TCC Investor Conference | Q3 2026

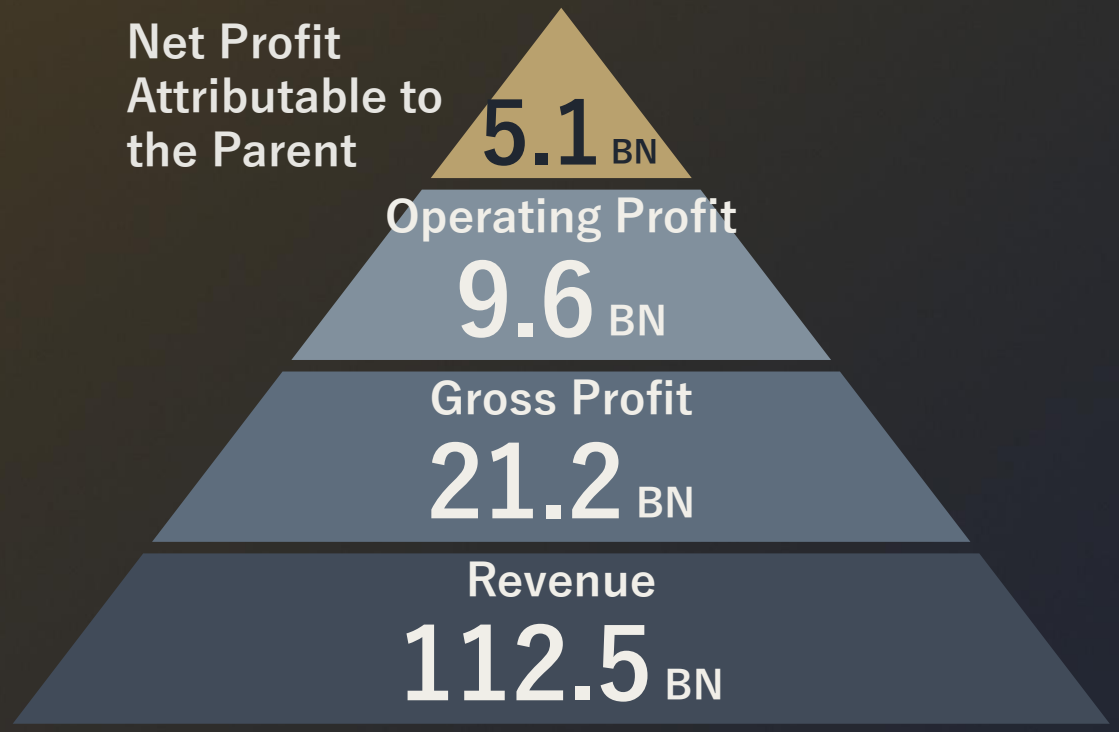
TCC GROUP HOLDINGS

From a Grain of Sand to a Universe

From Global Assets to Sustainable Value Creation

Solid Financial Performance (9M'26)

Emerging from the Trough, Returning to Profitability



YoY Change

Turned Profitable

+11.9%

+5.7%

+2.9%

Financials & Capital Allocation

Cash & Time Deposits
152.5 BN

Net Debt / Equity
~48%

Other Comprehensive Income
+5.9 BN

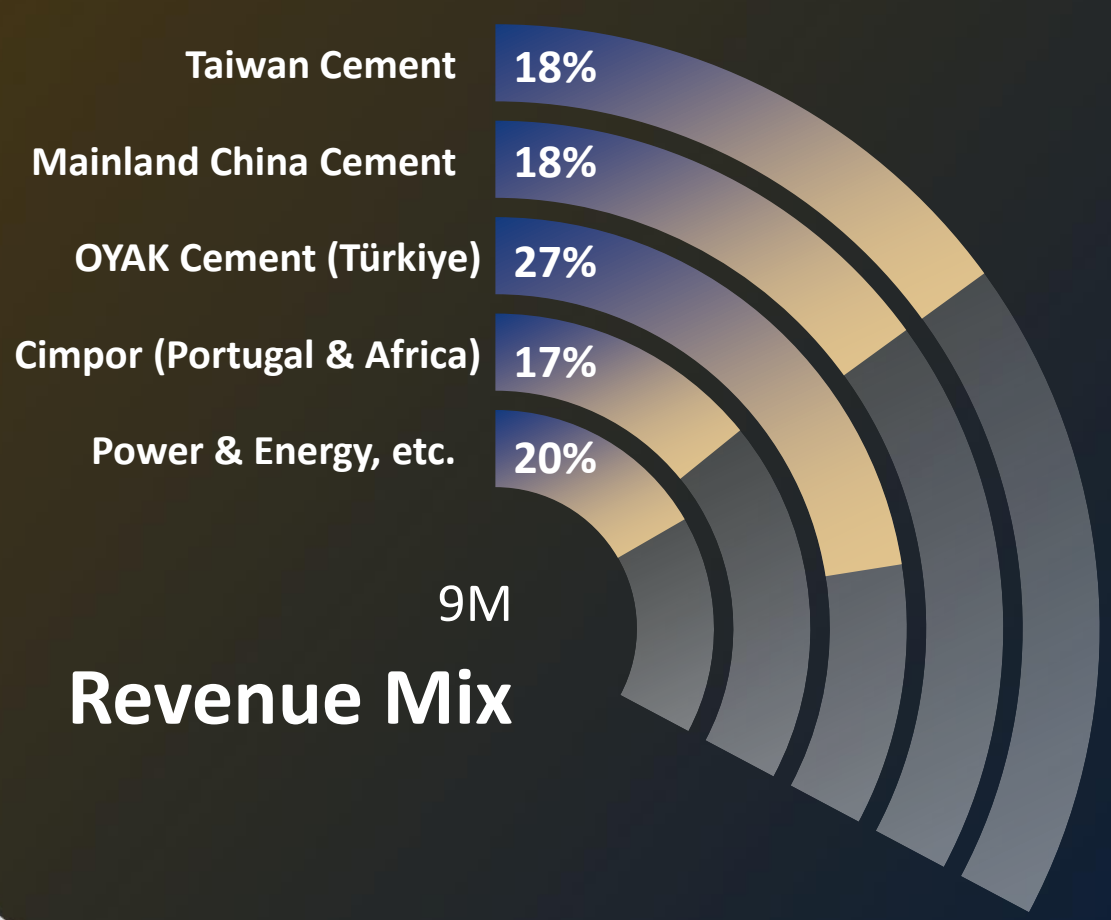
A Resilient Business Structure

Cement as the Foundation, Energy as the Wings

2026 9M (Jan–Sep)

