

2025

THE TASK FORCE ON CLIMATE-RELATED
FINANCIAL DISCLOSURES



GROUP HOLDINGS

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About This Report

This report follows the disclosure principles of IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB), and references the recommended framework of the Task Force on Climate-related Financial Disclosures (TCFD), disclosing information across the four core pillars of Governance, Strategy, Risk Management, and Metrics and Targets, combined with analysis of TCC Group’s operating characteristics and the cement industry’s climate risks and transition opportunities.

In response to the global net-zero transition, tightening climate policy, and sustainability disclosure standards progressively aligning with

international norms, TCC continues to strengthen its climate governance, risk management, and transition strategy, integrating climate-related topics into corporate decision-making and financial management. This report upholds the principles of transparency, comparability, and verifiability, fully disclosing TCC’s climate-related risks and opportunities, financial impacts, response measures, and transition outcomes, helping investors, stakeholders, and the public understand TCC’s management actions in response to climate change and its capacity for long-term value creation, continuing to respond to the global net-zero emissions and sustainable development trend.

Report Scope: TCC Group Holdings and Subsidiaries
Report Period: January 1, 2025 to December 31, 2025
Report Publication Frequency: Annual

TCC Climate Action Highlights

- International Rankings
- ▲ Initiatives & Recognition
- ★ Low-carbon Products/ Energy Services

2024

- ★ NHOA.TCC manages 35 energy storage sites globally with a total installed capacity of 1,030.63MWh
- ★ According to UNEP statistics, TCC contributed to a reduction of 1.16 million tons of carbon emissions in the global construction industry in 2024
- ★ TCC's renewable energy, energy storage, and high-power battery products have helped reduce global carbon emissions by 217,000 tons
- ▲ TCC's H oping Industrial Port in Hualien received the Excellence Award at the 9th National Environmental Education Awards
- ▲ TCC's Suao Plant received the Excellence in Corporate Air Pollution Response Action Award from the Ministry of Environment
- ★ TCC's subsidiary signed an €800 million unsecured sustainability-linked syndicated loan, which was oversubscribed by 1.5 times, demonstrating TCC's determination in carbon reduction and low-carbon transformation
- ▲ Molice's Kaohsiung Molie Quantum Energy factory received dual Gold certifications for green building standards from U.S. LEED and Taiwan's EEW.
- ▲ TCC received the Low-carbon Recycled Materials Certification from the Ministry of the Interior.
- ★ Completed the closing procedures for expanded investment in European low-carbon cement, officially establishing the Company as one of the major suppliers of low-carbon cement in the European market
- ★ Attracting climate action talents, deploying AI virtual spokespersons, expanding generative AI teams to support technology integration across 11 industries in 13 countries
- ★ TCC's fire-resistant EnergyArk energy storage cabinet passed the most stringent international UL 9540 safety test and was showcased at CES in the United States
- ▲ Became one of the first companies to adopt the TNFD (Taskforce on Nature-related Financial Disclosures) in the world, and the only large construction materials supplier invited to participate from Taiwan

2025

- ▲ The Ministry of Environment has established the Green Growth Alliance, inviting businesses and relevant ministries to participate in voluntary greenhouse gas reduction programs. TCC was the only representative cement company to be invited in the first wave of the alliance, and will work together with the government to achieve the nation's new carbon reduction goals.
- ★ TCC Guigang Plant encourages suppliers to participate in electrification through offering priority delivery rights, achieving 87% annual carbon reduction per vehicle compared to fuel-powered vehicles
- ★ TCC's Dutch subsidiary completed the signing of a five-year, 500 million euro Green Loan with a syndicate of banks, with all funds to be invested in projects that meet international green finance standards
- ▲ The cement produced by CIMPOR Alhandra Plant has received hydraulic binder certification from AFNOR
- ▲ TCC listed twice in the GCCA Global Cement and Concrete Low-carbon Rating
- ▲ EnergyArk-1000 obtained product carbon footprint verification

2026

- ▲ First cement company in East Asia to commit to SBT 1.5°C targets
- CDP Climate Change Questionnaire – Rated A
- ▲ Business Weekly Top 100 Carbon Competitiveness
- ▲ The Asset magazine's Best Green Loan of the Year Award
- ★ The proportion of green or sustainable financing has exceeded 30%, with an amount close to NT\$170.0 billion
- ★ Ta-Ho Maritime signed a NT\$4.2 billion sustainability-linked loan to enhance shore power equipment installation and obtain a greenhouse gas emissions rating

Since launching its corporate transformation blueprint in 2018, TCC has continued to deepen its international footprint and low-carbon transition strategy, progressively building a business portfolio that combines growth momentum with operational resilience. In response to the global trend toward net-zero emissions by 2050, TCC takes a long-term operating perspective, continuing to invest in low-carbon building materials, resource circulation, and new energy businesses, transforming climate challenges into growth opportunities — not only enhancing the Group’s carbon reduction capability but also expanding into emerging markets and business models, continuously strengthening the Group’s innovation capacity and long-term competitive advantage. In 2025, TCC Group’s global operations spanned five continents and 20 country markets, with consolidated revenue reaching NT\$149.8 billion. Revenue sources covered Taiwan (32%), Mainland China (21%), Turkey, Portugal and Africa (41%), and other overseas markets (6%), effectively diversifying geopolitical and regional economic risk through a diversified market presence. Since 2016, TCC’s revenue compound annual growth rate (CAGR) has been nearly 6%, and the Company was selected for the 2026 Corporate Knights Global 100 Most Sustainable Corporations and TIME’s Best Companies in Asia-Pacific, demonstrating its sustainable operations and international competitiveness. Although profitability in 2025 was affected by a fire incident at its subsidiary Molie Quantum Energy in Taiwan, TCC maintained a sound financial structure and ample funding momen-

tum. Net cash inflow from operating activities for the full year reached NT\$33.1 billion, with total capital expenditure of NT\$25.9 billion, representing 78% of net cash inflow from operating activities — sufficient to support various strategic investments. Of this, approximately 52% was allocated to carbon-reduction and green capital expenditure, focusing on low-carbon building materials R&D, urban resource circulation, and new energy products and services, accelerating the construction of a low-carbon industrial presence spanning Europe, Asia, and Africa. At the same time, the balance of cash and time deposits reached NT\$142.7 billion, maintaining ample liquidity and a sound capital structure, demonstrating strong financial resilience. The competitive advantage and sound financial performance built through TCC’s long-term transition strategy have also been highly recognized by international capital markets. International credit rating agencies S&P Global Ratings and Fitch Ratings have maintained TCC’s international investment-grade credit rating of “BBB–,” with a “Stable” outlook. This rating reflects TCC’s leadership position in key markets such as Taiwan, Turkey, and Portugal, its stable profitability and cash flow, and the long-term growth potential brought by its low-carbon transition strategy — underscoring capital markets’ high confidence in TCC’s sustainable operating capability and future development prospects, and laying a solid foundation for the Company to continue attracting long-term investment and advancing its net-zero transition.

Green/Sustainable Financial Instruments	Raised Fund Amount	Fundraising Description
Sustainable and Green Credit Facility	ustainable and green financing facility of approximately	• Since 2023, bank credit facilities have incorporated green or sustainable use indicators; by 2025, the overall proportion of green or sustainable financing had exceeded 30%, with an amount close to NT\$170.0 billion.
	NT\$170 billion	• Fund usage includes but is not limited to:
		• Carbon reduction and emission control: Reduce greenhouse gas emissions and air pollution

Green/Sustainable Financial Instruments	Raised Fund Amount	Fundraising Description
Sustainable and Green Credit Facility	Sustainable and green financing facility of approximately NT\$170 billion	• Resource recycling and waste reduction
		• Renewable energy development
		• Installation and operation of energy storage equipment and charging stations
		• Clean transportation: Procurement of electric vehicles, use of low-sulfur fuel for ships, implementation of shore power systems, and production of new energy lithium batteries for vehicles.
		• Green building construction
Sustainability-linked Loan	NT\$4.2 billion	• Protection of terrestrial and aquatic biodiversity
		• In December 2025, TCC subsidiary Ta-Ho Maritime signed a NT\$4.2 billion sustainability-linked syndicated bank loan, with the loan interest rate linked to progress on shore power equipment installation and the RightShip greenhouse gas emissions rating of its own vessels — tying financial terms to carbon reduction performance and demonstrating the Company’s commitment to advancing its low-carbon transition.
Green Euro Convertible Bonds (Green ECB)	US\$350 million	• TCC is advancing its green transition, actively investing in green and sustainable development projects, and diversifying its fundraising through capital markets and bank financing. In 2025, the Company issued US\$350 million in Green Overseas Unsecured Convertible Bonds (Green ECB) in the capital markets; the proceeds will mainly be used to increase capital in TCC
Green Bank Loans	€500 million	• Dutch Holdings B.V., strengthening funding reserves for low-carbon cement and green energy projects in Turkey and Europe.
		In accordance with TCC’s latest Green Financing Framework, and backed by a Second Party Opinion from ISS Corporate, the Company ensures proceeds fund compliant green projects. The funds are allocated to carbon reduction, renewable energy, and resource recycling, solidifying TCC’s strategy to achieve net-zero emissions by 2050.
Green Bank Loans	€500 million	• In June 2025, TCC’s Dutch subsidiary secured a five-year, €500 million Green Loan, which has been successfully disbursed. The funds support initiatives like carbon reduction, green energy development, and resource recycling, aligning with TCC’s goal of reaching net-zero emissions by 2050. All funds will finance international-standard projects, including low-carbon cement upgrades and new energy in Türkiye, Portugal, and Africa, alongside "integrated charging and storage" smart energy stations in France, Italy, Portugal, and Spain.
		• This green loan aligns with TCC’s latest Green Financing Framework and received a Second Party Opinion from ISS Corporate, ensuring full compliance with the Green Bond Principles established by ICMA and the Green Loan Principles promoted by the LMA and other organizations.

chapter — 1

Governance

In response to the global trend of carbon reduction and industry transition, TCC continues to strengthen its climate governance framework, incorporating climate risks and opportunities into strategic planning and operational management through Board oversight, management team execution, and cross-unit collaboration mechanisms. Supporting the low-carbon transition with a resilient governance mechanism, creating long-term value for the Company and its stakeholders.

1.1 Board oversight of climate-related risks and opportunities

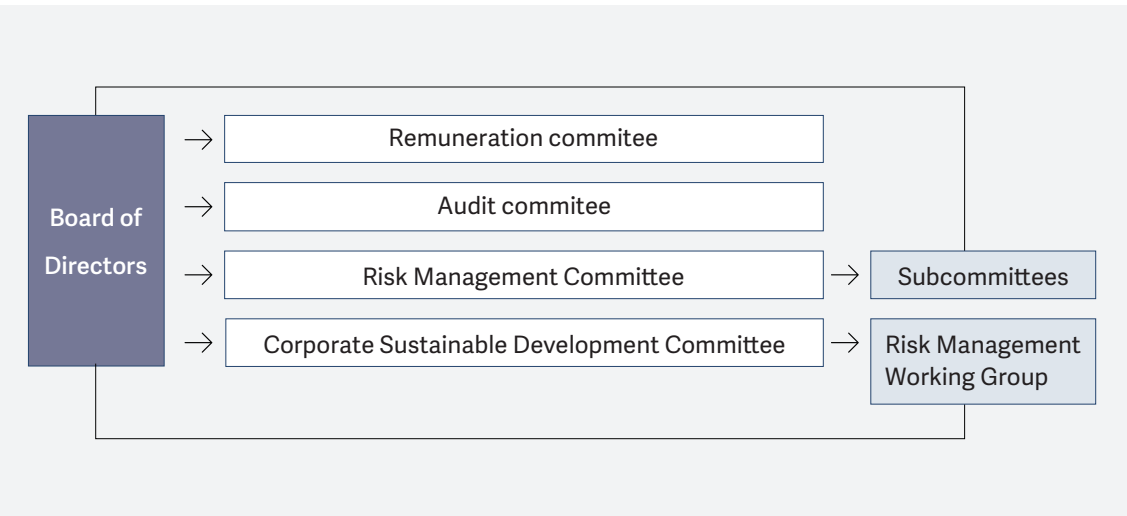
Within its climate governance framework, TCC's Board of Directors serves as the highest oversight and decision-making body, responsible for overseeing the Company's overall sustainable development strategy and incorporating climate change-related risks and opportunities into environmental and operational decision-making considerations. Board members bring diverse backgrounds in energy, environmental protection, the cement industry, investment and M&A, and information technology, with expertise spanning management, risk management, finance and accounting, law, and ESG. Through continuing education, they strengthen their understanding of climate science, low-carbon transition pathways, and their financial implications, in order to enhance the quality of climate governance decision-making.

To strengthen the governance structure, TCC has established a Risk Management Committee and a Corporate Sustainable Development Committee to assist in formulating and implementing climate-related strategies. Implementation results are regularly reported to the Board of Directors for supervision and review, ensuring that the Company's climate strategy direction aligns with its overall sustainable development guidelines. In addition, the Audit Committee oversees the effectiveness of internal controls over sustainability information, regularly reviewing

climate-related audit results and adjusting the system as needed; the Compensation Committee sets and evaluates managers' sustainability and climate performance, determining compensation accordingly to ensure alignment with company strategy and promote the achievement of sustainability goals.

Unit
Board of Directors Number of meetings: 10
Climate Responsibility and Scope
The highest decision-making body for approving and supervising the Company's climate change strategy
Members
Convener: Chairman Nelson An-ping Chang
14 Directors: 9 Corporate Director Representatives, 5 Independent Directors
Attendance
2025 attendance rate: 100%
*Including attendance by proxy

TCC's Main Governance and Management Framework for Climate-related Risks and Opportunities



2025 — Key Achievements

FSC Sustainable Development Roadmap

Following internationally recognized methodologies such as SBT (Science Based Targets), MIT EN-ROADS, IEA (International Energy Agency), and WBCSD (World Business Council for Sustainable Development), TCC reviewed the phased execution results of its 2050 Net Zero Roadmap for the cement business unit.

Sustainability Disclosure Standards S1 and S2

¹ Reviewed the implementation status of the IFRS S1 & S2 standards adoption plan.

² With reference to the framework and spirit of IFRS Sustainability Disclosure Standards S1 'General Requirements for Disclosure of Sustainability-related Financial Information' and IFRS S2 'Climate-related Disclosures,' TCC published the '2024 TCC Sustainability and Climate-related Financial Report IFRS S1 & S2 Special Chapter.'

Policy Amendments

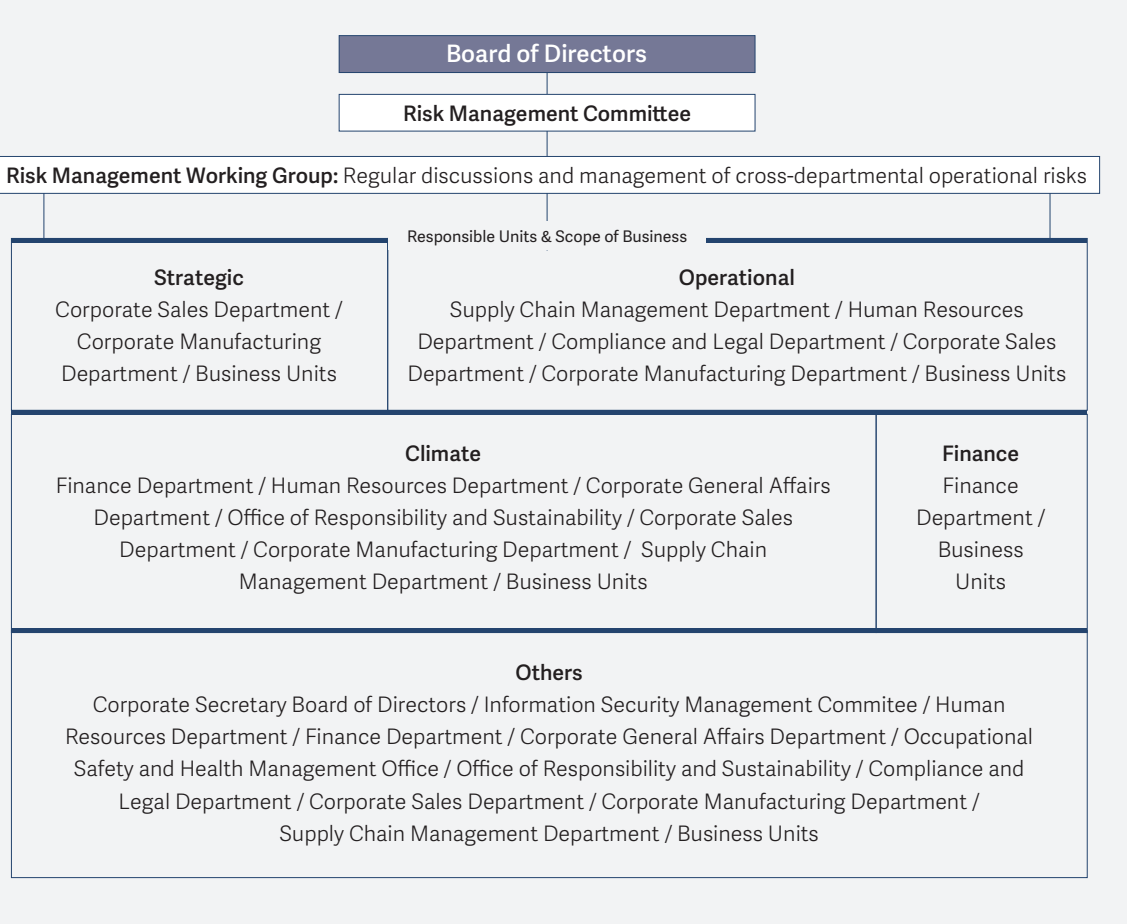
Amended the Sustainable Development Best Practice Principles, Environmental Protection Policy, and Climate-related Public Participation and Management Regulations.

1.2 Responsibilities and Oversight of Functional Committees

Under the Board of Directors, TCC has established the Risk Management Committee (RMC) and the Corporate Sustainable Development Committee as its core climate governance framework. The RMC identifies and manages operational and climate risks (both physical and transition), with the President serving as the highest officer responsible for climate risk and response measures. Through a tiered reporting structure, the RMC reviews risk controls and reports to the Board at least once a year (averaging twice annually, with two meetings held in 2025). Below the RMC, a Working Group composed of department heads formulates strategies across four dimensions—strategic, operational, climate, and financial—ensuring these practices are integrated into daily business operations and regularly reporting progress back to the RMC. The Corporate Sustainable Development Committee (CSDC), convened by the Chairman, approves and oversees climate and low-carbon transition strategies, performance targets, and implementation plans. Meeting at least twice a year, the CSDC reports to the Board of Directors (four meetings were held in 2025) to ensure alignment with overall corporate strategy. Under the CSDC, the Corporate Sustainable Development Working Group (CSDWG)—comprising department heads and senior staff across seven functional sustainability areas—is responsible for advancing actions in their respective domains. Through annual meetings and written reports,

the CSDWG evaluates climate and sustainability outcomes to continuously optimize strategy. The Chief Sustainability Officer (CSO) regularly reports overall progress to the CSDC. When the Board deliberates on climate and transition proposals, any recommendations or areas for improvement are coordinated by the CSDWG. The CSDWG collaborates with relevant departments to formulate response measures, overseen by the CSO. Issues requiring cross-departmental coordination or continuous tracking are integrated into the CSDWG's regular monitoring. Progress and outcomes are reported to the Risk Management Committee and the Board as necessary. This establishes a governance mechanism of 'Issue Identification – Improvement & Implementation – Tracking & Reporting,' ensuring that the Board's feedback is fully integrated into climate decision-making and execution.

Risk Management Committee



Unit
Risk Management Committee Number of meetings: 2
Climate Responsibility and Scope
Reviews and evaluates risk controls, including climate risk, and proposes improvement recommendations, to ensure that the risk management framework remains aligned with company strategy
Members
Convener: Independent Director Sherry S. L. Lin
5 members: Independent Director Victor Wang, Independent Director Lynette Ling-Tai Chou, Independent Director Ruu Tian Chang, Independent Director Man Yung Chan, and Director Liz Wang
Attendance
2025 attendance rate: 100%
*Including attendance by proxy

2025 — Key Achievements

- 1 Review of mitigation measures, risk appetite, and control limits for major accidental risk events in 2025
- 2 TCC's updated main risk identification matrix in seven major aspects: operations, finance, national, legal compliance, ESG, personnel, and information security.
- 3 TCC's 2024 Climate-Related Performance Indicator Achievements and 2025 Climate-Related Target Setting

Corporate Sustainable Development Committee



Unit
Corporate Sustainable Development Committee
Number of meetings: 4
Climate Responsibility and Scope
Supervising TCC's climate strategy implementation and project performance, and approving relevant indicators and targets recommended by the Corporate Sustainability Working Group
Members
Convener: Chairman Nelson An-ping Chang
5 committee members: President Roman Cheng, Director Liz Wang, Independent Director Victor Wang, Independent Director Sherry S. L. Lin, Independent Director Lynette Ling-Tai Chou
Attendance
2025 attendance rate: 100%
*Including attendance by proxy

2025 — Key Achievements

- 1 Reviewed the procurement of low-carbon building materials for domestic public works, and the status of carbon fee and ETS emissions trading and reporting.
- 2 TCC complies with the Global Cement and Concrete Low-Carbon Standard published by the Global Cement and Concrete Association (GCCA), and has been invited to establish a Green Growth Alliance.
- 3 TCC is implementing vehicle electrification in phases; in addition to replacing mining trucks at its plants with electric models, the Company successfully engaged transport service providers at its Guigang Plant in Mainland China to switch to electric heavy trucks, providing green transport services and actively contributing to Scope 3 carbon reduction.

Executive Unit Meeting

TCC adopts a cross-departmental collaboration mechanism for climate-related issues, conducting regular communication and coordination. Participating departments include the Engineering Affairs Department, Finance Department, Sales Department, Supply Chain Management Department, Audit Office, and President’s Office, among others; meetings are held monthly based on the importance of the

topics, continuously tracking the implementation progress of carbon reduction projects and climate strategy. To stay informed of implementation progress in real-time, the Chairman also periodically convenes project meetings with the President and Vice Presidents of various functional units to strengthen supervision and guidance on climate-related actions.

