopes 1 and 3 (1) Introducing electric mining trucks and low-carbon vehicles. (2) Initiating the collection of suppliers' carbon emissions data and providing reduction guidance	TCC has implemented a Business Continuity Plan (BCP) to address the potential impacts of natural disasters and has strengthened water resource management across its operations. By reducing the demand for purchased water, TCC aims to proactively mitigate the potential risks of droughts. Key measures include adopting the ISO 46001 Water Efficiency Management System and the Alliance for Water Stewardship (AWS) Standard. Furthermore, TCC is evaluating the installation of sedimentation basins and rainwater recovery pipelines at its plants to increase rainwater harvesting. The company is also introducing Membrane Bioreactor (MBR) treatment systems to filter and reuse on-site domestic wastewater. In response to heavy rainfall driven by climate change, TCC mitigates potential flood impacts by elevating its solar panels and energy storage equipment. Additionally, TCC has introduced an internal water pricing mechanism. For capital expenditure (CapEx) investments related to water-saving or water-consuming projects, the internal water price is factored into the calculation of the Internal Rate of Return (IRR).	1. Low-Carbon Construction Materials (1) Actively developing low-carbon products, including low-carbon cement, concrete, and Ultra-High Performance Concrete (UHPC). (2) Advancing the calcined clay technology (deOHclay) developed by subsidiary CIMPOR, which reduces carbon emissions by 90% compared to traditional Portland cement clinker; and introducing X-Clinker, a next-generation clinker utilizing an electrified manufacturing process to lower CO ₂ emissions by 48% compared to traditional Portland cement clinker. (3) Constructing storage facilities for alternative raw materials and fuels (AFR) to increase their utilization and reduce the carbon footprint of our products. (4) Joining the EP100 initiative across cement plants in Taiwan and Mainland China, committing to a 50% improvement in energy productivity by 2040 against a 2016 baseline, and continuously implementing this commitment in our manufacturing processes. 2. Resource Recycling (1) Expanding co-processing services for renewable resources to assist various industries in managing hard-to-treat waste. (2) Commissioning the TCC DAKA Renewable Resource Recycling Center (RRRC), capable of co-processing up to 200 tonnes of domestic waste daily and recovering the thermal energy generated during disposal to replace partial fossil fuels. (3) Actively developing construction and demolition (C&D) waste management services, recycling concrete from demolished buildings for reuse to reduce carbon emissions without compromising structural strength. (4) Leveraging the Onyx Ta-Ho waste collection network to expand AFR sourcing for cement plants and strengthen early-stage development capabilities. 3. Green Energy (1) Developing and managing renewable energy projects—including solar photovoltaic, wind, and geothermal energy—and collaborating on renewable energy research and evaluation through TCC Green Energy. (2) Providing comprehensive new energy integration services through NHOA.TCC. These services include integrated green power, energy storage, and EV charging services; energy storage installations, EnergyArk® energy storage cabinets, green electricity matchmaking, and aggregated electricity trading. 4. Negative Carbon Technologies (1) Collaborating with the European Cement Research Academy (ECRA) and the German Cement Works Association (VDZ) through subsidiary CIMPOR to continuously advance Carbon Capture, Utilization, and Storage (CCUS) technologies at the Alhandra and Souselas plants in Portugal. (2) Participating in the European LEILAC2 project through subsidiary CIMPOR, collaborating to introduce Direct Separation Reactor (DSR) technology for carbon capture directly from the production process at the Ennigerloh cement plant in Germany. (3) Implementing an oxygen-enriched combustion trial at the Suao Plant since 2023, expected to effectively increase clinker production capacity while reducing energy consumption and carbon emissions per unit of clinker. (4) Initiating biodiversity projects, such as the "Hoping Ark Ecological Program," soil research, and forest carbon sink surveys.

			Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
6. Financial Position, Financial Performance and Cash Flows	Current Financial Effects ¹	Profit Growth or Cash Inflows	The increased volume of industrial waste and domestic waste treatment services generated operating revenues of NT\$650,858 thousand and NT\$466,509 thousand in 2025 and 2024, respectively, leading to an increase in cash inflows from operating activities. If the operational data of Onyx Ta-Ho Environmental Services Co., Ltd., an associate in which TCC holds a 50% equity stake and accounts for using the equity method, is included on a pro forma basis, the operating revenues for 2025 and 2024 would reach NT\$3,835,148 thousand and NT\$3,508,279 thousand, respectively.	
			Waste heat recovery (WHR) power generation and the self-consumption of solar energy reduced purchased electricity expenses, decreasing operating costs by NT\$1,175,392 thousand and NT\$1,176,213 thousand in 2025 and 2024, respectively.	
			The increased use of alternative fuels reduced coal consumption, lowering operating costs by NT\$2,269,312 thousand and NT\$2,600,780 thousand in 2025 and 2024, respectively.	
			By integrating energy storage systems with green electricity and an enhanced Energy Management System (EMS), TCC regulates the power grid to ensure a stable power supply. Additionally, by storing electricity during off-peak hours and discharging it during peak hours, TCC manages in-plant electricity demand. This resulted in operating cost savings of NT\$100,588 thousand and NT\$101,800 thousand in 2025 and 2024, respectively, contributing to positive cash flows.	
			As of December 31, 2025, and December 31, 2024, the undrawn sustainable and green financing facilities amounted to NT\$93,529,964 thousand and NT\$80,739,843 thousand, respectively. Drawdowns from these facilities in 2025 and 2024 increased net cash inflows from financing activities by NT\$4,273,871 thousand and NT\$39,431,443 thousand, respectively, and are continuously and stably invested in capital expenditures each year. These funds are primarily allocated to "Climate Action and Net-Zero Emissions," "Green Energy and Energy Storage," "Low-Carbon Products and Services," and other sustainable green expenditures.	
			In 2025, TCC, through its Dutch subsidiary TCC (Dutch) Holdings B.V., successfully signed a 5-year green syndicated loan agreement with a banking consortium for EUR 500 million (hereinafter referred to as the "Green Loan"). This is expected to save TCC at least EUR 5 million in interest expenses annually and impacted cash inflows from financing activities. In the same year, TCC successfully issued Overseas Unsecured Convertible Corporate Bonds (ECB) totaling NT11,557,000 thousand, increasing cash inflows from financing activities by NT\$11,478,995 thousand (US\$350,000 thousand minus issuance transaction costs of NT\$78,005 thousand).	
			In 2024, TCC issued its first domestic Sustainability-Linked Convertible Bonds (SLCB) totaling NT\$8,000,000 thousand, increasing cash inflows from financing activities by NT\$7,994,105 thousand (NT\$8,000,000 thousand minus issuance transaction costs of NT\$5,895 thousand). These funds were primarily allocated to "Climate Action and Net-Zero Emissions," "Green Energy and Energy Storage," "Low-Carbon Products and Services," and other sustainable green expenditures.	
			In 2025 and 2024, capital expenditures related to "Climate Action and Net-Zero Emissions" amounted to NT\$6,872,930 thousand and NT\$8,265,685 thousand, respectively, resulting in cash outflows from investing activities. These initiatives generated depreciation expenses of NT\$1,607,749 thousand and NT\$1,697,477 thousand, respectively. These investments include:	
			1. Continuous upgrades to equipment and technologies, including improving the efficiency of gasifiers, preheaters, and cement mills, as well as upgrading waste heat recovery (WHR) systems. TCC expanded alternative raw materials and fuels (AFR) storage areas and installed infrared scanning equipment, alternative fuel belt conveyors, silo spark detectors, and automatic sprinkler systems to enhance fire safety control in AFR storage. Furthermore, investments were made in the TCC DAKA Renewable Resource Utilization Center to co-process domestic waste in cement kilns. These investments generated capital expenditures of NT\$4,066,821 thousand and NT\$8,136,756 thousand in 2025 and 2024, respectively, leading to cash outflows from investing activities.	
			2. Subsidiary CIMPOR partnered with the European Cement Research Academy (ECRA) and the German Cement Works Association (VDZ) to continuously advance CCUS technology development at the Alhandra and Souselas plants in Portugal. CIMPOR also participated in the European LELIAC2 project, collaborating to introduce Direct Separation Reactor (DSR) technology for carbon capture directly from the production process at the Ennigerloh cement plant in Germany. In Taiwan, TCC continues to invest in negative carbon technologies, prioritizing oxygen-enriched combustion technology for short-term emission reductions, while closely monitoring the latest developments in carbon sequestration technologies and related supporting measures. In 2025 and 2024, these initiatives generated capital expenditures (CapEx) of NT\$2,458 thousand and NT\$9,470 thousand, respectively, leading to cash outflows from investing activities. Additionally, they incurred R&D expenses of NT\$6,254 thousand and NT\$813 thousand, respectively, resulting in increased cash outflows from operating activities.	
			3. In 2025, TCC accelerated the electrification of transportation vehicles. This included introducing electric ready-mixed concrete (RMC) trucks at Taiwan plants, scheduled for official operation in 2026. TCC continuously transitions company vehicles across operating sites to electric vehicles (EVs) and has purchased electric towing tractors. Investments in EVs and associated charging equipment generated capital expenditures of NT\$263,672 thousand and NT\$18,146 thousand in 2025 and 2024, respectively, resulting in cash outflows from investing activities.	
			4. Unmanned electric mining trucks were introduced at mining sites in Taiwan and Mainland China, generating capital expenditures of NT\$266,668 thousand and NT\$547 thousand in 2025 and 2024, respectively, resulting in cash outflows from investing activities.	
			5. In 2022, TCC ordered a new eco-friendly cement carrier from Japan's Shin Kurushima Dockyard, which was delivered in 2025. This generated a capital expenditure of NT\$1,817,503 thousand, leading to a cash outflow from investing activities. The lower fuel consumption and carbon emissions of this eco-friendly fleet help reduce operating costs.	
			6. TCC enhanced water efficiency by installing water storage basins, executing projects to enlarge discharge outlets, and setting up water recovery systems at various cement plants, mining sites, and RMC plants. This increased property, plant, and equipment (PP&E) by NT\$4,408 thousand and NT\$23,709 thousand in 2025 and 2024, respectively, resulting in cash outflows from investing activities.	
			7. TCC actively integrates Artificial Intelligence (AI) technologies into its operational management to enhance production efficiency and drive its Decarbonization & Green Transition. By introducing AI into production processes, TCC can monitor equipment status in real time and predict maintenance needs, thereby reducing downtime and maintenance costs. Furthermore, AI technology is utilized to optimize energy usage, analyzing and dynamically adjusting the energy consumption structure during production to further reduce carbon emissions, supporting TCC's move toward a greener, more sustainable manufacturing future. These innovative applications not only enhance competitiveness but also demonstrate TCC's long-term commitment to social responsibility and environmental protection. With the rapid development of AI technology, TCC will continue to expand its investments in AI-related hardware and software. In 2025 and 2024, AI-related equipment (such as GPUs) increased by NT\$451,400 thousand and NT\$77,057 thousand, respectively. Additionally, investments in AI talent cultivation and the Digital Intelligence Navigators (DIN) program increased operating costs and expenses by NT\$58,874 thousand and NT\$28,975 thousand in 2025 and 2024, respectively, leading to cash outflows from operating activities.	
			Investments in the development and application of AFR, 3D printing low-carbon construction methods, and other related technologies generated R&D expenses of NT\$473,824 thousand and NT\$585,648 thousand in 2025 and 2024, respectively, increasing cash outflows from operating activities.	
			The expanded investment in Europe in the first quarter of 2024, acquiring CIMPOR and OYAK CEMENT, resulted in a cash outflow from investing activities of NT\$12,965,009 thousand.	
			In addition to the above items, TCC's expenditures related to Climate Action and Net-Zero Emissions also include: actively developing new energy businesses, continuously investing in the integration and cultivation of new energy talent, implementing water resource management systems, and purchasing natural disaster-related insurance to enhance operational resilience and adaptive capacity. TCC also invited representatives from over 100 construction and building companies currently using low-carbon limestone cement and limestone cement concrete to jointly form the "Low-Carbon Construction Pioneers Alliance." These measures generated operating costs and expenses of NT\$710,281 thousand and NT\$556,086 thousand in 2025 and 2024, respectively, resulting in cash outflows from operating activities.	