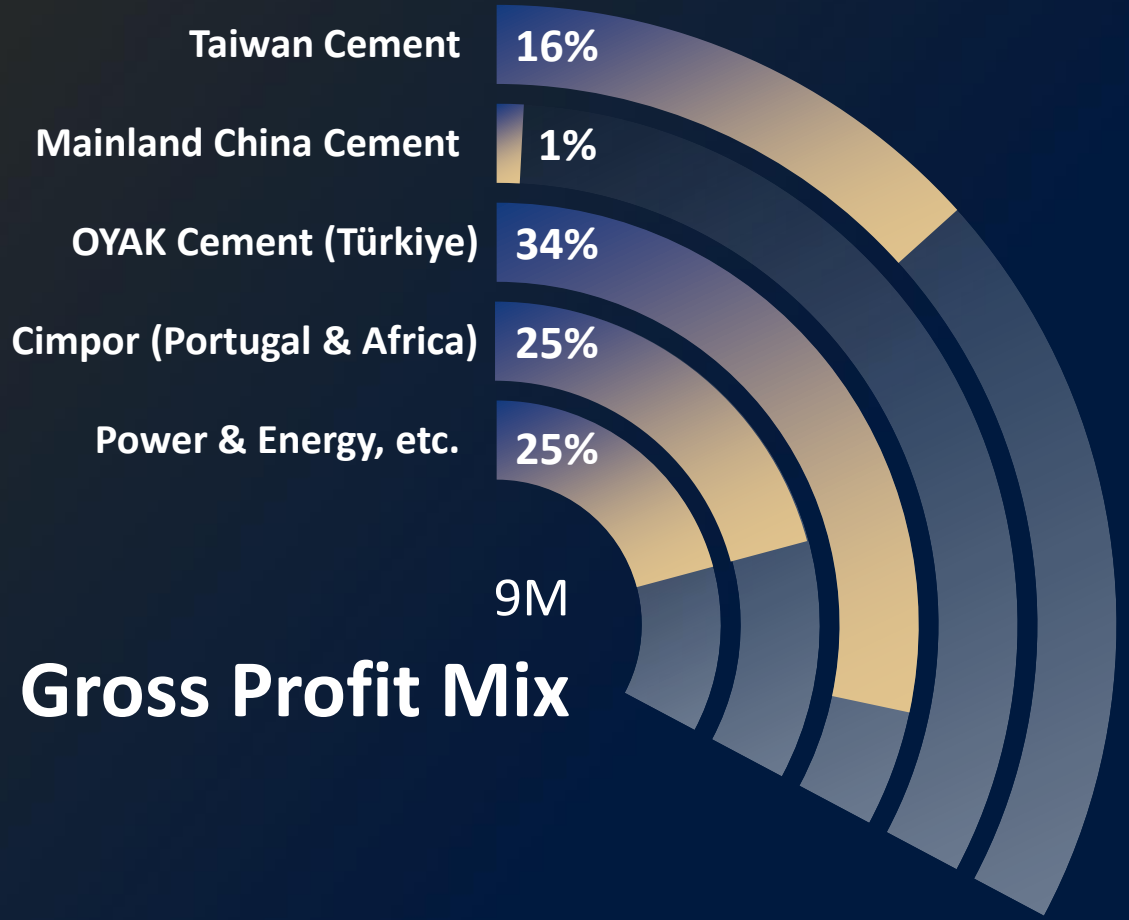
Cement & Concrete Rev. 80% | GP 75%

Energy 20% | 25%



9M

Revenue Mix



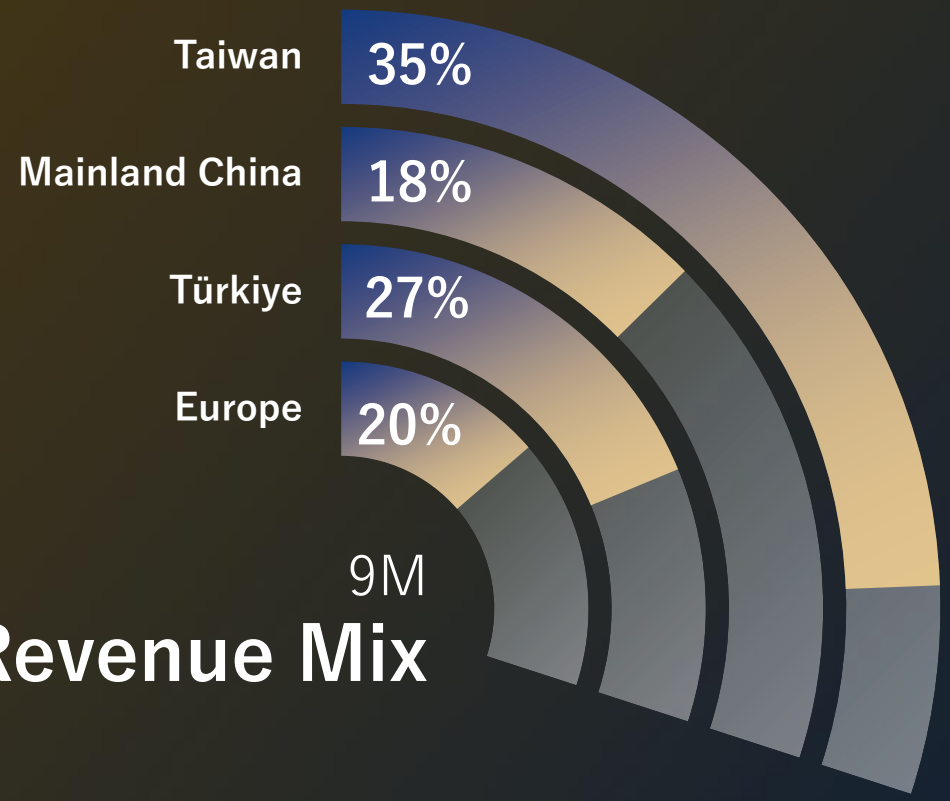
9M

Gross Profit Mix

Revenue & Gross Profit by Region

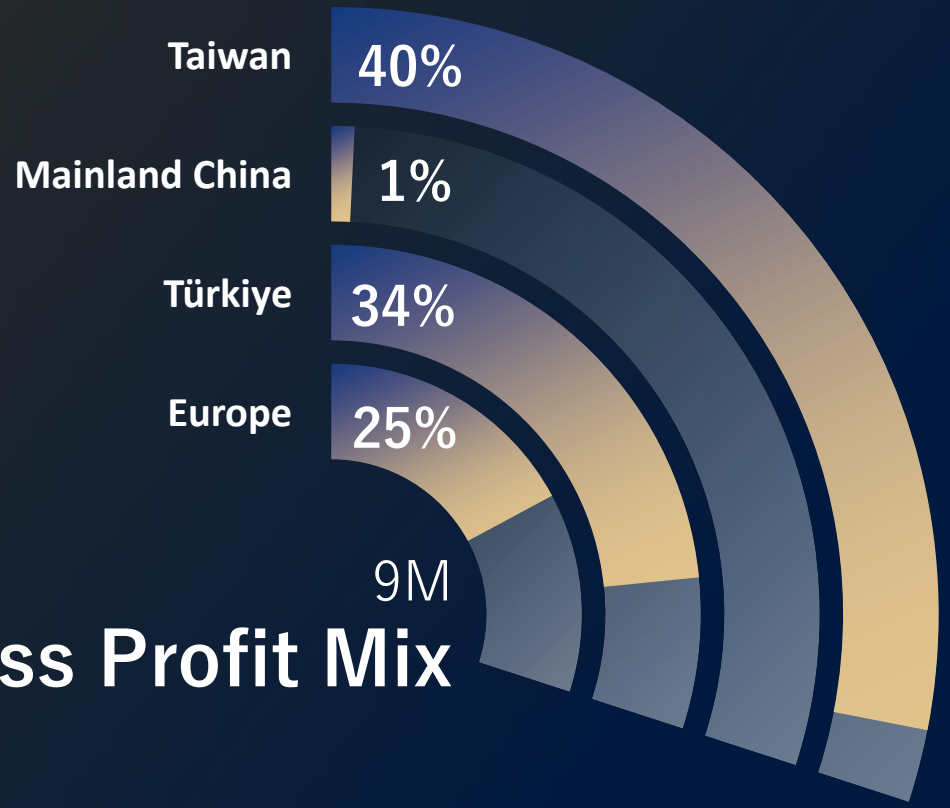
Global Footprint, Diversifying Single-Market Risk

2026 9M (Jan–Sep)