Meeting Name	Participating Departments or Personnel Titles	Main Discussion Items	Key Discussion Topics in 2025
Cross-departmental Monthly Report	Engineering Affairs	Market Operations,	Current Production Status of the Two
	Department, Finance	Monthly Profit and	Taiwan Plants
	Department, Sales	Loss, Material Procure-	Carbon Fee and Voluntary Reduction
	Department, Supply	ment, Alternative Raw	Progress
	Chain Management	Material Usage, Carbon	Progress of In-plant Energy Storage
	Department, Audit	Emissions Status,	Projects
	Office, President's Office	Project Progress	Current Status of the Construction Waste Treatment Plant
Environmental Protection Monthly Meeting	Engineering Affairs Department, President's Office	Conduct technical development of	Future Development Direction for Low-carbon Product Operations
		low-carbon cement and	
		low-carbon concrete, as well as low-carbon product development.	

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Building a Cross-Continental Climate Governance Network Across Asia and Europe



Amid the global wave of net-zero transition, corporate climate governance is no longer limited to carbon reduction management at a single site, but must instead establish a collaborative governance mechanism spanning regions and business entities. For TCC, which operates across Asian and European markets, how to implement climate governance principles across different countries and operating sites — while balancing local policy environments and industry characteristics — has become an important issue in advancing the Group’s sustainable transition. As the first cement company in East Asia to have its SBTi 1.5°C targets approved, TCC has continued to expand the scope of its climate governance in recent years; in addition to its operating sites in Taiwan and Mainland China, the Company has further incorporated its European subsidiaries CIMPOR and OYAK Cement into the Group’s carbon reduction management framework, progressively establishing a climate governance network covering the Asian and European markets. Through Board oversight, senior management execution, and cross-border team collaboration, TCC incorporates climate risks and opportunities into global operational

decision-making, ensuring that all sites progress toward consistent carbon reduction targets.

Starting in Turkey: OYAK Cement’s Transition Practice

As one of Turkey’s largest cement manufacturers, OYAK Cement has a complete cement, concrete, and logistics system, and is an important operating site for TCC in the Europe-Asia market. In response to international carbon regulation trends and market transition needs, OYAK Cement has incorporated climate governance into its core management mechanisms, with sustainability and climate topics overseen at the Board level, and a dedicated team driving the implementation of its carbon reduction strategy. In concrete action, OYAK Cement is actively increasing its use of alternative fuels, adopting solid recovered fuel (SRF) and biomass fuel to reduce dependence on fossil fuels, while continuing to invest in energy efficiency improvements and carbon capture technology assessment, progressively building a low-carbon production model aligned with the net-zero development direction.

Deepening the European Presence: CIMPOR's Low-carbon Transition Pathway

CIMPOR, based in Portugal, is another important node for TCC's climate governance in the European market. In response to the EU's increasingly stringent climate policies and carbon management requirements, CIMPOR has planned to invest €130 million by 2030 to advance its decarbonization transition, incorporating low-carbon development into the Company's long-term strategy. Key measures include increasing the use of alternative raw materials, expand-

ing the application of alternative fuels, strengthening carbon emissions monitoring and environmental management systems, and participating in European low-carbon building materials technology cooperation programs to accelerate the introduction and commercialization of innovative technologies. Through a systematic transition roadmap, CIMPOR is progressively building competitive advantages aligned with Europe's net-zero vision.

From Regional Action to Group Governance

As global carbon reduction goals continue to deepen, TCC's climate governance has also evolved from a single-entity management model to a Group governance framework spanning different countries and industry sectors. By integrating the practical experience of OYAK Cement and CIMPOR, TCC continues to strengthen its cross-border climate governance mechanisms, promoting the sharing of carbon management systems, carbon reduction technologies, and governance experience, and enhancing the transition capability and climate resilience of its global operating sites. In addition, TCC's net-zero roadmap has extended across the entire Group's business entities. The Group's energy storage and charging business, NHOA Energy, and its electric vehicle charging network, Atlante, also completed SBTi 1.5°C target validation in 2026 and established a 2050 net-zero pathway. From its core building materials business to new energy ventures, TCC is connecting its global sites and business groups through a consistent governance framework and shared climate commitment, moving together toward a future of low-carbon transition and sustainable development.

1.3 TCC Climate Connection

Climate and Sustainability-related Education and Training



TCC actively enhances Board members' sustainability-related knowledge, helping directors effectively fulfill their oversight duties and ensure compliance with regulatory requirements; courses focus on sustainable development topics and related risk trends. In 2025, average ESG training hours per director were 10 hours, for a total of 156 training hours. In addition, to deepen all employees' understanding of and responsiveness to climate change and sustainability issues, TCC actively promotes comprehensive education and

capacity-building programs, strengthening awareness and practical application capabilities in climate risk and carbon management across all levels of the organization. Through a variety of training courses and internal communication mechanisms, all personnel, from board members and senior executives to ground-level staff, can participate in role-specific courses tailored to their responsibilities. The course covers key areas such as climate change trends and risks, greenhouse gas inventory methods, carbon rights and carbon pricing concepts, low-carbon transformation strategies, and international policy developments. This not only enhances the organization's overall awareness and responsiveness to climate and sustainability issues but also supports the internal implementation and dissemination of ESG strategies. Through continuous talent development and knowledge enhancement, TCC demonstrates its commitment to advancing low-carbon transformation. These efforts further strengthen the internal governance foundation for sustainable development and ensure that climate actions are closely integrated with overall corporate strategies for long-term implementation.

Category	Climate and Sustainability-related Courses	Participants and Related Information
Director Training Courses	Sustainable Finance Disclosure	Total Training Hours for Directors and Independent Directors: 156 Hours
	Corporate Governance and Sustainable Development	
	Circular Economy Benefits and Sustainable Finance Opportunities	
	Carbon Credit Trading Mechanism and Carbon Management Applications	
	Green Energy, Certificates, and Sustainable Development - Pathway to Net Zero for Corporates	
	How the Board Links the Executive Remuneration to ESG Performance	
	Latest ESG Sustainability Regulations and Practices	

Category	Climate and Sustainability-related Courses	Participants and Related Information
Sustainability Evolution Institute	Greenhouse Gas Inventory Workshop	Participation Rate In-person course Online course

Climate Remuneration Performance Link

To incentivize senior executives to prioritize long-term, comprehensive performance and implement the Company's sustainable operating vision, starting in 2026 sustainable development strategy and targets will be deeply linked to senior executives' short- and long-term incentive compensation, with sustainability performance indicators accounting for a total weighting of 40% of the overall performance evaluation — directly affecting the disbursement of annual performance bonuses and the

allocation of long-term incentive compensation. This is intended to guide the management team to proactively fulfill its ESG commitments while pursuing sound financial growth. In addition, finance and procurement executives are subject to specific indicators such as green supply, to strengthen requirements for suppliers to comply with climate-related regulations and progressively reduce the Scope 3 emissions intensity of raw materials.

Target Management	Performance Indicator
CEO	Financial Performance Dimension 30%
	Return on Assets (ROA)
	Return on Equity (ROE)
	Net Profit After Tax
	Growth Rate
Management Team (including CEO)	Individual Dimension 30%
	Work Task Performance and Achievement Rate
	AI Innovation Application and Benefit Realization
	Legal Compliance and Risk Prevention, Assessment of Long-term Risks
	Cultivating talent, enhancing employee capability and quality, and developing an international perspective

Target Management	Performance Indicator
Team (including CEO)	Sustainable Development Dimension 40% Proportion of low-carbon product sales" (10%): committed to environmentally friendly R&D to increase the revenue share of green products SBT Carbon Reduction Target Performance & Renewable Energy Usage" (10%): advancing energy conservation, carbon reduction, and energy optimization in production processes Alternative Fuel Adoption" (10%): strengthening resource recycling and reuse Sustainable Supply Chain Management" (5%): strengthening supply chain evaluation and local procurement Occupational Safety and Health" (implementing the zero-occupational-accident target), and strategic projects covering corporate governance and social engagement:Zero Water Resource Fines and Penalties 、 Percentage of Female Employees(5%)

In addition to senior executives, upholding the principle of accountability for all employees, TCC has established a performance-based incentive mechanism. Since 2018, a quarterly bonus system has been in place, with 100% of Group employees eligible to participate. In addition to considering quarterly EPS and operational performance, the achievement of SBT carbon intensity targets at each plant is included as a key indicator, encouraging collective participation in the low-carbon transformation. The performance bonus system is centered on profit sharing and is based on evaluations of individual employee performance and the achievement of unit targets. Environmental indicators, such as risk control,

sustainability promotion, environmental emissions, and SBT carbon reduction targets, are incorporated into the assessment to ensure alignment between business operations and sustainable development goals. Since 2019, TCC has continuously set annual carbon reduction targets for its cement plants both in Taiwan and Mainland China. Plants in Mainland China have incorporated KPI indicators into the budget planning phase. Using an AI-powered carbon reduction management platform, TCC tracks daily emission intensity, carbon reduction project progress, as well as alternative raw material and fuel usage in real-time, ensuring effective and transparent implementation.

chapter — 2

Risk Management

Against the backdrop of the global net-zero transition and increasingly frequent extreme weather events, companies must manage climate risk with a more forward-looking perspective. TCC continues to refine its climate risk management mechanism, combining risk assessment, scenario analysis, and cross-departmental collaboration to systematically grasp the potential impact of transition and physical risks on operations, the supply chain, and investment allocation, strengthening decision-making resilience and creating long-term sustainable value.

2.1 Climate Risk, Opportunity Identification, and Assessment Methods

TCC’s Board of Directors is the highest risk decision-making body, conducting risk identification and analysis across the four dimensions of strategy, operations, climate, and finance based on each department’s business scope; climate-related risks have been integrated into the Company’s overall Enterprise Risk Management (ERM) framework. In terms of risk assessment, the working group establishes the Company’s risk appetite (risk tolerance) and

formulates risk management strategies to ensure financial resilience. The types of climate risk assessments cover current regulations, emerging regulations, legal risks, technological risks, market risks, reputational risks, immediate physical risks, and long-term physical risks. The assessment timeframes encompass short-term, medium-term, and long-term horizons.

Risk Type	Description of TCC's Risk Exposure	Potential Impact
Current Regulatory Risks	Subject to existing environmental regulations at each operating site, requirements such as carbon fee collection, emissions reporting, and energy efficiency will generate additional compliance costs.	- Increased costs from carbon fee/carbon trading systems - Tightening emission standards leading to increased equipment investment - Increased energy efficiency and renewable energy obligations
Emerging Regulatory Risks	Potential future regulations, such as Carbon Border Adjustment Mechanism (CBAM), clinker blending ratio restrictions, and low-carbon product procurement obligations, may raise compliance thresholds, increase pressure to substitute raw materials and modify process, and impact production costs and international competitiveness.	- Expansion of the Carbon Border Adjustment Mechanism (CBAM) and global carbon pricing systems - Increased low-carbon building material procurement obligations and green public procurement requirements - Deepening trends in cement product carbon emission intensity, clinker-to-cement ratio, and process-based carbon reduction
Compliance Risk	Inadequate disclosure or management of environmental risks may expose the company to litigation from shareholders or stakeholders, such as civil or administrative liabilities arising from inaccurate climate information disclosure, pollution, or illegal emission incidents.	- False, omitted, or misleading climate-related information disclosure - Environmental pollution, emissions exceeding standards, or violation of environmental regulations - Litigation by stakeholders due to climate change impacts, environmental damage, or failure to fulfill management responsibilities

Risk Type	Description of TCC's Risk Exposure	Potential Impact
Technology Risks	The introduction of immature technologies (such as carbon capture, alternative fuels, low-carbon building materials) or delays in implementation may hinder progress toward carbon reduction goals and market transformation. These efforts may also face challenges such as high R&D costs and uncertain returns.	■ Insufficient maturity or delayed commercialization of carbon reduction technologies such as carbon capture, alternative fuels, and low-carbon building materials ■ New technology adoption benefits falling short of expectations, affecting the achievement of carbon reduction targets and transition outcomes ■ Increased investment required for technology R&D, equipment upgrades, and process modification, leading to greater uncertainty in cost recovery
Market Risks	Increasing market demand for low-carbon products and shifting consumer preferences are reducing the competitiveness of traditional high-carbon products. Failure to launch compliant products or obtain low-carbon certifications in a timely manner may result in loss of tender qualifications or market share.	■ Growing demand for low-carbon products leading to declining sales of traditional high-carbon products, affecting revenue and profitability ■ Customers and public works procurement progressively raising low-carbon product requirements, potentially resulting in loss of market share and orders ■ Price competition for low-carbon products and changes in market structure, potentially affecting product prices, gross margin, and asset value
Reputational Risks	Failure to actively address net-zero and sustainability demands may lead to doubts among investors, customers, and the public about the company's corporate responsibility and reputation, ultimately impacting shareholder trust, tender participation, and partnership decisions.	■ Climate commitments or carbon reduction targets falling short of expectations, affecting investor confidence and corporate valuation ■ Poor performance on climate-related indicators or negative climate governance incidents, resulting in damage to brand value and market reputation ■ Customers, financial institutions, and partners raising climate-related indicator requirements, potentially affecting order acquisition, financing terms, and business cooperation opportunities
Immediate Physical Risks	Extreme weather events (such as heavy rainfall, typhoons, and floods) may disrupt the operations of cement and power plants, causing supply chain interruptions or logistics obstacles. Facilities located in low-lying and coastal areas are particularly vulnerable to these risks.	■ Extreme rainfall, typhoons, and floods causing damage to plant facilities or operational disruption ■ Disruption of raw material supply, transportation, and port logistics due to extreme weather ■ Coastal and low-lying sites facing flood risk, increasing asset losses and recovery costs
Long-term Physical Risks	Long-term climate change (such as sea level rise and water resource depletion) may pose threats to factory safety, water resource usage, and raw material source stability. In response, early risk response and site adaptation assessments are necessary.	■ Rising sea levels increasing flood risk at coastal plants, affecting asset security and operational stability ■ Long-term tightening of water resource supply, affecting the stability of process water use and cost structure ■ Raw material sources affected by climate change, increasing supply uncertainty

When identifying and assessing climate-related risks and opportunities, TCC selects differentiated climate scenarios based on their nature, in order to strengthen the completeness and forward-looking nature of the analysis. For climate physical risk, the high-emission SSP5-8.5 pathway scenario is used to assess the potential impact of extreme weather events on operations and assets amid intensifying climate change; for transition risk and climate opportunities, the International Energy Agency's (IEA) Net Zero Emissions by 2050 (NZE) scenario is used, reflecting the challenges and

opportunities brought by rapidly tightening policy and accelerating market and technological transition. Through the above representative scenario settings, TCC is able to systematically identify and quantitatively assess risks and opportunities, thereby grasping the potential impact of different climate development pathways on corporate strategy, operating models, and financial performance, serving as an important basis for strengthening climate resilience and strategic planning.

Scope of Business Identification and Assessment		Building Materials, Social Energy Transition, Green Energy and Storage, Batteries and Asset Management
Scenario Settings	Physical Climate Risks	SSP5-8.5
	Climate Transition Risks	NZE 2050
	Climate-related Opportunities	NZE 2050

By setting the above two representative extreme climate scenarios, TCC conducts comprehensive qualitative and quantitative analysis of risks and opportunities, evaluate potential impacts on corporate strategy, capital allocation, operational models and financial

performance under different climate development pathways. This serves as a core basis for enhancing climate resilience, formulating medium- and long-term transition strategies, and prioritizing resource allocation.

2.2 Climate Risk and Opportunity Management Process

TCC has adopted the “Risk Management Policy” and the “Risk Management Committee Charter” to build a systematic risk governance framework, and regularly reviews the progress and effectiveness of climate actions through periodic meetings to continuously monitor changes in potential risks; at the same time,

climate risks involved in operating activities are incorporated into overall assessment and control to ensure they remain within an acceptable range, with related operating mechanisms continuously refined to strengthen the Company’s ability to respond to climate change and external environmental uncertainty.

STEP 1 Risk and Opportunity Identification	■ Building on previous climate risk and opportunity identification results, international scientific and technical reports, and industry trends in local operational regulations, TCC updates climate-related risk and opportunity issues ■ Based on the Sustainability Accounting Standards Board (SASB) standards applicable to individual industries involved in key operations and their disclosure topics, the Company is gradually identifying and incorporating climate-related risks and opportunities across various industries.	Results Based on TCFD classification to identify 5 key climate risks and five climate opportunities
STEP 2 Risk and Opportunity Analysis	■ Hold cross-departmental workshops to understand the substantial impacts, timing, sources, and expected financial impacts of various risks/opportunities on TCC ■ Analyze and evaluate questionnaire results, and incorporate perspectives from external experts and senior executives to identify key risks and opportunities	Results With reference to the material climate-related risk and opportunity topics identified under TCC’s IFRS Sustainability Disclosure Standard S2, 3 material key risks and 3 opportunities were ultimately identified
STEP 3 Response and Adaptation	Link climate policies, operational production, products and services, and external communication to current climate mitigation and adaptation strategies to develop and implement six major climate action plans	Six Major Climate Actions
STEP 4 Management and Supervision	Regularly hold meetings to track the progress of the six major climate actions in response to risks and opportunities, monitor cement plant carbon reduction effectiveness through the carbon reduction management platform, and finally have the Risk Management Committee submit climate risk-related indicators and target tracking reports to the Board of Directors.	Management Indicators and Non-Financial Performance Indicators for the Six Major Climate Actions

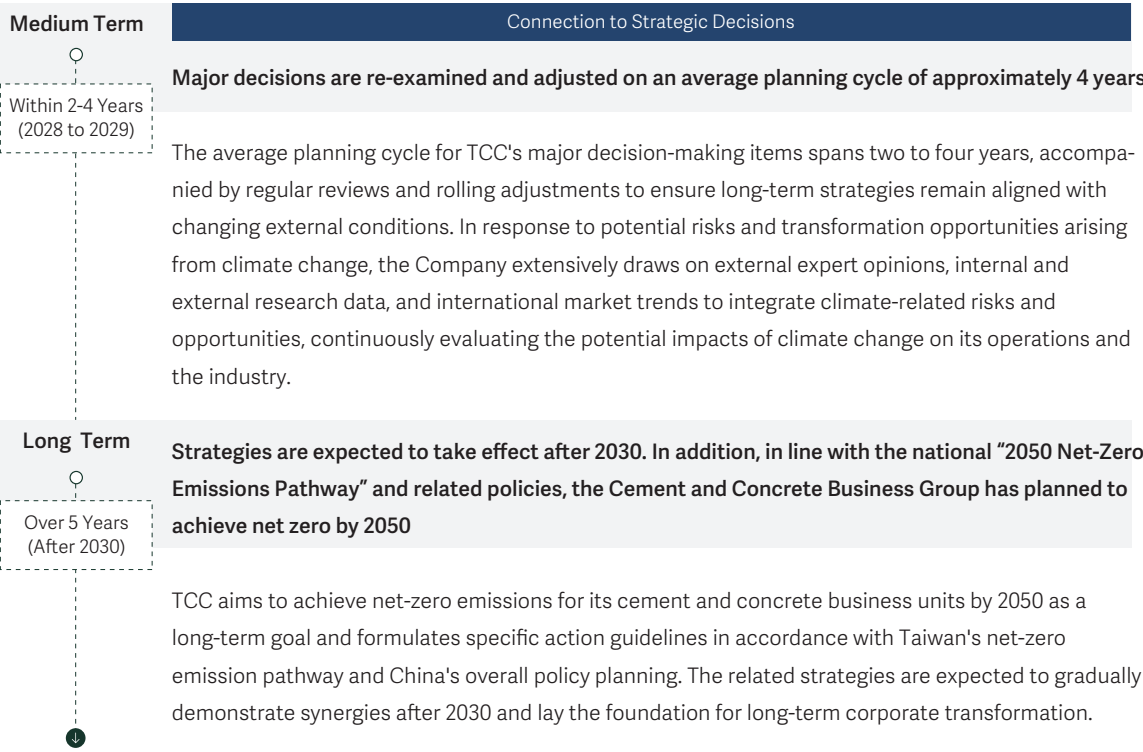
First, in the risk and opportunity identification stage (Step 1), TCC comprehensively considers factors such as the results of its previous climate risk and opportunity identification, international scientific and technical reports, local regulations at its operating sites, and industry trends, updating climate-related topics on a rolling basis. Based on the individual industries involved in its major operating activities, and with reference to the disclosure topics of the Sustainability Accounting Standards Board (SASB), the Company progressively inventories potential climate-related risks and opportunities, compiling and categorizing them according to the TCFD classification framework, ultimately identifying 5 key climate risks and 5 climate opportunities as the basis for subsequent analysis. Moving into the risk and opportunity analysis stage (Step 2), TCC conducts cross-departmental workshops to gain an in-depth understanding of the substantive impact, timing of occurrence, and source type of each climate risk and opportunity on operations, and compiles analysis results through internal assessment questionnaires, while incorporating input from external experts and senior executives for cross-validation. With

further reference to the material climate-related risk and opportunity topics under TCC’s IFRS Sustainability Disclosure Standard S2, 3 material climate risks and 3 material climate opportunities were ultimately identified, serving as an important basis for subsequent strategic planning, resource allocation, and prioritization of climate actions.

In identifying and assessing climate-related risks and opportunities, TCC applies Monte Carlo Simulation, supplemented by consideration of the time horizon of risk occurrence (short-, medium-, and long-term), likelihood of occurrence (from low to high), and degree of financial impact (impact on asset value), in order to assess their overall materiality. Through this methodology, TCC is able to effectively identify the risk and opportunity items most critical to its operations and transition, and rank them by priority accordingly, serving as the basis for subsequent resource allocation, risk response strategy formulation, and operational planning.

