

chapter 6

Social Inclusion



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Atlas

In Greek myth, the titan Atlas must forever bear the heavens. TCC reframes this as "shouldering," a symbol of the responsibility it carries. Just as Atlas eternally supports the world, TCC will keep safeguarding the environment and devoting itself to sustainable development.



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6.1 Social Engagement

Social Engagement Policy | Doing Better, Together

For TCC, social and community engagement is more than just financial aid. It is about leveraging its core business, technology, and services to co-create new value and build corporate sustainable resilience.

Public concerns regarding the industry do not entirely stem from technology itself, but rather from a lack of mutual understanding and trust.

In the past, industrial professionals held a typical mindset: focusing on producing quality products and managing production well, believing that complying with regulations and ensuring good management was sufficient. However, outside the factory, the public cannot see what is being done every day. When people do not understand, various imaginations and speculations gradually arise.

“A factory cannot exist isolated; it is always connected with surrounding communities. A factory should become a part of society and local life.” Chairman Nelson An-ping Chang believes that the relationship between industry and community is interdependent, and only through mutual understanding and trust can co-prosperity and inclusion be achieved.

TCC's social engagement has transitioned from “economic contribution (public welfare)” to “local co-prosperity”, working with communities

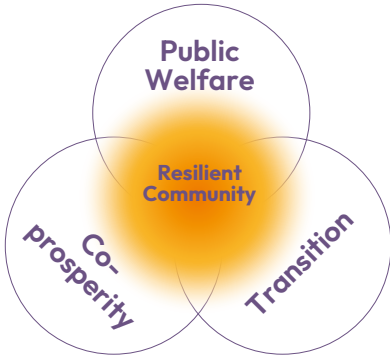


to address modern challenges and advance toward “sustainable transition.” Through a three-dimensional community engagement mechanism, TCC systematically reviews its investments, integrates local needs into operational strategies, and jointly builds social resilience.

Public Welfare × Co-prosperity:
TCC translates societal expectations into social trust, securing tangible local support to establish a solid foundation for daily operations.

Co-prosperity × Transition:
TCC collaborates with local community partners and the supply chain to upgrade industrial resilience, jointly driving green transition and building a low-carbon industrial ecosystem.

Transition × Public Welfare:
Leveraging its corporate influence, TCC builds a safety net for vulnerable groups affected during the digital and green dual transition, providing the necessary resources and assistance for a transition buffer to uphold a “just transition” that leaves no one behind.



TCC Social Engagement Practices

- 2020 **Hoping Plant**
TCC DAKA
Open Eco-Circular Factory
- 2021 **Shaoguan Plant**
Open Eco-Factory
- 2024 **Yingde Plant**
Open Eco-Factory
- 2025 **Nautilus Bibliotheca**
- 2027 **CIMPOR Portugal**
New R&D Center Living Lab





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Open Eco-Factory

Public welfare
×
Co-prosperity

Transforming
expectations into trust

TCC DAKA Eco-Circular Factory: Taiwan's First Tourism Factory in Heavy Industry

Opened in January 2020, TCC DAKA is Taiwan's first open tourism factory in heavy industry. In 2019, TCC proposed a Build-Own-Operate (BOO) project for cement kiln co-processing of Hualien's waste. To resolve tribal concerns, TCC engaged through field visits, traditional festivals,

and dialogues with opinion leaders, opening Hoping Plant to establish communication channels—giving birth to TCC DAKA.

"Every purchase becomes a substantial force for local protection."

Operating on a non-profit basis, TCC allocates a percentage of revenue from DAKA guided tours and market administration, along with contributions from partner companies 7-Eleven and Starbucks, to a fund for local education and emergency relief. The Starbucks store was selected as Asia's first community store, while the DAKA market has become an incubator for tribal youth entrepreneurship.