			Sustainability/ Climate-related Risk	Sustainability/ Climate-related Opportunity
			In summary, to address the risks and opportunities related to climate action and net-zero emissions, the impacts on TCC's operations, financial position, and cash flows are summarized as follows:	
			1. Operating Revenues: The increased volume of industrial waste and domestic waste treatment services generated operating revenues of NT\$650,858 thousand and NT\$466,509 thousand in 2025 and 2024, respectively, leading to cash inflows from operating activities.	
			2. Cost Savings: Through waste heat recovery (WHR) power generation and the self-consumption of solar energy, the increased use of alternative fuels to reduce coal consumption, and the introduction of an operational model that stores electricity during off-peak hours and discharges it during peak hours via energy storage systems, TCC saved operating costs of NT\$3,545,292 thousand and NT\$3,878,793 thousand in 2025 and 2024, respectively.	
			3. Capital Expenditures: The Company invested NT\$6,872,930 thousand and NT\$8,265,685 thousand in capital expenditures in 2025 and 2024, respectively, to enhance green manufacturing processes, low-carbon technologies, and the construction of energy-saving facilities. These investments generated depreciation expenses of NT\$1,607,749 thousand and NT\$1,697,477 thousand, respectively.	
			4. Acquisition of Subsidiaries: Acquisition expenditures in 2024 amounted to NT\$12,965,009 thousand. Through strategic mergers and acquisitions, TCC actively positions itself within the sustainable and low-carbon industry chain to expand overall value chain benefits.	
			5. Financing: Net cash inflow from financing activities reached NT\$4,273,871 thousand in 2025, following NT\$39,431,443 thousand in 2024. These funds, sourced from sustainable financing and the issuance of SLCBs and Green ECBs, are directed toward "Green Energy and Energy Storage," "Low-Carbon Products and Services," and other green initiatives.	
			6. Operating Costs and Expenses (including depreciation expenses generated from the aforementioned capital expenditure items): NT\$2,856,982 thousand and NT\$2,868,186 thousand were incurred in 2025 and 2024, respectively.	
			The utilization rate of TCC's industrial and construction waste treatment capacity is expected to continuously increase in the future, and the idle Hualien plant site is being developed into a construction waste treatment facility. Furthermore, for the associate company Onyx Ta-Ho Environmental Services Co., Ltd., in which TCC holds a 50% equity stake and accounts for using the equity method, the current capacity utilization rate has reached 90.3%, processing approximately 2.49 million tonnes of waste annually. If its capacity utilization rate further increases in the future, it is expected to generate a positive impact on cash inflows from investing activities.	
			With the increased volume of domestic waste treatment services, the TCC DAKA Renewable Resource Utilization Center now achieves a daily treatment capacity of over 200 tonnes, while the combined daily treatment capacity of cement plants in Mainland China exceeds 600 tonnes. This is anticipated to boost future operating revenues and further enhance cash inflows from operating activities.	
			By 2030, the target thermal substitution rate (TSR) for plants in Taiwan and Mainland China is 35%, while the targets for subsidiaries CIMPOR and OYAK CEMENT (grey cement) are set at 70% and 58%, respectively. It is anticipated that the increased use of alternative fuels will lead to a reduction in purchased coal consumption, thereby lowering future operating costs and contributing to positive cash flows.	
			Improvements in waste heat recovery (WHR) efficiency and the increased self-consumption of solar energy will reduce purchased electricity expenses. Additionally, TCC has joined the EP100 initiative, targeting a 50% improvement in energy productivity by 2040 against a 2016 baseline. This is expected to lower future operating costs and contribute to positive cash flows.	
			TCC continues to invest in negative carbon technologies for carbon capture. In the future, captured carbon dioxide is planned not only to be supplied for cross-industry services such as industrial welding and food processing, but TCC will also assess the feasibility of carbon sequestration and carbon pricing in alignment with government policies, or explore other value-added utilizations. The increase in operating revenues or reduction in costs resulting from future carbon sequestration services and carbon pricing is expected to contribute to positive cash flows.	
			TCC is continuously optimizing and upgrading existing equipment while adopting new technologies. These measures include increasing production capacity and reducing the energy consumption of cement mills, optimizing the performance of clinker coolers, and improving the efficiency of low-pressure steam turbines at the Ho-ping Power Plant. These initiatives are expected to help reduce operating costs and generate positive cash flows.	
