TCC





# 2025

Taiwan Cogeneration Corporation

# SUSTAINABILITY REPORT

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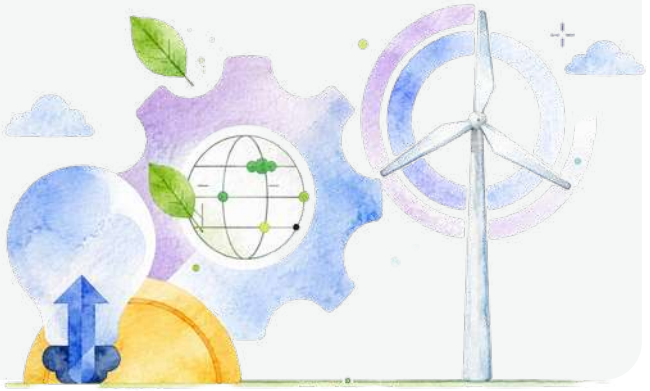
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# About this Report

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## Report Preparation

Taiwan Cogeneration Corporation (hereinafter "TCC" or "the Company") prepares and publishes a sustainability report annually. To fully demonstrate the quality and transparency of this report, it has been prepared in accordance with the GRI Standards issued by the Global Reporting Initiative (GRI), and follows the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies as well as the standards of the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD) framework, and the core content of IFRS S2, with disclosures spanning the environmental (E), social (S), and governance (G) dimensions.



## Sources and Scope of Information

This report covers the period from January 1 to December 31, 2025, consistent with the reporting period and scope of the Company's consolidated financial statements. Disclosures focus primarily on the operations of the Company's head office in Taiwan and Guan tian Plant, along with basic information on the subsidiaries covered in the consolidated financial statements. Depending on the completeness and materiality of the data, this report also discloses, where appropriate, information on subsidiaries Star Energy Corporation ("Star Energy"), TCC Green Energy Corporation ("TCC Green Energy"), Miaoli Wind Co., Ltd. ("Miaoli Wind"), and Hamaguri Co., Ltd., as well as on the Company's major natural gas power plant investees: the Chang-bin Gas-fired Power Plant of Star Energy Power Corporation ("Star Energy Power"), the Fong Der Gas-fired Power Plant of Sun Ba Power Corporation ("Sun Ba Power"), the Star Buck Gas-fired Power Plant of Star Buck Power Corporation ("Star Buck Power"), and the Kuo Kuang Gas-fired Power Plant of Kuo Kuang Power Co., Ltd. ("Kuo Kuang Power"). Financial data are drawn from financial statements prepared in accordance with International Financial Reporting Standards (IFRS), presented in New Taiwan dollars (NTD), and audited by Deloitte & Touche Taiwan.

## Report Management

The information and data in this report are provided by TCC's departments, Guan Tian Plant, the three natural gas power plant investees (Star Energy Power's Chang-bin Gas-fired Power Plant, Star Buck Power's Star Buck Gas-fired Power Plant, and Sun Ba Power's Fong Der Gas-fired Power Plant), and the Company's other subsidiaries, and are compiled by TCC's Sustainable Development Department. After the head of each unit confirms that the data are suitable for the purposes of this report, the report is submitted to senior management and then to the Sustainability Committee and the Board of Directors for review and approval prior to publication. The Company has established the Sustainability Report Preparation and Verification Procedures and related internal controls for the management of sustainability information to ensure the quality of the report and compliance with regulatory requirements.

## Report Assurance

The Company engaged Ernst & Young to perform a limited assurance engagement on this report's adherence to the disclosure principles of the GRI Standards, conducted in accordance with the Standard on Assurance Engagements 3000 (TWSAE 3000), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by the Accounting Research and Development Foundation. The limited assurance report of the independent auditor is included in the Appendix of this report.

## Publication Schedule and Frequency

The Company publishes its sustainability report annually, and an electronic copy is available for download on the Company's official website.

- Previous Edition: June 2025
- Current Edition: June 2026
- Next Edition: June 2027 (scheduled)

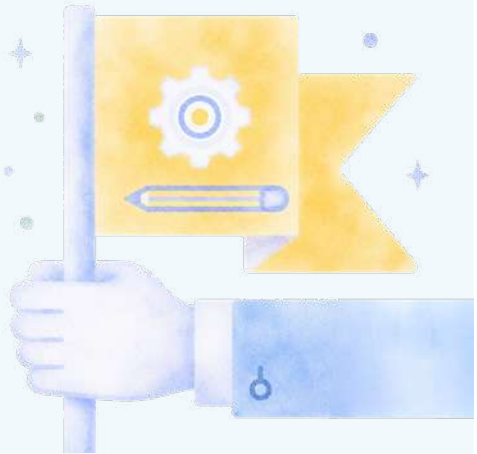
### Contact Information

We welcome your feedback on this report. If you have any suggestions or comments, please contact us:

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https://esg.cogen.com.tw/en/Sustainability-Report

# Statement from the Chairman GRI 2-22

Amid a volatile and rapidly shifting global political and economic landscape, and under the compounding pressures of increasingly frequent extreme weather and the sweeping wave of AI technology, energy security and the low-carbon transition face a host of challenges. At the same time, global climate change is accelerating the momentum of the energy transition, presenting the energy industry with both risks and opportunities for transformation and growth. As a corporate citizen, TCC upholds integrity as its guiding principle and regards sustainable development as both a corporate responsibility and a long-term commitment. Anchored in our core business, we have formulated strategies across the environmental (E), social (S), and governance (G) dimensions, actively aligning with the United Nations Sustainable Development Goals (SDGs) to strengthen our climate resilience and enhance our overall competitiveness, as we strive to lead the energy industry and realize our vision of sustainable corporate operations.



## E Strengthening Climate Action and Driving the Low-Carbon Transition

In response to climate change and the carbon-reduction trend across international supply chains, the government announced Taiwan's 2050 Net-Zero Emissions goal and enacted the Climate Change Response Act, writing the net-zero target into law. The Act provides for the phased introduction of carbon fees and requires companies above a certain scale to disclose their emissions data. To accelerate alignment with international practice, the government has also set Nationally Determined Contribution (NDC) targets and an overarching carbon-reduction action plan, establishing new national reduction goals. Under this framework, the energy sector is committed to restructuring the energy mix and improving energy efficiency, with an interim target of reducing the electricity emission factor to 0.319 kg $CO_2e$/kWh by 2030.

Pursuant to the Sustainable Development Roadmap for listed companies, TCC completed its greenhouse gas (GHG) inventory and verification in 2025, introduced an internal carbon pricing mechanism, and submitted a self-determined reduction plan. This year, we plan to formulate policies on biodiversity and natural carbon sinks, putting our carbon-reduction strategy into concrete practice while balancing environmental stewardship with the protection of natural capital. Beyond continuing to practice the circular economy through cogeneration and deepening our core expertise in developing privately owned gas-fired power plants, TCC actively supports the government's energy transition by expanding into green energy, investing in renewable energy businesses spanning solar photovoltaics, wind power, geothermal power, and green electricity retailing. In 2025, our green electricity wheeling volume reached 227 million kWh. We are advancing the repowering and expansion of onshore wind farms, such as those operated by Miaoli Wind and Star Wind and, in collaboration with Taiwan Power Company (Taipower) and international geothermal technology teams, have completed the 3G (geological, geophysical, and geochemical) survey and resource potential assessment report for the Tatun volcano geothermal project. Looking ahead, we will continue to expand our renewable energy deployment and increase our green electricity wheeling capacity, enhancing energy diversification and autonomy, building a low- and zero-carbon energy supply, strengthening climate governance, and delivering on our corporate net-zero transition.

## S Prioritizing Employee Well-being and Fostering Social Inclusion

TCC adheres to international human rights conventions such as the Universal Declaration of Human Rights and has established human rights policies and institutional frameworks that comply with domestic labor laws. The Company upholds human rights, safeguards employees' labor rights and interests, and tolerates no unlawful infringement, discrimination, or inequality, fostering an organizational culture of diversity, equity, and inclusion (DEI) and building a safe, healthy, and inclusive workplace.

In 2025, we identified employee care and talent retention as material topics, and we continue to raise employee satisfaction through concrete measures, including enhanced employee benefits, optimized compensation policies, and the implementation of human rights due diligence. TCC attaches great importance to the selection, placement, development, and retention of talent. We have established the Talent Cultivation and Development Advisory Committee, which formulates training programs aligned with employees' career development, provides diverse learning channels, and cultivates cross-disciplinary talent. In recognition of these efforts, TCC was once again honored with the CommonWealth Talent Sustainability Award by CommonWealth Magazine in 2025. We also actively help cultivate talent for the wider industry: through the Industrial Technology Research Institute's Power Grid Talent Development Alliance, we join forces with industry, government, academia, and research institutions to nurture the next generation of energy professionals, deepen the technical capabilities of the power sector, and strengthen the development of sustainability talent.

TCC anchors its community engagement in two pillars: social care and sports promotion. On the social care front, we have long participated in the CommonWealth Hope Reading Program, through which our volunteers and investment in educational resources support children in remote rural areas as they read sustainability-themed books and picture books, helping create a virtuous cycle of learning. In sports, TCC has sponsored Taiwan's Rice Heaven Tianzhong Marathon since 2020, not only the first road race in Taiwan to obtain the Ministry of Environment's carbon footprint label, but also, on the strength of its local procurement and support for school athletic programs, the first marathon in the world to obtain international Social Return on Investment certification. By supporting local sporting events, TCC helps drive regional revitalization and advance social inclusion and shared prosperity.

## G Fortifying Governance Frameworks and Charting a Sustainability Blueprint

With integrity as our foundation, TCC is committed to strengthening the functions of the Board of Directors, implementing rigorous internal controls, and continually refining our risk management. We have embedded our ESG strategy into our operational processes and continue to improve the transparency and quality of our sustainability disclosures, fostering communication and consensus with stakeholders and making sound corporate governance the bedrock of our development. In 2025, TCC ranked in the top 5% of the 12th Corporate Governance Evaluation, once again standing out among 1,009 listed companies. We also received the Top 100 Sustainability Exemplary Enterprise Award and the Corporate Sustainability Report Platinum Award at the Taiwan Corporate Sustainability Awards (TCSA), and placed second in the medium-sized enterprise category of the 2025 CommonWealth Excellence in Corporate Social Responsibility Award, a testament to our governance achievements. To build a sustainable supply chain, we continue to raise the share of green procurement in our purchasing, and in 2025 we were named an Outstanding Green Procurement Enterprise. Going forward, we will strengthen our suppliers' sustainability commitments, requiring compliance with applicable standards on the environment, occupational health and safety, human rights, and information security, ensuring that responsible procurement remains fully aligned with our sustainable development strategy.

## Looking Ahead: Advancing Toward the Net-Zero Vision

TCC reached multiple major milestones in 2025: Sun Ba Power's Phase II plant entered commercial operation, and we completed equity acquisitions in three independent power producers (IPPs). Work is now underway on the life extensions of Star Energy Power and Sun Ba Power Phase I, the renewal and reconstruction of Kuo Kuang Power Phase II, and development planning for Sun Ba Power Phase III. The Group's four natural gas power plants now account for more than half of the total installed capacity of Taiwan's private power plants. Their low-carbon, high-efficiency generation plays a vital role during the ongoing energy transition and is critical to the stability of the nation's power supply. In renewable energy, beyond the investment, development, and operations and maintenance (O&M) of our existing solar photovoltaic and onshore wind assets, we participate in onshore works for offshore wind projects and are actively engaged in geothermal exploration, currently evaluating the formation of a drilling team to support the development of Taiwan's geothermal resources. On the engineering front, we participate in projects under Taipower's Power Grid Resilience Enhancement Program, having been awarded multiple transmission and distribution step-up substation and grid-connected energy storage contracts, doing our part for a stable domestic power supply and the build-out of renewable energy. In addition, the Guan Tian Cogeneration Plant, wholly owned and built by TCC, will undergo evaluation and planning for conversion into a gas-fired power plant, which is expected to further reduce the Group's overall carbon emissions. Our financial performance has been equally strong: net profit after tax has set new records for three consecutive years, and the cash capital increase planned for this year has passed regulatory review. With an increasingly solid financial structure, we will continue to expand our power business and pursue new milestones.

Looking back, TCC has always operated on a philosophy of prudence and stability. In a rapidly changing environment, only by learning from the past, reading the times, and seizing opportunities with care can we meet the challenges before us. Looking forward, we will continue to consolidate our core strengths and deepen our energy portfolio, providing clean and affordable energy, promoting a just transition, and delivering on sustainable development.



Chairman of TCC

王振勇

# 2025 Sustainability Performance and Highlights

**Renewable energy**

More than **227** GWh of renewable energy wheeled annually

**Solar Energy**

Wushantou Reservoir's floating solar photovoltaic project generated over **18** GWh of power

**Wind Power**

The Miaoli Wind and Star Wind wind farms generated over **110** GWh of power

O&M services for **116** wind turbines

Guan Tian Plant achieved an electricity savings rate of **3.97%**

Processed **30,522** metric tons of scrap tires

Used **4,224** metric tons of solid recovered fuel (SRF)

Achieved an alternative fuel substitution rate of **31.77 %**

Three IPPs cut carbon emissions by approximately **1.78** million metric tons of $CO_2e$ annually




**Talent Cultivation**

Average training hours for senior managers **30.06** hours/person

Average training hours for middle managers **63.07** hours/person

Average training hours for general employees **80.39** hours/person

**1.42** million injury-free working hours at Guan Tian Plant since its establishment

**3** days of volunteer leave per year

**Social Participation Activities**

Hope Reading Program – Volunteering at rural schools

Earth Day plant-based dining event and monthly plant-based meal days

Sponsored Tianzhong Marathon and helped organize the Taya Pineapple Marathon

Participated in the Power Grid Talent Development Alliance

Guan Tian Plant received an Outstanding Performance Award in the Occupational Safety and Health Family Assessments for a 6th consecutive year







**Financial Performance**

Earnings per share (EPS) of NT$ **2.45**

**Customer Relations**

Customer satisfaction score of **97.9** at Guan Tian Plant

Construction customer satisfaction score of **99** for the Business Development Dept.

**Named an outstanding green procurement enterprise**

With green purchases totaling NT$ **8.3** million

**Sustainable Supply Chain**

**97.5%** of suppliers signed the CSR Commitment Self-Assessment Questionnaire

## Awards

Ranked among the top **5%** of listed companies in TWSE's 12th Corporate Governance Evaluation

Named to the 2025 Taiwan FINI 100 Companies List and the TWSE Corporate Governance 100 Index

**Taiwan Corporate Sustainability Awards (TCSA)**

Taiwan Top 100 Sustainability Exemplary Award

Corporate Sustainability Report Platinum Award

**CommonWealth Excellence in Corporate Social Responsibility Award**

Ranked 2nd in the Medium-sized Enterprise category

**CommonWealth Talent Sustainability Award**

**Star Energy's Guishe Primary Renewable Substation (R/S) New Construction Civil Works Turnkey Project**

Public Construction Excellence Award in the civil engineering category from the Ministry of Economic Affairs (MOEA)

Excellence Award in the Building Engineering Category of the 25th Public Construction Golden Quality Award

Outstanding performance in Taipower's Green Construction Site evaluations

**Star Energy's Gangshan P/S Reconstruction Civil Works Turnkey Project**

Recognized as an Excellent Smart Construction Site by the Environmental Protection Bureau, Kaohsiung City Government

# Sustainability Column

In October 2024, TCC signed a memorandum of understanding with Taipower, international geothermal developer Baseload Power Taiwan Inc., geothermal technology services firm GreenFire Energy Inc., and other partners to jointly develop geothermal resources in Taiwan's Tatun Volcano Group. The project marks TCC's return to geothermal power development, its first venture in the field since the Cingshuei Geothermal Power Plant.

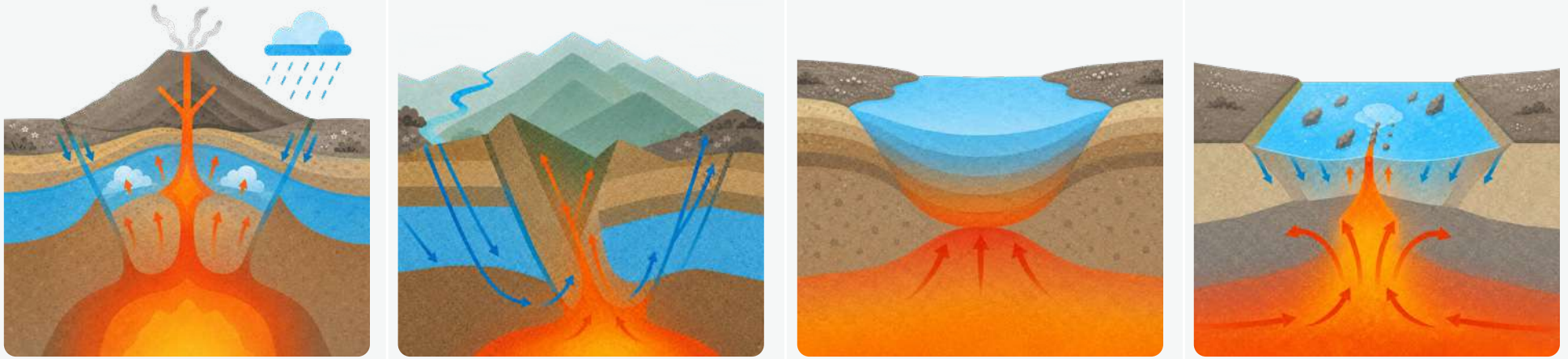
## Introduction to Geothermal Technology (Properties, Exploration, and Power Generation)

Geothermal power, a form of renewable energy, harnesses heat from the Earth's interior. Wells are drilled to extract steam or hot water from underground formations, which drives turbines directly or indirectly to generate electricity. The fluids are then reinjected into the reservoir for sustainable, cyclical use. Unlike solar power, which needs sunlight, or wind power, which depends on the weather, geothermal energy draws on the Earth's internal heat and can therefore deliver stable electricity over the long term, serving as baseload power.

Geothermal resources are generally categorized into four types: high-temperature volcanic, uplifted hot rock, sedimentary basin, and extensional domain. In the high-temperature volcanic (such as the Tatun Volcano Group) and extensional domain types, heat is supplied by mantle material rising into the Earth's crust, producing highly favorable temperature conditions. The uplifted hot rock and sedimentary basin types accumulate heat under pressure from tectonic compression or the weight of overlying strata, yielding medium- to low-temperature resources.

Geothermal Potential Diagnostic Matrix: How Underground Heat Systems Work

| High-temperature Volcanic | Uplifted Hot Rock | Sedimentary Basin | Extensional Domain |
|---|---|---|---|
| Direct heating by a shallow magma chamber | Deep hot rock uplifted by mountain building (orogeny) combined with meteoric water circulation | Thermal blanket effect of thick sediment layers | Upwelling of hot mantle material caused by crustal rifting |
| Tatun | Lushan | Foothill belt of the western plains | Periphery of the Okinawa Trough |

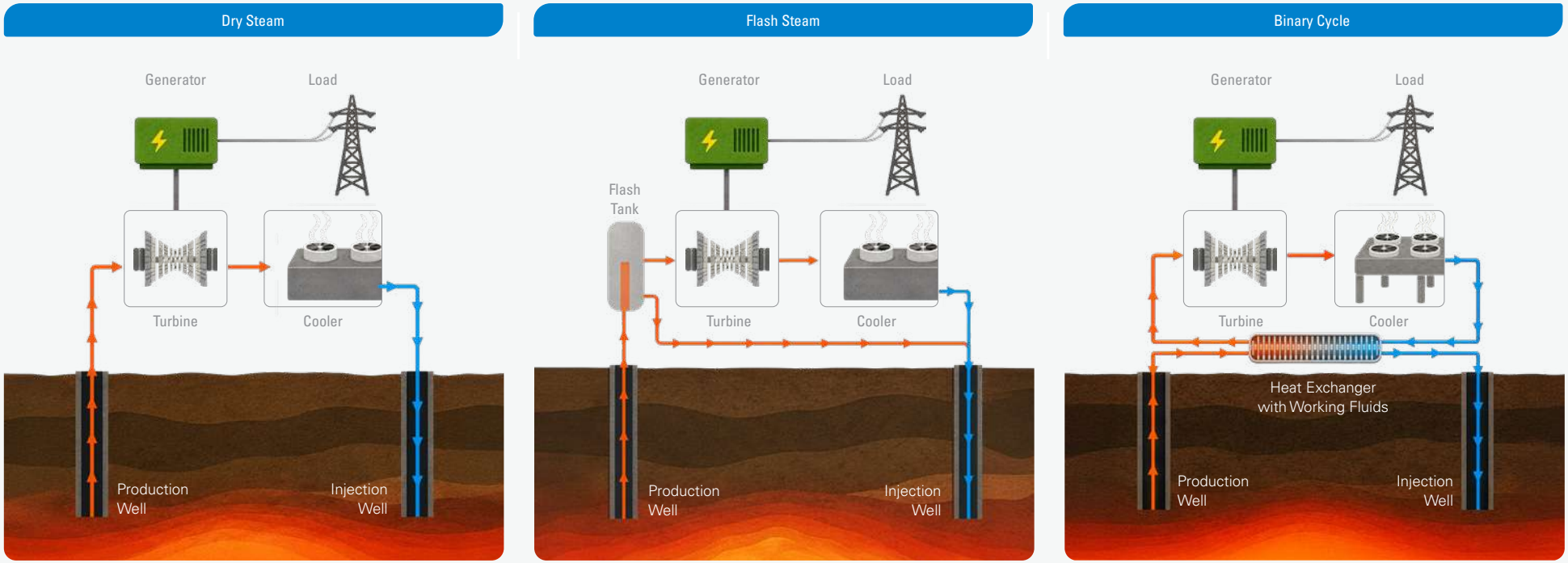


At the heart of any geothermal project lies the geothermal reservoir, or the underground space hosting the heated hydrothermal fluids. Because reservoirs are deeply buried and cannot be observed directly, developers rely on "3G surveys" to assess their characteristics and development potential: geological surveys that analyze stratigraphic structure and lithology, geochemical surveys that infer the reservoir's temperature and chemical properties, and geophysical surveys that measure subsurface physical properties to define the reservoir's scale and location.

The reservoir information obtained indirectly through 3G surveys is synthesized into a geothermal conceptual model, which describes the heat source, the origin and circulation of the reservoir's fluids, and the parameters used to evaluate development potential, such as temperature, chemical properties, permeability, and geometry. Exploration wells are then drilled to obtain direct data from the reservoir, progressively refining the model, sharpening the assessment of development potential, and guiding the choice of heat-extraction method.

Conventional geothermal systems (CGS) generate power by directly extracting hydrothermal fluids from the formation, reinjecting them after use to keep the resource sustainable. As heat-extraction technology evolves, newer approaches, such as enhanced geothermal systems (EGS), advanced geothermal systems (AGS), and supercritical geothermal systems (SGS), are expected to further expand the use of underground heat resources.

Geothermal power generation methods




Source: U.S. DOE, 2019

## Domestic and International Development Status

As of the end of 2025, global installed geothermal power capacity reached 17,173 MW. The top 10 countries by installed capacity are shown in the table below (ThinkGeoEnergy, 2026), led by the United States, Indonesia, and the Philippines.

### Global Geothermal Power Installed Capacity Rankings

| Rank | Country | Installed Capacity (MW) |
|---|---|---|
| 1 | United States | 3,953 |
| 2 | Indonesia | 2,742 |
| 3 | Philippines | 2,034 |
| 4 | Turkey | 1,797 |
| 5 | New Zealand | 1,259 |
| 6 | Kenya | 980 |
| 7 | Mexico | 976 |
| 8 | Italy | 916 |
| 9 | Iceland | 808 |
| 10 | Japan | 607 |

## Current Status and Future Outlook of Geothermal Development in the Tatun Volcano Group

By the end of 2025, TCC and its partners in the Tatun Volcano Group geothermal development project had completed the 3G surveys and established a geothermal conceptual model. The survey results indicate genuine development potential. The next phases, production well drilling and production testing, will further verify these findings and reduce the risks of eventual plant construction. Through this collaborative framework, the Company aims to integrate domestic and international energy technologies with power development experience to establish a demonstration case for Taiwan's geothermal industry, while underscoring the vital role of public–private partnership and international exchange in the energy transition, serving as a positive force for advancing geothermal development in Taiwan.

Beyond the Tatun project, TCC Group will continue to track advances in geothermal technology and revisions to domestic regulations, while exploring further opportunities to develop geothermal plants independently or with partners. The Group hopes that, as technology and the regulatory framework mature, geothermal development can be realized without delay, contributing to the growth of Taiwan's renewable energy.



Field survey at Mt. Tatun

# About TCC

## About TCC Group GRI 2-1、2-6

Established in 1992 and publicly listed in 2003, TCC has paid-in capital of NT$7.3 billion and was Taiwan's first private power company to be publicly listed.

In its early days, the Company built its foundation on cogeneration technology. In addition to co-founding the Ta-Yuan Cogeneration Plant through a joint venture, TCC partnered in the construction of several diesel engine cogeneration plants under the build-operate-transfer (BOT) model, and independently built the Guan Tian Cogeneration Plant to provide regional energy integration services for the Guantian Industrial Park. Subsequently, in line with government energy policy, TCC invested in, constructed, and operated several natural gas power plants, including Star Energy Power, Sun Ba Power, and Star Buck Power, and further invested in Kuo Kuang Power through an equity acquisition. These four natural gas power plants account for approximately 50.35% of the total installed capacity of Taiwan's IPPs and nearly 6.10% of the Taipower system's total installed capacity, playing a vital role in the nation's power supply during this period of energy transition(Note).

In recent years, in response to net-zero emissions targets and domestic and international sustainability trends, TCC has actively expanded its renewable energy operations, becoming the first specialized power group in Taiwan capable of providing comprehensive renewable energy services spanning investment and development, engineering and construction, O&M, green electricity retailing, and energy storage. TCC's subsidiary Star Energy not only undertakes turnkey engineering projects for solar power, wind power, and transmission and substation systems, but also invests in and develops its own solar and onshore wind power projects.

Meanwhile, TCC Green Energy, another subsidiary, has delivered an outstanding performance in green electricity retailing: by the end of 2025, it had cumulatively wheeled over 850 GWh of green electricity, and it now also provides ancillary services as an agent operator. Through more than 30 years of continuous innovation and growth, TCC has remained focused on its core competencies, enhancing its competitive advantages to achieve its goal of sustainable corporate operations.

Note: The total installed capacity of TCC's four gas-fired power plant investees is 3,650 MW. As of 2025, the total installed capacity of all IPPs in Taiwan was 7,248 MW, and the total installed capacity of the Taipower system was 59,842 MW.

### TCC Group Business Scope

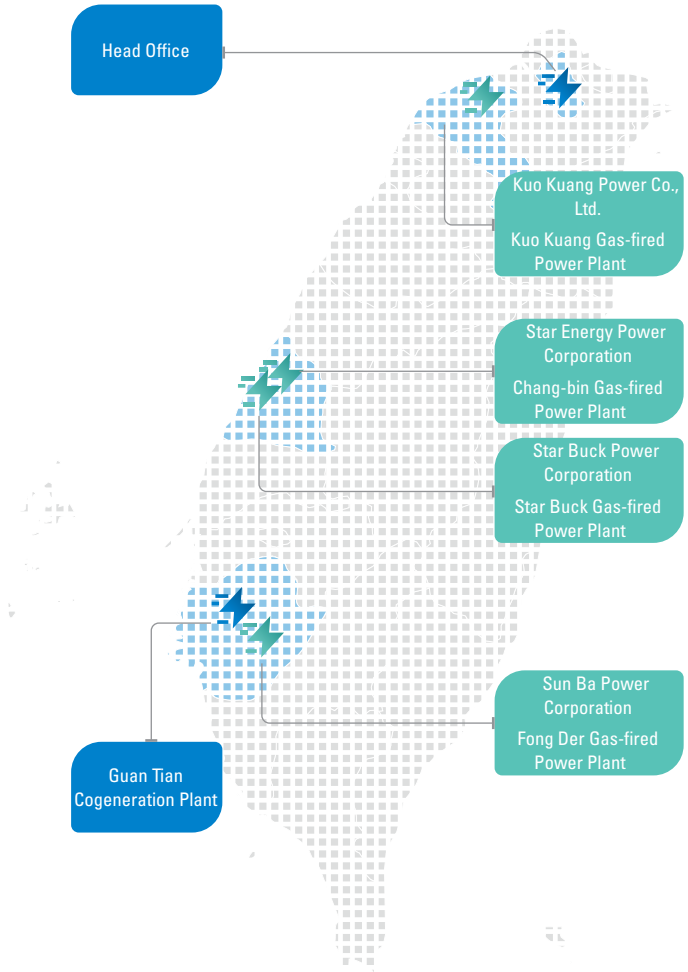
- **Investment and Development:** Investing in cogeneration plants through wholly owned investments, joint ventures, or BOT arrangements, and selling the steam and electricity generated to partner companies or neighboring users.
- **Vertical Integration:** Investing in, constructing, operating, and managing power plants, cogeneration plants, and renewable energy facilities.
- **Comprehensive Services:** Providing vertically integrated services, including planning, design, procurement, installation, construction management, financial planning, environmental protection, and O&M, for use in power plants, cogeneration facilities, renewable energy sites, and transmission and substation projects.
- **Turnkey Projects:** Delivering turnkey projects together with technical support and consulting services for energy-related undertakings such as power plants, cogeneration plants, renewable energy sites, and transmission and substation systems.
- **Renewable Energy O&M:** Providing O&M for large-scale solar photovoltaic sites and onshore wind farms, integrating local offshore wind O&M teams, and operating the Renewable Energy O&M Center.
- **New Energy Services:** Renewable energy retailing, ancillary services, and the planning and construction of energy storage systems.

