

2026



A Note from the Sustainability Team

While we are still on the long road to net zero, AI has already brought another transformation, faster and more urgent, right to our doorstep.

Since TCC began its low-carbon transition in 2018, we have changed our processes, energy and equipment, and step by step we have also faced changes in the nature of work and in organizational capabilities. The road has been hard, but at least the 2030 and 2050 timelines are in plain view. A company can set targets, and it has time to think through how people should adjust together once the technology changes.

The challenge of AI is entirely different. It is not something that will happen ten years from now; it is changing everyone’s work right now. Tools we only got used to a few months ago are iterating at remarkable speed, and work that once required a great deal of time and expertise is being broken down and reorganized. What catches people off guard in this wave of transformation is not only how fast the technology is advancing, but how little time is left for people to prepare and adapt.

This became our starting point for rethinking “just transition” this year:

When change comes this quickly, is helping people keep up still all that a company should do? Or should it be enabling more people to take part in that change?

Our colleagues on the Hoping Quarry team in Hualien showed us more possibilities. After the company introduced an AI-powered autonomous electric mining truck system, some of the drivers who had once held the steering wheel moved to the central control room to learn intelligent operations.

One colleague, who joked that he had not touched a

computer keyboard in 30 years, shared that the learning process was hard, and that he even took his questions home to ask his daughter. One day his daughter couldn’t help telling him, “I’ve never seen Dad study so hard.”

Later, when we launched the AI Co-Learning & Empowerment Project in the local Hoping community, we took tribal elementary school students up to the quarry for a visit. As the children watched these uncles from their hometown issue commands and set routes to keep more than ten mining trucks running on their own, their amazement and admiration were plain to see. That day, the colleagues who had moved to the central control room had joy and pride written all over their faces.

This scene stayed with us. If transformation only means switching to more advanced equipment and raising efficiency, that is far from enough. When the work a person knows well changes, and that person learns anew, finds their place again, and perhaps one day sees their own children and the next generation of their hometown look at them with new eyes, that comes closer to what we believe a just transition should be.

What we need to care about is not only whether jobs are kept, but whether people have the chance to grow new capabilities through change and to see their own value anew.

In the past, when we talked about just transition, we tended to start from the company’s point of view: what we could do for employees, what we could provide for communities, or what assistance we could give to those affected by the transition. All of these matter. But if just transition stops at what the company “gives,” people can easily remain the ones who are helped and arranged for. What matters

more is whether people can build up their own capabilities in the process, and even pass on what they have learned to others.

This year, we saw this kind of change taking place in different learning settings. After the Carbon Academy, which had provided learning for colleagues, was transformed into the Institute of Nextgen Sustainability, its in-person AI empowerment courses filled up quickly every time they opened. Many colleagues did not wait for the company to tell them what the future would bring; they took the initiative to find out whether new knowledge and tools could help them do their work better.

In the AI Co-Learning & Empowerment Project carried out in communities around our plant sites in Hualien and Yilan, we saw yet another kind of change. Some participants were both TCC employees and community residents, and after the courses they quickly brought the skills they had learned back to the worksite and shared them with their teammates. A tribal village chief who took a drone course began thinking about how to use drones for patrolling the tribe’s vast area. None of these outcomes were set at the start of the courses, yet they showed us that when a person truly learns something, they naturally begin to ask: Where else can this ability be used? Who else can I bring it to? It was also through these experiences that we came to a more concrete understanding of “co-learning.” It does not mean that the company already knows the answers and then teaches them to employees or communities. Instead, everyone brings their own experience. Employees know the problems in their work, residents know what local life truly needs, and the company keeps revising its original thinking along the way. Especially today, as AI develops rapidly, no one holds all the answers, and some answers can only emerge as people learn from one another and put things into practice.

This has also led us to rethink the categories we are used to using in reports, such as “employees,” “communities” and “stakeholders.” In real life, one person may be a TCC employee, a father in his family and a member of the local community all at once. What just transition deals with is not people sorted into categories, but whole individuals who live across different settings and hold different roles.

The same holds true for TCC today, as we operate across different countries, cultures and social conditions. Just transition can share common principles, but there cannot be a single answer designed by headquarters and then copied to every location. Some places are facing changes in job skills, while others are dealing at the same time with population aging, out-migration or the impacts of extreme weather. The real approach still lies in returning to the frontline and letting the people who live there work out, together, what suits them.

In TCC’s 2025 Just Transition Report, we spoke a great deal about “trust.” A year later, trust remains the foundation of all change, but the rapid transformation brought by AI has added another layer to our understanding. Just transition is not only about what a company has done for those affected; what matters more is whether people can gain capabilities in the process and take part in their own change.

When the answers have not yet appeared, we learn together. Once someone has learned, they may in turn help another person move forward. Perhaps this is the more important meaning of the next step for just transition:

Enabling people to be not only recipients of transition, but also participants in it.

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This report covers the period from August 2025 to July 2026.
Some information extends to disclosures released before the publication date of this report.

TCC GROUP HOLDINGS

2026 JUST TRANSITION REPORT

Cover Story

Students from Dong'ao Elementary School went up to the 1,000-meter Hoping Quarry in Hualien to see the autonomous electric mining truck system in operation, and interviewed colleagues about their personal journeys through the mining truck transition.

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I. TCC's Net-Zero Journey

The Net-Zero Pathway to 2050

TCC Group Holdings has 27 subsidiaries, with a business portfolio spanning 11 industries and core markets in 20 countries. Among these, cement manufacturing and the Energy for Social Transformation business (Ho-Ping Power Company) are not only the main sources of revenue but also hard-to-abate industries, which makes them the focus of the transition.

TCC's comprehensive net-zero strategy rests on two core tracks: driving carbon reduction through industrial transition and actively participating in the energy transition. On this basis, TCC is steadily advancing toward its long-term goal of net-zero emissions by 2050. On science-based targets (SBT), TCC's original target boundary covered only its global cement and concrete businesses. As the Group's portfolio expanded, TCC reviewed these targets and consolidated them into Group-wide targets. In September 2026, TCC's updated near-term targets and 2050 net-zero target were validated by SBTi Services. This extended TCC's

science-based commitment from its core cement business to the entire Group and marked the first time TCC has set and validated a 2050 net-zero target. TCC is committed to achieving net-zero greenhouse gas emissions across its entire value chain by 2050. Using 2016 as the base year, it aims to reduce Scope 1 and Scope 2 emissions per ton of cementitious material by 23.9% and 64.3%, respectively, by 2030. By 2050, it aims to cut absolute Scope 1 and Scope 2 emissions by 90% from 2016 levels, and absolute Scope 3 emissions by 90% from 2024 levels. NHOA Energy and Atlante, both Group subsidiaries, have also each had their near-term targets validated.

In the Energy for Social Transformation business, Ho-Ping Power Company's coal-fired units are expected to be decommissioned no later than 2040. TCC is actively expanding into green energy industries such as solar, wind, geothermal and energy storage.