			Taiwan's Ministry of Environment has announced that carbon fees will be levied in 2026 based on 2025 emissions data. TCC's Hoping and Suao cement plants have officially received approval for their voluntary reduction plans, qualifying them for Preferential Rate A (NT\$50 per metric ton of CO ₂ e). Furthermore, TCC has submitted its application to determine eligibility for high carbon leakage risk adjustments. As of the report's publication date, the filing is under official review. Simultaneously, the Ministry of Ecology and Environment of Mainland China plans to include the cement industry in the national carbon emissions trading system (ETS) in 2025. These policy changes are anticipated to increase operating costs, impact liability recognition, and increase cash outflows from operating activities (TCC in Taiwan has already recognized relevant liability provisions based on actual emissions in 2025).	
			In December 2024, TCC's 1.5° C carbon reduction targets were validated by the SBTi. Starting in 2025, 14 cement plants across Taiwan and Mainland China will follow this 1.5° C reduction pathway. Using 2016 as the baseline year, TCC is committed to reducing Scope 1 carbon emission intensity by 23.9%, Scope 2 intensity by 64.4%, and the combined Scope 1 and 2 intensity by 26.8%, thereby mitigating the impact of carbon emissions on operating costs.	
			With the implementation of the EU Carbon Border Adjustment Mechanism (CBAM) and the concurrent phase-out of free allowances under the EU ETS, the carbon cost pressure on the European cement industry will continue to rise. This may lead to increased expenditures on carbon emission allowances in the future, thereby impacting operating costs, liability recognition, and cash outflows from operating activities. Regarding the Turkish market, the government is planning to establish a domestic ETS. If officially implemented, local operating sites will be required to obtain or purchase carbon allowances based on their emissions, which is expected to increase operating costs and affect cash flows. As the regulatory details and implementation timelines have yet to be announced by the competent authorities, TCC will continue to monitor policy developments and assess their financial impacts accordingly.	
			Investments in operational equipment upgrades or new technologies (such as negative carbon technologies) will increase capital expenditures (CapEx) and depreciation expenses, resulting in cash outflows from investing activities. Furthermore, ongoing investments in the development and application of alternative raw materials and fuels (AFR), oxygen-enriched combustion, and carbon capture technologies will increase R&D expenses, leading to increased cash outflows from operating activities.	
			The comprehensive transition to electric vehicles (EVs) for official fleets in the future, along with the procurement of electric trucks, electric towing tractors, and electric mining trucks, is expected to increase CapEx, resulting in cash outflows from investing activities and corresponding depreciation expenses.	
			The new energy business will continue to develop new energy storage and renewable energy projects. The renewable energy management targets are set at 400 MW by 2030 and 750 MW by 2050. The continuous construction of these projects is expected to increase CapEx, leading to cash outflows from investing activities. This will also increase depreciation expenses as well as other operating costs and expenses, thereby resulting in increased cash outflows from operating activities.	
			TCC continues to invest in new energy and cross-disciplinary talent cultivation. Clear investment targets have been set for employee training budgets in Taiwan, with plans to cumulatively invest NT\$250,000 thousand by 2030 and NT\$750,000 thousand by 2050. CIMPOR has also set corresponding targets, planning to cumulatively invest NT\$17,400 thousand by 2030 and NT\$19,100 thousand by 2050. These investments will lead to increased operating costs and expenses, resulting in cash outflows from operating activities.	
			Ongoing investments in Artificial Intelligence (AI)-related equipment will increase CapEx, leading to cash outflows from investing activities and corresponding depreciation expenses. Additionally, investments in AI talent cultivation and related expenditures will increase operating costs and expenses, resulting in cash outflows from operating activities.	
			Plans to procure renewable energy in the future are expected to increase operating costs and expenses, leading to increased cash outflows from operating activities.	
			To build a green shipping fleet, TCC signed a contract with Mainland China's Jiangsu Haitong Shipbuilding in 2024 to construct two new eco-friendly bulk carriers, with a total transaction amount not exceeding US\$67,000 thousand. These vessels are expected to be delivered in 2026, which will increase CapEx, resulting in cash outflows from investing activities and corresponding depreciation expenses. Additionally, the eco-friendly fleet is expected to help reduce operating costs due to its lower fuel consumption and carbon emissions.	
			Extreme weather events, such as floods and droughts, may disrupt the shipment and dispatch of products and raw materials, necessitating adjustments to transportation methods and leading to increased transportation costs. Floods may also cause equipment submersion requiring repairs and necessitate enhanced slope protection in the future. Severe droughts would increase water procurement expenses. These scenarios are expected to increase operating costs and expenses, resulting in cash outflows from operating activities.	
			The primary funding sources for the aforementioned investment plans under these Anticipated Financial Effects are net cash inflows from operating activities, as well as sustainable and green financing.	

