

Raison d'être

2025 TCC Group Holdings

INVESTOR CONFERENCE

Cement – The Glue of Civilization



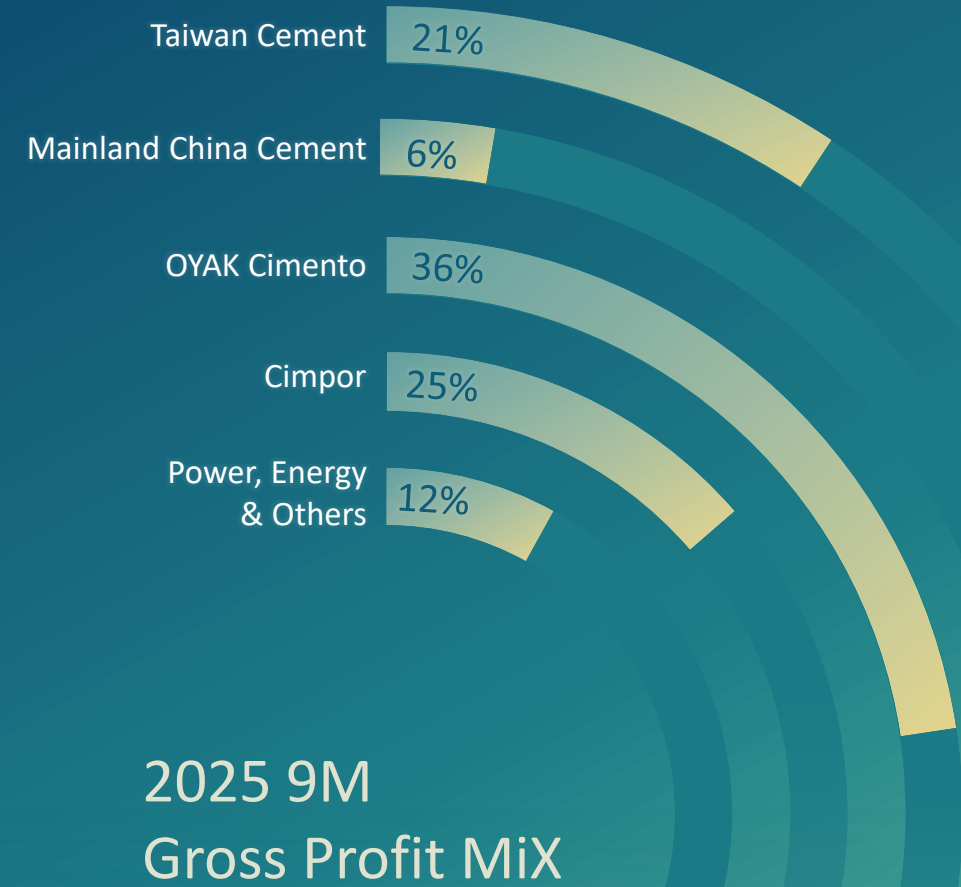
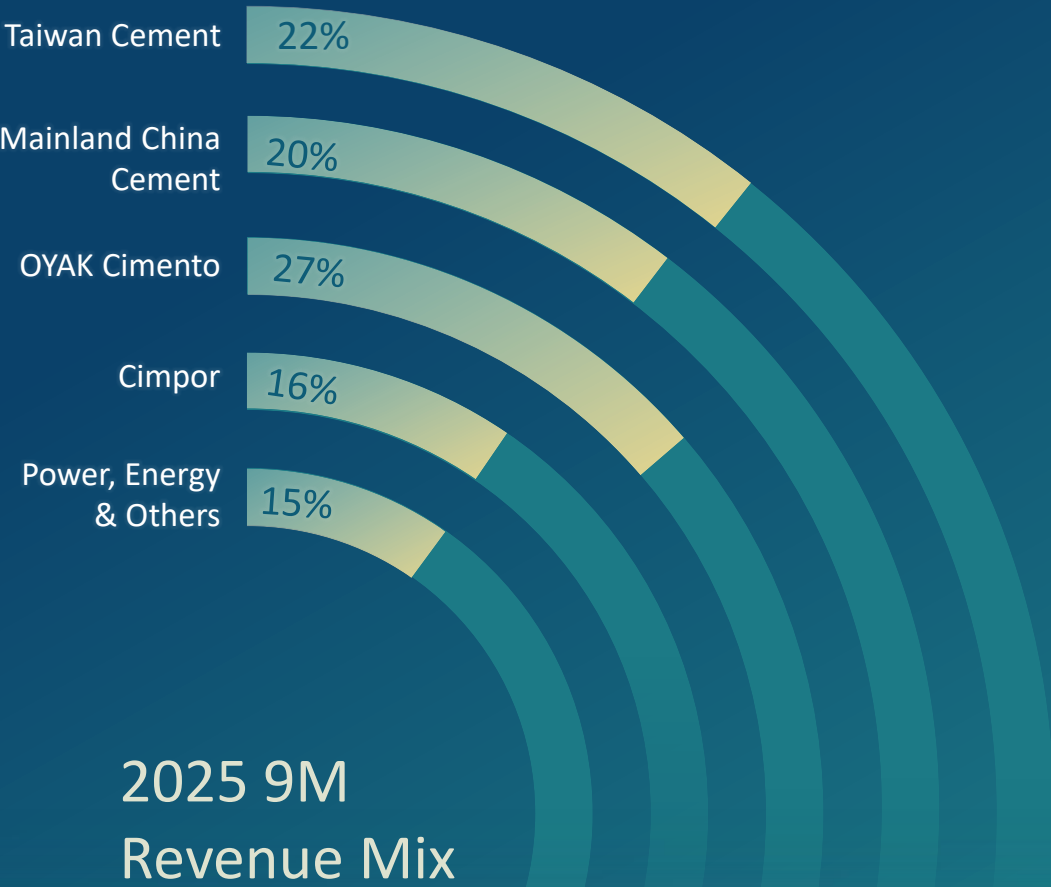
For 2,000 years, cement
has upheld the domes of
civilization

Existence | Protection
Rebirth | Commitment

Going Global – From Taiwan to the World

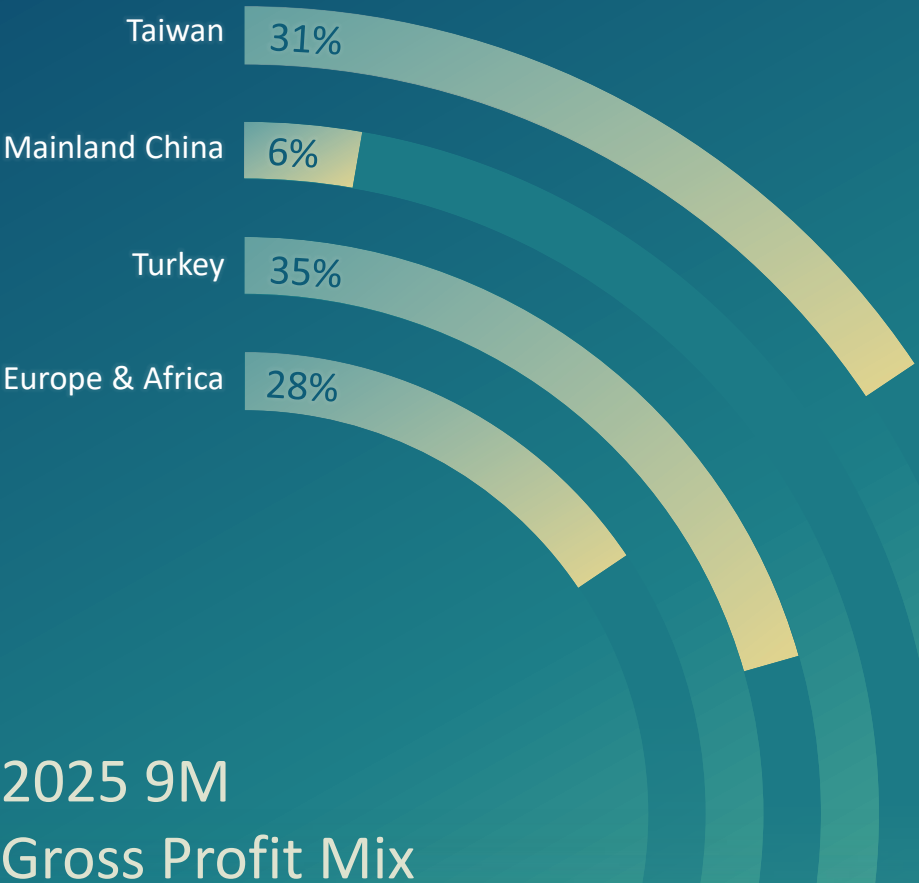
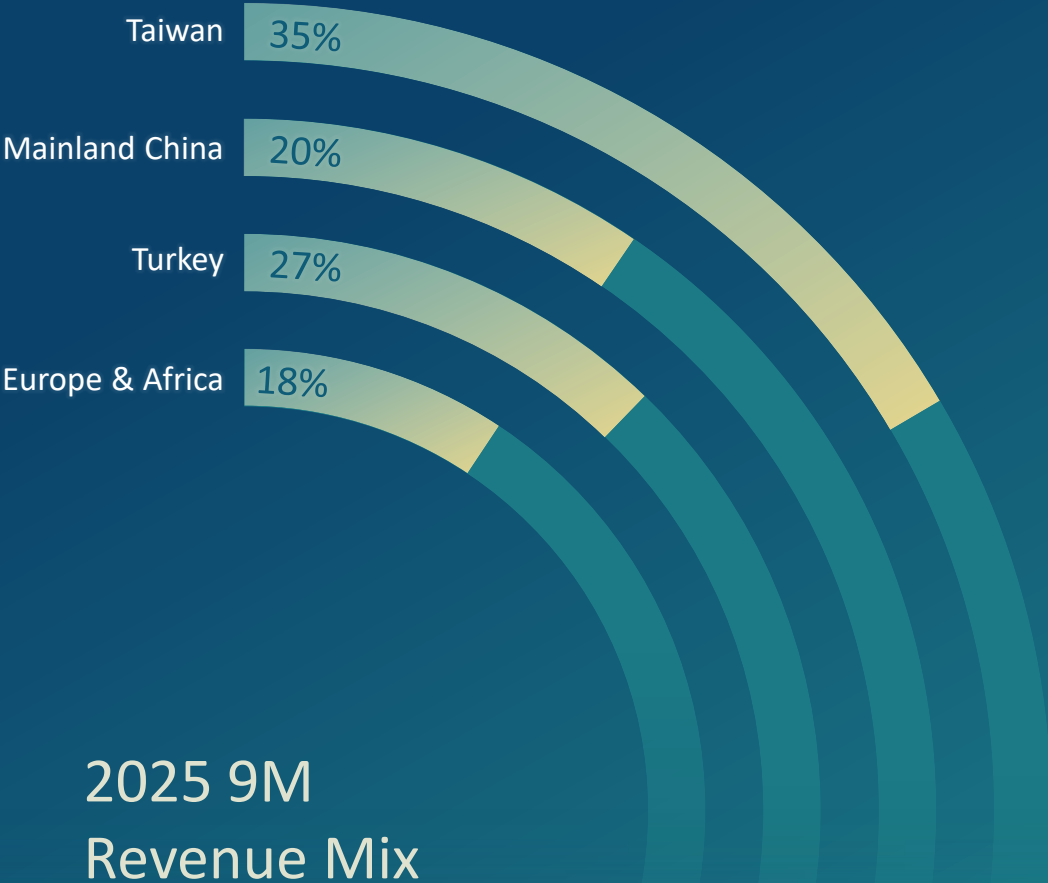


Revenue & Gross Profit Distribution (by Business Segment)



*All metrics are reported excluding Molie Quantum Energy Corporation.

Revenue & Gross Profit Distribution (by Region)



*All metrics are reported excluding Molie Quantum Energy Corporation.

An Unusual Year

Fire Loss of Molie Quantum
Energy Corp.

Natural Disasters Led to Hoping
Power Plant Shutdowns

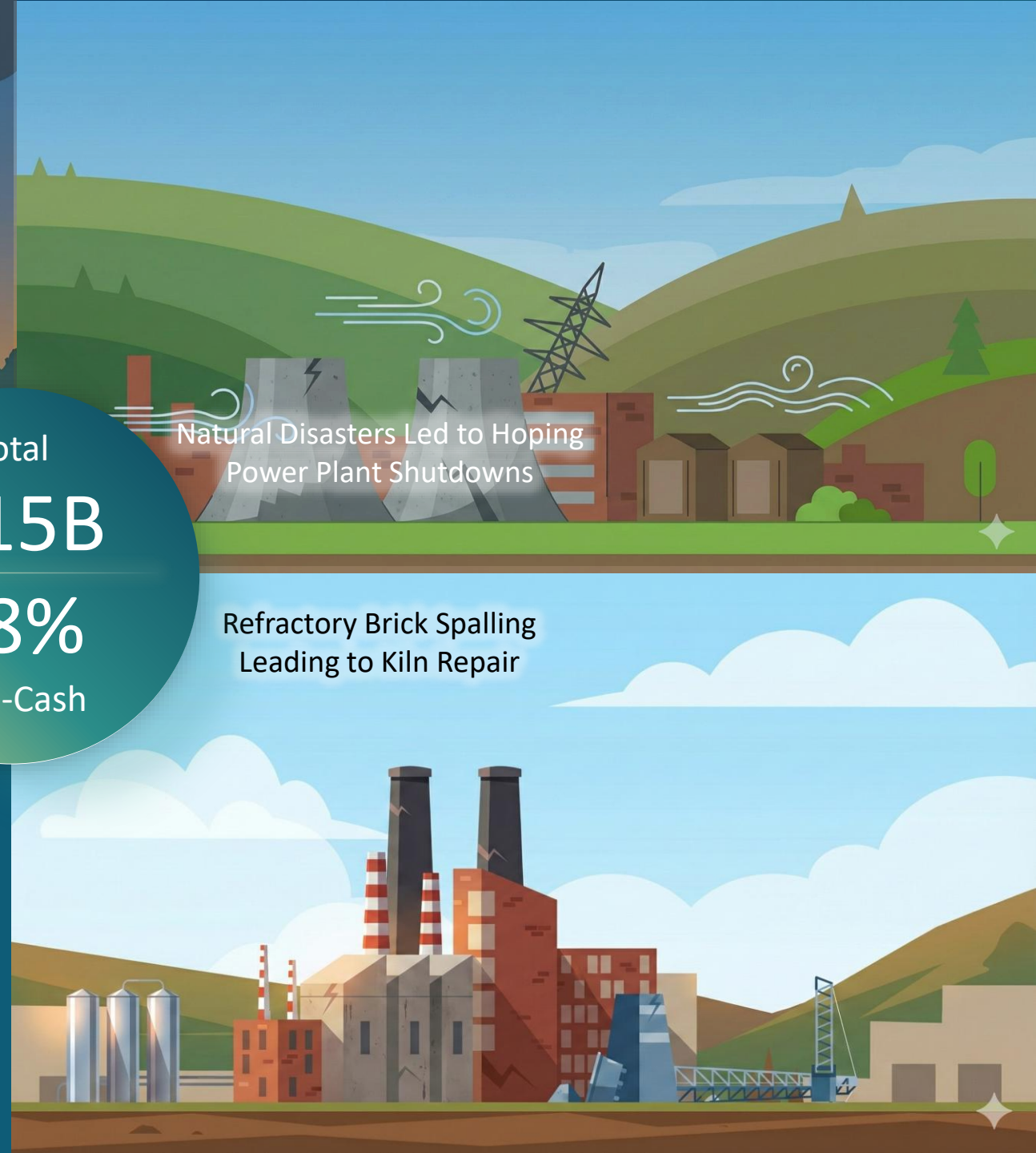
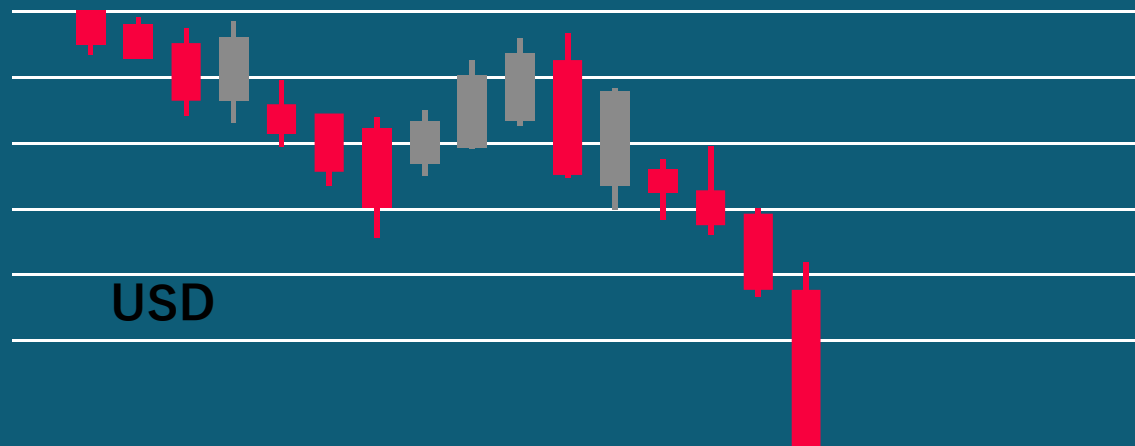
Sharp USD Depreciation
→ ECB FX Loss