Daily Support Without the Fireworks — Building Hoping into a Resilient Community

As tribal communities face multiple needs—including educational resources, medical care, emergency shelter, and support for elderly living alone—TCC is moving beyond profit-sharing to directly invest in “emergency assistance” and “educational resources”, enhancing the capacity for sustainable development within the community.

Hoping Sustainable Charity Foundation

Established in October 2022 per tribal consensus, the foundation, directed by the Hoping Village chief and three indigenous chairpersons, has utilized dedicated funds to assist 155 families in hardship as of 2025. In 2023, Ho-Ping Power Company expanded this initiative, establishing “Ho-Ping Power Maritime Emergency Relief Fund” with the Suao Fishermen's Association to support local fishermen and their families.

Home Repair Service

Established in 2022 and expanded to Suao Plant in 2024, the Home Repair Service Center provides free parts and assistance for rural areas, completing 625 cases, and accumulating 1,652 hours in 2025.

Hoping Care Bus

Launched in 2023, Hoping Care Bus transports elderly residents and villagers for daily needs, adding Aohua Stop in August 2025. By the end of the year, it has accumulated 2,875 passenger trips with an investment of NT\$202,865.

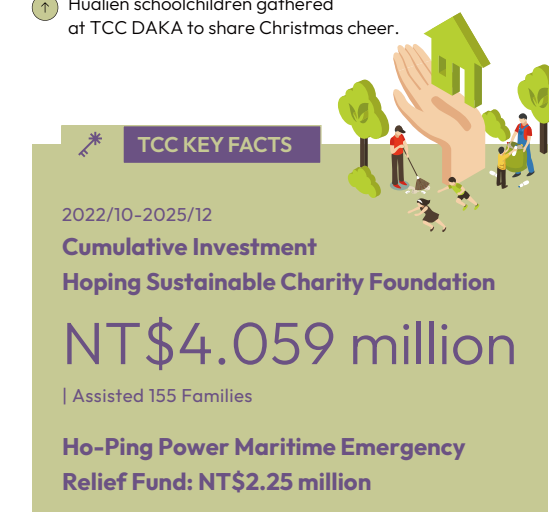
Hoping Temporary Shelter Activated in April 2025: First Corporate-initiated Disaster Relief in Hualien

Following the 0403 earthquake, TCC converted its old office into an accessible Hoping shelter for the elderly and families, integrating it into Xiulin's emergency system.

For information on educational resources, please refer to [CH 6.2](#)



Hualien schoolchildren gathered at TCC DAKA to share Christmas cheer.





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Yingde Eco-Factory: Family Strolls in the Pine Forest—A Micro-Tourism Hotspot in Guangdong

“ I thought it would be a typical factory, but the moment I stepped inside, I was genuinely impressed...”

— Yanzi, a visiting mother

TCC's flagship Yingde Plant in Mainland China integrates low-carbon production, strict environmental management, and ecological conservation. Continuing TCC's open factory philosophy, the plant transformed its historic 200-year-old cool water well, ecological ponds, and slash pine forest into an open ecological park, offering interactive experiences in local connection, family friendliness, and environmental education.

In 2025, the plant was named a Green and Low-Carbon Factory by the Department of Industry and Information Technology and the Department of Culture and Tourism of Guangdong Province, and was added to the Guangdong Industrial Tourism Resource

Pool. Attracting thousands of weekend visitors, the park prompted the local government to add a bus stop at the entrance to improve accessibility, becoming a popular micro-tourism destination in Guangdong.

Child Safety & Happy Growth[™] event in the slash pine forest.



Creating an Outdoor Classroom for Family Interaction

Utilizing the plant's forests, green spaces, and lakes, TCC designs family-friendly outdoor areas and interactive experiences with resident animals like peacocks, rabbits, and ostriches, drawing families into the eco-factory.

Petting Zoo

Cultural Courses Connecting Local Industries

Yingde, known as the hometown of black tea in Mainland China, extends its cement handcraft workshops by introducing black tea soap-making activities that connect cement learning with local tea culture, enabling visitors to engage with both industrial knowledge and local heritage.