6.2.3 Risk Management

To strengthen TCC's risk management operations and ensure the sustainable operation of the Company and its subsidiaries, TCC adopts a systematic approach with Board-level involvement. A Risk Management Committee has been established to qualitatively and quantitatively assess the potential impact and possible risks of various business activities on the Company's operations. This enables TCC to mitigate risks to an acceptable level and achieve a balanced risk-return objective.

TCC has formulated the Risk Management Policy in accordance with the Regulations Governing Establishment of Internal Control Systems by Public Companies promulgated by the Financial Supervisory Commission (FSC) and the relevant provisions of the Risk Management Best Practice Principles for TWSE/TPEX Listed Companies published by the Taiwan Stock Exchange (TWSE). Through the establishment of an effective risk management mechanism, TCC evaluates and supervises its risk-bearing capacity and the current status of risks exposure, determines risk response strategies, and monitors compliance with risk management procedures.

This year, TCC selected "Low-Carbon Products and Services," "Green Energy and Energy Storage," and "Resource Circulation (Climate Action and Net-Zero Emissions)" as its material topics to identify reasonably foreseeable sustainability and climate-related risks and opportunities that could impact TCC's outlook. Given its diversified business portfolio, in 2025, TCC progressively inventoried and incorporated the sustainability and climate-related risks and opportunities across its various industries based on the applicable Sustainability Accounting Standards Board (SASB) standards and their respective disclosure topics.