Refractory Brick Spalling
Leading to Kiln Repair

Total
NT\$ **15B**

88%
Non-Cash

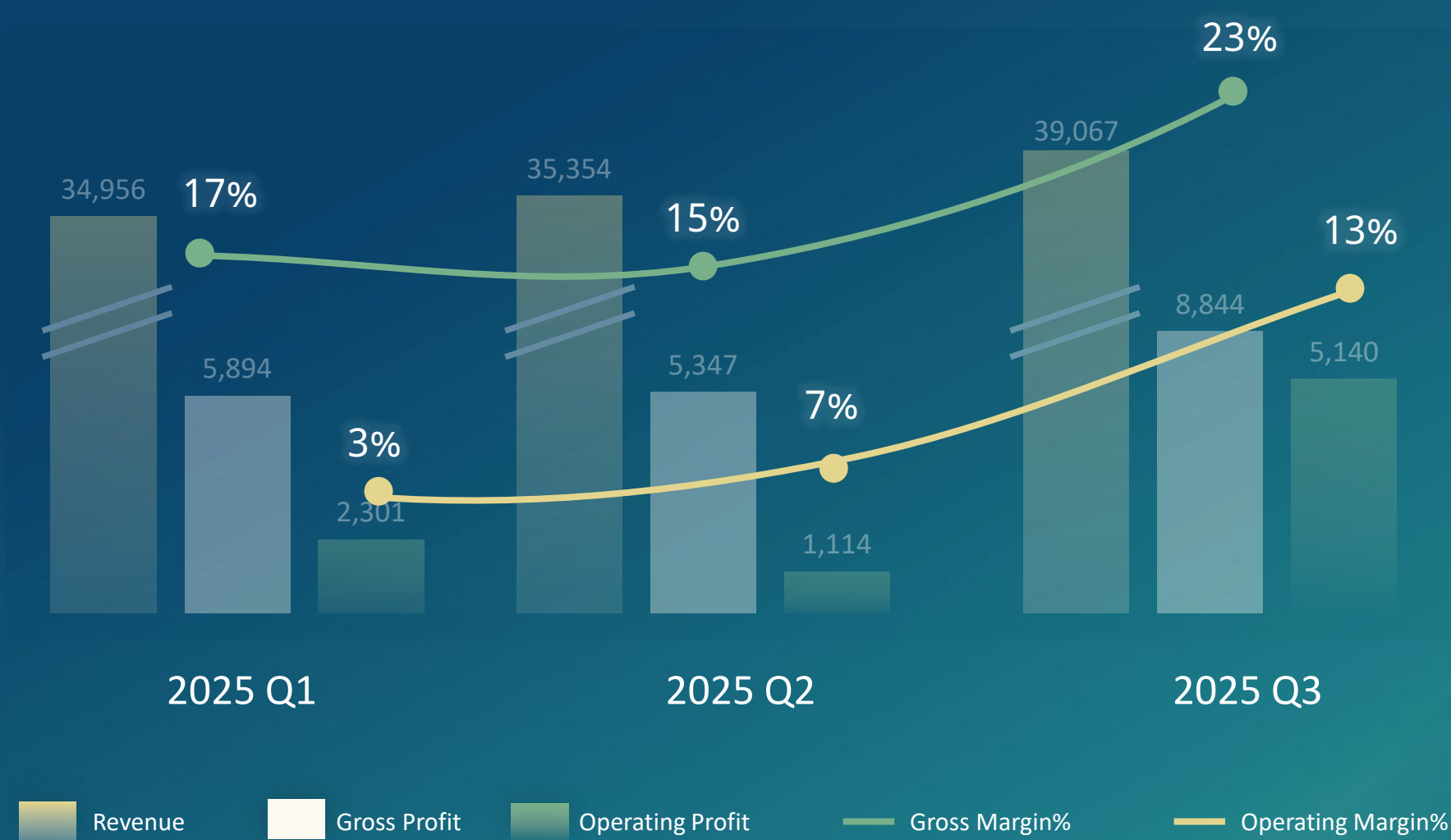
USD



Turning Lessons into Action — Risk Management & Inspection Upgrades



Back on Track in Q3: Profitability Rebounding



+27%

2025 9M NOCG YoY

-15%

2025 9M CAPEX YoY

NT\$281B

Net Asset Value as of Sep. 30th, 2025

58%

Net Leverage Ratio as of Sep. 30th, 2025⁽²⁾

(1) Unit: NT\$ Million

(2) Net Leverage Ratio = (Total Debt – Cash) / Shareholders' Equity

Global Footprint – Progress and Outlook



Taiwan – Solid Cement, Emerging New Energy Benefits

TAIWAN 2025 9M

	Gross Margin	Operating Margin
Cement & RMC	19%	13%
Hoping Power Plant	22%	20%
TCC Energy Storage	29%	7%
Renewable Energy*	38%	13%
Battery	8%	-13%

*Excluding litigation-related provisions

Mainland China – Still Fierce Involution in Cement

MAINLAND CHINA 2025 9M

6%

Gross Margin

-6%

Operating Margin

20%

EBITDA Margin

~NT\$2.1B

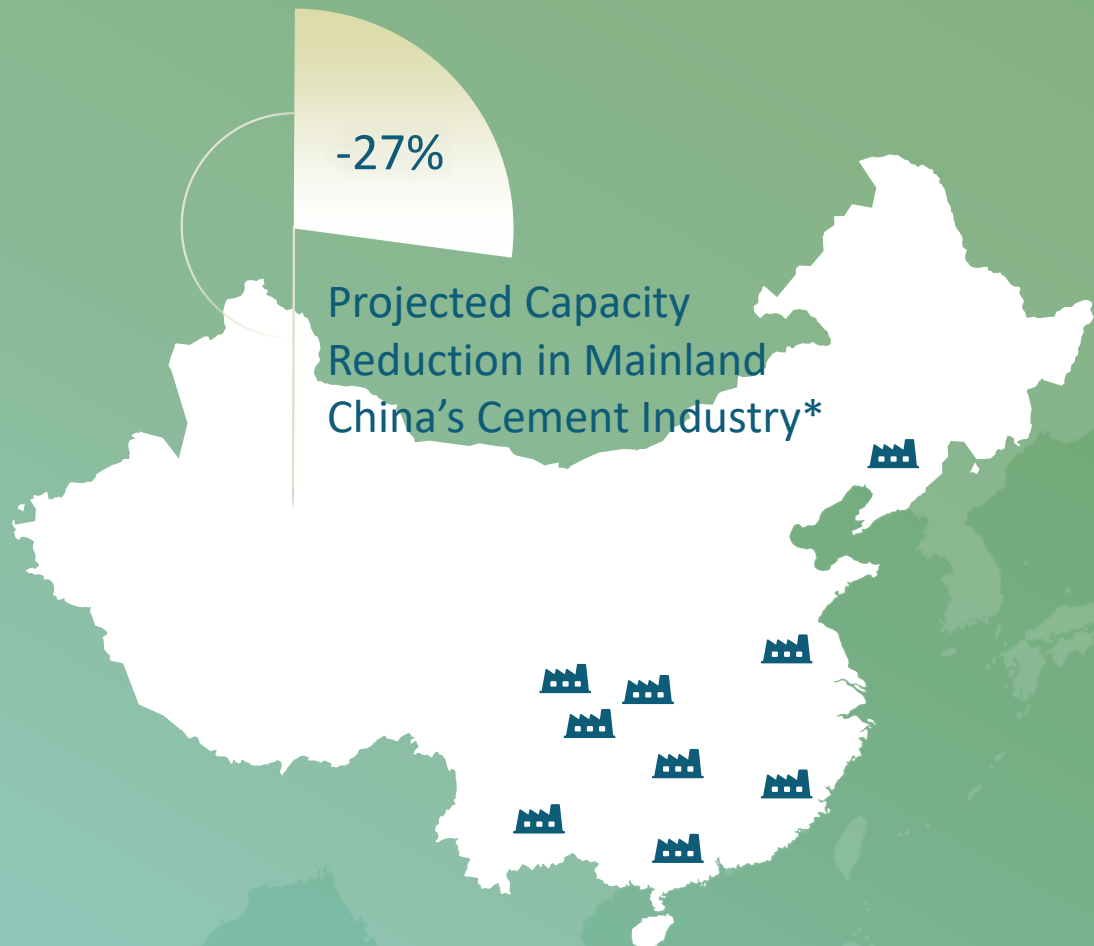
NOCG

18%

Thermal Substitution
Rate (TSR)



Light at the End of the Tunnel – Demand Still Weak, but Supply-Side Reform Has Arrived



MAINLAND CHINA

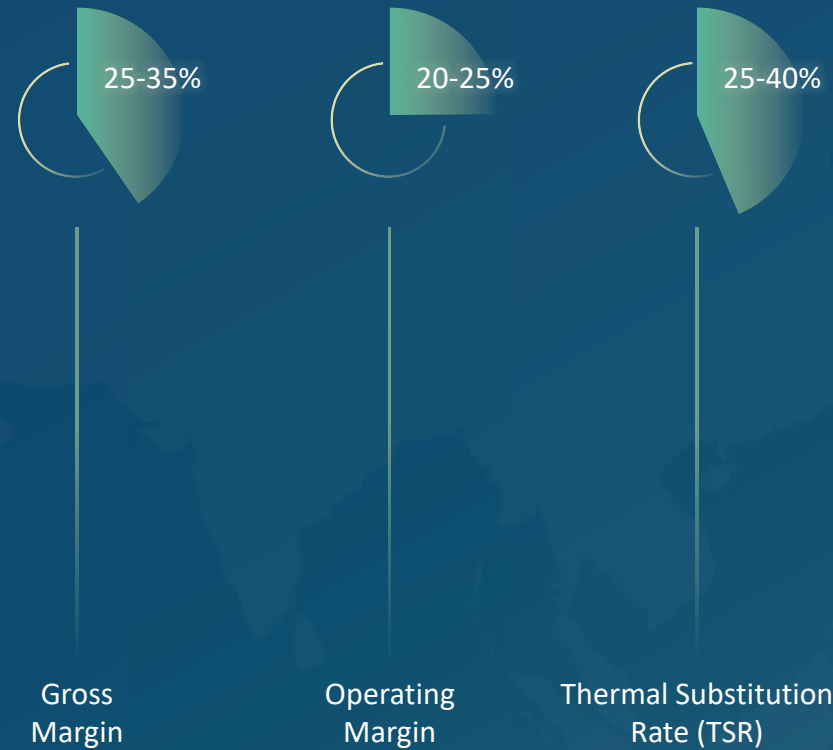
- ④ 14% Capacity Reduction
- ④ 20% Workforce Optimization
- ① Gross Margin: **Double-digit**
- ① Operating Profit Margin: **Positive**

*Source: China Cement Association and Digital Cement Network (“中國水泥協會及數字水泥網”)

Overseas Cement – Harvest Season



OYAK CIMENTO & CIMPOR 2025 9M



NHOA Energy – Shifting from Utility-Scale to C&I Storage



NHOA Energy

Installed Projects (MWh)

1,641

2025 9M Gross Margin

33%

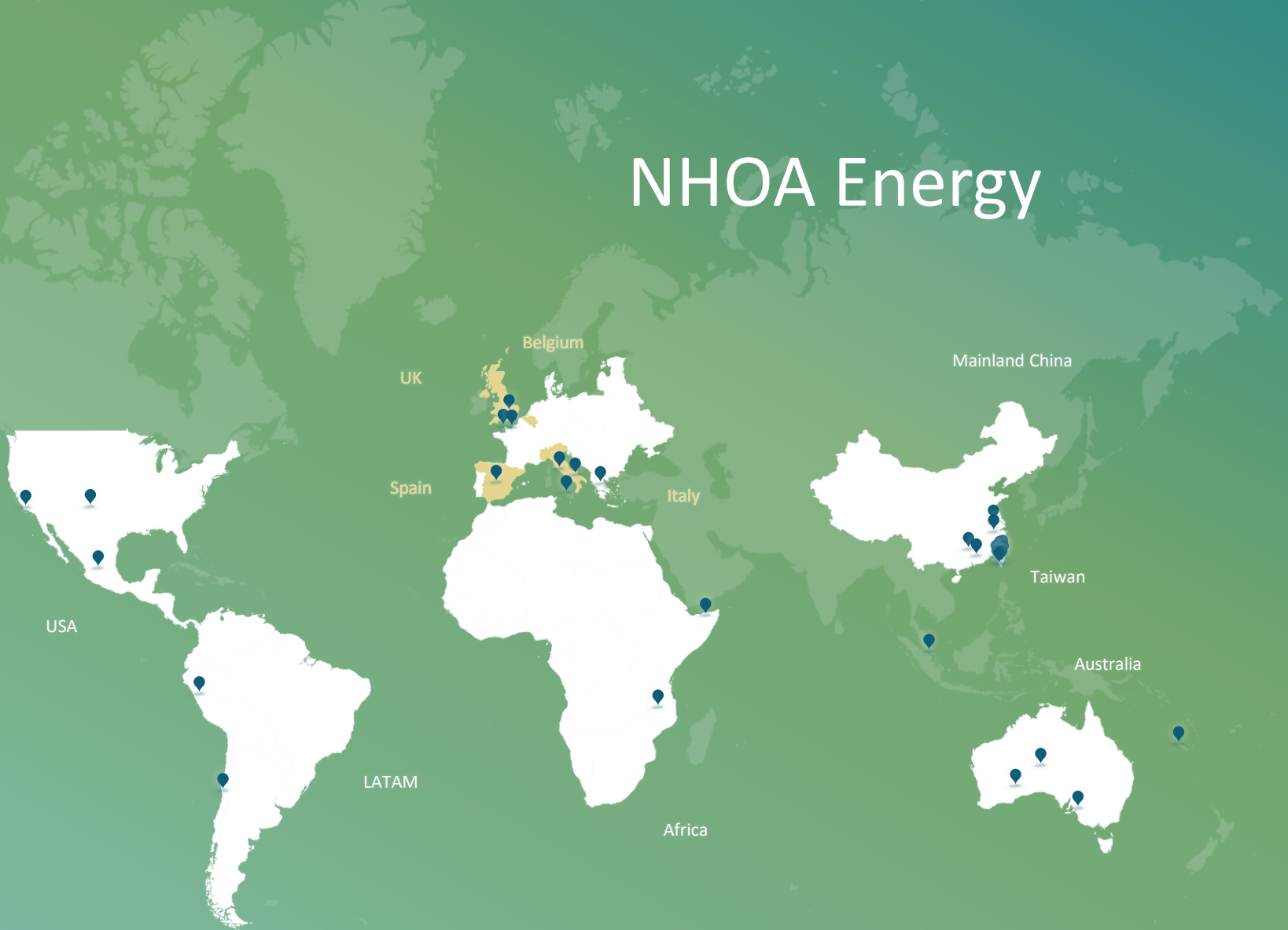
NHOA Energy – Shifting from Utility-Scale to C&I Storage

NHOA Energy

508MW/

1,265 MWh

Under construction



EV Charging Network across Southern Europe



Sites

1000+

2025 9M Revenue YoY

+129%

POC

3700+

2025 9M Gross Margin

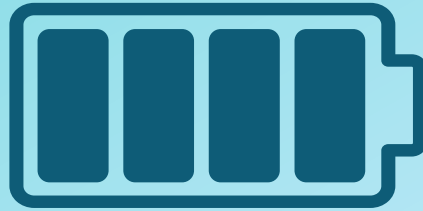
+58%

Fast-Charging Stations Paired with Storage – A Triple-Win

Stores electricity
during off-peak prices



Avoids peak prices by using
stored energy

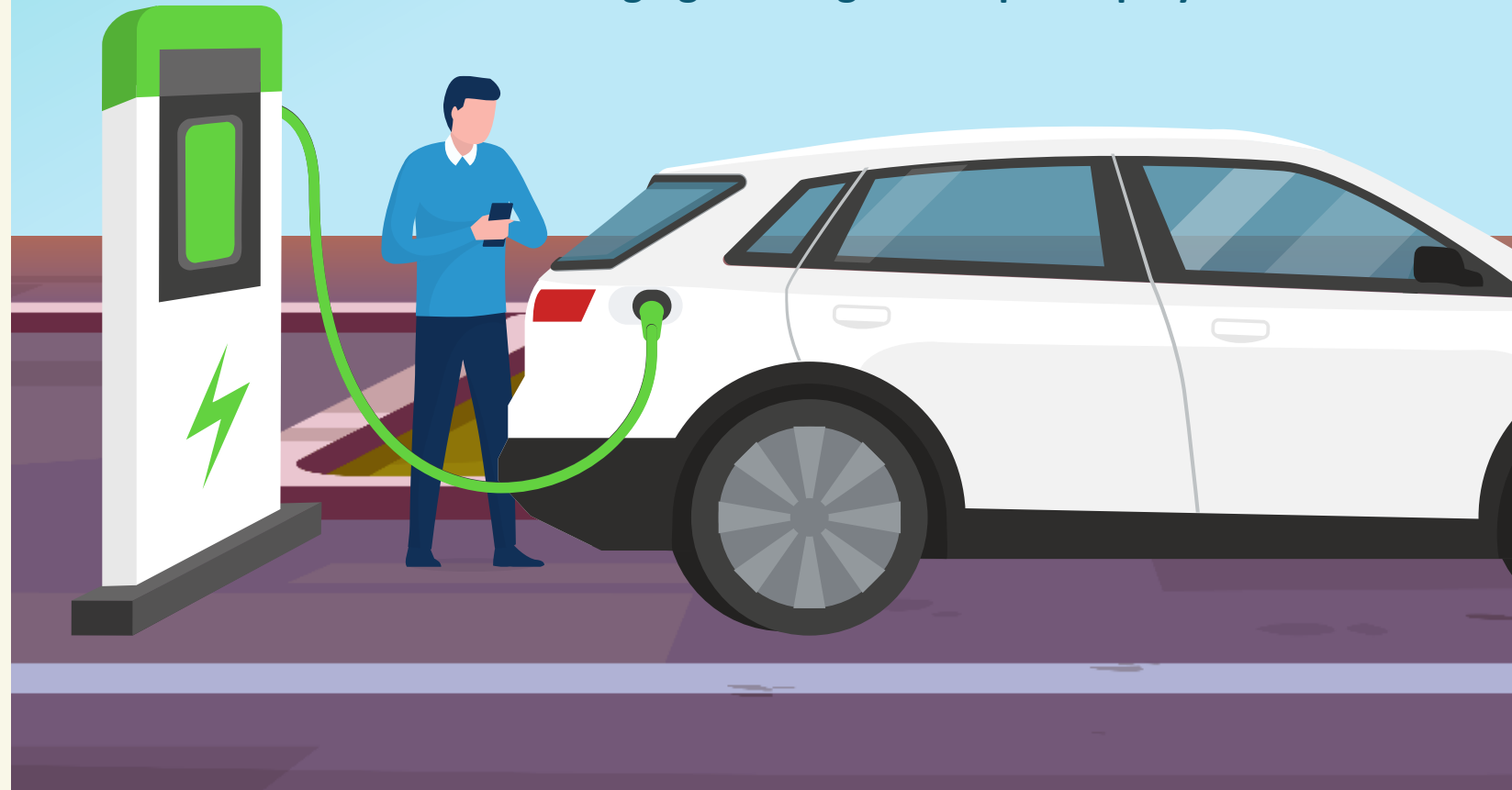


EnergyArk

Lower Cost for
EV Drivers

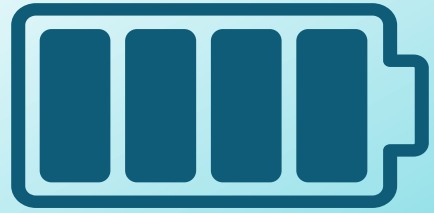


All-in-One Charging + Storage for Rapid Deployment

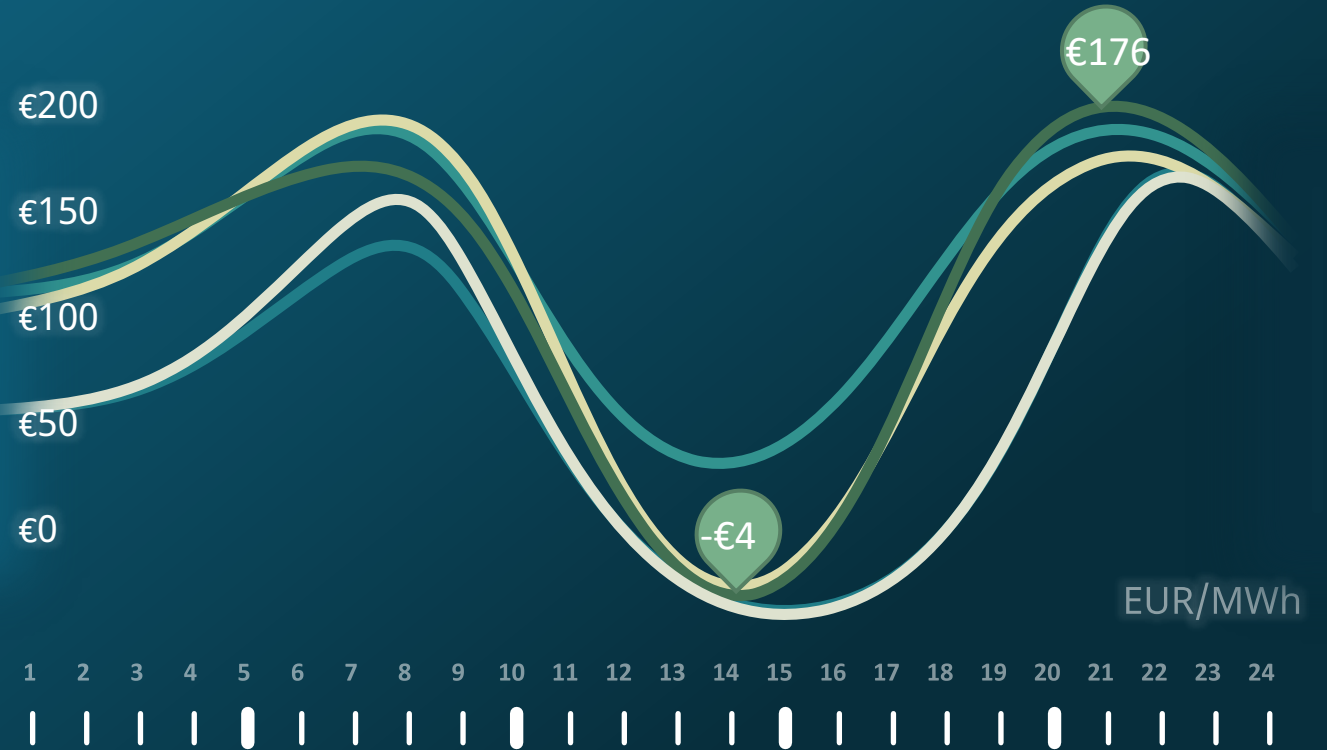


Unlocking New Value — Distributed Storage Monetized Through Power Trading

Italy France Spain Portugal Netherlands Switzerland



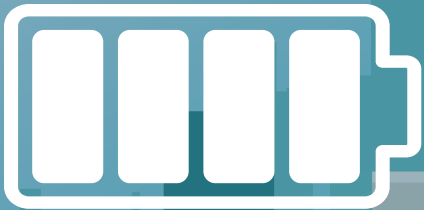
EnergyArk



TCC-EnergyArk – The World’s Safest Storage Cabinet



Two-Way Customer Flow:
myAtlante × Retail Partners



EnergyArk



SUPERMARKET



MALL



Atlante's Charming "Smile Model"