### Structure and Shareholding Percentages of TCC Investee Companies (As of December 31, 2025)



## Operating Locations

The head offices of TCC and Star Energy are both located in Taipei. Operating sites include the Guan Tian Cogeneration Plant in Tainan, while TCC's main power plant investees are located in Taoyuan, Changhua, and Tainan.




| Category | Investees | Core Businesses and Key Features |
|---|---|---|
| Natural Gas Power Plants | Star Energy Power Corporation | Operates Chang-bin Gas-fired Power Plant (installed capacity: 507 MW) |
| | Sun Ba Power Corporation | Operates Fong Der Gas-fired Power Plant (installed capacity: 2,114 MW) |
| | Star Buck Power Corporation | Operates Star Buck Gas-fired Power Plant (installed capacity: 549 MW)<br>TCC delivered the plant as a turnkey engineering, procurement, and construction (EPC) project, making it the first company in Taiwan with a proven EPC track record for gas-fired combined-cycle power plants. |
| | Kuo Kuang Power Co., Ltd. | Operates Kuo Kuang Gas-fired Power Plant (installed capacity: 480 MW)<br>TCC invested through an equity acquisition |
| Cogeneration Plant | Ta-Yuan Cogen Co., Ltd. | Operates Ta-Yuan Cogeneration Plant (112.8 MW) and a plant in Taoyuan Environmental Science & Technology Park<br>A TPEx listed company<br>Provides energy and resource integration services in Dayuan Industrial Park |
| Construction Engineering (Power Sector Specialization) | Star Energy Corporation | Design, planning, procurement, contracting, construction, and O&M for power plants, transmission lines, and renewable energy related projects<br>Contracted Taipower's 150 MW Tainan Yantian solar PV project<br>Constructed the Cigu shared substation |
| Overseas Power Business Investment | Taiwan Cogeneration International Corporation | Overseas investments |
| | Redondo Peninsula Energy Inc. | Development of the Subic Bay coal-fired power plant in the Philippines |
| Renewable Energy Development | TCC Green Energy Corporation | Green energy investment and development, renewable energy retailing, and ancillary services<br>In 2019, TCC Green Energy obtained the second renewable energy retailer license in Taiwan<br>Wheeled its first kWh of renewable electricity in October 2020 and had cumulatively wheeled over 850 GWh by the end of 2025 |
| | Hamaguri Co., Ltd. | Aquavoltaic investment and development |
| | Shin Kuang Electric Energy Co., Ltd. | Operates the Shin Kuang Photovoltaic Power Plant<br>5 MW RC rooftop solar power plant, which commenced commercial operations in 2019 |
| | Star Wind Corporation | Onshore wind power investment, development, construction, and operation<br>Star Wind's 10.35 MW wind farm began commercial operations in 2020 |
| | Star Solar Corporation | Solar photovoltaic investment, development, construction and operation<br>Wushantou Reservoir Floating Photovoltaic Power Plant Phase I (installed capacity: 13.7 MW) |
| | Miaoli Wind Co., Ltd. | Operates the Dapeng and Zhunan onshore wind farms (total installed capacity: 49.8 MW) |
| | Synergy Co., Ltd. | Renewable energy projects development and O&M |
| Other | KHH Arena Corporation | Operation and management of Kaohsiung Arena and ancillary facilities |

## TCC Value Chain GRI 2-6

### Supplier Management (S)

- Green procurement
- CSR Commitment
- Supplier CSR Code of Conduct
- Supplier evaluation
- Sustainability performance self-assessment
- On-site audits

**Suppliers**
Mechanical equipment and raw materials (coal, scrap tire chips, natural gas, diesel), etc.




### Ethical Governance (G)

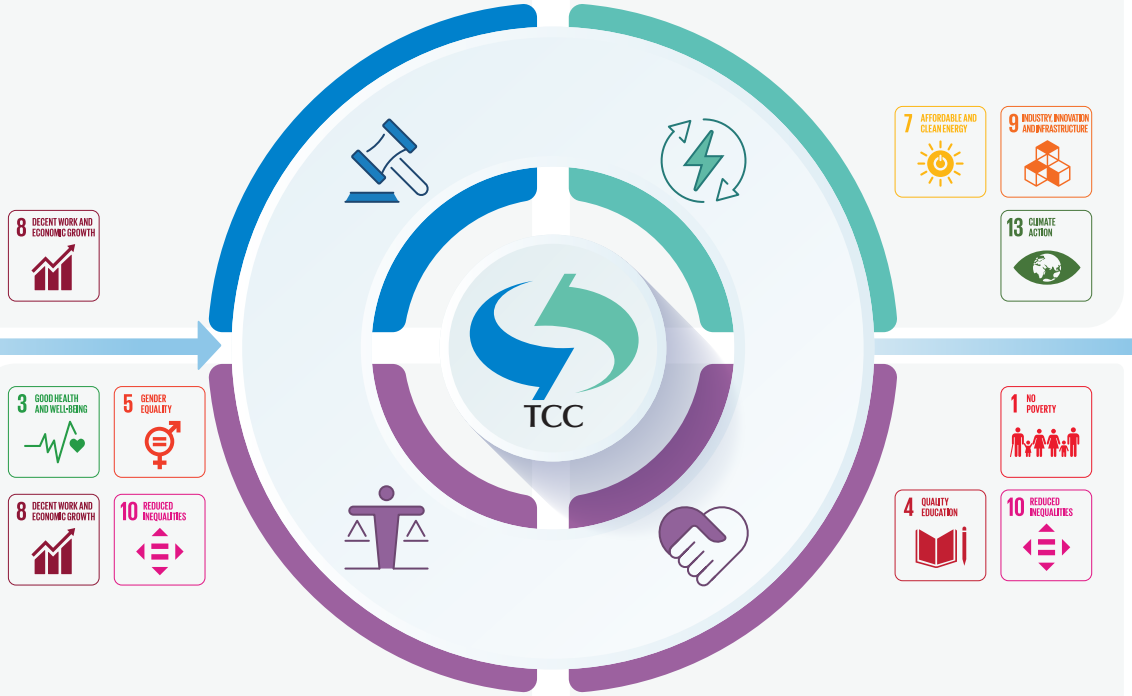
- Implementation of ethical management and internal control systems
- Enhancement of economic performance

### Stable and Efficient Energy Supply (E)

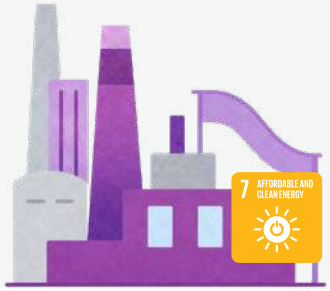
- Replacing coal with alternative fuels
- Recycling and reuse
- Energy saving and carbon reduction

### Service Efficiency Enhancement (S)

- Attentiveness, diligence, a professional team, and enthusiastic service
- Improving the quality of products and engineering services
- Enhancing customer satisfaction




**Customers**
Steam and electricity




### Human Rights Protection and Inclusion (S)

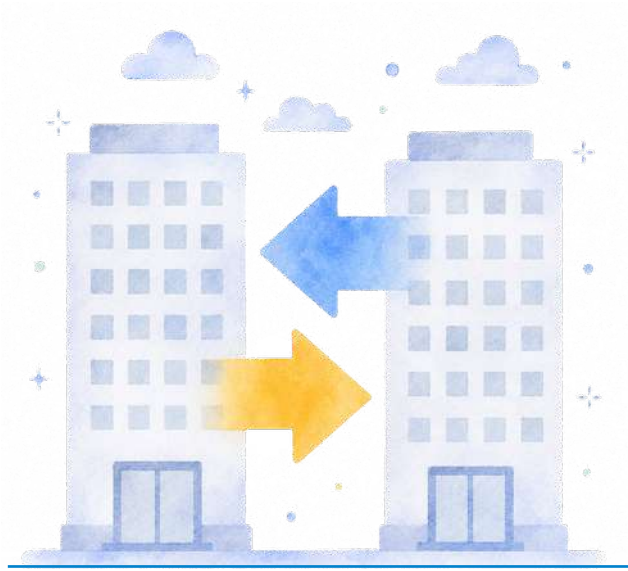
- Healthy and balanced work environment
- Fair treatment
- Talent cultivation program
- Prevention of unlawful infringement in the workplace

### Social Care (S)

- Educational investment for a new generation
- Giving back to local communities
- Eliminating inequality of opportunity

## External Collaboration GRI 2-28

To support steady corporate growth, TCC actively engages with external organizations and industry peers. Participating in events hosted by various associations enables the Company to monitor industry developments, anticipate future trends, and identify potential opportunities for collaboration. TCC plays a particularly active role in the Taiwan Cogeneration Association. Beyond senior executives having served as the association's chairpersons and secretaries-general over the years, the Company assists in organizing academic and technical seminars, publishing the Cogeneration Journal, and arranging visits to domestic power plants, cogeneration facilities, and related energy infrastructure to promote industrial and technological exchange.



| Participating Organization | Association | Type of Participation |
|---|---|---|
| TCC | Taiwan Cogeneration Association | Chairperson/Member |
| | Chinese Association for Energy Economics (CAEE) | Director/Member |
| | Taiwan Institute for Sustainable Energy (TAISE)/Center for Corporate Sustainability (CCS) | Director/Member |
| | Taiwan Electric Power Association (TEPA) | Director/Member |
| | The Taiwan Electrical Contractors Association (TTECA) | Member |
| | Taiwan Association of Energy Service Companies | Member |
| | Taiwan Wind Energy Association | Member |
| | Taiwan Photovoltaic Industry Association (TPVIA) | Member |
| | Chinese Petroleum Institute | Member |
| | Taipei Neihu Technology Park Development Association | Member |
| | Taiwan Power and Energy Engineering Association | Member |
| | Solar PV Generation System Association (PVGSA) | Member |
| | Taiwan Association for Climate Change and Energy Sustainability | Member |
| | Taiwan Industry-Academia Technology Alliance for Energy Digital Transformation (TAEDT) | Member |
| | Taiwan Electric Power Development Association (TEPDA) | Member |
| | The Institute of Internal Auditors, R.O.C. | Member |
| | The Illuminating Engineering Society of Taiwan (IEST) | Member |
| | CommonWealth Sustainability (CWS) | Member |

# Sustainable Governance and Development Strategy

## Sustainability Committee GRI 2-9、2-12、2-13

The Board of Directors is TCC's highest governance body for sustainable development and oversees the Company's sustainability initiatives. TCC's Sustainable Development Principles, approved by the Board, serve as the highest guiding framework for these efforts.

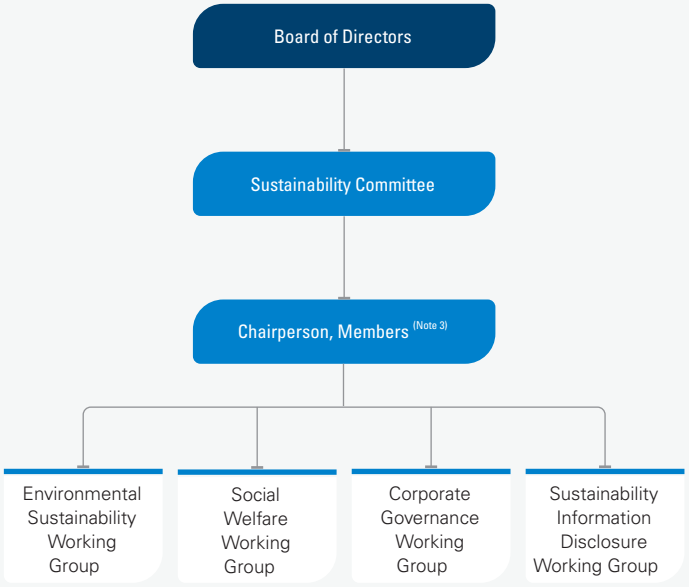
To put corporate sustainability into practice, TCC elevated its Sustainability Committee to a Board-level functional committee in 2025[Note 1]. Committee members, including the Chairman of the Board, other directors, and senior management at the vice president level or above, all possess professional expertise in sustainability. The elevation is intended to refine the governance structure and strengthen oversight of sustainable development. Under the committee sit four dedicated working groups: Environmental Sustainability, Social Welfare, Corporate Governance, and Sustainability Information Disclosure, each responsible for the issues within its domain, while the Sustainable Development Department serves as the executive unit, coordinating, planning, and assisting the committee in managing related work. Each year, the department identifies material sustainability topics and formulates ESG-related indicators which, following review by the committee, serve as the basis for setting the Company's overall goals and each department's annual KPIs.

### Sustainability Committee

- **Frequency:** The committee convenes at least once a year and regularly reports to the Board of Directors on implementation status and any critical concerns.[Note 2]
- **Responsibilities:**

1. Formulate, promote, and strengthen the Company's sustainability policies, annual plans, and strategies
2. Review, monitor, and revise the implementation and performance of sustainability initiatives
3. Oversee sustainability information disclosure and review the sustainability report
4. Oversee the implementation of work under TCC's Sustainable Development Principles and other sustainability-related tasks resolved by the Board of Directors (including material topics, management approaches, strategies, and targets)

### Organizational Structure




Note 1: TCC established the Corporate Social Responsibility Promotion Committee in 2017 and renamed it the Sustainability Committee in 2024, when the Sustainability Information Disclosure Working Group was also added. The Company elevated the Sustainability Committee to a Board-level functional committee in 2025 and added two directors with sustainability expertise as committee members in March 2026.

Note 2: For details on the operations of the Sustainability Committee, please refer to the Company's official website.

Note 3: Chairperson – Chairman of TCC; members – directors and senior management at the vice president level or above

### Promotion of ESG-Related Initiatives in 2025

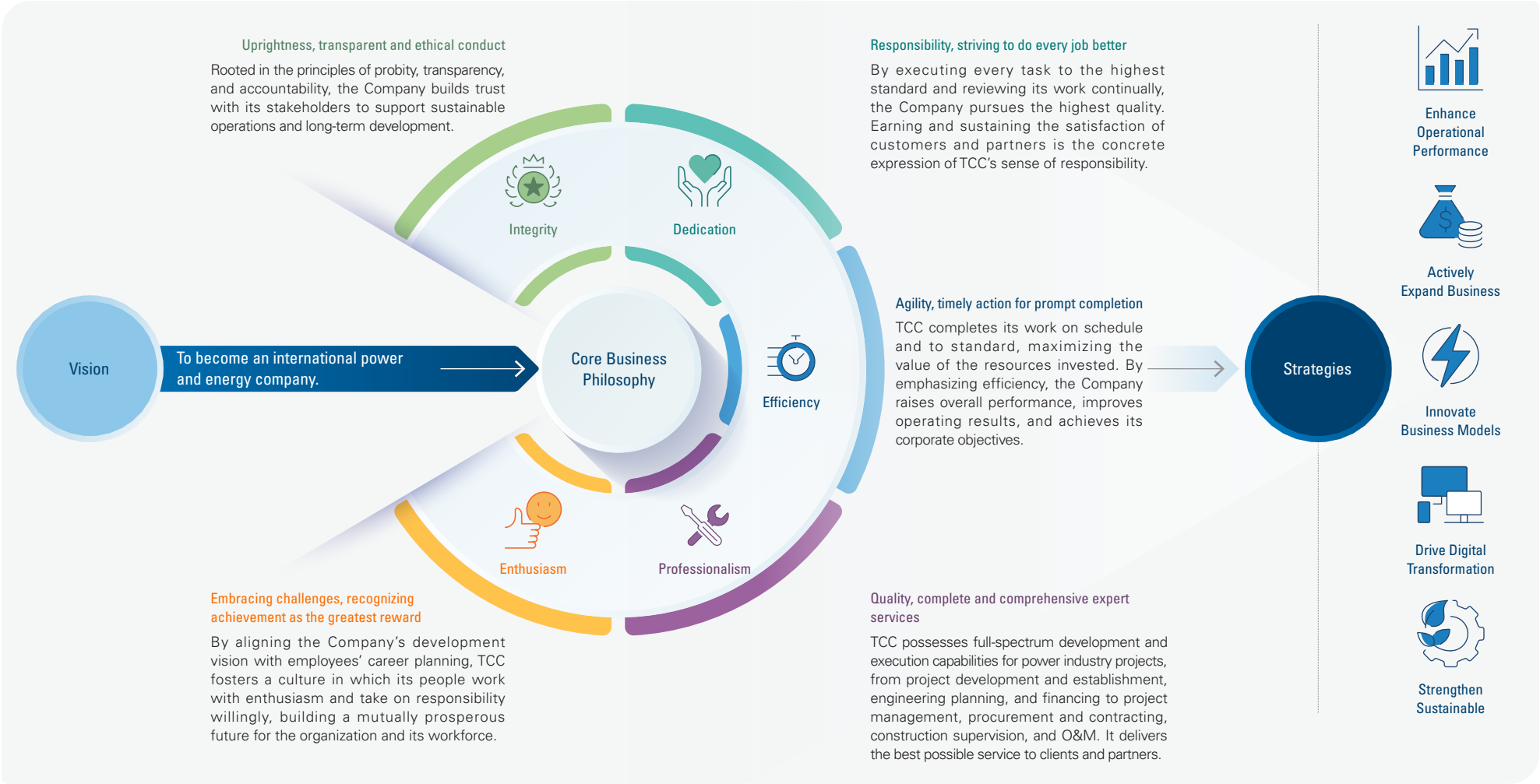
The implementation status of the Sustainability Committee's key initiatives in 2025 is detailed below:

| | |
|---|---|
| 2025/04 | On-site assurance review of the 2024 Sustainability Report, with third-party assurance obtained the following month |
| 2025/05 | Submission of the 2024 Sustainability Report to the Board of Directors for approval on May 8, 2025 |
| 2025/06 | Publication of the 2024 Sustainability Report (Chinese version) |
| 2025/07 | Wrap-up meeting for the 2024 Sustainability Report |
| 2025/11 | 2025 Sustainable Development Implementation Working Meeting<br>• Reported on the implementation status of ESG-related initiatives in 2025 and the highlights of the 2025 Sustainability Report<br>• Discussed key focus areas and planning for ESG initiatives in 2026<br>• Established ESG-related indicators and incorporated them into departmental KPIs |
| 2025/12 | Kick-off Meeting for the 2025 Sustainability Report Project<br>• Timeline planning for the 2025 Sustainability Report<br>• Framework of the 2025 Sustainability Report and results of the material topics analysis<br>2025 Sustainability Committee Meeting<br>• Implementation status of sustainable development in 2025<br>• Sustainable development plan and strategy for 2026 (including key focus areas and planning)<br>• Framework of the 2025 Sustainability Report and results of the material topics analysis<br>Reported to the Board of Directors on December 19, 2025, on the year's sustainable development implementation status, stakeholder engagement status, the 2026 sustainable development plan and strategy, and the framework of the 2025 Sustainability Report together with the results of the material topics analysis |
| 2026/04 | On-site assurance review of the 2025 Sustainability Report, with third-party assurance obtained the following month |
| 2026/05 | Approved by the Sustainability Committee on May 11, 2026, and by the Board of Directors on May 12, 2026:<br>• 2025 Sustainability Report<br>• Execution status of the first phase of adopting IFRS Sustainability Disclosure Standards (establishment of a task force, formulation of an adoption plan, and completion of the analysis of material gaps and impacts) |

## Vision and Strategy for Sustainable Development

In response to domestic and international sustainability trends, changes in the internal and external environment, and policy shifts, TCC has formulated sustainability strategies across the environmental (E), social (S), and governance (G) dimensions, responding to the United Nations Sustainable Development Goals (SDGs) with concrete actions to realize sustainable corporate operations.

Established over 30 years ago, TCC has grown into a comprehensive enterprise providing a full spectrum of services, from investment and development, engineering contracting, and O&M to renewable energy retailing, ancillary services, and energy storage.



To respond to climate change and a rapidly evolving business environment, TCC formulates short-, medium-, and long-term material topics, overall corporate strategies, and action plans based on the Company's vision and business philosophy, taking into account the internal and external environment, major government policies, and the Company's human and financial resources. TCC has established a five-year business strategy that is reviewed and updated on a rolling annual basis, allowing the Company to promptly grasp changes in its operating environment, adjust its overall strategy and direction in a timely manner, realize sustainable corporate operations, and advance steadily toward its sustainable development goals.




| | E | S | G |
|---|---|---|---|
| Direction of Sustainability Strategies | • Actively expand business<br>• Innovate business models<br>• Strengthen sustainable operations | • Drive digital transformation<br>• Strengthen sustainable operations | • Enhance operational performance<br>• Actively expand business<br>• Innovate business models<br>• Drive digital transformation<br>• Strengthen sustainable operations |
| | • Expand the green energy business<br>• Strengthen environmental management and pollution prevention<br>• Implement environmental sustainability<br>• Establish a green circular economy model | • Establish comprehensive talent management and development mechanisms<br>• Create a happy and healthy workplace<br>• Implement social participation and giving back | • Refine corporate governance and Board functions<br>• Enhance the transparency and timeliness of information disclosure<br>• Strengthen risk response capabilities<br>• Establish a sustainable supply chain<br>• Elevate service quality<br>• Expand existing business and develop innovative business models |
| Medium- and Long-Term Goals | • Actively develop renewable energy sites and enhance competitiveness in engineering contracting and O&M technical capabilities<br>• Strengthen renewable energy retailing, ancillary services, and participation in the energy storage business<br>• Continue establishing environment- and energy-related management systems, upgrading power plant units and pollution prevention equipment, and improving unit energy efficiency<br>• Set renewable energy usage targets<br>• Implement regional energy and resource integration along with circular economy concepts | • Refine the recruitment system, talent rotation system, and internal mentorship system, and improve the internal rotation mechanism<br>• Strengthen the personnel performance evaluation and management framework, linking it to the Company's strategies, core values, and vision<br>• Maintain the goal of zero occupational injuries, strengthen employee health management, and create an excellent working environment<br>• Enhance the sustainability commitments of suppliers and contractors<br>• Integrate social participation activities with the Company's core business to achieve local inclusion and prosperity | • Improve operational performance and the management of investee businesses<br>• Refine corporate governance regulations and systems<br>• Strengthen the operations of the Sustainability Committee<br>• Enhance stakeholder communication and the transparency, completeness, and timeliness of information disclosure<br>• Strengthen information security management and optimize digital management systems<br>• Deepen the corporate risk culture and refine internal control systems |

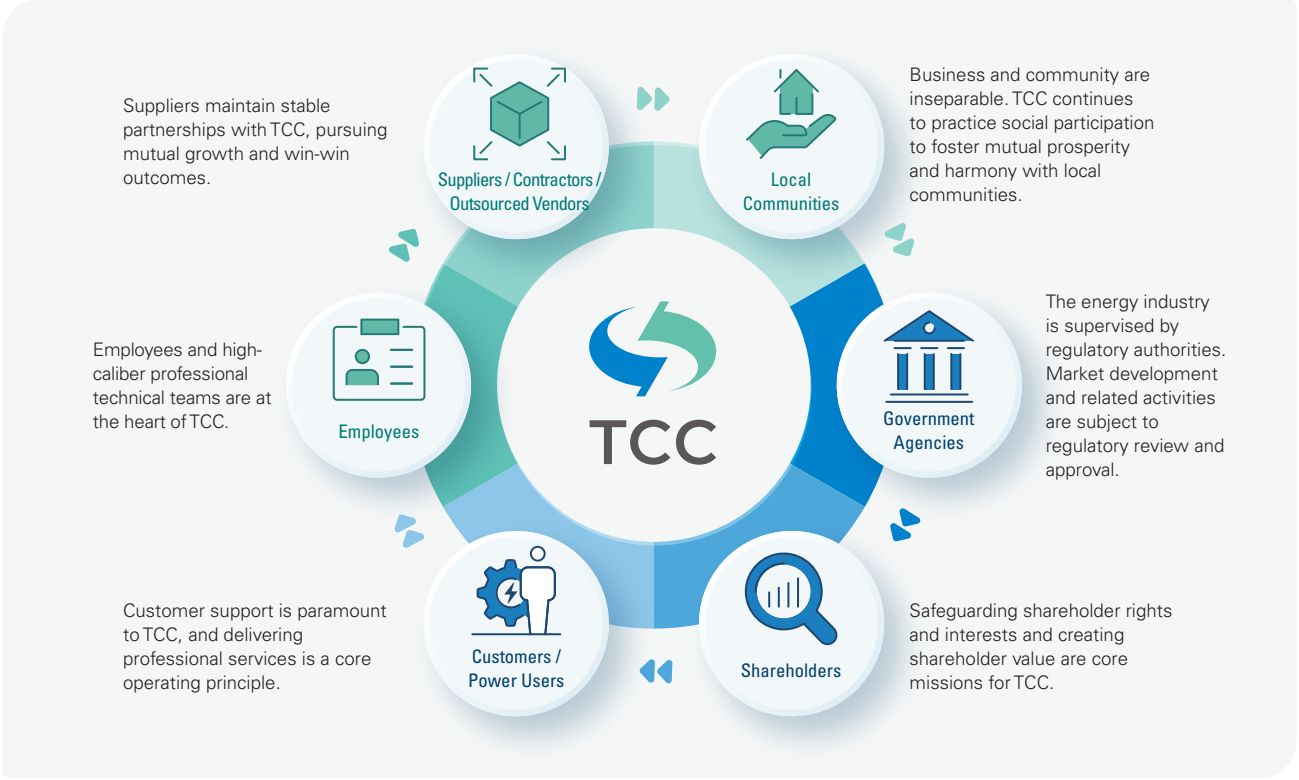
# Materiality Analysis and Stakeholder Engagement

## Stakeholder Engagement GRI 2-12、2-25、2-29

TCC places great importance on stakeholder communication. To ensure that the material topics of greatest concern to stakeholders are integrated into the Company's sustainable development policies, and to maintain open communication channels and a transparent response mechanism, TCC identifies the stakeholders relevant to its operating activities. This identification is guided by the five principles of the AA1000 Stakeholder Engagement Standard (AA1000SES, 2015): Responsibility, Influence, Tension, Diverse Perspectives, and Dependency, as well as the practices of leading domestic and international industry peers.

### Stakeholder Identification Results

Based on the above procedures, TCC identified six major categories of stakeholders: government agencies, shareholders, customers/power users, employees, suppliers/contractors/outsourced vendors, and local communities. To further understand stakeholders' perspectives on various sustainability issues, TCC designed and distributed questionnaires to internal and external stakeholder groups. Combining the responses with its materiality analysis, the Company established dedicated communication channels for the key issues of concern to each stakeholder group. It then took the corresponding measures and strengthened its disclosures accordingly, as a foundation for practicing sustainable development.




### Stakeholder Communication Status

Regular (Weekly/Monthly/Quarterly/Annually) Ad hoc

**Stakeholders**

Government Agencies

**Engagement/Communication Methods and Frequency**

- Seminars, forums, public hearings, training courses, and informal mutual visits concerning policies and regulations
- Participation in seminars, symposiums, and evaluation/audit activities organized by competent authorities
- Official document and letter correspondence

**Topics of Concern**

- Evaluation and response to energy policies
- Corporate governance
- Occupational health and safety
- Renewable energy services
- Social participation

**Engagement Outcomes**

Actively participated in public hearings and symposiums held by the government to communicate with competent authorities on matters such as renewable energy and purchase rates for surplus cogeneration power.

**Corresponding Sections / Organizational Responses**


- 1.1 Corporate Governance
- 2.1 New Directions in the Energy Transition
- 2.2 A Trusted Green Electricity Expert
- 4.3 Healthy Workplace
- 5.2 Social Care and Participation
- 5.3 Giving Back to Local Communities


**Communication Channels**

Tel: 02-87982000 ext.546
Email: csr@cogen.com.tw

| Stakeholders | Shareholders | Customers / Power Users | Employees |
|---|---|---|---|
| Engagement/Communication Methods and Frequency | • Institutional investor conferences with direct communication between investors and senior management ⏻<br>• Publication of annual reports, financial statements, and sustainability reports ⏻<br>• Dedicated investor section on the corporate website ⏻<br>• Shareholders' Meeting ⏻ | • Customer satisfaction surveys ⏻<br>• Visits and meetings ϟ<br>• Telephone and email correspondence ϟ | • Education and training ϟ<br>• Employee grievance channels ϟ<br>• Labor-management meetings ϟ<br>• Telephone and email correspondence ϟ<br>• Internal corporate announcements ϟ<br>• iTCC Suggestion Box ϟ |
| Topics of Concern | • Economic performance<br>• Evaluation and response to energy policies<br>• Risk management<br>• Ethical management<br>• Information security | • Ethical management<br>• GHG management<br>• Supply stability and reliability<br>• Economic performance<br>• Customer relationship management | • Economic performance<br>• Evaluation and response to energy policies<br>• Ethical management<br>• Occupational health and safety<br>• Legal compliance |
| Engagement Outcomes | Explained the Company's operating status to shareholders through various channels. Held four institutional investor conferences in 2025 to disclose financial and business conditions and answer shareholder questions, helping to refine TCC's operations and corporate governance. The corporate website also features a dedicated investor section with contact information, giving investors a channel for timely inquiries and feedback. | Met customer needs and continued improving customer service through online and face-to-face communication, customer satisfaction surveys, and visits. The customer satisfaction survey score across eight customers was 97.9 in 2025. | TCC communicates fully with employees and responds in a timely manner, convening labor-management meetings quarterly. In 2025, no labor grievance cases (including human rights issues) were filed through the formal grievance mechanism. |
| Corresponding Sections / Organizational Responses | 1.2 Culture of Integrity<br>1.3 Economic Performance<br>1.4 Risk Management<br>1.4.2 Strengthening Information Security<br>2.1 New Directions in the Energy Transition | 1.2 Culture of Integrity<br>1.3 Economic Performance<br>2.3 High-quality Customer Service<br>3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | 1.2 Culture of Integrity<br>1.3 Economic Performance<br>2.1 New Directions in the Energy Transition<br>4.3 Healthy Workplace |
| Communication Channels | ☎ Tel: 02-87982000 ext.546<br>✉ Email: business@cogen.com.tw | ☎ Tel: 02-87982000 ext.546<br>✉ Email: csr@cogen.com.tw | ☎ Tel: 02-87982000 ext.515<br>☎ Star Energy: 02-8798-2899 ext.252<br>✉ Guan Tian Plant Occupational Health and Safety: e163@cogen.com.tw<br>☎ Workplace Violence Consultation and Grievance Hotline: 02-8798-2000 ext. 523<br>✉ Email: hr@cogen.com.tw |

| Stakeholders | Suppliers / Contractors / Outsourced Vendors | Local Communities |
|---|---|---|
| Engagement/Communication Methods and Frequency | • Supplier audits<br>• Supplier meetings<br>• Telephone and email correspondence<br>• Ethical management education and training | • Telephone and email correspondence<br>• Visits and meetings<br>• Social participation activities |
| Topics of Concern | • Legal compliance<br>• Air quality management<br>• Supply stability and reliability<br>• Occupational health and safety<br>• Energy and resource management | • Renewable energy services<br>• Social participation<br>• Sustainable supply chain<br>• Energy and resource management<br>• Waste management |
| Engagement Outcomes | In 2025, the signing rate for the supplier CSR Commitment was 95.3%, and the signing rate for the CSR Commitment Self-Assessment Questionnaire was 97.5%. On-site audits further improved suppliers' implementation and management of sustainability and ESG. | TCC remains committed to community engagement, including community investment and charitable donations. For development projects, TCC visits and communicates with local communities and groups to understand local economic and environmental concerns, and actively takes part in community activities (such as temple festivals, year-end banquets, and recreational outings), participating in 43 events in 2025. |
| Corresponding Sections / Organizational Responses | 1.2.2 Legal Compliance<br>2.3 High-quality Customer Service<br>3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness<br>3.2.3 Air Pollution Prevention<br>4.3 Healthy Workplace | 2.2 A Trusted Green Electricity Expert<br>2.4 Sustainable Supply Chain<br>3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness 3.2.1 Waste Resource Circular Economy<br>5.2 Social Care and Participation<br>5.3 Giving Back to Local Communities |
| Communication Channels | Tel: 02-87982000 ext.626<br>Email: whistle@cogen.com.tw | Tel: 02-87982000 ext.546<br>Email: csr@cogen.com.tw |

In addition to engaging stakeholders through these established mechanisms, TCC maintains diverse communication channels on its official website and social media platforms, and uses its intranet to promptly announce regulations and updates, ensuring transparency and timely responses to stakeholder concerns. To encourage employees to speak up and to foster a proactive, harmonious, inclusive, and innovative organizational culture, the Company has also established the iTCC Suggestion Box, with dedicated personnel regularly reviewing, compiling, and responding to submissions, ensuring constructive two-way communication between employees and the Company while safeguarding the rights and interests of both.

Official Website

ESG Sustainability Section

Facebook

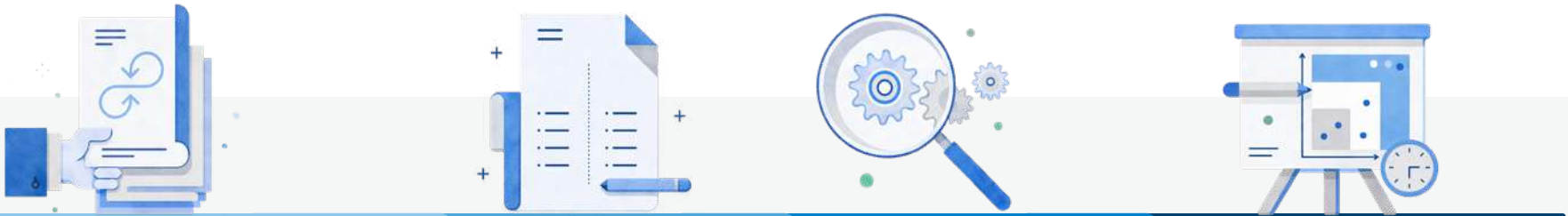
YouTube



## Double Materiality Analysis GRI 3-1、3-2

To identify its sustainability issues systematically, TCC follows the GRI Universal Standards (GRI 3: Material Topics 2021) and incorporates the double materiality principle set out in the European Commission's Guidelines on Non-financial Reporting: Supplement on Reporting Climate-related Information. TCC engaged internal senior management and external stakeholders to assess the actual and potential positive and negative impacts of each issue, using degree of impact as the evaluation principle. In parallel, financial materiality was assessed by analyzing how each issue affects key business indicators, including operating revenue, operating costs, access to funding and capital, corporate image and reputation, and legal liability. By comprehensively evaluating how the management of each issue affects TCC,s operational value and ESG development, both positively and negatively, the Company designates the issues with significant impacts as its material topics and discloses the management systems and performance for each in the sustainability report.