TCC Handcraft Workshop



Industrial-Themed Environmental Education

Repurposed mining trucks are integrated with modern play structures, creating an interactive space for families to explore the industrial landscape. The resident sheep flock further illustrates Yingde Plant's solar grazing model and its contribution to environmental sustainability.

Mining Truck Display Area



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TCC DAKA 2.0: Nautilus Bibliotheca

An Industrial Aesthetics Journey Beyond Imagination

*Hidden within the operating cement plant is a spiral structure—
Nautilus Bibliotheca of TCC DAKA, quietly coexisting with the massive industrial rotary kiln*

Located at the TCC DAKA RRRC entrance, Nautilus Bibliotheca is the highlight and core of DAKA 2.0. Designed around the nautilus's golden ratio spiral curve, this field carries memory, imagination, and exploration, echoing TCC's core values—sustainability, circularity, and co-prosperity—through the 450-million-year-old endless vitality of "living fossil".

Serving as a portal to multiple dimensions, this library redefines cement as a medium of knowledge and civilization. Through TCC's exquisite "Cement Replica Craft", it exhibits historical artifacts—from "The Art of War" and Qin dynasty weights to the "Rosetta Stone" and

humanity's earliest love letter—symbolizing civilization's resilience in adversity. For TCC and Hualien, this opening is a new DAKA tourism highlight, symbolizing transformation and rebirth through challenges.

In November 2025, the library officially opened to the public. Visitors can take the transparent elevator to overlook Hoping 3-in-1 of Port, Power, Cement Plant alongside the vast Pacific Ocean, explore TCC's low-carbon transition and internationalization process at "Cement Fantasy", and discover biodiversity in "Fern Garden." For more information and guided tour reservations, please refer to [TCC DAKA official website](#).

DAKA "The Graffiti Hall" Sustainable Learning and Practice Academy

2026
Sustainability
Workshop
| Micro-Forest
Terrarium



A creative base gathering sustainable learning and creative exchange. Its first workshop "Earth Color Painting" used local Hoping soil as pigment, experiencing the connection between life and land. Linking Hoping EcoPort, Ho-Ping Power Plant, and RRRC, the base seamlessly blends hard industrial transformation knowledge with practical environmental education. Learn more at [The Graffiti Hall](#).

Nautilus Fantasy Journey: Tailored Needs Becoming a Sustainable Professional (One-Day Tour)



Little Designer: Low-Carbon Cement Handcraft
Children use their creativity to mix colors, transforming low-carbon construction materials into warm and colorful Smart Flower magnets.



Cement Fantasy: Giant's Light & Shadow Magic
Step into RRRC to see the kiln giant turn waste into treasure with high-temperature, becoming an "urban purifier."



Fern Garden: A Time Tunnel
Spanning Millions of Years
Visit the gathering place of ferns—to see how these ancient green guardians help the earth breathe, understanding the ecological restoration.



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Local Empowerment

Co-prosperity × Transition

Co-creating value with
local community partners
and the supply chain

Experiencing the Endless Possibilities of Cement

Breaking the mold of traditional B2B communication in the cement industry, DAKA Market launched the Cement Wonder Shop. Alongside creations by the Hoping Cement Plant design team, the shop features cement-focused lifestyle brands like true nii and T-bone Studio, showcasing the material's diverse everyday applications. Additionally, guided tours incorporate cement hand-crafting workshops,



inviting the public to engage with the material firsthand and discover its endless possibilities in daily life.

- 1 Crafted by the Hoping Plant design team, these creations originated from a 2020 workshop that paired pandemic-returned youth with in-house cement artisans to empower local design skills.

Promoting Diverse Local Employment

Supporting surrounding communities, TCC upholds local employment and has established the DAKA Market as an entrepreneurial platform for tribal residents, providing non-manufacturing job opportunities. TCC also offers training in spatial design, photography, and marketing to strengthen vendors' operational capabilities. Through digital empowerment, some partners have expanded into e-commerce and launched independent businesses, building more sustainable livelihood models.