Value & Synergy

110 Retail Sites Signed | 174 EnergyArk Units to be Installed
and More to Come



E quindi uscimmo a riveder le stelle

We came forth, and
once more saw the stars

DANTE ALIGHIERI

(Inferno XXXIV, 139)

CIMPOR

Investor Conference Presentation

Taipei

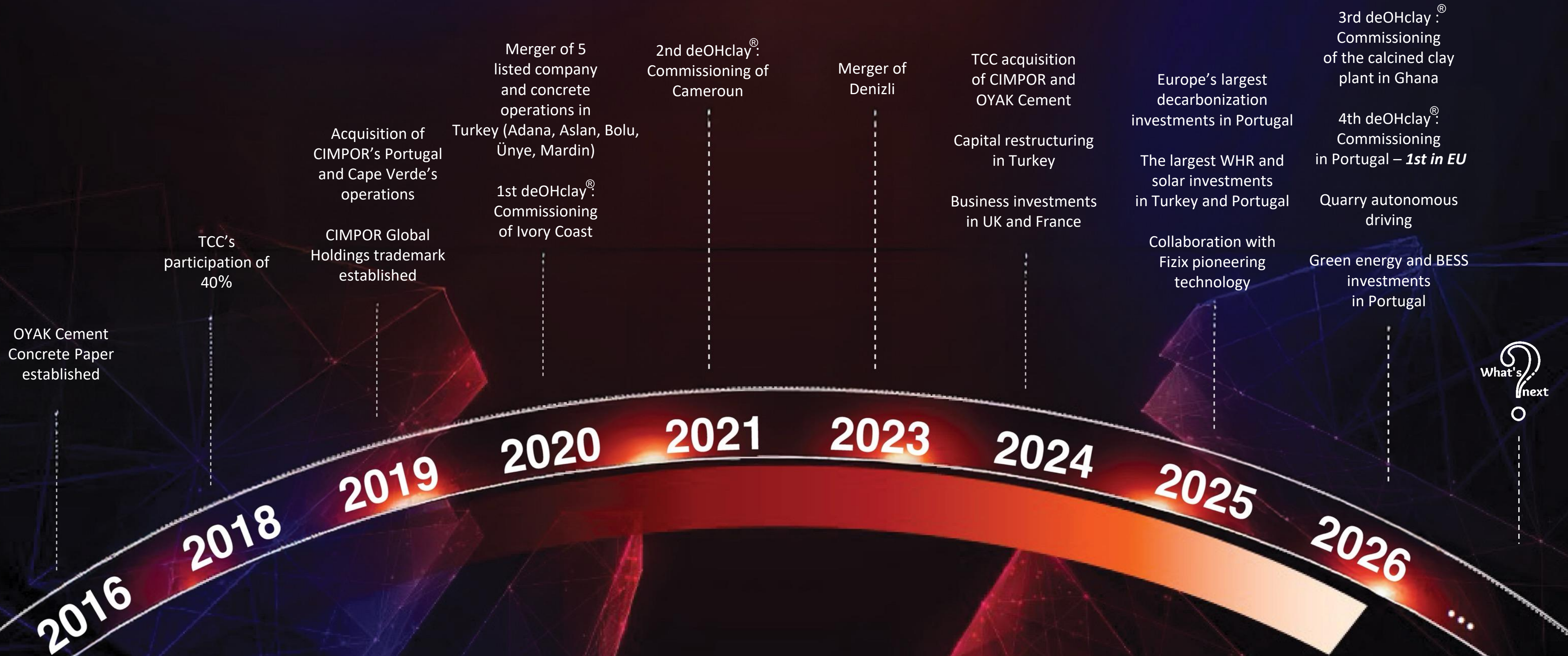


01

The *Super Green* Power Born of Marriage
with TCC Group Holdings & Cimpor Global



... What's Next?



Group's Footprint – We Became 3rd Largest Global Cement Player



OTCC
East

OTCC
West



Cement Capacity
77.0 m ton

Clinker Capacity
65.8 m ton

Cement Capacity
35.0 m ton

Clinker Capacity
18.0 m ton

Integrated Facility
10

Grinding Facility
7

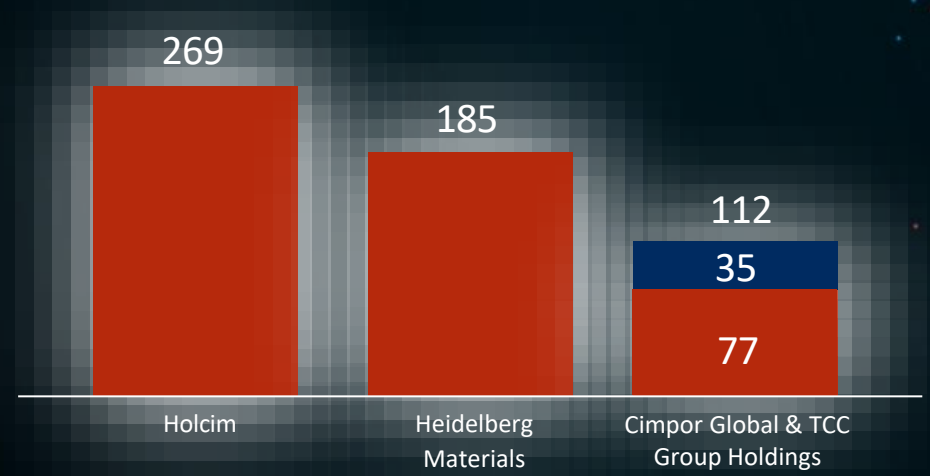
Calcined Clay Facility
3

RMX
104

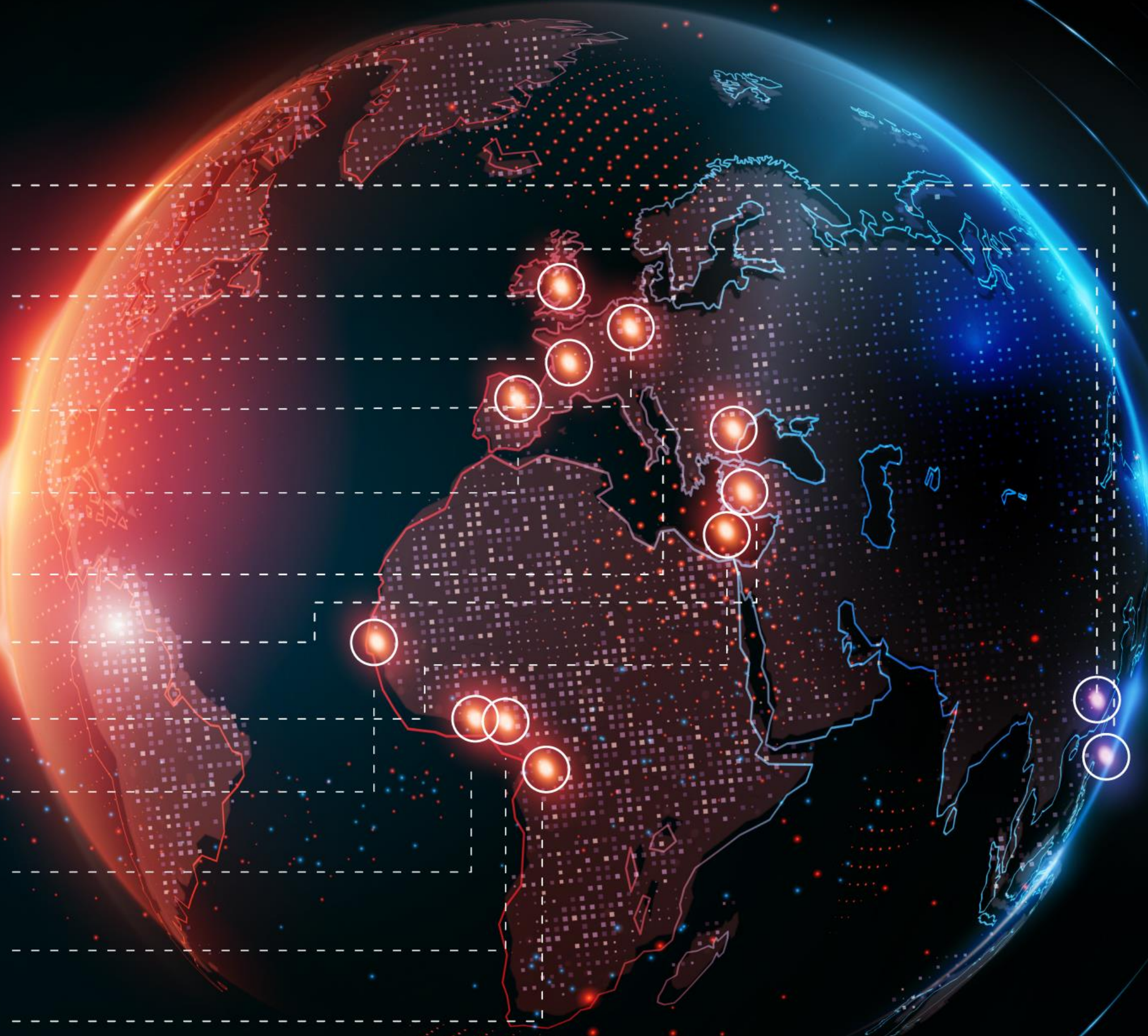
Aggregates
24

Paper &
1

Terminals
10



- Taiwan
- China
- United Kingdom
- France
- Netherlands
- Portugal
- Romania
- Türkiye
- TRNC
- Cape Verde
- Ivory Coast
- Ghana
- Cameroon



Group's Focused Pillars



Climate Change

- Invests continuously in mitigating its carbon footprint, Net Zero!
- Utilizes co-processing of waste to reduce environmental liabilities
- Focuses on resilience and adaptation to the impacts of climate change



Growth and Positioning

- Continuously looking for opportunities to expand footprint
- M&A opportunities in core and business
- Expand white cement portfolio
- A diverse portfolio and strong hard-currency position



R&D and Innovation

- Focus on low carbon products, first calcined clay initiative in the world
- Focus on developing projects that create innovate new materials & products
- Digitalization and A&I



People & Communities

- Zero accident program
- Focuses on enhancing professional skills within the local community
- Supports and empowers local communities in overcoming challenges.



Local Impacts

- CIMPOR promotes strategies to mitigate various local environmental impacts
- Enhances management of air, water, and noise pollution.
- Actively works to preserve and protect local biodiversity



CO₂ Emissions & Strategies:

Commitment of Achieving Net-Zero

2030 Targets

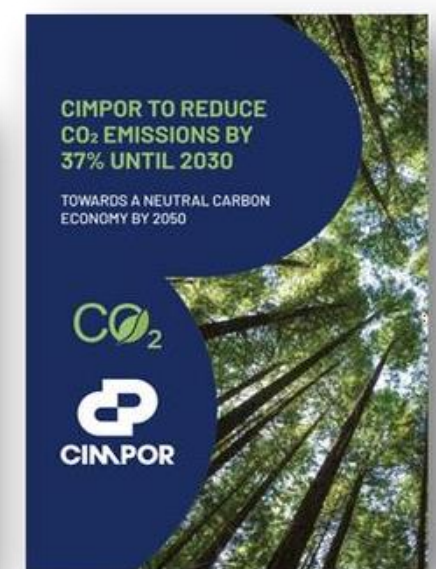
- Mid-term decarbonisation plans validated by Science Based Target Initiative (SBTi)
- CIMPOR Portugal:
Scope 1 + 2 emissions **reduction of 22%** from 2022 to 2030
From 687 kgCO₂/t-cmt (S1: 659 & S2:28) in base year 2022 to 531 kgCO₂/t-cmt (S1: 526 & S2: 12) in 2030
- OYAK Cement Türkiye:
Scope 1 + 2 emissions **reduction of 23%** from 2021 to 2030
From 790 kgCO₂/t-cmt (S1: 741 & S2:49) in base year 2021 to 610 kgCO₂/t-cmt (S1: 588 & S2: 22) in 2030

2050 Ambition

- Net-zero emission plans validated by Science Based Target Initiative (SBTi)
- CIMPOR Portugal:
Scope 1 + 2 emissions **reduction of 95.2%** per ton of cementitious materials
Scope 3 absolute emissions **reduction of 95%**
- OYAK Cement Türkiye:
Scope 1 + 2 emissions **reduction of 95.8%** per ton of cementitious materials



SITA has responded to the SBTi's urgent call for corporate climate action by committing to align with 1.5°C and net-zero through the Business Ambition for 1.5°C campaign.



... deOHclay: Calcined Clay Technology

We are changing the game – As a Pioneer & The Leader

deOHclay®

To be the largest calcined clay producer with at least
1.5 million tpy capacity till the end of 2025

which means

a capacity of

5 Million tons of calcined clay blended cements

per year

&

Up to 1.2 Million tons of CO₂ reduction

per year*

* Replacing CEM I with CC blended cements



3 continents
18 facilities



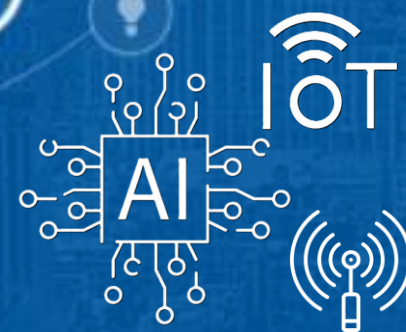
1,4 trillion individual
records

> 150,000 tags



IndustrAI

AI / AutoML / GenAI
>12,000 IoT sensors



Quality predictions of manufactured cement with
high accuracy: *No need to wait 28 days*

Digitized concrete: full visibility from plant to site

Process & emission predictions

Decarbonization with AI

AI assisted Advanced Process Control

Predictive & prescriptive maintenance

Generative AI supported technical know-how
platform

...

FIZIX: Machine Health Monitoring Project

Maintenance Excellence with AI & IIoT Sensors



X-Clinker: Next Generation of Clinker

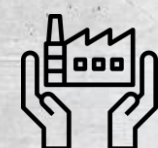
A Low-Carbon Alternative to Reduce GHG (green house gases) Emissions



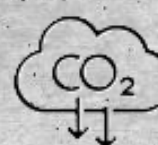
Patented technology in USA, Europe and Brazil



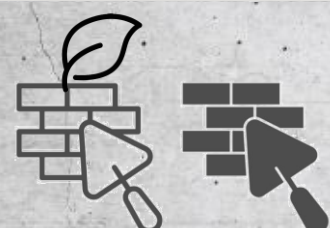
Only 440 kg.CO₂/ton of footprint with electrified process technology



Technological concept and engineering studies of semi-industrial plant is completed



Nearly 400 kg/t CO₂ reduction per ton of clinker – which means more than 48% of decarbonisation

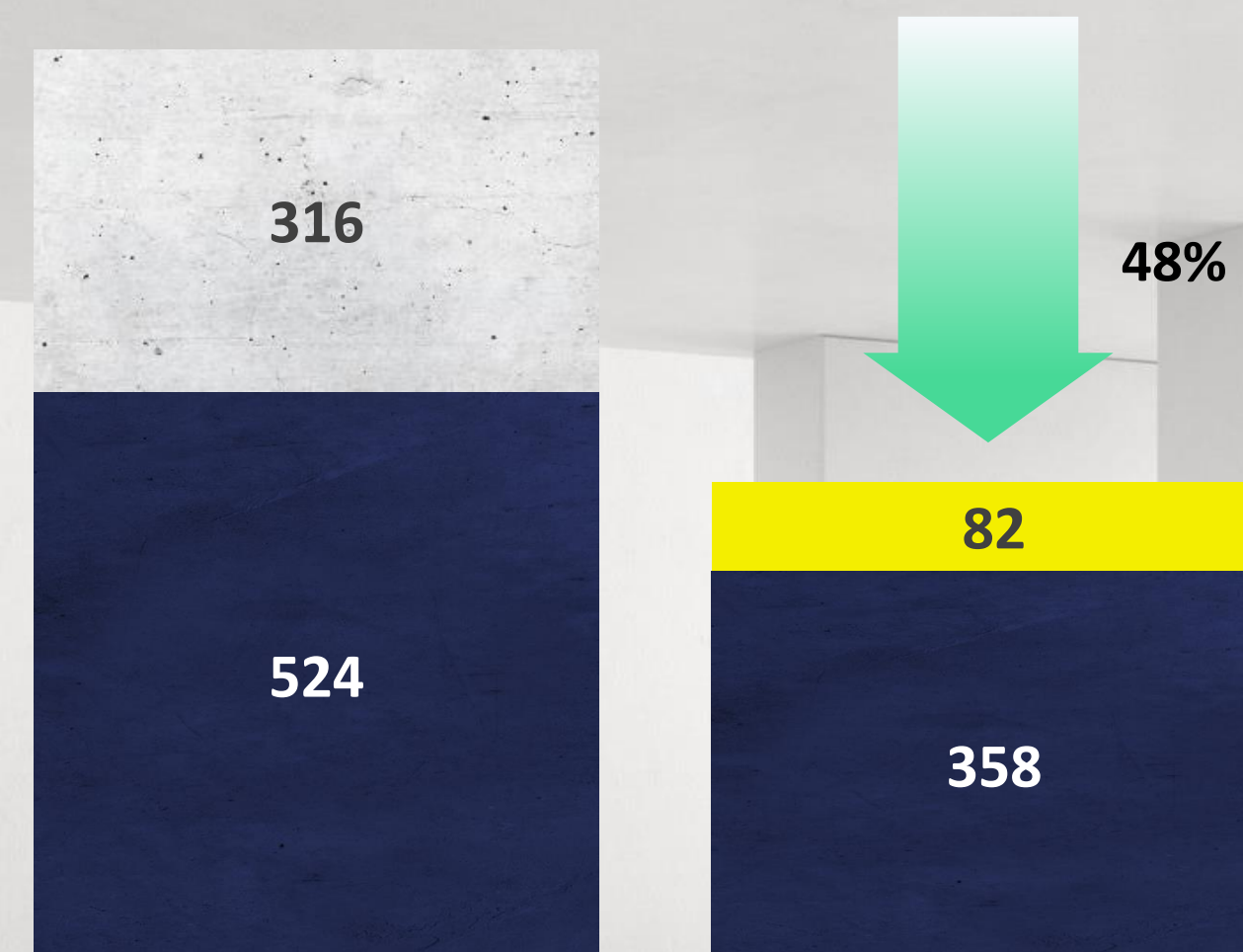


Low-carbon white clinker & cement production potential



Promising opportunities like being a component of UHPC

CO₂ Emissions per ton
(kg/ton.clinker)