### Double Materiality Analysis Process



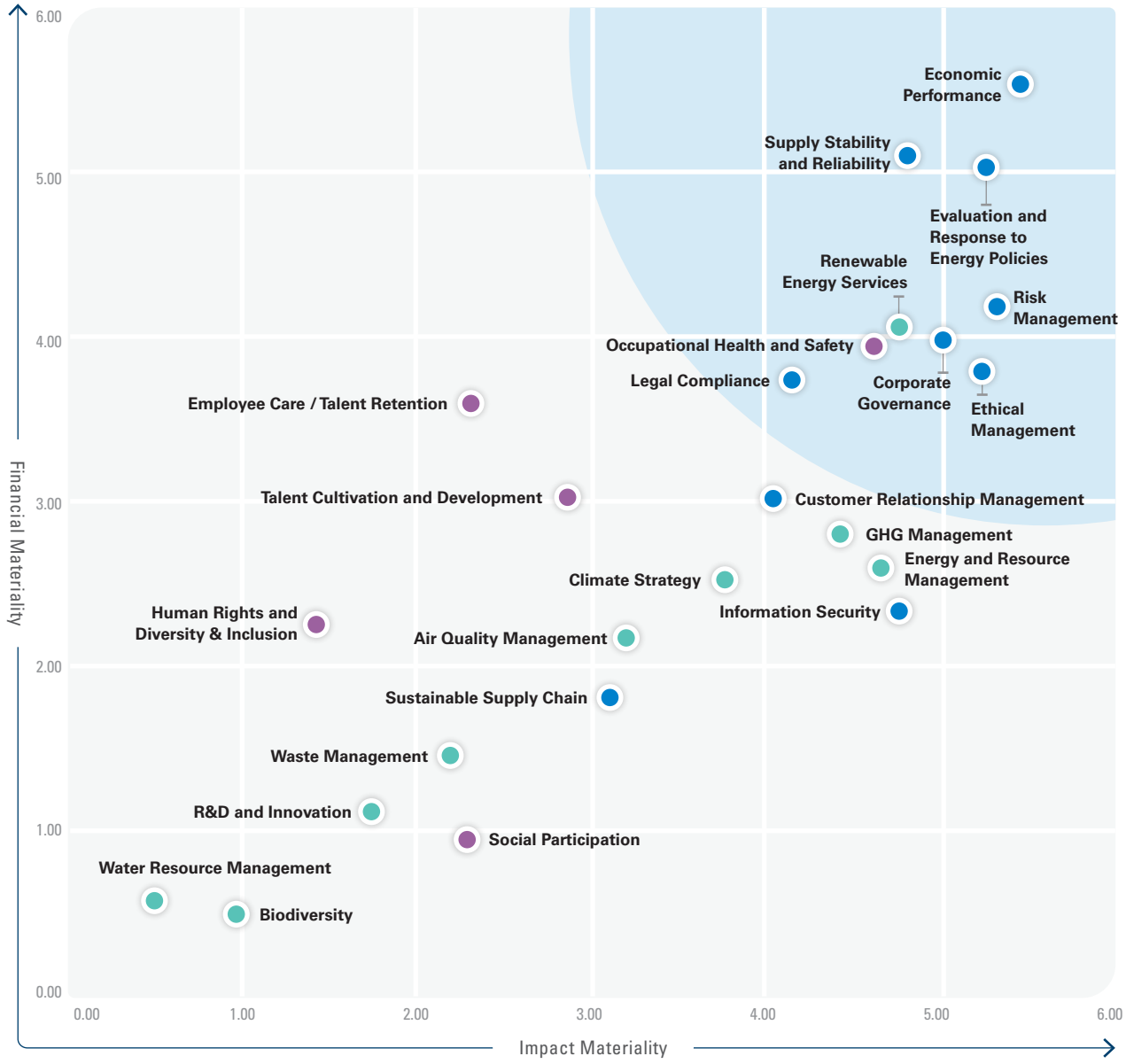
| Phase | 1. Understand the Organization's Context | 2. Identify Actual and Potential Impacts | 3. Assess the Significance of the Impacts | 4. Prioritize the Most Significant Impacts for Reporting |
|---|---|---|---|---|
| Execution Outcomes | 24 sustainability issues<br>(7 economic and governance issues, 7 environmental issues, 5 people and human rights issues, and 5 product and supply chain issues) | Internal impact assessment survey ( 15 valid questionnaires)<br>Stakeholder concern survey ( 159 valid questionnaires) | | 12<br>Material Topics |
| Execution Details | • Guided by the GRI Standards and international sustainability trends of concern to domestic and global peers, the Sustainability Committee compiled 24 sustainability issues through deliberation and feedback. | • Through an internal financial impact assessment questionnaire, TCC evaluated the potential effects of each ESG issue on the Company's financial position. Through an external impact assessment questionnaire, the Company gauged each issue's impact on corporate value, sustainable corporate development, and stakeholders, and the level of stakeholder concern.<br>• Based on the survey results, the degree of impact of each issue was analyzed and quantified, providing a reference for subsequent issue management, materiality determination, and related decision-making. | | • Based on the survey analysis, TCC assessed each issue's degree of impact on the Company's operational value and sustainable development and mapped the results onto a double materiality matrix.<br>• By comprehensively evaluating each issue's effects on corporate value, the economy, the environment, and people (including human rights), issues with both high financial impact and high overall impact were identified as material topics. For 2025, the Company identified 12 material topics, which were submitted to the Board of Directors for review and approval.<br>• For each material topic, TCC describes the impacts, plans management measures, and conducts continuous tracking and evaluation to address the concerns of internal and external stakeholders. |

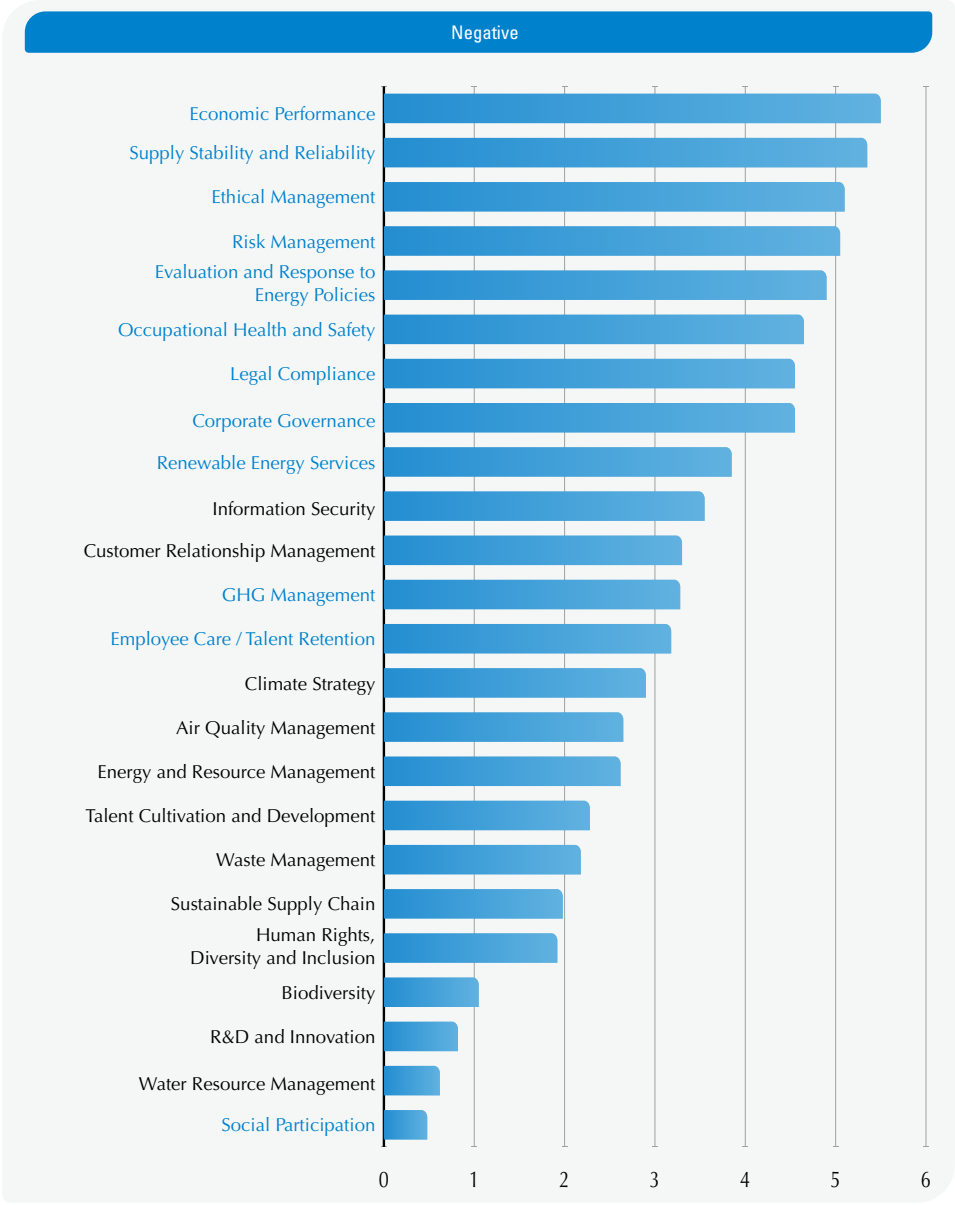
The 12 identified material topics form the basis for disclosure in the 2025 Sustainability Report, and the results of the materiality analysis have been reported to the Board of Directors. TCC continues to formulate management approaches for each material topic and integrates sustainability performance into the operational objectives of every department, regularly tracking and reviewing execution outcomes to ensure its sustainability performance management remains aligned with the Company's sustainability principles. The management indicators and results for each topic are disclosed in the corresponding sections of this report, serving as a reference for internal and external stakeholders and as a basis for planning future sustainability initiatives.

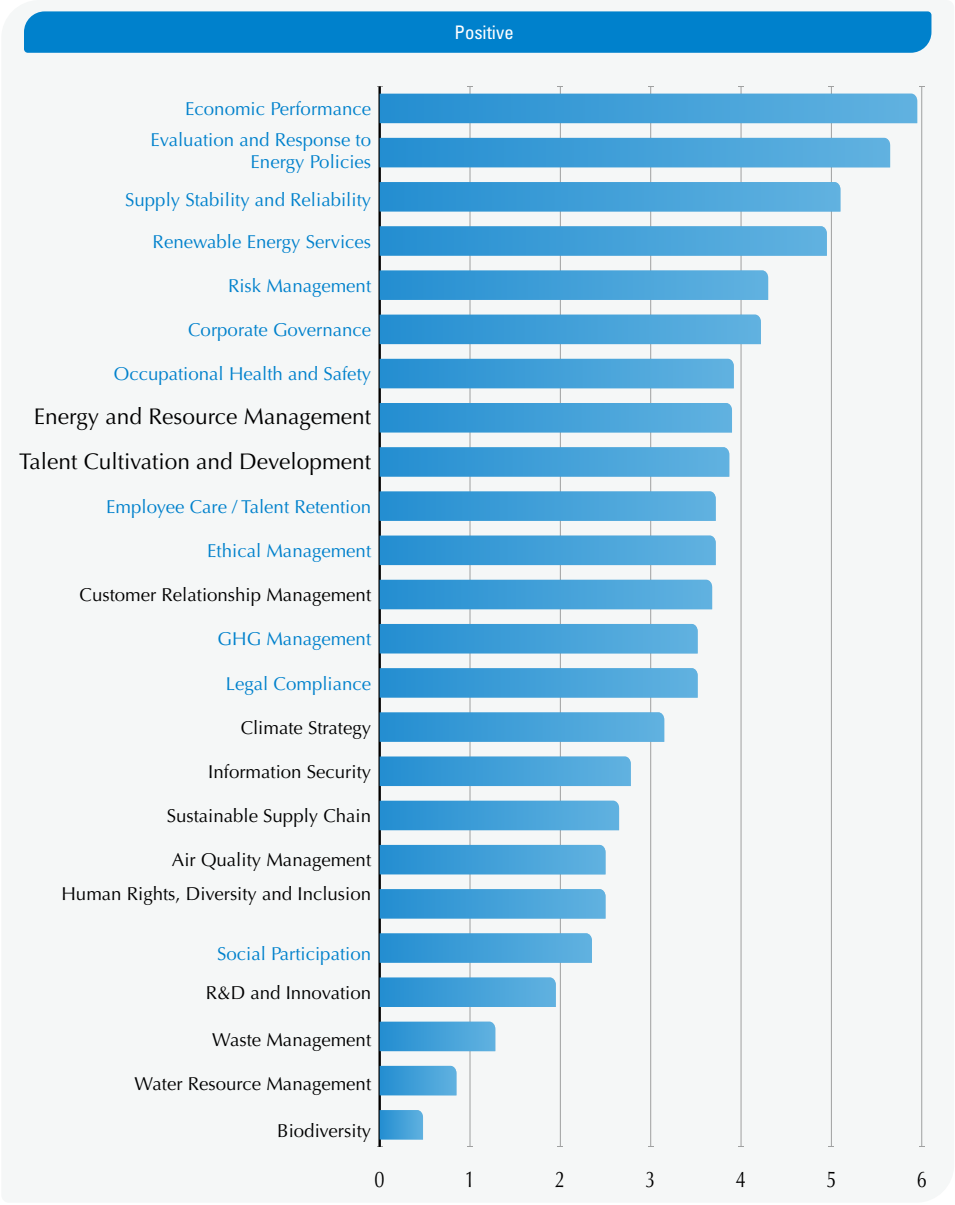
| | |
|---|---|
| Environmental Aspect | Renewable Energy Services |
| | GHG Management * |
| People and Human Rights Aspect | Occupational Health and Safety |
| | Employee Care / Talent Retention * |
| | Social Participation * |
| Economic and Governance Aspect | Economic Performance |
| | Evaluation and Response to Energy Policies |
| | Supply Stability and Reliability |
| | Risk Management |
| | Corporate Governance |
| | Ethical Management |
| | Legal Compliance |

Note: Following the Sustainability Committee's comprehensive evaluation of each issue's relevance to TCC's operations, GHG Management, Employee Care / Talent Retention, and Social Participation were added as material topics for 2025. Conversely, Energy and Resource Management and Talent Cultivation and Development, material topics in the previous year, did not meet the 2025 materiality threshold and are therefore no longer standalone material topics. Talent cultivation has, however, been integrated into Employee Care / Talent Retention, and the Company will continue to maintain and monitor its existing management measures to mitigate impacts on the economy, the environment, and people (including human rights).

## Double Materiality Matrix






Note: Items highlighted in blue represent the material topics for the year 2025.

## Material Topics and Boundaries GRI 3-3

The boundary of a material topic describes the relevant issue, its corresponding GRI Topic Standard, and the potential scope of its impact across the value chain. TCC primarily uses impact surveys of internal and external stakeholders, confirmed by the Sustainability Committee, to analyze the nature and main dimensions of each material topic's impacts.

| Material Topic | Corresponding GRI Topic Standard | Value Chain Impact: Upstream (Suppliers / Contractors/ Subcontractors) | Value Chain Impact: Organization (TCC) | Value Chain Impact: Downstream (Customers) | Topic Description | Major Impact | TCC Response |
|---|---|---|---|---|---|---|---|
| GHG Management | GRI 302: Energy 2016 | | ✓ | | To mitigate the impacts of climate change, TCC continues to enhance generating unit efficiency, upgrade environmental protection equipment, and promote energy and resource recycling, while implementing its energy conservation and carbon reduction plans. | Carbon emissions and energy/resource use are closely linked to climate change, and government policies and regulations are strongly shaped by global trends. By burning scrap tire chips, solid recovered fuel, and solid biomass fuels, TCC is committed to raising its alternative fuel substitution rate and reducing coal consumption, while continuing to improve unit operating efficiency, in turn helping customers reduce their GHG emissions. | 3.1 Climate Change and Carbon Reduction Actions |
| Occupational Health and Safety | GRI 403: Occupational Health and Safety 2018 | | ✓ | | TCC's occupational health and safety management measures and policies encompass workplace safety, construction and operational safety, occupational hazard risk management, employee health management programs, and health examinations. | The health and safety of employees affects the ability of TCC and its power plant investees to sustain normal operations. By implementing relevant systems and measures, the Company reduces the safety and health impacts of hazardous work on employees and contractors, protects labor and human rights, ensures a safe and hygienic work environment, and avoids additional financial burdens such as compensation for workplace accidents and government fines. | 4.3 Healthy Workplace |
| Employee Care / Talent Retention | GRI 404: Training and Education 2016 | | ✓ | | TCC's employee care and talent retention measures encompass sound compensation, benefits, and promotion mechanisms, comprehensive career development plans, and open labor-management communication and grievance channels, safeguarding employee rights and strengthening organizational cohesion. | Stable labor relations, a comprehensive compensation and benefits system, and an organization that values employees' career planning increase employee loyalty and retention, helping TCC maintain its edge in the competition for talent while avoiding talent drain, higher recruitment and training costs, and damage to the corporate image. | 4.1 Talent Management and Development |
| Social Participation | GRI 413: Local Communities 2016 | | | ✓ | Leveraging its core expertise, TCC works with non-profit organizations and academic institutions on community and rural development, educational empowerment, and sports promotion, fulfilling its long-term commitment to social responsibility through diverse public welfare activities. | TCC understands how closely power plant operations and the local environment coexist. Through broad and deep social participation, the Company strengthens local connections and stakeholder communication, building the mutual trust that reduces operational risk, transforming corporate resources into sustainable impact and demonstrating the long-term value of "what we take from society, we give back to society." | 5.2 Social Care and Participation<br>5.3 Giving Back to Local Communities |
| Economic Performance | GRI 201: Economic Performance 2016 | | ✓ | | TCC's operating performance, encompassing investment gains and losses, financial information, operating costs, market development, and power purchase/sale prices, and its economic impacts on operations. | Economic performance directly shapes the operating strategies of TCC and its power plant investees, which in turn affects the rights and interests of shareholders and employees. Robust performance can create more jobs, while sound finances allow TCC to invest more in renewable energy development and the energy transition, supporting national net-zero targets and green power development. | 1.3 Economic Performance |

| Material Topic | Corresponding GRI Topic Standard | Value Chain Impact: Upstream (Suppliers / Contractors/ Subcontractors) | Value Chain Impact: Organization (TCC) | Value Chain Impact: Downstream (Customers) | Topic Description | Major Impact | TCC Response |
|---|---|---|---|---|---|---|---|
| Evaluation and Response to Energy Policies | Customized Topic | | ✓ | | TCC's assessment of how domestic power industry policy affects it, covering factors such as the energy transition, carbon emission factor limits, renewable energy targets, and the reasonableness of feed-in tariffs, together with the formulation of response measures. | How TCC responds to power industry policy directly affects the business direction and performance of TCC and its power plant investees, and also shapes the government's planning and implementation of that policy. At the same time, the energy sources behind TCC's electricity and steam supply, along with its renewable electricity sales, directly affect customers' indirect emissions. | 2.1 New Directions in the Energy Transition |
| Risk Management | General Disclosures | | ✓ | | TCC's ability to identify operational risks and manage them, including business development evaluation and control mechanisms, and management mechanisms for risk identification, prevention, control, and crisis response. | The effectiveness of risk control directly affects the operations of TCC and its power plant investees, as well as customers' energy supply and shareholders' rights and interests. | 1.4 Risk Management |
| Corporate Governance | General Disclosures | | ✓ | | TCC's medium- and long-term sustainable development strategies, innovative business models, information transparency, governance structure, and concrete measures for implementing corporate sustainability across economic, environmental, and human rights practices. | Corporate governance and sustainability strategies shape the medium- to long-term direction of TCC Group and its power plant investees, affecting shareholder and employee rights and interests. For customers and suppliers, the impacts are indirect and arise through business relationships, such as stricter sustainability requirements for suppliers and lower carbon intensity in customers' energy use. These strategies also indirectly affect the effectiveness of related government regulations and policies. | 1.1 Corporate Governance |
| Ethical Management | GRI 205: Anti-corruption 2016<br>GRI 206: Anti-competitive Behavior 2016 | | ✓ | | TCC's implementation and promotion of ethical management, legal compliance, and the prevention of insider trading, together with its participation in industry associations, policy-making, and domestic and international initiatives and agreements | Ethical management and legal compliance are core principles of corporate governance. A sound ethical management mechanism strengthens TCC's operational resilience and reduces the risk of regulatory penalties, safeguarding the rights and interests of internal and external stakeholders. Failure to comply with the law or with corporate integrity principles can lead to litigation or government fines, damage the Company's reputation, or even halt operations, with serious impacts on stakeholders inside and outside the Company. | 1.2 Culture of Integrity |
| Legal Compliance | GRI 2-27 Compliance with Laws and Regulations | | ✓ | | | | 1.2.2 Legal Compliance |
| Renewable Energy Services | Customized Topic | | ✓ | | In response to international energy trends and national energy policy, TCC is strengthening its investment, development, engineering, and technical services in renewable energy. | The development of renewable energy affects the environment and the achievement of policy goals, while shifts in the Company's business focus affect shareholders' rights and interests. Through renewable energy, TCC helps customers reduce their indirect emissions and supports the national net-zero transition policy; however, renewable energy construction may disturb the ecosystems, biodiversity, or cultural landscapes around development sites. | 2.2 A Trusted Green Electricity Expert |
| Supply Stability and Reliability | Customized Topic | | ✓ | ✓ | Improvement measures and control mechanisms to ensure service quality, power supply stability, generation efficiency, and engineering/power supply safety. | The stability and reliability of the energy supply affect not only the operating performance of TCC and its power plant investees but also customers' energy use and, in turn, the domestic energy structure and related policies. | 2.3 High-quality Customer Service |



# 01

# Ethical Management and Sustainable Development

Material Topics

- Economic Performance
- Corporate Governance
- Risk Management
- Ethical Management
- Legal Compliance

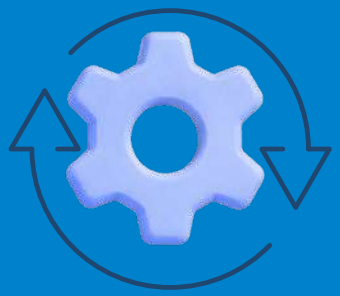
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

# 1.1 Corporate Governance GRI 3-3

Material Topics

## Corporate Governance



2025 Goals/Important Milestones → Implementation Status

1. Strengthen the functions of the Board of Directors and functional committees ✓
2. Refine corporate systems and regulations in accordance with Corporate Governance 3.0 and evaluation guidelines ✓
3. Rank among the top 5% of listed companies in the Corporate Governance Evaluation ✓

**Policies**

TCC continues to strengthen the functions of the Board of Directors and its functional committees, refine corporate systems and regulations, enhance information disclosure, and reduce operational risks, in order to realize sustainable corporate operations.

**Commitments and Goals**

Short-term Quantitative Indicators and Major Milestones for 2026

1. Strengthen the functions of the Board of Directors and its functional committees.
2. Refine corporate systems and regulations in accordance with Corporate Governance 3.0 and related evaluations.
3. Rank in the top 5% of listed companies in the Corporate Governance Evaluation

Medium- and Long-term Commitments and Goals

Practice ethical management and legal compliance, refine corporate systems and regulations in line with the Corporate Governance Evaluation guidelines, strengthen Board functions and stakeholder communication, enhance the transparency and accuracy of information, fulfill corporate social responsibility (CSR), and remain committed to sustainable operations and development.

**Specific Actions and Achievements in 2025**

1. Conducted the triennial external Board performance evaluation in November 2025 and the 2025 internal performance evaluation of the Board of Directors and functional committees in early 2026. All evaluation results were reported to the Board.
2. In 2025, the attendance rate of TCC directors at Board meetings was 99.15%, and the attendance rates for the Audit Committee, Remuneration Committee, Nomination Committee, and Sustainability Committee were all 100%.
3. In 2025, directors averaged 8.66 hours of continuing education each.
4. In 2025, the Company amended the Articles of Incorporation, the Corporate Governance Best Practice Principles, the Nomination Committee Charter, the Directions for the Implementation of Continuing Education for Directors, the Sustainability Committee Charter, and the Regulations for Board of Directors Performance Evaluations.
5. Ranked in the top 5% of listed companies in the 12th (2025) Corporate Governance Evaluation.
6. Submitted the 2024 Sustainability Report to the Board of Directors for review in May, convened the Sustainability Committee in December, and reported to the Board on the execution of sustainable development initiatives and stakeholder engagement in 2025.
7. Received the Top 100 Sustainability Exemplary Award and the Corporate Sustainability Report Platinum Award at the Taiwan Corporate Sustainability Awards.
8. Ranked 2nd in the Medium-sized Enterprise Category of the 2025 CommonWealth Excellence in Corporate Social Responsibility Award.

**Responsibilities and Resources**

1. Sustainable Development Strategy: Sustainability Committee
2. Promotion of ESG-related Initiatives: Sustainable Development Department
3. Comprehensive Formulation and Review of Future Business Strategies and Annual Overall Goals: Sustainable Development Department
4. Dedicated Corporate Governance Unit: Secretariat of the Board (the Director of the Secretariat serves as the Chief Corporate Governance Officer)

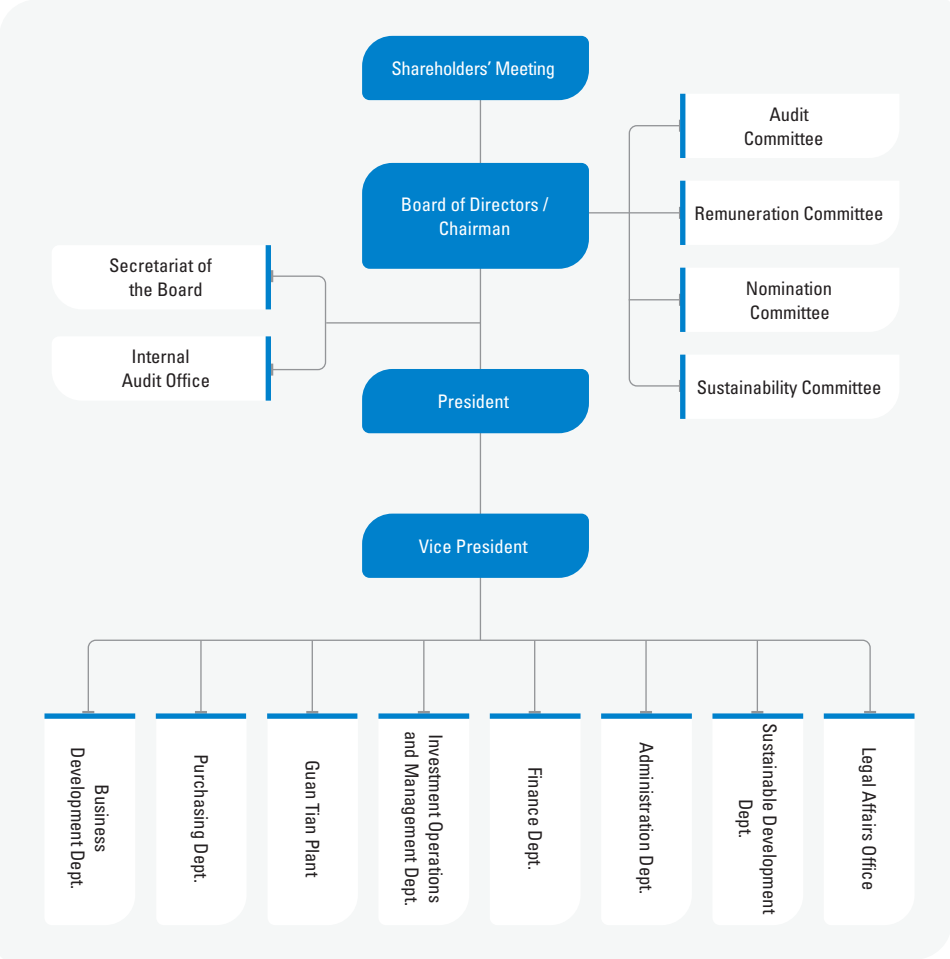
**Evaluation and Management Mechanisms**

1. Managers report on the execution of the Company's overall goals. Monthly
   Progress on overall goals is reported to management. Quarterly
   Results are reviewed at year-end and linked to employee performance evaluations. Annually
2. Execution status of sustainable development initiatives. Weekly Monthly
   The planning and execution of sustainable development initiatives is reported to the Board of Directors. Annually
3. Future business strategies are formulated and reviewed on a rolling basis each year and reported to management and the Board. Annually

## Board of Directors

GRI 2-9、2-10、2-11、2-15、2-16、2-17、2-18、2-19、2-20、405-1

The Board of Directors is the highest governance body, responsible for overseeing overall business strategies and major policies, supervising the management team, and remaining accountable to shareholders. The Internal Audit Office, established under the Board, is dedicated to internal auditing, ensuring the continued effective implementation of the internal control system and assisting the Audit Committee in fulfilling its supervisory duties. The Board has also established the Secretariat of the Board and appointed a Chief Corporate Governance Officer, which are responsible for the Shareholders' Meeting, Board meetings, functional committees, and related corporate governance affairs, enhancing the efficiency and transparency of decision-making.

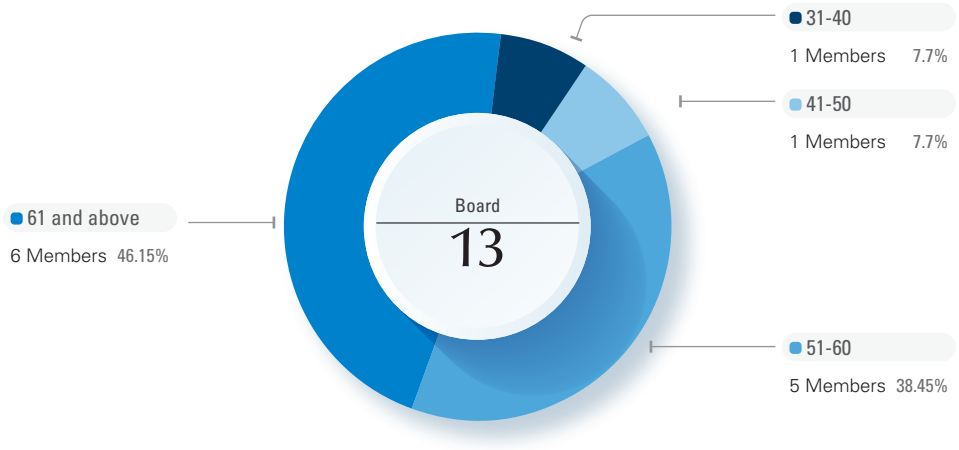



## Board Diversity and Independence

The Shareholders' Meeting is TCC's highest decision-making body and elects directors in accordance with the law to conduct the Company's business. Under the Articles of Incorporation, directors are elected through a candidate nomination system, with nominations submitted by shareholders holding 1% or more of the outstanding shares and by the Board of Directors. The nomination process fully considers the perspectives of relevant stakeholders and evaluates whether candidates possess capabilities in organizational development and management; nominations are then submitted to the Nomination Committee and the Board of Directors for review and approval. To build a sound Board structure, the Board's composition spans different genders and ages and a wide range of academic, industry, and professional backgrounds.

As of the end of 2025, the Board consisted of 13 directors (including three independent directors), serving three-year terms. Male members accounted for 92.3% (12 directors) and female members for 7.7% (one director). Going forward, the Company will continue to increase gender diversity among directors to improve the Board's composition and promote diversity. In addition, the chairman was re-elected in 2025, and institutional shareholders replaced a total of three representative directors.

The Board maintains its independence: the chairman holds no concurrent senior management position, and no directors are related to one another as spouses or within the second degree of kinship. To avoid conflicts of interest, and in accordance with the Rules of Procedure for Board of Directors Meetings and the charters of the functional committees, any director or committee member with a vested interest in an agenda item may not join the discussion or vote and must recuse themselves during such proceedings (see page 28 of the Annual Report). The composition and diversity of the Board and functional committees are shown below. For members' areas of expertise and practical experience, and for the Board's detailed operations and major resolutions, please refer to the Company's official website and pages 27–29 and 106–107 of the Annual Report.




For information on Board members, please refer to pages 7-9 of the Annual Report.
For the Board diversity policy and members' diverse backgrounds, please refer to the Company's official website.