- 1 RabayBread makau mini burger and Dipit herbal tea made with roselle and red quinoa

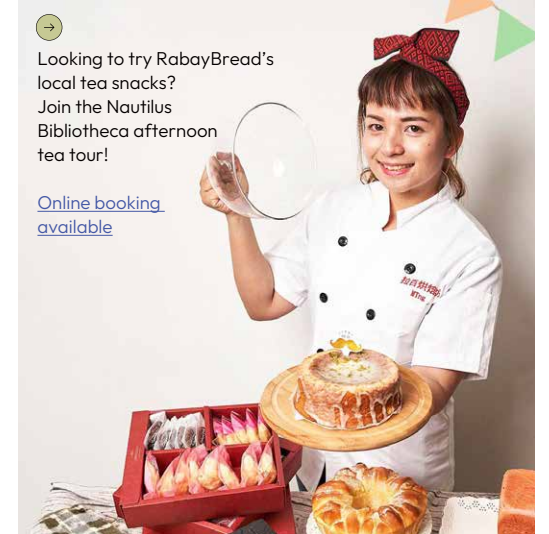
Siuhua Workshop Preserves Truku Weaving Tradition

Siuhua Workshop, founded by Truku artisan Shima Siuhua, has been based at DAKA Market for over five years, preserving traditional weaving craftsmanship through exhibitions, sales, and commissioned works. Its "Valley Woven Color Placemat" integrates natural valley tones and Truku totems into contemporary home living.



Supporting Hualien's Finest Local Goods

In support of Hualien's revitalization, the Cement Wonder Shop launched a "Hualien's Finest" section in 2025, featuring environmentally friendly and community-supporting products. TCC DAKA also collaborated with Hualien Distillery to launch a beer brewed with deep ocean water. As a key gateway to Hualien, the park leverages its high visitor traffic to support local producers through channel support.



RabayBread Expands from Market Vendor to Independent Store

Ming, a baker from Heping and one of the first vendor partners at DAKA Market, later established RabayBread in Xincheng Township, Hualien. From a market stall to an independent store, she remains committed to plastic reduction and the use of local tribal crops in her products.



TCC KEY FACTS

DAKA Market Elevates Local Community

4.17% non-manufacturing
employment rate

Social Return on Investment (SROI)

Every NT\$1 invested in TCC DAKA
creates NT\$3.54 of social value



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Toward Inclusion

Transition
×
Public Welfare

Building a safety net to
enhance transition
resilience

Carbon Reduction Parent — Child Bankbook Program

TCC collaborates with communities to address social challenges brought by climate change. TCC initiated the EARTH HELPER sustainability initiative in 2022 and promoted the Carbon Reduction Parent-Child Bankbook Program from 2023 to 2024, engaging teachers, students, and family members to achieve carbon reduction results completed joyfully by many tribal families. TCC adopts the IRIS+ international standard and the IOOI (Input-Output-Outcome-Impact) model in 2025 to verify program effectiveness through quantitative questionnaires and qualitative interviews.

As children become home 'carbon monitors,' the green transition ripples from schools to families, creating a 'little hands leading big hands' effect that breaks through adult cognitive barriers!



Expert Perspective

Hsu Chia-Wei,
Executive Director of the Center
for Corporate Sustainability
Impact at Tunghai University



Warmth Beyond Data: From Empathy to Co-prosperity

Behind the data lies a moving force: the "warmth of change" captured in qualitative interviews. At Dong-Ao Primary School, teachers found that children previously unfamiliar with carbon topics started proactively checking utility bills and calculating household power use. At He-Ping Primary School, students built recycling habits and recorded their carbon-saving journeys in award-winning essays. Read more in [Carbon Reduction Parent-Child Bankbook Program Social Impact Assessment Report](#) & [TCC Sustainable E-Newsletter](#).