9M

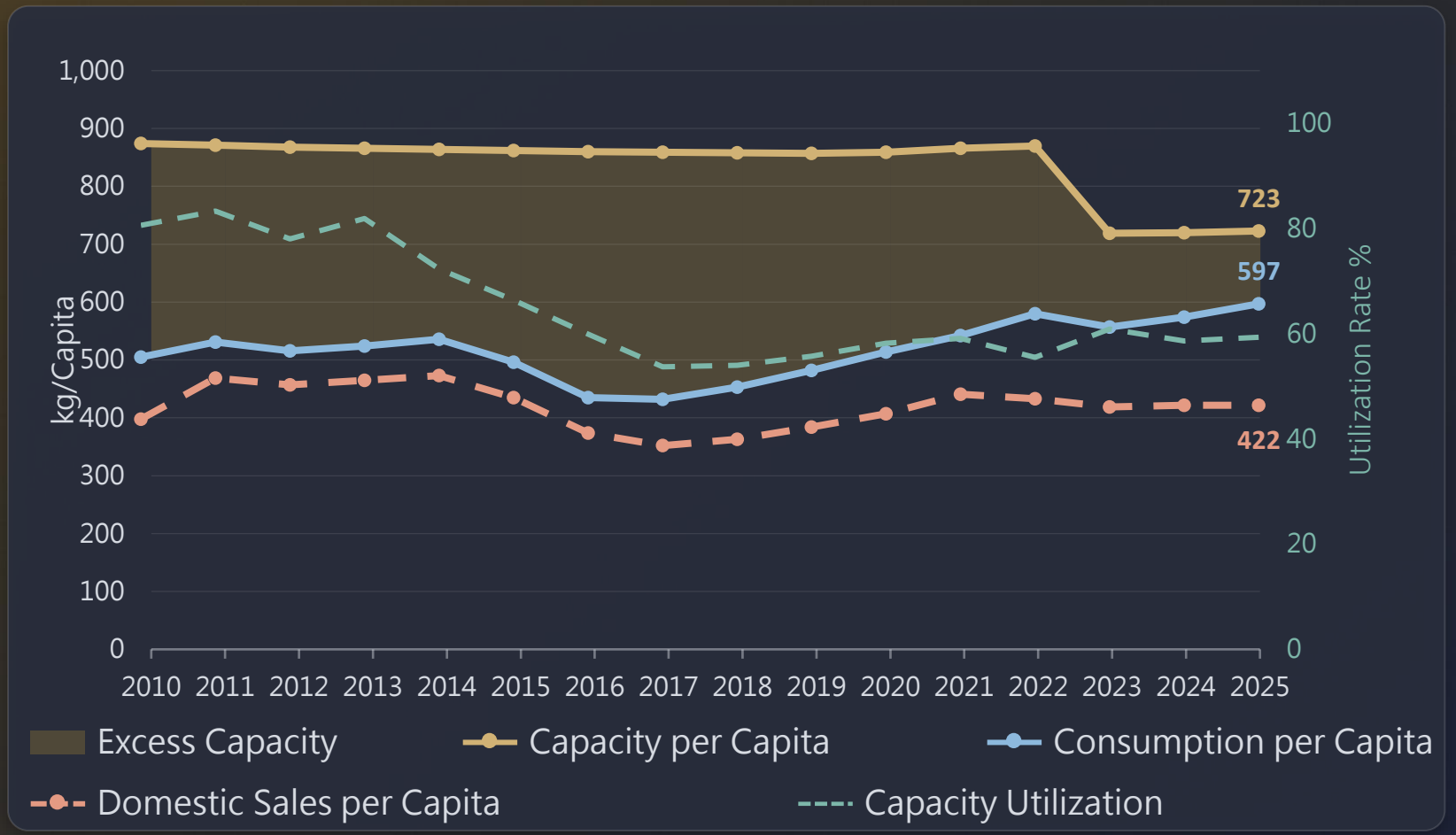
Revenue Mix



9M

Gross Profit Mix

Taiwan: Recovery Eroded by Imports



Import Share (2016→2025)
14% → 29%

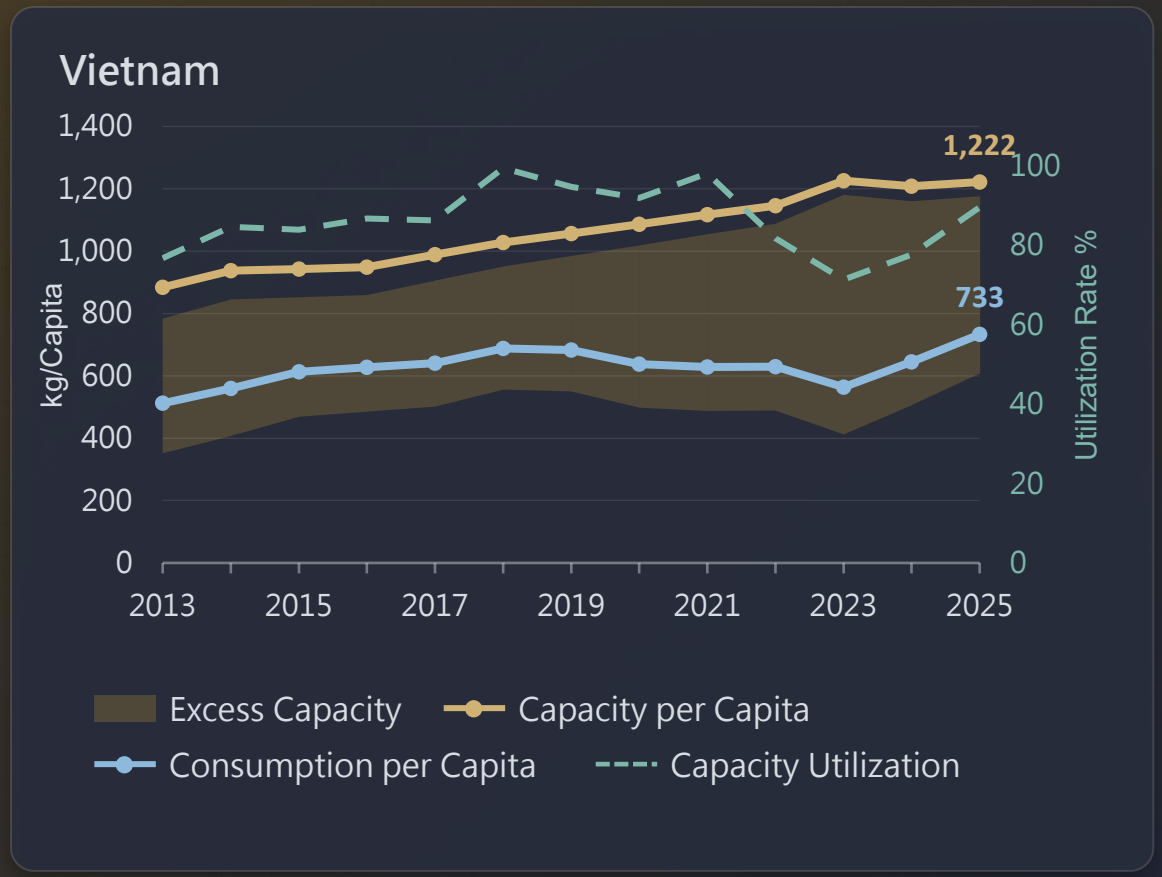
Capacity Utilization (2025)
~59%

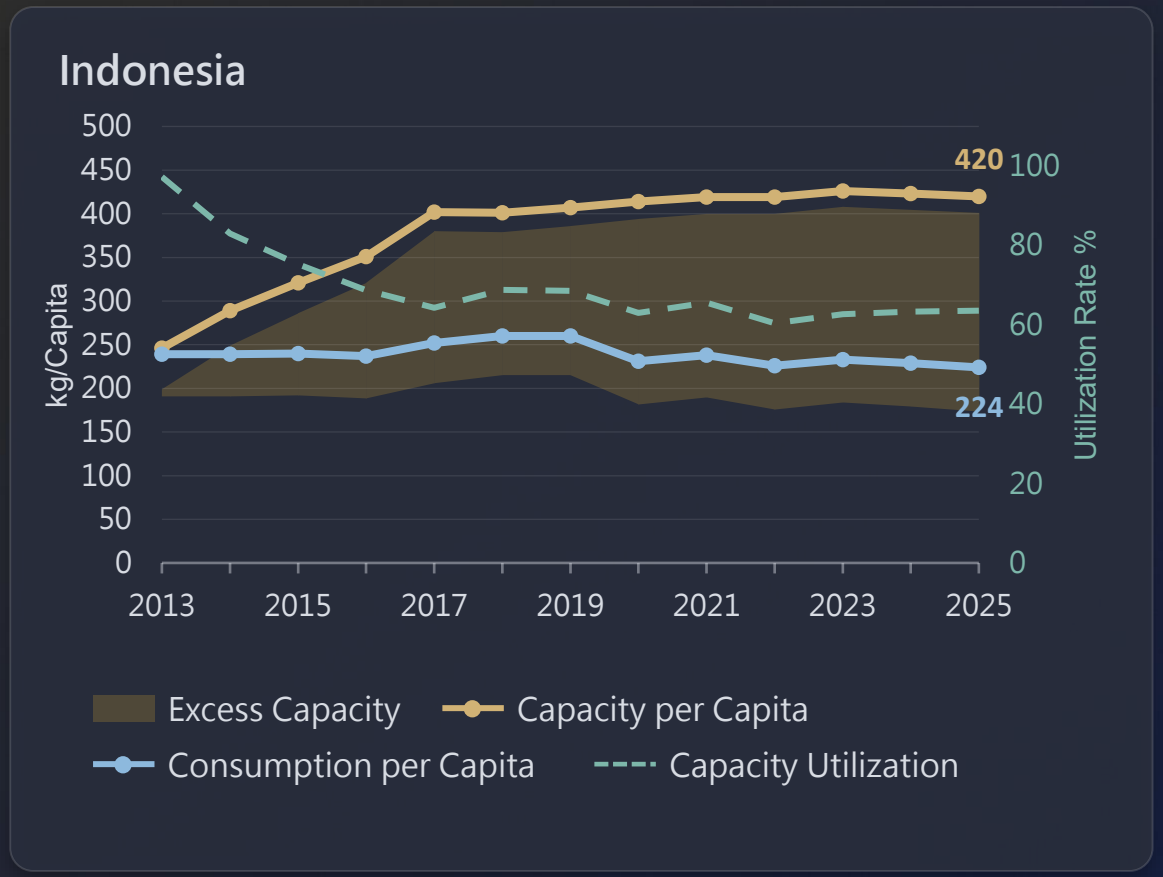
Per-Capita Consumption (2025)
597 kg

Source: Taiwan Cement Manufacturers' Association Annual Report, 2019-2026. Some figures are internal company estimates.