## Operations of Functional Committees

### Audit Committee

**Primary Responsibilities**

- Assist the Board of Directors in overseeing the fair presentation of the Company's financial statements.
- The appointment (and dismissal), independence, and performance of the attesting CPAs.
- The effective implementation of the internal control system.
- The Company's compliance with relevant laws and regulations.
- The management of the Company's existing or potential risks, ensuring the quality and integrity of accounting, auditing, financial reporting processes, and financial controls.

**2025 Operations**

- Convened seven meetings
- Attendance Rate

100%

### Remuneration Committee

**Primary Responsibilities**

- Regularly review the committee charter and propose amendments.
- Formulate and regularly review the policies, systems, standards, and structures of the annual and long-term performance goals and remuneration for the Company's directors and managers.
- Regularly evaluate and determine the remuneration of directors and managers.

Note: In addition to three independent directors, TCC's Remuneration Committee includes two external experts with relevant professional qualifications and independence. This establishes a professional, objective, and transparent mechanism for reviewing the remuneration and performance evaluation policies and systems for directors and senior management, thereby safeguarding stakeholders' interests. The annual distribution of employee compensation and director remuneration is reported to the Shareholders' Meeting, with no objections raised by shareholders.

**2025 Operations**

- Convened four meetings
- Attendance Rate

100%

### Nomination Committee

**Primary Responsibilities**

- Formulate standards on the diverse backgrounds (including professional knowledge, skills, experience, and gender) and independence required of Board members, the president, and vice presidents. Based on these standards, identify, review, and nominate candidates for these positions.
- Construct and develop the organizational structure of the Board and its committees. Conduct performance evaluations of the Board, individual directors, and the functional committees.
- Formulate and regularly review the continuing education plans for directors.
- Regularly evaluate and review the Company's Corporate Governance Best Practice Principles.

**2025 Operations**

- Convened one meeting
- Attendance Rate

100%

### Sustainability Committee

**Primary Responsibilities**

- Formulate, promote, and strengthen the Company's sustainability policies, annual plans, and strategies.
- Review, track, and revise the implementation and performance of sustainability initiatives.
- Oversee sustainability information disclosures and review the sustainability report.
- Supervise the implementation of work under the Company's Sustainable Development Principles and other sustainability-related tasks resolved by the Board of Directors (including material topics, management approaches, strategies, and targets).

**2025 Operations**

- Convened one meeting
- Attendance Rate

100%

For details on the composition and operations of the functional committees, please refer to the Company's official website.

Note 1: More than half of the members of the Company's Sustainability Committee are directors, while more than half of the members of all other functional committees are independent directors.

Note 2: During the reporting period, the Company reported critical concerns to the Board of Directors or the functional committees through regular meetings or ad hoc project reports, including but not limited to risk management, organizational changes, and major renewable energy investment and development projects. To enhance information transparency and stakeholder communication, the Company published 35 material information announcements on the Market Observation Post System (MOPS) in 2025, ensuring that major operational decisions and their impacts were disclosed in a timely manner.

## Board Performance Evaluation

To implement sound corporate governance and enhance Board functions, TCC has established the Regulations for Board of Directors Performance Evaluations. Under this framework, the Company conducts annual internal performance evaluations covering the Board as a whole, individual directors, and the functional committees. Furthermore, TCC commissions an external professional independent institution or a team of external experts and scholars to conduct an evaluation every three years. Evaluation results are reported to the Nomination Committee and the Board of Directors, improvement measures are proposed in response to the recommendations, and the results serve as a reference for the selection and nomination of directors. Individual directors' evaluation results also form the basis for determining their individual remuneration. To support the promotion of sustainable development, the Board amended the Regulations in March 2025 to add a sustainable operations dimension, enhancing the completeness of the overall evaluation. While the Company has not yet established a remuneration clawback mechanism, it has built a sound system of internal and external evaluations. Details of the Board's performance evaluations are available on the Company's official website.

**2025 Internal Evaluation Results**

Conducted Annually

**Evaluation Period: January 1, 2025, to December 31, 2025**

| | |
|---|---|
| Evaluation Scope | 1. Alignment with corporate goals and missions<br>2. Level of participation in Company operations<br>3. Awareness of the responsibilities of the Board and functional committees<br>4. Composition and selection of members<br>5. Directors' professional development and continuing education<br>6. Enhancement of decision-making quality of the Board and functional committees<br>7. Promotion of sustainable development<br>8. Internal controls |
| Evaluation Result | The 2025 performance of the Board and the four functional committees was rated as "Good." |

**External Evaluation Results**

Conducted at Least Every Three Years

**Evaluation Period: October 1, 2022, to September 30, 2025**

**External Professional Institution:** Taiwan Association for Board Governance

| | |
|---|---|
| Evaluation Method | Questionnaires and an on-site visit (November 10, 2025) |
| Evaluation Scope | 1. Board composition and structure<br>2. Selection and continuing education of directors<br>3. Level of Board participation in company operations<br>4. Enhancement of Board decision-making quality<br>5. Internal controls<br>6. Sustainable development<br>7. Value creation |
| Evaluation Result | The governance and operations of the Company's Board comply with the Taiwan Stock Exchange's requirements for corporate governance practices and board performance evaluations, with outstanding results. The evaluation also offered recommendations for further improvement, with a view to making the Company's corporate governance framework even more complete. |

## Board Remuneration Structure

TCC's director remuneration comprises base compensation, directors' performance compensation, and business execution expenses (transportation and attendance allowances). The Remuneration Committee considers prevailing industry levels and each director's degree of participation in the Company's operations in making recommendations to the Board. The total pool of directors' performance compensation is allocated in accordance with the Articles of Incorporation and the Company's annual operating performance. In 2025, the Company amended the Regulations for Board of Directors Performance Evaluations to add a "participation in sustainable operations (ESG)" dimension, incorporating sustainability performance into the appraisal. The evaluation results serve as a basis for calculating and allocating individual directors' compensation. For directors' remuneration in 2025, please refer to pages 21–22 of the 2025 Annual Report.

## Directors' Continuing Education Hours and Course Content

TCC arranges and supports continuing education courses for the Board on economic, environmental, and social issues relevant to its operations. All directors met the training-hour requirements stipulated in the Company's Directions for the Implementation of Continuing Education for Directors, continuing to deepen their knowledge of global economic trends, ESG and climate change, AI and digital transformation, corporate governance regulations, financial risk management, and related topics. In 2025, directors' continuing education totaled 138.5 hours (16 course attendances in total, averaging 8.66 hours per director). Details of directors' continuing education are available on the Company's official website and the Market Observation Post System (MOPS).



# 1.2 Culture of Integrity GRI 3-3

Material Topics

## Ethical Management

2025 Goals/Important Milestones → Implementation Status

Conduct at least two training sessions on ethical management ✓



| | |
|---|---|
| Policies | Grounded in the principles of probity, transparency, and accountability, TCC requires directors and insiders to uphold ethical and integrity standards in all business activities and to implement self-supervision mechanisms. |
| Commitments and Goals | **Short-term Quantitative Indicators and Major Milestones for 2026**<br>1. Report the execution status of the Ethical Corporate Management Best Practice Principles to the Board of Directors by the end of March.<br>2. Conduct at least two training sessions on ethical management.<br>**Medium- and Long-term Commitments and Goals**<br>Continue to implement ethical management supervision mechanisms and ensure the effectiveness of their implementation. |
| Specific Actions and Achievements in 2025 | 1. Reported the previous year's execution of the Ethical Corporate Management Best Practice Principles to the Board of Directors on March 13, 2025.<br>2. Reminded directors and supervisors of the key requirements in the Compliance Brochure for Directors and Supervisors during monthly insider equity change declarations.<br>3. Conducted two training sessions on ethical management and the prevention of insider trading. |
| Responsibilities and Resources | 1. Dedicated Unit for Ethical Management: Legal Affairs Office<br>2. Ethical Management Training: Secretariat of the Board<br>3. Internal Audits: Internal Audit Office (internal control self-assessments are conducted by each department and reviewed by the Internal Audit Office) |
| Evaluation and Management Mechanisms | 1. Report on promotion and implementation of ethical management to the Board. Annually<br>2. Remind directors and supervisors of key compliance regulations in the Compliance Brochure for Directors and Supervisors during insider equity change declarations. Monthly<br>3. Provide ethical management training and advocacy for directors, managers, and employees.<br>4. Conduct internal control self-assessments alongside the regular audit plan, supplemented by ad hoc project audits as needed. Annually |

Material Topics

## Legal Compliance

2025 Goals/Important Milestones → Implementation Status

Report on the Company's Ethical Corporate Management Best Practice Principles to the Board of Directors by the end of March ✓

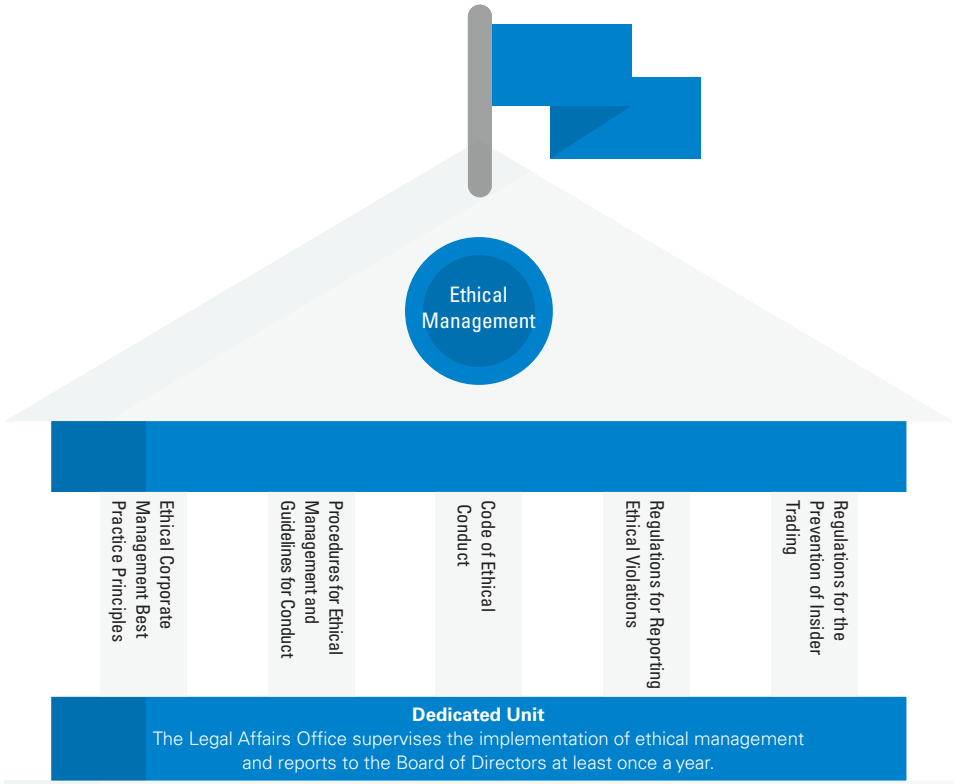


| | |
|---|---|
| Policies | TCC strictly complies with the law, values intellectual property rights and personal data protection, and has established comprehensive systems to ensure that its operations meet legal requirements and ethical standards. |
| Commitments and Goals | **Short-term Quantitative Indicators and Major Milestones for 2026**<br>Ensure strict regulatory compliance with a target of zero major violations.<br>**Medium- and Long-term Commitments and Goals**<br>Strict regulatory compliance with no major violations. |
| Specific Actions and Achievements in 2025 | 1. Guan Tian Plant incurred two penalties for environmental violations in 2025.<br>2. Reported on intellectual property management to the Board of Directors on November 12, 2025. |
| Responsibilities and Resources | Legal and Regulatory Consultation: Legal Affairs Office |
| Evaluation and Management Mechanisms | Report the status of intellectual property compliance to the Board of Directors. Annually |

## 1.2.1 Ethical Management

GRI 2-23、2-25、2-26、205-3

In line with its core values of integrity, transparency, and accountability, TCC established the Ethical Corporate Management Best Practice Principles. Operating on a foundation of ethics and integrity, the Company has long upheld high standards of integrity in all its business activities, observing requirements on the avoidance of conflicts of interest, information confidentiality, non-discrimination and non-exclusion, the refusal of improper benefits, and ethical management.




1. Supervise and assist in incorporating ethical values and integrity into the Company's business strategies, and formulate corresponding malpractice prevention measures.
2. Supervise the development of conduct guidelines.
3. Supervise organizational design and the allocation of duties, establishing checks and balances for business activities with higher risk.
4. Supervise the promotion and coordination of ethical policy advocacy and training.
5. Supervise the design of the whistleblowing system to ensure its effectiveness.
6. Assist the Board of Directors and management in auditing and assessing whether preventive measures are operating effectively, and report regularly on the findings.

TCC's ethical management regulations

### Implementation Status of Ethical Management in 2025

| Initiative | Details |
|---|---|
| Report to the Board | On March 13, 2025, the Legal Affairs Office reported to the Board of Directors on the promotion of ethical management, covering policy implementation, system establishment, and whistleblowing procedures and channels. All work was carried out in accordance with the Ethical Corporate Management Best Practice Principles, with no deviations observed. |
| Training and Advocacy | The Company regularly conducts training to prevent ethical violations. Participants include TCC's directors, managerial officers, employees, and the directors and supervisors representing the Company at its investees. Departments also regularly promote ethical management and the whistleblowing channels at departmental or plant operations meetings.<br>Education and Training on Insider Trading Prevention and Ethical Corporate Management |
| External Disclosure and Reporting | TCC discloses and promotes its ethical management policies and whistleblowing channels in its sustainability report and on the Company's website. |

### Whistleblowing Channels

To strengthen the whistleblower mechanism, the Regulations for Reporting Ethical Violations expressly provide that the designated receiving unit and the independent directors receive reported cases simultaneously. This dual-receipt structure enhances transparency, enables appropriate independent oversight, improves corporate governance, and builds employee trust in the reporting system. In 2025, one report alleging unethical conduct at Guan Tian Plant was received; however, following an investigation, no evidence of unethical conduct was found.

Whistleblowing Email: whistle@cogen.com.tw
Whistleblowing Hotline: (02) 8798-2000 ext. 626

## 1.2.2 Legal Compliance GRI 2-27、206-1 SASB IF-EU-550a.1

### Regulatory Compliance Overview

TCC Group upholds integrity and ethical management, strictly complying with laws and regulations while promoting compliance awareness and management. In 2025, two major violations occurred at Guan Tian Plant, as detailed below:

| Violating Unit | Description of Violation | Regulation | Fine (NT$) | Corrective Measures |
|---|---|---|---|---|
| Guan Tian Plant | Failure to submit the monitoring facility installation plan within the stipulated timeframe | Paragraph 1, Article 22, Air Pollution Control Act<br>Subparagraph 1, Paragraph 1, Article 7, Management Regulations for Continuous Emission Monitoring Systems of Stationary Pollution Sources | 100,000 | Key required tasks are now logged in the plant's calendar and to-do lists, with weekly tracking and supervisory review to prevent omissions. |
| | The accuracy of the CGA for low-concentration SOx failed to meet standard requirements | Paragraph 2, Article 23, Air Pollution Control Act<br>Paragraphs 1 and 2, Article 4 and Paragraph 2, Article 17, Management Regulations for Continuous Emission Monitoring Systems of Stationary Pollution Sources | 240,000 | The CEMS maintenance contractor and plant staff are required to fulfill their responsibilities and carry out quarterly self-checks. |

Note 1: Major regulatory violations are defined as incidents incurring fines of NT$100,000 or more.
Note 2: The fines for the two violations above were paid in full in 2025. No fines from previous years were paid in 2025, and no non-monetary sanctions were imposed during the year.
Note 3: In 2024, TCC incurred two violations with fines totaling NT$450,000, and Star Energy incurred one penalty with a fine of NT$60,000.

### Litigation with the Fair Trade Commission

In March 2013, TCC's IPP investees (Star Energy Power, Sun Ba Power, Star Buck Power, and Kuo Kuang Power, collectively referred to as the "IPPs") were fined by the Fair Trade Commission (FTC) for allegedly violating Paragraph 1, Article 14 of the Fair Trade Act. Maintaining that no concerted action had occurred, the IPPs filed administrative litigation for revocation in November 2013. The timeline is as follows:

| Date | Litigation Status |
|---|---|
| November 2013 | After consulting legal counsel, TCC concluded that its IPP investees had not engaged in concerted action, and the IPPs filed administrative litigation with the Taipei High Administrative Court. |
| October 2014 | The Taipei High Administrative Court ruled in favor of the IPPs, revoking the FTC's disposition finding concerted action. |
| June 2015 | The FTC appealed to the Supreme Administrative Court, which remanded the case to the Taipei High Administrative Court for retrial. |
| May 2017 | The Taipei High Administrative Court again ruled in favor of the IPPs in the first retrial, revoking the FTC's disposition. |
| September 2018 | The FTC appealed again, and the Supreme Administrative Court remanded the case to the Taipei High Administrative Court for a second retrial. |
| May 2020 | The Taipei High Administrative Court once again ruled in favor of the IPPs in the second retrial, revoking the FTC's disposition. |
| June 2022 | Following a further appeal by the FTC, the Supreme Administrative Court issued rulings between June and August 2022 overturning the second-retrial judgments and dismissing the IPPs' original claims, finalizing the administrative litigation on the finding of concerted action. |
| April 2023 | Following the Supreme Administrative Court's final judgments, the Appeals Review Committee of the Executive Yuan dismissed the IPPs' administrative appeals against the concerted-action fines on April 14, 2023. |
| June 2023 | The IPPs filed administrative litigation with the Taipei High Administrative Court seeking revocation of the fines and the appeal decisions. |
| June 2025 | The IPPs and the FTC reached a mediation agreement on the fine amounts, concluding the administrative litigation over the concerted-action fines |

Separately, Taipower has filed civil claims for damages in the Taipei District Court against TCC's IPP investees in connection with the above Fair Trade Act matter. The current claims are approximately NT$1.416 billion against Sun Ba Power, NT$829 million against Star Energy Power, NT$829 million against Kuo Kuang Power, and NT$102 million against Star Buck Power.

In the Star Buck Power case, the Taiwan High Court dismissed Taipower's appeal and additional claims on December 28, 2022; however, the Supreme Court found the reasoning of the original judgment incomplete and remanded the case to the Taiwan High Court for retrial on November 22, 2023. The Supreme Court likewise remanded the Sun Ba Power, Star Energy Power, and Kuo Kuang Power case to the Taiwan High Court on July 16, 2025. Both cases are currently pending before the Taiwan High Court.

### Fong Der Plant Phase I Electricity Development Assistance Fund Appeal

On March 24, 2025, TCC investee Sun Ba Power received a directive from the MOEA ordering it to establish an electricity development assistance fund and allocate the payment to a dedicated account by March 31, 2025, in accordance with the Regulations on the Utilization and Supervision of Electricity Development Assistance Funds. Considering the disposition to be erroneous, Sun Ba Power filed an administrative appeal on March 28 seeking a remedy. On May 13, 2025, the MOEA imposed a fine of NT$1,000,000 on Sun Ba Power for failing to fulfill the fund allocation obligation, and Sun Ba Power filed a further administrative appeal with the Executive Yuan against the fine on June 11, 2025. After deliberation, the Executive Yuan's Appeals Review Committee issued its decision on December 12, 2025, revoking both dispositions.

# 1.3 Economic Performance GRI 3-3

Material Topic

## Economic Performance

| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Ensure a 90% bid success rate for existing ancillary service resources and review pricing strategies to enhance revenue | ✓ |
| 2. Deepen involvement in private natural gas power plants and actively evaluate expanded investment where risks are controllable | ✓ |



**Policies**

Enhance the operating performance of power plants and engineering contracting, expand power and energy investment and development projects of all kinds, and closely monitor government energy policy, investing in the energy transition and renewable energy development to maintain stable long-term revenue and profitability.

**Commitments and Goals**

Short-term Quantitative Indicators and Major Milestones for 2026

1. Ensure a 90% bid success rate for existing ancillary service resources and review pricing strategies to enhance revenue.
2. Obtain the Specified Electricity Supplier qualification in response to amendments to the Electricity Act, deepening participation in the electricity trading platform.
3. Expand investment in renewable energy power plants, increasing TCC Group's solar and wind development capacity.

Medium- and Long-term Commitments and Goals

Respond to the global net-zero emissions trend, the energy transition, and evolving power markets by formulating sustainable business policies and strategies. Achieve low-carbon, zero-carbon, and carbon-neutral operations while cultivating a specialized technical workforce.

**Specific Actions and Achievements in 2025**

1. Flexible pricing strategies led to a 100% bid success rate in the ancillary service market for existing resources (Guan Tian Plant).
2. Acquired JERA's equity stakes in Sun Ba Power, Star Energy Power, and Star Buck Power. Participated in the capital increase for the Phase II power plant of Kuo Kuang Power, significantly expanding the Company's investment in private natural gas-fired power plants.

**Responsibilities and Resources**

1. Consolidation: Finance Department
2. Existing Cogeneration Plant Operation: Guan Tian Plant
3. Management of IPPs: Investment Operations and Management Department
4. Power Plant Development, Investment, and Engineering Contracting: Business Development Department and Star Energy

**Evaluation and Management Mechanisms**

1. Regularly track and review related business activities. Weekly Monthly Quarterly
2. Review implementation of the Company's annual overall goals. Quarterly
3. Regularly report operating performance to the Board of Directors.

## Financial Performance GRI 201-1

Creating value for investors is an important responsibility for TCC, and the Company's performance has been steady in recent years. For fiscal year 2025, consolidated net profit after tax was NT$1,787,857 thousand, and total taxes paid were NT$141,342 thousand, equivalent to 1.86% of revenue. For further financial information, please refer to the Annual Report.

### Direct Economic Value Generated and Distributed Over the Past Three Years

Unit: NT$ Thousands

| Economic Value | Item | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Direct Economic Value Generated | Net Operating Revenue | 5,283,970 | 9,132,234 | 7,611,519 |
| | Financial Investment Income | 1,382,308 | 1,141,003 | 1,416,738 |
| | Other Income | 46,146 | 41,635 | 52,297 |
| Total Direct Economic Value Generated | | 6,712,424 | 10,314,872 | 9,080,554 |
| Economic Value Distributed | Operating Costs | 4,593,685 | 8,145,185 | 6,447,209 |
| | Employee Wages and Benefits | 657,917 | 567,834 | 584,010 |
| | Payments to Providers of Capital (Cash Dividends + Interest Expenses) | 1,502,423 | 1,607,084 | 1,885,296 |
| | Payments to Government (Income Tax Expenses + Regulatory Fees) | 73,315 | 94,001 | 127,901 |
| | Community Investments | 2,937 | 1,771 | 2,875 |
| | Other Expenses | 49,206 | 85,813 | 5,386 |
| Total Economic Value Distributed | | 6,879,483 | 10,501,688 | 9,052,677 |
| Economic Value Retained | | -167,059 | -186,816 | 27,877 |

Note: Owing to adjustments to certain disclosure items and calculation methodologies in 2025, the 2023 and 2024 figures have been retroactively adjusted for year-over-year comparability.

## Operating Revenue

Unit: NT$ Thousands

| | 2023 | 2024 | 2025 | Reasons for Fluctuation |
|---|---|---|---|---|
| Sales Revenue | 1,479,009 | 1,633,609 | 1,768,279 | • Increase in 2024 vs. 2023: Primarily driven by higher steam sales revenue and additional step-up substation revenue from subsidiary Star Energy.<br>• Increase in 2025 vs. 2024: Primarily driven by higher electricity sales volume at Guan Tian Plant, together with rising electricity and steam prices. |
| Engineering, O&M, and Service Revenue | 3,804,961 | 7,498,625 | 5,843,240 | • Increase in 2024 vs. 2023: Primarily due to a higher percentage of completion recognized on Star Energy's engineering projects than in 2023.<br>• Decrease in 2025 vs. 2024: Primarily due to a lower percentage of completion recognized on Star Energy's engineering projects than in 2024. |
| Total | 5,283,970 | 9,132,234 | 7,611,519 | |

## Non-operating Income and Expenses

Unit: NT$ Thousands

| | 2023 | 2024 | 2025 | Reasons for Fluctuation |
|---|---|---|---|---|
| Investment Income | 1,398,007 | 1,098,754 | 1,373,511 | • Decrease in 2024 vs. 2023: Primarily due to lower power purchase rates for the gas-fired power plants, in line with falling natural gas prices.<br>• Increase in 2025 vs. 2024: Primarily driven by the recognition of capacity revenue following the commercial operation of Sun Ba Power's Phase II plant in May 2025, and the IPPs' recognition of the FTC's refund of overpaid fines, recorded as other income. |
| Other | (70,484) | (100,470) | (68,405) | • Increase in Net Expenses in 2024 vs. 2023: Primarily due to lower foreign exchange gains and the recognition of goodwill impairment for Miaoli Wind.<br>• Decrease in Net Expenses in 2025 vs. 2024: Primarily due to higher foreign exchange gains in 2025 and the absence of the Miaoli Wind goodwill impairment recognized the previous year. |
| Total | 1,327,523 | 998,284 | 1,305,106 | |

## Net Defined Benefit Liabilities

Unit: NT$ Thousands

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Net Defined Benefit Liabilities | 121,842 | 109,112 | 121,230 |

Note: Net defined benefit liabilities represent the employee pension funds allocated in accordance with the Labor Standards Act.

## Earnings Distribution

The dividend distribution and shareholder return on investment over the past three years are as follows:

Unit: NT$ thousands, except earnings per share (EPS), which is in NT$

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Standalone Net Profit After Tax | 1,252,275 | 1,349,638 | 1,787,857 |
| Earnings Per Share (EPS) | 1.82 | 1.85 | 2.45 |
| Add: Adjustment Items (Note 1) | 0.43 | 0.52 | 0.48 |
| Distributable Earnings Per Share | 2.15 | 2.34 | 2.93 |
| Cash Dividends | 1.93 | 2.1 | 2.41 |
| Stock Dividends | - | - | - |
| Dividend Payout Ratio (Note 2) | 100% | 101% | 92% |

Note 1: Represents the add-back of IFRS adjustments relating to the investee power plants.
Note 2: Calculated after deducting the statutory 10% legal reserve.



# 1.4 Risk Management GRI 3-3

Material Topic

## Risk Management



2025 Goals/Important Milestones → Implementation Status

1. Complete the risk management plan by incorporating climate-related risks and opportunities into the analysis ✓
2. Conduct rolling reviews of the internal control system in response to changes in the environment and operational practices ✓

**Policies**

Establish a risk management system that effectively reduces the likelihood of risks and minimizes or avoids their impacts, embedding risk management in strategic planning, business execution, and daily management. Raise risk awareness among all employees and shape a risk management culture.

**Commitments and Goals**

Short-term Quantitative Indicators and Major Milestones for 2026

1. Complete a risk management plan incorporating the analysis of climate-related risks and opportunities.
2. Conduct rolling reviews of the internal control system in response to environmental and operational changes.

Medium- and Long-term Commitments and Goals

1. Strengthen the internal control system.
2. Continue improving the existing risk management system and framework.
3. Complete the adoption and implementation of IFRS S1 and S2.

**Specific Actions and Achievements in 2025**

1. Finalized the 2025 risk profile and corresponding control measures, and implemented and reviewed their execution.
2. On August 8, 2025, the Board of Directors approved amendments to the internal control system, revising 13 operating procedures to ensure its continued effectiveness.
3. The Internal Audit Office included risk management in its November 2025 audit plan and reported the findings to the Board of Directors in March 2026.

**Responsibilities and Resources**

1. Risk Management: Risk Management Committee (with the Sustainable Development Department as the promoting unit)
2. The Internal Audit Office formulates audit plans and independently reviews risk management matters

**Evaluation and Management Mechanism**

1. Review and track the annual risk management plan every six months.
2. In the event of emerging risk scenarios or sudden risk events, departments report immediately and take control measures, escalating to the Risk Management Committee for deliberation when necessary.
3. Conduct at least one audit annually and report the findings to the Board of Directors. Annually



## 1.4.1 Risk Management Policy and System GRI 2-23 · 2-24

TCC has established the Risk Management Policy and Procedures and the Risk Management Implementation Plan. It conducts rolling reviews and revisions of risk management planning, bringing risks relating to investment, operations, management, climate change, and unethical conduct within the scope, thereby reducing the likelihood of internal and external risks and their potential impact on the Company.

With the attention and commitment of top management, the Company's risk management mechanism spans risk identification, analysis, evaluation, response, and monitoring. It is embedded in strategic planning, business execution, and daily management, while training develops risk management knowledge and tools and shapes a risk management culture.

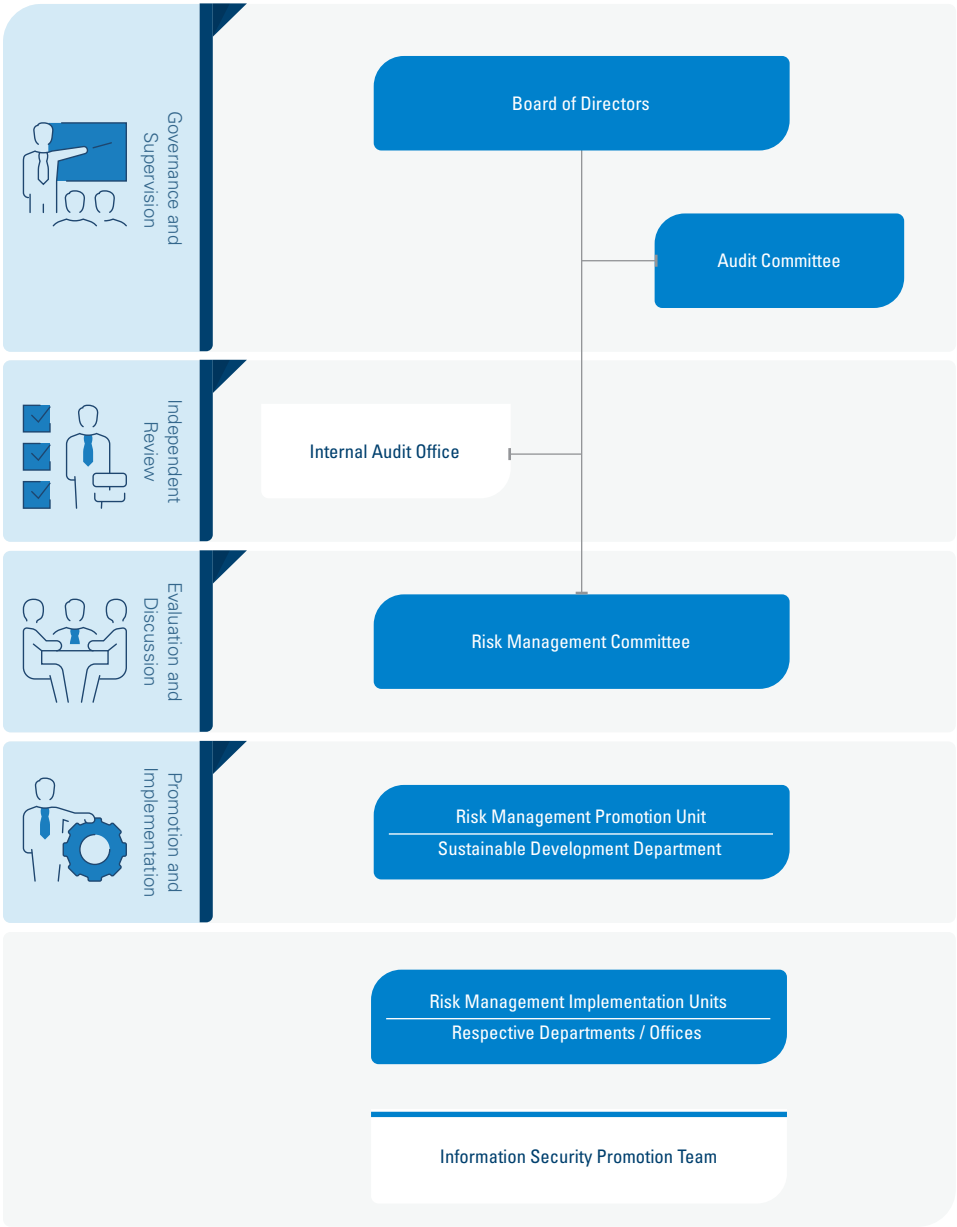
### Organizational Risk Management Structure

TCC has built a comprehensive risk governance and management framework. Through the participation of the Board of Directors, the Audit Committee, and senior management, risk management is linked to the Company's strategies and objectives, enabling the identification of material risks and the formulation of corresponding control measures and response strategies to ensure that the Company's strategic goals are met.