OPC Clinker

X-Clinker

■ In-Process

□ Combustion (Heat)

■ Electric (Heat)

... Smart Factories with 5G MPN: Fast, Reliable and Safe Connectivity

Innovating Industry, Connecting The Future



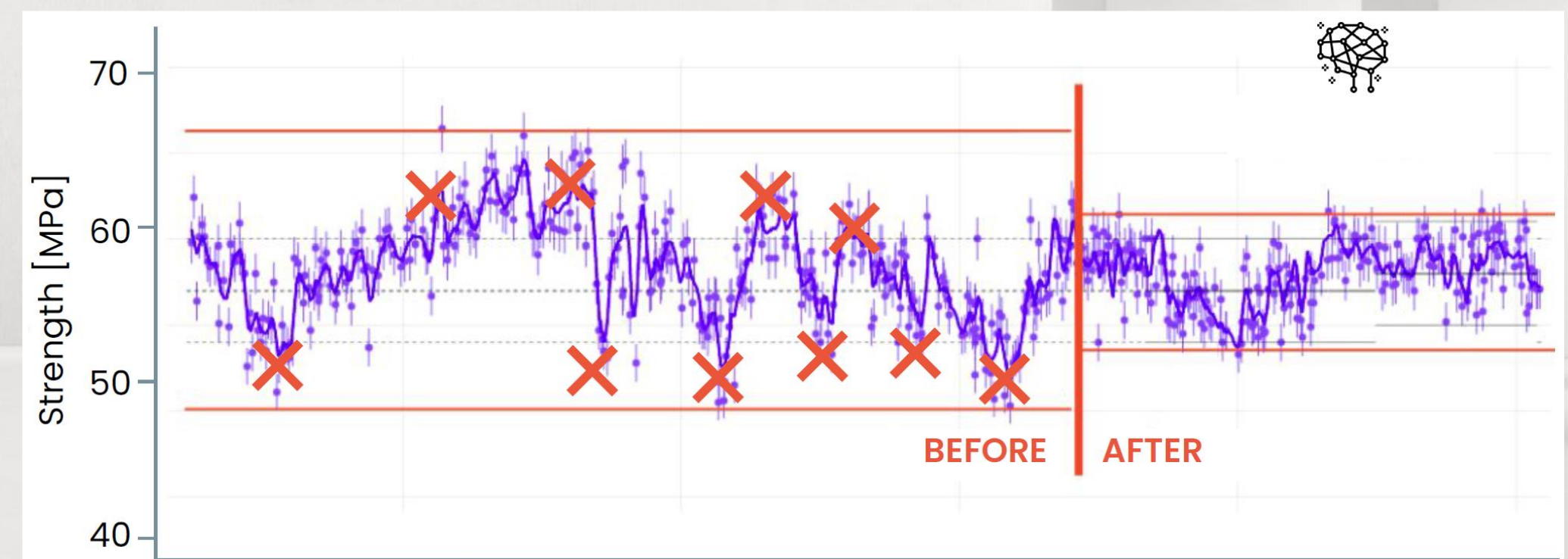
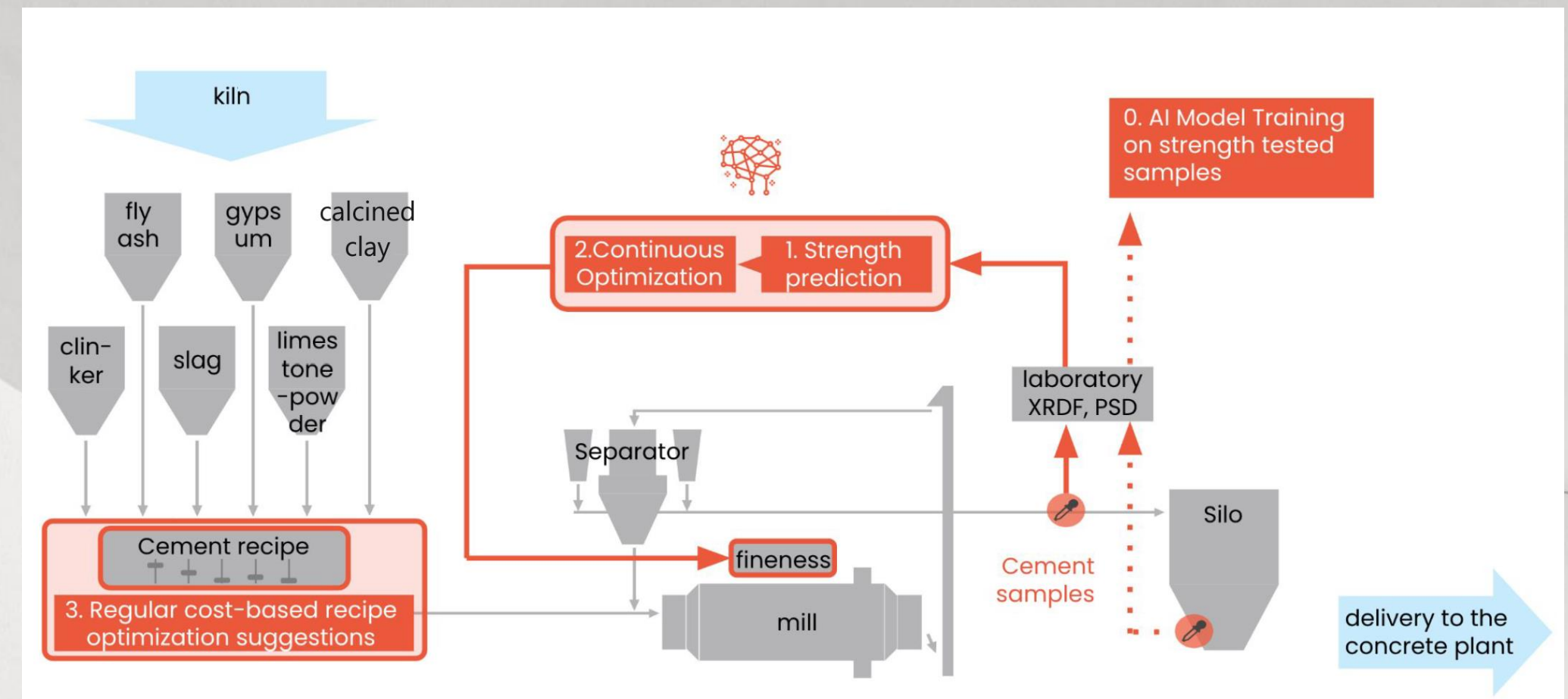
- Sophisticated IoT sensors
- Edge computing and AI
- Indoor & Outdoor Drones
- UHD Video Analytics
- Digital Twin Integrations
- Autonomous Operating Technologies
- Remote Support & Access without cables



... AI and AutoML supported quality control of cement process: Alcemy Cement



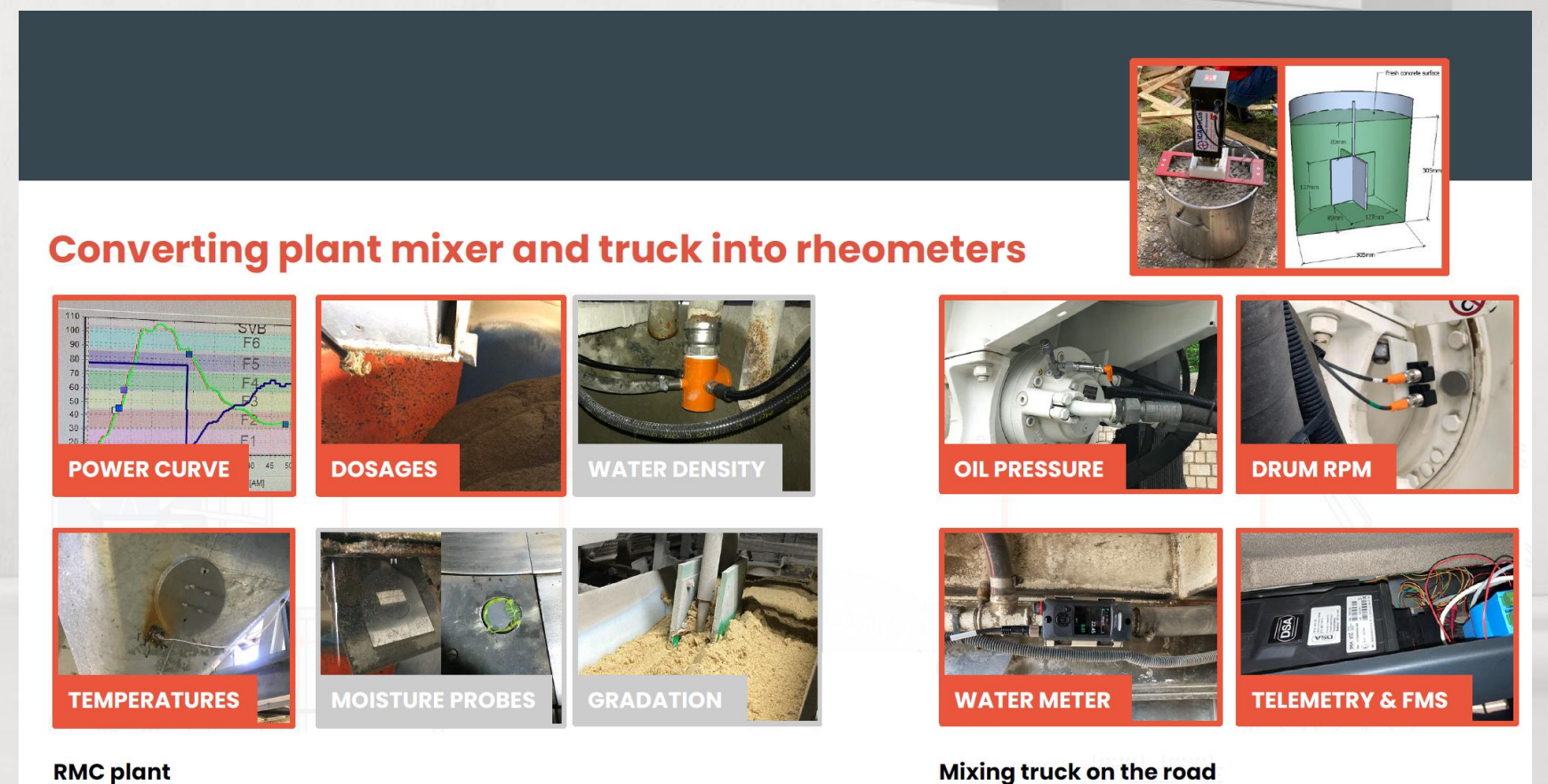
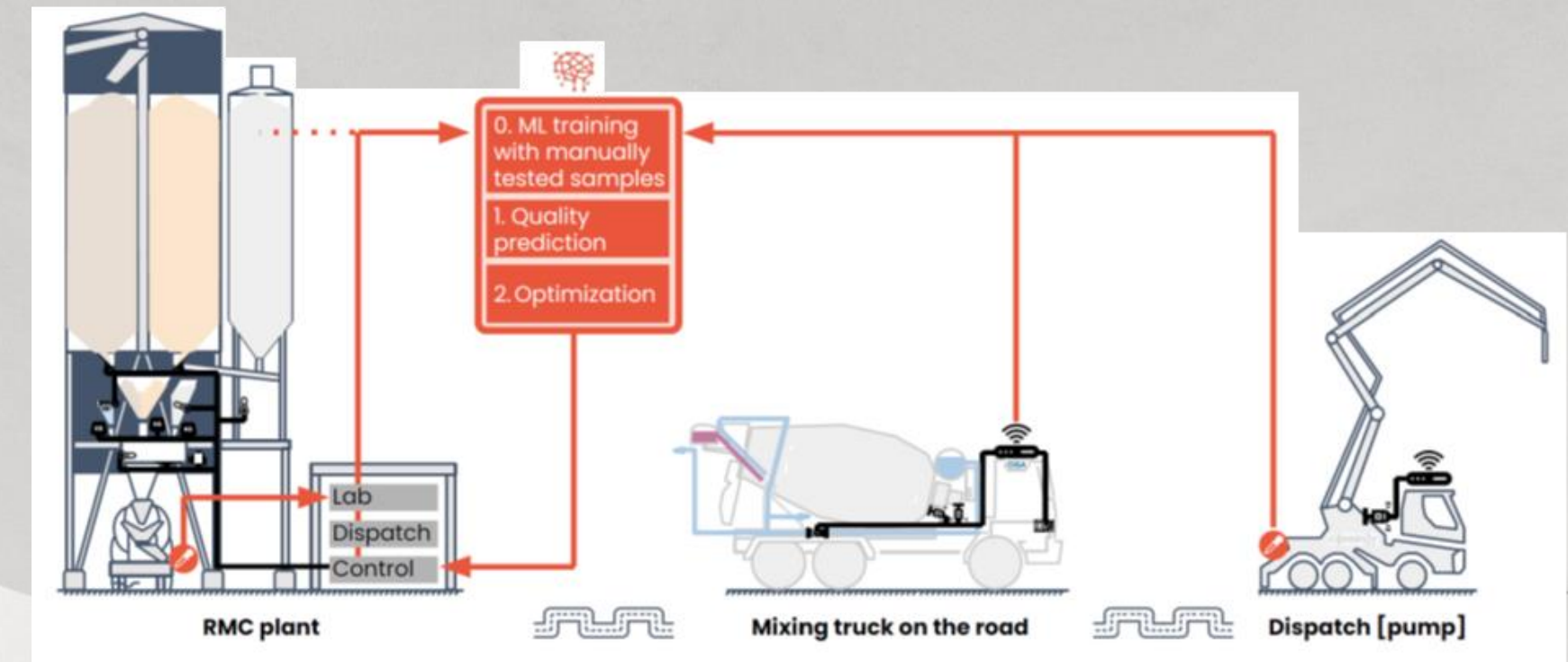
- Predictive cement quality with accurate data collection and AI support
- Automated quality control with available tools, analyzers and specifically designed sample collection methodology
- Decreased quality fluctuations, energy efficiency and reduced carbon footprint
- Less clinker consumption with similar quality on final products
- Each 1% of clinker reduction means nearly 100,000 tons of CO₂ saving per year on global scale
- > 98% accuracy on 28 days strength prediction
- High quality cements with less clinker and more SCMs – like calcined clay, GGBFS, fly ash and limestone



... AI and AutoML supported quality control of cement process: Alcemy Concrete



- Digitalization of ready-mix operations
- Predictive concrete quality with on-stream data and AI adaptation
- Collecting data from readymix plant equipment and also transmixer
- Modelling a rheometer with available data sources
- 100% monitoring of concrete quality from the plant to the final pouring point
- On-stream controlling and recording each batch party
- > 40% less standard deviation on quality parameters
- High class concretes with less cement and more sustainable SCMs
- Project, customer and truck based records to improve operational performance and customer satisfaction



... Autonomous Mining Operations & Surface Mining – fully integrated future-ready mining



- 1,000 additional hours per vehicle every year
- 15% Less Operational Costs
- 32% Increase in Productivity
- 10% Decrease in Fuel Consumption
- 25% Less Wear on Tires
- All-around

Higher ROI, Lower Operational Costs for Expensive Equipment and Operations in Heavy Industry

Differentiation Points:

- Strong driverless autonomous terrain applications
- Flexible, high reliability and minimized risk
- Operates also without 5G MPN connection – all vehicles have own integrated sensors and processing systems



- Self driving quarry extraction
- No any blasting – no risk to underground water and surrounding environment
- Eliminating the vibration and seismic effects – effective and flexible operation on near residential areas without disturbing stakeholders
- Selective mining and improved quarry operations
- Reduced particle sizes – improved hauling and less energy consumption on crushers

... Recycling Concrete Wastes to produce sustainable cements and decarbonization



- High efficient liberation on CDW processing to get recycled concrete fines, sand and aggregates
- Implementation of a new processing technology
 - New cements: CEM II/A-F and CEM II/B-F – replacing clinker up to 35% with concrete dusts
 - Usage of recycled sand and aggregates in RMX operations
 - Adding concrete fines as a filler in RMX
 - Adding concrete fines into raw-mix while producing OPC Clinker and also X-Clinker to reduce heat consumption and CO₂ reduction
 - Carbonation of concrete fines to capture CO₂



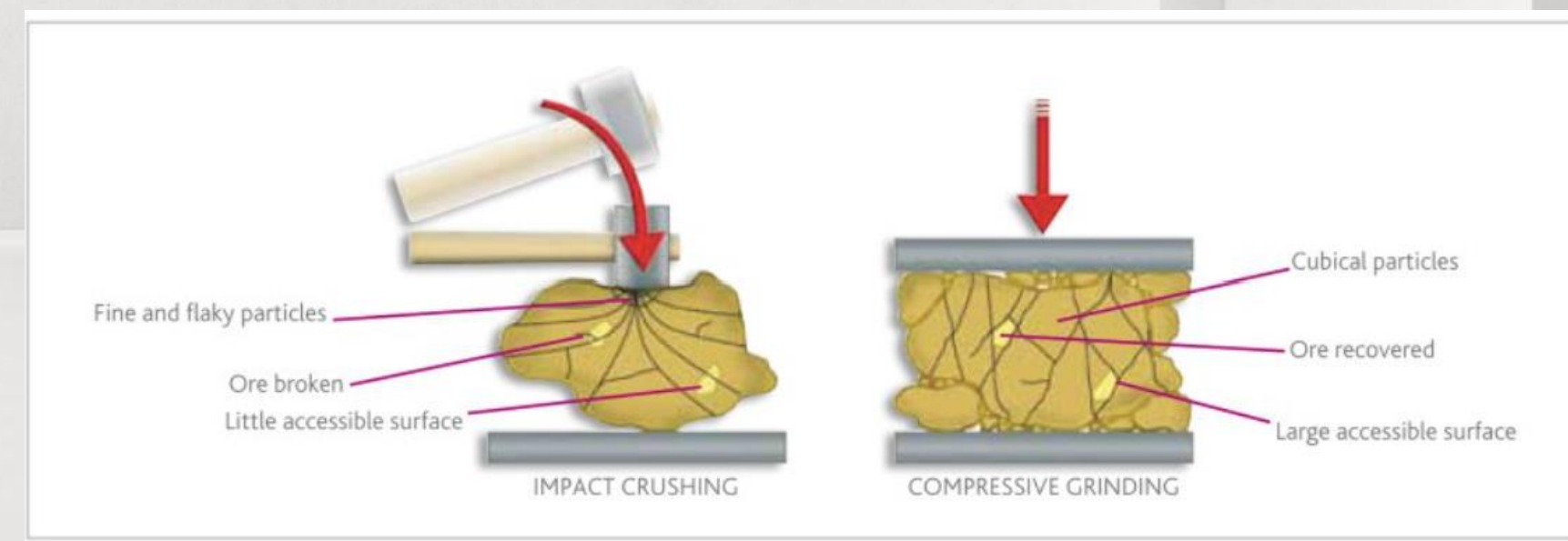
Main types	Notation of the products (types of cement)		Composition (percentage by mass) ^a											
			Main constituents											Minor additional constituents
			Clinker	Recycled concrete fines	Blast-furnace slag	Silica fume	Pozzolana		Fly ash		Burnt shale	Limestone		
	natural	natural calcined					siliceous	calcareous	L ^c	LL ^c				
Type name	Type notation	K	F	S	D ^b	P	Q	V	W	T	L ^c	LL ^c		
CEM II	Portland-recycled-fines cement	CEM II/A-F	80-94	6-20	—	—	—	—	—	—	—	—	—	0-5
		CEM II/B-F	65-79	21-35	—	—	—	—	—	—	—	—	—	0-5
	Portland-composite cement ^d	CEM II/A-M	80-88	6-14	<----- 6-14 ----->									0-5
		CEM II/B-M	65-79	6-29	<----- 6-29 ----->									0-5
		CEM II/C-M	50-64	6-20	<----- 16-44 ----->									0-5
CEM VI	Composite cement	CEM VI	35-49	6-20	31-59	—	—	—	—	—	—	—	—	0-5

^a The values in the table refer to the sum of the main and minor additional constituents.