Vietnam & Indonesia: Overcapacity Dumped into Taiwan

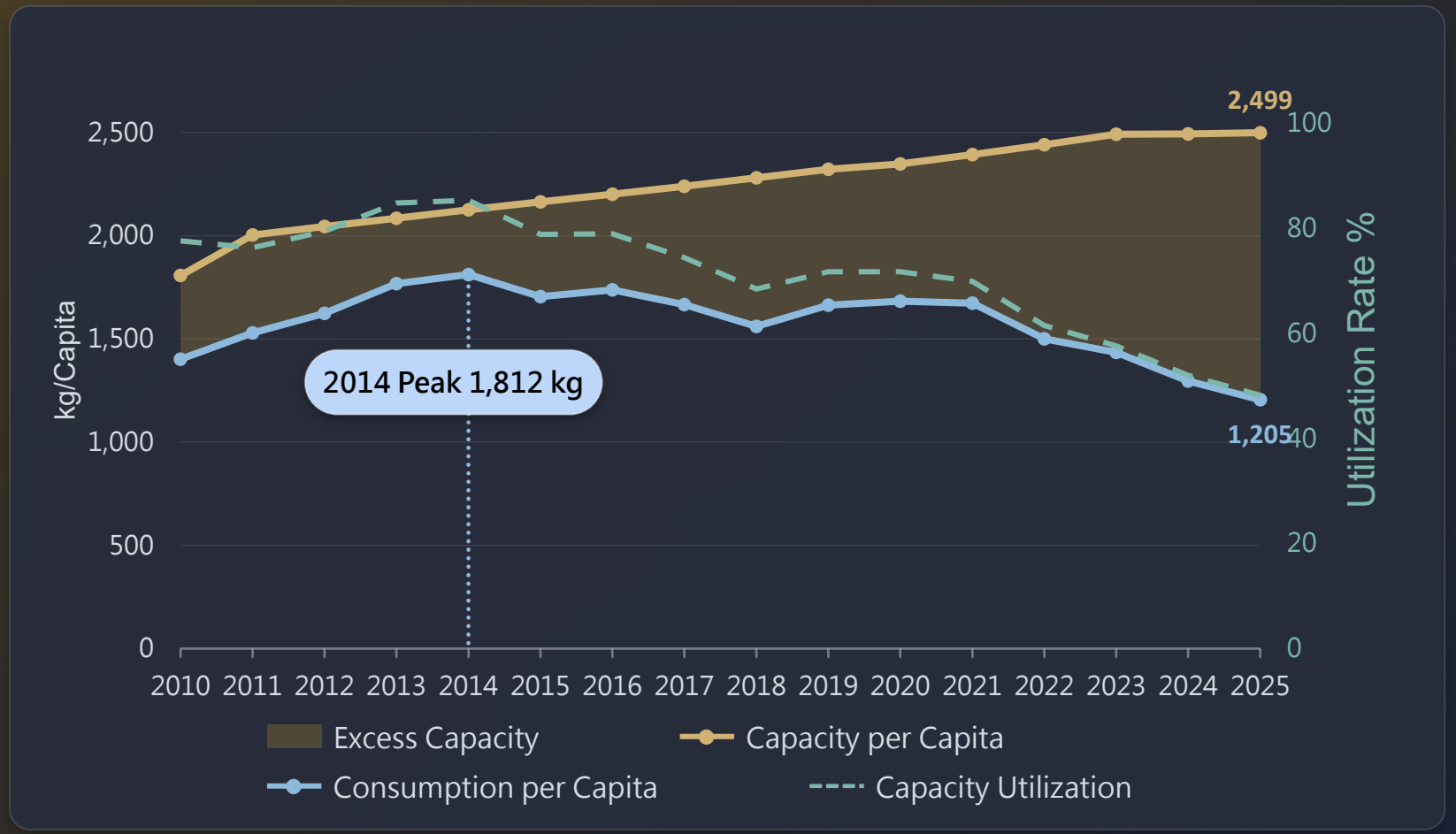
Limited Import Barriers | Taiwan's CBAM Not Yet in Effect, Creating Carbon Leakage





Source: Vietnam Ministry of Construction, VNCA, USGS; Indonesia Cement Association (ASI). Utilization = (Demand + Exports) / Capacity. Some figures are estimates.