For detailed information regarding TCC's risk management operations and related content, please refer to Page 54 "iv. Risk Management Committee Operations" and Page 186 "5.6 Analysis and Assessment of Risk Factors" of this Annual Report.

6.2.4 Indicators and Targets

Climate-related Metrics

1. Greenhouse Gas (GHG) Emissions	GHG Emissions	Emission (metric tons of CO ₂ e)		
	Scope 1	Please refer to Page 88 "2.2.7 Implementation of Climate-related Information" of this Annual Report		
	Scope 2	Please refer to Page 88 "2.2.7 Implementation of Climate-related Information" of this Annual Report		
	Scope 3	Please refer to Page 88 "2.2.7 Implementation of Climate-related Information" of this Annual Report		
Note 1: The GHG emissions inventory adopts the operational control approach. The calculation formula is: Activity Data × Emission Factor (EF) × Global Warming Potential (GWP). The EF and GWP values are selected based on the region and applicable regulations, with no changes in data sources during the reporting period.				
Note 2: For the Taiwan region, the EF refers to the "Greenhouse Gas Emission Factors" published by the Ministry of Environment. The GWP values for cement plants refer to the IPCC Fourth Assessment Report (2007); the GWP values for RMC plants and the operational headquarters refer to the IPCC Sixth Assessment Report (2021). For the Mainland China region, the EF refers to the Guidelines for Accounting and Reporting Greenhouse Gas Emissions of Chinese Cement Enterprises (Trial), the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and its 2019 Refinement, and the GWP values refer to the IPCC Sixth Assessment Report (2021).				
Note 3: The aforementioned GHG emissions cover the consolidated financial statement boundary.				
2. Amount and Percentage of Assets or Business Activities Vulnerable to Climate-Related Transition Risks	1. In 2025 and 2024, the number of plants in Taiwan included in the Ministry of Environment's carbon fee collection list and their percentage of the total number of plants in Taiwan:			
	Assets or Operating Activities	Number of Plants in Taiwan Included in the Ministry of Environment's Carbon Fee Collection List (A)	Total Plants in Taiwan (B)	Percentage of Plants Subject to Carbon Fee (A/B)
	Cement Plants	2	2	100%
	RMC Plants	0	24	0%
	Hoping Power Plant	1	1	100%
	Lithium Battery Plant	1	1	100%
	2. In 2025 and 2024, the production volume in Mainland China included in the regional carbon emission trading pilots accounted for 51.17% and 45.33% of the total production volume in Mainland China, respectively. ¹²			
3. Internal Carbon Pricing	Please refer to Page 88 "2.2.7 Implementation of Climate-related Information" of this Annual Report			

¹² For the 2024 production volume calculation, the scope was expanded to include the trustee plant and the Huaihua Plant. Additionally, the carbon trading regional pilot programs in Mainland China specifically target rotary kiln production lines; therefore, the calculation scope excludes grinding stations.

4. Remuneration	• Senior Executive ESG Performance-Linked Compensation Policy and Climate-Related Considerations: To implement and realize ESG, TCC continuously tracks the medium-to-long-term goals of sustainable strategies and various non-financial indicator performances, incorporating them into the performance evaluation system for senior executives (including the President, Vice Presidents, and managers). Simultaneously, TCC includes the execution results in areas such as corporate governance, green finance, social care, and environmental sustainability into the President's individual performance evaluation scope. After the Remuneration Committee reviews the contributions to the Company's operations and the reasonableness of the compensation, the final remuneration is determined by the Board of Directors.
	• Plant Carbon Reduction Targets Linked to the Compensation and Reward System and Climate-Related Considerations: TCC implements a carbon reduction performance system that links carbon reduction achievements with annual evaluations and salary incentives, enhancing the enthusiasm and effectiveness of tracking medium-to-long-term goals and climate-related metric performances. Since 2019, TCC has set annual carbon reduction targets for its cement plants in Taiwan and Mainland China. For the plants in Mainland China, various KPI targets are set during the annual budget preparation by the Finance Department, including the intensity of electricity and coal consumption during the production process, with improvement targets subsequently allocated based on the characteristics of each cement plant. TCC monitors progress through its AI Carbon Reduction Management Platform, which displays real-time daily data and target achievement statuses, including emission intensity, the progress of carbon reduction projects, and the utilization of alternative raw materials and fuels. Furthermore, SBT meetings are held bi-weekly to discuss and track the performance of each plant. TCC promotes the low-carbon transition through an accountability mechanism involving all employees. The carbon reduction performance of each plant is linked to the bonuses of senior executives and employees. Quarterly and annual performance bonuses are calculated based on the EPS of each plant and its carbon reduction target achievement rate. Starting in July 2022, TCC initiated a trial of an internal carbon trading platform within its cement plants. Emission quotas are allocated based on each plant's production capacity, and plants submit their emission quota trading demands through the platform, which then matches prices. The relevant internal carbon trading settlements are planned to be executed at year-end based on Guangdong carbon market prices and are linked to variable compensation.