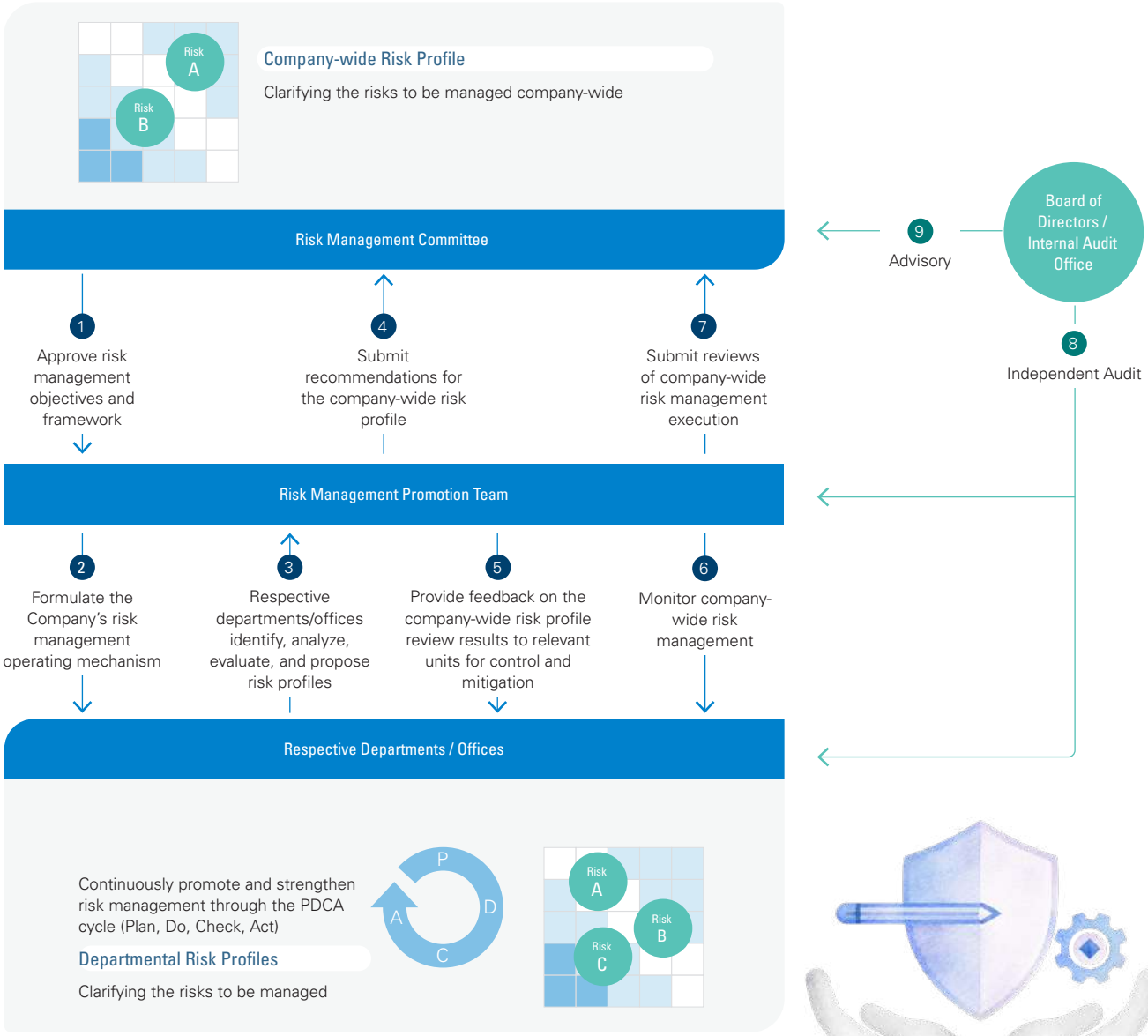
The Board of Directors is the highest governance body for the Company's risk management. The Board and the Audit Committee review and approve the Risk Management Policy and Procedures and oversee the operation of the risk management mechanism to ensure its effectiveness. The Risk Management Committee is chaired by the Chairman of the Board, with the president, vice presidents, and other senior executives serving as members. It reviews the annual risk management plan and the implementation of risk controls, and reports its operations to the Board and the Audit Committee at least once a year.

Under the Risk Management Committee, the Risk Management Promotion Team carries out the necessary risk management work: risk identification, analysis, evaluation, and response within each department. It regularly submits relevant information to the Sustainable Development Department, which drives risk management, to ensure that departmental risk management and related control procedures are effectively executed. In addition, to strengthen information and communication security, an Information Security Promotion Team has been established within the Risk Management Promotion Team. It manages cybersecurity-related risks, periodically reviews the implementation of cybersecurity measures, and reports the effectiveness of cybersecurity risk management to the Board. The Internal Audit Office formulates audit plans and independently reviews risk management matters, conducting at least one audit annually and reporting to the Board of Directors.

Risk Management Policy and Procedures



## Risk Management Operation Process






## Implementation of Risk Management

**2025/1**

Risk management work meeting

Consolidated departmental risk profiles to produce the company-level risk profile.

**2025/2**

Risk Management Committee meeting

Reviewed the 2025 company-level risk profile and verified the effectiveness of both the 2024 risk management plan and operating mechanism.

**2025/3**

Finalization of the risk management plan

1. Finalized the 2025 risk management plan and implemented corresponding controls.
2. Reported the full-year risk management implementation status to the Audit Committee and the Board of Directors on March 13, 2025.

**2025/7**

Review of risk management measures

Reviewed the implementation of risk management measures for the first half of 2025.

**2026/1**

Risk management work meeting

Verified that all 2025 risk management measures were executed as planned.

**2026/2**

Risk Management Committee meeting

Reviewed the execution of risk control measures for 2025 and verified the continued effectiveness of the Company's risk management plan and operating mechanism.

### Risks and Mitigation Measures

| Category | Item | Mitigation/Control Measures |
|---|---|---|
| Investment | Project Development and Investment | Formulate countermeasures for project risks in renewable energy development, power plant equity acquisitions, overseas investment, and ethical management in project development<br>• Maintain communication and negotiation with government agencies to reduce development variables, and strengthen coordination with environmental groups and local communities to minimize ecological impacts and win local support<br>• Monitor external environmental changes, conduct due diligence, and evaluate investment returns in a timely manner<br>• Formulate impairment or exit strategies to reduce financial impacts<br>• Use the internal control system to ensure procedures comply with requirements, and continue promoting ethical management and the whistleblowing channels |
| Operations | Operation of Guan Tian Plant | Develop countermeasures for the operational, technical knowledge succession, environmental regulatory, and fuel sourcing risks that the Guan Tian Cogeneration Plant may face<br>• Strengthen the standardization of operating technology and environmental quality control, and renew aging equipment<br>• Track market dynamics for coal and alternative fuels, and increase the combustion of scrap tire chips, solid recovered fuel, and solid biomass fuels to reduce fuel costs<br>• Track policy changes and evaluate equipment renewals to reduce coal use and carbon emissions<br>• Achieve the approved reductions under the self-determined reduction plan to qualify for preferential carbon fee rates |
| Management | Management of Investees | Formulated management countermeasures for risks facing the investees:<br>• Work with external legal counsel on litigation strategies for lawsuits involving the gas-fired power plant investees<br>• TCC appointed representatives continue urging the investees to complete relevant work<br>• Using diverse approaches, integrate renewable energy resources inside and outside the Group to meet large electricity consumers' green power needs |

Note: For details on TCC's climate-related risks see 3.1 Climate Change and Carbon Reduction Actions

## 1.4.2 Strengthening Information Security

TCC attaches great importance to information security management. In addition to including information security risks in its risk controls with rolling annual reviews, the Company has established an Information Security Promotion Team, with a designated Chief Information Security Officer and dedicated personnel, to regularly report the effectiveness of risk management to the Risk Management Committee and the Board of Directors, reducing and controlling the risk of cybersecurity threats to the Company's information assets. To further strengthen its information security, TCC plans to adopt ISO 27001 and obtain third-party certification in 2026.

### Information Security Policy

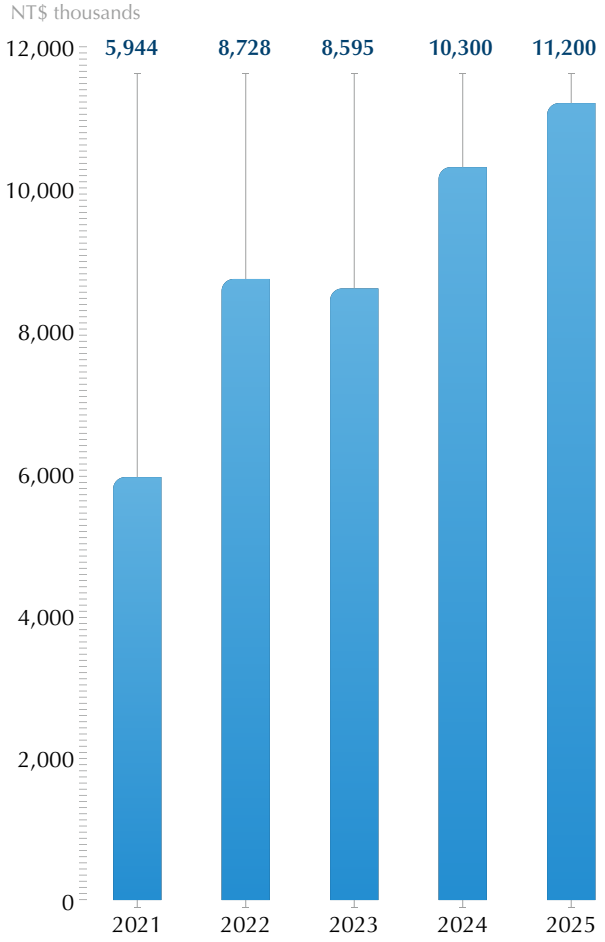
As information technology becomes ever more widely used in corporate operations and management, the Company has established the Information Security Policy and Information Security Management Mechanism to ensure confidentiality, integrity, availability, and legal compliance of its information assets and critical information infrastructure. Under the policy, risk assessments and appropriate protective measures are required for important information assets and critical information infrastructure, with the Information Security Promotion Team responsible for security management to ensure alignment with the policy's objectives and guidelines.

**Information Security Management Plan**

- Formulate an internal information audit plan and information security audit items, with the Information Security Promotion Team conducting internal control self-assessments and related improvement measures.
- Members of the Information Security Promotion Team completed the 2025 cybersecurity audit in accordance with the Company's annual information audit plan and reported the results to the Board of Directors for review.
- Conduct annual cybersecurity health checks on IT equipment, together with penetration testing and vulnerability scanning of information systems. The Company also oversees the adoption of cybersecurity monitoring services by its power plant investees, all of which have completed this work.
- Develop an annual information security training plan. In 2025, two training sessions were conducted.
- Carry out unannounced company-wide email social engineering drills twice a year, followed by educational sessions to reinforce employees' awareness of social engineering and information security.
- Perform quarterly disaster recovery drills under the off-site backup plan for the Taipei data center. All data recovery verification tests returned normal results.
- Outsource monitoring to a security operations center and deploy endpoint detection and response mechanisms to strengthen information security defenses.

### Investment in Information Security Resources

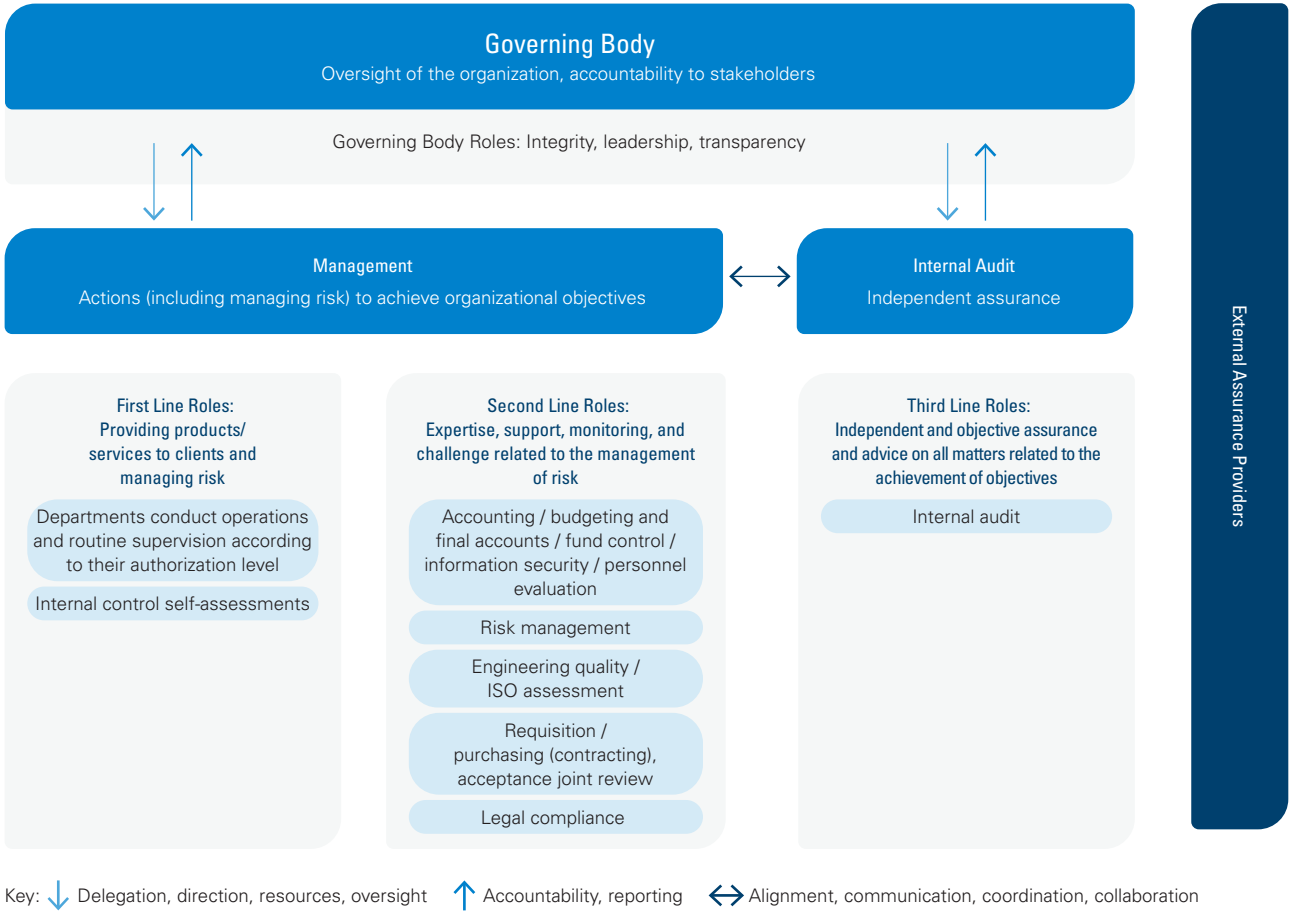
Since 2020, the Company has continued to invest in equipment and resources for information security management, reflecting the management team's support for and commitment to cybersecurity. Expenditures over the past five years are shown in the chart below.




## 1.4.3 Risk Control

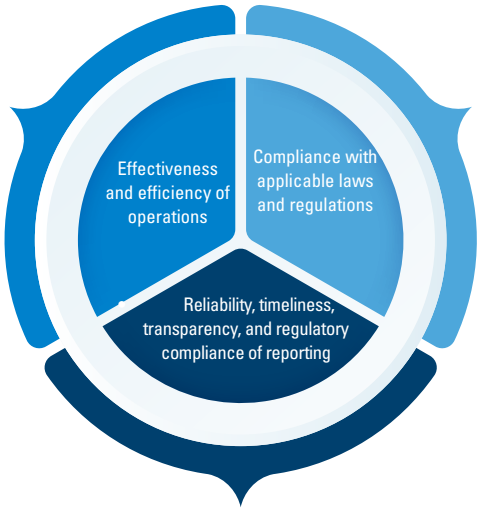
### Three Lines Model for Internal Control

To make effective use of the internal control system's risk management functions, the Company has adopted the updated Three Lines Model released by the Institute of Internal Auditors (IIA) in July 2020. The model emphasizes synchronized operation and mutual collaboration. The governing body, management, and internal audit units each perform their respective roles, working together through collaboration, coordination, and communication to achieve the Company's objectives.



## Internal Control System Design and Implementation

To promote sound corporate operations, the management team has established an internal control system suited to the Company in accordance with the Regulations Governing Establishment of Internal Control Systems by Public Companies and taking industry characteristics into account. The framework covers five major components: control environment, risk assessment, control activities, information and communication, and monitoring activities, and it includes implementation rules for internal audits and procedures for internal control self-assessments, providing reasonable assurance of achieving three key objectives:




## Regular Revisions of Internal Control Systems for the Company and Subsidiaries

To implement self-monitoring and respond promptly to changes in the environment, the Company revised its internal control system in 2025. The management team reviewed and revised the system based on the control items identified for correction in the previous year's self-assessment report, newly formulated or amended internal regulations, and new requirements issued by the competent authorities. Through the internal control system, the Company internalizes corporate governance and corporate social responsibility into its culture, working toward sustainable operations. The subsidiaries likewise regularly review changes in their internal and external environments and in the law, and have completed revisions of their internal control systems.

## Internal Control Self-assessment

In line with the overall strategies of driving digital transformation and sustainable development in the Company's five-year business strategy, an intelligent audit system was introduced in 2025 to fully digitalize the internal control self-assessment workflow. Integrating self-assessment tasks, data entry, and supporting document management in a single systematic process improves efficiency and reduces paper use. The digital mechanism strengthens the transparency and timeliness of information, reduces human error and internal control risk, raises the quality of corporate governance, and supports the goal of sustainable corporate operations.

Each November, the Internal Audit Office initiates the annual internal control self-assessment, in which every department evaluates the effectiveness of the design and execution of the internal control procedures item by item, with the results reviewed by the Internal Audit Office. Departments use the annual self-assessment results to review and improve their operations, and the results also serve as a basis for revising the internal control system. The Company's 2025 self-assessment concluded that the design and execution of the internal control system were both effective.

To encourage continuous improvement and the internalization of internal controls, since 2019 the Company has selected and rewarded the department with the best self-assessment performance, encouraging employees to review their work carefully and to raise deficiencies or improvement suggestions on their own initiative.




## Internal Audit Implementation

Through regular and project-based audits, the Internal Audit Office assists the Board of Directors and managerial officers in examining and reviewing deficiencies in the internal control system and in measuring the effectiveness and efficiency of operations, providing timely improvement recommendations to ensure the system's continued effective implementation and to serve as an important basis for its review and revision.

The Internal Audit Office formulates the following year's regular audit plan based on a comprehensive risk assessment that considers the Company's annual risk management plan and matters of concern to the competent authorities, directors, and senior management. Feedback from past audit work and items long unaudited are also taken into account. The plan is submitted to the Audit Committee for review and then to the Board of Directors for approval before execution, with project-based audits conducted as needed. Since 2019, the Internal Audit Office has also conducted regular internal verification of the sustainability report to confirm the accuracy of its disclosures. The results of the 2025 verification were reported to the Board of Directors at its regular meeting in March 2026.

All audit reports issued during the year were submitted to the independent directors on the Audit Committee for review as required, and no significant deficiencies were identified in 2025. Recommended improvements are tracked by the Internal Audit Office until the responsible departments complete corrective action, and tracked items are summarized and submitted to the Audit Committee and the Board of Directors for review each May and November, after which tracking is concluded.

**49** items
in the 2025 audit plan

No significant deficiencies found

**15** recommended improvements

As of December 31, 2025
**9** improvements completed
**6** items under tracking



# 02

# Stable and Reliable Green Electricity Partner

## Material Topics

- Supply Stability and Reliability
- Evaluation and Response to Domestic Electricity Policies
- Renewable Energy Services

7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

# 2.1 New Directions in the Energy Transition GRI 3-3

Material Topic

## Evaluation and Response to Domestic Electricity Policies

| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Formulate a five-year business strategy and conduct rolling reviews of implementation strategies in response to domestic electricity policies | ✓ |
| 2. Complete the energy policy tracking and analysis report | ✓ |
| 3. Complete the assessment report on forward-looking low-carbon energy (geothermal and energy-type storage) | ✓ |



| | | |
|---|---|---|
| Policies | In response to global carbon-reduction trends and Taiwan's 2050 Net-Zero Emissions energy goal, TCC has incorporated the energy transition and the net-zero transition into its business strategy planning. | |
| Commitments and Goals | Short-term Quantitative Indicators and Major Milestones for 2026 | Medium- and Long-term Commitmentsand Goals |
| | 1. Formulate the five-year business strategy.<br>2. Complete the energy policy tracking and analysis report.<br>3. Complete the business model analysis report for the flexible renewable energy wheeling demonstration project. | 1. Continue to monitor government energy policy and international energy trends in formulating the Company's business strategies. Invest in gas-fired power plants and expand renewable energy investment and development, engineering contracting, and O&M.<br>2. Expand diverse business models in the electricity market, including new lines of business such as green electricity retailing, ancillary services, and virtual power plants. |
| Specific Actions and Achievements in 2025 | 1. Completed the five-year business strategy.<br>2. Completed the energy policy tracking and analysis report. | 3. Completed the development assessment report for potential geothermal sites.<br>4. Completed the market and business model assessment report for energy-type storage. |
| Responsibilities and Resources | 1. Electricity Policy Evaluation and Response Strategy: Sustainable Development Department<br>2. Development of Renewable Energy and Gas-fired Power Plants Businesses in Response to the Energy Transition: Investment Operations and Management Department, Business Development Department., and Star Energy | |
| Evaluation and Management Mechanisms | 1. Conduct rolling reviews of future business strategies and formulate implementation strategies in response to changes in electricity policies. Annually<br>2. Set annual overall goals for the Company's various investment, development, and engineering contracting business, with the responsible departments and lead units reviewing and tracking progress. Monthly Quarterly | |

### Domestic Policies and Markets SASB IF-EU-240a.4

On September 26, 2025, the MOEA published the 2024 National Electricity Supply and Demand Report. Driven by the development of AI technology and the expansion of semiconductor fabs, and factoring in the effects of U.S. reciprocal tariffs, geopolitical conditions, and the promotion of deep energy savings, the report projects that national electricity consumption will grow at an average annual rate of 1.7% from 2025 to 2034. Against this backdrop of growing electricity demand, Taiwan launched its second energy transition policy in 2024, pursuing strategies of replacing coal with gas, promoting diverse green energy, deploying energy storage, strengthening grid resilience, and implementing deep energy conservation measures to ensure a stable power supply while reducing carbon emissions and air pollution. The government will continue to advance the energy transition steadily through social communication. The government is targeting a 20% share of renewable energy generation by the end of 2026 and 30% by 2030. Solar photovoltaic generation is already capable of meeting daytime peak load, and the share of renewable energy is rising steadily. Over the longer term, to address the intermittency of renewables and relieve dispatch pressure on thermal units, the government plans to add fast-start gas-fired units, complemented by battery storage and pumped-storage hydropower for regulation. Combined with demand-side management, expanded ancillary services, grid construction, and smart management, these measures will promote the integration and effective use of renewable energy, moving the domestic energy industry toward zero carbon and the national goal of 2050 net-zero emissions established in the Climate Change Response Act.

In line with these energy transition policies, private gas-fired power plants continue to play an important role in the electricity market. Under Taipower's 2025 procurement announcements, covering power purchases from existing units in 2027 and from new gas-fired units entering commercial operation in 2028 and 2029, the total procurement cap is 7,293 MW, indicating substantial future opportunities for private gas-fired power plants through both life extension and new investment and development.

In renewable energy, the government guarantees investors a stable revenue stream for 20 years through the feed-in tariff (FiT) mechanism, and the 2017 amendment to The Electricity Act opened the green electricity trading market, which has now operated for more than five years. Driven by global sustainability imperatives and net-zero targets, corporate demand for renewable energy has surged, spurring vigorous growth in investment and development, engineering contracting, O&M, and green electricity retailing. By the end of 2025, Taiwan's installed renewable energy capacity had reached 22,144 MW, or 37% of total installed capacity nationwide, and direct renewable energy wheeling reached 3,710 GWh for the year.

As grid-connected renewable capacity rises, conventional gas-fired units will increasingly adjust their dispatch around renewable generation, and more energy storage will be needed to balance peak and off-peak differences between generation and consumption. Measures such as adjusting time-of-use peak and off-peak periods, new demand response programs, and customer adoption of behind-the-meter storage will guide consumers to adjust their usage patterns and help keep the power supply stable. In the electricity market, the Electricity Trading Platform is progressively opening additional products in line with dispatch needs. In mid-2024 it introduced a demand curve mechanism for the energy-shifting dynamic regulation reserve (E-dReg) to transmit accurate price signals, temper sharp swings in clearing prices, and ensure the market's steady development. By the end of 2025, total participating capacity on the platform reached approximately 2,611 MW, up more than 45.8% year over year. Looking ahead, more applications and business opportunities are expected across distributed resources, including self-use generation equipment, energy-type storage, demand response, and virtual power plants.

## TCC's Development Advantages/Disadvantages and Response Strategies

### Advantages

- Policies to reduce coal, increase natural gas, and improve winter air quality enhance dispatch opportunities for the gas-fired power plant investees.
- Government green energy policy and international carbon-reduction trends support the expansion of the Company's renewable energy business.
- The high technical difficulty of large-scale project development gives the Company a competitive advantage rooted in its power-sector expertise.
- An increasingly active ancillary services trading platform with a growing range of products favors the Company's participation and resource commitment.
- Rising demand for offshore wind O&M, together with government promotion of wind industry localization, favors the growth of the wind O&M business.
- Combining AI technology with professional O&M expertise improves renewable O&M efficiency, lowers labor costs, and reduces misjudgment.
- Historical drone inspection imagery provides big data for developing AI-based automated interpretation systems.
- A business scope spanning power investment and development, engineering construction, O&M, green electricity retailing, and platform trading supports integrated, one-stop services.

### Disadvantages

- Growing grid-connected renewable capacity is changing the dispatch patterns of the existing gas-fired power plant investees, with shifts in start/stop frequency and full-load ratios affecting generation efficiency.
- As the existing gas-fired investees' power purchase agreements (PPAs) approach expiration, extension agreements with Taipower must be concluded to avoid uncertainty over the plants' future operations.
- High volatility in international fuel prices raises operating risks for the gas-fired investees and the cogeneration plant.
- The incorporation of the grid emission factor into the time-of-use pricing formula for cogeneration surplus electricity, tightening environmental regulations, new carbon fee costs, and continued investment in pollution-control upgrades all add to the cogeneration plant's operating risks.
- Competition is intensifying as more domestic and international players enter the power and energy sector, particularly in renewable investment, green electricity wheeling, and energy storage.
- Growing difficulty in local communication and development resistance, together with lengthy regulatory reviews, delays the development timelines of gas-fired, renewable, and storage projects.

### Response Strategies:

1. Continue to assess supply and demand in the energy storage market and develop a storage leasing business model, choosing the timing of market entry prudently.
2. Integrate renewable energy resources inside and outside the Group and apply the Company's power expertise to provide customers with diverse, reliable green electricity services.
3. Actively pursue communication through multiple channels to win the support of the relevant parties and advance plant siting.
4. In anticipation of electricity market developments, continue to deepen involvement in private gas-fired power plants and actively evaluate expanded investment where risks are controllable.
5. Analyze in advance the possible future scenarios for plants approaching decommissioning, ensuring a timely response to shifts in government policy.
6. Closely monitor price movements in the energy and foreign exchange markets and evaluate hedging approaches to reduce potential risks.
7. Stay abreast of Taipower's available grid-connection capacity and maintain close communication, ensuring effective risk management on the foundation of a sound financial structure.
8. Improve the profitability of the Guan Tian Cogeneration Plant by actively developing new steam customers and weighing the cost-effectiveness of wholesaling surplus electricity against direct participation in the electricity market. In line with the government's carbon fee and self-determined reduction plan, accelerate the upgrading of environmental and plant equipment to transition the plant toward a low-carbon, energy- and resource-integrated cogeneration model.

# 2.2 A Trusted Green Electricity Expert GRI 3-3

Material Topic

## Renewable Energy Services

| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Obtain a construction permit for 25.2 MW of onshore wind and an establishment permit for 12.8 MW | In response to reviews by local and competent authorities and stakeholder feedback, the Company obtained a 21 MW construction permit and a 12.6 MW establishment permit. |
| 2. Obtain an electricity enterprise establishment permit for at least 45 MW of solar power | The establishment application remains under regulatory review. The Company continues to communicate with the reviewing authorities and relevant stakeholders to expedite the permit. |
| 3. Reach 246 GWh in renewable energy retailing | With weather conditions affecting generation, renewable energy retailing reached 227 GWh. |



**Policies**

In line with the government's 2050 Net-Zero Emissions energy goal, TCC focuses its development on solar photovoltaic, wind, and geothermal power. It continues to invest in renewable energy development, EPC contracting, and O&M, while developing renewable energy retailing and electricity market businesses in response to domestic and international trends such as RE100, large electricity consumers, and carbon fees.

**Commitments and Goals**

Short-term Quantitative Indicators and Major Milestones for 2026

1. Obtain land use approval for 12.6 MW of onshore wind power and a construction permit for 12.6 MW.
2. Obtain an electricity enterprise establishment permit for at least 45 MW of solar power.
3. Reach 325 GWh in renewable energy retailing.
4. Undertake onshore works for round 3-2 of offshore wind zonal development.

Medium- and Long-term Commitments and Goals

1. From 2026 to 2030, reach a cumulative installed capacity of more than 197.8 MW in renewable energy investments.
2. From 2026 to 2030, reach cumulative renewable energy retailing of 2,406 GWh.

**Specific Actions and Achievements in 2025**

1. Addressed local opinion, ecological concerns, and stakeholder feedback, obtaining a 21 MW construction permit and a 12.6 MW establishment permit.
2. Steadily advanced applications for solar photovoltaic (including aquavoltaic) developments, now under regulatory review for electricity enterprise establishment.
3. Wheeled and retailed 227 GWh of renewable electricity for the year, bringing the cumulative total to more than 800 GWh.
4. Star Energy secured the Hexun Beimen 8 MW solar-plus-storage project and Taipower's Shugu S/Y project, and continues to bid actively.

**Responsibilities and Resources**

1. Renewable Energy Investment Evaluation and Development Application: Business Development Department
2. Renewable Energy Retailing: TCC Green Energy
3. Renewable Energy Engineering Contracting: Star Energy

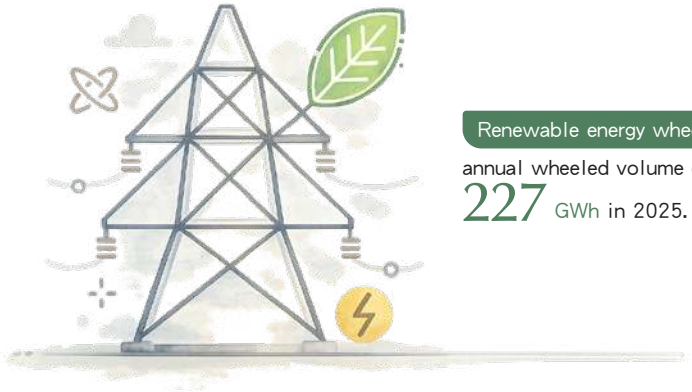
**Evaluation and Management Mechanisms**

1. Establish dedicated project organizations for major investment and development projects.
2. Convene regular project meetings to track the progress of each renewable energy project. Weekly Monthly

Amid the global drive toward net zero and sustainability, renewable energy has become a development priority for countries worldwide. As demand for green electricity rises across industries in pursuit of net-zero emissions, Taiwan is expanding its renewable energy deployment with government support. Guided by the principles of environmental protection, sustainability, and energy conservation, TCC is fully committed to developing renewable energy and was the first company in Taiwan to provide full-spectrum renewable energy services spanning investment and development, engineering contracting, O&M, and electricity retailing. In investment and development, TCC is dedicated to solar photovoltaic, wind, and geothermal power projects. In engineering, subsidiary Star Energy focuses on EPC for renewable energy facilities, energy storage systems, step-up substations, and transmission and distribution lines. In 2025, in addition to expanding its onshore works for offshore wind, Star Energy supported Taipower's Power Grid Resilience Enhancement Program by winning the civil turnkey contract for the Shugu S/Y project, and secured the Hexun 8 MW solar-plus-storage project.