China: Falling Demand, Rising Overcapacity



Total Cement Capacity (2025)
~3.5 Bnt

Cement Output (2016→2025)
-30%

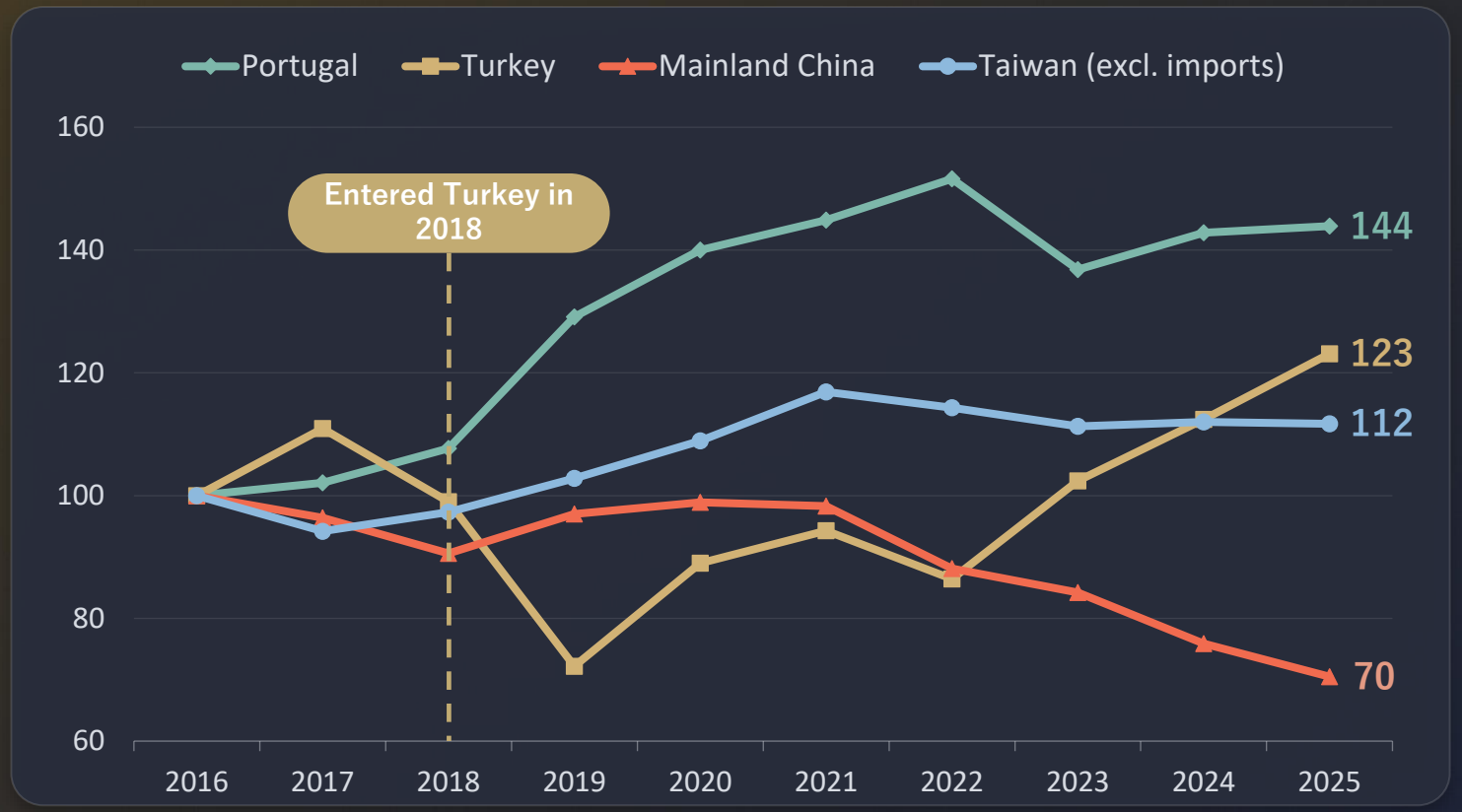
Capacity Utilization (2025)
Below 50%

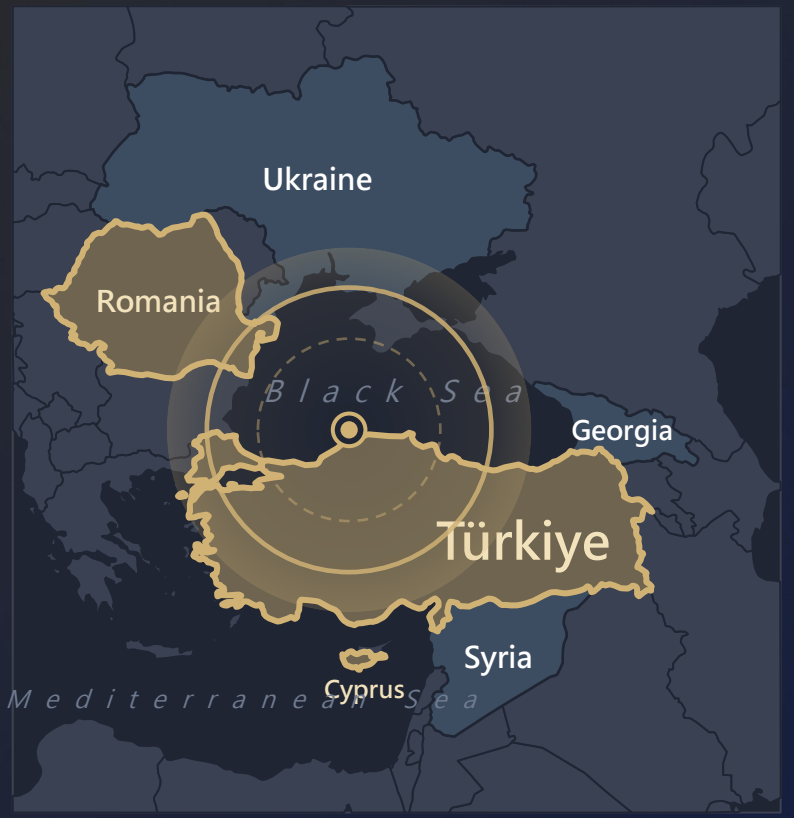
Idle Capacity (2025)
≥1.8 Bnt

Source: National Bureau of Statistics (output, population), China Cement Association, Digital Cement Network (capacity). Some figures are internal estimates.

Asia’s Challenges Underscore the Need for Global Diversification

A Decisive Move in 2018





Source: National Bureau of Statistics (China cement output); OYAK Çimento, TÇMB (Turkey domestic sales); ATIC (Portugal domestic sales); Taiwan Cement Manufacturers' Association (excl. imports = member companies' domestic sales).