TCC KEY FACTS

Significant gains in sustainability literacy across three dimensions:

Attitude
92.3%

agree protecting
the Earth is a
shared responsibility

Knowledge
84.4%

understand human
activity drives
global warming

Behavior
83.6%

proactively save
energy at home
and school

Daily Action Rate
80% adoption

led by turning off lights
and setting AC to 26–28°C



Visited the mining platform and observed AI-powered autonomous electric mining trucks in operation.

AI Future Empowerment Initiative

Facing the dual green and digital transition, technology is a key driver to accelerate net zero and bridge gaps. TCC targets to upgrade the project to the AI Future Empowerment Initiative by 2026, assisting local residents and the next generation in developing digital skills. TCC directly brings AI practical courses to rural education, helping communities build digital literacy early to ensure vulnerable groups possess key capabilities for the future during the just transition process. For more information, please refer to [Pillar VI Talent and Culture](#) and the [2026 Just Transition Report](#).



For Xiad Chiu of Hoping Plant, her very first presentation was a success—powered by NotebookLM to quickly generate a beautifully formatted deck on the 'Truku Archery Workshop.



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From Shovel Supermen to Warm Travelers: Accompanying Hualien's Rebirth



In September 2025, severe Typhoon Wakasa breached the Mataian Creek barrier lake, devastating Guangfu Township. Chairman Nelson An-ping Chang immediately mobilized cross-unit resources. This first wave united Hoping Plant, Hoping EcoPort, and Taiwan Transport & Storage (TTS). Together with suppliers, they deployed over 12 excavators, loaders, and crane trucks to clear mud and debris.

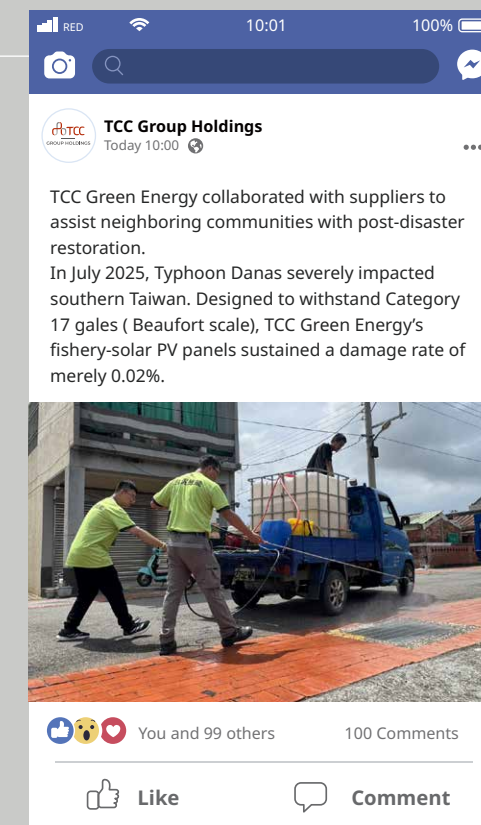
To prevent secondary disasters, TTS launched the "Shovel Superman" relay, utilizing four 35-ton dump trucks to move urban mud to the suburbs. The operation cleared over 1,200 tons of mud daily, reducing risks to nearby communities. Local supplier Hongyang Maritime also provided accommodations for TTS drivers working around the clock.

To support the influx of responders and volunteers at the Hualien Sugar Factory command center, NHOA.TCC provided unlimited free charging services from October 4 to 12. This eased logistics, allowing rescue teams to focus on frontline operations.

Beyond Guangfu, when collapsed water sources left several Zhuoxi Township villages facing severe shortages, Ho-Ping Power Company instantly coordinated with suppliers to deliver 300 boxes of bottled water, relieving the villagers' urgent needs.



Powered up and ready!
Supporting a whole day
of supply runs.



While restoring communities, TCC remained dedicated to its own. For employees whose homes were damaged by the flood, TCC provided compassionate leave and tailored assistance, ensuring they could rebuild with peace of mind. A total of 14 employees utilized 46 days of leave. From community recovery to employee care, TCC stood alongside Hualien.