To meet power transmission needs, Star Energy has drawn on its long experience in civil, architectural, and piping engineering for step-up substations and other substation works to lead the industry in adopting precast construction. At the Guishe Renewable Distribution Substation (R/S), for example, factory prefabrication and assembly substantially reduced the construction phase's impacts on air quality, noise, and the local ecology. This performance earned the Guishe project the top "Outstanding" rating in Taipower's 2025 green construction site evaluation, the MOEA's Public Construction Excellence Award, and an Excellence Award at the Executive Yuan's Public Construction Golden Quality Awards. In addition, both the 2024 Nangang P/S reconstruction project and the 2025 Shugu S/Y project raised their green building label ratings from Silver to Gold, reflecting TCC's commitment to improving environmental performance and protecting the environment.

Subsidiary TCC Green Energy, meanwhile, has grown its wheeling volume steadily every year since delivering its first kilowatt-hour of green electricity in 2020. TCC Green Energy wheeled more than 227 GWh in 2025, bringing cumulative wheeled green electricity to more than 850 GWh by year-end and a carbon reduction of more than 400,000 metric tons. In ancillary services, the Company's bid success rate was 100% in 2025.



Renewable energy wheeling

annual wheeled volume exceeded **227** GWh in 2025.

## Digital Transformation for Green Electricity Services

Digital Technology Empowering Smart O&M

The Company uses drone technology for aerial inspections of solar modules at its photovoltaic sites, applying RGB and infrared (IR) imaging and progressively introducing real-time kinematic (RTK) positioning. Maintenance personnel use these approaches to detect module damage or thermal anomalies early, then review the images in real time to identify the root causes and proceed with necessary repairs, reducing labor costs associated with manual inspections.




Ground control station interface



Automated drone inspection

### Enhancing the Renewable Energy Retailing Matching System

Since wheeling its first kilowatt-hour of green electricity in 2020, the Company has used a proprietary wheeling matching model to simulate renewable plant generation profiles against customers' load patterns. With cumulative wheeling now exceeding 850 GWh, the surplus ratio of wheeled green electricity has been held to just 0.4%, a win-win for both customers and renewable power plants.

Beginning in 2025, in step with the continued refinement of the wheeling regime, the Company upgraded the matching system, introducing cloud computing and enhanced multi-objective planning analysis. For customer-side load simulation, the system applies AI image recognition and big data analysis of customer load data to build load-curve algorithms, improving matching accuracy. It is also expected to integrate real-time generation data with forecasting models to predict wheeling and surplus volumes for the current and following months, giving customers a basis for real-time load adjustments or contract changes and achieving optimized analysis of green electricity wheeling.




Matching System Interface 1




Matching System Interface 2

### Automated Upgrade of the Renewable Energy Retailing Billing System

The Company is advancing its digital transformation through an intelligent renewable energy retailing billing system that redefines the management efficiency of its energy assets. The system standardizes and automates the traditionally cumbersome electricity settlement process, eliminating the data-error risks of manual entry.



The system's automated verification mechanisms have shortened the monthly billing cycle by more than 50% while delivering comprehensive digital integration:

- **Automated Billing and Accurate Reconciliation:** The system integrates multi-dimensional tariff structures to generate standardized, transparent electronic bills tailored to different customers. Automated reconciliation reduces the pressure of financial closing and ensures every transaction and revenue item is recognized accurately.
- **Intelligent Cross-checking of Taiwan Renewable Energy Certificates (T-RECs):** For the complexities of generation and certificate issuance, the system automatically matches generation data with T-REC serial numbers, ensuring the one-to-one integrity of bundled electricity and certificates and giving customers a transparent, traceable green power record that meets external audit needs on their net-zero pathways.
- **Compliant Monthly Reporting for Electricity Enterprises:** The system automatically aggregates operating data and generates compliant monthly electricity enterprise reports and statistical forms in real time, ensuring timely filings and giving management an up-to-date view of the Company's power assets.

Together, these core modules ensure the accuracy of energy transaction data, support the growing scale and complexity of green electricity trading, and establish a robust, highly scalable digital energy management platform.

## 2.2.1 Solar Energy

TCC possesses vertically integrated capabilities across the lifecycle of solar photovoltaic projects, from planning and construction to post-completion O&M, and has developed rooftop, floating, and ground-mounted projects. The Group's floating solar project at Wushantou Reservoir has an installed capacity of 13.7 MW and generated more than 18 GWh in 2025.

### Clarification on Negative News Coverage of 'Cleaning Operations at the Wushantou Solar PV Site' in 2025

Star Energy maintains the Wushantou site using real-time monitoring and data analysis under a full regime of scheduled and patrol inspections, together with preventive maintenance to avoid generation losses from unexpected faults, keeping the site safe and stable and its generation efficient. In addition to this routine monitoring and maintenance, the site is cleaned with fresh water only, roughly twice a year, and absolutely no chemical detergents are used. In response to public concern over the water quality and safety of Wushantou Reservoir, the Company clarifies the following: 1. Non-toxic Materials: The floating platforms are made of high-density polyethylene (HDPE), which is acid-, alkali-, and corrosion-resistant and non-toxic, and third-party testing has confirmed no risk of pollutant release. 2. Certified Solar Modules: The panels use modules certified to IEC 61215, IEC 61730-1, and IEC 61730-2. They were sent to the Industrial Technology Research Institute for heavy-metal content testing after simulated aging and destruction followed by prolonged submersion, and all results were compliant. 3. Water Quality Monitoring: Since operations began, the Company has commissioned third-party organizations to sample and test water quality upstream and downstream of the site twice a year. As of the end of 2025, six tests had been completed and all met the relevant standards. The Irrigation Agency and its Chianan Management Office also conduct regular water quality inspections. These multiple layers of monitoring ensure the water supply is safe.



Aerial view of module assembly area

To relieve insufficient feeder capacity in solar grid-connection hot zones and support national policy, TCC Group has invested in and built shared solar PV step-up substations, promoting a shared substation in Cigu District, Tainan, with a designed grid-connection capacity of 240 MW. Of this, 120 MW entered commercial operation in November 2023 and a further 60 MW was connected to the grid in June 2025, helping to resolve grid-connection bottlenecks in high-density PV areas and lending continued momentum to Taiwan's renewable energy goals.

Beyond using its O&M expertise to keep grid-connected PV sites running, TCC is actively expanding its pipeline of new solar projects. Subsidiary Hamaguri, for example, is advancing an aquavoltaic development at fish farms in Changhua's dedicated aquavoltaic zone in support of government policy. Guided by the spirit of "aquaculture first, ecological co-prosperity," the project has a planned installed capacity of approximately 32 MW and is undergoing electricity enterprise establishment procedures. Drawing on more than 30 years of power-sector expertise and working with local aquafarmers, aquaculture associations, environmental groups, and other stakeholders, the Company is creating a multi-win outcome that balances local development, green electricity, aquaculture, and ecological conservation. In its future solar development, the Company will uphold the principles of dual land use, shared prosperity with local communities, and coexistence with nature, taking a further step toward sustainable energy and a sustainable homeland.



Current status of fish ponds



Wushantou Reservoir floating solar PV

## 2.2.2 Wind Power

In onshore wind, TCC investee Miaoli Wind operates the Zhunan and Dapeng wind farms, with a combined installed capacity of 49.8 MW and generation exceeding 90 GWh in 2025. With the turbines approaching 20 years in service, the Company has begun the procedures for a repowering plan to raise efficiency and continue harnessing the Miaoli region's excellent wind resources. The planned repowered capacity is approximately 76.2 MW, with projected annual generation of around 200 GWh. Star Wind has installed onshore turbines in Fangyuan, Changhua, with a total installed capacity of 10.35 MW, wheeling roughly 28.5 GWh of green electricity a year. Given the area's favorable wind conditions, Star Wind will develop the site in phases under its electricity enterprise establishment permits, with total installed capacity expected to reach approximately 33.6 MW and annual generation to exceed 77 GWh, continuing to expand Taiwan's supply of clean electricity.

Given Taiwan's dense population and limited land, onshore wind development requires particular attention to environmental impacts. Committed to advancing renewable energy while protecting local environments, TCC examines impacts on the environment, ecology, landscape, socioeconomic conditions, traffic, and culture during development and environmental impact assessment, and proposes corresponding protection measures. For ecology, it formulates avoidance, minimization, mitigation, and compensation measures, including reducing the turbine footprint and count, raising monitoring frequency combined with mitigation mechanisms, and conserving nearby habitats to safeguard local ecosystems. Impact risk assessments of surrounding areas are also conducted for wind-related plans at all levels and for major construction projects, with careful early-stage planning to minimize local impacts. Subsidiary Star Energy also performed strongly in onshore wind O&M in 2025. In addition to its ongoing five-year O&M contract for 86 Taipower turbines, Star Energy manages warranty O&M for two onshore turbines owned by Taiwan Cement Corporation's green energy subsidiary plus 28 turbines at the Group's own sites, for a total of 116 wind turbines nationwide. This extensive portfolio makes Star Energy the domestic wind turbine O&M provider with the most complete track record and expertise, and clients recognize both its professional capability and its service.

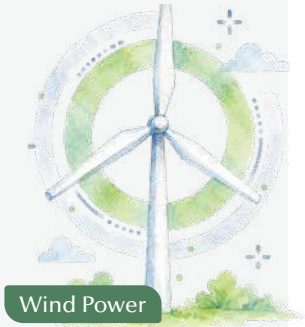
To support government renewable energy policy and prepare for O&M roles in future offshore wind farms, the Group has also undertaken the onshore substation works for the Ørsted Offshore Wind Farm project (CHW2204 project), while the Group's Renewable Energy O&M Center in the Changhua Coastal Industrial Park provides full-spectrum renewable O&M services, localizing O&M expertise and expanding related business opportunities.



Star Wind Wind Farm



Miaoli Wind Wind Farm



**Wind Power**

Miaoli Wind and Star Wind generated over **110** GWh in 2025.

Warranty O&M for **116** turbines.

## 2.2.3 Geothermal Power GRI 102-3

### Tatun Volcano Geothermal Development

In October 2024, TCC signed a memorandum of understanding on Tatun geothermal cooperation with Taipower, international geothermal developer Baseload Power Taiwan, and geothermal technology services firm GreenFire Energy, forming an international geothermal team to jointly develop geothermal resources in the Tatun volcano area of northern Taiwan. The project is now in the final stage of preliminary exploration and development feasibility assessment: the geological, geochemical, and geophysical (3G) resource surveys are complete, the conceptual model has been built, and the final survey report has been drafted. The partners are now evaluating the most suitable development approach for the target site, based on the final 3G findings, as the basis for subsequent decisions.



### Geothermal Innovation and Development

At the end of 2025, the cumulative installed capacity of geothermal power plants in Taiwan was 7.849 MW, with approximately 51.86 MW in the establishment phase. Estimates based on Taiwan's ten leading geothermal potential zones put the 2030 installation target at roughly 1.2 GW, pointing to substantial unmet demand for geothermal drilling services in the years ahead.

In response to these challenges and the talent needs of the net-zero transition, the Company has established the Geothermal Development Project Task Force, which is evaluating the feasibility of forming a geothermal drilling team and analyzing possible entry positions and the associated risks, with the aim of gradually building Taiwan's geothermal exploration and development capacity and fostering the industry's long-term growth. To this end, the Company is also actively promoting employee reskilling, assigning staff to hands-on work spanning the analysis of existing geothermal survey data, 3G surface exploration (geological, geochemical, and geophysical surveys), and geothermal resource and commercial feasibility assessment, cultivating the skills needed for the energy transition.



2025/4/17
Sampling at Qixing Mountain



2025/5/2
Sampling near Lengshuikeng, Yangmingshan



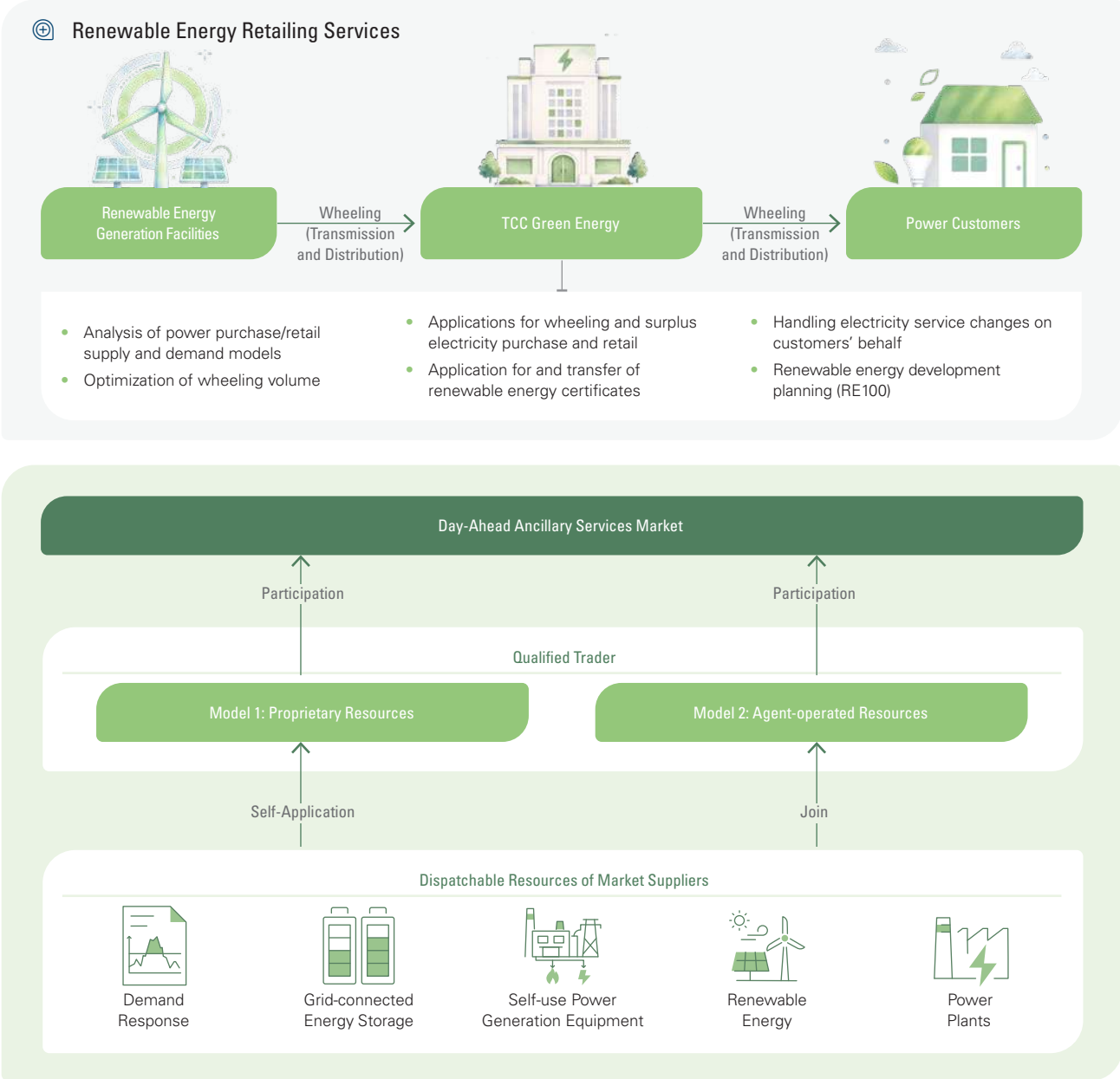
2025/5/19
Magnetotelluric (MT) equipment setup near Lufeng Resort, Yangmingshan

## 2.2.4 Renewable Energy Value Chain Integration

Combining the Group's core power expertise with its long-cultivated insight into the energy market, TCC uses its proprietary green electricity wheeling matching simulation system to analyze customers' consumption patterns against the generation characteristics of different renewable sources. It then applies multi-objective planning analysis to provide customers with comprehensive green electricity adoption solutions that maximize benefits. Wheeling customers span many industries, including semiconductors, finance, foundations, telecommunications, consulting, electronics, apparel retail, steel manufacturing, medical supplies manufacturing, and plastics manufacturing. Cumulative wheeling exceeded 850 GWh by the end of 2025.

To keep the power system secure and stable, and to restore normal operation quickly after incidents, Taipower has in recent years encouraged electricity enterprises and private power plants to participate in ancillary services, establishing the Electricity Trading Platform and opening it to competitive private bidding. TCC Group has obtained 14 professional qualification certificates for the platform and, in April 2022, formally entered supplemental reserve bidding with Guan Tian Plant as its agent-operated resource. By regularly reviewing pricing strategies with its advisory team to improve its bid success and dispatch execution rates, the Company achieved a 100% bid success rate in 2025.

Beyond the Group's own resource sites, TCC is also in active discussions to bring in external resources such as self-use generation equipment, qualified cogeneration plants, and energy storage systems. In 2025, the Company achieved its first external resource cooperation using an energy storage leasing business model, signing a large-scale storage lease, and will continue to strengthen and expand the Group's renewable energy value chain.



# 2.3 High-quality Customer Service GRI 3-3

Material Topic

## Supply Stability and Reliability

| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Guan Tian Plant operational reliability ≥ 97.18% | ✓ |
| 2. Win the O&M tender for Taipower's large-scale solar PV site (Tainan Yantian) | ✗ The tender was not won owing to a change in Taipower's tendering model. |



| | | |
|---|---|---|
| Policies | Supply customers with stable, reliable steam and electricity through high-efficiency, low-pollution generation. | |
| Commitments and Goals | Short-term Quantitative Indicators and Major Milestones for 2026<br>1. Operational reliability ≥ 97.86%<br>2. Average availability of contracted wind turbine maintenance projects ≥ 90%<br>3. Annual availability of the Group's own wind sites ≥ 94%<br>4. Performance ratio of the Wushantou site ≥ 82%<br>5. Performance ratio of the Group's own rooftop solar sites ≥ 78% | Medium- and Long-term Commitments and Goals<br>1. Achieve 100% operational reliability and maintain a stable, reliable supply of steam and electricity to customers.<br>2. Sustain zero abnormal equipment and personnel incidents throughout the year.<br>3. Support the Group's development units in advancing proprietary wind and solar sites.<br>4. Pursue maintenance work for wind and solar sites and shared renewable energy step-up substations, integrating human and material resources to expand O&M business opportunities. |
| Specific Actions and Achievements in 2025 | 1. Maintained regular telephone contact with customers to understand their needs and secure their understanding during incidents.<br>2. Scored 97.88 in the 2025 customer satisfaction survey.<br>3. Fully implemented scheduled maintenance and overhaul work. | 4. Arranged monthly training and assessment for frontline operators.<br>5. Achieved overall operational reliability of 97.99% for 2025 (the shortfall reflects a shutdown for equipment malfunction repairs).<br>6. Secured the O&M work for the onshore substation of Ørsted's Greater Changhua 1&2a project |
| Responsibilities and Resources | 1. Cogeneration Plant Operations: Guan Tian Plant<br>2. IPP Management: Investment Operations and Management Department | 3. Renewable Energy Site O&M: Star Energy<br>4. Step-up Substation O&M: Star Energy |
| Evaluation and Management Mechanisms | 1. Guan Tian Plant:<br>Verify operating data Daily<br>Track operational reliability Quarterly<br>Conduct customer satisfaction surveys Annually | 2. Track the operating status of IPP investees Monthly |

### Attentiveness, Diligence, Professional Team, Enthusiastic Service

Since its establishment, TCC has carried out its quality policy of "attentiveness, diligence, professional team, and enthusiastic service." Internally, the Company requires strict adherence to its quality management system, continually raising the quality of its products and engineering services in pursuit of excellence. Externally, it strengthens dialogue with customers, taking their needs as its guide to deliver customer service of the highest quality.

TCC's products and services consist mainly of the steam and electricity produced by its cogeneration plant, together with vertically integrated power-sector services spanning gas-fired power plants, renewable energy, and transmission and substation engineering. The PDCA (Plan-Do-Check-Act) cycle is applied throughout, from investment and development through construction to O&M. TCC's head office, Guan Tian Plant, and subsidiary Star Energy have all obtained ISO 9001:2015 quality management system certification, delivering product and engineering service quality that customers can trust.



## 2.3.1 Stable Power Supply

GRI 2-6 SASB IF-EU-550a.2、IF-EU-000.D

Considering the development of emerging technologies and the expanding needs of the semiconductor industry, the night peak load is projected to grow at an average annual rate of approximately 2.1% from 2025 to 2034. Given the high intermittency of renewable generation, gas-fired power plants and cogeneration plants will continue to play a key role in maintaining grid stability.

TCC's independently invested, constructed, and operated Guan Tian Plant commenced commercial operations in 2000 and has supplied power stably for more than two decades while continuing to develop new energy customers. It currently serves eight customers in the Guantian Industrial Park (including steam purchasers), raising regional energy efficiency and easing the load on the regional power supply.

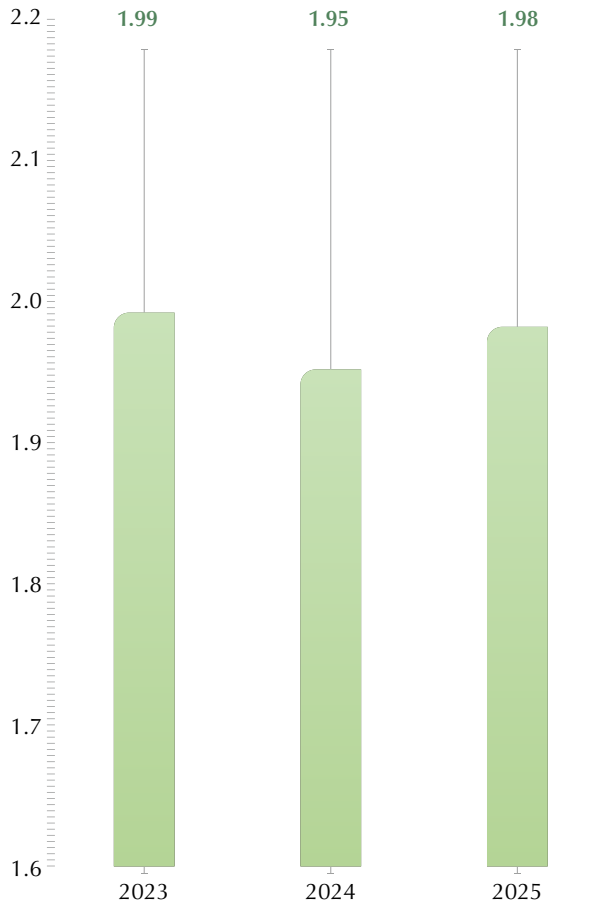
Since its founding, TCC's mission has been to deliver a stable electricity supply to customers through high-efficiency, low-pollution generation. The table below lists the cogeneration plant and gas-fired power plant investees in which TCC holds direct investments or the largest equity stakes:

| Name | Installed Capacity | Type |
|---|---|---|
| Guan Tian Cogeneration Plant | 48MW | Coal-fired fluidized bed boiler and steam turbine generating unit |
| Chang-bin Gas-fired Power Plant of Star Energy Power | 507MW | One gas-fired multi-shaft combined-cycle generating unit |
| Fong Der Gas-fired Power Plant of Sun Ba Power | 2,114MW | Three gas-fired multi-shaft combined-cycle generating units |
| Star Buck Gas-fired Power Plant of Star Buck Power | 549MW | One gas-fired multi-shaft combined-cycle generating unit |

In 2025, TCC's three gas-fired power plant investees wholesaled a total of approximately 18.2 billion kWh of electricity to Taipower, with sales volume growing year after year to a new record high. The substitution of natural gas for part of the coal-fired generation reduces Taiwan's total air pollutant emissions, reflecting TCC Group's contributions in recent years toward a stable domestic power supply and low-carbon electricity.

### Electricity Sold by Guan Tian Cogeneration Plant

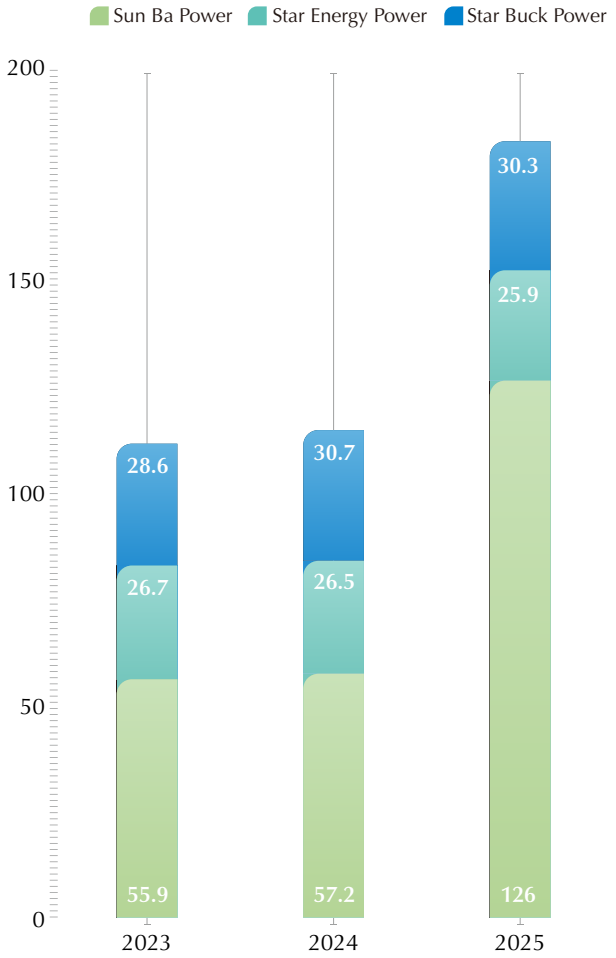
Unit: 100 GWh




Note: In 2025, with coal procurement prices still elevated, alternative fuel deliveries still insufficient, and off-peak cogeneration surplus electricity wholesale rates below operating costs, the units operated mainly at low load during off-peak periods, leaving annual electricity sales at a level similar to 2024.

### Electricity Sold by the Three IPP Investees

Unit: 100 GWh




Note: Information has been restated to correct previously misstated 2023 and 2024 figures for Star Buck Power and Star Energy Power.

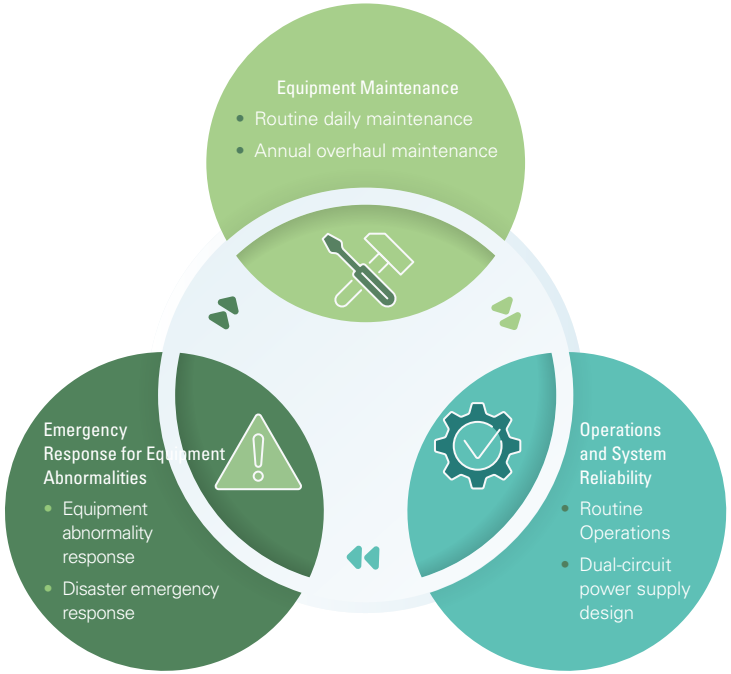
## Operational Reliability

Stable operation is a power plant's first priority. Past news of tight power supplies has often originated in plant shutdowns from ruptured boiler tubes or unit faults requiring repair, events that can shave 2–3% off the forecast operating reserve margin, turning the grid indicator from yellow to orange, or even to red, signaling a power rationing alert. Under tight supply conditions, the operating status of any single unit can affect the power supply of the entire island.

To maintain a stable supply of electricity and steam to its customers, Guan Tian Plant manages reliability across three dimensions: maintenance, emergency response, and operations and system design. Within this framework, the plant formulated detailed workflows and quality manuals, and conducts regular employee training and drills to ensure plant personnel are familiar with and follow the relevant procedures.

In 2025, Guan Tian Plant's reliability management mechanisms delivered good results, with strong operating technique and unit stability. Operational reliability for the year was 97.99%, with the shortfall mainly attributable to a shutdown for equipment fault repairs. The plant has further strengthened preventive work and continues to refine its management processes to improve stability and operating efficiency.

### Guan Tian Plant Operational Reliability Management Mechanism




**2025**

| Operational Reliability | Full-Year Operating Hours |
|---|---|
| 97.99% | 8,084.6 |

**From Start of Commercial Operations in December 2000 to End of 2025**

| Cumulative Operating Hours | Average Annual Normal Operating Hours | Multiple Years with |
|---|---|---|
| 205,284 | Over 8,200 (Excluding Roughly 20 Days of Scheduled Annual Overhaul) | Zero Incidents and No Unit Trips |

## Average Power Outage Duration

Power suppliers must be able to deliver continuous, uninterrupted electricity on demand and, when a unit trip or fault occurs, restore supply as quickly as possible. Average power outage duration is the average length of service interruption experienced by each plant's customers.

| | TCC (Guan Tian Plant) | Star Energy Power | Sun Ba Power | Star Buck Power | Total |
|---|---|---|---|---|---|
| **2025** | | | | | |
| Number of Customers | 3 | 1 | 1 | 1 | 6 |
| Total Outage Duration, All Customers (Minutes) | 16 | 996 | 0 | 377 | 1,389 |
| Average Outage Duration, per Customer (Minutes) | 5.33 | 996 | 0 | 377 | 232 |
| **2024** | | | | | |
| Number of Customers | 3 | 1 | 1 | 1 | 6 |
| Total Outage Duration, All Customers (Minutes) | 0 | 288 | 214 | 2,285 | 2,787 |
| Average Outage Duration, per Customer (Minutes) | 0 | 288 | 214 | 2,285 | 465 |
| **2023** | | | | | |
| Number of Customers | 4 | 1 | 1 | 1 | 7 |
| Total Outage Duration, All Customers (Minutes) | 0 | 1,112 | 0 | 903 | 2,015 |
| Average Outage Duration, per Customer (Minutes) | 0 | 1,112 | 0 | 903 | 288 |

### Power Outage Frequency

Average power outage frequency is the average number of service interruptions experienced by each plant's customers.

| | TCC (Guan Tian Plant) | Star Energy Power | Sun Ba Power | Star Buck Power | Total |
|---|---|---|---|---|---|
| 2025 | | | | | |
| Number of Customers | 3 | 1 | 1 | 1 | 6 |
| Total Outage Events, All Customers | 1 | 1 | 0 | 1 | 3 |
| Average Outage Frequency, per Customer | 0.33 | 1 | 0 | 1 | 2 |
| 2024 | | | | | |
| Number of Customers | 3 | 1 | 1 | 1 | 6 |
| Total Outage Events, All Customers | 0 | 1 | 1 | 4 | 6 |
| Average Outage Frequency, per Customer | 0 | 1 | 1 | 4 | 1 |
| 2023 | | | | | |
| Number of Customers | 4 | 1 | 1 | 1 | 7 |
| Total Outage Events, All Customers | 0 | 4 | 0 | 2 | 6 |
| Average Outage Frequency, per Customer | 0 | 4 | 0 | 2 | 1 |

Note: Average outage frequency per customer is the total number of outage events for all customers divided by the number of customers, rounded to the nearest whole number.

| | TCC (Guan Tian Plant) | Star Energy Power | Sun Ba Power | Star Buck Power |
|---|---|---|---|---|
| System Average Interruption Duration Index (SAIDI) | 5.33 | 996 | 0 | 377 |
| System Average Interruption Frequency Index (SAIFI) | 0.33 | 1 | 0 | 1 |
| Customer Average Interruption Duration Index (CAIDI) | 16 | 996 | - | 377 |

## 2.3.2 Meeting Customer Needs

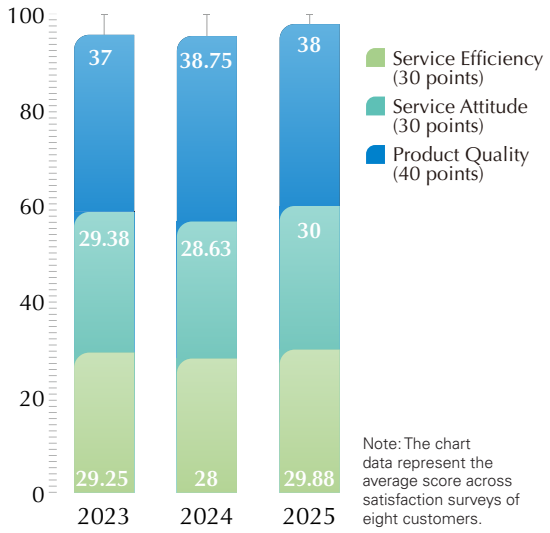
Meeting customer needs and continuous improvement have always been core values of TCC's business. Because the Company's operating objective is to create maximum customer value, customer needs and satisfaction are performance indicators it actively tracks.