^b In case of the use of silica fume, the proportion of silica fume is limited to 6 % to 10 % by mass.

^c In case of the use of limestone, the proportion of the sum of limestone and recycled concrete fines (sum of L, LL and F) is limited to 35 % by mass.

^d The number of main constituents other than clinker is limited to two and these main constituents shall be declared by designation of the cement (for examples, see Clause 6). In case of the use of both F and (L or LL) in the composition, the number of main constituents other than clinker is limited to three and these main constituents shall be declared by designation of the cement.



... Global Cement Market Overview



2025 growth expectations: World: -0.9% decrease; World(excl. China): +3.0% increase

North
America

-4%

Latam

0%

West
Europe

0%

MENA

4%

CEE

0%

CIS

2%

South
West Asia

7%

South
East Asia

4%

Sub-Saharan
Africa

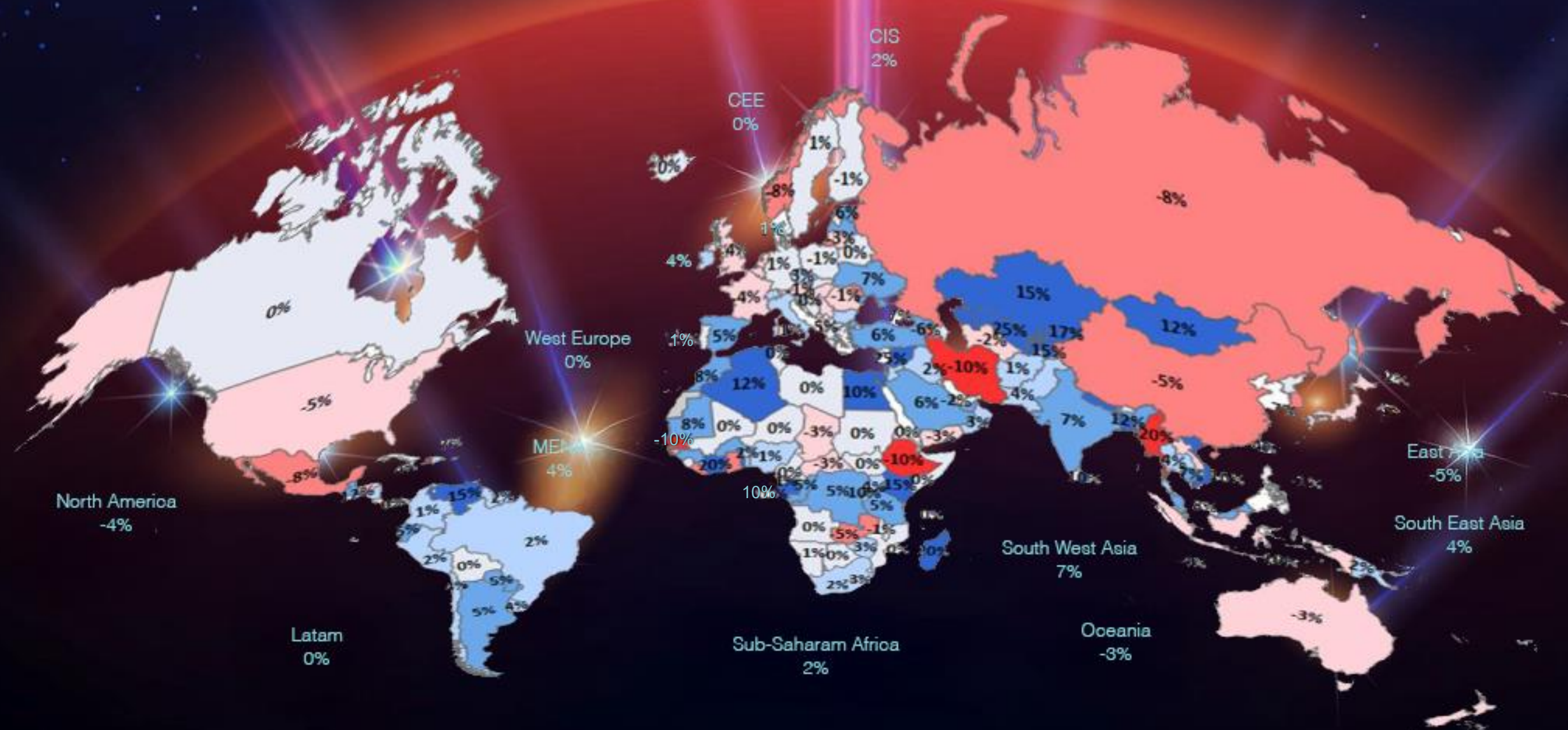
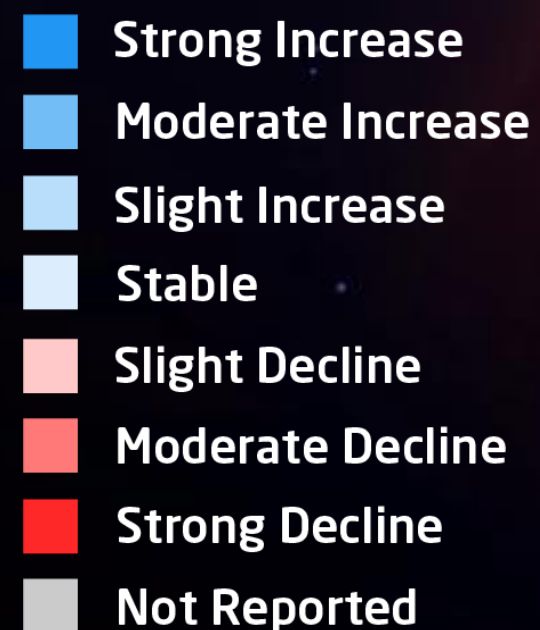
2%

East Asia

-5%

Oceania

-3%



... A challenging financial year with operational excellence



Revenue

3Q25	3Q24	Δ
1.318 m€	1.268 m€	4%



EBITDA

3Q25	3Q24	Δ
373 m€	406 m€	-8%



Capex

3Q25	3Q24	Δ
290 m€	172 m€	69%



Dividend

3Q25 (*)	3Q24	Δ
99,8 m€	-	n.a%



LTI Frequency Rate

3Q25	3Q24	Δ
2,4	3,4	-31%



CO₂ Emissions (Net) (**)

3Q25	3Q24	Δ
580	610	-5%

(**) Cementitious kg.CO2/ton.cmt



TSR

3Q25	3Q24	Δ
30 %	26 %	17%

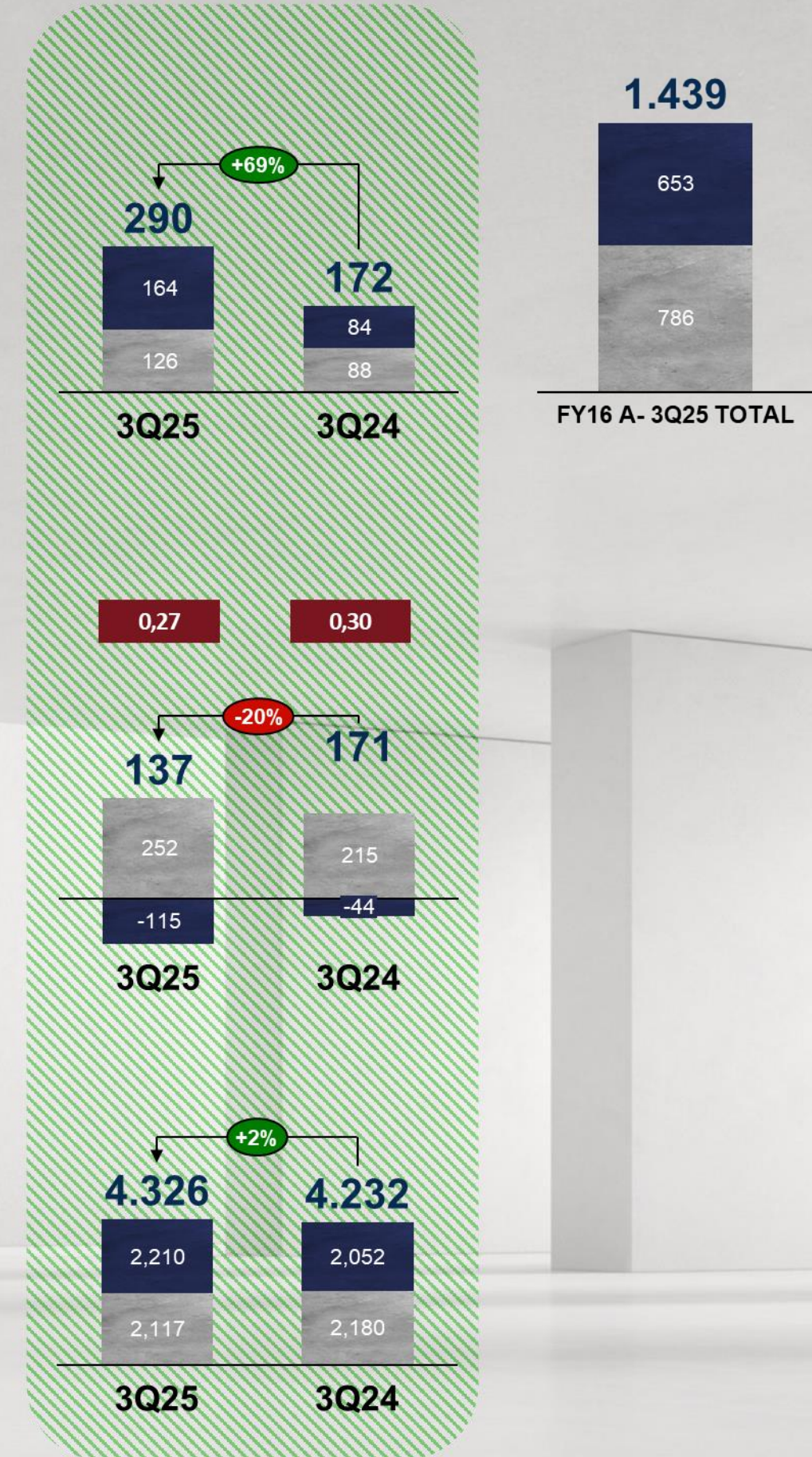
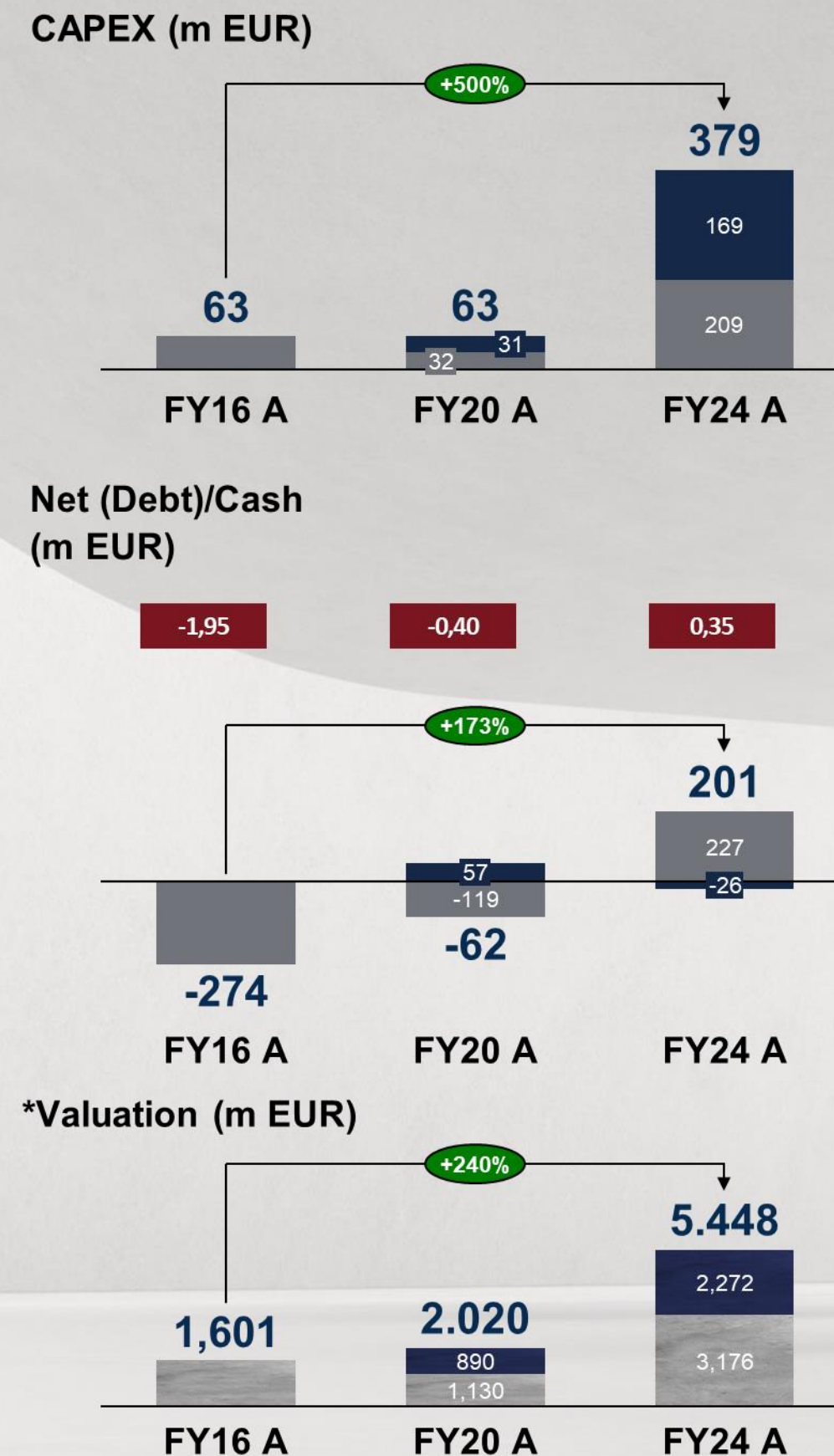
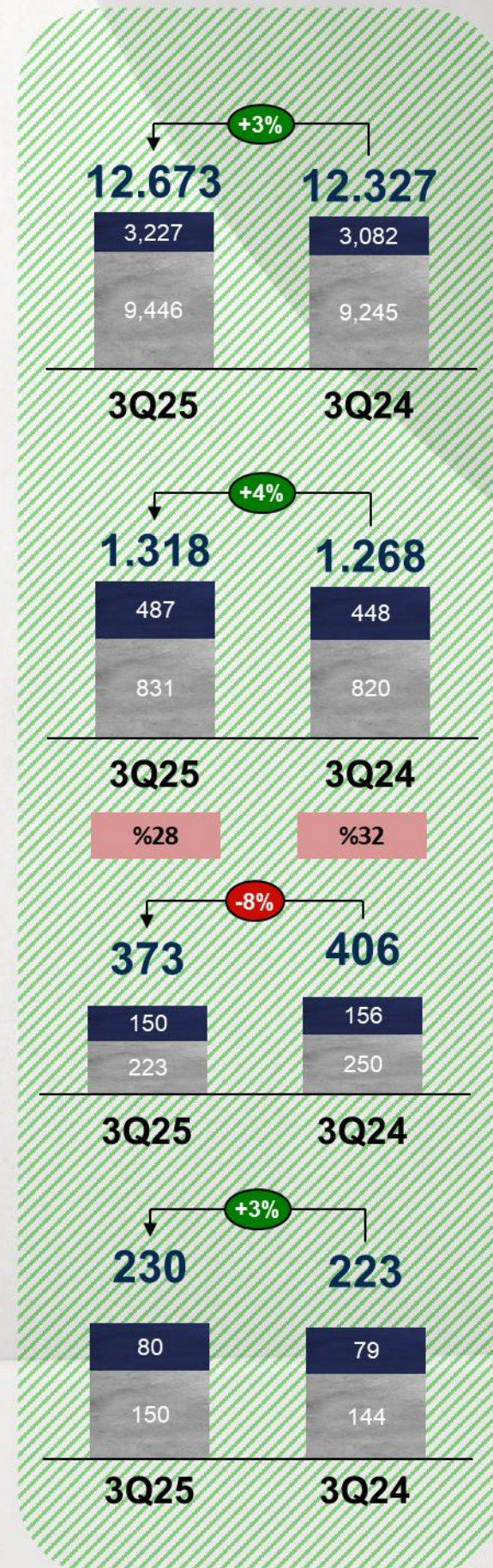
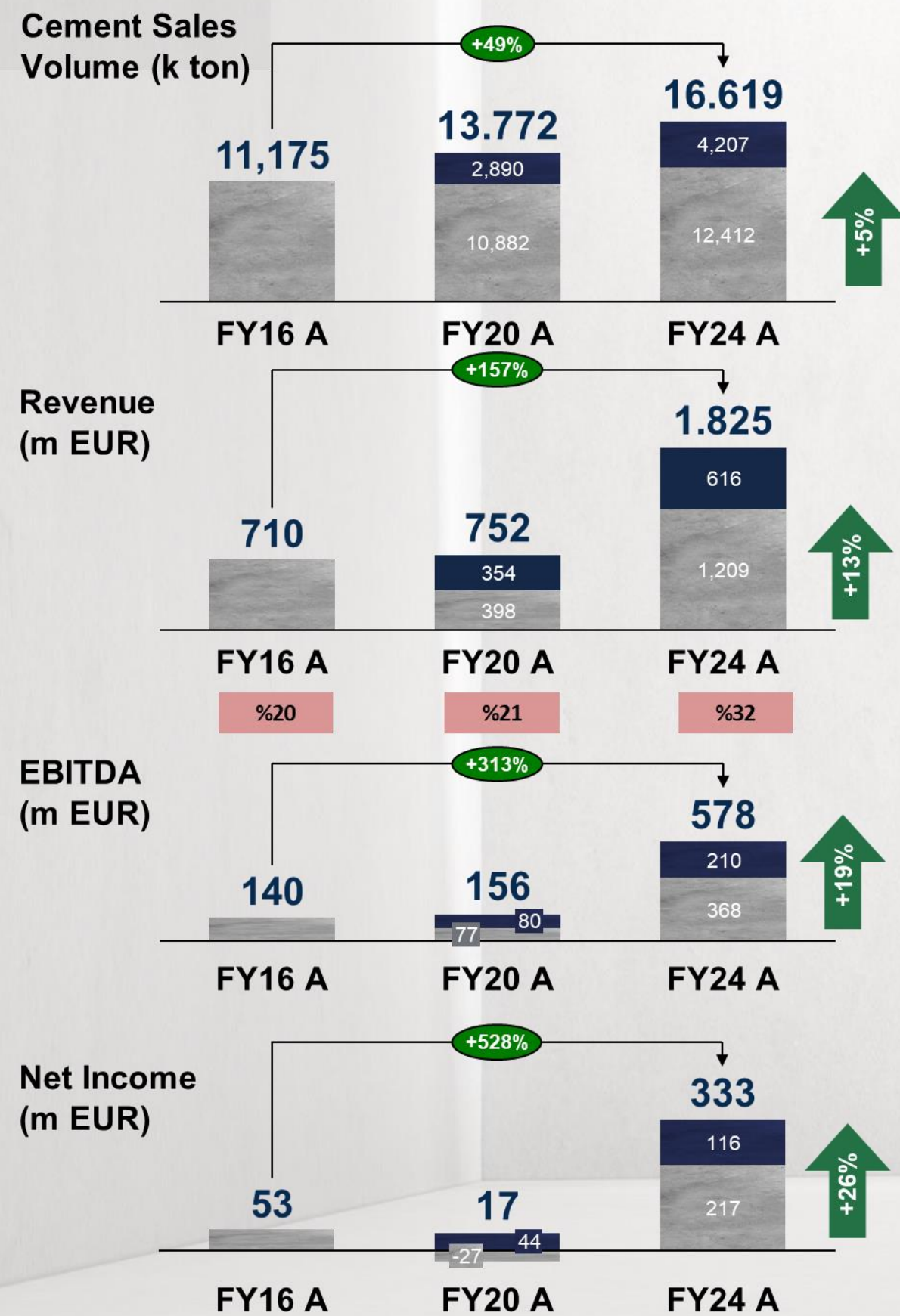


Renewable Energy

Own Generation		BESS	
3Q25	3Q24	3Q25	3Q24
122 GWh	66 GWh	2 MWh	0 MWh

(*) The dividend payment was made on 29th October 2025.