Methodology: Demand Index = current-year domestic demand ÷ 2016 domestic demand × 100. Mainland China uses cement output as a proxy for demand; Turkey uses TÇMB for 2016-2018 and OYAK statistics (cement + clinker) from 2019 onward.

European Cement Operations: A Proven Track Record

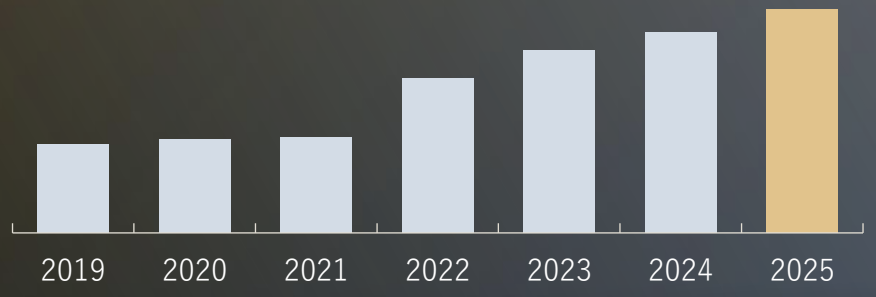
The Rewards of Strategic Foresight

Revenue

€M | 2019–2025

CAGR ≈ 17%

Six-Year Growth 2.5×

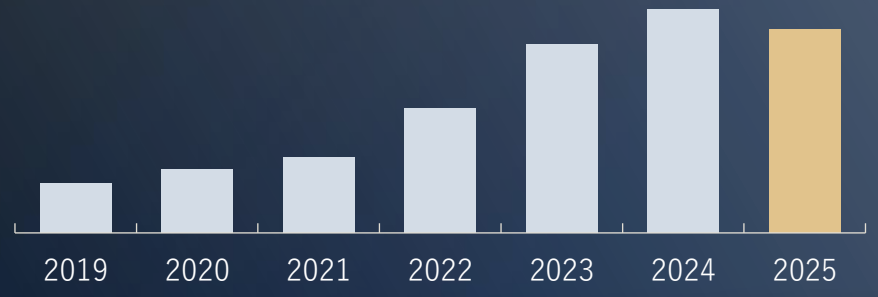


Adj. EBITDA

€M | 2019–2025

CAGR ≈ 27%

Six-Year Growth 4.1×



Note: 2019 figures are calculated on a combined basis; 2024–2025 figures are based on OYAK and Cimpor's consolidated financial statements. Adjusted EBITDA for 2024–2025 adds back one-off expenses.

From Selling Tonnes to Creating Value

The Financial Case for a Cement Renaissance



Results Are Taking Shape

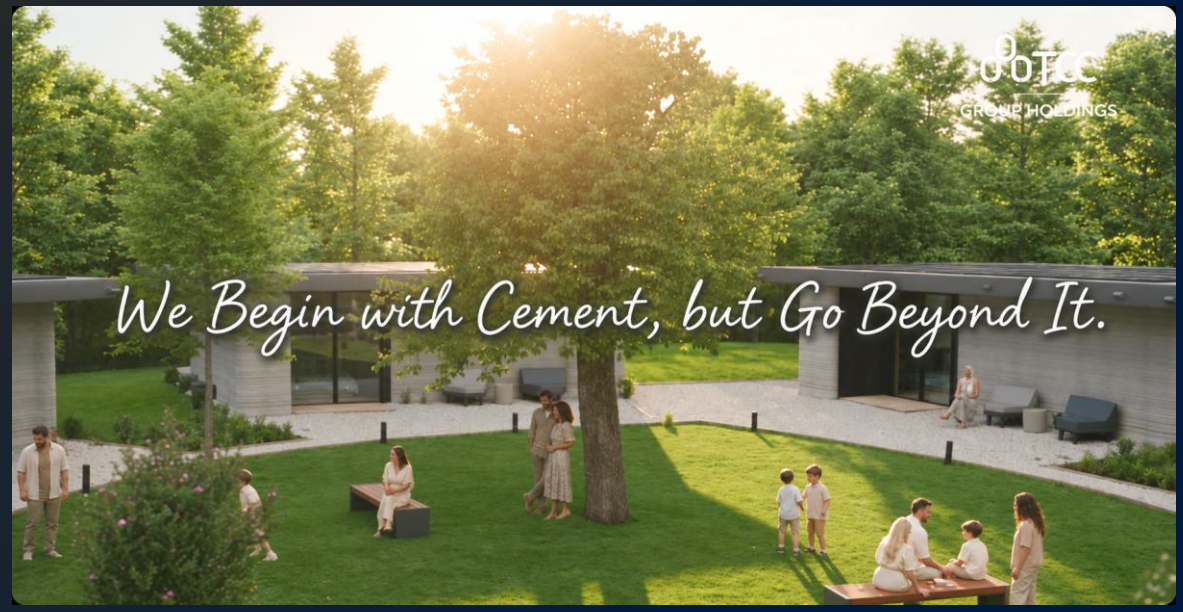
Bringing Low-Carbon Building Materials & Energy Technologies Together