The aforementioned climate-related metrics do not include comprehensive cross-industry metrics because the Company currently only discloses information that is reasonable and supportable as of the reporting date.

Industry-Based Metrics (Construction Materials): Please refer to the Appendix of the Sustainability Report.

Sustainability / Climate-Related Targets

Item	Coverage	Target	
		2030	2050
Greenhouse Gas (GHG) Management Baseline year: 2016 Unit: metric tons of CO ₂ e / metric tons of cementitious materials	Taiwan & Mainland China (Weighted Average)	0.552	Committed
	CIMPOR	0.538	0.033
	OYAK CEMENT	0.610	0.033
Thermal Substitution Rate (TSR) of Alternative Fuels	Taiwan & Mainland China (Weighted Average)	35%	50%
	CIMPOR	70%	—
	OYAK CEMENT (Grey Cement)	58%	—
Ratio of Alternative Raw Materials	Taiwan & Mainland China (Weighted Average)	22%	25%
	CIMPOR	5%	—
	OYAK CEMENT	5%	—
Clinker Ratio	Taiwan & Mainland China (Weighted Average)	0.780	0.570
	CIMPOR	0.625	—
	OYAK CEMENT	0.73	—
Energy Efficiency Unit: GJ / metric ton of cementitious materials	Taiwan & Mainland China (Weighted Average) Formula: Total fossil energy consumption / metric tons of cementitious materials	2.306	1.998
	CIMPOR	3.3	—
On-site Waste Management-Proportion of Waste Converted into Renewable Resources and Energy	Cement Plants in Taiwan & Mainland China	100%	100%
Renewable Energy Unit: MW	TCC Group	400	750
Carbon Capture Unit: metric tons/ year	Taiwan & Mainland China	100,000	1,600,000

07 Special notes

7.1 Information on affiliated entities:

Please refer to the Market Observation Post System.
(https://mopsov.twse.com.tw/mops/web/t57sb01_q10)

7.2 Private Placement Securities:

None.

7.3 Other required supplementary notes:

None.

7.4 Any Event in 2025 and as of the Date of This Annual Report That Had a Material Impact on Shareholders' Interests or Share Prices as Stated in Item 3 Paragraph 2 of Article 36 of the Securities and Exchange Law of Taiwan:

Molie Quantum Energy Corporation, a subsidiary of the Company, experienced a fire incident on July 14, 2025, which caused damage to certain property, plant and equipment, intangible assets, and inventories. With respect to the losses arising from the aforementioned incident, the Company has, in accordance with the relevant International Financial Reporting Standards and consistent with the related material information disclosures, appropriately recognized and disclosed such losses in its financial statements for the year ended December 31, 2025, to reflect the impact of the incident on the Company's financial position and results of operations for the year.