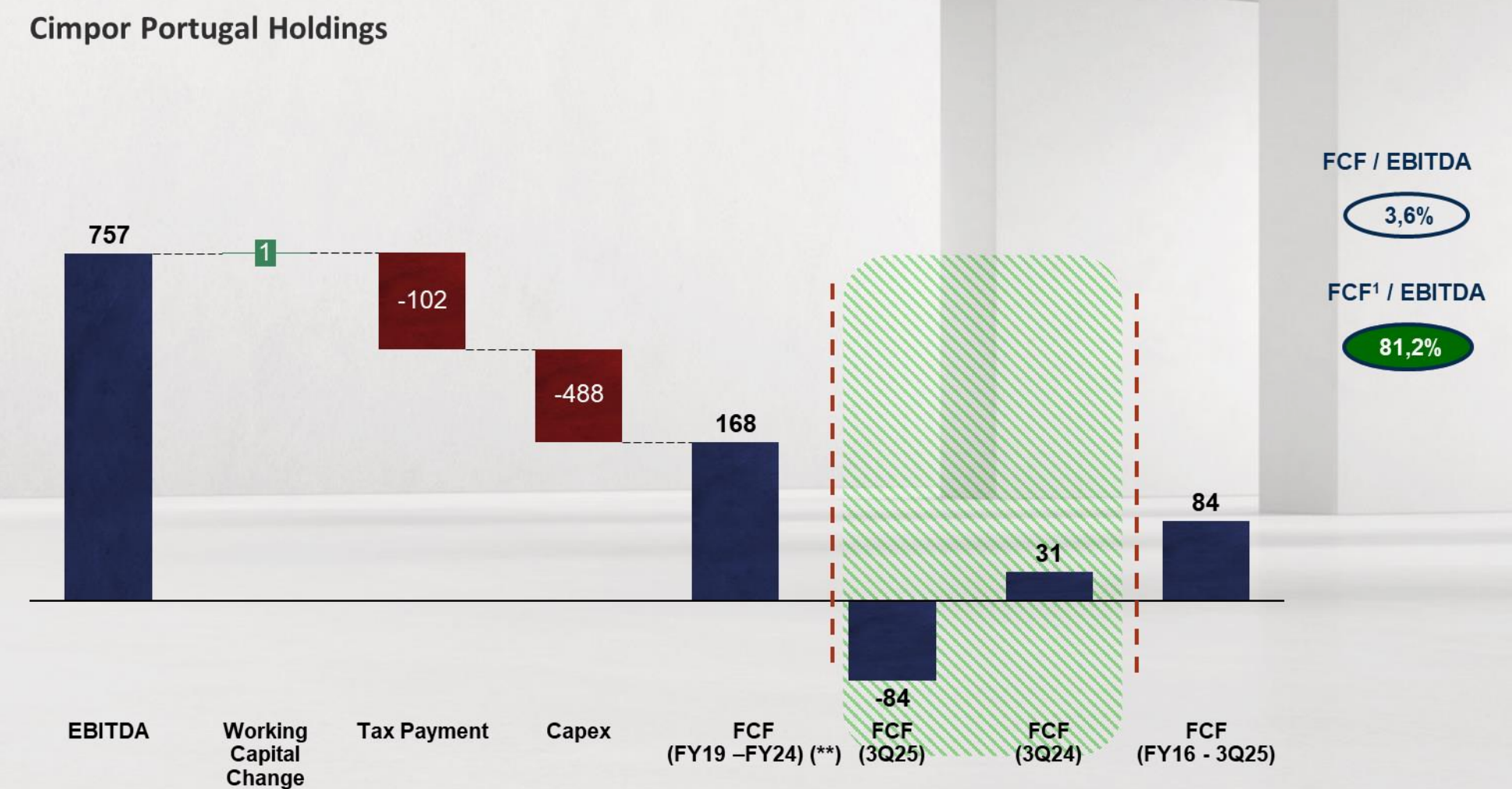
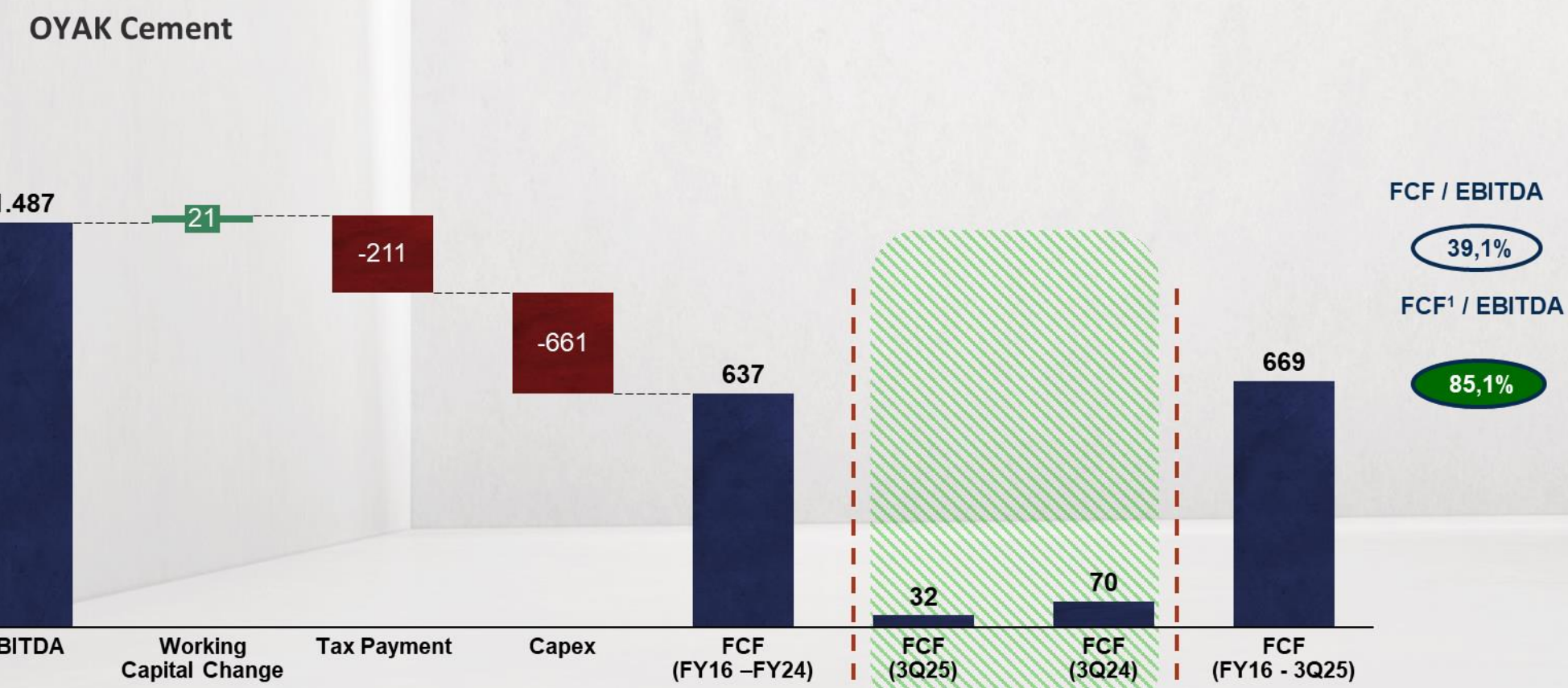
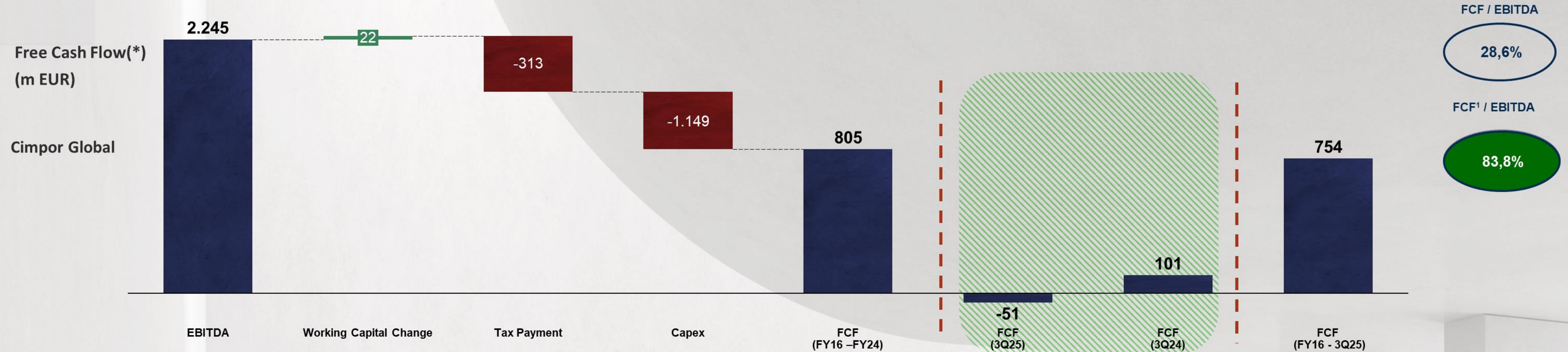
... At a Glance: Cimpor Global Operations



OYAK Cement
 CPH
 Cimpor Global EBITDA Margin (%)
 ↑ CAGR%
 Net(Debt)/Cash/EBITDA

*OYAK Cement: MCAP as of Sep'25, CPH: EBITDA multiplier

... Free Cash Flow (FY16 - FY24 & 3Q25 vs 3Q24)

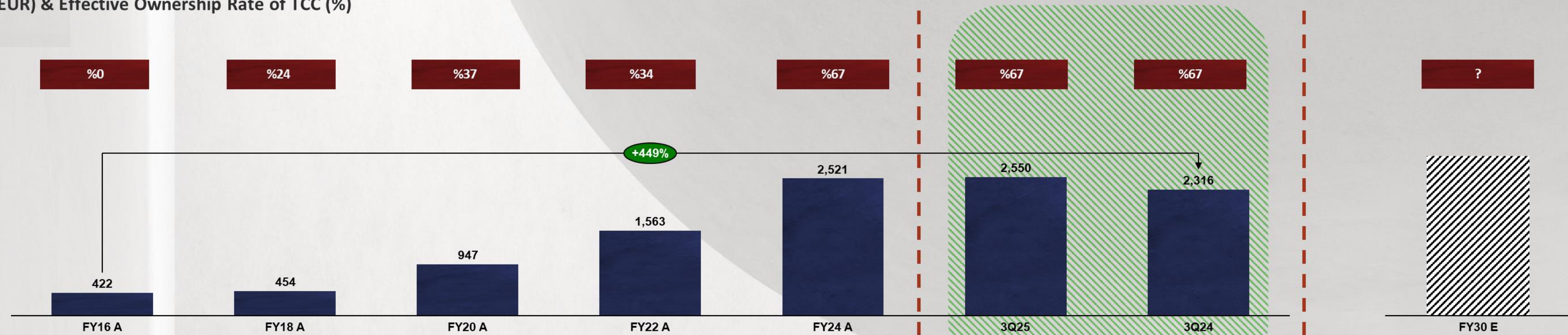


(*) Free Cash Flow: FCF ○ FY16 A – 3Q25 FCF¹ / EBITDA: Excluding CAPEX (**) The acquisition of Cimpor was in January 2019

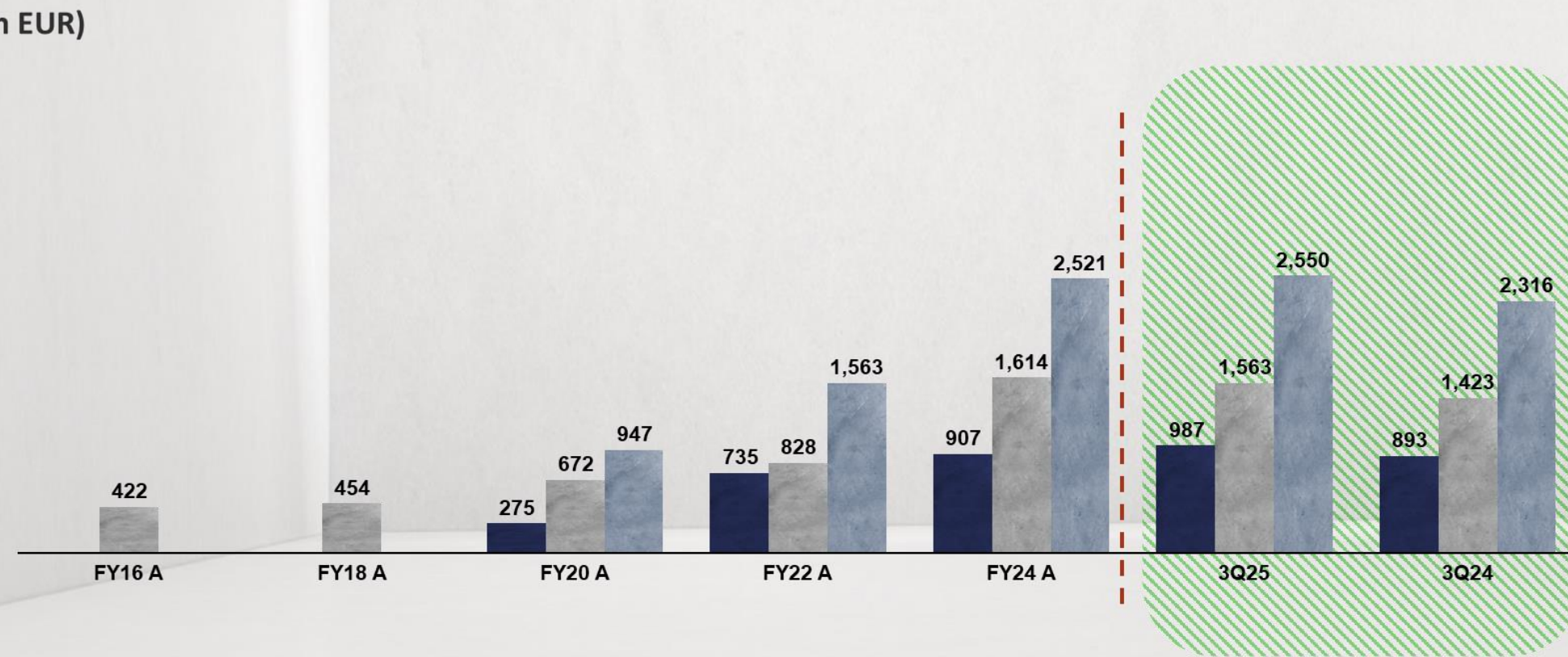
... The justified outcome encourages further effort for tomorrow



Equity (m EUR) & Effective Ownership Rate of TCC (%)

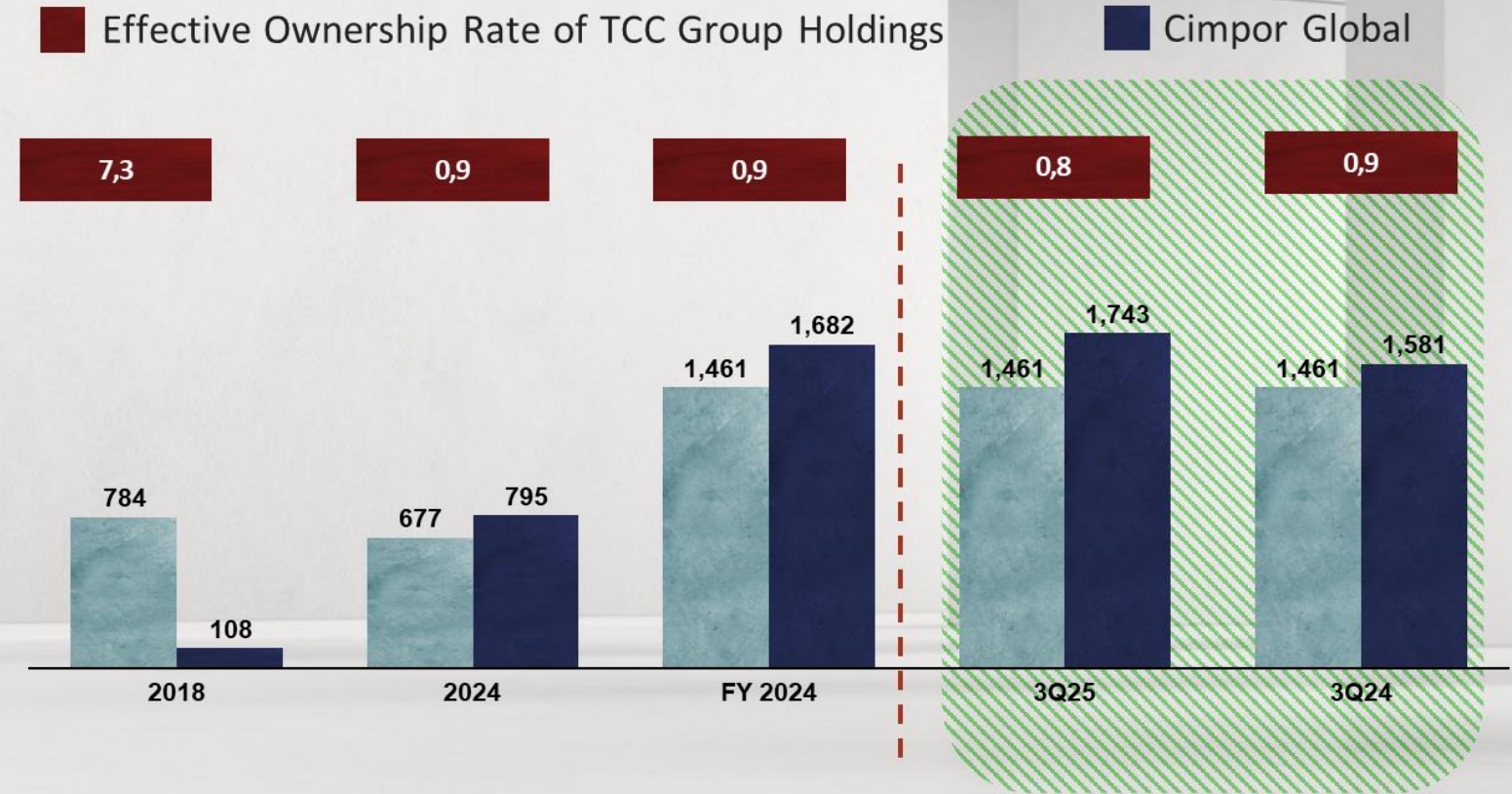


Equity (m EUR)