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GOOD HEALTH AND WELL-BEING

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QUALITY EDUCATION

10

REDUCED INEQUALITIES

6.2 Education Equity

Committed to giving back to society, TCC has long championed children's education, empowering the next generation through diverse learning opportunities to build a brighter future.

Cement Academy Taiwan & Mainland China

Launched in 2012, TCC's Cement Academy was named by former TCC Chairman Chen-Fu Koo. Its Chinese name “Shih-Ming” phonetically echoes “cement”. “Shih” denotes a talented individual and “Ming” means diligent, reflecting a passion for learning. Centered on character, academic excellence, and quality, the program

provides after-school tutoring for underprivileged students near our plants in Taiwan and Mainland China, transforming TCC's brand into an enduring legacy of social care. (For further details, please visit the [ESG section](#) on TCC's official website.)

Cement Academy Long-Term Program | Provided by TCC

	After-school tutoring Guiding students to explore their interests through enrichment courses in English, computer skills, choir, and traditional yueqin folk singing, alongside agri-food and reading clubs.
	Nutritious meals Balanced meals, including lunch boxes, bread, snacks, and milk, to supplement schoolchildren's daily nutrition.
	Stationery supplies Providing stationery and learning resources to alleviate the financial burden on students' families.
	Holiday Activities Children's Day events and inter-school summer camps foster observation, creativity, and mutual growth through play-based learning.
	Results Presentation Showcasing learning outcomes through performances featuring wind instruments, ukuleles, tatuks (Truku xylophone), and English songs.

ACTION SPOTLIGHT

Little AI Explorers — An Animated Sustainability Adventure

Integrating sustainability and STEAM education, the 2025 Cement Academy Summer Camp empowered 69 students from Yilan and Hualien to translate environmental issues into 13 AI-assisted animated shorts. This initiative advanced Generation Alpha's digital storytelling capabilities while deepening their commitment to local environmental and social responsibilities.



TCC KEY FACTS

2021–2025

The Cement Academy has benefited
6,392 students cumulatively

19 partner schools
| Taiwan & Mainland China



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Integrating Corporate Resources to Unlock Infinite Possibilities for the Next Generation

Taiwan

Introduction of English Teaching Assistant (ETA)

Since 2020, TCC has funded He-Ping Primary School's English Teaching Assistant (ETA) program, providing resident foreign teachers each semester with a cumulative investment of NT\$8,650,000 by 2025. Driven by tribal mothers, the school also leveraged TCC DAKA funds to hire foreign teachers for after-school programs, offering adult education for parents and English tutoring for students.

Cultivating Sports Talent

Since 2022, the Hoping Plant has provided grants for local, national, and international competitions in sports, arts, and traditional indigenous crafts, alongside overseas training programs for those representing Taiwan. In 2025, the plant awarded a total of NT\$508,000 to encourage recipients to strive for honor while elevating the visibility of Heping. Meanwhile, the Suao Plant also contributed NT\$212,000 in 2025, taking concrete action to support the cultivation of athletic talent.

Fostering Academic and Moral Excellence in Local Youth

TCC recognizes that long commutes and the urban-rural educational resource gap hinder academic advancement. To ensure geographic location does not limit educational opportunities for students in remote areas, the Hoping Plant, Ho-Ping Power Company, and Suao Plant introduced scholarships and commuting subsidies in 2020, 2022, and 2019, respectively. As of 2025, a total of NT\$1,961,000 has been disbursed to support their continued education.



ACTION SPOTLIGHT

Avec Vous Initiative: Providing Educational Resources for Children in Africa

CIMPOR Ivory Coast & Cameroon

In 2025, the Ivory Coast plant partnered with local authorities to construct a kindergarten in Attinguié village, providing new equipment and educational supplies to benefit 210 students. Guided by the philosophy that sustainable development is rooted in people, hope, and sharing, the Cameroon plant also donated stationery to improve local learning resources.