TCC Headquarter No.113, Section 2, Zhongshan North Rd., Zhongshan Dist., Taipei City 104, Taiwan (02)25317099 Sustainability R&D Center No.148, Section 1, Chang'an Rd., Luzhu Dist., Taoyuan City 338,Taiwan No. 220, Sec. 2, Nanshan Rd., Luzhu Dist., Taoyuan City 338, Taiwan (03)3217855 Hoping cement plant No.263, Hoping Village, Sioulin Township, Hualien County, 972, Taiwan (03)8682111 Suao cement plant No.46, Yongchang Rd., Su-aoTownship, Yilan County, 270, Taiwan (03)9962511~20 Hualien cement plant No.103, Huadong, Hualien City, Hualien County 970, Taiwan (03)8221161~4 Taipei Cement Products Plant No.310, Sec. 1, Datong Rd., Xizhi Dist., New Taipei City 221, Taiwan (02)86919518 Tucheng Branch No.4, Ln. 223, Sec. 3, Jieshou Rd., Sanxia Dist., New Taipei City 237, Taiwan (02)86763356 Taoyuan Branch No.220, Sec. 2, Nanshan Rd., Luzhu Dist., Taoyuan City 338, Taiwan (03)3222166~68 Taoyuan Second Branch No. 59, Liufu Rd., Luzhu Dist., Taoyuan City 338, Taiwan (03)3221321 Hualien Branch No.2-1, Jingmei Rd., Hualien City, Hualien County 970, Taiwan (03)8228353 Taipei Delivery Station No. 59, Guanghua Rd., Zhongshan Dist., Keelung City 203, Taiwan (02)24231815	Guishan Branch No.688, Dongwanshou Rd., Guishan Dist., Taoyuan City 333, Taiwan (03)3595633 Bade Branch No.32-1, Zhongxiao Ln., Changxing Rd., Bade Dist., Taoyuan City 334, Taiwan (03)3685785 Jhongli Branch No.203, Sec. 6, Minzu Rd., Xinwu Township, Taoyuan City 327, Taiwan (03)4907675~8 Jhongli Second Branch No. 38, Ln. 306, Sec. 1, Guoling Rd., Zhongli Dist., Taoyuan City 320, Taiwan (03)4905501 Hsinchu Branch No. 792, Bo'ai St., Zhubei City, Hsinchu County 302, Taiwan (03) 5515166~9 Yilan Branch No.438, Sec. 2, Yuanshan Rd., Yuanshan Township, Yilan County 264, Taiwan (03)9220456 Taichung Cement Plant No.785, Sec. 3, Zhongqing Rd., Daya Dist., Taichung City 428, Taiwan (04)25681691 Dadoo Branch No.303, Sec. 2, Shatian Rd., Dadu Dist., Taichung City 432, Taiwan (04)26992826 Taichung Port Cement Distribution Station No.2, Beiheng 7th Rd., Qingshui Dist., Taichung City 436, Taiwan (04)26564394~5 Shengang Branch No.202, Xizhou Rd., Shengang Dist., Taichung City 429, Taiwan (04)25633980 Caotun Branch No.137, Renhe Rd., Nantou City, Nantou County 540, Taiwan (049)2253248	Wuri Branch No. 986, Jianxing Rd., Wuri Dist., Taichung City 414, Taiwan (04) 2337-7265 Kaohsiung Cement Plant No.16, Gongye 1st Rd., Renwu Dist., Kaohsiung City 814, Taiwan (07) 3720396 Chiayi Branch No.8, Xinsheng St., Minxiong Township, Chiayi County 621, Taiwan (05)2217215 Tainan Branch No.36, Taiyi 7th St., Rende Dist., Tainan City 717, Taiwan (06)2703259 Luzhu Branch No.809, Daren Rd., Luzhu Dist., Kaohsiung City 821, Taiwan (07)6071238 Shanhua Branch No.33, Xingnong Rd., Shanhua Dist., Tainan City 741, Taiwan (06)5810685 Anping Branch No.84-2, Xinle Rd., South Dist., Tainan City 702, Taiwan (06)2919809 Nanzi Plant No. 232-1,Renlin Rd., Renwu Dist., Kaohsiung City 814, Taiwan (07)3494062 Xiaogang Branch No.12, Zhonglin Rd., Xiaogang Dist., Kaohsiung City 812, Taiwan (07)8721166~7 Kaohsiung Port Cement Distribution Station(Wharves No.44) No.12, Dahua 3rd Rd., Qianzhen Town, Kaohsiung City 806,Taiwan (07)8135047~9 Anping Port Cement Distribution Station No.6, Lane 23, Xingang Rd., South Dist., Tainan City 702,Taiwan (06)2923123
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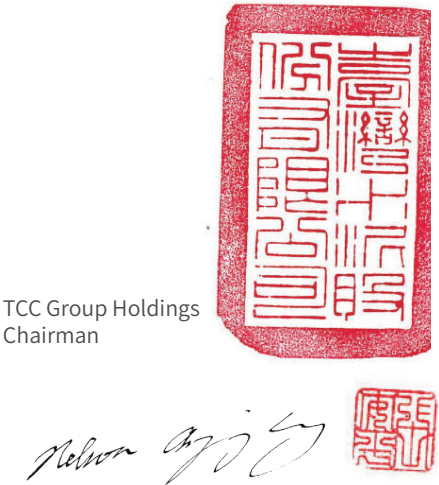
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Overseas listings and access to the listing information:
Global depository receipts - Luxembourg Stock Exchange sub-board link for inquiries:
<https://www.bourse.lu/issuer/TaiwanCement/55152>
Overseas unsecured convertible corporate bonds - Singapore Exchange link for inquiries:
<https://www.sgx.com/fixed-income/wholesale-fixed-income-securities>

TCC Group Holdings
Chairman





GROUP HOLDINGS

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