September 2026: SBTi validation



Dual Net-Zero and Digital Transition Driving a Shift from Technology to People

TCC's net-zero pathway involves more than a change in its energy mix. With the rapid development of artificial intelligence (AI) and digital technologies, TCC is facing a Dual Net-Zero and Digital Transition.

In its first special report, *Energy and AI*, published in 2025, the International Energy Agency (IEA) noted that if existing AI applications were widely adopted, they could reduce emissions in end-use sectors by about 1.4 billion tons of CO₂ by 2035, roughly 5% of global energy-related emissions at that time. In industry, AI can significantly reduce energy consumption and improve energy efficiency in line with the characteristics of each sector. In heavy industries such as steel and cement, for example, it can raise energy efficiency by about 3% to 5%¹. Empirical research by McKinsey & Company further shows that after a single cement plant introduced an AI autonomous control system, its output and energy efficiency improved by up to 10%, while its energy consumption and carbon emissions fell².

However, while AI helps drive carbon reduction, it is also bringing structural disruption to the labor market. The World Economic Forum (WEF) *Future of Jobs Report 2025* projects that between 2025 and 2030, 170 million new jobs will be created worldwide while 92 million will be displaced, a net increase of 78 million³. The jobs being displaced are mostly repetitive, routine and basic operational roles, while new jobs are concentrated in fields that require higher skills.

Research by the International Labour Organization (ILO) indicates that for most occupations, the main effect of AI will be "augmentation" rather than "replacement," and that the key lies in whether adequate retraining and transition support are provided⁴.

TCC is well aware of AI's double-edged nature. We are pursuing digital transformation not to replace people with machines, but to let people work in safer environments, reduce carbon more efficiently, and gain new skills and opportunities in the course of the transition. At Hoping Quarry, autonomous electric mining trucks have freed drivers from a driving environment of intermittent high heat and dense fog, and they have moved into dispatching roles in the central control room and vehicle maintenance. By the end of 2026, TCC expects to complete a cement manufacturing Digital Twin at the Hoping Cement Plant, which will use simulation to optimize kiln parameters and alternative fuel ratios and further lower the energy consumption and carbon emissions per unit of clinker. In employee training, the Institute of Nextgen Sustainability not only teaches decarbonization technologies but has also introduced digital literacy courses to help colleagues respond to changing competency requirements under the Dual Net-Zero and Digital Transition.

TCC has never shied away from the impact of technology. But we choose to make technology serve people, rather than let people be sacrificed for technology.

¹ International Energy Agency (IEA), 2025. *Energy and AI*. Paris.

² McKinsey & Company, 2019. "Artificial intelligence helps cut emissions and costs in cement plants." McKinsey & Company website.

³ World Economic Forum (WEF), 2025. *The Future of Jobs Report 2025*. Geneva.

⁴ International Labour Organization (ILO), 2023. *Generative AI and Jobs: Policies to Manage the Transition*. ILO Research Brief. Geneva. Authors: Gmyrek, P., Berg, J., Bescond, D.

II. TCC's Commitment to Just Transition

The 2015 Paris Agreement underscored the importance of a just transition for the workforce, and the International Labour Organization (ILO) has also developed relevant guidelines. The spirit advocated by these international trends is consistent with TCC's sustainability mission of "seeking a balanced relationship between human civilization and nature" and "pursuing the interests of society." In our journey toward a net-zero transition, we adhere to TCC's Stakeholder Engagement Policy by proactively maintaining open dialogue with all parties, including our employees, the communities where we operate, our supplier partners and consumers, to comprehensively implement our Total Care Commitment and Total Climate Commitment.

To this end, we are dedicated to establishing appropriate engagement strategies and methods for different stakeholder groups. We aim to gain a deeper understanding of their perspectives and expectations, evaluate the potential impacts of the transition, and seek consensus. At the end of 2024, TCC launched internal workshops for a preliminary identification. Through a prioritization assessment

based on factors such as influence, degree of impact and dependency, TCC mapped the stakeholders affected by the net-zero transition and identified employees, local communities, suppliers and consumers as the main affected groups.

TCC's just transition pathway grows out of real issues at each operating site. Whenever a transition plan takes shape, we take stock of those who may be affected, and as we put the transition into practice, we identify problems, open dialogue and take action in real time. Cement kilns cannot stop, and quarry operations cannot wait. The nature of TCC's industry requires us to solve problems while operations keep running, and it keeps every round of mapping and response closely tied to the places where the transition is actually happening.

TCC identifies affected stakeholders project by project. The table below summarizes the transition projects disclosed in this report and the groups affected by each. It does not represent the full scope of the impacts of TCC's net-zero transition.

Transition Projects and Affected Groups

Transition Project	Affected Groups	Issues	Chapter
Autonomous electric mining trucks at Hoping Quarry	Mining truck drivers	Job changes after automation	Employees
Institute of Nextgen Sustainability	All employees	Competency restructuring driven by generative AI	Employees
TCC DAKA Renewable Resource Recycling Center (RRRC)	Hoping Village residents	Concerns about a waste facility sited in the community Distribution of job opportunities	Communities
AI Co-Learning & Empowerment Project	Schoolchildren and residents of communities in Hualien and Yilan	Digital divide in communities	Communities
Chiayi aquavoltaics site	Original fish farmers, landowners, young fish farmers returning home	Livelihoods and aquaculture rights	Communities
Supplier Capacity Building Program	Suppliers	Capability gaps arising from low-carbon requirements	Suppliers
Low-carbon building materials and green energy services	Construction clients, general consumers	Pass-through of transition costs and power supply stability Product options and power supply stability during the transition	Consumers

III. Just Transition in Action



EMPLOYEES

In TCC's journey toward net zero, we deeply understand that the core issue is people. TCC regards its employees as important partners. We uphold the principles of "diversity, inclusivity, and equal employment opportunity," and will ensure that employees, regardless of their personal gender (including sexual orientation), race, class, age, marital status or religion, receive equal opportunities or support during the transition. We will also provide employees with the necessary training opportunities to develop their careers.

In the face of the changes to our operational structure brought about by the transition, TCC is committed to "respecting the fundamental human rights of our employees, upholding their right to organize unions and engage in collective bargaining, and providing diverse communication mechanisms and platforms to ensure harmonious and win-win labor relations." We also follow the spirit of our Stakeholder Engagement Policy to ensure opportunities for employee or employee representative participation.

Transition in Practice for People and Autonomous Electric Mining Trucks

On TCC's path to net zero, decarbonizing its quarries is unavoidable. Rock haulage at the quarry has long relied on large diesel-powered mining trucks, which are one of the quarry's sources of carbon emissions. Introducing electric, autonomous mining trucks is TCC's solution for achieving both its net-zero goals and workplace safety. However, technological upgrades are never neutral. When autonomous electric mining trucks replace conventional diesel trucks, frontline mining truck drivers face a fundamental change in their jobs. Making sure these colleagues are not left behind in the transition is a core part of TCC's deployment plan.