Hatay, Türkiye

Post-Earthquake Reconstruction

3D Printing
Homes & a Library

Solar Power + EnergyArk
Energy Storage System



Results in Motion

Low-Carbon Materials and Energy Technology at Work



Hualien, Taiwan

DAKA Renewable Resource Recycling Center

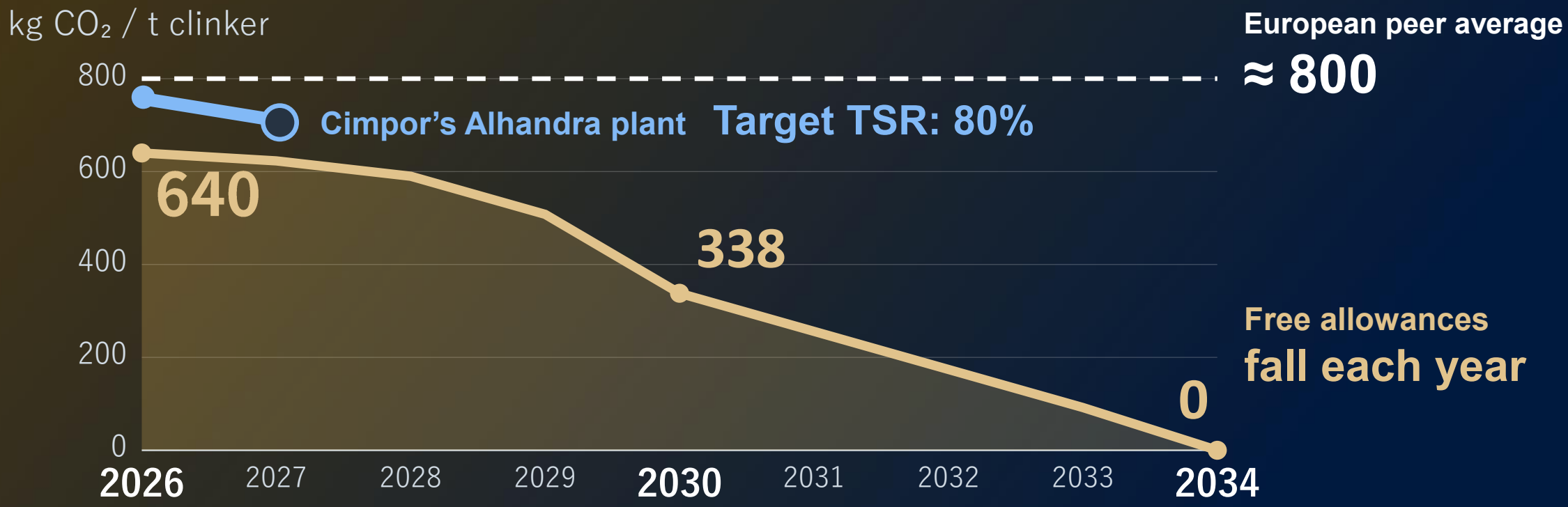
100K+ Tonnes
Household Waste Gasified

Less Coal & CO_2
Cement Kiln Co-Processing

"A factory is more than a place of production
— it can be a leisure park and a classroom for knowledge" — Nelson An-ping Chang, Chairman

Carbon costs are reshaping competitiveness

Carbon pricing rewards early movers in low-carbon cement



Lower emissions per tonne strengthen long-term cost competitiveness

Free allocation = 656 (EU ETS clinker benchmark) × CBAM factor

From Volume to Value

The Financial Case of the Cement Renaissance

Value Added

Priced by Volume



Conventional Cement

One Tonne of Cement

40%+ Less CO_2/t



Calcined Clay

To Keep the Sky Clear

1.5x Strength · 50% Less CO_2



UHPC

To Raise Walls Light yet Strong

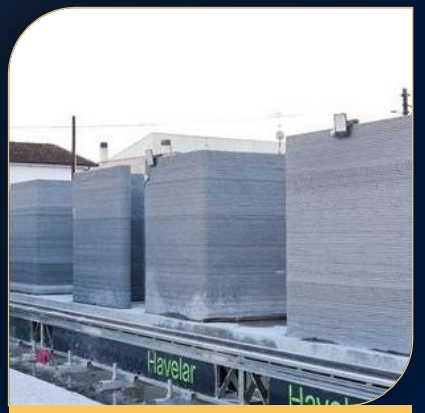
Peak Shaving + Backup



EnergyArk®

To Keep the Light Burning

Formwork-Free · Walls in 24 Hours



3D Construction Printing

To Build a Place Called Home

From Volume to Value; from Cost to Innovation.

TCC Group's European cement IPO

Unlocking value and building for the future

LSE | EURONEXT



Current book value



1X+

Potential market value uplift

Strong foundations and a global platform
Sustainable growth and lasting value

- Sustainable operations
- Low-carbon leadership
- Attractive growth markets
- Strong cash flow and resilience

Well positioned to lead Europe's cement transition

A listing, greater liquidity and global reach

Ukraine’s long-term infrastructure needs

An established plant in western Ukraine underpins the investment with existing earnings and cash flow


IFCEM cement plant


Kiln line and preheater tower




Central control room


Fibre cement board production line

Integrated building materials site: cement, precast panels, gypsum, dry mortar and a chalk quarry

*Subject to regulatory approval. The map illustrates the plant location and neighbouring markets.