OYAK Cement CPH Cimpor Global

Effective Ownership Rate of TCC Group Holdings



TCC Injection / Effective Owned Equity Effective Owned Equity TCC Injection

... Global Peer Analysis: Solid & sustainable profitability



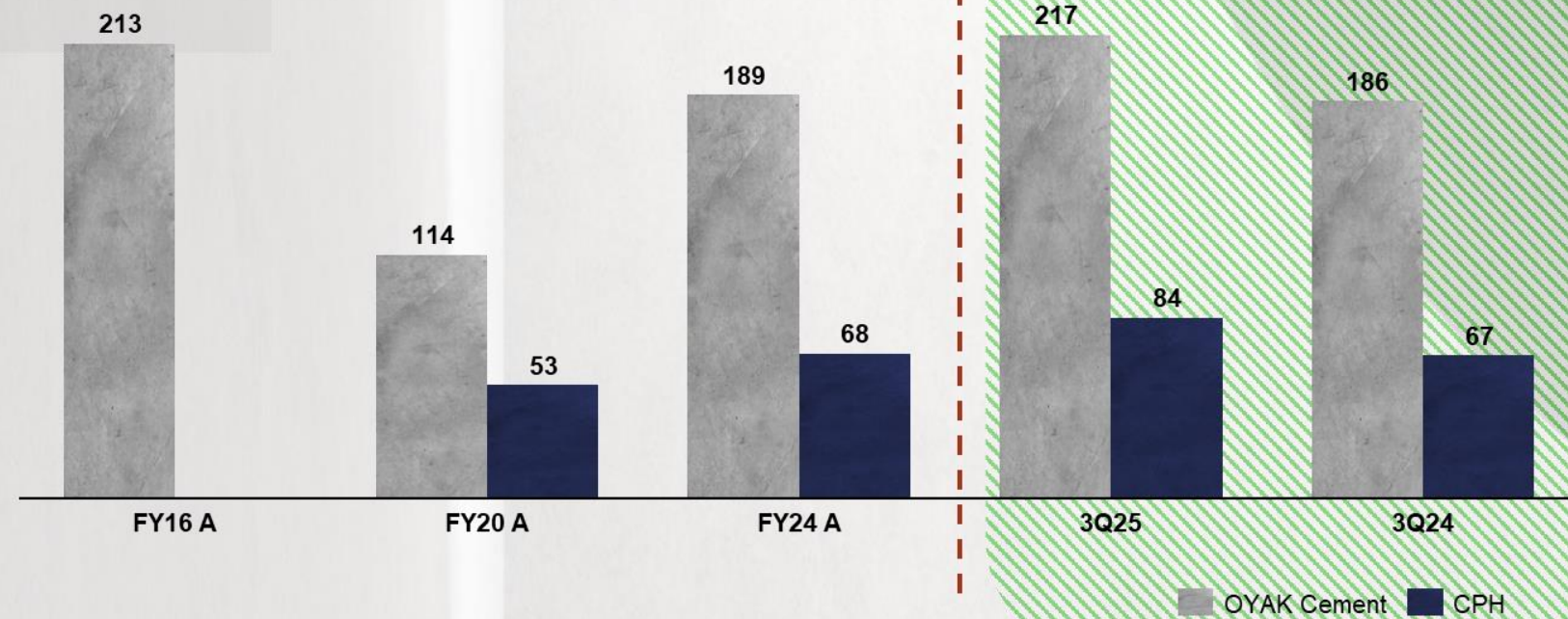
FY 16 A			FY 20 A			FY 24 A			3Q25 A			3Q24 A		
Revenue (m EUR)	EBITDA (m EUR)	EBITDA Margin (%)	Revenue (m EUR)	EBITDA (m EUR)	EBITDA Margin (%)	Revenue (m EUR)	EBITDA (m EUR)	EBITDA Margin (%)	Revenue (m EUR)	EBITDA (m EUR)	EBITDA Margin (%)	Revenue (m EUR)	EBITDA (m EUR)	EBITDA Margin (%)
27.104	3.107	11,5%	24.086	3.455	14,3%	32.868	6.063	18,4%	24.107	4.862	20,2%	22.964	4.432	19,3%
24.629	4.738	19,2%	21.554	5.282	24,5%	27.686	6.982	25,2%	12.739	3.298	25,9%	13.045	3.270	25,1%
15.166	2.653	17,5%	17.606	3.707	21,1%	21.156	4.063	19,2%	16.205	3.432	21,2%	15.750	3.280	20,8%
12.126	2.284	18,8%	11.325	2.148	19,0%	14.968	2.845	19,0%	10.279	1.977	19,2%	11.032	2.049	18,6%
2.454	458	18,7%	2.805	557	19,9%	3.384	783	23,1%	2.878	-	-	2.916	-	-
1.509	279	18,5%	1.607	286	17,8%	2.664	589	22,1%	2.012	473	23,5%	1.984	437	22,0%
1.028	198	19,3%	1.225	264	21,6%	1.687	407	24,1%	1.227	287	23,4%	1.235	296	24,0%
710	140	19,7%	752	156	20,7%	1.825	578	31,7%	1.318	373	28,3%	1.268	406	32,0%



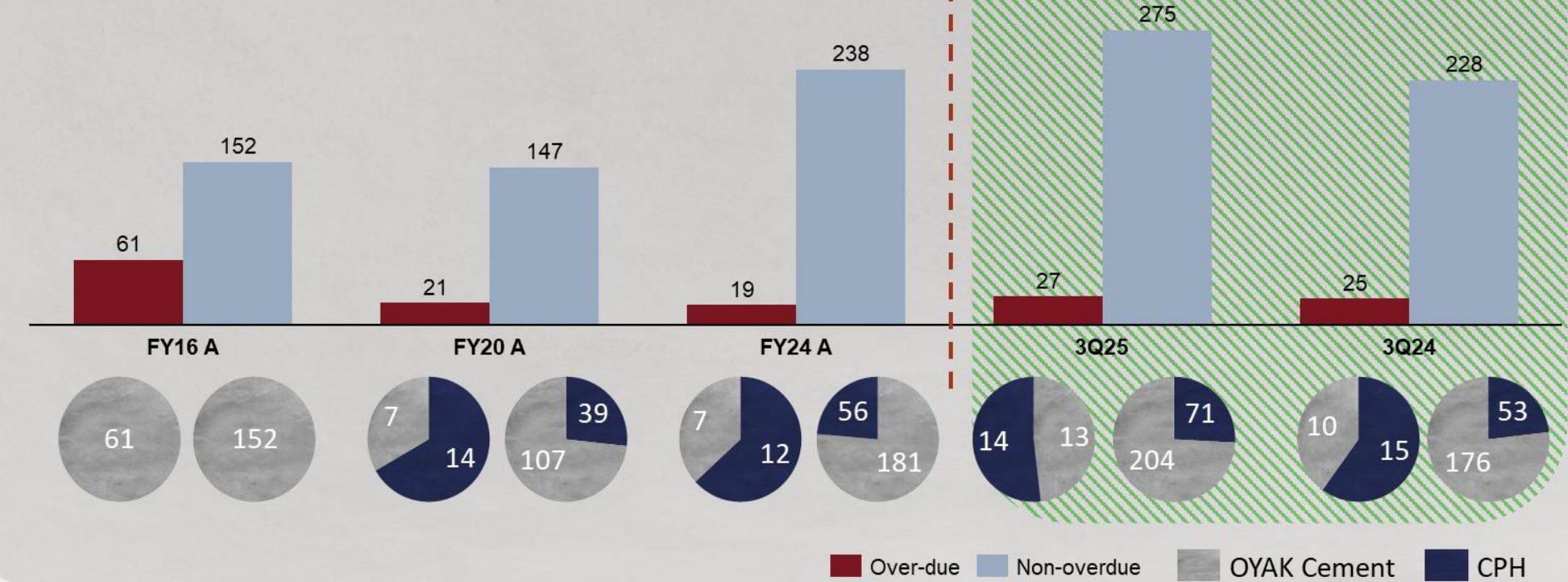
... Credit Risk Management - More Business with Less Risk



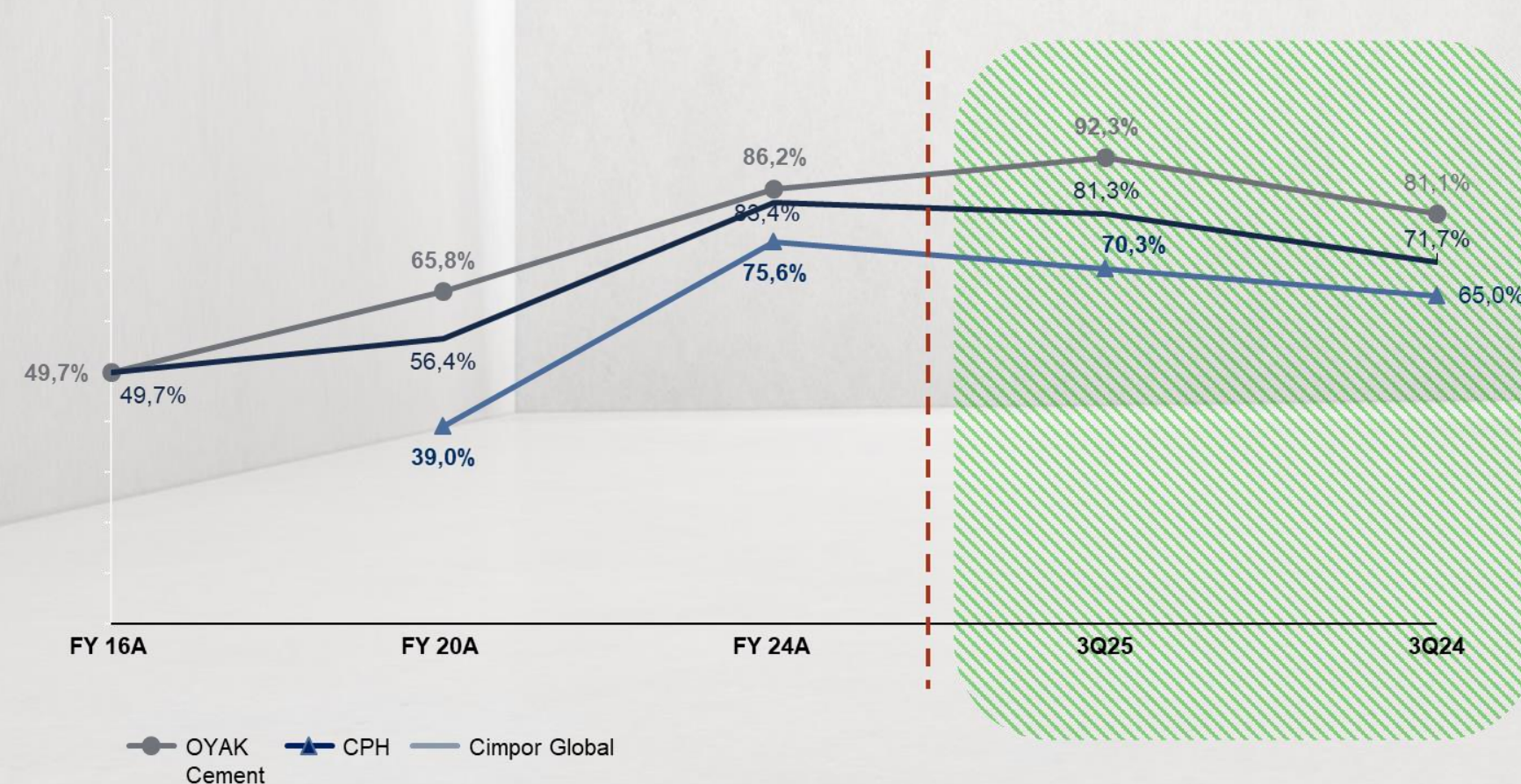
Trade Receivable (m EUR)



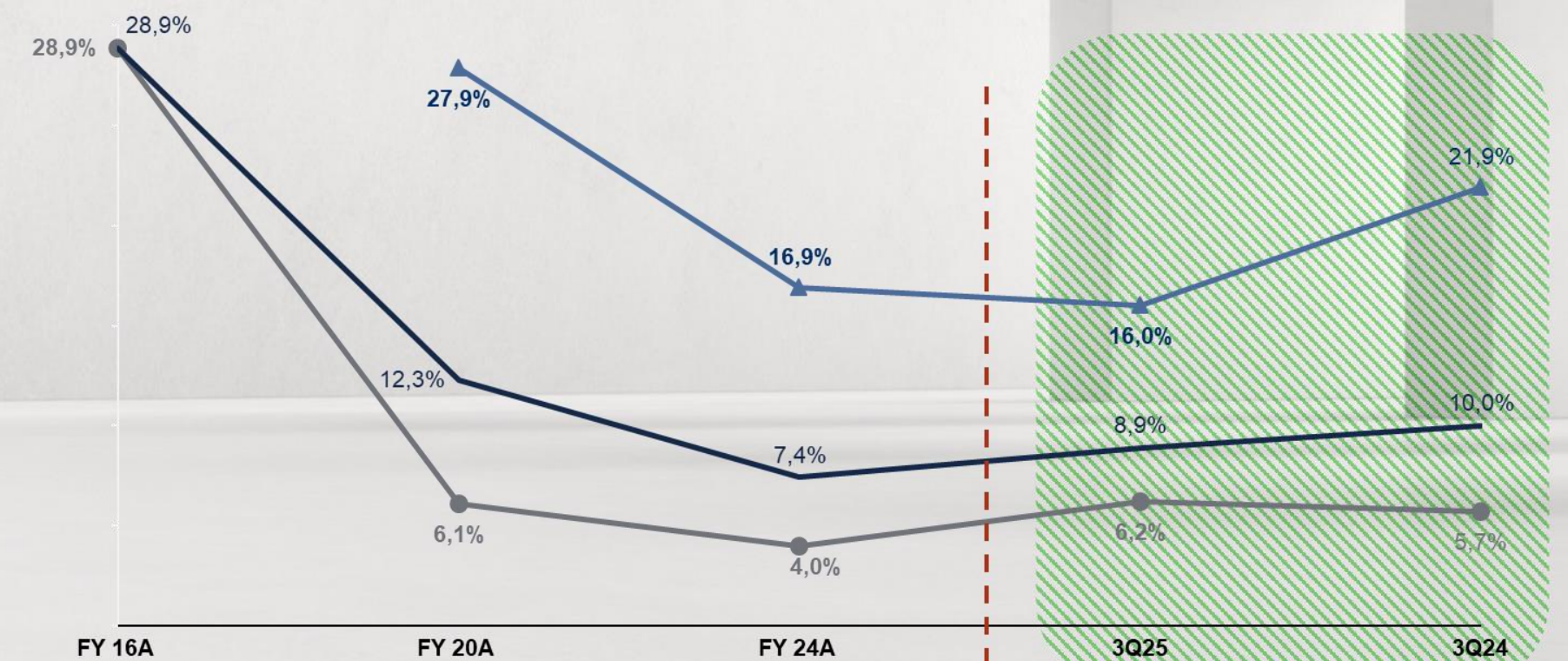
Overdue/Non-overdue (m EUR)



Net Collateralization Ratio (%)



Overdue Ratio (%)





NABC - 2024

European Risk
Management Awards 2025

TIDE Awards 2025

OYAK Cement in 7
WisdomTree IndexesData Protection Award
2025Legal 500 GC Powerlist:
Portugal Team 2025Certificate
Madway 2025ÇEİS Those Who Add Value
to OHS Awards 2025Capital 500
Industry Leader 2024Capital - The Most Admired
Company 2024 - 2025ENOCTA Catalog:
Hybrid Learning Star AwardÇEİS Those Who Add Value
to OHS Awards 2025

Thank you!

謝謝)!

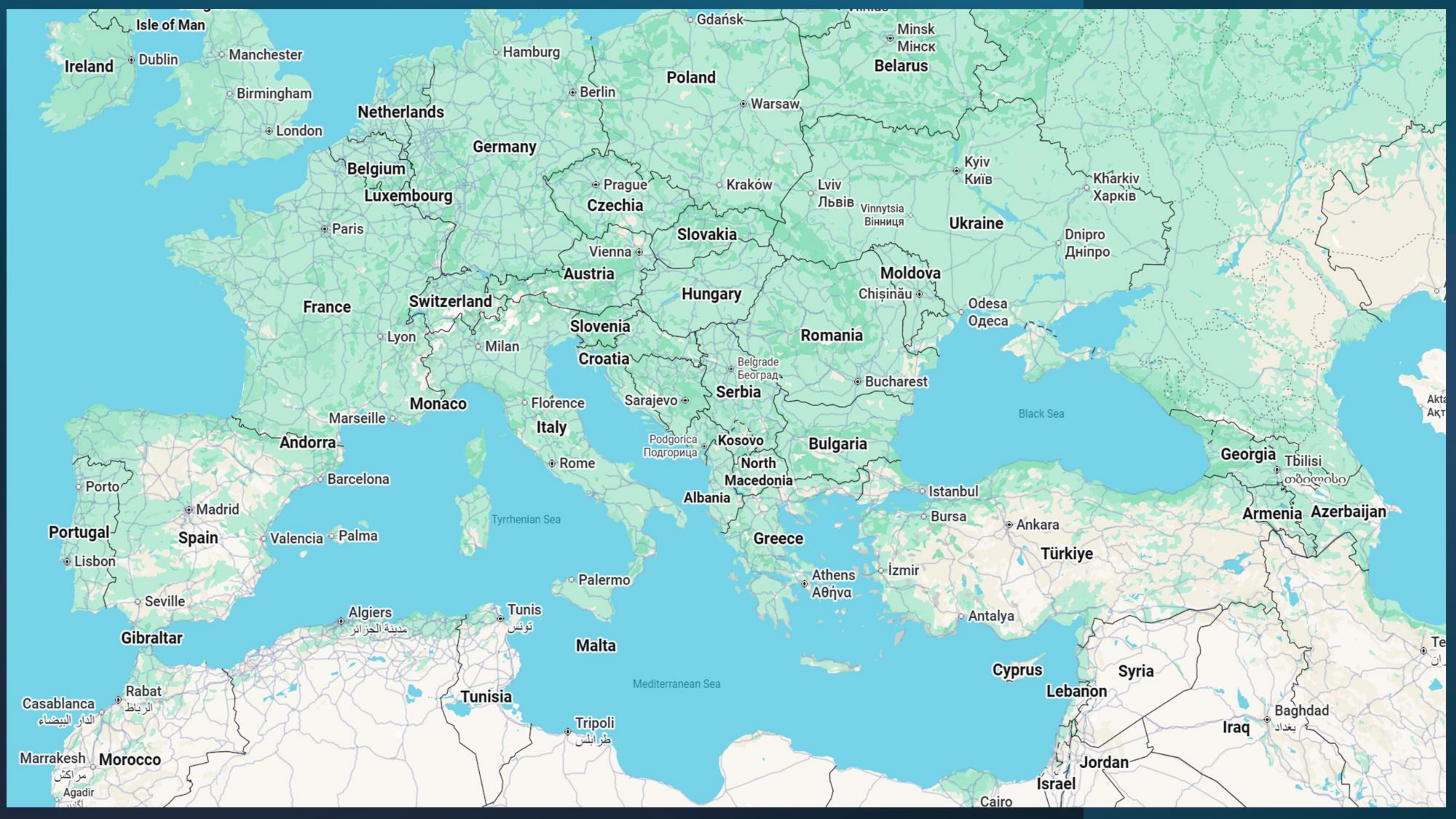
Dank je!