Three Plants in Three Years An Approach to Workforce Transition Built Up Step by Step

TCC did not introduce autonomous electric mining trucks to Hoping Quarry in Hualien all at once. The deployment is the result of three years of gradual accumulation across three plants. In 2022, the Jurong Plant in Mainland China became TCC's first AI smart quarry, introducing 14 autonomous electric mining trucks. Radar, vision cameras and other sensing equipment combined with real-time 5G transmission allowed AI to plan the optimal routes for the trucks automatically, proving the technology's feasibility. In December 2024, the Yingde Plant in Mainland China completed deployment and began operations, and began handling the reassignment of mining truck drivers. Of the three drivers trained, two became autonomous mining truck dispatchers and one moved to driving other vehicles. With each deployment, TCC's arrangements for people became more complete than the last. Jurong proved the technology was feasible, Yingde began building job reassignment into the deployment plan, and by the time the trucks reached Hoping Quarry in Hualien, TCC had developed an approach of dynamic reskilling and career transition combined with companion training. Supervisors who know the site best assess each colleague's skills and wishes one by one and tailor a career transition path for each person, and a cross-departmental team then provides long-term companion support and training. We use the practice at Hoping Quarry to illustrate how this approach works.

At the Outset of the Transition Decision Establishing a Workforce Allocation Assessment Mechanism

Hoping Quarry in Hualien sits more than 1,000 meters above sea level and is an important limestone mining base for TCC. Its terrain, shrouded in dense fog throughout the year, has long been the greatest challenge for quarry safety management. The April 2024 Hualien earthquake further prompted TCC to accelerate its assessment of the feasibility of quarry automation. As 12 autonomous electric mining trucks were prepared to replace conventional diesel trucks, the jobs of the 14 mining truck drivers on the rock haulage team were set to change fundamentally.

TCC did not wait until the technology was in place to address the people issues. Before the autonomous electric mining trucks officially arrived on site, TCC launched a systematic assessment of the affected employees. At the initial stage, senior site supervisors, including the quarry manager, transport team engineers and on-site foremen, evaluated each driver's attributes one by one, looking at skills background, seniority, personal preferences and learning ability.

The 14 drivers were reorganized into four functional teams. The Central Control Room Team remotely monitors and schedules the 12 autonomous trucks through the system. The Road Maintenance Team is dedicated to maintaining the high-specification road surfaces that the autonomous trucks require. The Power and Logistics Team is responsible for

servicing and maintaining fuel trucks, water trucks and the quarry's auxiliary machinery. The Mobile Readiness Team provides flexible support and takes on special tasks that the autonomous trucks cannot perform. This grouping was not simply assigned from the top down. In the early stage of deployment, foremen continued to check in on how colleagues were adjusting after reassignment, and for the few who still had reservations, supervisors gradually addressed their concerns through one-on-one conversations, so that colleagues' wishes and concerns were actually reflected in their final placements. Foreman Hsing-Jung Chen, who has worked at the quarry for more than 20 years and knows every driver's personality inside out, said, "When you've worked together this long, you pretty much know everyone's personality and where they fit."

For TCC, social dialogue is not necessarily a formal forum or a survey. On the fog-bound quarry, it is the knowledge of each colleague that a foreman has built up over 20 years, and the judgment exercised while moving ahead, learning by doing, listening and adjusting. This is also how TCC identifies skills gaps. Rather than laying out an abstract competency inventory, TCC entrusts employees' next steps to the people closest to the site, and through everyday interaction and conversation finds a place for each person, one by one.

Companion Training Helps Quarry Veterans in Their Fifties Cross the Technology Threshold

I started from zero,
and now I'm slowly getting
its logic. It feels like a real
achievement. Going from nothing,
monitoring it like this every day, to
now being able to face and handle
some problems,
I've grown a lot.



I even thought about
asking to take the
system home to
practice and getting my
kids to teach me.



The four members of the central control room faced the greatest challenge in the transition. They had to move from operating physical mining trucks to monitoring, scheduling and dispatching autonomous trucks in real time on computer screens. The four had an average age of over 50 and had rarely used computers before.

To help them over this threshold, TCC coordinated with the original equipment manufacturer to station engineers on site for a year of hands-on instruction. Using a "learning by doing" approach, the training covered everything from how to move a mouse and how to draw vehicle routes in the system to how to handle unexpected situations. These quarry veterans also showed surprising resilience as learners. Dispatcher Ping-Kun Chen drew the operating procedures step by step as annotated diagrams and carried these cheat sheets with him for review, while Hsiang-Hu Tien and his teammates recorded the engineers' demonstrations on their phones and passed the videos around to watch again and again. After three months of training, the four central control room members were able to carry out route planning, vehicle scheduling and on-site anomaly handling on their own.

For reassigned colleagues outside the central control room, the new roles were mostly an extension and deepening of their existing skills. Chien-Chi Lin of the Road Maintenance Team had experience operating related machinery before joining TCC, and his supervisor assigned his position on that basis. Where new licenses were needed during training, TCC covered the full cost, and two employees obtained excavator operator licenses as a result to meet the technical requirements of road maintenance work. Chien-Chi Lin shared his thoughts: "Driving a truck used to mean loading up and following the road. Now I have to think about how the road should be laid. I find it more interesting than before."

Striving to Leave No One Behind in the Transition

The introduction of autonomous electric mining trucks has brought tangible improvements to both the environment and occupational safety. Electric mining trucks have replaced the original diesel vehicles, sharply cutting carbon emissions and exhaust pollution from quarry operations. In terms of workplace safety, drivers no longer have to drive mining trucks nervously in extremely low visibility when fog sets in. As Foreman Hsing-Jung Chen put it, "Before, if the fog was too thick to see, we couldn't drive. Now that nobody has to be in the truck, it really is safer."

To date, all 14 affected mining truck drivers have been retained, and not one has lost their job because of the introduction of autonomous mining trucks. This outcome came from TCC setting leaving no one behind as a goal at the decision-making stage and turning it into a series of concrete supporting measures.

A Continuously Evolving Path of Transition

The autonomous electric mining truck practice at Hoping Quarry shows not only that TCC has once again successfully introduced a new technology, but also how it has put leaving no one behind into practice during a technological transition. At the same time, a group of quarry workers over the age of 50 have shown their willingness to learn and their resilience, making the transition an equal collective evolution shared by the company and its employees.

TCC also clearly recognizes that this is a journey still in progress rather than a milestone already reached, and that there remain many areas for continued improvement in practicing a just transition.

Responding to the Impact of AI Strengthening Reskilling

The rise of generative AI has pushed the discussion of automation beyond physical and routine work into white-collar and knowledge work. The International Labour Organization estimates that about one in four workers worldwide are in an occupation with some degree of

exposure to generative AI, with the highest exposure found in clerical work that involves documents, reports and administrative tasks⁵. The same series of studies also finds that in most occupations, only some tasks can be automated while the rest still require human judgment, so the main form of transformation is the restructuring of job competencies rather than the disappearance of entire jobs⁶.