Definition of Timeframes

Short-term	Connection to Strategic Decisions
○ Within 2 Years (2026 to 2027)	Reviews strategic items for the next 1 to 2 years annually and makes rolling adjustments TCC regularly reviews and adjusts its key strategic initiatives for the next two years through a rolling mechanism to ensure its operations and low-carbon transformation direction remain responsive to rapidly changing external environments. In response to increasingly severe environmental risks and policy challenges, TCC integrates external expert advice, domestic and international research reports, and market observations to systematically assess potential risks and opportunities brought by environmental changes, using them as key references for adjusting corporate strategies.



Risk Level Definitions

Inherent Risk Score	Financial Impact	Likelihood
5	Greater than 0.5% of assets	Expected once within 6 months
4	Between 0.3% and 0.5% of assets	Expected once within 6 months to 1 year
3	Between 0.1% and 0.3% of assets	Expected once within 1 to 2 years
2	Between 0.03% and 0.1% of assets	Expected once within 2 to 3 years
1	Less than 0.03% of assets	Expected less than once every 3 years

Note: Assets here refers to property, plant and equipment, and investment property

TCC has formally integrated climate change risks and opportunities into its Enterprise Risk Management (ERM) framework, with implementation coordinated through the board-authorized risk management mechanism. This approach ensures that climate issues are managed and governed alongside other key risks, such as operational, financial, and regulatory risks, instead of being addressed independently. Specifically, TCC has incorporated transition risks (such as carbon pricing, regulations, and green finance pressure) and physical risks (such as extreme weather events

and sea level rise) into its existing risk identification and assessment processes. Through cross-departmental collaboration, the Company jointly inventories risk sources and potential impacts, incorporating them into regular risk assessment operations. By integrating the aforementioned systems and frameworks, TCC has enhanced the governance and management of climate issues, embedding them within the overall corporate decision-making process and achieving a risk management-oriented sustainable transformation.



chapter — 3

Strategy

Amid the accelerating global net-zero transition and intensifying extreme climate impacts, climate change has profoundly affected the business environment and competitive landscape. TCC continues to integrate climate-related risks and opportunities into corporate strategy and investment decisions, strengthening operational resilience and value chain competitiveness through scenario analysis, transition planning, and low-carbon technology deployment, driving the entire Group toward low-carbon transition and sustainable growth.

3.1 Climate Risks and Opportunities

Short-, Medium-, and Long-term Climate-related Risks and Opportunities
In response to the impact of climate change and the net-zero transition on operations, TCC has integrated climate risk into its overall risk management policy, and in 2025 completed a systematic identification of climate-related risks and opportunities in accordance with international frameworks, covering 9 business groups including cement and environmental protection, cement energy storage, energy storage and charging, battery power, and asset management, and extending to key operating markets including Turkey, Europe, West Africa, the United States, and Australia. In the identification process, TCC comprehensively considered its cross-regional and cross-industry operating characteristics based on SASB standards and related international norms; in addition to regulatory compliance, the Company also focused on key opportunities to enhance product resilience and market competitiveness.

To strengthen the precision of its quantitative analysis, TCC further applies Monte Carlo Simulation, combining historical operating data with senior management’s qualitative judgment to build a statistical model tailored to the Company’s circumstances, and calibrates it using two-point anchoring based on actual data such as major disaster losses, insurance claims, and low-carbon product revenue, to enhance the reliability of the results. The model uses dynamic scenario simulation through 2030 to assess short-, medium-, and long-term financial impacts, incorporating low-probability, high-impact tail risks, in order to quantify the materiality of each risk and opportunity and, based on materiality ranking, select the top three key

risks. On this basis, given that carbon fee-related risk has a material impact on TCC’s operations, and the TCFD framework also requires companies to disclose carbon pricing-related information, TCC included “carbon trading/carbon fees/carbon taxes under total carbon emissions control” as its third material risk in the above materiality ranking, in order to fully respond to regulatory development trends and stakeholders’ disclosure expectations. The final assessment identified three material climate risks: the level of support from financial institutions in the form of investment, lending, and insurance (R1); the frequency and intensity of extreme precipitation events (R2); and carbon trading/carbon fees/carbon taxes under total carbon emissions control (R3); as well as three key climate opportunities: expanding markets through low-carbon products and services (O1); smart low-carbon production and co-processing of waste (O2); and attracting investors’ long-term investment interest (O3).

TCC’s identified climate-related risk and opportunity topics are as follows:

Climate Risks	Transformation Risks	
Climate Risks	R1	Financial Institutions' Investment, Financing, and Insurance Support Intensity
	R3	Carbon Trading/Carbon Fees/-Carbon Tax for Total Carbon Emissions Control
	R4	Poor Performance in Low-carbon Technology, Equipment and Management
Physical Risks		
Physical Risks	R2	Frequency and Intensity of Extreme Precipitation Events
	R5	Lack of Water Resources
Climate Opportunities		
	O1	Market Expansion of Low-carbon Products and Services
	O2	Smart Low-carbon Production and Co-processing of Waste
	O3	Attracting Long-term Investment Interest from Investors
	O4	New Energy Project Construction and Development
	O5	Participate in Power Trading Market

Material Risks and Opportunities

In response to the operational impacts that may arise from extreme weather events caused by climate change and the net-zero transition process, TCC follows its internal climate risk and opportunity identification process to identify three material risks, including:

R1	Financial Institutions' Investment, Financing, and Insurance Support Intensity
R2	Frequency and Intensity of Extreme Precipitation Events
R3	Carbon Trading/Carbon Fees/Carbon Tax for Total Carbon Emissions Control

Meanwhile, three key climate opportunities have also been identified, including:

O1	Market Expansion of Low-carbon Products and Services
O2	Smart Low-carbon Production and Co-processing of Waste
O3	Attracting Long-term Investment Interest from Investors

TCC identifies climate-related risks and opportunities with high impact levels and likelihood, further evaluates whether current measures and strategies are sufficient to address them, and examines TCC’s resilience under different climate risks and opportunities. Through this process, TCC simultaneously analyzes the impact of the aforementioned risks and opportunities on current financial conditions, using it as a decision-making basis for strengthening risk management and resource allocation.

Material Risk Analysis Table

Climate-related Risks		
R1 Financial Institutions' Investment, Financing, and Insurance Support Intensity	R2 Frequency and Intensity of Extreme Precipitation Events	R3 Carbon Trading/Carbon Fees/Carbon Tax for Total Carbon Emissions Control
Risk Type		
Transition Risks Market Risks	Physical Risks Immediacy	Transformation Risks Policies and Regulations
Risk Description		
Cement and Environmental Protection Business As a high-carbon emission industry, the cement sector will face significantly reduced willingness from financial institutions to engage in business if low-carbon transition plans are not developed. This includes decreased investment interest from potential investors, difficulties in financing and insurance coverage. Additionally, since TCC issues green financial products linked to carbon reduction performance, failure to meet carbon reduction targets will lead to increased financing costs.	Cement and Environmental Protection Business Cement and concrete operational sites may experience revenue loss or increased operational costs due to business interruptions caused by extreme precipitation events or damage to owned equipment. Heavy rainfall and typhoons may lead to fluctuations in raw material quality and supply disruptions, which could also affect product transportation, resulting in delivery delays or failure to ship, thereby impacting overall operations.	Cement and Environmental Protection Business With the implementation of regulatory carbon fee mechanisms, if a company fails to achieve greenhouse gas reductions, high carbon emissions will result in increased operating costs such as carbon fees. Furthermore, if countries do not implement carbon border taxes, imported goods will not be subject to carbon costs, resulting in unfair competition. The EU has launched the Carbon Border Adjustment Mechanism (CBAM), raising the carbon cost of goods imported into the EU, and has fully incorporated it into the EU Emissions Trading System (EU ETS), progressively reducing free allowances year by year, exposing plants within the EU to carbon cost risk.
Social Energy Transition Business Amid the global coal phase-out trend, financial institutions have ceased financing for coal-fired power plants, insurance companies refuse to provide insurance services for coal-fired projects, and potential investors show reduced interest, which will significantly impact organizational operations.		Social Energy Transition Business Without strategic planning for greenhouse gas reduction, the Company may face regulatory pressure from carbon control measures such as carbon fees, leading to increased operating costs. If these costs cannot be fully passed on, there is a risk of declining profits.
Expected Reasonable Time Period		
Short-term to medium and long-term	Short-term to medium and long-term	Short-term to medium and long-term

Impact on Business Model and Value Chain		
Business model of financing activities and insurance	Business model of cement production and energy generation Upstream raw material supplies in the value chain and downstream product transportation	Business model of cement production and energy generation The downstream value chain includes customers in the construction industry and ready-mixed concrete producers
Climate-related Risks		
R1 Financial Institutions' Investment, Financing, and Insurance Support Intensity	R2 Frequency and Intensity of Extreme Precipitation Events	R3 Carbon Trading/Carbon Fees/Carbon Tax for Total Carbon Emissions Control
Strategy and Decision-Making		
Continue to engage with financial institutions and respond to international sustainability ratings	Construct detention and sedimentation ponds and build 2-meter-high earth embankments on the mining area slopes to mitigate the impact of flooding.	Implementation strategies include clinker substitution, alternative raw materials, alternative fuels, process improvements, waste heat power generation, renewable energy, carbon capture, and carbon sinks
Align with IFRS Sustainability Disclosure Standards Issue green financial instruments to attract investors	All RMC Plants have established emergency response procedures; cement plants have formulated typhoon and flood response plans.	Promote internal carbon pricing in cement business
Plan for decommissioning Hoping Power Plant by 2040	Flood control teams are set up at the plants to conduct regular drills and enhance inspections. All high-risk critical equipment is insured against natural disaster-related damages.	
Correspond to six major climate action plans		
Low-carbon Circular Production Leading the Industry in Low-carbon Building Materials Low-Carbon and Negative Carbon Technology Innovation Smart New Energy Business	Climate Adaptation	Low-carbon Circular Production Low-Carbon and Negative Carbon Technology Innovation Low-carbon Supply Chain
Response Cost Estimation		
Approximately NT\$5.380 billion	Approximately NT\$91 million	Approximately NT\$10.246 billion

Major Opportunity Analysis Table

Climate-related Opportunities		
O1 Expand the Market in Low-carbon Products and Services	O2 Smart Low-carbon Production and Co-processing of Waste	O3 Attracting Long-term Investment Interest from Investors
Opportunity Type		
Products and Services	Resilience	Market
Opportunity Description		
Cement and Environmental Protection Business Global demand for low-carbon building materials is increasing. TCC continuously develops low-carbon products by utilizing alternative raw materials and fuels, improving processes, and adopting energy-saving technologies, thereby strengthening its competitiveness and driving profit growth. The launch of new domestic and international products, including UHPC, along with the implementation of regulations and carbon pricing, helps raise customers' carbon reduction awareness and drives market demand.	Cement and Environmental Protection Business Government climate regulations and carbon fee incentives encourage early low-carbon transformation, enabling low-carbon producers to gain competitive advantages. TCC Group leads by adopting alternative raw materials, fuels, and AI-smart manufacturing to improve energy efficiency and lower costs. Meanwhile, through waste co-processing, the Group reduces coal usage, creating carbon reduction benefits and revenue streams while strengthening its overall competitiveness.	Cement and Environmental Protection Business As a responsible-production industry leader launching low-carbon products, TCC needs to actively showcase its philosophy and product capacity to institutional investors and the media, conveying that the Company has transitioned from a tonnage-driven raw material supplier to a building materials brand focused on high-value-added products.
Expected Reasonable Time Period		
Short-term to medium and long-term	Short-term to medium and long-term	Short-term to medium and long-term
Impact on Business Model and Value Chain		
Business model of low-carbon products and services sales Downstream construction industry in the value chain, ready-mixed concrete manufacturers; charging service customers	Business model of cement production	Business Model of cement production, low-carbon products and services sales
Strategy and Decision-Making		
Actively develop low-carbon cement and concrete and low-carbon products such as UHPC	Implementation of artificial intelligence for production efficiency Co-processing of household waste and hazardous waste in cement kilns	Development of the Total Climate series of low-carbon products and the UHPC product series Securing diverse financing, such as international capital markets and investment-grade ratings, to attract long-term investors.
Correspond to six major climate action plans		
Low-carbon Circular Production Leading the Industry in Low-carbon Building Materials Low-carbon Supply Chain	Low-carbon Circular Production	Low-carbon Circular Production Leading the Industry in Low-carbon Building Materials Low-Carbon and Negative Carbon Technology Innovation
Response Cost		
Approximately NT\$138 million	Approximately NT\$12 million	Approximately NT\$6 million

3.2 Using scenario analysis for resilience assessment

To thoroughly assess the potential impacts of climate risks on corporate finances and operations, we focus on conducting scenario analysis for two climate risks highly relevant to TCC. The risk falls under the transition risk category of “**carbon trading/carbon fees/carbon taxes under total carbon emissions control (R3).**” The other is the highest-ranked physical risk “**Frequency and intensity of extreme precipitation events (R2)**”, to comprehensively understand the challenges to company operational resilience and financial stability under different climate scenarios.

For transition risk assessment, TCC adopts three representative policy scenarios proposed by the International Energy Agency (IEA): **Stated Policies Scenario (STEPS), Announced Pledges Scenario (APS), and Net Zero Emissions by 2050 Scenario (NZE2050)**, to evaluate the impact of carbon price fluctuations on operating costs and investment decisions under different levels of climate policy tightening, serving as an important basis for formulating climate response strategies and financial planning. Through scenario analysis, TCC is able to grasp the degree of financial

exposure early on and strengthen the efficiency of fund allocation and transition investment deployment.

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

Risk Scenario Description

Risk Type	Scenario	Scenario Description	Key Parameters	Impact Content	Estimated Temperature Rise	Scenario Source
Transformation Risks	STEPS	Existing measures taken by governments around the world to address climate change and specific policies that have been formulated.	Price changes in different regions ¹	Additional expenses over five to ten years due to carbon fees or carbon trading	2.4°C	IEA ²
	APS	Incorporating the latest climate commitments from various countries, including Nationally Determined Contributions (NDCs) and long-term net-zero targets.			1.7°C	

Risk Type	Scenario	Scenario Description	Key Parameters	Impact Content	Estimated Temperature Rise	Scenario Source
Transformation Risks	NZE 2050	The global energy sector achieving net-zero greenhouse gas emissions by 2050.	Price changes in different regions ¹	Additional expenses over five to ten years due to carbon fees or carbon trading	1.5°C	IEA ²
	SSP1-2.6	Low emission scenario indicates global attempts to achieve sustainability goals but with slow progress	Changes in Precipitation Due to Extreme Weather	Business Interruption and Asset Impairment Due to Flooding	1.8°C	IPCC
Physical Risks	SSP5-8.5	Extremely high emissions scenario refers to extremely high emissions caused by extensive use of fossil fuels in the absence of global climate policies.			4.4°C	

¹ Referenced from IEA WEO (2025) ; The 5th Carbon Fee Rate Review Committee of Ministry of Environment.
² Reference from the IEA World Energy Outlook 2025(WEO)

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

As a high-carbon emission industry, TCC needs to pay close attention to greenhouse gas emission regulations at its operational locations during the operational process. In 2023, Taiwan enacted the “Climate Change Response Act,” and in August 2024 issued the “Regulations Governing the Collection of Carbon Fees.” TCC’s Suao Plant and Hoping Plant, located in Taiwan, will pay carbon fees in 2026 based on actual 2025 carbon emissions. Both plants’ voluntary carbon reduction plans have been approved by the Ministry of Environment, successfully obtaining “Preferential Rate A” and high carbon leakage risk industry designation, qualifying for the most preferential carbon fee rate of NT\$10 per tonne in the first year — a substantial cost saving compared with the standard -rate, demonstrating TCC’s efforts

in carbon reduction. In addition, TCC also conducted scenario analysis on the carbon price for Ho-Ping Power Company, estimating the extent of impact based on the actual cost after deducting the electricity consumption allowance. In addition, Mainland China's Ministry of Ecology and Environment incorporated the cement industry into the national carbon emissions trading market in 2025, adopting a phased approach: an initial implementation stage (2024–2026), focused mainly on familiarization with the rules and improving data quality, with allowances centered on free allocation and intensity control; this will be followed by a deepening and refinement stage (starting in 2027), progressively improving the system design and studying the tightening of allowances and strengthening of market constraints.

Furthermore, TCC expanded its investments in Türkiye's OYAK Cement and Portugal's CIMPOR in 2025, increasing its shareholding to 60% and 100%, respectively. This move not only strengthens its global operational footprint but also facilitates the adoption of advanced European low-carbon technologies. CIMPOR's cement plants in Africa use over 90% biomass fuel and possess the world's first large-scale calcined clay cement production base, which can effectively reduce carbon emissions by at least 40%. Through these acquisitions and technological integrations, TCC can enhance its carbon competitiveness and mitigate the

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

Key Analysis Points

Analysis Sites	Key Parameters Considered		Scenario	Result
Cement Production Sites in Taiwan, Mainland China, and CIMPOR	Cementitious Material Production		IEA STEPS	Carbon Fee Carbon Trading Financial Impact Results ³
	Clinker Production		Carbon Price under Current Policy Scenario	
	Taiwan Energy Transition Plan			
	Energy Consumption			
	Feed-in Tariff		IEA APS	
	Taiwan Carbon Leakage Risk Factor		Carbon Price under Committed Target Scenario	
Ho-Ping Power Company	Carbon Prices in Taiwan and Mainland China		IEA NZE 2050	
	EU ETS		Carbon Price under Net-Zero Emissions Scenario	

³ Financial impact refers to the difference compared to a scenario where no carbon reduction measures are taken. Türkiye's current carbon fee policy is unclear. After evaluation, OYAK Cement has been temporarily excluded from this year's analysis

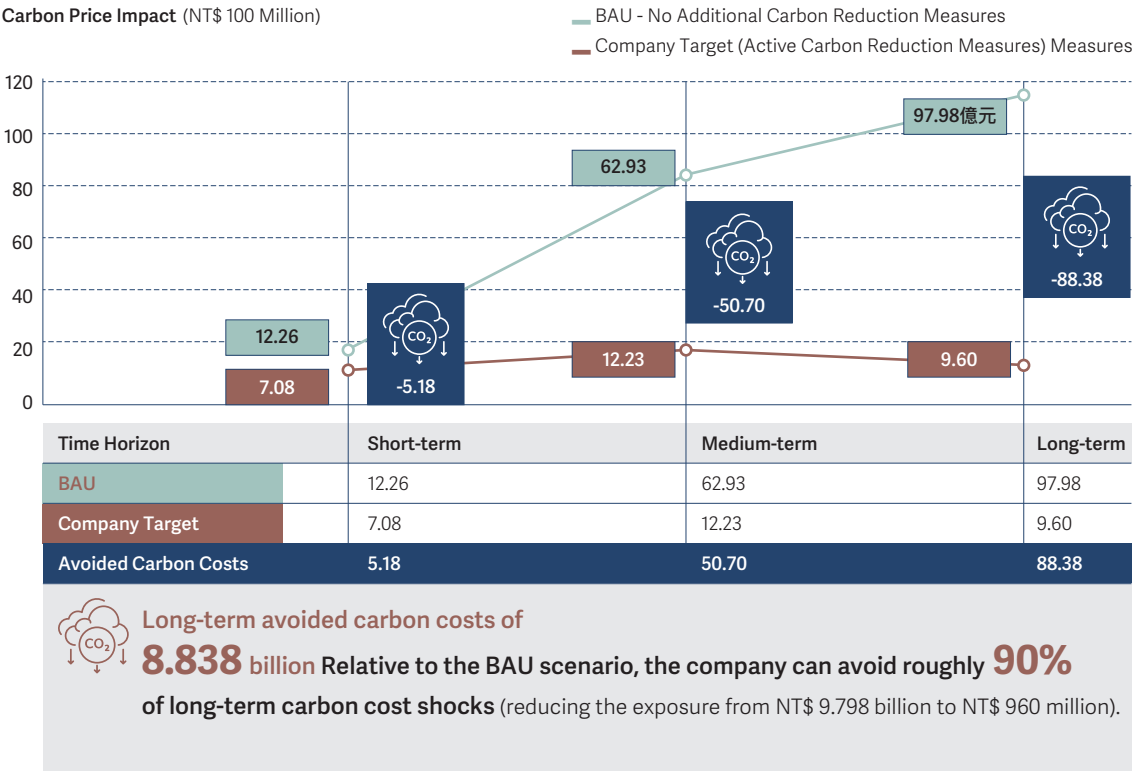
The analysis results indicate that, regardless of the climate scenario, the absence of transition measures would subject TCC sites to carbon costs exceeding the Company's set emission reduction targets. Based on a comprehensive assessment of TCC's operating model and decarbonization pathway, under the BAU scenario, the estimated short-term carbon price impact for domestic and overseas facilities could reach NT\$1.226 billion, medium-term impact could reach NT\$6.293 billion,

and long-term impact NT\$9.798 billion. Under the Company's target-scenario carbon reduction pathway, the estimated carbon price impact is NT\$708 million in the short term, NT\$1.223 billion in the medium term, and NT\$960 million in the long term. Whether domestic or overseas, any facility that does not implement carbon reduction management measures will face a significant gap in financial impact.

Time Horizon	Short-term	Medium Term	Long Term
Gap Amount Between BAU Scenario and Target Scenario	NT\$518 million	NT\$5.070 billion	NT\$8.838 billion

Scenario Analysis: Financial Impacts of Carbon Price Shocks (Unit: NT \$ 100billion)

Adopting the decarbonization strategy under the company's target scenario will significantly mitigate carbon cost impacts in the long term, generating substantial financial benefits



Note: The short-, medium-, and long-term financial impact figures represent the maximum value for a single year within each time horizon

Please refer to [Chapter 2.2, Climate Risk and Opportunity Management Process](#)

Physical Risks | Frequency and Intensity of Extreme Precipitation Events

To enhance climate resilience and operational stability, TCC Group systematically conducts physical risk assessments. For its major global operational sites, it uses the Aqueduct Floods tool and related databases developed by the World Resources Institute (WRI), supplemented by historical disaster records and geographical characteristics, to simulate extreme weather risks under different climate scenarios (such as IPCC's SSP1-2.6 and SSP5-8.5). For operational sites in Taiwan and Mainland China, the potential impacts of extreme precipitation on production facilities, logistics transportation,

and operational interruptions are quantitatively assessed by simulating flood risks in 2030. Based on water depth indicators, risks are categorized into different levels, serving as important references for risk adaptation and resource allocation. Internationally, Türkiye's OYAK Cement and Portugal's CIMPOR plants are also included in the same analytical framework, assessing potential flood disasters under different emission scenarios to understand the exposure level of key facilities under climate change.