Energy and AI make existing assets more productive

Avoided emissions in practice



Energy and AI make existing assets more productive

Avoided emissions in practice



TCC C.F.KOO Building

Mainland China operations HQ

Solar generation	188 MWh/year
Dispatchable storage	7 MWh
Low-carbon fast charging	54 connectors

As of September 2026



Atlante

EV charging at major European retailers

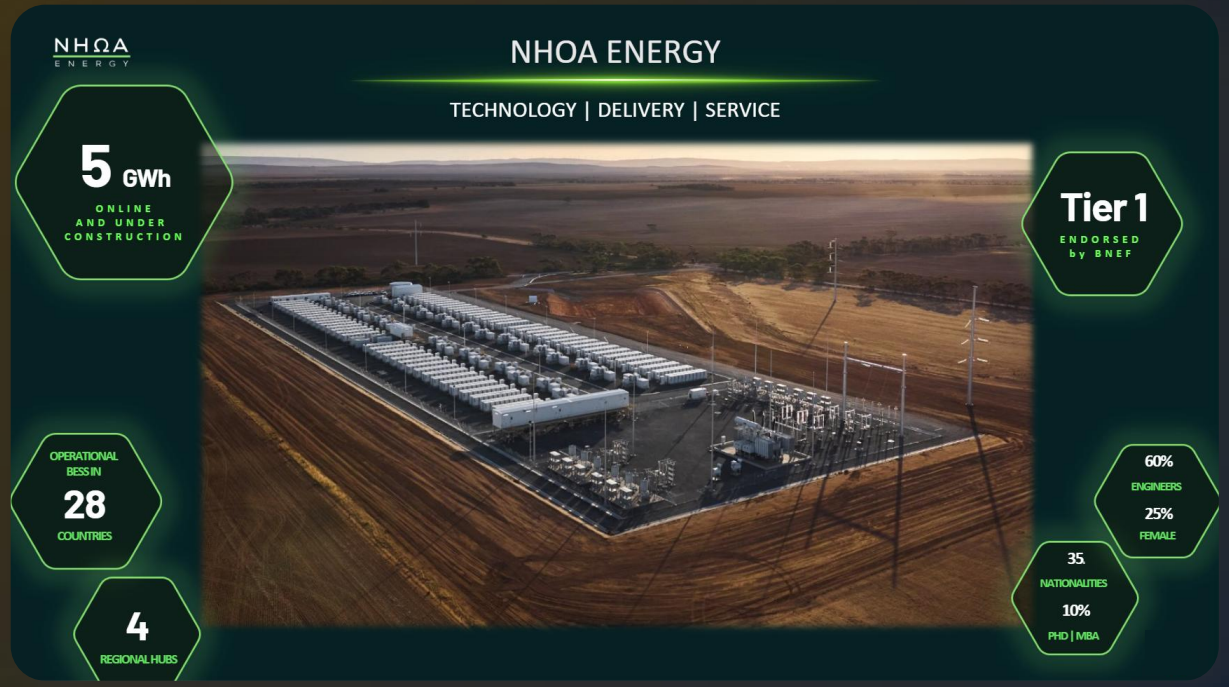
1,240	charging stations online
134	EnergyArk units
~240K	myAtlante users

As of September 2026

Source: Atlante

Energy and AI make existing assets more productive

Avoided emissions in practice



As of September 2026

NHOA Energy — Global energy storage projects

1,729 MWh — Operational

3,482 MWh — Under construction

How AI improves productivity at existing plants

Technology extends our capabilities. We remain accountable.

16 facilities using the system

Up to **35%** lower maintenance costs

Up to **50%** less downtime



Cimpor's equipment condition monitoring system

AI improves productivity at each plant without adding a separate cost centre.

Emissions savings from electric haul trucks at Heping Mine

Replacing diesel with electricity cuts emissions and improves haulage efficiency

44 AI-enabled autonomous electric haul trucks

Est. **2,700 t** annual CO_2 savings

78% lower energy costs for haulage



Autonomous electric haulage at Heping Mine, Hualien

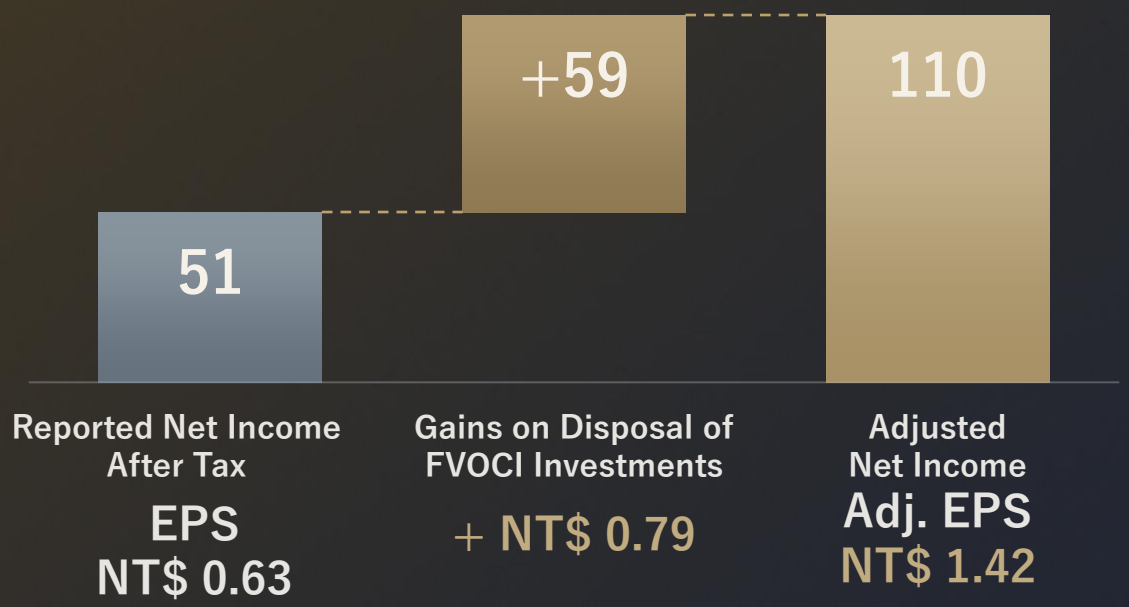
AI improves haulage safety and efficiency and cuts emissions without adding a separate cost centre.

Focus on Core Businesses, Unlock Value from Non-Core Assets

Optimizing Capital Allocation

First Nine Months of 2026

NT$100 million



Focus on Core Businesses
Continued Value Creation Across Consolidated Subsidiaries

Unlock Value from Non-Core Assets
Continue to Selectively Optimize Non-Consolidated Equity Investments

This supplementary information is provided to assist investors in their understanding. It does not constitute an IFRS financial measure or a line item in the statutory financial statements.



From a Grain of Sand to a Universe

Expanding Capabilities Through Technology

But Never Replacing Responsibility with Technology

Building on a Strong Asset Foundation

Ultimately Earning Trust Through Results

From a Global Asset Base

Toward Sustainable Value Creation

A Grain of Sand · Responsibility ·
Assets · Results · Sustainable Value · A Universe

台泥企業團 THE FUTURE IS WORTH IT

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