Renkli Yaka Program: Enhancing Educational Environments in Local Communities

Türkiye OYAK Cement

In Turkish, "Renkli Yaka" means "colorful collar," aiming to eliminate the divide between blue- and white-collar workers.

Launched in 2024, OYAK Cement's "Renkli Yaka" program fosters voluntary community service across all organizational levels. Under this initiative, Ünye plant employees renovated the local İnönü elementary school in February 2026.

The program modernized the school's recreational areas—including garden restoration and the installation of new sports facilities—creating a safer and more functional environment for students.



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4 QUALITY EDUCATION



10 REDUCED INEQUALITIES



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6.3 Cultural Preservation

Culture encompasses the lifestyle, values, and beliefs of an ethnicity and reflects social integration. Traditional cultural arts, whether performed on stage or expressed in everyday behavior, offer valuable guidance and support. Dedicated to long-term cultural development, TCC partners with the C.F. Koo Foundation to preserve and promote Peking Opera. By sponsoring diverse domestic and international events, TCC strives to seamlessly integrate the performing arts into daily life.

C.F. Koo Foundation

In 1997, C.F. Koo Foundation established the Taipei Li-yuan Peking Opera Theatre to regularly stage "New Old Plays" and perform "Peking Opera NeoClassics²". It promotes traditional opera, cultivates performers, and builds audiences, ensuring cultural continuity. Additionally, via domestic and international tours, and the "Koo Cloud Theater" YouTube channel, the beauty of traditional culture is shared worldwide.



C.F. Koo Foundation

Driven by the mission of "Cultural Conservation," the foundation—led by veteran Li Bao-chun and young overseas professionals—actively preserves traditional opera.



ACTION SPOTLIGHT

Taipei Li-yuan Peking Opera Theatre US Tour

3 Cities, 5 Performances, 2,735 Attendees

Resuming U.S. tour after a six-year hiatus, the summer 2025 performances in Texas and Florida garnered widespread acclaim from mainstream audiences and the overseas community. To further showcase Taiwan's cultural soft power, the promotional activities "Peking Opera is Fun" outreach initiative engaged Chinese-language schools, children's hospitals, and community organizations, introducing the art form's fundamental elements and theatrical charm to diverse age groups.

Note 1: "New Old Plays" builds upon classic plays by integrating contemporary elements and refining their essence, renewing the classics to inject new vitality into traditional theater.

Note 2: "Peking Opera NeoClassics" refers to the adaptation of Chinese and Western classics into Peking Opera, integrating Western theatrical elements such as visual effects, stage design, and Hollywood-style scores.



TaipeiEYE

Established in 1999, TaipeiEYE serves as a cultural tourism showcase integrating creativity and commercial viability. Anchored by the Taipei Li-yuan Peking Opera Theatre alongside diverse performing groups, it hosts annual performances at the TCC Building's Shih-Ming Hall, earning consistent recognition from tourism authorities and the travel sector. To ensure accessibility for a global audience, performances feature subtitles in Chinese, English, Japanese, and Korean. Before the performance, "onstage and backstage" activities—including costume tryons, face painting demos, among others—offer deep cultural immersion.

Grassroots Cultivation of Peking Opera

Dedicated to bringing Peking Opera to campuses, C.F. Koo Foundation complements its annual performance seminars by integrating opera elements—such as plots, role types, and character dynamics—with Gender Equality. This approach fosters engaging discussions tailored to younger generations. In 2025, the foundation partnered with 10 educational and cultural institutions to host lectures, reaching 610 participants.



TCC KEY FACTS

2025 Supporting Cultural Development Invested over
NT\$30,302,942

including an annual donation of NT\$14.5 million to the C.F. Koo Foundation.

TaipeiEYE

133 Performances

A total of 14,823 attendees

Japan 37%, South Korea 23%, Europe & America 21%, Southeast Asia 6%

Koo Cloud Theater

1,339,523 views