Obrigado/Obrigada!

Teşekkürler!

Merci!

Mulțumesc!



Market Opportunities in European EV
Charging, Energy Storage, and VPP

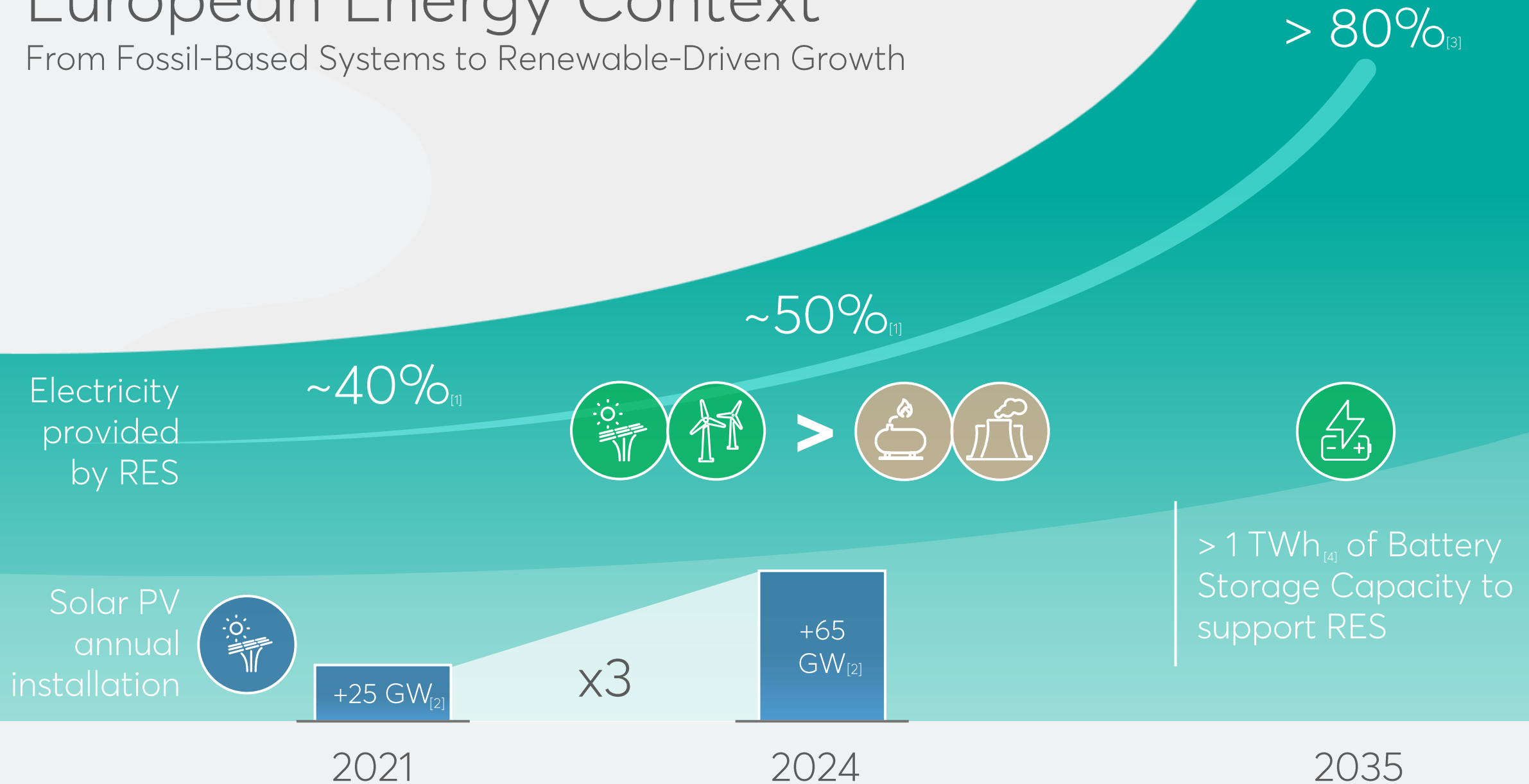
TCC-Atlante's Unique Value Proposition
and Strategic Positioning

Stefano Terranova
Chief Executive Officer

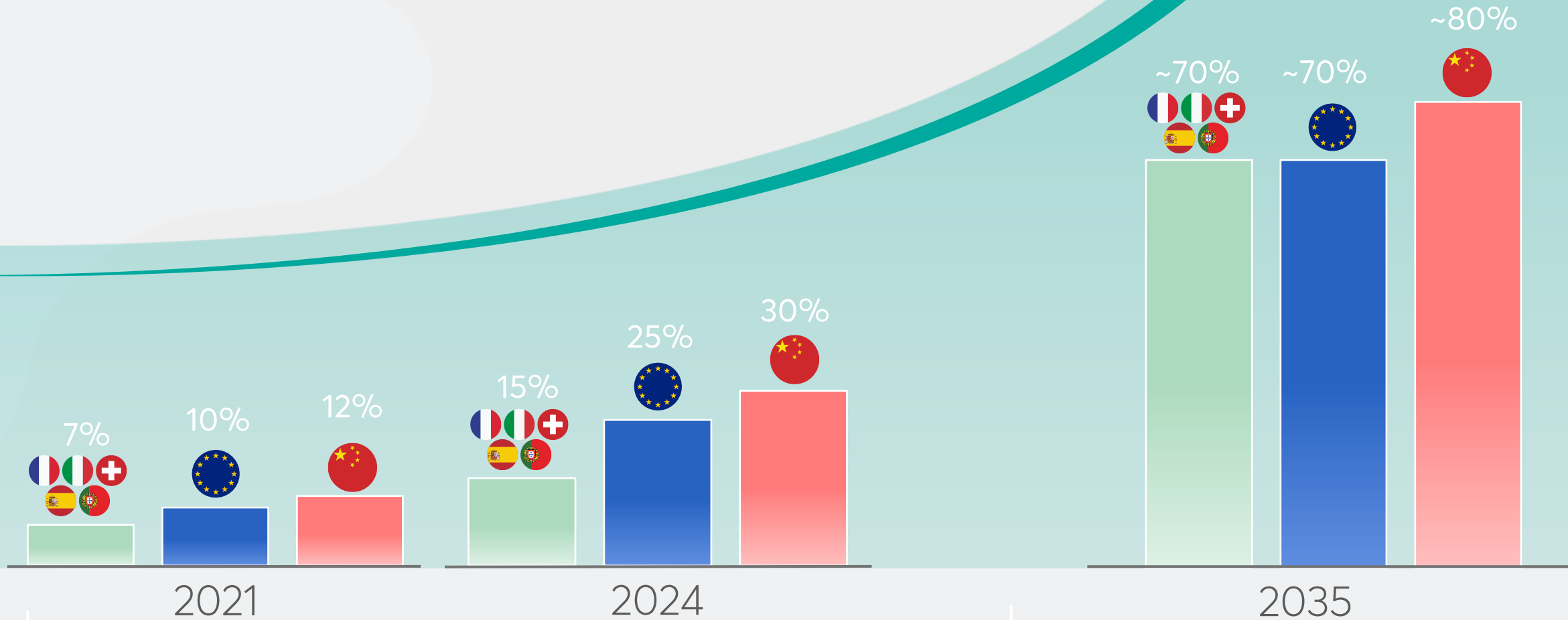


European Energy Context

From Fossil-Based Systems to Renewable-Driven Growth



BEV registration share evolution scenario



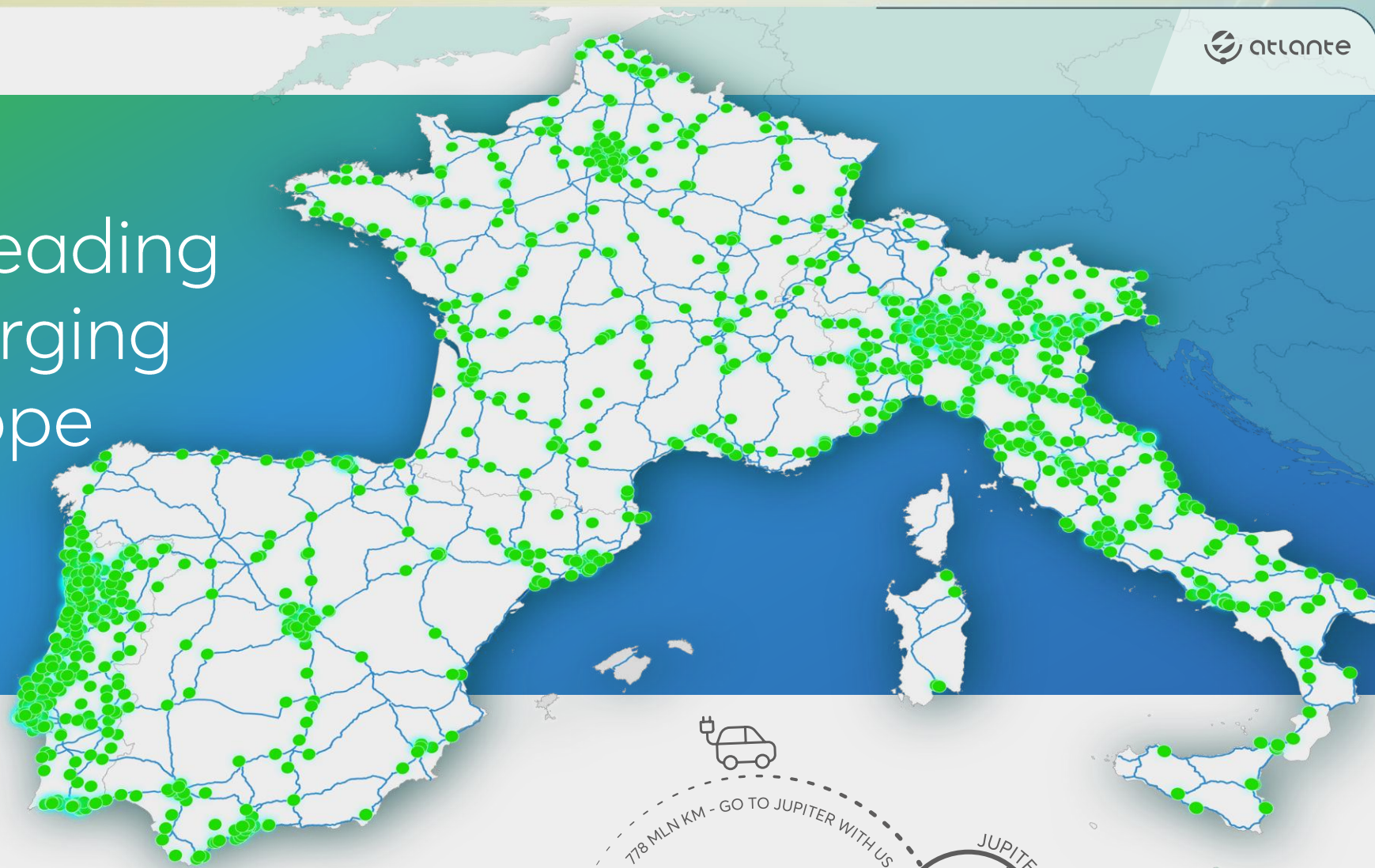
TCC/Atlante: Right timing and positioning among Countries

€10 Billion

Fast Charging Market in 5 Atlante's Countries

In just 4 years,
TCC created a leading
player in EV charging
in Southern Europe

340 million km's
Of ZERO-Emissions Driving ^[1]



... successfully delivering our unique "Smile" Strategy...



Digital Platforms & STORAGE

- 42 BESS & 15 MWh installed by 2025



Loyal customers' base

- 50000+ Customers in 1 year
- First to launch GreenGems

Premium Asset Base 1000+ Stations





1000+ «State of the art» charging stations online





At Airports



At Premium Retail Areas

...at key & premium locations...



On EU's Key Traffic Corridors



Urban Charging Hubs

...leveraging TCC's tech & innovation ecosystem...



Digital Platforms
& EMS



Storage coupled
with Charging



Privileged access to
China's innovation &
value chain

...cultivating direct relations with EV drivers...



myAtlante App,
with routing &
B2B features

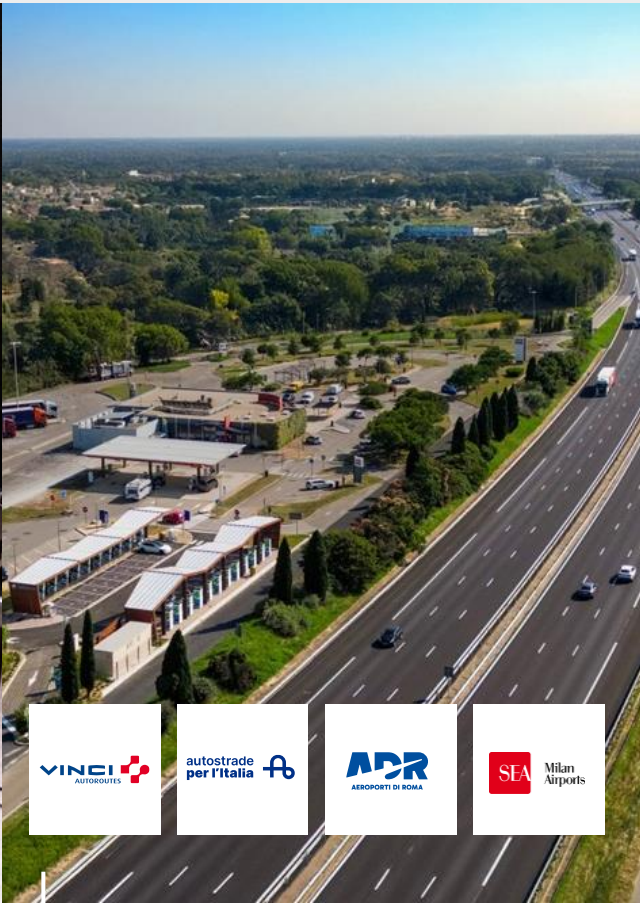


Cross-selling &
Promotions with
Location partners'



Atlante's GreenGems   ®:
Europe's first EV charging
trademark registers coins
developed in-house!

...forging long-term partnerships:



Leading
commercial
players

Advocacy

Large infra
players

Public Sector

...crafting the future of EV charging in Europe...



ELECTRA



Fastned

IONITY

4

Market leaders in electric
vehicle charging

2000+

Charging Stations
in 25 countries

13000+

Charging Points

Europe's largest
and most reliable network

With Impeccable ESG credentials



100%

Powered by
Green ENERGY



55000+

Tons of CO₂
avoided^[1]



14001: Environmental
45001: Health & Safety
14064: GHG emissions (scope 1, 2, 3)
9001: Quality
27001: Information Security (ongoing)



G R E S B
INFRASTRUCTURE
★★★★☆ 2025

96/100

1st among its
direct peers



What's next?



Ready to scale up Atlante Smile Strategy



Digital Platforms &
STORAGE

EnergyArks
exponential growth



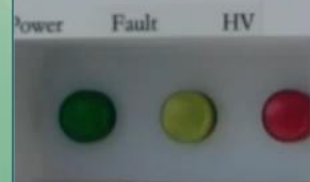
Loyal
customers' base

myAtlante Customers
exponential growth

Premium Asset Base

Charging Stations
steady growth



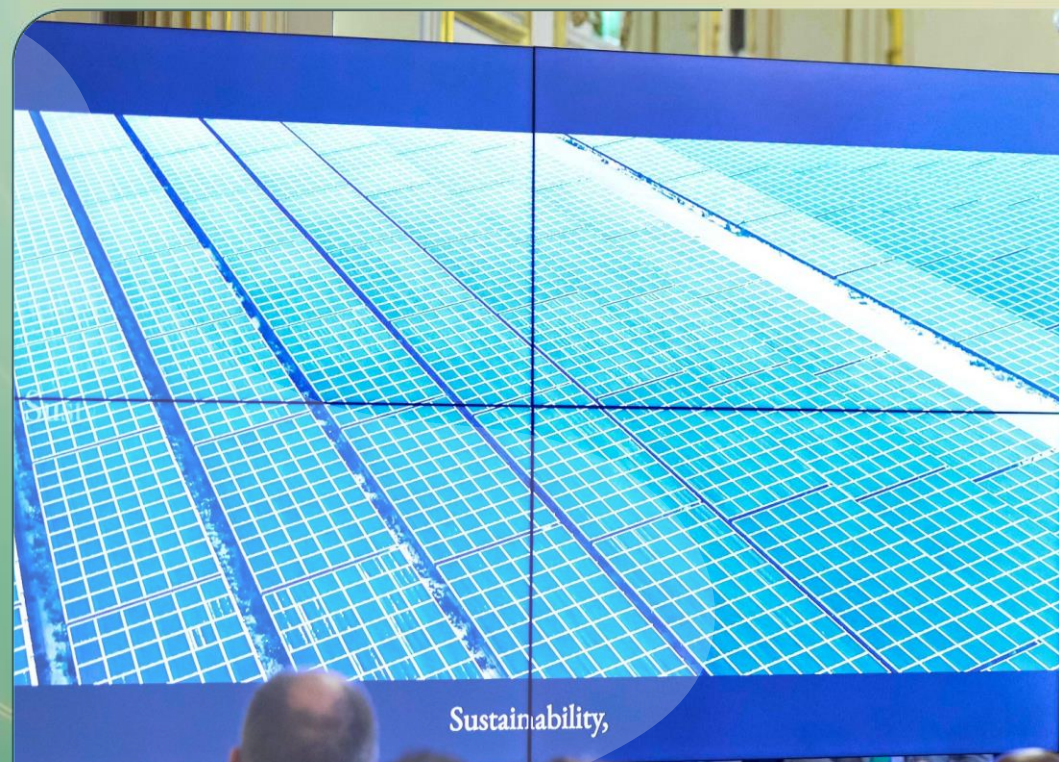


OTCC
P HOLDINGS

OTCC

CAE M1 M1EVS





100+ Sites

&



~200 EnergyArks

SIGNED

Leader in EV charging plus Storage at premium retail in France



- 100+ Premium retail stations online & WIP
- Partnerships with top players



- 13 EnergyArks installed
- ~1000 sites in pipeline

Leader in eTruck Charging in Italy and borders



- 5 eTruck stations in construction
- Border-crossings unique play under development



- 8 EnergyArks installed & 3 in construction
- 19 MWh of storage for eTruck in pipeline by 2026



- Awarded ~5M € from EU for eTruck stations in Italy
- Won tender for Italy's largest eTruck station

Atlante Strategy



Digital Platforms &
STORAGE

EnergyArks
exponential growth



Loyal
customers' base

myAtlante Customers
exponential growth

Premium Asset Base

Charging Stations
steady growth



Atlante Strategy perfectly fits into TCC's



€8 - €10 Bn

est. annual addressable C&I
BESS flexibility Market in Europe
by 2030^[1]



**EnergyArks
to C&I and
charging
operators**

VPP, Grid Services
& Energy Trading

Dynamic
Prices



Customers
Value and
Flexibility

EnergyArks



Digital Platforms
& STORAGE



**myAtlante
Customers**

Loyal
customers' base

€4 - €5 Bn

est. annual addressable Fast
Charging Market in Atlante's
Countries by 2030^[2]

Competitive
pricing

Premium
Asset Base



**Charging
Stations**

Increase
utilization



Our Mission:

We empower people to move freely and explore new horizons while enjoying a better and more sustainable future, in harmony with our planet.



atlante

Thank you!

台泥企業團 THE FUTURE IS WORTH IT

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