TCC's transition is a Dual Net-Zero and Digital Transition. Employees face not only gaps in green skills but also the restructuring of their competencies brought about by AI. Administrative and professional staff at headquarters, as well as colleagues at each plant who handle reports and documents, are all at the more highly exposed end.

TCC launched the Carbon Academy in 2025, initially focusing on providing employees with knowledge of net zero and carbon. With the rapid development of AI, and to help colleagues adapt, the Carbon Academy was officially upgraded in March 2026 to become the Institute of Nextgen Sustainability, and its learning map was expanded into a system of five core competencies covering environmental sustainability, AI applications, just transition, operational resilience and so on.

The course design of the Institute of Nextgen Sustainability responds to the research findings above. Courses on practical AI applications focus on the tedious paperwork in employees' daily routines, with the aim of helping colleagues free up their time for work that requires human judgment and creativity. In designing the curriculum, TCC prioritized the most highly exposed competencies, turning technology from a potential substitute into a collaborative tool in employees' hands. Before this, the Institute of Nextgen Sustainability also set up a mandatory course for all employees, in which external legal and industry experts explained the legal and information security risks of using AI and the irreplaceable value of employees in the AI era, helping colleagues use new tools on a secure foundation. Since the 2026 upgrade, 10 courses had been launched as of early July, and 7 in-person sessions had been held at operating sites in Taiwan, Mainland China and elsewhere, so that learning does not stay online only.

Retaining Critical On-Site Skills Building In-House Kiln Bricklaying Talent

Refractory bricklaying for the lining of rotary cement kilns is a critical skill for production line stability, and TCC has long relied mostly on outsourced construction crews for this work. In recent years, declining birth rates and the retirement of senior technicians have left this skill facing a gap in succession. TCC selected colleagues familiar with kiln burning operations to receive kiln refractory bricklaying training at the Yingde Plant in Mainland China, set up its own bricklaying team in 2026, and established a skills certification with a corresponding pay supplement. Although this arrangement was not driven by decarbonization technology, it likewise responds to the need for skills succession and frontline workforce resilience amid industrial transformation.



↑ Through companion training and tailored reassignment measures, TCC has enabled frontline veterans to move toward net zero side by side with the new fleet.

⁵International Labour Organization (ILO), 2025. *Generative AI and Jobs: A Refined Global Index of Occupational Exposure*. ILO Working Paper 140. Geneva. Authors: Gmyrek, P., Berg, J., Kamiński, K., et al.

⁶International Labour Organization (ILO), 2023. *Generative AI and Jobs: A global analysis of potential effects on job quantity and quality*. ILO Working Paper 96. Geneva. Authors: Gmyrek, P., Berg, J., Bescond, D.



COMMUNITIES

TCC believes that a plant is not an isolated, self-contained entity, but a place closely connected with its surrounding environment and community residents, and a part of the community itself. On its path to net zero, TCC hopes to bring positive social impact to the communities around its operating sites. By deepening its local connections, TCC seeks to raise community residents' awareness of and support for the low-carbon transition, and to encourage them to take practical action in their daily lives to build a sustainable future together.

TCC's community actions follow a path of their own, different from conventional good-neighbor programs or one-way giving. We seek to turn industrial facilities into the public services the community lacks, offer new positions created by the transition to local residents or women, and return decision-making power to the community through a tribal consensus system. These practices are the natural outcome of TCC's industry characteristics and its symbiotic relationship with the local area.

After years of accumulated effort, TCC DAKA has become not only part of the Hoping community but also a model that TCC can draw on. Today, we are seeking to carry this model to a new frontline of the energy transition that we have recently entered: the communities around the Chiayi aquavoltaics site.

Taking On Community Public Services Advancing the Development of TCC DAKA

In 2020, TCC opened part of the Hoping Cement Plant in Hualien to the public, creating the TCC DAKA Open Ecological Circular Factory. One of the most direct changes this has brought to the Hoping community is that the functions of the industrial facility are expanding. The cement plant is no longer only a production base; it has begun to fill in the public services the community still lacks.

In March 2026, the number of visitors to TCC DAKA passed 10 million. This milestone represents more than a tourism figure. It reflects how two kinds of social value built up over the years, local economic opportunities and a local social safety net, continue to take effect.



Chairman Nelson An-ping Chang welcomes TCC DAKA's 10 millionth visitor together with Heping Elementary School students, a testament to TCC's long-term commitment to thriving together with the community.

From Industrial Settlement to Entrepreneurial Stage

TCC DAKA is located in a remote area of Xiulin Township, Hualien. In the past, employment in Hoping Village centered on manufacturing, and non-manufacturing jobs were extremely limited. After the park opened, TCC provided space and resources for the TCC DAKA market, allowing residents of surrounding communities to start businesses at low cost. Tribal women began running handicraft shops, and some stall owners, after developing their business models, moved on to open stores in the city or even run their own travel agencies, gradually building business capabilities they can take with them. This path, which lets residents build economic independence through their own efforts, is TCC's concrete practice of empowering communities economically.

Turning Visitor Spending into a Community Safety Net

Through the park's revenue-sharing mechanism, the time and money spent at TCC DAKA by its 10 million visitors have been turned into tangible support for protecting the local area. In 2022, TCC established the Hoping Sustainable Charity Foundation. To respect tribal self-governance rights and governance traditions, it created a "tribal consensus" governance model, inviting the Hoping Village chief and three tribal chairpersons to serve as directors. This ensures that the allocation of resources matches real local needs, with funds dedicated exclusively to assisting families facing emergencies, family crises and hardship.

From the foundation's establishment to the end of 2025, local families hit



by major hardship
that have received
assistance

155



Total assistance
amounting to

NT\$4,059,416



Members of the public observe Little Terns near the plant site, making ecological conservation a vivid teaching resource for local environmental education.

TCC DAKA also continues to expand its functions. Since 2025, two new exhibition halls have been added in succession: the Nautilus Bibliotheca and The Graffiti Hall. The former showcases TCC's net-zero transition journey and conservation achievements, while the latter serves as an education base for sustainable hands-on making and as a venue for corporate ESG training. For details, see the "Consumers" chapter of this report.

Building Trust through Dialogue Advancing the Renewable Resource Recycling Center

Hualien County has long lacked an incinerator, so its garbage has had to be shipped long distances north or piled up in landfills. Drawing on the high-temperature technology of cement kilns, which maintain an average temperature of 1,300°C, combined with a gasifier, TCC proposed building the TCC DAKA Renewable Resource Recycling Center (RRRC) within the Hoping Plant. The plan would achieve multiple environmental goals at once: resolving Hualien's garbage crisis, reducing carbon emissions from cross-county transport, treating waste locally, using bottom ash as cement clinker, and turning waste heat into energy.

However, for the Hoping community, no matter how advanced the technology, "building a waste treatment facility right at our doorstep" is in itself a decision that must be handled with great care. In the early stages of the RRRC, TCC recognized that this was not an issue a technical briefing could resolve, but long-term work that required going into the community and responding face to face to every concern. TCC therefore chose to visit about 1,100 residents of Hoping Village door to door, personally explaining its plan to treat waste in cement kilns and responding to concerns about pollution, odor and noise.