### Customer Satisfaction

TCC listens closely to its customers. It has established the Customer Satisfaction Survey Procedure and conducts annual surveys to understand customers' opinions and actual needs, using the results to review, improve, and raise service quality. The Company has also established the Customer Complaint Handling Procedure, under which the responsible department receives complaints, analyzes root causes, formulates countermeasures, and reports the outcome back to the customer, ensuring that customers' voices are heard and properly addressed and that satisfaction continues to improve.

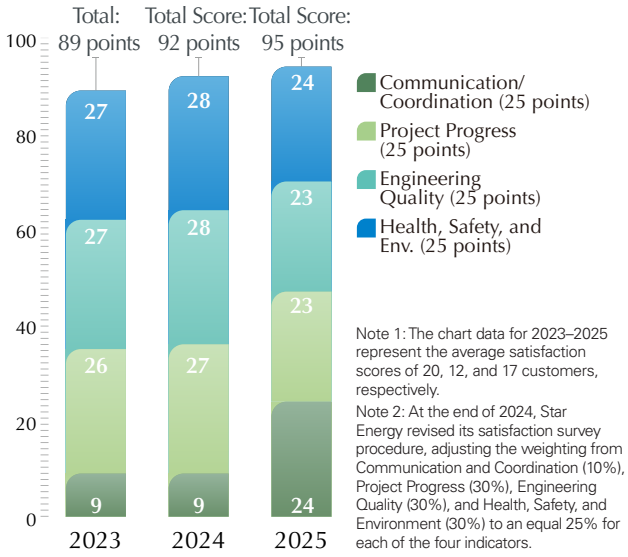
In 2025, subsidiary Star Energy earned customer recognition for its engineering quality, communication and coordination, and service attitude, and strictly complied with contractual requirements on customer data and privacy. Going forward, Star Energy will continue to deliver the highest standard of engineering quality, pursuing the triple win of customer satisfaction, sustainable corporate operations, and green development.

#### Customer Satisfaction Survey Results




Note: The chart data represent the average score across satisfaction surveys of eight customers.

#### Star Energy Customer Satisfaction Survey Results, Past Three Years




Note 1: The chart data for 2023–2025 represent the average satisfaction scores of 20, 12, and 17 customers, respectively.

Note 2: At the end of 2024, Star Energy revised its satisfaction survey procedure, adjusting the weighting from Communication and Coordination (10%), Project Progress (30%), Engineering Quality (30%), and Health, Safety, and Environment (30%) to an equal 25% for each of the four indicators.

### Customer Privacy and Complaint Handling

While continually improving customer service, TCC also attaches great importance to customers' privacy and intellectual property rights, and the personnel involved strictly observe confidentiality. In 2025, TCC had no breaches of customer privacy, no incidents of harm to customers' interests from data loss, and no customer complaints.

# 2.4 Sustainable Supply Chain

To build a sustainable supply chain, TCC maintains close, collaborative relationships with its suppliers, growing together toward win-win outcomes. The Company uses its influence to encourage suppliers to take CSR seriously and to implement green procurement, aligning with international sustainability trends, driving a virtuous cycle through the supply chain, and building a green supply chain ecosystem. Guided by integrity, honesty, commitment, and accountability, TCC also selects its partners carefully under a supply chain management model emphasizing quality and risk control, and has established a comprehensive Supplier Management and Evaluation Mechanism.



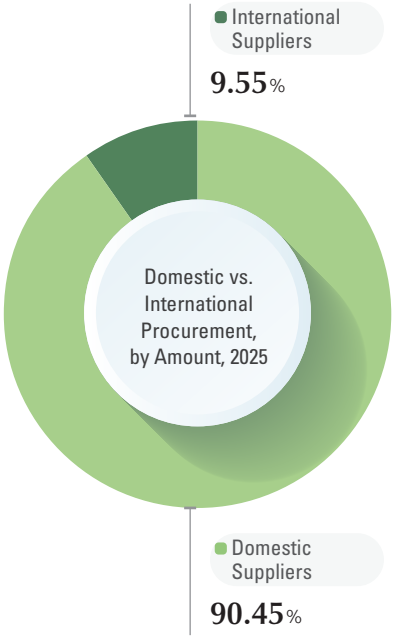

**New Achievements in 2025**

- The Supplier Letter of Commitment and Supplier Code of Conduct now expressly cover five dimensions: upholding labor and human rights, safeguarding health and safety, protecting the environment, adhering to ethical standards, and strengthening management systems. Also, the Code of Conduct is formally written into supplier contracts as the standard of supplier behavior.
- Carried out on-site audits of key suppliers as part of the supplier management mechanism.
- Green procurement reached NT$830 million for the year.

## 2.4.1 Strong Supply Chain Partnerships GRI 2-6 · 204-1

TCC recognizes that supplier partnerships are an essential foundation for reducing operating costs, improving generation efficiency, and securing a stable fuel supply, as well as an indispensable part of the Company's path to sustainable development. TCC therefore continues to build a supply chain ecosystem with sustainable competitive advantages, maintaining long-standing partnerships with high-quality domestic and international suppliers to build a stable, growing supply chain together.

As of the end of 2025, 3,673 suppliers were registered in TCC Group's supplier database: 3,544 domestic suppliers (approximately 96%) and 129 international suppliers (approximately 4%), the latter mainly providing maintenance and spare parts for foreign-made generating units. With the rapid growth of Taiwan's renewable energy sector, the number of TCC's domestic suppliers has risen year by year, reflecting the Company's role in invigorating the domestic industrial economy.







Note 1: Domestic suppliers are suppliers headquartered in Taiwan.
Note 2: The 2025 sample comprises agreements/contracts of NT$150,000 or more for TCC and Star Energy, contracts of NT$300,000 or more for Guan Tian Plant, and contracts of NT$1 million or more for the three IPPs.

Types of suppliers and customers:

| Suppliers | |
|---|---|
| Equipment and Spare Parts | Equipment, spare parts, components, and related hardware/software systems for corporate operations, projects, and power plants. |
| Materials and Raw Materials | Raw materials, fuels, and related materials for corporate operations, projects, and power plants. |
| Office Supplies and Services | Office supplies, general services, and miscellaneous purchases. |
| Engineering Design / Services | Various design works, feasibility studies, environmental assessments, and system impact assessments. |
| Engineering and Construction | Construction projects for corporate operations, project contracting, and power plants. |
| Property, Plant, and Equipment (PP&E) | IT equipment, vehicles, office equipment, etc. |
| Labor / Service Work | Labor and technical services such as general labor, security, cleaning, and technician services. |
| Leasing | Logistics equipment, vehicles, and office equipment. |
| Insurance, Professional Services, and Others | Insurance and professional services (such as accountants and attorneys) |

**Customers**

Electricity Users | Steam Users | Project Owners / Customers

## Procurement by Category, 2025

**Engineering**

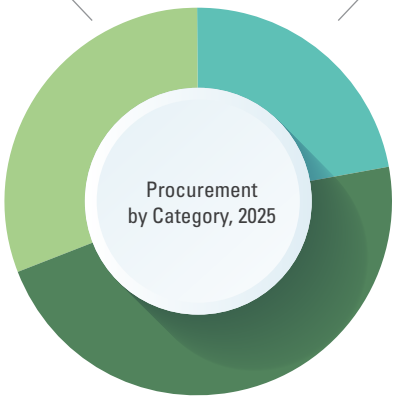
Engineering design / services and construction

31% | NT$1.2 Billion

**Other**

Office supplies and services, labor / service work, leasing, insurance and professional services, and others

22% | NT$900 Million




**Equipment and Materials**

Equipment and spare parts, materials and raw materials, PP&E

47% | NT$1.8 Billion

## 2.4.2 Comprehensive Supplier Management

GRI 2-23、2-24、308-1、403-7、408-1、409-1、414-1

### Supplier Management and Procurement Policies

For equipment and spare parts procurement and engineering contracting, TCC carefully selects suppliers that perform well in cooperativeness, product quality, environmental requirements, workplace safety, and price, ensuring a stable supply to each plant that meets operational needs. All requisition and procurement workflows follow the relevant ISO 9001 procurement procedures and authorization rules, and have passed third-party verification and internal audit. TCC has also extended its supplier management policy to environmental protection and human rights, incorporating these topics into its on-site audit items to encourage partners to actively fulfill their sustainability responsibilities. Procurement and engineering contracts with suppliers set out clear terms on product quality, delivery schedules, payment, late penalties, and performance and warranty obligations.

#### Ethical Management

To establish and embed a corporate culture of ethical management and to prevent dishonest conduct, the acceptance of improper benefits, and other improprieties, TCC includes the following clauses in its contracts:

1. In the event of any unethical conduct, the Company reserves the right to terminate or rescind the contract unconditionally at any time.
2. If any commissions, kickbacks, or other improper benefits are accepted, the party must immediately and truthfully disclose this information, provide relevant evidence, and fully cooperate with any subsequent investigations.
3. If the Company suffers damages as a result of such actions, it may claim compensation.
4. Grievance Mechanism: Established whistleblowing procedures and reporting channels are in place.

Since 2023, the Company has proactively sent an electronic copy of its Ethical Corporate Management Best Practice Principles to suppliers at the inquiry stage, together with the whistleblowing hotline and contact email, so that all suppliers fully understand the Company's commitment to ethical management and the Principles are promoted comprehensively.

#### Supplier CSR

Upholding ethical management and CSR, the Company continues to refine its supply chain management to ensure that suppliers meet operational needs while also honoring core values including environmental protection, labor and human rights, workplace health and safety, personal data protection, ethical business conduct, and sustainable development. In the first half of 2026, the Company renamed the CSR Commitment the Sustainable Development Commitment.

In 2025, the supplier signing rate for the CSR Commitment was 95.3%, meeting the target.



**Bidding Stage**

《CSR Commitment》

Suppliers with a procurement amount of NT$300,000 or more must sign and submit this commitment, ensuring that bidders possess social responsibility awareness. It covers five dimensions:

- Upholding Labor and Human Rights
- Safeguarding Health and Safety
- Protecting the Environment
- Adhering to Ethical Standards
- Strengthening Management Systems

**Contract Stage**

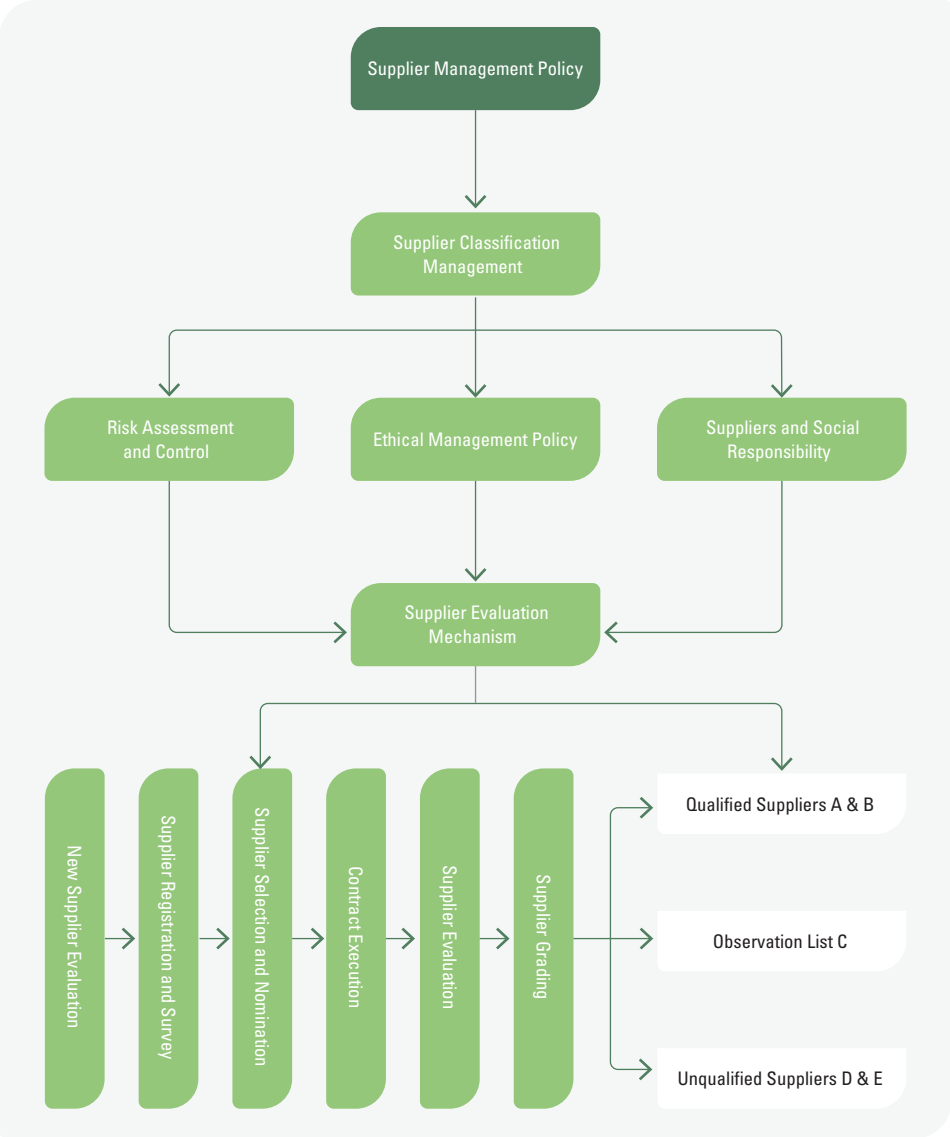
《Supplier CSR Code of Conduct》

Formulated in 2024 and incorporated into contract terms as the standard suppliers must follow. It expressly requires:

- Respecting Employee Freedom
- Prohibiting Child Labor
- Prohibiting All Forms of Forced Labor
- Reducing Environmental Pollution
- Ethical Management

For the contents of the Supplier CSR Code of Conduct and the CSR Commitment, please refer to the Supply Chain Management section of the Company's official website.

## Supplier Management Structure




## Supplier Screening and Evaluation Mechanisms

### New Supplier Screening

TCC added 220 new suppliers in 2025. To ensure that suppliers have sound business systems, can deliver goods or complete works on time and to standard, and fulfill their social responsibilities, suppliers participating in TCC procurement for the first time must pass screening under the New Supplier Review and Evaluation Form. Only those scoring 70 or above qualify to participate in procurement.



All supplier evaluations are screened against the relevant social and environmental criteria, with a 100% screening rate. Suppliers are required to sign the Supplier CSR Commitment, agreeing to migrant workers' rights protection, environmental protection, and supplier ethical management.

**Contents of the New Supplier Review and Evaluation Form:**

- Financial condition
- Contract performance capability
- Engineering (delivery) track record and technical expertise
- Corporate integrity and compliance
- ISO 9001, ISO 14001, and ISO 45001 certifications
- Migrant worker management and labor rights protection
- CSR commitment
- Environmental protection and occupational health and safety

## Supplier Evaluation Mechanism

To ensure quality and effective management, the procurement and requisitioning units complete a Supplier Evaluation Form or Construction Contractor Evaluation Form on completion of works or services, scoring four categories: reliability, price, quality, and delivery. Suppliers must also complete the CSR Commitment as an evaluation reference.

Suppliers are graded into five tiers (A–E) by score:

| Grade A | Grade B | Grade C | Grade D | Grade E |
|---|---|---|---|---|
| 85 points or above | 70 to under 85 | 60 to under 70 | 50 to under 60 | Under 50 |
| Qualified supplier eligible for priority nomination in price negotiations | Qualified supplier | Observation list (up to one year), re-evaluated after improvement | Unqualified, suspended from the Company's procurement bidding for three years | Unqualified, suspended from the Company's procurement bidding for five years |

**2025 Evaluation Results:**

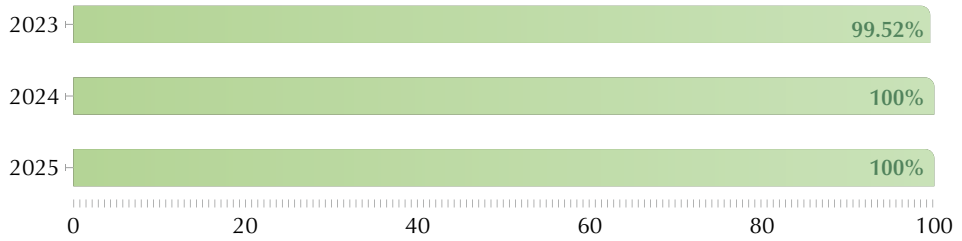
TCC's supplier evaluations center on continually strengthening supplier management. If deficiencies are found during contract execution, the supplier is immediately required to improve and to propose solutions, with clear targets and timelines. If the supplier will not cooperate, the breach-of-contract mechanism is initiated at once to protect the Company's interests, deducting progress payments, final payments, or performance bonds, or imposing suspension. In 2025 there were 461 qualified suppliers and no unqualified suppliers. Four suppliers were suspended during the year for dishonest conduct and breach of contract.

| Name | Qualified Suppliers | Unqualified Suppliers | Suppliers Suspended in 2025 |
|---|---|---|---|
| TCC (including Guan Tian Cogeneration Plant and Miaoli Wind) | 54 | 0 | 4 |
| Star Energy | 52 | 0 | |
| Chang-bin Gas-fired Power Plant of Star Energy Power | 45 | 0 | |
| Star Buck Gas-fired Power Plant of Star Buck Power | 181 | 0 | |
| Fong Der Gas-fired Power Plant of Sun Ba Power | 129 | 0 | |

## Supplier Sustainability Performance Self-Assessment

Since 2019, TCC has required suppliers to complete a self-assessment questionnaire on their CSR commitments, providing deeper insight into how well suppliers fulfill their duties across economic, social, human rights, and environmental dimensions. The results inform the strengthening of supplier management. In 2025, the questionnaire signing rate reached 97.5%. Going forward, TCC will work even more actively with suppliers to fulfill their shared social responsibility and improve sustainable supply chain management.

### TCC Group Qualified Supplier Rate, Past Three Years




## Supplier Human Rights Due Diligence

Drawing on international human rights standards and the issues prioritized by domestic benchmark enterprises, TCC identified six human rights issues for key suppliers in 2026 and surveyed the key suppliers on them by questionnaire. Based on the responses, the risk level for freedom of association and collective bargaining was rated medium (38.9%, at the lower end of the medium band). All other issues were rated low or extremely low, ranked as follows:

| Risk Ranking | Issue | Risk Level |
|---|---|---|
| 1 | Freedom of association and collective bargaining | Medium |
| 2 | Unlawful infringement in the workplace | Low |
| 3 | Forced labor | Low |
| | Occupational health and safety | Low |
| 4 | Abolition of child labor | Extremely low |
| | Protection of migrant workers' rights | Extremely low |

**Risk Level**

- Extremely low : Probability ≦ 10%
- Low :10% < probability ≦ 30%
- Medium :30% < probability ≦ 70 %
- High :70% < probability ≦ 90 %
- Extremely high :90% < probability

Note: The risk evaluation value for freedom of association and collective bargaining was 38.899%, resulting in a medium rating toward the low end.

Based on the rankings, TCC took stock of its current mitigation and remediation measures for the higher-ranked issues and formulated improvement plans to reduce the associated risks.

| Target Group | High-Risk Issues | Current Mitigation / Remediation Measures | Future Improvement Plans |
|---|---|---|---|
| Suppliers | Freedom of association and collective bargaining | **Mitigation**<br>Require suppliers to sign the CSR Commitment, comply with the competent authorities' requirements and labor and human rights laws, and safeguard their employees' rights to freedom of association and collective bargaining.<br>**Remediation**<br>The supplier management mechanism requires suppliers to take corrective measures for legal violations and human rights risks and to report on subsequent improvements. | • Step up advocacy for supplier compliance with international human rights standards and labor laws, conduct human rights due diligence annually, and continue tracking implementation and improvement.<br>• Review and revise the Company's CSR Commitment into the Supplier Sustainable Development Commitment, strengthening the human rights provisions and continuing to raise the supplier signing rate (95.3% in 2025).<br>• When auditing suppliers, include the implementation of freedom of association and collective bargaining among the audit items. For example, confirm that suppliers hold regular labor-management meetings and provide open channels of communication.<br>• Require suppliers to formulate measures to prevent unlawful workplace infringement in accordance with the Ministry of Labor's Guidelines for Preventing Unlawful Infringement in the Performance of Duties. Suppliers must also provide appropriate and necessary training, ensure their operations cause no direct or indirect harm to employees or others, and provide grievance mechanisms and reporting channels.<br>• Include the prevention of unlawful workplace infringement among supplier audit items. For suppliers found to be higher risk, continue tracking improvements to reduce and prevent infringement of any kind, safeguarding human rights throughout the Company's operations. |
| | Unlawful infringement in the workplace (workplace harassment and violence) | **Mitigation**<br>Establish a supplier sustainability performance management system requiring suppliers to complete the CSR Commitment Self-Assessment Questionnaire, and conduct ad hoc on-site audits.<br>**Remediation**<br>Grade the non-conformities found in on-site audits, require improvement within a set period with submitted reports, and conduct ad hoc spot checks on the higher-risk suppliers identified. | |

### On-Site Audits of Supplier Sustainability Performance

Since 2019, TCC has conducted ad hoc on-site visits to key suppliers to verify their ESG implementation, focusing on regular suppliers of important materials and equipment as well as those under long-term contracts. Audits follow the Supplier On-Site Audit Form across five dimensions: upholding labor and human rights, safeguarding health and safety, protecting the environment, adhering to ethical standards, and strengthening management systems. Findings are then classified into four levels: conforming, observation, minor non-conformity, and major non-conformity. A score of 70 or above qualifies, and observations and minor non-conformities are tracked regularly to confirm improvement. For major non-conformities, the supplier must formulate an improvement plan. TCC requires improvement within a set period with a submitted report and conducts ad hoc spot checks on non-conforming suppliers to reduce operating risk. All six suppliers audited in 2025 met the requirements of the CSR Commitment.



### Systematic Management of Procurement and Materials

TCC Group's electronic system for requisitions, procurement, acceptance, payment requests, and materials management uses real-time information flows and data consolidation to connect operating processes digitally, with electronic approval built around authorization levels. This reduces manual steps, streamlines workflows, and links data across functions, which consequently lowers operating costs, increases the value of internal data, makes management more transparent, and improves the Group's overall operating synergy.

## 2.4.3 Promoting Green Procurement

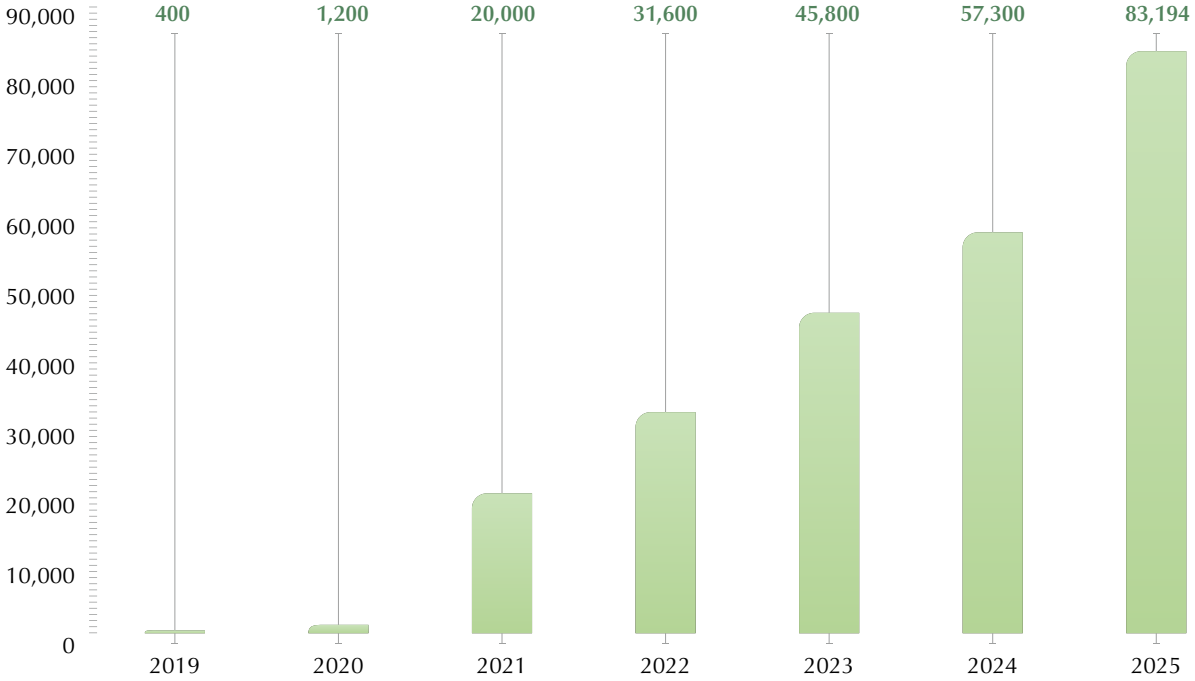
Guided by the principles of resource conservation, low pollution, recyclability, and sustainable corporate development, TCC Group pays close attention to global warming, environmental pollution, and climate change. It actively promotes green procurement to build a positive corporate image and competitive advantage.

The Company's reported green procurement has increased every year since 2018. Committed to caring for the planet and protecting the environment, TCC works to reduce resource waste, lessen environmental impacts, improve environmental quality, and build a green supply chain. In 2024, TCC's total green procurement expenditures reached NT$570 million, meeting the threshold set by the Ministry of Environment and the Department of Environmental Protection of the Taipei City Government to be honored as an outstanding private enterprise for green procurement at a special ceremony held on May 7, 2025.

At the end of 2025, the Company filed its green procurement for the year, totaling NT$830 million, again meeting the threshold set by Taipei's Department of Environmental Protection. Green purchases spanned renewable green electricity sales, leasing, transportation, and office operations. The Company will continue to encourage Group employees to purchase green products bearing environmental labels, putting energy conservation and carbon reduction into practice.

### Green Procurement Amounts, by Year

Unit: NT$10,000






Outstanding private enterprise for green procurement

reached NT$830 million in 2025.











# 03

# Environmental Sustainability and Climate Governance

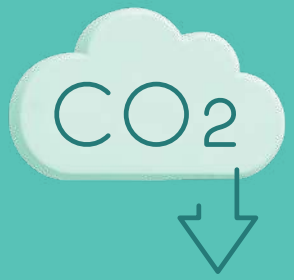
Material Topics

GHG Management

# 3.1 Climate Change and Carbon Reduction Actions GRI 3-3

Material Topics

## GHG Management




| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Complete the 2024 GHG inventory and verification for the parent company | ✓ |
| 2. Complete emission source identification and establish a data collection model for consolidated subsidiaries | ✓ |
| 3. Maintain an alternative fuel (scrap tire chips and SRF) heating value substitution rate of ≥ 30% | ✓ |
| 4. Obtain a permit for the combustion of solid biomass fuel | ✓ |
| 5. Achieve a waste recycling and reuse rate of ≥ 99.8% | ✓ |

**Policies**

The Company complies with environmental regulations and values environmental sustainability. It continues to promote unit efficiency improvements, environmental equipment upgrades, waste recycling, and energy and resource circulation, implementing sound energy management and putting circular economy principles into practice.

**Commitments and Goals**

**Short-term Quantitative Indicators and Major Milestones for 2026**

1. Complete the 2025 GHG inventory and verification for the parent company and the consolidated subsidiaries.
2. Maintain an alternative fuel (scrap tire chips, SRF, and solid biomass fuel) heating value substitution rate of at least 30%.

**Medium- and Long-term Commitments and Goals**

1. Complete GHG inventories and verification for the consolidated subsidiaries.
2. Achieve an average annual electricity savings rate of at least 1.5% from 2025 to 2028.
3. Use scrap tire chips, SRF, and solid biomass fuel as alternative fuels to reduce coal consumption and lower GHG emissions.

**Specific Actions and Achievements in 2025**

1. Completed emission source identification and established the data collection model for the parent company.
2. Carried out energy-saving and carbon reduction projects, such as equipment upgrades, saving electricity and cutting carbon emissions by approximately 1,440 metric tons of $CO_2e$.
3. Achieved an electricity savings rate of 3.97%.
4. Burned 30,522 metric tons of scrap tire chips, 4,224 metric tons of SRF, and 554 metric tons of solid biomass fuel, reducing coal consumption by approximately 53,150 metric tons.

**Responsibilities and Resources**

1. TCC Group GHG Inventory and Verification Planning: Sustainable Development Department
2. Planning and Execution of Power Plant Energy-saving/Carbon Reduction Projects, Dispatch and Combustion Adjustment of Scrap Tire Chips and SRF, Fuel Conveyor Maintenance, and Coal Ash Reuse: Guan Tian Plant.

**Evaluation and Management Mechanisms**

1. Evaluate implementation performance and plan the following year's projects. Annually
2. Taking the boiler's original design basis of a 30% heating value substitution rate for scrap tire chips and SRF as the baseline, adjust the co-firing ratio according to boiler operating conditions.

## 3.1.1 Climate Governance GRI 201-2

As global warming intensifies, mitigating the impacts of climate change has become a priority for governments worldwide. In 2023, the International Sustainability Standards Board (ISSB) issued IFRS S1, General Requirements for Disclosure of Sustainability-related Financial Information, and IFRS S2, Climate-related Disclosures. In August of the same year, the Financial Supervisory Commission announced Taiwan's roadmap for adopting the IFRS Sustainability Disclosure Standards. Under the regulator's requirements, the Company must disclose information under these standards in a dedicated chapter of its 2027 annual report, to be published in 2028. In 2024, the government also announced the carbon fee mechanism, its rates, and the implementation approach for reduction plans, putting GHG reduction into practice in pursuit of environmental sustainability and the 2050 net-zero emissions target.

### Adoption of the IFRS Sustainability Disclosure Standards (IFRS S1 and S2): Timeline and Plan

To prepare for adoption of the IFRS Sustainability Disclosure Standards, the Company established a cross-departmental task force and launched an adoption plan to expand its sustainability disclosures. The planning and timeline are as follows:

| Phase | Item | Task | Planned Time |
|---|---|---|---|
| Phase 1: Analysis & Planning | 1-1 | Establish a cross-departmental task force for adopting the IFRS Sustainability Disclosure Standards | Q4 2025 Completed |
| | 1-2 | Formulate the adoption plan | Q4 2025 Completed |
| | 1-3 | Preliminarily identify material differences and impacts between current sustainability disclosures and the IFRS Standards | Q1 2026 Completed |
| Phase 2: Design & Execution | 2-2 | Identify sustainability-related risks, opportunities, and financial effects, and assess material sustainability-related financial information | Q2 2026 |
| | 2-3 | Identify and collect the required data | Q3 2026 |
| Phase 3: Implementation | 3-1 | Trial preparation of the annual report's dedicated sustainability chapter | Q3 2027 |
| Phase 4: Adjustment & Improvement | 4-1 | Complete the dedicated sustainability chapter of the annual report and obtain Board of Directors approval | Q1 2028 |

TCC closely follows global climate trends and market developments. To reduce the direct and indirect impacts of climate change while planning its policy responses and regulatory compliance, the Company draws on the four core pillars of the Task Force on Climate-related Financial Disclosures (TCFD) framework (governance, strategy, risk management, and metrics and targets), the framework's 11 recommended disclosures, and the core content of IFRS S2. On this basis, it identifies potential climate-related risks and opportunities for the parent company and the consolidated subsidiaries, conducts scenario-based and quantitative analysis of their impacts over the short, medium, and long term, and formulates response measures.