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

Under the high-emission scenario (SSP5-8.5), TCC conducted extreme climate risk assessments for its operational locations in Taiwan and Mainland China, focusing on the impact of heavy rainfall during the plum rain and typhoon seasons from April to September each year. The results show that there are 10 locations at risk of flooding in Taiwan, located in Yilan County, Taichung City, Tainan City, and Kaohsiung City. In Mainland China, there are 11 locations at risk, distributed across Sichuan, Guangdong, Guangxi, Fujian, Hunan, and Liaoning, among other regions. Additionally, for international operations, TCC also simulated the 2030 flood risk for OYAK Cement in Türkiye and CIMPOR plants in Portugal. Preliminary analysis shows

that 15 locations are in flood-risk zones. Based on the comprehensive assessment analysis above, without effective adaptation measures, long-term climate impacts could lead to production equipment damage, operational interruption, and asset impairment for TCC, with estimated long-term potential financial impacts reaching NT\$4.326 billion. To reduce the aforementioned risks, TCC will continue to conduct regular flood simulations and disaster adaptation assessments for high-risk locations across its global sites, optimize flood prevention facilities, and enhance backup mechanisms and response capabilities.



| F e a t u r e |

Flooding Incident at TCC Guigang Plant

Subsequent to the reporting period, in July 2026, Typhoon Maysak and its residual circulation brought extreme weather events—including torrential rainfall, flooding, and river backflow—to Guangxi, China. This resulted in damage to certain equipment at TCC's Guigang Cement Plant.

Emergency Response & Mitigation Measures
Immediately following the incident, TCC activated its Business Continuity Plan (BCP) and cross-regional supply response mechanism. The Yingde Cement Plant in Guangdong stepped in to support production and supply, effectively minimizing disruptions to customer deliveries and overall operations.

Concurrently, TCC established an on-site task force to conduct post-disaster damage assessments, equipment restoration, and work resumption planning. The company also actively supported affected employees and assisted the local community in its post-disaster recovery efforts.

Strengthening Climate Resilience & Financial Protection
This event underscores once again the immediate physical risks that extreme weather poses to operational sites. To mitigate the operational impacts of climate disasters, TCC will continue to:
Strengthen flood prevention and disaster preparedness across all operational sites.
Enhance business continuity management (BCM) and the resilience of cross-regional supply chain dispatch.
Additionally, the Guigang plant is covered by comprehensive property insurance. TCC is currently processing the insurance claims to minimize the financial losses resulting from this disaster.

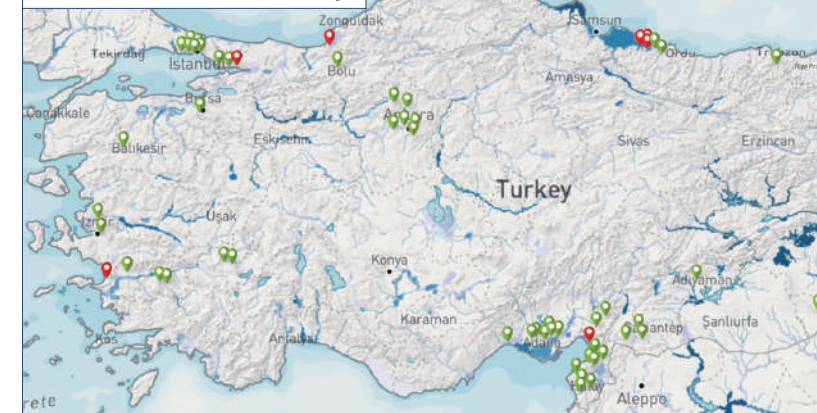
Taiwan Flood Risk Map



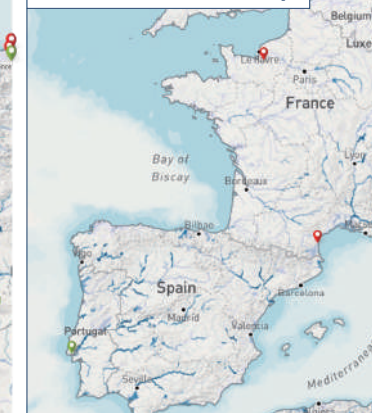
Mainland China Flood Risk Map



OYAK Cement Flood Risk Map



CIMPOR Flood Risk Map



3.3 TCC Climate Commitments and Goals

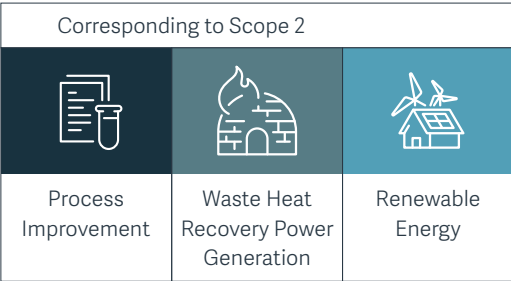
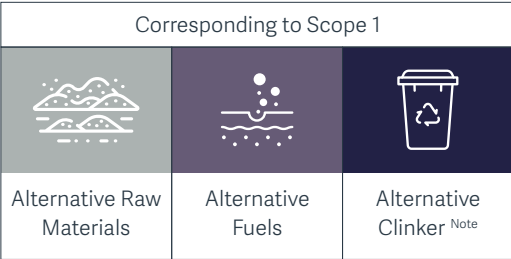
With carbon reduction and green enhancement as its core focus, TCC promotes three key business transformations, adopting strategies such as carbon reduction in basic building materials and optimization of new energy storage. These efforts advance sustainable products and services, strengthen the Company's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

Carbon Reduction Strategy

To achieve its net-zero target, TCC's carbon reduction approach primarily relies on key measures within the cement production process — alternative clinker, alternative raw materials, alternative fuels, waste heat recovery power generation, process improvement, renewable energy, and carbon capture — as its carbon reduction strategies; for carbon sinks, the Company launched forest and soil surveys in 2023 as a feasible option for net-zero carbon removal. TCC will assess the feasibility of carbon offsetting based on the progress of its net-zero pathway and domestic and international technology developments; for example, captured CO₂ in the future will be assessed for carbon credit application in line with government policy, or carbon offsetting may be achieved through the purchase of external or

internationally certified high-quality carbon credits.

TCC's global cement and concrete business became the first cement company in East Asia to commit to net zero by 2050 and have its SBT 1.5°C targets approved; the Taiwan and Mainland China sites of the Cement and Environmental Protection Business, as well as European subsidiaries CIMPOR and OYAK CEMENT, all passed validation. The Energy Storage and Charging Business's NHOA Energy and Atlante also completed SBT 1.5°C target validation in 2026 and committed to and established 2050 net-zero plans.



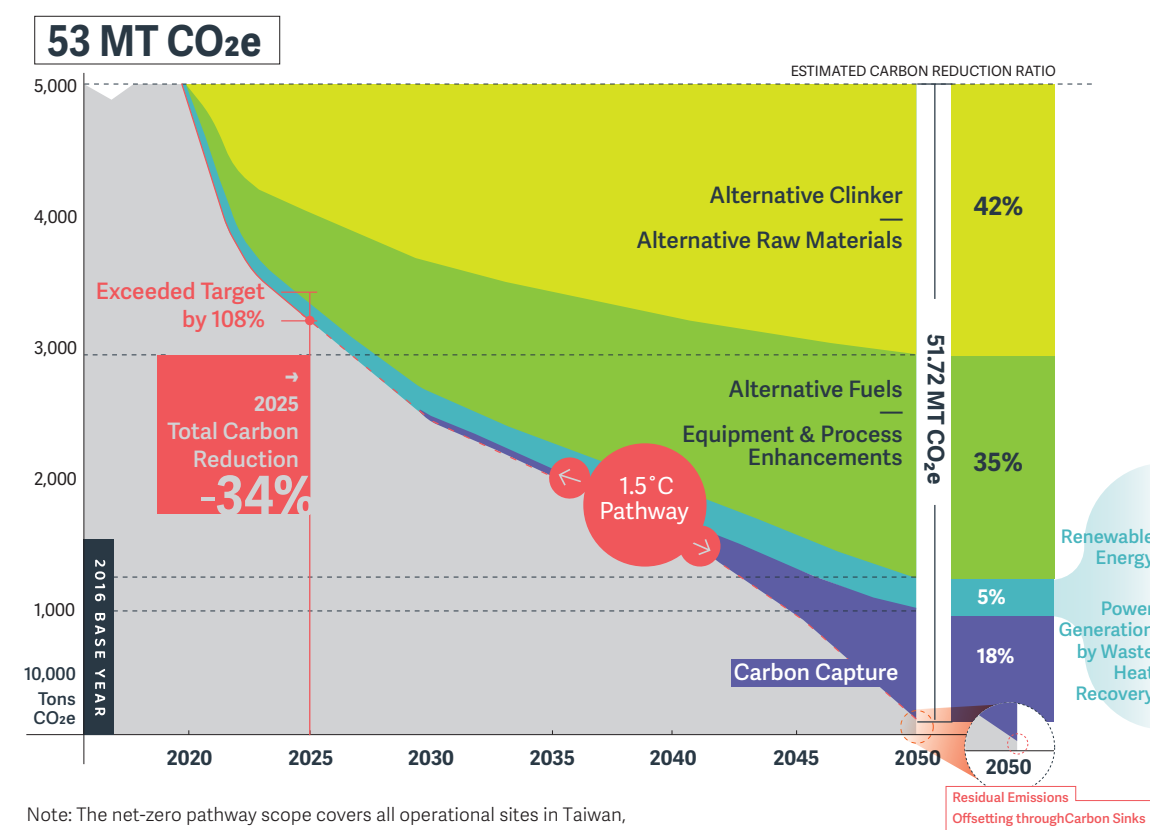
Note: Alternative clinker refers to the development of new cementitious materials.

The Cement and Concrete Business accounts for more than 80% of the Group's total carbon emissions, making it the primary source of emissions and therefore the core focus of the Group's carbon reduction strategy and actions.

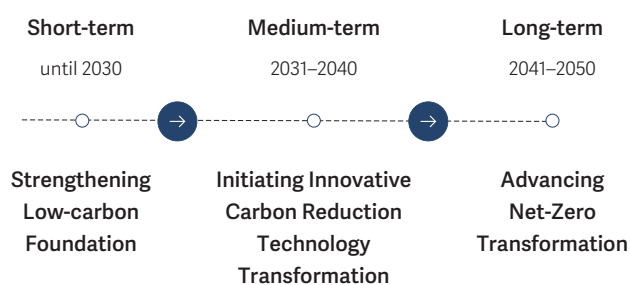
TCC Global SBT Targets	Scopes	Base Year	Near-term Targets 2030
TCC Group Holdings	Scope 1	2016	Per Tonne of Cementitious Material 23.9% Reduction
	Scope 2	2016	Per Tonne of Cementitious Material 64.4% Reduction
	Scope 1+2	2016	Per Tonne of Cementitious Material 26.8% Reduction
CIMPOR	Scope 1	2022	Per Tonne of Cementitious Material 19.5% Reduction
	Scope 2	2022	Per Tonne of Cementitious Material 55.7% Reduction
	Scope 3	2022	Per Tonne of Purchased Cement and Clinker 29.4% Reduction
OYAK Cement	Scope 1	2021	Per Tonne of Cementitious Material 20.5% Reduction
	Scope 2	2021	Per Tonne of Cementitious Material 56.3% Reduction
	Scope 3	2021	Per Tonne of Purchased Cement and Clinker 22.9% Reduction Per Tonne of Purchased Fuel- and Energy-Related Activities 51.6% Reduction
NHOA Energy	Scope 1	2024	Absolute Emissions 42.0% Reduction
	Scope 2		
	Scope 3	2024	Use of Sold Products 51.6% Reduction per Battery Cell.
Atlante	Scope 1	2024	Absolute Emissions 42.0% Reduction
	Scope 2		

TCC has proposed, the “Global Cement and Concrete Business Net-Zero Pathway” follows the Science Based Targets (SBT) 1.5°C methodology and the ISO IWA 42 net-zero guidelines, with reference to the IEA's net-zero pathway report and 2025 World Energy Outlook, employing key measures within the cement production process — alternative clinker, alternative raw materials, alternative fuels, waste heat recovery power generation, process improvement, renewable energy, and carbon capture — as its carbon reduction strategies. TCC reviews annual carbon reduction performance and technological progress, continuously adjusts pathway milestones, and strengthens its resilience and carbon competitiveness.

Global Cement and Concrete Business Net-Zero Pathway



TCC's Carbon Reduction Roadmap is focused on the overall goal of achieving net-zero emissions in cement and concrete operations by 2050. Guided by the International Energy Agency (IEA) Net Zero Emissions by 2050 (NZE) scenario, World Cement Association (WCA) and Global Cement and Concrete Association (GCCA) carbon reduction blueprints and considering the current status of TCC's operational sites and policy restrictions, the Company has developed a three-stage reduction strategy covering short-term, medium-term, and long-term phases.



To support its net-zero goals, TCC actively manages supply chain emissions by promoting Scope 3 inventory and reduction initiatives. Focusing on four key categories—upstream and downstream transportation, purchased goods, and fuel/energy activities—TCC has set short-term targets for 2030. Meanwhile, aligned with the SBTi 1.5°C methodology, TCC has developed a long-term 2050 Scope 3 pathway. By collaborating with suppliers and logistics partners, the Company is enhancing low-carbon transportation and raw material procurement to drive coordinated climate action across the value chain.

3.4 TCC Climate Actions

To effectively respond to the risks and opportunities brought by climate change, TCC systematically inventories response measures and their potential impact on corporate operations and finances, based on material climate topics. For the identified material climate risks and opportunities, TCC combines its existing climate strategy with six major climate action programs, formulating corresponding mitigation and adaptation measures across the dimensions of policy management, operations and production, products and services, and low-carbon transition, and progressively quantifying their impact on financial dimen-

sions such as revenue, operating costs, capital expenditure, and asset value. By linking climate actions with financial impact assessments, TCC is able to grasp the risk-reduction benefits and potential value created by each measure, serving as an important basis for strategic planning, capital allocation, and operational decision-making. Going forward, TCC will continue to refine its climate-related financial impact assessment mechanism, enhancing the execution effectiveness and decision-making resilience of its climate actions, and accelerating its low-carbon transition and long-term sustainable development.

Risk Addressed

R1 Level of Support from Insurance and Financial Institution Investment/Lending

As the global net-zero transition accelerates, financial institutions and the insurance market have progressively incorporated climate risk, carbon reduction performance, and transition capability as important considerations in investment, lending, and underwriting decisions. For high-carbon-emission industries such as cement and coal-fired power generation, failure to demonstrate a concrete low-carbon transition pathway, a sound climate governance mechanism, and transparent climate information disclosure may result in challenges such as rising financing costs, tightening credit terms, reduced investment interest, or difficulty obtaining insurance — in turn affecting a company's ability to access capital and its long-term competitiveness. In

response to this trend, TCC continues to deepen its climate governance and low-carbon transition roadmap; in addition to setting science-based carbon reduction targets, advancing transition investments, strengthening climate information disclosure, and improving transparency in communication with financial markets, the Company is also actively developing low-carbon businesses such as energy storage, EV charging, and new energy, progressively building a business portfolio that combines carbon reduction benefits with growth potential. Through a dual-track transition strategy combining its core building materials business with new energy ventures, TCC not only reduces the transition risk of its high-carbon business but also further enhances

the Group’s competitive advantage and investment appeal amid the energy transition trend, continuing to maintain a solid foundation of capital market support and strengthening

the Company’s financial resilience and long-term value creation capability throughout its net-zero transition.

Current Impact

- Property insurance and business interruption insurance premiums for the Taiwan cement business and Ho-Ping Power Company increased 35% and decreased 13%, respectively, compared with the prior period, with coverage ratios rising to 100% and 94.45%, respectively; property insurance and business interruption insurance premiums for the Mainland China cement business declined slightly, with the coverage ratio maintained at 100%;
- As of December 31, 2025, the unused sustainability and green financing facility totaled NT\$93,529,964 thousand; drawdowns on the sustainability and green financing facility in 2025 increased net cash inflow from financing activities by NT\$4,273,871 thousand.
- Energy storage and charging products and services, renewable energy trading, and battery-related products and services generated operating revenue of NT\$11,720,817 thousand and NT\$15,453,386 thousand in 2025 and 2024, respectively, contributing to cash inflow from operating activities.

Expected Impact

- Failure to achieve low-carbon transition goals may increase financial institutions' insurance exposure risk, potentially resulted in higher premiums and lower coverage ratios. This, in turn, would raise operating costs and lead to additional cash outflows.
- Stricter climate policies in the future may lead to downgrade risk ratings for high-carbon industries by financial institutions, resulting in higher financing rates. This will not only raise capital costs but may also reduce cash inflows and decrease capital flexibility.
- As the financial industry accelerates its decarbonization efforts, investment and financing support for high-carbon industries is gradually tightening, resulting in reduced cash inflows for TCC.
- Continued investment in diverse renewable energy sources — wind, solar, geothermal, and ocean-based — including the Chiayi fishery-solar symbiosis and Changhua wind power projects, the Taitung Hongye Valley geothermal power project, and the Hualien ocean thermal energy conversion project, as well as investment in new energy site development and in-plant energy storage system installation, is expected to increase future capital expenditure, resulting in cash outflow from investing activities and corresponding depreciation expense.
- Continued investment in the development of energy storage technology, energy transition, and renewable energy is expected to increase R&D expenses, leading to increased cash outflow from operating activities.

Unit: NT\$ Thousand

Capital Expenditure and Related Cost Investment

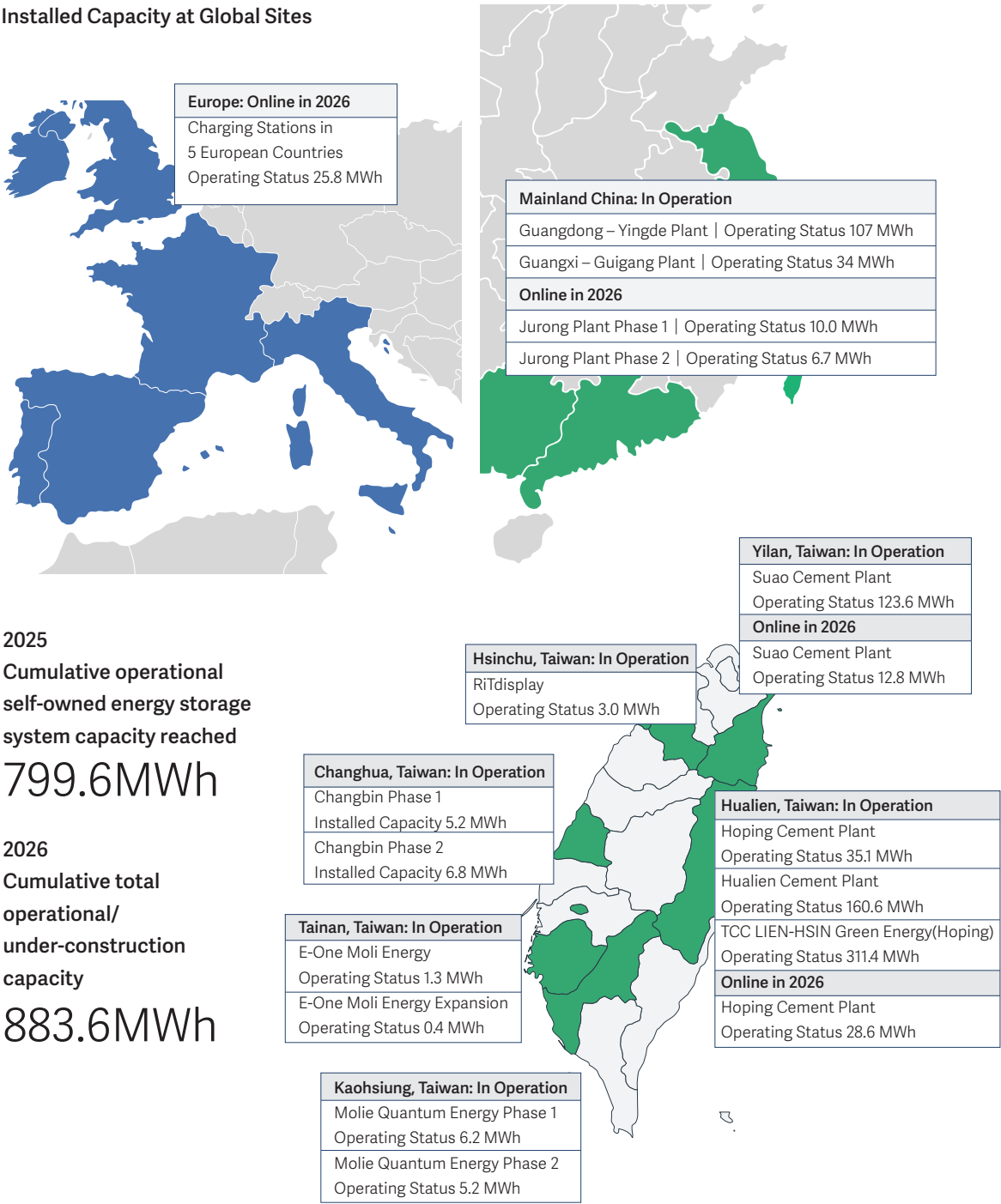
	2024	2025	Planned Investment for 2026
TCC Taiwan Property and Business Interruption Insurance	86,329	115,328	155,873
Ho-Ping Power Company Property and Business Interruption Insurance	320,408	356,403	311,338
TCC Mainland China Property and Business Interruption Insurance	41,953	39,719	42,665
Turkey and Portugal Property Insurance and Business Interruption Insurance	204,619	282,284	282,284
Solar Power Projects	40,919	-	-
Aquavoltaic Projects	106,645	551,126	1,637,291
Wind Power Projects	123,224	4,485	2,315
Geothermal Development	242,065	92,156	32,516
Ocean Energy Development	8,085	8,695	9,944
Energy Storage Projects	810,748	669,585	1,551,264
Self-generated renewable energy equipment for self-use	82,070	2,308,158	754,191
Super Battery Factory Construction	3,229,583	241,364	-
Super Battery Manufacturing Equipment	2,949,672	606,310	-
Charging Station	28,327	144,327	-
Subtotal	8,232,694	5,380,221	4,779,681

TCC does not rely on purchasing renewable energy certificates as its main carbon reduction strategy but instead adopts a parallel approach of "self-generation and consumption" and "external green power procurement." TCC's global operational sites, including headquarters, cement plants, RMC plants, and subsidiaries, are actively installing solar power generation systems on plant rooftops and idle

spaces. This initiative promotes self-built, self-generated, and self-consumed renewable energy, advancing energy independence and the use of green electricity. Meanwhile, TCC actively participates in the green electricity market, strategically increasing its annual proportion of green electricity usage through green power procurement.