As protests and concerns gradually turned into dialogue, TCC also set up transparent monitoring mechanisms. For example, a 24-hour real-time emissions monitoring display board was installed in the park, with nitrogen oxide, sulfur oxide and other data linked in real time to the Hualien County Environmental Protection Bureau. For substances that cannot be monitored in real time, such as dioxins and lead, TCC invites an independent third party to conduct testing every quarter. In addition to being submitted to the county government, the results are made publicly available at the park for residents to review.



↑ TCC DAKA has installed a 24-hour real-time monitoring display board linked to the Environmental Protection Bureau, ensuring openness and transparency to ease local residents' concerns about the waste treatment facility.

After several years of communication, the RRRC officially began operations in September 2025, witnessed by the Deputy Director of the Hualien County Environmental Protection Bureau and opinion leaders from Xiulin Township, Hoping Village and neighboring Aohua Village. From the start of trial operations in July 2023 to the end of December 2025, the RRRC treated a cumulative total of more than 100,000 tons of household waste for Hualien. As a result, the Hoping Cement Plant reduced its coal use by 3%, with cumulative carbon reductions of more than 52,000 tons. Since trial operations began, dioxin emissions have been only one-tenth of the regulatory standard. In 2025, TCC proactively invited tribal residents of Hoping Village and Aohua Village to visit the site, and 91.46% of the visiting villagers expressed strong approval of the park's environmental cleanliness.

Opening New Career Paths for Tribal Women

The launch of the RRRC created new job opportunities, and the operations team gave priority to recruiting local community residents. Of the 15 team members hired in 2025, 12 have their household registration in Hoping Village and 11 are Indigenous. Several of the female employees, with training funded by TCC, obtained fixed crane operator certificates and became grab crane operators at the RRRC.



↑ Local women, with training fully funded by the company, obtained crane certificates and became grab crane operators, opening new technical careers in a male-dominated heavy industry setting.

The cement industry has long been male-dominated, and women were almost entirely absent from technical positions such as grab and lifting equipment operation in the past. The RRRC has opened a new career path for tribal women. Beyond providing jobs, it has enabled these female employees, through company-funded training, to obtain professional certificates and gain portable skills they can also use in other settings in the future. For a heavy industry long dominated by men, this is more than a few jobs; it makes diversity and inclusion a reality on the production floor.

AI Co-Learning & Empowerment Project

Corporate transformation, whether net-zero or digital, should not take place only inside the plant. If employees inside the plant are learning to operate AI and autonomous systems while the community residents who have long lived alongside the plant are shut out by the digital divide, that is not a truly just transition. TCC believes that true transformation is an equal collective evolution, and is committed to ensuring that every neighbor around its production sites has the capabilities to move forward side by side with the company.

In the first half of 2026, TCC upgraded the Carbon Reduction Parent-Child Bankbook, which it had run for many years, into the AI Co-Learning & Empowerment Project. The focus shifted from promoting carbon reduction knowledge to helping communities respond to digital transformation, with the project advancing along two tracks at once: schools and communities.

Into the Schools Helping Children See the Change Taking Place in Their Hometown

The project began at Heping Elementary School and Dong'ao Elementary School and progressed through three stages: building literacy, experiencing technology, and seeing industry in action. Teachers and students started by learning about generative AI, then operated drones themselves, and finally visited the Hoping Quarry. Teachers at Dong'ao Elementary School observed that many children who usually performed only moderately in class lit up as soon as they took hold of a drone controller, and in the class's drone soccer match, they became the top scorers on the field.

When the schoolchildren entered the central control room of Hoping Quarry, 1,000 meters above sea level, and saw the uncles who used to be tanned dark from working outdoors now sitting in front of screens setting the routes for autonomous mining trucks, the questions came one after another. Hsiang-Hu Tien, a tribal mining truck driver who has since become a dispatcher, answered with a smile: "These days your uncles use a keyboard and mouse to set the routes. The trucks have AI eyes, so they can see the road on their own!"

In their post-class feedback, four Heping Elementary School students wrote about the same thing. They had discovered that the jobs of quarry workers have changed: where workers once only drove trucks, they now draw routes for the mining trucks to follow from the central control room. At Heping Elementary School, 73% of students said they hope to



A Heping Elementary School student tries generating an image with generative AI for the first time and excitedly shares her creation with her classmates.

have the chance to work at the quarry in the future. Pei-Jung Tsai, the Heping Elementary School teacher who led the class, said that many of the children have family members working at the plant, and this co-learning experience let them witness firsthand the industrial revolution taking place in their hometown and made them proud of their families' transition and work.

Into the Tribal Communities Turning AI into an Everyday Tool

In the summer of 2026, the project extended to Hoping Village and Aohua Village, holding a total of six sessions, with more than 90% of participants saying they were satisfied. The courses started from the most familiar entry point, AI assistants on mobile phones, and covered travel planning, real-time translation, graphic card design and fraud detection. In response to workplace needs, the courses also taught villagers to use AI to create presentations and organize meeting minutes.

Participants quickly put AI to use in their own work. With a typhoon approaching, the Hoping Village chief immediately applied what she had learned to create a typhoon preparedness poster. Ms. Li, who works for a contractor at the Hoping Plant, borrowed a laptop from her child to attend class and completed a presentation on the labor risks of working in high temperatures. She said that work which used to take her a dozen or more hours of trial and error could now be done with ease. A-Chen from the Aohua Village Cultural and Health Station found that by recording meetings and having AI organize the minutes, the heavy verbatim transcription work of the past could be finished in ten minutes.

The drone experience led villagers to start thinking about other possibilities for new tools. Chief Huang of Aohua Village said that when a disaster strikes, people may not be able to get to the scene, but drones can fly in first to check the condition of roads and rivers. Whether for disaster prevention, public affairs or agricultural management, drones will be an important tool for the tribe's future.



Heping Elementary School students used generative AI to create artwork reflecting on their co-learning experience, turning classroom learning, drone operation and the quarry visit into the sustainable hometown they envision.



A Hoping Village resident who works for a TCC contractor puts new skills to immediate use, creating an occupational safety presentation on high-temperature work with AI and improving workplace communication.



After operating a drone, Chief Huang of Aohua Village hopes to turn the technology into a new tool for protecting the village and surveying damage after disasters.



The community courses also included a visit to the Hoping Quarry. The TCC colleagues sharing their experiences in the central control room were mostly neighbors from the same community who had known one another for many years. Ms. Lin, one of the visitors, said that her husband is a mining truck driver at Hoping Quarry. He used to drive a mining truck in the mountains every day, where fog often rolled in, and the family could not help worrying about his safety. Now her husband has moved to driving a road

roller and maintaining the roads used by the autonomous electric mining trucks, and seeing how the smart quarry operates finally put her mind at ease. Chief Tung of Hoping Village also shared, with emotion, how moved she was to see her childhood playmates, now in their fifties, still able to learn to use a computer.