Self-owned Energy Storage

Installed Capacity at Global Sites



2025
Cumulative operational
self-owned energy storage
system capacity reached
799.6MWh

2026
Cumulative total
operational/
under-construction
capacity
883.6MWh

As the share of renewable energy continues to rise, the stability of power supply has become an important issue in the energy transition. Energy storage systems provide real-time regulation during peak electricity demand or when renewable energy generation is insufficient, and are seen as a key foundation for the development of green power. The International Energy Agency (IEA) has noted that, in response to the global net-zero transition and rapid growth in renewable energy, global energy storage capacity must increase by 1,500 GW by 2030 to strengthen grid regulation capability. TCC established its energy storage arm, NHOA.TCC, in 2020, and acquired Europe’s Engie EPS in 2021, renaming it NHOA Energy. Integrating international technology and system deployment experience, NHOA Energy develops comprehensive solutions spanning battery energy storage system deployment and virtual power plant operation, focusing on urban and distributed application scenarios to help build more flexible and efficient power management models across regions.

Key Performance
Global energy storage
installed capacity
(including EPC) reached 5 GWh

NHOA.TCC (including its European
storage operations)

883.6MWh

operational and under construction

NHOA Energy 3,985 MWh
operational and under construction

Atlante charging points
in operation 4,082



Energy Helper TCC Corporation

Energy Helper TCC Corporation provides large electricity users with an integrated “green power supply – energy storage dispatch – carbon management” energy service, creating a convenience-store-like green power trading

experience that makes it easy for power generators to list their supply. Energy Helper TCC Corporation has built a green power trading platform that integrates diverse renewable energy resources — wind, solar, geothermal, and ocean-based — presenting the

supply-demand matching status of each energy type in real time, enhancing transaction transparency and efficiency, and providing companies with more flexible and diverse green power procurement options, thereby creating a comprehensive ESG green energy integration solution. Through an AI-driven aggregation platform and cloud-based Energy Management System (EMS), the platform analyzes market price zones in real time to provide customers with optimized green power procurement allocation, while activating idle power resources to participate in Taipower’s electricity trading on customers’ behalf, stabilizing electricity cost structures and creating added value; the “Online Green Power Advisor” and big-data matching mechanism integrate diverse green power sources in real time, improving procurement efficiency.

Super Battery Installation

Molicel is the world’s first company to commercialize rechargeable lithium batteries, focusing on the R&D and production of next-generation, high-performance ternary lithium-ion batteries. Driving the energy transition through technological innovation, Molicel provides high-power battery solutions for advanced, forward-looking applications such as electric transportation, electric aviation, and drones, supporting the low-carbon transition of various industries. With high power output, high energy density, and excellent safety performance, Molicel’s batteries have been successfully applied in numerous innovative projects, including helping McMurtry Automotive build the record-breaking Spéirling PURE high-performance electric car, supporting Stark Future’s development of the VARG

Energy Helper TCC Corporation uses its AI platform to integrate customers’ green energy and energy storage sites, fully covering Taipower’s electricity trading programs, and uses its EMS to optimize bidding strategy and resource dispatch, balancing power supply stability with efficiency. As of December 2025, cumulative trading capacity reached 254.2 MW, of which E-dReg participation capacity was 195 MW, representing a market share of 19.1% and ranking first in Taiwan. Going forward, the Company will further integrate green power and carbon management services, using medium-to long-term power purchase agreements (PPAs) to help customers reduce electricity costs, meet government regulatory requirements, lower the burden of carbon fee costs, and progress toward the RE100 sustainability goal.

electric off-road motorcycle, and providing dedicated battery solutions for FlyingBasket’s heavy-duty cargo drones. In the electric aviation sector, Molicel also collaborates with numerous international startups; its battery products combine high-rate charge/discharge capability with flight safety certification, with its technological strength progressively gaining recognition in the global market, accelerating the development of low-carbon transportation and the new energy industry. Molicel actively promotes full product lifecycle management and sustainability strategy, spanning product design, process optimization, and recycling and reuse, and has established a localized battery circularity system, fully implementing green manufacturing and resource circulation.



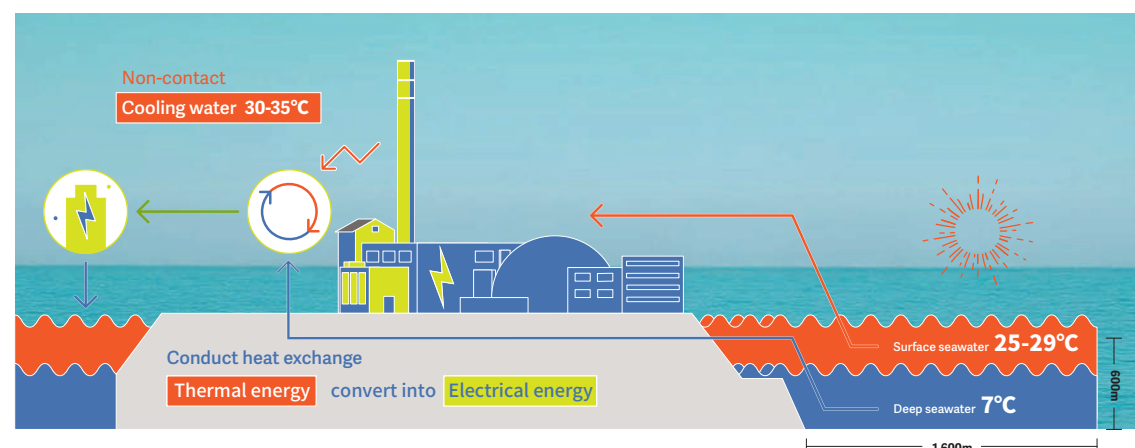
Molicel Products and Applications

Product Series	P	S	X	PX
Core Characteristics	Ultra-high power, fast charging (3C+), extremely low impedance	Enhanced safety, high discharge current, high temperature resistance	Extremely high discharge rate	OMNI TAB design, 30C+ discharge rate, high energy density
Main Application Areas	High-end electric racing, drones, heavy-duty tools	Cloud services, hyperscale data centers, generative AI applications	Super electric vehicles, extreme sports equipment	Frontier technology, new energy storage systems
Technical Specifications and Innovation Highlights	High energy density, optimized discharge curve	Discharge capability of up to 75A, designed for high-load environments	Releases high energy in a short time, meeting extreme performance demands	Adopts an innovative structural design, enabling diverse application scenarios

Ocean Thermal Energy Conversion

TCC is actively developing highly stable ocean thermal energy conversion (OTEC) technology, opening a breakthrough pathway for the energy transition. Development of OTEC technology is being advanced at the 3-in-1 Park of EcoPort, Power Plant, and Cement Plant in Heping, Hualien. The site has excellent deep-sea topographical conditions, with a trench of 600 meters in depth located approximately 1.8 kilometers offshore; deep seawater temperature is approximately 7°C, creating a significant temperature differential with the power plant's cooling water, driving turbine power generation through heat exchange and providing stable, around-the-clock green energy. The OTEC system operates in integration with Heping Power Plant's existing facilities, directly drawing seawater as non-contact cooling water for cooling residual steam heat. After heat exchange, the seawater temperature will be

approximately 5 to 6°C higher than surface seawater, further expanding the temperature differential and improving OTEC efficiency. TCC completed an underwater cultural heritage review in 2024, and in 2025 entered the environmental impact assessment review process of the Energy Administration, Ministry of Economic Affairs. Phase 1 installed capacity is expected to be 1–2 MW, estimated to provide approximately 24,000 kWh of stable power supply per day. Grid connection is expected in 2028, with commercial operation targeted by the end of 2029. The Company is currently evaluating vendors and studying execution models for the "OTEC Combined with UHPC RCP Pilot Pavilion Cooperation and Production Program," while also planning to conduct application and benefit analysis for industries related to deep seawater, serving as an important basis for further technology deepening and industry positioning.



Risk Addressed:

R2 Frequency and Intensity of Extreme Precipitation Events

TCC's operating sites in Taiwan and southern Mainland China are mostly located in subtropical and monsoon climate zones; affected by climate change, the frequency and intensity of extreme rainfall, typhoons, and floods are increasing, bringing greater uncertainty to production operations and supply chain management. Such acute physical risks may result in damage to plant facilities, operational disruption, logistics obstruction, and increased operating costs, further affecting product delivery, asset security, and financial performance. To enhance adaptive capacity and operational resilience in the face of extreme weather events, TCC continues to strengthen

its climate adaptation and disaster response management mechanisms, reducing the potential impact of extreme weather on operations through the establishment of business continuity plans (BCPs), regular review of climate-sensitive assets and regional risk hotspots, enhancement of the weather resilience of critical facilities, and strengthening of supply chain collaboration and response capability — ensuring the stability of production, logistics, and customer service, and enhancing the Group's long-term resilience and adaptive capacity in the face of climate disasters.

Current Impact

TCC has installed water storage ponds, carried out projects to enlarge discharge outlets, and installed water recovery systems at its cement plants, mining areas, and RMC plants to improve water use efficiency; property, plant and equipment increased in 2025 and 2024, respectively, resulting in cash outflow from investing activities.

Expected Impact

In the event of extreme weather events such as floods and droughts, the shipment and dispatch of products or raw materials may be disrupted, requiring adjustments to transportation methods and increasing transportation costs; floods may also result in equipment being submerged and requiring repair, as well as the need for enhanced slope protection in the future, while severe droughts will also increase water purchase costs. The above circumstances are expected to increase operating costs and expenses, resulting in cash outflow from operating activities.

Capital Expenditure and Related Cost Investment

Unit: NT\$ Thousand

	2024	2025	Planned Investment for 2026
Strengthen Climate-Resilient Equipment	10,504	37,203	25,694
Water Recovery-related Equipment	23,709	52,526	105,354
Water Footprint and Water Resource Efficiency Management Certification at Taiwan Cement Plants	1,553	1,287	2,691
Subtotal	35,766	91,016	133,739

Business Continuity Plan, BCP

To enhance the Company's emergency response capabilities and ensure rapid recovery of critical operations during disruptions, TCC has established a Business Continuity Management Plan with clear objectives. Prevention and response mechanisms have been developed for potential risks and operational impacts to protect personnel safety, maintain stable customer service, and effectively reduce the impact of operational disruptions. For its core business of cement manufacturing and sales, TCC established the Business Operations Continuity Management Guidelines in 2024, adopting the ISO 22301 Business Continuity Management System framework to develop comprehensive disaster response and business continuity mechanisms. The guidelines clearly define organizational responsibilities, division of duties, and response objectives, and implement regular drills to strengthen overall resilience and practical operational capabilities. In the future, TCC plans to gradually obtain ISO 22301 international standard certification. When a major disaster occurs, the Chairman serves as Commander-in-Chief and senior executives serve as Deputy Commanders, quickly forming a cross-departmental command team; based on the degree of operational impact, the Maximum Tolerable Period of Disruption (MTPD), Recovery Point Objective (RPO), and Recovery Time Objective (RTO) are determined, and operational teams

composed of each plant and business unit carry out disaster response, damage assessment, equipment recovery, and coordination of external resources. Each plant also establishes its own dedicated business continuity plan based on its specific risk characteristics, regularly reviewing disaster recovery capability and continuously refining related response measures, to ensure the maintenance of operational stability and supply capability under extreme climate scenarios.

In terms of water resource management, cement plants in Taiwan and Mainland China have used a water footprint management platform since 2022, comprehensively monitoring data on water withdrawal, water use, recycled water, and discharged water, and calculating water recovery rates in real time, while actively adopting the ISO 46001 Water Efficiency Management System and ISO 14046 water footprint assessment. Cement plants in Taiwan and the Tainan plant of subsidiary Molicel (E-One Moli Energy) are subject to water usage fee collection; in 2025, their water recovery rates reached 98.6% and 51.8%, respectively, both exceeding the industry benchmark published by the competent authority, demonstrating the results of TCC's continued improvement in water use efficiency and strengthening of climate adaptation capability.

Mitigation and Adaption Measures



Physical Risks

Flood

Risk Description

Equipment damage leading to production process delays and interruptions



Physical Risks

Drought

Risk Description

Insufficient process water leading to production delays and interruptions



Response Measures

RMC Plants establish climate disaster emergency response guidelines :

For extreme weather events such as typhoons and heavy rains, the RMC Plants should clearly define pre-disaster prevention, during-disaster response, and post-disaster recovery mechanisms to ensure personnel safety and uninterrupted operations.

Cement plants establish typhoon and flood prevention contingency plans :

Drawing on historical disaster experiences and regional climate risks, they develop tiered response operation procedures to enhance real-time response capabilities during emergencies.

Comprehensively strengthen flood prevention system facilities in plant areas :

Including raising drainage ditches, installing flood gates and temporary water containment facilities to reduce the risk of plant flooding and equipment damage.

Complete safety inventory checking and dispatch arrangement of raw materials and finished products before flood season :

Ensure minimum operational requirements and stable customer delivery are maintained during disasters.

Arrange natural disaster insurance coverage for high-risk and critical equipment :

Incorporate natural disasters into the risk transfer mechanism to reduce the financial impact of potential asset losses on operations.

Continuously optimize process water efficiency:

Through technical upgrades and process adjustments, gradually reduce the water withdrawal intensity required per unit of cement product to decrease dependence on natural water resources.

For plants located in medium- to high-water-risk areas, establish water storage and regulation facilities:

Enhance operational resilience and water supply stability during drought or water restriction periods.

Fully implement ISO 14046 Water Footprint standard and ISO 46001 Water Efficiency Management System:

Strengthen water resource use performance evaluation, target setting and continuous improvement mechanisms to align with international best practices in water resource management.

Install rainwater harvesting and process water recycling/ purification equipment at each RMC plant:

Increase recycled water usage, reduce freshwater withdrawal, and minimize the environmental impact of wastewater discharge.

Develop a digital water footprint management platform:

Collect and monitor water usage at each operational site in real-time, improve water use transparency and decision-making efficiency to support resource allocation and water risk management.

Risk Addressed

R3 Carbon Trading/Carbon Fees/Carbon Tax for Total Carbon Emissions Control

As the global net-zero transition accelerates, carbon pricing mechanisms, the Carbon Border Adjustment Mechanism (CBAM), and various low-carbon building material policies are progressively coming into effect, and high-carbon-emission industries face increasing regulatory compliance pressure and transition requirements. For the cement and coal-fired power generation industries, failure to effectively reduce greenhouse gas emission intensity and advance low-carbon transition may result in challenges such as increased carbon costs, higher capital expenditure requirements, and declining market competitiveness. To enhance its long-term resilience and competitive advantage, TCC continues to incorporate climate risks and transition opportunities into its operational and investment decisions, actively advancing process optimization, energy efficiency improvement, and low-carbon technology deployment, and progressively extending carbon reduction actions to value chain segments such as raw material procurement, transportation and logistics, and supplier management, working together with supply chain partners to jointly enhance carbon reduction capability and climate resilience. At the same time, TCC continues to build out its low-carbon and new energy businesses, cultivating future growth momentum. Through carbon reduction in its core building materials business, low-carbon supply chain collaboration, and the development of emerging low-carbon businesses, TCC is committed to reducing the potential

impact of regulatory and market changes, enhancing the Group’s adaptability and sustainable competitiveness under the low-carbon economy.

Current Impact

Continuing to upgrade equipment and technology, including improving the efficiency of equipment such as gasifiers, preheaters, and cement mills, and updating waste heat recovery power generation systems; expanding storage areas for alternative raw materials and fuels, and adding infrared scanning equipment, alternative fuel conveyor systems, and fire and automatic sprinkler sensors at storage silos to strengthen fire control for alternative fuel storage; and investing in the DAKA Resource Recycling Center to co-process municipal solid waste with cement kilns, among other initiatives. The above investments generated capital expenditure of NT\$4,066,821 thousand and NT\$8,136,756 thousand in 2025 and 2024, respectively, resulting in cash outflow from investing

- In 2025, TCC accelerated the electrification of its transport fleet, including introducing electric ready-mix concrete trucks at its Taiwan plants, to be formally put into service in 2026; the Company continues to convert company vehicles at its operating sites to electric vehicles and to purchase electric tractor trucks. TCC’s investment in related electric vehicles and their charging equipment generated capital expenditure of NT\$263,672 thousand and NT\$18,146 thousand in 2025 and 2024, respectively, resulting in cash outflow from investing activities.
- The introduction of autonomous electric mining trucks at mining areas in Taiwan and Mainland China generated capital expenditure of NT\$266,668 thousand and NT\$547 thousand in 2025 and 2024, respectively, resulting in cash outflow from investing activities.

Expected Impact

- Investment in operational equipment upgrades or technology (such as carbon-negative technology)-related equipment will increase capital expenditure and depreciation expense, resulting in corresponding cash outflow. Continued investment in the development and application of alternative raw materials and fuels, oxy-fuel combustion, and carbon capture technology will increase R&D expenses, leading to increased cash outflow from operating activities.
- Company vehicles will be fully converted to electric vehicles in the future, and electric trucks, tractor trucks, and mining trucks will be purchased, which is expected to increase capital expenditure, resulting in cash outflow from investing activities and corresponding depreciation expense.

Capital Expenditure and Related Cost Investment

Unit: NT\$ Thousand

	2024	2025	Planned Investment for 2026
Equipment related to alternative raw materials and fuels usage	1,588,773	1,152,023	1,905,174
Energy saving and carbon reduction equipment	403,322	3,431,704	3,734,273
Process improvement equipment	5,156,060	3,441,957	2,252,566
Phase 6 environmental protection ready-mix trucks procurement for RMC Plants in Taiwan	21,560	74,280	15,510
Electric ready-mix trucks procurement for RMC Plants in Taiwan	-	2,453	15,048
Electrification of large transport vehicles	46,900	169,800	63,520
Dock overhaul of cement carrier fleet	153,512	99,420	-
Dock overhaul of bulk carrier fleet	39,688	56,637	81,541
Modification of existing cement carriers (installation of shore power connection system)	5,868	-	-
Procurement of eco-friendly cement carriers	471,687	786,024	-
New Bulk Carrier Acquisition	-	1,031,479	614,288
Installation of port shore power systems	1,657	-	-
Subtotal	7,889,027	10,245,777	8,681,920

Alternative Raw Materials and Fuels

Industrial by-products such as calcium fluoride sludge from the semiconductor industry, reduction slag from the steel industry, and desulfurization gypsum and fly ash from the power industry are rich in silicon, aluminum, iron, and calcium — the four key elements that make up cement — and can serve as alternative raw materials for cement; recovered resources such as waste wood, wood chips, waste plastics, and solid recovered fuel (SRF) can serve as alternative fuels. Alternative raw materials pass through the cement kiln’s precalciner and rotary kiln system, undergoing high-temperature calcination and mineralization (clinkering) together with other raw materials, becoming part of the clinker production process; alternative fuels reduce the use of traditional coal.

Alternative Clinker

Following the carbon reduction recommendations from the International Energy Agency (IEA) and World Business Council for Sustainable Development (WBCSD) on reducing the Clinker-to-Cement Ratio, TCC incorporates more limestone, volcanic ash, and kaolinite as clinker alternatives within regulatory limits and market acceptance. These production for these blended cements produce less carbon dioxide due to their reduced clinker content. For example, in Ivory Coast and Cameroon, TCC uses calcined clay as a clinker substitute, which, when blended, reduces clinker usage and produces low-carbon cement products.

Green Transportation

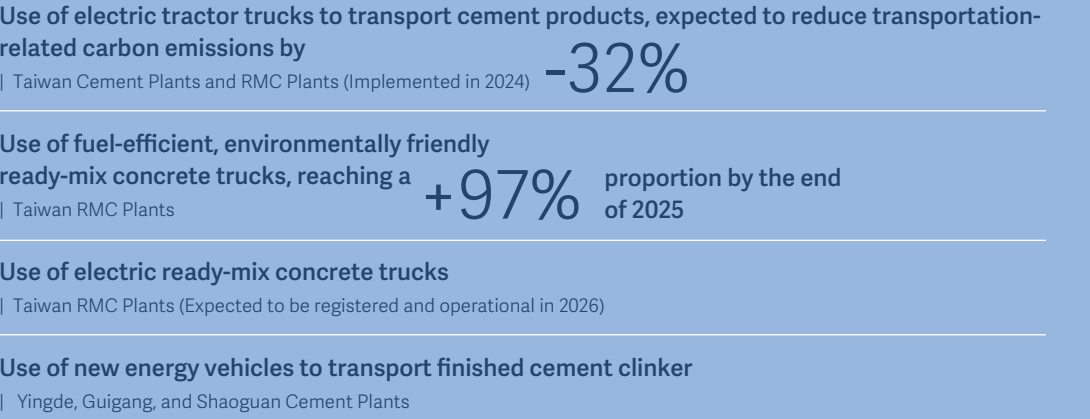
According to the latest statistics from the Ministry of Environment, the transportation sector is Taiwan's second-largest source of carbon emissions, with road transportation accounting for the highest proportion.

To reduce greenhouse gas emissions and air pollution from transportation, TCC is actively promoting green transportation and enhancing the environmental performance of its own logistics system. Utilizing its subsidiary Taiwan Transport & Storage's operational resources, TCC officially introduced electric tractor units for cement product transportation in April 2024, which is estimated to reduce per-trip transportation carbon emissions by approximately 32%. The RMC plants operated by TCC and Feng Sheng Industrial are simultaneously upgrading their fleets, gradually replacing diesel mixer trucks with more fuel-efficient and lower-emission Euro V and Euro VI environmental protection vehicles. TCC subsidiary Ta-Ho Maritime is actively advancing its low-carbon transportation transition, substantially reducing carbon emissions and improving energy efficiency through shore power installation, the procurement of new-generation environmentally friendly vessels, and smart management. Ta-Ho Maritime has completed the phased installation of shore power systems on both vessels and shore facilities since 2020; in 2025, shore power usage hours reached 3,345 hours, totaling 1,405,788.8 kWh. In 2025, the smart environmentally friendly cement vessel “TAHO COMPLIANCE” and the environmentally friendly bulk carrier “TAHO FANTASY” were introduced into service, complying with International Maritime Organization (IMO) Energy Efficiency Design Index (EEDI) Phase 2 and Phase 3 standards, respectively. Ta-Ho Maritime also plans to introduce an Ultramax environmentally friendly bulk carrier of the same class as “TAHO FANTASY” in 2026, and, combined with smart routing, shore power application, and data management, will continue to strengthen its green shipping capacity and market competitiveness.

Guigang Terminal to Fully Adopt Electric Tractor Units by 2025

TCC's Guigang Terminal has introduced a Priority Dispatch Rights mechanism, encouraging suppliers to invest in fleet electrification transformation and actively building a low-carbon logistics ecosystem. Along the main transportation route spanning 38 kilometers from the plant to the terminal, 60 electric tractor units have been deployed for cement and product transportation, reducing overall transportation costs by 15% and achieving an 87% annual carbon reduction per vehicle. This initiative not only strengthens the resilience of green transportation in the plant area but also serves as a concrete example for regional supply chains advancing towards net-zero transformation.

Key Performance | Achievements



Supplier Carbon Management

TCC drives its overall supply chain operations around the core principles of “sustainable supplier management” and “localized and green procurement,” with the Board of Directors serving as the highest decision-making and oversight body. The Supply Chain Management Department coordinates and integrates implementation status, working with supplier partners to build a responsible supply chain by advancing sustainable procurement. To deepen its sustainable supply chain, TCC has adopted ISO 20400 Sustainable Procurement and obtained third-party verification, establishing a systematic management framework. TCC’s sustainable supply chain management mechanism prioritizes the cement plants, RMC plants,

grinding stations, shipping stations, and mining subsidiaries of the Cement and Environmental Protection Business (Asia) in Taiwan, Mainland China, and Hong Kong, and was expanded in 2025 to cover Longshan Cement Plant, Feng Sheng Enterprise, E.G.C. Cement Corp., and Ho-Ping Power Company, with plans to further cover Taiwan subsidiaries in 2026. In 2025, TCC held an “Industry Chain Conference” centered on the green supply chain, promoting technical and information exchange among partners and deepening the supply chain’s awareness of and cooperation on sustainability goals. In addition, starting in 2025, Taiwanese vendors participating in TCC’s ready-mix concrete raw material and transportation tenders are required to complete ISO

14067 product or service carbon footprint third-party verification; TCC also recognized suppliers who were first to pass verification at the Industry Chain Conference. TCC plans to hold a supplier carbon reduction conference in 2026, inviting external consultants to review and analyze suppliers’ product carbon footprint

data, helping suppliers formulate feasible carbon reduction action pathways. At the same time, TCC also plans to extend its green supply chain strategy to all of its business entities, comprehensively enhancing the sustainability resilience of the Group’s value chain.

Environmental and Climate Action Commitment

TCC encourages suppliers to actively support sustainable transformation, particularly in carbon management, and aims for them to adopt Science Based Targets (SBT) to collaboratively advance toward a low-carbon economy. At the same time, we also expect our partners to proactively provide carbon footprint-related data, enhancing transparency and management efficiency across the overall supply chain. Partner vendors who do not align with TCC's sustainability principles or fail to provide necessary carbon information and reduction measures may jeopardize their partnership opportunities within the supply chain. In response to global carbon reduction trends, TCC will continue to optimize its supply chain structure and collaborate with partners who share the same vision to promote sustainable development.

Opportunity Addressed

01

Expanding Markets through Low-carbon Products and Services

As the global net-zero transition accelerates, carbon pricing mechanisms, green procurement policies, and low-carbon building standards are progressively taking shape, and demand for low-carbon building materials in the construction and infrastructure markets continues to rise; low-carbon products have become an important opportunity for driving industry transition and creating market value. Customer attention to the carbon footprint, environmental performance, and full lifecycle carbon reduction benefits of building material products continues to rise, driving rapid growth in the low-carbon building materials market. To capture the emerging business opportunities brought by the low-carbon economy, TCC continues to incorporate low-carbon product

development into its core business strategy, actively investing in low-carbon technology R&D, process optimization, and product innovation, continuously strengthening product competitiveness and differentiation by reducing product carbon footprint, improving resource use efficiency, and developing high-performance low-carbon building materials. At the same time, TCC also works with supply chain partners to advance low-carbon raw materials and green procurement, progressively building a low-carbon value chain, and, by providing building solutions that combine performance with environmental benefits, responds to market demand and creates new growth momentum and sustainable value.

Current Impact

- TCC’s operating sites generated revenue from low-carbon products (as defined by the Company) of NT\$90,463,134 thousand and NT\$72,271,958 thousand in 2025 and 2024, respectively.
- Constructing plant and equipment for sustainable cement products, including Phase 2 of the UHPC plant in Taiwan and the establishment of a UHPC production center at the Jurong Plant in Mainland China. This generated capital expenditure of NT\$209,792 thousand and NT\$27,224 thousand in 2025 and 2024, respectively, resulting in cash outflow from investing activities, and generated depreciation expense of NT\$15,132 thousand and NT\$13,955 thousand, respectively.
- Development of low-carbon building material products and services generated R&D expenses of NT\$11,933 thousand and NT\$48,195 thousand in 2025 and 2024, respectively, resulting in cash outflow from operating activities.

Expected Impact

- Sales of Taiwan's low-carbon Portland Limestone Cement and Africa's ultra-low carbon cement, produced using low-carbon calcined clay as a substitute for traditional clinker, are expected to grow annually. This is projected to drive revenue growth and increase cash inflow from operating activities.
- Continued optimization of product mix in Mainland China is driving increased sales of low-carbon products, which is expected to increase future operating revenue and result in cash inflow from operating activities.

Capital Expenditure and Related Cost Investment

Unit: NT\$ Thousand

	2024	2025	Planned Investment for 2026
Construction of Ultra-High Performance Concrete (UHPC) Plants and Equipment	26,682	120,149	312,829
Research and Development Investment in Ultra-High Performance Concrete (UHPC)	15,714	11,933	11,933
Third-Party Consultant Carbon Data Collection and On-site Visits	1,161	288	-
Carbon Footprint Advisory and Verification for Taiwan Portland Type I (Bulk) and Portland Limestone (Bagged)	2,803	1,258	1,526
BS 8001 Circular Economy Recertification Audit in Taiwan	422	-	760
Taiwan RMC ISO 14064-1 & ISO 14067 Advisory and Certification Project	11,171	(387) ^註	2,103
Maintenance of Carbon Label and Carbon Footprint Reduction Label for Taiwan Cement Plants	391	816	-
Maintenance of Carbon Label and Carbon Footprint Reduction Label for Taiwan RMC Plants	1,545	1,252	550
Green Building Material Carbon Label Application for Taiwan RMC Plants	2,787	-	2,947
Low-carbon Cement Label Certification for Mainland China Cement Plants	1,447	1,354	1,435
ISO 14064 Advisory and Certification for Mainland China Cement Plants	3,366	1,617	855
Subtotal	67,489	138,280	334,938

Note: As certain specifications were discontinued following assessment, the estimated expenses originally recorded in 2024 were reversed in 2025, resulting in a negative figure.

Low-Carbon Products

In April 2025, the Global Cement and Concrete Association (GCCA) released the world's first Low Carbon Rating (LCR) standard for cement and concrete, providing a consistent carbon intensity benchmark for the global building materials industry. TCC's Portland Limestone Type IL Cement and concrete products launched in Taiwan make it the only company in Taiwan's building materials industry to meet both GCCA's cement and concrete low carbon rating standards. Beyond Taiwan, TCC's low-carbon products manufactured in Mainland China, Türkiye, Portugal, and West Africa have also undergone the Company's carbon footprint assessment and fully comply with GCCA's newly issued rating standards. However, compared to the EU's progressive regulations, where the clinker ratio can be reduced to 20% and alternative materials can reach up to 80%, Taiwan's current cement regulations, which have remained unchanged for nearly fifty years, still impose higher limits on clinker content. In view of this, TCC continues to engage with government departments, recommending that domestic regulations align more closely with the EU framework by relaxing regulations that hinder cement decarbonization, while encouraging and supporting the development and application of alternative raw materials, fuels, and carbon reduction technologies domestically. By prioritizing the use of low-carbon building materials in public works and other large procurement projects, the substantial procurement volume can drive market demand and promote carbon reduction within the construction industry, ultimately accelerating the green transformation of the domestic cement industry.

Low-carbon Product Sales, Management Indicators, and Targets

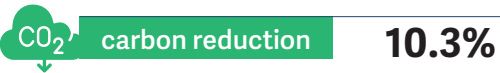
 TCC Taiwan TCC China	Enhance decarbonization efforts	
	increase the production and sales of low-carbon cement and concrete	
 CIMPOR	SALES proportion	EXPORT share
	≤90%	30%
 OYAK CEMENT	TCC will reduce the clinker ratio in cement production to below 65% by 2030	
	The proportion of high-carbon CEM-I in gray cement sales decreased from 23.4% to 12.2%	
 OYAK CEMENT	The clinker ratio in cement production will decrease to 73%	

According to the 2050 Global Building Net Zero Pathway published by the United Nations, embodied carbon in building materials used in new construction must be reduced by more than 40% by 2030 compared to the 2020 baseline, as a crucial step in achieving net-zero emissions in the building sector. The United Nations' Emissions Gap Report 2024 also indicates that the global adoption of limestone and other materials as clinker alternatives to produce low-carbon cement could reduce global carbon emissions by 400 million tonnes CO₂e by 2035. The report underscores that these technologies are feasible and highly effective key decarbonization solutions.

TCC Branded Cement Performance

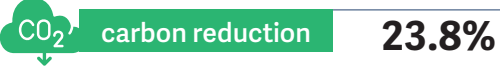
Portland Type I

Can be used for general construction and engineering



Portland Limestone Type IL Cement

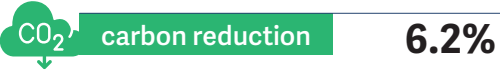
Higher early strength, can be used for general construction and engineering



The carbon footprint is 747 kgCO₂e per metric ton of cement

Portland Type II(MH)

Low heat of hydration
Resistant to sulfates, suitable for bridge piers and large dams



Key Performance for Cement Plants in Mainland China

Most PII, PO, and PC type cement produced in Mainland China plants have obtained low-carbon product certification

2025

Totaled NT\$15,163,547 thousand representing

53% of total revenue in China.

Low-carbon cement shipment volume was 17,937,850 tonnes representing

67% of total shipments in China.

TCC Low-Carbon Concrete Features

 Consistent slump and excellent workability

 Higher early strength

 Strong workability and better carbon reduction

 Used for general construction and engineering

 Excellent durability

Ultra-High Performance Concrete

Ultra-High Performance Concrete (UHPC) is an advanced new construction material developed over recent decades. It features a discontinuous pore structure that effectively blocks the penetration of harmful substances such as chlorides, exhibiting superior mechanical strength and durability that comprehensively surpass that of traditional concrete. UHPC has a lifecycle of over 100 years. Compared to traditional concrete, it can significantly reduce material consumption, decrease component thickness, and reduce the quantity and weight of construction materials, further reducing overall carbon emissions. For example, UHPC can reduce the thickness of exterior walls by 75% and lower carbon emissions by 60% compared to traditional concrete. TCC's UHPC R&D team has overcome the limitations of traditional precast methods, successfully developing formulations for cast-in-place construction. 3D printing technology has been further integrated to broaden applications in architecture and infrastructure, delivering an innovative and sustainable material transformation solution.

UHPC Characteristics



Shortens Construction Period
Prefabricated formwork shortens construction time



Extends Building Service Life
Increased strength, extending building service life



Pumpable
High flowability, pumpable



Reduces Labor Requirements
3D printing, reducing labor requirements

UHPC Application Cases:
TCC DAKA
RRRC Curtain Wall

UHPC EnergyArk

Waterproofing
Improvement Project
for Radio Room Roof
at Zhongli Maintenance
Section of the Freeway
Bureau, MOTC



Internal Carbon Pricing

In response to the formal implementation of the EU’s Carbon Border Adjustment Mechanism (CBAM) and the launch of Taiwan’s carbon fee system in 2026, TCC has implemented an internal carbon pricing system within its Cement and Environmental Protection Business (Asia), using cost-benefit analysis to proactively reflect the impact of carbon costs on operations and investment. Internal carbon pricing serves as an economic incentive for advancing the low-carbon transition, helping each site incorporate carbon reduction-related risks into consideration when evaluating capital expenditure and formulating operational decisions. In addition to using internal carbon pricing as a parameter for capital expenditure benefit analysis, TCC also simulates a carbon trading system in parallel, having launched an

internal carbon trading platform in 2024 to trial-calculate emission allowances and reduction performance at cement plant sites in Taiwan and Mainland China, serving as a basis for internal performance evaluation. For international operational sites, Portugal and Türkiye have set a benchmark of 150 euros per ton of carbon dioxide by 2030, based on carbon price forecasts from the European Cement Association (CEMBUREAU), International Energy Agency (IEA), and Bloomberg New Energy Finance (BNEF). This benchmark serves as a basis for internal investment sensitivity analysis, enabling early assessment of long-term impact of global carbon costs on capital expenditures and operational strategies. TCC utilizes comprehensive carbon pricing and trading system simulations, aiming to build an

economically driven low-carbon transformation framework, enhance carbon risk management effectiveness, and capture transition opportuni

ties while strengthening operational resilience amid climate change.

	Taiwan	Mainland China	Europe
Scopes	100% of Scope 1 + Scope 2 emissions of the Cement and Environmental Protection Business (Asia) (including cement plants, RMC plants, and grinding stations)		Scope 1 Emissions of Cement Plants under 100% Cement & Environmental (Europe & Africa)
Type of Internal Carbon Price	Shadow price		Implicit Price
Internal Carbon Pricing Method	Based on the rate recommendation proposed by the competent authority’s 5th Carbon Fee Review Committee meeting in 2024, assuming the carbon fee is adjusted once every 2 years	With reference to the carbon price trend disclosed under the Mainland China Current Policies Scenario in the “World Energy Outlook 2024”	Based on forecasts from multiple sources including the European Cement Association (CEMBUREAU), the International Energy Agency (IEA), and Bloomberg New Energy Finance (BNEF)
Price per (Metric Ton CO ₂ e)	2025: NTD 500/ton CO ₂ e 2026: NTD 500/ton CO ₂ e Adjusted every 2 years, progressively rising to NT\$1,800/ton CO ₂ e by 2030	2025: CNY 105/ton CO ₂ e 2026: CNY 154/ton CO ₂ e Progressively rising to RMB 328/ ton CO ₂ e by 2040	2030: EUR 150/ton CO ₂ e

Opportunity Addressed

02 Smart Low-Carbon Production and Co-Processing of Waste

As the global net-zero transition accelerates, governments around the world continue to strengthen carbon reduction policies and drive the circular economy; low-carbon technology and resource circulation applications have become important drivers for companies to enhance competitiveness and create emerging business opportunities. For the cement industry, improving energy efficiency, reducing dependence on fossil fuels, and developing circular economy models not only effectively

reduce carbon emissions and operating costs, but also help open up new revenue sources and business models, enhancing the Company’s long-term value. To capture the development opportunities brought by the low-carbon transition and circular economy, TCC continues to incorporate carbon reduction technology innovation and resource circulation into its core business strategy, actively advancing the application of alternative raw materials and fuels, smart process optimization, and

waste-to-resource utilization, progressively building an operating model that combines low-carbon, circular, and high-efficiency features. By continuously improving resource use efficiency and developing a circular

economy value chain, TCC is committed to transforming climate challenges into growth opportunities, creating sustainable competitive advantages that balance environmental benefits with economic value.

Current Impact

- Increased use of alternative fuels, reducing coal consumption, decreased operating costs by NT\$2,269,312 thousand and NT\$2,600,780 thousand in 2025 and 2024, respectively.
- Increased volume of industrial and municipal solid waste treatment services generated operating revenue of NT\$650,858 thousand and NT\$466,509 thousand in 2025 and 2024, respectively, increasing cash inflow from operating activities.

Expected Impact

- The 2030 thermal substitution rate target is 35% for Taiwan and Mainland China, 70% for subsidiary CIMPOR, and 58% for OYAK CEMENT (grey cement). As the use of alternative fuels increases, purchased coal consumption is expected to decrease, thereby reducing future operating costs and helping to generate positive cash flow.
- Improvements in waste heat power generation efficiency will reduce reliance on purchased electricity. Additionally, TCC has joined the Smart Energy Coalition (formerly known as EP100), setting a target to increase energy productivity by 50% by 2040 compared to 2016. These efforts are expected to lower future operating costs and contribute to positive cash flow generation.
- With increased municipal solid waste treatment service volume, TCC DAKA RRRC has a daily processing capacity of over 200 tonnes, and Mainland China cement plants have a combined daily processing capacity of over 600 tonnes, which is expected to help increase future operating revenue and further increase cash inflow from operating activities.

Capital Expenditure and Related Cost Investment

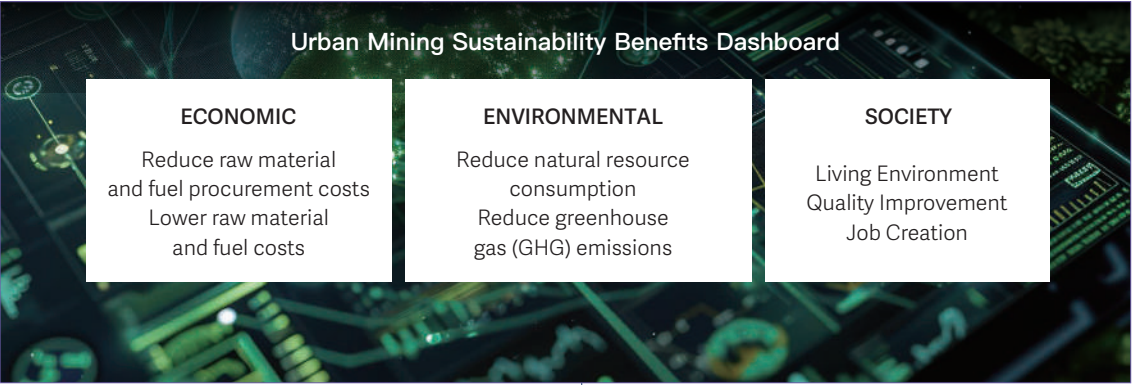
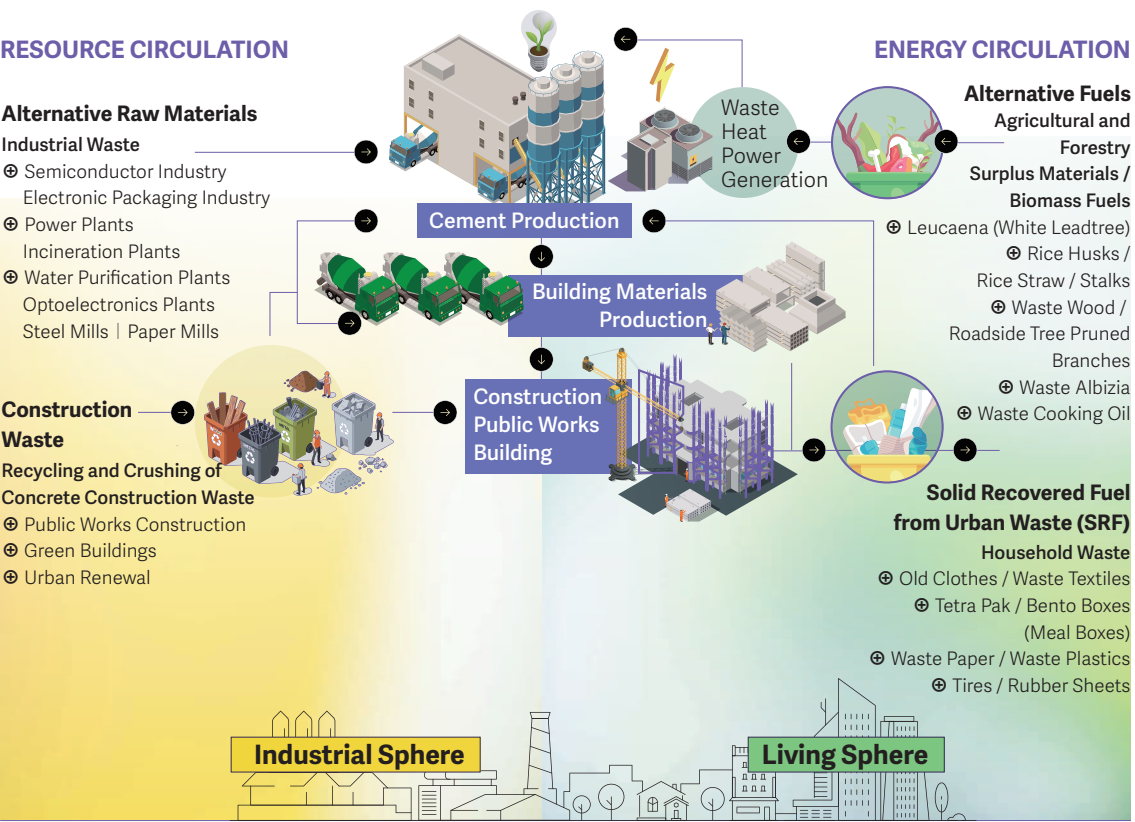
	2024	2025	Planned Investment for 2026
Alternative Fuel High-Efficiency Combustion Project	30,710	12,086	-

Unit: NT\$ Thousand

TCC Circular Economy Model

In response to the dual challenges of resource depletion and climate change, TCC actively embraces circular economy principles by transforming the traditional linear production model of extraction-manufacturing-disposal into a circular framework of reduction-reuse-re-sourceization. By implementing cement

production processes categorized by high temperature, high turbulence, and long retention time, TCC has developed a system for the co-processing of cement kilns to achieve the dual objectives of maximizing resource utilization while minimizing pollution emissions.