TCC has also commissioned an external team to conduct a social impact assessment, with full results expected to be released at the end of 2026. The AI Co-Learning & Empowerment Project marks a shift in TCC's commitment to communities from "giving back" to "empowerment." Rather than providing goods or money, it enables community residents to have the capabilities to develop independently in the digital age.

✓ TCC colleagues provide hands-on guidance as elementary school students learn to use AI tools, bridging the digital divide across generations.



The Hoping Village chief immediately applies what she learned in class to her official duties, using AI tools to create promotional graphics that communicate information effectively to villagers.



Chiayi Aquavoltaics Site Achieving Energy Transition and Local Coexistence

Taiwan is densely populated and has limited land resources, which has made aquavoltaics one of the important pathways for its energy transition. Yet two questions about this policy have persisted. The first is whether fish can really be raised under solar panels, and the second is whether the fish farmers who once made a living from their ponds will ultimately be replaced by solar panels.

TCC is not a bystander to these two questions. In 2025, a dispute arose in TCC Chia-Chien Green Energy Corporation's communication with individual fish farmers, and the parties were unable to reach a shared understanding. This subsequently led the competent authority to revoke the license for Zone F of the Yizhu aquavoltaics site in Chiayi. TCC honestly recorded this setback in last year's Just Transition Report and has taken its lessons to heart.

If the price of the energy transition is that a generation of fish farmers loses its livelihood and that farming and fishing villages decline even faster, then such a transition is not just. Over the past year, TCC has responded to this question with two actions. The first is getting aquaculture up and running and making sure the economic benefits stay in the hands of fish farmers. The second is opening up the site so that others can see the community's people and local products.

Helping Fish Farmers Obtain Their Own Traceable Agricultural Product (TAP) Certification

In its aquavoltaics partnership model, TCC works directly with landowners and fish farmers. Original farmers have priority to lease and need not change the species they farm. Since Phase I of Yizhu, Zones A to F, began operating, 50% of the original farmers have continued. The others, given their advanced age, did not wish to continue, and their ponds are now run by TCC's own team of young fish farmers or leased long-term to outside farmers, giving returning young fish farmers who wish to enter the field a stable foundation.

On the production side, TCC Green Energy hopes farmers will hold their own TAP certification, so they can set their own prices and find their own sales channels, keeping bargaining power and sales rights without depending on the company.

TCC partnered with a team from the Department of Marine Biotechnology at National Kaohsiung University of Science and Technology and the Alishan regional revitalization team to help fish farmers adopt probiotic cultivation, replacing the risks of conventional drug use with science-based aquaculture. Probiotics effectively break down organic pollutants and reduce fluctuations in water quality, helping keep the fish healthy. At the end of November 2025, harvesting began at the self-operated ponds of Phase I of the Chiayi site. Three ponds yielded more than 9,600 kg of sea bass and milkfish in total, and when partner wholesalers inspected the catch, they confirmed that the size and health of the fish met market requirements. The scale and quality of this harvest offered a concrete response to doubts about the aquaculture capacity of aquavoltaics.



The TCC Green Energy team harvested more than 9,600 kg of fish from the self-operated ponds at the aquavoltaics site, answering doubts about aquaculture capacity under solar installations with real results.

On December 3, 2025, TCC Green Energy launched TAP certification for an aquavoltaics site, the first in Chiayi County. Rather than applying in the company's name for one certificate covering the whole site, TCC helped each original fish farmer and returning young fish farmer obtain their own independent certification. By the end of August 2026, 87% of participating farmers were certified.

“ **TCC released aquaculture areas and supported young fish farmers' startups,** so that the energy transition's value returns to fish farmers rather than concentrating in the company.



In Caipu Village, home to TCC Green Energy's aquavoltaics site, a village grandmother warmly teaches members of the green energy team how to make pickled radish.

Connecting Local People and Produce Fostering Shared Prosperity in the Community

Another structural challenge facing Taiwan's fishing villages is population loss and aging. Fewer and fewer people are willing to work in traditional fisheries, incomes are unstable, young people are moving away, and the skills and experience of the elderly are being lost along with them. If the energy transition brings only electricity and rent, without injecting new vitality into the community, that is not true coexistence.

In April 2026, TCC Green Energy partnered with B Corp Walk in Taiwan to launch the “Light-Seeking Journey” tour in Budai and Yizhu, Chiayi. Centered on the aquavoltaics site, the tour connected nearby local small farmers, young farmers who had returned home and community elders, and a total of about 70 participants visited the site and the surrounding communities.

To keep the economic benefits in the local area, 40% of all event proceeds went directly back to the local community, and four local small-farm brands were invited to set up stalls so that visitors could buy directly from the farmers. A single event generated NT\$22,500 in product sales for local small farmers. Lunch was held at the now-closed Cheng-I Elementary School, with a menu designed around Budai's local produce, giving the idle school buildings a renewed role as a place for the community to gather.

The most meaningful element was that TCC and Walk in Taiwan invited local “pickled radish grandmas” back to the school to teach visitors the skill they once used to chop radish swiftly for pickling. For these elders, this was more than an event; it allowed their experience to be seen and needed once again. As Chi-Lung Tsai, founder of Chi-Ku Farm, put it, solar panels do more than generate electricity. They also allow companies to turn that electricity into humanistic care, becoming a driving force for green care in the community and for upgrading young farmers' businesses.

The next step for the Light-Seeking Journey is to turn it from a one-off event into a model that can be sustained. TCC Green Energy plans to open-source its experience of translating aquavoltaics into tourism, so that local governments and other companies can replicate and apply it, and to find another possibility for aging fishing villages, where elders can regain their dignity and a stage of their own by sharing their experience.

**SUPPLIERS**

We understand that the net-zero transition is not only an issue within a single company, but an undertaking that requires the participation of the entire value chain. We extend the concept of just transition to supplier management through the Supplier Capacity Building Program, which provides different kinds of support according to each supplier's circumstances, and we are committed to building a mutually beneficial and more resilient low-carbon supply chain.



↑ TCC holds a Little Tern Family Day for suppliers, carrying the idea of thriving together with nature from the workplace into the family.

Establishing Diverse Training Mechanisms Strengthening Suppliers' Low-Carbon Transition Capabilities

Since 2025, TCC has significantly broadened the scope of its supplier capacity building for both new and existing suppliers. It has moved from single-topic training focused mainly on carbon inventories to a systematic curriculum covering more areas, including environmental management, quality and sustainable procurement, carbon management, responsible business conduct, occupational safety and health, and TCC's supplier management policies. The inclusion of courses on occupational safety and health and working-hours management reflects the importance TCC places on the spirit of "decent work" in a just transition. Capacity building is not only about helping suppliers reduce carbon, but also about helping them improve their working conditions and management quality.

To further lower the barriers to learning, TCC launched a Supplier Sustainability Learning Platform at the end of 2025, where suppliers can log in for self-paced learning. The platform offers a range of courses covering carbon terminology, the basics of net-zero planning, physical and mental health, and integrity and ethics. As of the end of July 2026, a total of 137 suppliers had used the platform.

From Risk Identification to Targeted Support Helping Suppliers Keep Improving

Self-paced learning reaches suppliers that are willing and have the capacity to spare, but those that need help most often do not raise their hands. TCC analyzed the sustainability questionnaire responses of 297 key suppliers and, combining the results of document reviews and on-site audits, identified the areas of sustainability management that suppliers needed to strengthen. On that basis, it invited them to attend the corresponding courses in its capacity building program. In 2025, TCC held 25 online and in-person courses, giving priority to identified high-risk suppliers and opening registration to other suppliers when places remained. A total of 335 suppliers took part over the year.



→ TCC holds in-person courses, inviting suppliers to engage in in-depth exchanges and jointly strengthen their practical sustainability capabilities.



↑ TCC helped negotiate prices and led its small and medium-sized enterprise partners to join a product carbon footprint training camp, lowering suppliers' transition costs.

Integrating Procurement Resources Helping Lower Transition Costs

For many suppliers, the barrier to obtaining product carbon footprint certification is not willingness but cost. When a single supplier seeks out a verification or consulting body on its own, its bargaining power is limited, and fees often become the reason it holds back.

TCC offers its bargaining power and acts as an integrated point of contact, negotiating contracts with verification and consulting bodies to secure more favorable prices for suppliers, which then pay their own fees to take part in a centralized product carbon footprint training camp. In 2025, TCC held two such camps, with 17 suppliers participating.



CONSUMERS

Consumers occupy the most unusual position in the net-zero transition. They do not take part in transition decisions, yet they directly bear its results. When the power mix changes, what they care about most is whether the electricity at home is still stable. When building materials are required to be low-carbon, the added costs may ultimately be reflected in construction costs and housing prices.

TCC believes that energy and industrial transitions should not come at the expense of power supply stability or a heavier burden on consumers. On the supply side, TCC ensures a smooth transition in electricity supply during the transition. On the product side, it develops low-carbon building materials that cut both carbon emissions and consumption at the point of use. It also opens its industrial sites to society, giving consumers the chance to see for themselves how the transition is being carried out.

Ensuring Power Supply Stability during the Transition

According to statistics from the energy think tank Ember, the share of renewable energy in global power generation rose to 33.8% in 2025⁷, surpassing coal for the first time in a century. However, renewable generation fluctuates with the weather and the time of day, and without sufficient regulating capacity, these fluctuations ultimately fall on ordinary users in the form of power supply risks. In Taiwan, TCC's approach is to advance green power development and grid regulating capacity in parallel, so that the transition does not come at the cost of consumers' power stability.

TCC Green Energy is the only comprehensive renewable energy company in Taiwan engaged in solar, wind, geothermal and ocean energy. From 2021 to 2025, it generated 652 million kWh of green electricity, equivalent to a carbon reduction of about 585,000 tons. On the regulation side, the energy storage sites in Heping, Hualien, and Suao, Yilan, help regulate 290 MWh of peak and off-peak electricity use on the northern and eastern grids every day. By storing power during off-peak hours and discharging it during peak hours, they stabilize the grid and reduce the power supply risks that renewable energy fluctuations pose for ordinary users.

TCC's Ho-Ping Power Plant currently remains an irreplaceable major source of power for Taiwan's northern and eastern grids, and its units will continue to operate until the end of their design life, no later than 2040. Until green power and energy storage have enough capacity to meet electricity demand in the northern and eastern regions, the continued operation of the Ho-Ping Power Plant is a necessary arrangement to ensure a smooth transition in electricity supply. The decommissioning timeline is therefore not only a carbon reduction decision; it also takes regional power supply stability into account.

On the demand side, TCC also gives consumers concrete options for taking part in power dispatch. The NHOA.TCC Charging Service provides pure green electricity charging for electric vehicle owners in Taiwan and continues to promote an off-peak charging initiative, encouraging owners to avoid peak hours and take part in power dispatch through concrete action.

⁷ Ember, 2026. *Global Electricity Review 2026*.

Overseas Sites Face Different Grid Challenges

TCC's green energy business spans Taiwan and overseas markets, and grid constraints differ from place to place. In Europe, the main constraint on renewable energy development is insufficient grid feeder capacity. Through an integrated charging and storage model, TCC combines green energy with virtual power plants (VPP), and this model has been deployed in France, Italy, Portugal, Spain and Switzerland to help ease local feeder bottlenecks. Energy storage sites that NHOA.TCC and NHOA Energy have connected to the grid or are building worldwide have a combined capacity of more than 5 GWh, and the TCC Group has installed more than 1,000 electric vehicle charging stations around the world. This infrastructure responds to the constraints of each local grid and differs in nature from the power supply stability issues facing Taiwan's northern and eastern grids.

Easing the Burden at the Point of Use with Low-Carbon Building Materials

According to UN estimates, 68% of the world's population will be concentrated in cities by 2050, and carbon emissions from urban buildings and public works will account for 43% of the global total. The UNFCCC *Climate Action Pathway: Human Settlements* further states that by 2030, embodied carbon in all new buildings, infrastructure and renovations must be reduced by at least 40%. This means that low-carbon building materials will gradually change from an option into a basic requirement, and without a corresponding design, the added costs of the switch will ultimately be reflected in construction costs and housing prices. TCC's direction for developing low-carbon building materials is therefore not only to reduce the carbon emissions of the products themselves, but also to enable downstream users to meet the same structural requirements with less material.

In Taiwan, TCC continues to expand its range of low-carbon building materials. Portland Limestone (IL) Cement partially replaces clinker with limestone, reducing carbon emissions while maintaining strength. Ultra-High Performance Concrete (UHPC) cuts carbon by 60% and has a life cycle of 120 years, achieving higher structural strength with less material and, over the long term, easing the burden of reconstruction and maintenance. Permeable concrete recycles waste concrete into recycled aggregate and drains water at five times the rate of extreme rainfall, practicing resource circulation while giving cities sponge-like resilience against extreme rainfall.



↑ UHPC facades offer high durability and erosion resistance, using new low-carbon technology to reduce the hidden costs of future building maintenance and reconstruction.

Overseas, TCC subsidiary CIMPOR replaces conventional clinker with calcined clay and limestone in its deOHclay cement, cutting carbon by 31% at the Abidjan plant in Ivory Coast and 23% at the Kribi plant in Cameroon; the Tema plant in Ghana began operations in July 2026. CIMPOR also develops and manufactures low-carbon 3D-printed building materials, optimizing formulations to cut material costs by about 83% and overcoming the cost barrier to commercialization. It now supplies 32 social housing units in Portugal and is taking part in Europe's largest 3D-printed construction project, 53 buildings in Alfena.

Beyond the Plant Gates Opening a Dialogue on Transition with Society

For TCC, just transition is not only an action within the company, but also a process that society needs to understand. TCC has therefore chosen to open its doors, bringing the story of its transition from its plant sites to the public through three initiatives aimed at the general public.