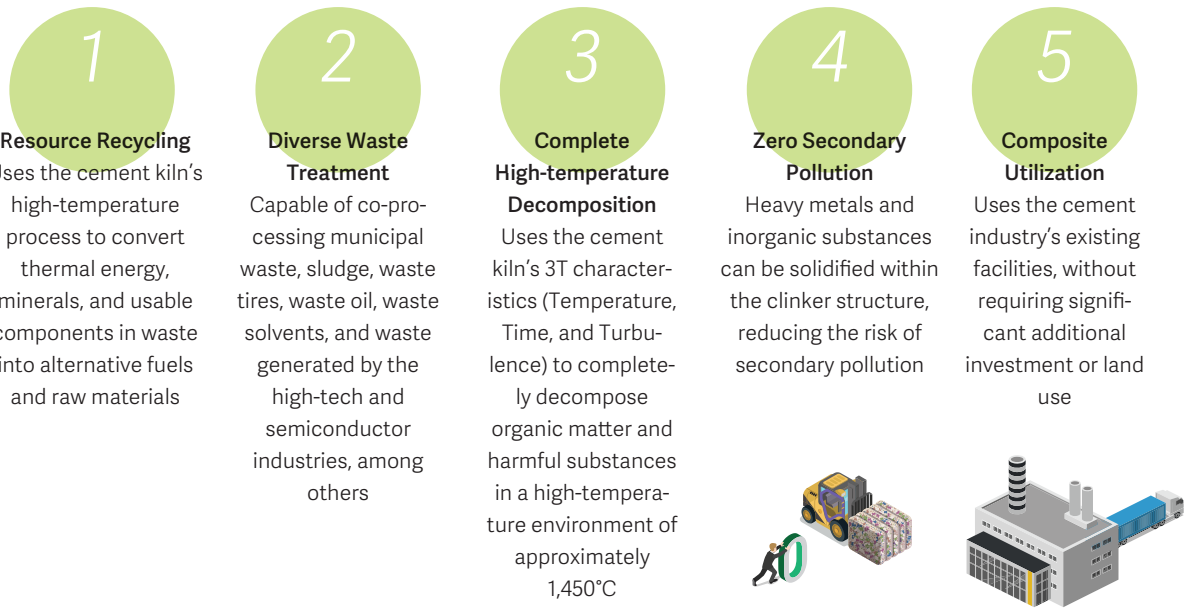
Alternative Fuel Technology Retrofit

The use of alternative fuels in the cement industry often involves significant processing costs, including substantial labor and time required for on-site shredding and drying to reduce moisture content, and strict screening to remove impurities to avoid affecting production quality. Plants worldwide continue to improve system processes and equipment, such as optimizing fuel-feeding systems and introducing bypass chlorine-bleed systems, to increase the use of alternative fuels and the thermal substitution rate. In 2023, the Suao Plant, together with the Industrial Technology Research Institute (ITRI), completed the installation of a “High-Calorific-Value SRF Co-firing and Clean Integration System for Cement Kilns,” collaborating to improve alternative fuel efficiency; trial co-firing verification of SRF mixed with wood chips was completed in March 2025, producing the optimal mixing ratio.

Cement Co-Processing

The cement kiln’s core temperature of 1,300°C renders waste “harmless” without generating any secondary waste requiring further treatment throughout the process; a research report by the World Business Council for Sustainable Development (WBCSD) notes that the high temperature of cement kilns can decompose dioxins that incinerators cannot handle. “Co-processing of Cement Kilns” is therefore a “vein” industry within the circular economy, rendering waste harmless and enabling its recycling and resource utilization. After high-temperature decomposition, waste can be further converted into alternative raw materials or alternative fuels for cement, reducing dependence on natural resources and fossil fuels.

Five Key Characteristics of the Cement Kiln Circular Economy



Opportunity Addressed

03 Attracting Long-term Investment Interest from Investors

As global capital markets place increasing importance on companies’ low-carbon transition capability and long-term growth potential, companies with low-carbon technology innovation capability and differentiated product positioning are more likely to gain investor favor and long-term capital support. For the cement industry, low-carbon R&D is not only an important means of responding to the net-zero trend and market demand, but also key to enhancing corporate value, strengthening competitive advantage, and creating new growth momentum. To capture this opportunity, TCC continues to increase investment in low-carbon technology and product R&D, actively advancing innovation

in low-carbon cement, low-carbon concrete, circular materials, and new building material technologies, and, by enhancing product value-added and reducing carbon footprint, building a low-carbon product portfolio that combines environmental benefits with commercial value. By continuously deepening its low-carbon R&D and innovation roadmap, TCC is committed to demonstrating its long-term transition potential and sustainable growth momentum, further enhancing capital markets’ confidence in the Company’s future development and attracting capital support from investors with a long-term perspective.

Current Impact

Taiwan continues to invest in carbon-negative technology, prioritizing oxy-fuel combustion technology, which can reduce carbon emissions in the short term, and continues to monitor the latest developments in carbon sequestration technology and related supporting measures. This generated capital expenditure of NT\$2,458 thousand and NT\$9,470 thousand in 2025 and 2024, respectively, resulting in cash outflow from investing activities, and also generated R&D expenses of NT\$6,254 thousand and NT\$813 thousand, respectively, resulting in cash outflow from operating activities.

Expected Impact

Continued investment in carbon-negative carbon capture technology; captured CO₂ in the future is planned to be provided for cross-industry services such as industrial welding and food

processing, and will also be assessed for the feasibility of sequestration and carbon pricing, or other value-added uses, in line with government policy, which is expected to increase future revenue or reduce costs arising from CO₂ sequestration services and carbon pricing, and help generate positive cash flow.

Investment in operational equipment upgrades or technology (such as carbon-negative technology)-related equipment will increase capital expenditure and depreciation expense, resulting in corresponding cash outflow. Continued investment in the development and application of alternative raw materials and fuels, oxy-fuel combustion, and carbon capture technology will increase R&D expenses, leading to increased cash outflow from operating activities.

Capital Expenditure and Related Cost Investment

Unit: NT\$ Thousand

	2024	2025	Planned Investment for 2026
Oxygen-enriched and pure oxygen carbon capture technology	19,722	6,254	-

High-Calorific Solid Recovered Fuel (SRF) Co-firing and Clean Integration System for Cement Kilns

Regarding fuel substitution, significant differences in calorific value, moisture content, and composition among different alternative fuels require extensive testing to verify their stability and suitability. In 2023, TCC collaborated with the Industrial Technology Research Institute to establish a High-Calorific Solid Recovered Fuel (SRF) Co-firing and Clean Integration System for Cement Kilns to improve the efficiency of alternative fuels. System performance verification is ongoing. SRF and wood chip co-firing tests completed in March 2025, yielding an optimal mixing ratio to further increase the usable volume and stability of alternative fuels in cement kilns.

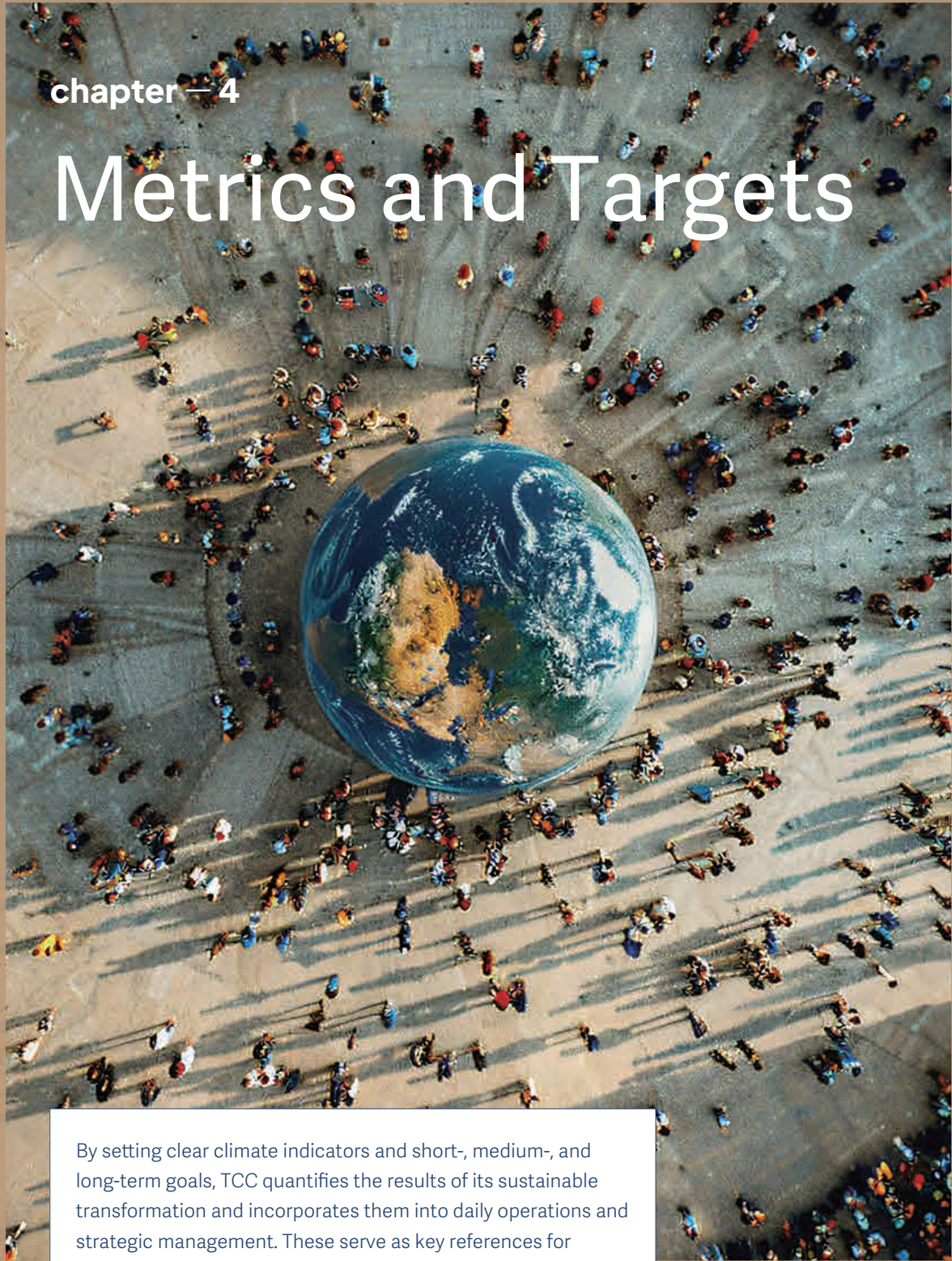
Negative Carbon Technology - Carbon Capture, Utilization and Storage (CCUS)

CIMPOR subsidiary collaborates with the European Cement Research Academy (ECRA) and the German Cement Industry Association (VDZ) to continuously promote CCUS technology development at its Alhandra and Souselas plants in Portugal. From 2019 to 2022, it also participated in the EU-funded Strategy CCUS project, actively promoting CCUS development plans and business models for operational sites in Southern and Eastern Europe. Due to shifts in the international landscape, uncertainty surrounding storage locations, and unclear supporting measures, implementation in Taiwan has been temporarily suspended. Priority is now given to oxygen-enriched

combustion technology, which can reduce carbon emissions in the short term, while we continue to monitor the latest advances in storage technology.

Oxygen-Enriched Combustion

To enhance carbon reduction in the cement manufacturing process, TCC actively promotes the application and optimization of Oxygen-enriched Combustion technology. Oxygen-enriched combustion involves increasing the oxygen content in combustion air (usually above the natural level of 21%) to raise flame temperature and thermal efficiency while reducing fuel consumption and carbon emission intensity. This technology reduces unburned carbon content in the kiln, improves combustion stability, and shortens reaction time, enhancing overall process efficiency. Since 2023, TCC has introduced oxygen-enriched combustion trials at the Suao Plant to verify the optimal oxygen concentration, energy-saving, and carbon reduction effectiveness under different fuel combination conditions. Preliminary results indicate that oxygen-enriched combustion can effectively increase clinker production capacity and reduce energy consumption and carbon emissions per unit of clinker.



chapter — 4

Metrics and Targets

By setting clear climate indicators and short-, medium-, and long-term goals, TCC quantifies the results of its sustainable transformation and incorporates them into daily operations and strategic management. These serve as key references for decision-making, resource allocation, and performance review, ensuring a robust and forward-looking transformation process.

4.1

Greenhouse Gas Emissions Indicators & Targets

Climate Metrics and Targets | Cement and Environmental Protection Business

Items	Scopes	Performance		Achievement Status	Target		
		2024	2025		2025	2030	2050
Greenhouse Gas Management (Base Year 2016 Units: ton of CO₂e/ton of cementitious material)	Taiwan and Mainland China	0.668	0.663	97%	0.645	0.552	SBT Setting in Progress
	CIMPOR	0.682	0.647	-	-	0.538	0.033
	OYAK Cement	0.713	0.682	-	-	0.610	0.033
Water Resource Management – Freshwater Withdrawal Intensity (OYAK currently has no target)	Taiwan and Mainland China Base Year 2023	0.000377	0.000398	-	-	0.000248	-
	Units: Million liters/ton of cementitious material						
	CIMPOR	0.000200	0.000170	V	0.000200	0.000200	-
Alternative Fuel Heat Substitution Rate	Units: Million liters/ton of cementitious material						
	Taiwan and Mainland China	15.4%	14.8%	60%	25%	35%	50%
	CIMPOR	33.8%	35.3%	-	-	70%	-
Alternative Raw Material Ratio	OYAK Cement (Grey Cement)	24.5%	27.95%	92%	30.5%	56%	-
	Taiwan and Mainland China	17.4%	21.01%	V	21%	22%	25%
	CIMPOR	3.6%	6.03%	V	4%	5%	-
Clinker-to-Cement Ratio	OYAK Cement	1.86%	2.29%	V	2.09%	5%	-
	Taiwan and Mainland China	0.789	0.764	V	0.796	0.780	0.570
	CIMPOR	0.800	0.764	-	-	<0.65	-
Energy Efficiency Units: MW	OYAK Cement	0.800	0.7886	V	0.790	0.750	-
	Taiwan and Mainland China	2.7	2.27	V	2.460	2.306	1.998
	Units: GJ Total fossil energy consumption/ton of cementitious material						
Renewable Energy Unit: MW	CIMPOR	3.6	1.96	V	-	3.3	-
	Units: GJ/ton of cementitious material						
Carbon Capture Unit: ton / Year	TCC Group	203	317	V	235	400	750
	Taiwan and Mainland China	TCC is prioritizing the implementation of oxy-fuel combustion technology to accelerate short-term carbon reduction results.		Adjusting	-	100 thousands	1.6 million

Note1: Items that have not achieved their targets will continue to be monitored for improvement. For details on climate actions, please refer to Chapter 3.

Note2: Unless otherwise specified, the target boundary for Taiwan and Mainland China is set to cement plants in Taiwan and Mainland China.

Note3: The 2025 and 2030 target boundaries for greenhouse gas management data are set in accordance with the SBTi methodology and cover cement plants only. Scope 2 emissions are accounted for using the market-based method. The target boundary for Taiwan and mainland China comprises cement plants within these regions, excluding the Longshan and Liaoning cement plants, ready-mix concrete plants, and grinding stations due to operational considerations. The target boundary for CIMPOR encompasses cement plants and grinding stations in Portugal.

Note4: In Taiwan and mainland China, freshwater withdrawal intensity was affected by increased evaporation and wastewater volume resulting from the commissioning of waste heat recovery systems at certain plants, as well as water leakage from aging, corroded circulating water and fire pipelines across multiple sites. Additionally, alternative fuel thermal substitution rates were impacted by the phased reduction or suspension of alternative fuel feeding due to quality fluctuations, alongside delayed alternative fuel utilization caused by equipment maintenance and technical upgrades to feeding storage facilities at some plants

Note5: Following the commencement of operations at CIMPOR's African plants, CIMPOR updated its 2030 TSR and clinker ratio targets

Greenhouse Gas Emissions

Absolute Greenhouse Gas Emissions Over the Past Four Years | Unit: ton of CO₂e

		2022	2023	2024	2025
Scope 1	Cement and Environmental Protection Business (Asia) - Taiwan	4,314,312	3,463,663	3,311,817	3,398,756
	Cement and Environmental Protection Business (Asia) - Mainland China	20,715,305	17,418,591	20,300,454	19,895,264
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	3,428
	Subtotal	25,029,617	20,882,254	23,612,270	23,297,449
	Cement and Environmental Protection Business (Europe/Africa) (CIMPOR and OYAK CEMENT)	-	-	9,183,229	10,851,215
	Energy Transition Business	7,380,815	7,995,242	6,936,330	7,468,538
	Others	-	-	-	66,670
	Total	32,410,432	28,877,496	39,731,829	41,683,872
Scope 2 (Location-based)	Cement and Environmental Protection Business (Asia) - Taiwan	218,480	195,702	208,671	214,062
	Cement and Environmental Protection Business (Asia) - Mainland China	846,574	656,627	698,270	716,272
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	339
	Subtotal	1,065,054	852,329	906,941	930,673
	Cement and Environmental Protection Business (Europe/Africa)	-	-	482,671	609,848
	Energy Transition Business	750	1	2,787	541
	Others	-	-	-	56,444
	Total	1,065,804	852,330	1,392,399	1,597,506
Scope 2 (Market-based)	Cement and Environmental Protection Business (Asia) - Taiwan	218,480	195,702	208,631	213,967
	Cement and Environmental Protection Business (Asia) - Mainland China	846,574	656,627	682,879	681,730
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	339
	Cement and Environmental Protection Business (Asia) - Subtotal	1,065,054	852,329	891,510	896,035
	Cement and Environmental Protection Business (Europe/Africa)	-	-	537,745	632,707
	Energy Transition Business	750	1	2,787	541
	Others	-	-	-	55,805
	Total	1,065,804	852,330	1,432,042	1,585,088

		2022	2023	2024	2025
Scope 1 and Scope 2 (Market-based)	Cement and Environmental Protection Business (Asia) - Taiwan	4,532,792	3,659,365	3,520,448	3,612,723
	Cement and Environmental Protection Business (Asia) - Mainland China	21,561,879	18,075,218	20,983,333	20,576,994
Total	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	3,767
	Cement and Environmental Protection Business (Asia) - Subtotal	26,094,671	21,734,583	24,503,781	24,193,484
	Cement and Environmental Protection Business (Europe/Africa)	-	-	9,720,974	11,483,921
	Energy Transition Business	7,381,565	7,995,243	6,939,117	7,469,080
	Others	-	-	-	122,475
	Total	33,476,236	29,729,826	41,163,872	43,268,960
Scope 3	Cement and Environmental Protection Business (Asia) - Taiwan	17,428	1,385,299	1,366,009	1,720,335
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	963,241	1,562,004
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Subtotal	17,428	1,385,299	2,329,250	3,282,338
	Cement and Environmental Protection Business (Europe/Africa)	-	-	1,867,000	2,890,242
	Energy Transition Business	-	-	-	-
	Others	-	-	-	1,277,280
	Total	17,428	1,385,299	4,196,250	7,449,860

Note1: The Cement & Environmental Business (Asia) covers Taiwan and Mainland China, and has expanded its disclosure scope in 2025 to include Cross-Strait mining companies. Other business groups include the Charging & Energy Storage Business (Asia), the Charging & Energy Storage Business (Europe), the Battery and Power Business, and the Asset Management and Investment Business.

Note2: The disclosure scope was expanded in 2023 to include Ho Sheng Mining Co., Ltd.; in 2024 to include the Longshan, Huaihua, and Liaoning cement plants; the Fuzhou and Liuzhou grinding plants; Feng Sheng Enterprise Company, 123 Environmental Protection Technology Co., Ltd., Beijing Environmental Protection Technology Co., Ltd., TCC (Guangdong) Renewable Resources Technology Co., Ltd., CIMPOR, OYAK CEMENT, and the European Operation Headquarters; and in 2025 to include mining companies in Taiwan and Mainland China, the Energy Transition Business, the Energy Storage and Charging Business (Asia), the Energy Storage and Charging Business (Europe), the Battery and Power Business, and the Asset Management and Investment Business.

Note3: CIMPOR and OYAK CEMENT were formally consolidated into the Company's financial statements starting in March 2024; therefore, only greenhouse gas emissions from March to December are included for 2024.

Note4: Greenhouse gas emissions are inventoried using the operational control approach, calculated as activity data × emission factor × GWP value.

Note5: Greenhouse gas Scope 3 covers all 15 categories under the GHG Protocol.

Note6: To comply with the requirements of the Financial Supervisory Commission, this table uses GWP values from the IPCC AR6 for its calculations.

Greenhouse Gas Emissions Intensity Over the Past Four Years

Items		2022	2023	2024	2025
Total Scope 1 and Scope 2 Emissions	Taiwan	0.803	0.769	0.761	0.783
	Mainland China	0.690	0.671	0.661	0.639
Units: tCO ₂ e/ ton of cementitious material	CIMPOR & OYAK Cement	-	-	0.572	0.667
	Total	0.709	0.686	0.668	0.661

Note1: Effective 2025, the reporting boundary has expanded from cement plants and grinding plants to encompass the entire Cement & Environmental Business..