80th Anniversary “Shaping the Future Civilization” Special Exhibition A Dialogue between Cement and Society

2026 marks the 80th anniversary of TCC's founding. TCC held the “Shaping the Future Civilization” exhibition at Huashan 1914 Creative Park in Taipei, choosing to present the transformation it is undertaking in full and in a way that speaks to the general public.

The exhibition turned TCC's transition roadmap into a tangible on-site experience. On the net-zero transition, TCC showcased to the public for the first time the AI autonomous electric mining truck system fully deployed at Hoping Quarry. By replacing diesel with electricity, the 12 electric mining trucks are expected to cut carbon emissions by 848 tons a year and reduce power costs by 78%.

On resource circulation, under the theme of “Urban Mining,” the exhibition presented how TCC turns social and industrial metabolic by-products into production resources, including

replacing coal with discarded cocoa husks as an alternative fuel in Cameroon, West Africa, and its low-carbon processes centered on calcined clay. On the energy transition, TCC presented its plans and innovative solutions for participating in European electricity trading markets from 2026.



← Families learn about a low-carbon electric ready-mix truck at the “Shaping the Future Civilization” exhibition, bringing the green transport transition into everyday conversation.



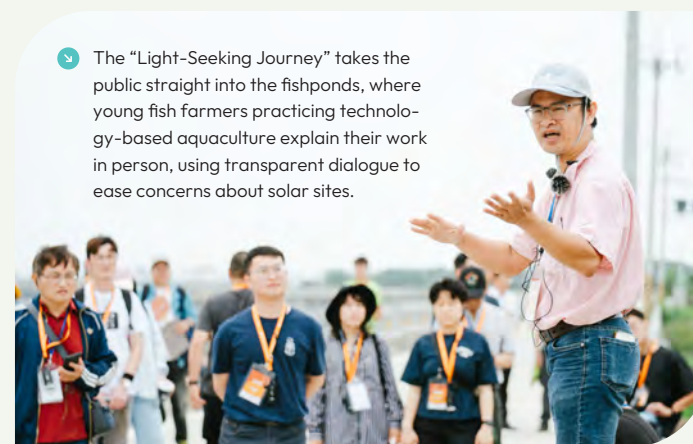
→ Visitors walk across an arch bridge made of UHPC, experiencing firsthand how low-carbon building materials cut carbon without compromising strength.

The exhibition also featured three “Future Civilization Academy” talks, in which frontline engineers working at the quarry, the industrial port and the aquavoltaics site explained to the public how these transitions work in day-to-day operations. The exhibition placed a cement replica of the Code of Hammurabi stele alongside the Paris Climate Agreement, bringing one of humanity's earliest codified sets of laws, from the 18th century BC, and the 2015 global climate treaty into the same space, to convey that cement's role as a carrier of civilization is moving from “construction” to “sustainability.”

The “Shaping the Future Civilization” exhibition drew about 4,000 visitors, and a second-phase extended showing has moved to the headquarters building, where it remains on display. For TCC, its 80th anniversary is not a moment to look back at the past, but a starting point for explaining its future to society.

The “Light-Seeking Journey” Tour Taking the Public to an Aquavoltaics Site

Aquavoltaics is an important pathway for Taiwan's energy transition, but the public still has many questions about it, such as whether large-scale solar power competes with aquaculture for land, and whether fish can really be raised under solar panels. Yet most people's exposure to the energy transition is limited to policy discourse or news of controversies, with few chances to understand it firsthand or to ask questions in person. If this gap in understanding goes unanswered, the energy transition will struggle to build a foundation of public trust. With this in mind, just ahead of Earth Day in April 2026, TCC Green Energy partnered with B Corp Walk in Taiwan in Budai, Chiayi, to launch the “Light-Seeking Journey,” Taiwan's first aquavoltaics-themed tour, opening an operating site with annual generation of about 59 million kWh directly to the public.



→ The “Light-Seeking Journey” takes the public straight into the fishponds, where young fish farmers practicing technology-based aquaculture explain their work in person, using transparent dialogue to ease concerns about solar sites.

The focus of the tour was not sightseeing, but letting the public see for themselves. Participants walked into fishponds where fish are farmed as usual beneath solar panels, listened to young fish farmers practicing technology-based aquaculture explain their eco-friendly farming methods, and could put the most direct questions, such as “What water is used to clean the solar panels?”, to site engineers on the spot and receive answers based on on-site data.

To make this dialogue cover multiple perspectives rather than a one-way explanation, TCC Green Energy also invited representatives of the Chiayi County Government, nearby village chiefs and academic experts to take part on site. By opening up a site of controversy and inviting the public in, TCC turned an energy transition that had remained at the level of news and policy into a public experience that can be observed, questioned and verified firsthand. For TCC's collaboration with local fish farmers and communities on sustaining livelihoods, intergenerational inclusion and the reuse of idle campuses, see the “Communities” chapter of this report.

Creating New Exhibition Halls Sharing Transition Knowledge at Industrial Sites

In November 2025, TCC opened the Nautilus Bibliotheca on the first floor of the TCC DAKA Renewable Resource Recycling Center. Themed around civilization, nature and sustainability, it displays artifacts including a replica of the Rosetta Stone crafted in cement and nautilus fossils hundreds of millions of years old, as well as the conservation achievements of the Fern Garden, letting visitors, upstairs from where waste gasification takes place, experience firsthand how cement can be transformed from a building material into a carrier of knowledge. The Graffiti Hall, opened in March 2026, serves as an education base for sustainable hands-on making and is available for public rental as a venue for courses and meetings.



← The Commonwealth Sustainability Council visits the Nautilus Bibliotheca to exchange practical experience on the net-zero transition and local coexistence.

With the opening of the two exhibition halls, TCC DAKA has grown from a tourist attraction into a complete sustainability education route. A growing number of corporate and public-sector groups are choosing TCC DAKA for full-day ESG training, combining visits to the Hoping EcoPort and the Ho-Ping Power Plant, both certified environmental education facilities, before moving on to the RRRC and the Nautilus Bibliotheca to see with their own eyes how resource circulation actually works at an industrial site. Since trial operations began in October 2025, a cumulative total of 2,305 visitors had been received as of the end of July 2026.

IV. Conclusion

TCC's just transition did not begin with a complete blueprint drawn up ahead of action. Instead, it has taken shape by identifying issues in real time at operating sites that never stop running, and by responding to and resolving them. What this report presents is TCC's distinctive transition pathway: the people who know the site best arrange colleagues' next steps, the frontline responds to residents' concerns door to door, and the issues each stakeholder group faces are recognized and answered one by one.

TCC develops its approaches one by one, according to the issues, conditions and resources of each operating site. Because this way of working relies on long-standing relationships and on-site judgment, its coverage is limited and it is difficult to replicate quickly at every site, and much still remains to be established and improved. Just transition is not a commitment a company fulfills on its own, but an equal collective evolution undertaken together with employees, communities, suppliers and consumers.

“ *We are still on this path.* ”