Note2: Based on 2025 clinker production of 4,158,047.27 tonnes in Taiwan, the 2025 carbon emissions intensity (Scope 1 and Scope 2) was 0.816 (t CO₂e / tonne of clinker); based on 2025 clinker production of 25,195,518.93tonnes in Mainland China, the 2025 carbon emissions intensity (Scope 1 and Scope 2) was 0.789 (t CO₂e / tonne of clinker) ; based on 2025 clinker production of 12,607,407.27 tonnes in CIMPOR&OYAK Cement, the 2025 carbon emissions intensity (Scope 1 and Scope 2) was 0.858 (t CO₂e / tonne of clinker)

4.2 Other Climate-related Key Indicators

Energy Usage

Energy Usage for the Past Four Years

Energy Usage Converted to Terajoules (TJ)		2022	2023	2024	2025
Coal	Cement and Environmental Protection Business (Asia) - Taiwan	16,355,419	11,577,410	10,806,676	12,487,927
	Cement and Environmental Protection Business (Asia) - Mainland China	77,566,859	64,978,651	53,561,704	68,977,463
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	93,922,278	76,556,061	64,368,380	81,465,390
	Cement and Environmental Protection Business (Europe/Africa)	3,143,557	3,066,636	2,703,927	3,543,996
	Energy Transition Business	73,735,718	79,333,950	69,716,746	75,049,697
	Others	-	-	-	-
	Total	170,801,553	158,956,647	136,789,053	160,059,083
Coke	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	-	-
	Cement and Environmental Protection Business (Europe/Africa)	-	-	-	1,639,722
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	-	-	-	1,639,722
Petroleum Coke	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	-	-
	Cement and Environmental Protection Business (Europe/Africa)	29,948,674	29,678,272	32,422,512	28,060,660
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	29,948,674	29,678,272	32,422,512	28,060,660

Energy Usage Converted to Terajoules (TJ)		2022	2023	2024	2025
Diesel	Cement and Environmental Protection Business (Asia) - Taiwan	62,451	51,753	168,288	128,274
	Cement and Environmental Protection Business (Asia) - Mainland China	465,515	426,977	410,714	437,775
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	78,099
	Subtotal	527,966	478,730	579,002	644,148
	Cement and Environmental Protection Business (Europe/Africa)	311,674	319,410	992,452	1,239,664
	Energy Transition Business	267,204	130,002	303,557	163,935
	Others	-	-	-	230,689
	Total	1,106,844	928,142	1,875,011	2,278,436
Gasoline	Cement and Environmental Protection Business (Asia) - Taiwan	6,366	6,128	22,637	9,964
	Cement and Environmental Protection Business (Asia) - Mainland China	8,228	8,575	9,837	9,183
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	215
	Subtotal	14,594	14,703	32,474	19,362
	Cement and Environmental Protection Business (Europe/Africa)	17,853	26,691	29,284	24,006
	Energy Transition Business	486	246	224	-
	Others	-	-	-	884
	Total	32,933	41,640	61,982	44,252
Purchased Electricity	Cement and Environmental Protection Business (Asia) - Taiwan	1,602,000	1,490,608	1,528,627	1,638,874
	Cement and Environmental Protection Business (Asia) - Mainland China	5,763,600	4,899,412	7,097,867	5,593,906
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	1,086
	Subtotal	7,365,600	6,390,020	8,626,494	7,233,866
	Cement and Environmental Protection Business (Europe/Africa)	5,080,290	5,241,175	5,806,177	5,627,569
	Energy Transition Business	5,451	10	20,312	4,112
	Others	-	-	-	358,723
	Total	12,451,341	11,631,205	14,452,983	13,224,270

Energy Usage Converted to Terajoules (TJ)		2022	2023	2024	2025
Waste	Cement and Environmental Protection	388,800	228,780	286,155	300,329
	Business (Asia) - Taiwan				
Heat Power	Cement and Environmental Protection	2,919,600	2,565,800	3,088,559	2,743,731
	Business (Asia) - Mainland China				
Generation	Cement and Environmental Protection	-	-	-	-
	Business (Asia) - Mining companies in Taiwan and Mainland China				
	Subtotal	3,308,400	2,794,580	3,374,714	3,044,060
	Cement and Environmental Protection	267,507	269,414	254,794	349,708
	Business (Europe/Africa)				
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	3,575,907	3,063,994	3,629,508	3,393,768
Natural Gas	Cement and Environmental Protection	58	58	320	327
	Business (Asia) - Taiwan				
	Cement and Environmental Protection	-	-	-	131
	Business (Asia) - Mainland China				
	Cement and Environmental Protection	-	-	-	-
	Business (Asia) - Mining companies in Taiwan and Mainland China				
	Subtotal	58	58	320	458
	Cement and Environmental Protection	233,112	253,732	268,125	363,856
	Business (Europe/Africa)				
	Energy Transition Business	-	-	-	-
	Others	-	-	-	346,070
	Total	233,170	253,790	268,445	710,384
Alternative Fuel	Cement and Environmental Protection	668,807	1,322,967	1,724,940	1,350,235
	Business (Asia) - Taiwan				
	Cement and Environmental Protection	5,667,469	8,539,446	13,131,664	13,006,059
	Business (Asia) - Mainland China				
	Cement and Environmental Protection	-	-	-	-
	Business (Asia) - Mining companies in Taiwan and Mainland China				
	Subtotal	6,336,276	9,862,413	14,856,604	14,356,294
	Cement and Environmental Protection	9,312,291	10,754,476	11,695,266	14,001,088
	Business (Europe/Africa)				
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	15,648,567	20,616,889	26,551,870	28,357,382

Energy Usage Converted to Terajoules (TJ)		2022	2023	2024	2025
Renewable	Cement and Environmental Protection	1,108	10,093	21,010	22,232
	Business (Asia) - Taiwan				
Energy	Cement and Environmental Protection	3,202	50,507	229,521	325,252
	Business (Asia) - Mainland China				
	Cement and Environmental Protection	-	-	-	-
	Business (Asia) - Mining companies in Taiwan and Mainland China				
	Subtotal	4,310	60,600	250,531	347,484
	Cement and Environmental Protection	36,505	41,453	672,284	465,496
	Business (Europe/Africa)				
	Energy Transition Business	1,161	2,377	2,909	3,031
	Others	-	-	-	12,048
	Total	41,976	104,430	925,724	828,059

Note1: The Cement & Environmental Business (Asia) covers Taiwan and Mainland China, and has expanded its disclosure scope in 2025 to include Cross-Strait mining companies. Other business groups include the Charging & Energy Storage Business (Asia), the Charging & Energy Storage Business (Europe), the Battery and Power Business, and the Asset Management and Investment Business.

Note2: The disclosure scope was expanded in 2023 to include Ho Sheng Mining Co., Ltd.; in 2024 to include the Longshan, Huaihua, and Liaoning cement plants; the Fuzhou and Liuzhou grinding plants; Feng Sheng Enterprise Company, 123 Environmental Protection Technology Co., Ltd., Beijing Environmental Protection Technology Co., Ltd., TCC (Guangdong) Renewable Resources Technology Co., Ltd., CIMPOR, OYAK CEMENT, and the European Operation Headquarters; and in 2025 to include mining companies in Taiwan and Mainland China, the Energy Transition Business, the Energy Storage and Charging Business (Asia), the Energy Storage and Charging Business (Europe), the Battery and Power Business, and the Asset Management and Investment Business.

Note 3: Coal calorific values are set based on different regions: Taiwan 5,607 kcal / kg 、 Mainland China 5,213 kcal / kg 、 CIMPOR & OYAK Cement 5,897 kcal / kg ； For other fossil fuels, calorific values are referenced from those published by the Administration of Energy, Ministry of Economic Affairs (MOEA). ； diesel 8,629(kcal / l) 、 gasoline 7,520(kcal / l) 、 electricity 3,600/(GJ / million kWh) 、 natural gas 8,710(kcal / m³) 、 Coke 6,703(kcal / kg) 、 Petroleum Coke 8,521(kcal / kg) °

Note 4: Energy usage figures are based on data reported to the Energy Administration.

Note 5: Certain energy types (heavy oil, fuel oil, and liquefied petroleum gas [LPG]) are excluded from the table due to negligible actual consumption.

Water Resources Usage

Water Resources Usage for the Past Four Years

Water Withdrawal		2022	2023	2024	2025
Third-Party Water_Tap Water	Cement and Environmental Protection Business (Asia) - Taiwan	309.00	289.00	282.00	288.64
	Cement and Environmental Protection Business (Asia) - Mainland China	373.00	523.00	539.00	555.72
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	4.22
	Subtotal	682.00	812.00	821.00	848.58
	Cement and Environmental Protection Business (Europe/Africa)	158.00	192.00	240.00	155.07
	Energy Transition Business	25.00	21.00	29.00	29.00
	Others	-	-	315.72	257.98
	Total	865.00	1,025.00	1,405.72	1,290.63
Third-Party Water_Industrial Water	Cement and Environmental Protection Business (Asia) - Taiwan	819.00	722.00	1,086.00	1,060.62
	Cement and Environmental Protection Business (Asia) - Mainland China	456.00	782.00	586.00	292.33
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	49.33
	Subtotal	1,275.00	1,504.00	1,672.00	1,402.29
	Cement and Environmental Protection Business (Europe/Africa)	444.00	567.00	719.00	53.72
	Energy Transition Business	1,533.00	1,676.00	1,482.00	1,305.00
	Others	-	-	-	0.06
	Total	3,252.00	3,747.00	3,873.00	2,761.07
Surface Water	Cement and Environmental Protection Business (Asia) - Taiwan	-	694.00	50.00	36.06
	Cement and Environmental Protection Business (Asia) - Mainland China	8,466.00	8,757.00	12,123.00	11,400.14
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	10.53
	Subtotal	8,466.00	9,451.00	12,173.00	11,446.73
	Cement and Environmental Protection Business (Europe/Africa)	281.76	226.04	322.16	217.21
	Energy Transition Business	-	-	53.00	-
	Others	-	-	-	3.80
	Total	8,747.76	9,677.04	12,548.16	11,667.74

Water Withdrawal		2022	2023	2024	2025
Groundwater	Cement and Environmental Protection Business (Asia) - Taiwan	1,173.00	1,123.00	1,460.00	1,606.43
	Cement and Environmental Protection Business (Asia) - Mainland China	350.00	-	263.00	350.94
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	8.23
	Subtotal	1,523.00	1,123.00	1,723.00	1,965.60
	Cement and Environmental Protection Business (Europe/Africa)	2,881.31	2,600.17	2,982.40	3,829.47
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	4,404.31	3,723.17	4,705.40	5,795.07
Seawater	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	-	-
	Cement and Environmental Protection Business (Europe/Africa)	18,569.89	17,888.55	19,928.91	15,151.93
	Energy Transition Business	1,231,339.00	1,274,384.00	1,219,195.00	1,241,287.00
	Others	-	-	17.54	1,860.93
	Total	1,249,908.89	1,292,272.55	1,239,141.45	1,258,299.86
Total	Cement and Environmental Protection Business (Asia) - Taiwan	2,414.00	2,900.00	2,968.00	2,991.74
	Cement and Environmental Protection Business (Asia) - Mainland China	9,645.00	10,062.00	13,510.00	12,599.14
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	72.32
	Subtotal	12,059.00	12,962.00	16,478.00	15,663.20
	Cement and Environmental Protection Business (Europe/Africa)	22,334.97	21,473.76	24,192.47	19,407.39
	Energy Transition Business	1,233,127	1,276,081.00	1,220,898	1,242,621.00
	Others	-	-	-	2,122.77
	Total	1,267,520.97	1,310,710.76	1,261,901.73	1,279,814.36

Drainage Volume		2022	2023	2024	2025
Surface Water	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	464.00	164.71
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	464.00	164.71
	Cement and Environmental Protection Business (Europe/Africa)	596.77	523.92	443.26	760.04
	Energy Transition Business	217.00	184.00	184.00	156.00
	Others	-	-	-	48.52
	Total	813.77	707.92	1,091.26	1,129.27
Groundwater	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	-	-
	Cement and Environmental Protection Business (Europe/Africa)	20.70	-	71.02	6.12
	Energy Transition Business	-	-	-	-
	Others	-	-	-	-
	Total	20.70	-	71.02	6.12
Seawater	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	-	-
	Cement and Environmental Protection Business (Europe/Africa)	18,569.89	17,888.55	19,929.00	15,151.93
	Energy Transition Business	1,231,339.00	1,274,384.00	1,219,195.00	1,241,287.00
	Others	-	-	-	1,860.93
	Total	1,249,908.89	1,292,272.55	1,239,124.00	1,258,299.86

Drainage Volume		2022	2023	2024	2025
Third-Party Water	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	30.00	1.32
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	118.00	104.74
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	148.00	106.06
	Cement and Environmental Protection Business (Europe/Africa)	18.92	13.10	13.95	24.96
	Energy Transition Business	-	-	-	-
	Others	-	-	117.34	1.23
	Total	18.92	13.10	279.29	132.25
Total	Cement and Environmental Protection Business (Asia) - Taiwan	-	-	494.00	166.02
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	118.00	104.74
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	-	612.00	270.76
	Cement and Environmental Protection Business (Europe/Africa)	19,206.29	18,425.57	20,457.23	15,943.05
	Energy Transition Business	1,231,556.00	1,274,568.00	1,219,379.00	1,241,443.00
	Others	-	-	117.34	1,910.68
	Total	1,250,762.29	1,292,993.57	1,240,565.57	1,259,567.49
Water Consumption					
Surface Water	Cement and Environmental Protection Business (Asia) - Taiwan	2,414.00	2,900.00	2,474.00	2,825.72
	Cement and Environmental Protection Business (Asia) - Mainland China	9,645.00	10,062.00	13,391.00	12,494.40
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	72.32
	Subtotal	12,059.00	12,962.00	15,865.00	15,392.44
	Cement and Environmental Protection Business (Europe/Africa)	3,128.68	3,048.19	3,735.25	3,464.34
	Energy Transition Business	1,571.00	1,707.00	1,519.00	1,178.00
	Others	-	-	215.92	212.09
	Total	16,758.68	17,717.19	21,335.16	20,246.87

Recycled water		2022	2023	2024	2025
Process Recycled Water	Cement and Environmental Protection Business (Asia) - Taiwan	88,394.00	62,485.00	5,864.00	2,365.73
	Cement and Environmental Protection Business (Asia) - Mainland China	9,610.00	9,779.00	758.00	832.47
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	98,004.00	72,264.00	6,622.00	3,198.21
	Cement and Environmental Protection Business (Europe/Africa)	109.51	165.90	127.09	166.16
	Energy Transition Business	167.00	167.00	201.00	208.00
	Others	-	-	-	-
	Total	98,280.51	72,596.90	6,950.09	3,572.37
	Cement and Environmental Protection Business (Asia) - Taiwan	-	54.00	175.00	54.51
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	292.00	54.46
Other Recycled Water	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	-	54.00	467.00	108.98
	Cement and Environmental Protection Business (Europe/Africa)	324.55	295.85	353.60	1,217.83
	Energy Transition Business	63.00	53.00	61.00	50.00
	Others	-	-	-	-
	Total	387.55	402.85	881.60	1,376.81
Recycled Discharge Water	Cement and Environmental Protection Business (Asia) - Taiwan	113.00	73.00	89.00	119.73
	Cement and Environmental Protection Business (Asia) - Mainland China	-	-	-	-
	Cement and Environmental Protection Business (Asia) - Mining companies in Taiwan and Mainland China	-	-	-	-
	Subtotal	113.00	73.00	89.00	119.73
	Cement and Environmental Protection Business (Europe/Africa)	-	-	9.00	-
	Energy Transition Business	230.00	194.00	139.00	150.00
	Others	-	-	-	-
	Total	343.00	267.00	237.00	269.73

Note 1: Water discharged to third parties in Mainland China refers to third-party water for use by other organizations.

Note 2: For TCC's Hoping Plant in Taiwan, 2023 rainwater withdrawal was estimated based on projected rainfall runoff, whereas in 2024 rainwater meters were installed to record actual rainwater withdrawal; the figures for the two years therefore differ due to the different calculation methods used.

Note 3: Discharge volume has been disclosed starting in 2024.

Note 4: The disclosure scope was expanded in 2024 to include the Longshan, Huaihua, and Liaoning cement plants; the Fuzhou and Liuzhou grinding plants; Feng Sheng Enterprise Company, 123 Environmental Protection Technology Co., Ltd, Beijing Environmental Protection Technology Co., Ltd, TCC (Guangdong) Renewable Resources Technology Co., Ltd., CIMPOR (not yet including the Cape Verde aggregate plant), and OYAK CEMENT; and in 2025 to include CIMPOR's Cape Verde aggregate plant, mining companies in Taiwan and Mainland China, the Energy Transition Business, the Energy Storage and Charging Business (Asia), the Energy Storage and Charging Business (Europe) (NHOA Energy and Atlante), the Battery and Power Business, and the Asset Management and Investment Business.

Note 5: Surface water withdrawal includes rivers, mines, lakes, and rainwater/spring water.

4.3

Seven Cross-Industry Indicators

Metrics and Targets	Description	Corresponding Sections
Greenhouse Gas Emissions	Organizations should disclose their total absolute greenhouse	CH 4 Metrics and Targets
	gas emissions for Scope 1, Scope 2, and Scope 3 during the	
	reporting period, expressed in metric tons of carbon dioxide	
	equivalent, and disclose their methodology for measuring	
Climate Transition Risks	greenhouse gas emissions	CH 3 Strategy
	Amount and Percentage of Assets or Business Activities	
Physical Climate Risks	Vulnerable to Climate-Related Transition Risks	CH 4 Metrics and Targets
	Amount and Percentage of Assets or Business Activities	
Climate-related Opportunities	Vulnerable to Climate-Related Physical Risks	CH 3 Strategy
	Amount and Percentage of Assets or Business Activities	
Capital Deployment	Aligned with Climate-Related Opportunities	CH 3 Strategy
	Amount of Capital Expenditure, Financing, or Investment	
Internal Carbon Pricing	Deployed toward Climate-Related Risks and Opportunities	CH 3 Strategy
	Organizations should disclose: whether and how they apply	
	carbon pricing in decision-making (e.g., investment decisions,	
	transfer pricing, and scenario analysis), as well as the price per	
Remuneration	metric ton of greenhouse gas emissions used to assess the	CH 1 Governance
	cost of their emissions	
	Organizations should disclose: whether and how climate-relat-	
	ed considerations are factored into executive remuneration, as	
	well as the percentage of executive management remuneration	
	recognized in the current period that is linked to such	
	considerations	

Appendix

Reference Sources

Global Risks Report 2025 (WEF, 2025)

World Energy Outlook 2025 (WEO, 2025)

Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC, 2021)

TCC Sustainability and Climate-related Policies, Reports, and Publications



 [TCC 2025 Sustainability Report](#)

-  [TCC Corporate Sustainable Development Committee Charter](#)
- [TCC Risk Management Committee Charter](#)
- [TCC Risk Management Policy and Principles](#)



 [TCC 2025 Annual Report](#)

TCFD Disclosure Comparison Table

Aspects	TCFD Disclosures	Corresponding Chapter in This Report	Page Number
Governance	a) Describe the Board’s oversight of climate-related risks and opportunities	CH 1 Governance	08
	b) Describe management’s role in assessing and managing climate-related risks and opportunities	CH 1 Governance	08
Strategy	a) Describe the short-, medium-, and long-term climate-related risks and opportunities the organization has identified	CH 3 Strategy	27
	b) Describe climate-related risks and opportunities that have a material impact on the organization’s business, strategy, and financial planning, clearly disclosing the actual financial impact on the organization and information on the organization’s low-carbon economy transition plan	CH 3 Strategy	27
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate change scenarios, including a 2°C or lower scenario	CH 3 Strategy	27
Risk Management	a) Describe the organization’s processes for identifying and assessing climate-related risks	CH 2 Risk Management	20
	b) Describe the organization’s processes for managing climate-related risks	CH 2 Risk Management	20
	c) Describe how the organization’s processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management	CH 2 Risk Management	20
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities, in line with its strategy and risk management process	CH 4 Metrics and Targets	69
	b) Disclose Scope 1, Scope 2, and, if applicable, Scope 3 greenhouse gas emissions and related risks	CH 4 Metrics and Targets	69
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets, with additional disclosure of interim targets (for organizations that have set medium- to long-term targets)	CH 4 Metrics and Targets	69

Building Materials Industry-specific Supplementary Disclosure

Aspects	TCFD Disclosures	Corresponding Chapter in This Report	Page Number
Strategy	d) Incorporate climate risks and opportunities into existing strategic decision-making, including planning mitigation and adaptation targets for climate change	CH 3 Strategy	27
	e) Organizations with annual revenue exceeding US\$1 billion are required to conduct more comprehensive climate-related scenario analysis	CH 3 Strategy	27
Metrics and Targets	d) Disclose relevant key indicators, including energy, water use, and land use, among others	CH 4 Metrics and Targets	69

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CONFORMITY STATEMENT



Conformity Statement

Climate related Financial Disclosure

This is to conform that TCC Group Holdings CO., LTD.
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Holds Statement Number SRA-TW- 792272

As a result of carrying out conformity check process based on TCFD requirement, BSI declares that:

- TCC Group Holdings CO., LTD. follows the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) with Supplemental Guidance for the Non-Financial Groups to disclose climate-related financial information which is clear, comparable and consistent against its organizational risks and opportunities as well as its financial impacts. The disclosure covers the four core elements of the TCFD and is prepared based on the seven guiding principles for effective disclosures.
- The maturity model for the Climate-related Financial Disclosures with Supplemental Guidance for the Non-Financial Groups is **Level-5+: Excellence** grade.
- 涵蓋非金融產業補充指引之氣候相關的財務揭露的成熟度模型為【第五級 **Plus**：優秀】等級。

For and on behalf of BSI

Joe Hsieh

Joe Hsieh, Managing Director Northeast Asia, APAC Assurance

Latest issue: 2026-07-26

Expiry date: 2027-07-25

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Conformity Check Overall Result:

The model for the Climate-related Financial Disclosures with Supplemental Guidance for the Non-Financial Groups is **Level-5 +: Excellence** grade.

涵蓋非金融產業補充指引之氣候相關的財務揭露的成熟度模型為【第五級 **Plus**：優秀】等級。

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