For details, please refer to the Climate Governance section of the Company's official website.

### Governance

Corresponding Sections - Sustainable Governance and Development Strategy / 1.4 Risk Management

| Role in Governing Climate-related Risks and Opportunities | TCC's Responses |
|---|---|
| Governance Body | **Board of Directors (Highest Governance Body)**<br>Oversees the promotion of the Company's sustainable development and the operation of its risk management mechanisms, and ensures the effectiveness of climate-related risk management.<br>**Sustainability Committee**<br>Elevated to a Board-level functional committee in 2025. Convenes at least once a year to promote and review the implementation and effectiveness of sustainable development work, and reports progress to the Board regularly. Topics include the following:<br>• Environmental: GHG management, water resource management, energy management systems, internal carbon pricing, the circular economy, energy conservation and carbon reduction, biodiversity, and a self-determined reduction plan.<br>• Social: Sustainability talent cultivation, occupational health and safety, and a just transition.<br>• Governance: Supplier management, linking remuneration to sustainability performance, regulatory compliance, and policy participation. |
| Management Level | **Risk Management Committee**<br>• Composed of the chairman, president, and vice presidents, the committee reviews the annual risk management plan and the implementation of risk management. |

## Strategy

Corresponding Section - 3.1 Climate Change and Carbon Reduction Actions

### Impacts of Climate-related Risks and Opportunities on Business Models, Value Chains, Strategies, and Decision-making

| Climate-related Risk / Opportunity | | Time Horizon S | Time Horizon M | Time Horizon L | Impact on Business Model | Impact on Value Chain | Impact on Strategy and Decision-making |
|---|---|---|---|---|---|---|---|
| Transition Risk | Carbon Fee Levy | ✓ | ✓ | ✓ | The government's legislated carbon fee will increase operating costs. Over the long term, the Company may evaluate plant transition. | The carbon fee will affect the pricing of customers' products and may raise costs for downstream customers. | • Continue to promote GHG management and implement energy-saving and carbon reduction measures.<br>• Expand the range of alternative fuels and co-fire solid biomass fuel to cut coal use and reduce carbon emissions. |
| Transition Risk | Net-zero targets, carbon reduction policies, stricter environmental regulations, and higher emission standards | ✓ | ✓ | ✓ | Upgrading units and equipment to meet emission standards will increase capital expenditures. In the future, the Company will evaluate plant transition and the adoption of new technologies. | • The market for upstream suppliers of higher-carbon fossil fuels, such as coal, will shrink.<br>• If alternative fuels or unit reconstruction raises operating costs, downstream customers may also face higher costs. | Short-term<br>• Set an internal carbon price, review the pricing mechanism on a rolling basis, and build it into investment decision-making.<br>• Adopt the ISO 50001 energy management system and formulate reduction measures to lower energy consumption.<br>• Secure stable sources of alternative fuels to raise the fuel substitution rate.<br>• Improve existing unit equipment to raise efficiency.<br>Long-term<br>• Evaluate the future renewal and conversion of units to gas firing.<br>• Track the maturity of emerging technologies and evaluate the timely adoption of hydrogen and ammonia co-firing, CCUS, and similar options. |
| Physical Risk | Higher probability of extreme weather events, long-term changes in rainfall patterns, and rising temperatures. | ✓ | ✓ | ✓ | Short-term<br>• Typhoons, floods, and heavy rainfall may delay projects and cause property damage.<br>• Drought and water shortages may affect Guan Tian Plant's steam supply.<br>Long-term<br>• Changing climate patterns may also raise the likelihood of heavy rainfall and drought, affecting project schedules and plant operations. | • Extreme weather affecting suppliers and contractors may set back project schedules and cause property damage.<br>• Delays to power projects that postpone commercial operation may affect the power supply.<br>• An interruption of the steam supply would disrupt customers' manufacturing processes. | • Establish a disaster emergency response system and adjust emergency response plans as needed.<br>• Purchase insurance against major loss from natural disasters.<br>• Continue to strengthen operational resilience. |
| Opportunity | Rising demand for green electricity, renewable energy construction, and related services | ✓ | ✓ | ✓ | • Actively develop renewable energy, expand green electricity wheeling capacity, and grow green energy businesses.<br>• Extend the life of, renew, and expand the facilities of the power plant investees to stabilize the power supply and strengthen grid resilience. | • Upstream customers expand green power capacity by investing in and building renewable energy sites.<br>• Rising demand for green electricity invigorates related markets such as energy storage and ancillary services.<br>• As electricity demand grows while renewable development faces constraints, low-carbon, high-efficiency gas-fired generation remains a key source of supply. | • Continue to develop renewable energy by providing full-spectrum power and energy services, from investment and development, engineering contracting, and O&M to green electricity retailing, energy storage, and ancillary services.<br>• Support the government's energy transition with projects that stabilize the power supply and strengthen the grid. |

*Time Horizons: Short-term (S) – under 2 years, Medium-term (M) – 3 to 5 years, Long-term (L) – over 5 years.

## Impacts on Financial Position, Financial Performance, and Cash Flows

| Short Term | Medium and Long Term |
|---|---|
| • To reduce the impact of carbon fees, Guan Tian Plant and investee Sun Ba Power formulated self-determined reduction plans and applied to the competent authority for preferential rates. With approval granted, Guan Tian Plant's 2025 carbon fee rate fell from NT$300 to NT$50 per metric ton, and Sun Ba Power's from NT$300 to NT$100.<br>• In response to the net-zero trend, Guan Tian Plant performs regular maintenance and replaces aging equipment such as high-pressure blowers and boiler feedwater pumps, investing a total of NT$95.96 million in 2025 to reduce carbon emissions and energy consumption.<br>• Renewable Energy Investments in 2025:<br>(1) Approximately NT$32.59 million in the Star Solar photovoltaic site and the expansion of the Star Wind wind farm.<br>(2) Approximately NT$15.10 million in geothermal exploration to develop geothermal energy.<br>• An internal carbon price of NT$600 per metric ton was incorporated into project financial feasibility assessments as a reference indicator for the carbon fee risk facing future capital expenditure. | • Although Guan Tian Plant and Sun Ba Power have secured preferential rates through their self-determined reduction plan, the carbon fee threshold will be adjusted in phases under the current fee regulations, which is expected to raise operating costs.<br>• In response to coal reduction policy, the Company will evaluate the replacement, renewal, and conversion of its coal-fired unit.<br>• The Company will continue to expand its renewable energy businesses, monitor emerging electricity markets, and study participation in new business models. |

## Climate-related Scenario Analysis and Assessment for Climate Resilience

| Type | Key Assumptions | Scenario | Assessed Impacts and Resilience |
|---|---|---|---|
| **Physical Risk: Short-term drought risk and medium- to long-term climate pattern changes** | Guan Tian Plant's water resource risk is influenced by the number of drought days and consecutive days without rain. | SSP 5-8.5 | Projections of Taiwan's future climate indicate that under the worst-case scenario (SSP5-8.5), the annual maximum number of consecutive days without rain will increase by an average of about 5.5% by the middle of the 21st century and 12.4% by its end. More consecutive dry days raise the risk of drought and water shortage. Because Guan Tian Plant is a cogeneration plant, water is critical to its operation, and a suspension of the water supply would be expected to increase the Company's operating losses. Guan Tian Plant has planned responses to these risks and will update its water risk management plans and measures as extreme weather patterns change.<br>**3.2.2 Water Resource Management-Guan Tian Plant Water Resource Risk Management and Measures** |

## Risk Management

**Corresponding Sections - 1.4 Risk Management / 3.2 Environmental Protection**

To address the financial and operational impacts of climate change, TCC researches the relevant issues, compiles those that may affect the Company, and identifies risks in two broad categories. Transition risks include changes in policy and regulation, the replacement of older technologies by emerging ones, and shifts in market demand. Physical risks cover the effects of individual extreme weather events and long-term changes in climate patterns. Risks are assessed qualitatively and quantitatively according to their likelihood and degree of impact, and their short-, medium-, and long-term effects are evaluated to identify the climate risks significant to the Company and to plan the corresponding response strategies. Climate-related risks and opportunities are integrated into the scope of the Company's risk management policies, procedures, and plans, which are reviewed and updated on a rolling basis. Work sessions and Risk Management Committee meetings are convened to facilitate cross-departmental discussion of these issues and identify relevant risks.

## Metrics and Targets

**Corresponding Sections - 3.1 Climate Change and Carbon Reduction Actions / 4.1.3 Talent Cultivation / Appendix – Climate-related Information**

**Climate-related Metrics**

**GHG-related Climate Metrics**

The GHG emissions of TCC and its consolidated subsidiaries in 2025 are shown below. For details, see Section 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness, and Appendix for Climate-Related Information.

| Scope 1 (Metric Tons $CO_2e$) | Scope 2 (Metric Tons $CO_2e$) | Scope 3 (Metric Tons $CO_2e$) |
|---|---|---|
| 354,148.2126 | 1,727.7645 | 290.9493 |

**Remuneration**

To implement climate-related risk management and strengthen the Company's climate resilience, the remuneration of senior management is linked to ESG indicators, with duty-related ESG indicators built into annual performance targets. Evaluation covers financial indicators, operational management, sustainability performance, corporate governance, and stakeholder communication. The sustainability performance component includes the management of climate-related risks and opportunities, GHG management planning and promotion, and other work advancing the Company's sustainable development.

**Industry-based Metrics**

Appendix: SASB Standards Index

Climate-related Information: 1-2 GHG Reduction Targets, Strategies, and Specific Action Plans

**Climate-related Targets**

The Company's future business strategies adopt the overall strategy of strengthening sustainable operations in response to climate change, domestic and international carbon reduction trends, and the national 2050 Net-Zero Emissions goal. This includes setting carbon reduction and energy-saving strategies and targets, introducing an energy management system and an internal carbon pricing mechanism, and planning a target share for renewable energy use at the head office. Targets for renewable energy development and O&M have also been set, helping to build a low- and zero-carbon power system and achieve net-zero sustainability.

## 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness

GRI 302-1、302-3、302-4、302-5、305-1、305-2、305-3、305-4、305-5 SASB IF-EU-110a.1、IF-EU-110a.2、IF-EU-110a.3

### GHG Management Strategy and Implementation Measures

Global warming and climate change driven by GHG emissions are critical environmental challenges facing the whole world. Active, cost-effective emission reduction measures must be adopted to curb GHG emissions and lessen their impact on the global environment.

To put corporate carbon reduction into practice, the Company has established its GHG Management Policy together with implementation measures and reduction targets, and plans to complete GHG verification and information disclosure for the consolidated subsidiaries by 2026.

For the GHG Management Policy and reduction targets, see the GHG Management section and pages 96-97 of the Annual Report

### GHG Emissions

#### Head Office and Guan Tian Cogeneration Plant

TCC's main operating sites are the head office in Taipei and the Guan Tian Cogeneration Plant in Tainan. Guan Tian Plant's direct (Scope 1) GHG emissions come mainly from boiler combustion in power generation, with a small share from transportation (company vehicles and forklifts), septic tanks, fugitive refrigerant emissions, and maintenance work. Emissions are shown in the table below:

| Year | 2024 | 2025 |
|---|---|---|
| Scope Category / Inventory Boundary | TCC Parent Company Only | TCC & Consolidated Subsidiaries |
| Scope 1 (Metric Tons $CO_2e$) | 369,297.2044 | 354,148.2126 |
| Scope 2 (Metric Tons $CO_2e$) | 515.0337 | 1,727.7645 |
| Scope 3 (Metric Tons $CO_2e$) | 73.3405 | 290.9493 |
| Emission Intensity (Metric Tons $CO_2e$ / NT$ Million) | 63 | 47 |

Note 1: TCC defines its organizational boundary using the operational control approach. GHG inventories began with the parent company (the Taipei head office and Guan Tian Plant) in 2024, and the consolidated subsidiaries were brought into the inventory boundary from 2025. Accordingly, only parent company inventory data are disclosed for 2024, and the 2025 figures are preliminary internal inventory data.

Note 2: Scope 1 and Scope 2 calculations cover the following gases: carbon dioxide ($CO_2$), methane ($CH_4$), nitrous oxide ($N_2O$), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride ($SF_6$), and nitrogen trifluoride ($NF_3$). Based on the ISO 14064-1 materiality assessment, employee commuting emissions are disclosed under Scope 3 (Category 3.3).

Note 3: Parent company emission intensity = (Scope 1 + Scope 2) / standalone financial report revenue. Consolidated emission intensity = (Scope 1 + Scope 2) / consolidated financial report revenue.

Note 4: Global warming potential (GWP) values follow the latest IPCC assessment report (AR6). Scope 2 purchased electricity is calculated using the 2025 national grid emission factor of 0.466 kg $CO_2e$/kWh. Following external third-party verification, the 2024 Scope 1, Scope 2, and emission intensity figures have been restated.

#### Gas-fired Power Plant Investees

GHG emissions and emission intensity for TCC's three gas-fired power plant investees are shown in the table below. In 2025, the three plants' average emission intensity was 0.376 kg $CO_2e$/kWh, which is 0.098 kg $CO_2e$/kWh below the national grid emission factor (2024). Calculated on the three plants' 2025 electricity sales and compared with the national average factor, this represents an annual carbon reduction of approximately 1.78 million metric tons of $CO_2e$.

| Region | Scope Category | $CO_2$ Equivalent (Metric Tons $CO_2e$) | | |
|---|---|---|---|---|
| | | 2023 | 2024 | 2025 |
| 3 IPPs | Scope 1 | 4,303,662.17 | 4,440,722.87 | 6,699,285.8844 |
| | Scope 2 | 7,171.37 | 6,956.43 | 11,446.1520 |
| | Total | 4310833.54 | 4,447,679.30 | 6,710,732.0364 |
| | Emission Intensity (Metric Tons $CO_2e$ / kWh) | 0.000379 | 0.000380 | 0.000376 |

Note 1: The national grid emission factor was 0.494 kg $CO_2e$/kWh in 2023 and 0.474 kg $CO_2e$/kWh in 2024. The 2025 figure is estimated using the 2024 factor. GWP values in the table above follow the IPCC AR5 assessment report.

Note 2: The 2025 figures are preliminary internal inventory data. Following external third-party verification, the 2023 and 2024 Scope 1, total, and emission intensity figures have been restated.

Note 3: Scope 1 and Scope 2 calculations cover carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.

Note 4: Emission intensity is the GHG emitted per unit of electricity generated, calculated as total Scope 1 and Scope 2 emissions divided by total generation (kWh).

Note 5: The increase in 2025 GHG emissions mainly reflects the commercial operation of Sun Ba Power's Phase II gas-fired unit, which raised overall generation and fuel consumption.

### Verification Standards and Data Quality

Guan Tian Plant began voluntary GHG inventories in 2005 and has registered its data every year since. In 2014, it became a designated entity (first batch) under the then-Environmental Protection Administration's Regulations Governing the Reporting of Greenhouse Gas Emissions, and it has since undergone third-party verification to ensure data accuracy, maintain a clear picture of its emissions, and support effective reduction measures. To ensure the quality and credibility of the Group's GHG inventory data and reporting, all inventory results are externally verified by an independent third-party body in accordance with ISO 14064-1.

## Energy Consumption within the Organization

To keep a close watch on energy use, TCC's head office, Guan Tian Plant, and the gas-fired power plant investees survey and analyze their consumption and carry out a range of reduction measures. Guan Tian Plant has planned a series of energy-saving improvements in its commitment to energy conservation and carbon reduction. Its average annual electricity savings rate from 2015 to 2024 was approximately 1.28%, exceeding the government's energy policy requirement of at least 1% per year. Guan Tian Plant's electricity savings rate in 2025 was 3.97%, well above the latest policy requirement of at least 1.5% on average for 2025–2028, and the plant will continue to pursue energy-saving improvements.



Guan Tian Plant's electricity savings rate in 2025 was 3.97%

## Energy Consumption and Energy Intensity

### Head Office Energy Consumption (All Non-renewable)

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| Purchased Electricity (Million kWh) | 0.79 | 0.55 | 0.56 |

Note 1: Purchased electricity is calculated from Taipower bills and the allocated share of the building's common-area electricity. For 2024 and 2025, consumption was further allocated by leased floor area under the lease agreement.

Note 2: The head office cannot use renewable energy due to the physical environment and lease terms of its leased office building. Its renewable energy share was therefore 0% in 2024 and 2025.

In 2025, Guan Tian Plant was still affected by volatile international coal prices and by the growing number of plants using scrap tire chips as an alternative fuel. The plant therefore raised its purchase price to secure scrap tire chips, and 2025 combustion rose by approximately 385 metric tons over 2024. Solid recovered fuel (SRF) was added as an alternative fuel in 2023. In 2024, tighter SRF regulations and uneven delivery quality from SRF suppliers constrained supply, but after suppliers worked to improve delivery quality, total 2025 deliveries rose by 1,223 metric tons over 2024. Guan Tian Plant also obtained its solid biomass fuel combustion permit in 2025, using 554 metric tons of solid biomass fuel during the year.

### Guan Tian Plant

Unit: GJ

| Guan Tian Plant | | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Energy Consumption (Non-renewable) | Purchased Electricity | 27,804 | 12,165 | 14,344 |
| | Coal | 2,806,708 | 2,914,455 | 2,841,752 |
| | Low-sulfur Fuel Oil | 6,994 | 6,343 | 6,228 |
| | Scrap Tire Chips | 792,007 | 969,721 | 982,109 |
| | SRF | 73,481 | 60,916 | 107,919 |
| | Gasoline | 92 | 115 | 85 |
| | Diesel | 82 | 40 | 150 |
| | Liquefied Petroleum Gas | 2 | 8 | 7 |
| Energy Consumption (Renewable) | Solid Biomass Fuel | - | - | 9,419 |
| | Purchased Green Electricity | 0 | 0 | 0 |
| Energy Sold | Electricity | 714,978 | 704,290 | 713,099 |
| | Steam | 827,055 | 1,013,274 | 935,336 |
| Total Energy Consumption Within the Organization | | 2,165,137 | 2,246,199 | 2,313,578 |
| Steam Energy Intensity (GJ/Metric Ton) | | 3.81 | 3.84 | 3.92 |
| Electricity Energy Intensity (MJ/kWh) | | 11.06 | 11.16 | 11.39 |

Note 1: Purchased electricity = (in-plant consumption + electricity sold) – Guan Tian Plant generation, so electricity sales also affect purchased-electricity consumption.

Note 2: Fuel heating value conversion factors: coal uses actual assay data, scrap tire chips use the 7,685 kcal/kg coefficient from the U.S. EPA's 2013 Climate Leaders GHG Inventory Protocol, other fuels use the coefficients published by the Energy Administration, and SRF and solid biomass fuel use supplier-provided data. From 2025, the electricity calculation was adjusted to multiply kilowatt-hours by heating value before converting to joules.

Note 3: Steam and electricity energy intensity is the energy consumed per unit of steam output or electricity generated, calculated by dividing total energy consumption by total steam output (metric tons) or generation (kWh).

Note 4: Solid biomass fuel has been co-fired since 2025, so its energy consumption is disclosed for that year only.

Note 5: Although Guan Tian Plant has renewable energy generation equipment, its entire output is currently wholesaled to Taipower, so the plant's renewable energy use share was 0% in 2024 and 2025.

### Gas-fired Power Plant Investees

Unit: GJ

| 3 IPPs | | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Energy Consumption (Non-renewable) | Purchased Electricity | 52,229 | 52,445 | 86,940 |
| | Natural Gas | 69,398,793 | 71,329,955 | 107,930,435 |
| | Gasoline | 662 | 658 | 596 |
| | Diesel | 223 | 207 | 299 |
| | Liquefied Petroleum Gas | 244 | 147 | 1,624 |
| Energy Consumption (Renewable) | Purchased Green Electricity | 0 | 0 | 0 |
| Energy Sold | Electricity | 40,048,062 | 41,194,100 | 65,595,943 |
| Total Energy Consumption Within the Organization | | 29,404,089 | 30,189,312 | 50,116,294 |
| Gross Generation Energy Intensity (MJ/kWh) | | 6.10 | 6.09 | 5.80 |

Note 1: Heating values are taken from the latest unit heating value table for energy products published on the website of the Energy Administration, MOEA.

Note 2: The increase in 2025 energy consumption mainly reflects the commercial operation of Sun Ba Power's Phase II gas-fired unit.

Note 3: Although the gas-fired power plant investees have renewable energy generation equipment, their entire output is currently wholesaled to Taipower, so their renewable energy use share was 0% in 2024 and 2025.

Note 4: From 2025, the electricity calculation was adjusted to multiply kilowatt-hours by heating value before converting to joules.

## Energy Management and Carbon Reduction

With environmental sustainability as its mission, TCC plans to phase in the ISO 50001 energy management system at its Taipei office over 2025 and 2026 to strengthen overall energy management. The 2025 energy management plan included ISO 50001 training, building employees' energy management knowledge and training on how to inventory significant energy uses. In 2026, the Company expects to formally begin establishing and operating the ISO 50001 framework and to obtain third-party certification, advancing the energy transition and strengthening operational resilience through systematic management and continuous improvement. Guan Tian Plant, meanwhile, continues to advance energy-saving and carbon reduction measures, including process improvements and electricity savings, working to raise operating performance and reduce energy consumption.

Guan Tian Plant is a cogeneration system combining power generation with process steam and heat. Its overall energy efficiency generally exceeds 50%, far higher than that of stand-alone power generation. Its main benefits are as follows:



As a distributed power source, it balances the regional power supply, reduces transmission and distribution losses, and gives local customers dual supply security, contributing greatly to the stability of the power system.



It integrates regional electricity and heat demand, reducing the use of small boilers, raising energy efficiency, and cutting the air pollution that small boilers lacking pollution control equipment would otherwise emit. This makes it an important vehicle for regional energy integration.



It stabilizes the grid by suppressing load of the Taipower system during peak hours. Its surplus electricity can be wholesaled to Taipower, raising the system's net peak supply capability and reducing the generation costs Taipower would otherwise incur by dispatching high-cost units.



Its high energy efficiency saves energy and reduces pollutant emissions, above all emissions of the greenhouse gas $CO_2$.

Guan Tian Plant's units have been in operation for more than 20 years, with continuous equipment improvement and efficiency gains over that time, so the scope for further improvement is expected to be relatively modest. The plant nevertheless maintains its spirit of continuous improvement, with the following strategies and programs:

| Strategy | Program | Description |
|---|---|---|
| Increase steam sales and expand regional energy integration | • Continue visiting potential customers in the industrial park and actively develop new clients | • Higher steam sales substantially raise total thermal efficiency |
| Monitor and adjust operations to maintain unit efficiency | • Hold monthly plant and technical meetings<br>• Analyze, discuss, and adjust combustion conditions to improve unit efficiency | • Analyze unburned carbon and continuously monitor and adjust combustion air volume to maintain unit efficiency<br>• Analyze and review the reasonableness of all operating data |
| Save in-plant electricity | • Use the energy audit system to verify that each plant's electricity consumption is normal<br>• Perform thorough maintenance during each annual overhaul to reduce energy waste<br>• Evaluate the timely replacement of aging equipment and procure high-efficiency equipment | • Renewal of the steam turbine exhaust vacuum equipment during the generator overhaul<br>• Air-conditioning renewal works (coal yard electrical room and DCS control room)<br>• Renewal of the primary air fan steam heater and removal of the secondary air fan steam heater<br>• Replacement of the motors of the induced draft fan, primary air fan, coal crusher, and high-pressure blower B with reconditioned units to raise efficiency and cut consumption<br>• Replacement of boiler feedwater pump A with a reconditioned unit<br>• Replacement of the high-pressure blower with a reconditioned unit |

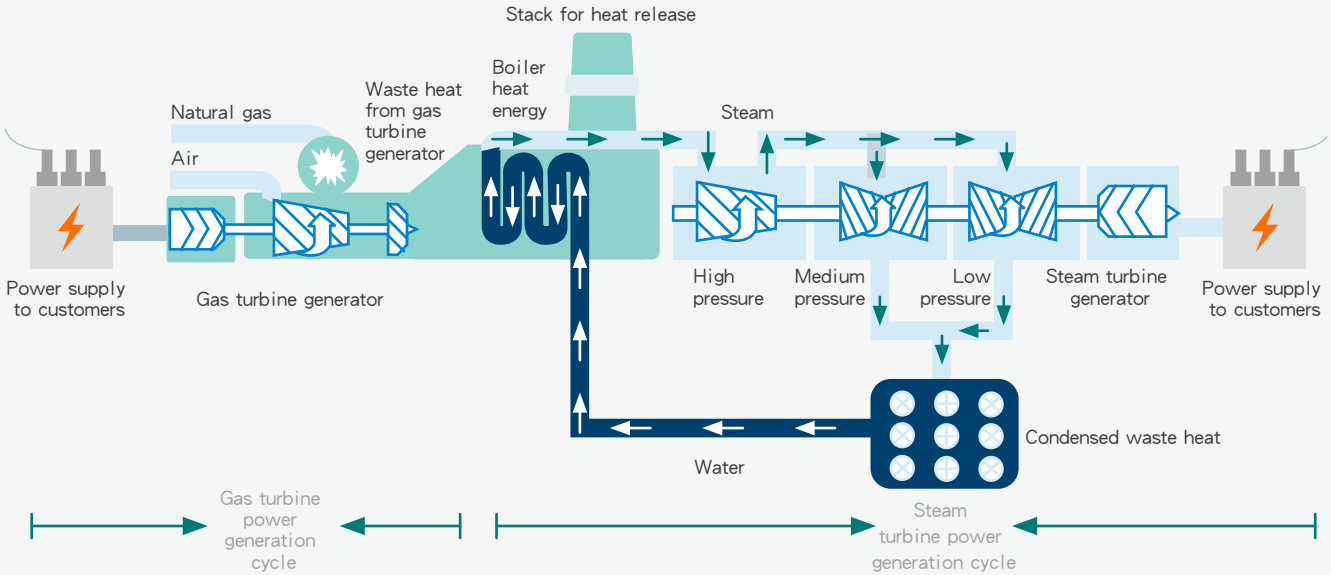
Guan Tian Plant's 2025 projects saved approximately 953,000 kWh of electricity and 414 metric tons of fuel coal, saving approximately 1,440 metric tons of $CO_2e$. The energy-saving measures are listed below:

| Guan Tian Plant | | | | |
|---|---|---|---|---|
| Energy-saving/Carbon Reduction Program | Energy Type Saved | Energy Saved (GJ) | Carbon Reduction (Metric Tons $CO_2e$) | Recognition Period (Month–Month) |
| Renewal of the steam turbine exhaust vacuum equipment during the generator overhaul | Fuel coal | 9,579.11 | 996.16 | 1~2 |
| Air-conditioning renewal works (coal yard electrical room and DCS control room) | Electricity | 10.14 | 1.32 | 1 |
| Renewal of the primary air fan steam heater and removal of the secondary air fan steam heater | Electricity | 2,405.68 | 311.40 | 3~12 |
| Replacement of the motors of the induced draft fan, primary air fan, coal crusher, and high-pressure blower B with reconditioned units to raise efficiency and cut consumption | Electricity | 449.62 | 58.20 | 3~12 |
| Replacement of boiler feedwater pump A with a reconditioned unit | Electricity | 513.20 | 66.43 | 3~12 |
| Replacement of the high-pressure blower with a reconditioned unit | Electricity | 52.33 | 6.77 | 3~12 |
| Total | | 13,010.08 | 1,440.29 | - |

Note 1: Electricity savings are calculated per the 2025 energy-saving measures and filed with the Energy Administration. The savings are estimates, and electricity is converted at 1 kWh = 0.0036 GJ for unit consistency.
Note 2: These savings are derived from the improvement in total fuel thermal efficiency and converted into metric tons of coal saved using the lower heating value of coal.
Note 3: Electricity savings here are Scope 2, and carbon reductions are calculated using the 2025 national electricity emission factor of 0.466 kg $CO_2e$/kWh. Gases covered: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.

Among the investee plants, Star Energy Power, Sun Ba Power, and Star Buck Power are all gas-fired combined-cycle power plants. In a combined-cycle plant, beyond the power generated by the gas turbines, the waste heat from combustion is used to produce steam that drives steam turbine generators, generating additional electricity. Combining the two thermodynamic cycles raises overall generation efficiency.

Gas-fired combined-cycle plants achieve generation efficiency above 50%, far higher than the sub-40% efficiency of typical coal-fired plants, so each kilowatt-hour requires less fuel energy and produces fewer GHG with lower environmental impact. With most renewable generation relatively variable, gas-fired combined-cycle plants are the supply option that balances GHG reduction with a stable power supply.



In terms of concrete energy-saving and carbon reduction programs, Star Energy Power, Sun Ba Power, and Star Buck Power continued their process improvements and electricity-saving measures. Several projects in 2025 saved an additional 23.13 million kWh of electricity, equivalent to a carbon reduction of 10,963 metric tons of $CO_2e$. The main projects are listed below:

| Plant | Energy-saving/Carbon Reduction Program | Energy Type Saved | Energy Saved (GJ) | Carbon Reduction (Metric Tons $CO_2e$) | Recognition Period |
|---|---|---|---|---|---|
| Star Buck Power | Replaced 65 lighting fixtures (150 W each, with 50 W LEDs) on the HRSG-2 walkway platforms (3–24 m) and the auxiliary boiler roof platform. | Electricity | 8.54 | 1.12 | 1 |
| | Process improvement adjustment of the operating cycle of the demineralized water plant intermediate pumps. When the demineralized water tank level exceeds 80%, operation stops for 12 hours. | Electricity | 18.75 | 2.47 | 2-12 |
| | Energy-saving renewal of the evaporator of chiller CH-02 in the administration building. | Electricity | 101.39 | 13.35 | 2-12 |
| | Energy-saving descaling of the ST building air-conditioning cooling water piping and cooling tower fins. | Electricity | 1,344.35 | 176.97 | 2-12 |
| | Replaced the demineralized water plant's mercury lamps and twin-tube fluorescent lights with 21 LED fixtures. | Electricity | 28.52 | 3.75 | 2-12 |
| | Major inspection of Gas Turbine No. 2, carrying out hot gas path overhaul and gas turbine compressor inspection. | Electricity | 1,509.53 | 198.71 | 11-12 |
| | Isolated the natural gas compressor aftercooler, lowering the operating current of the closed-cycle cooling water pumps (current data from the DCDAS monitoring system). | Electricity | 186.5 | 24.55 | 5-12 |
| | Energy-saving overhaul of ST building rooftop cooling water pump #1. | Electricity | 839.24 | 110.47 | 2-12 |
| Sun Ba Power | Replaced the fixed-frequency air conditioner in the ST 2F relay room with a variable-frequency unit. | Electricity | 818.18 | 107.70 | 1-6 |
| | Replacement of the GTG-11 inner frame. | Electricity | 7,368.01 | 969.90 | 4-12 |
| | Maintenance of the air-cooled condenser and air-cooled heat exchanger motors of Unit 1's condensing system. | Electricity | 3,748.51 | 493.44 | 4-12 |
| | Maintained normal-pressure natural gas operation for generation, reducing use of the fuel gas compressor motors. | Electricity | 63,840.51 | 8,403.75 | 1-12 |
| | Adjusted HRSG lighting hours, reducing the time all lights are on and using partial lighting in some periods. | Electricity | 50.84 | 6.69 | 3-12 |
| Star Energy Power | Overhaul and maintenance of in-plant high-voltage motors to reduce operating energy consumption. | Electricity | 159.06 | 20.94 | 1-12 |
| | Post-maintenance power consumption fell by approximately 372.9 kWh per operating hour, over a total of 2,300 annual operating hours. | Electricity | 3,088.32 | 406.54 | 1-12 |
| | ACC fans that previously auto started with three units running were changed to manual operation at startup to save electricity. | Electricity | 178.13 | 23.45 | 1-12 |
| Total | | | 83,288.36 | 10,963.80 | - |

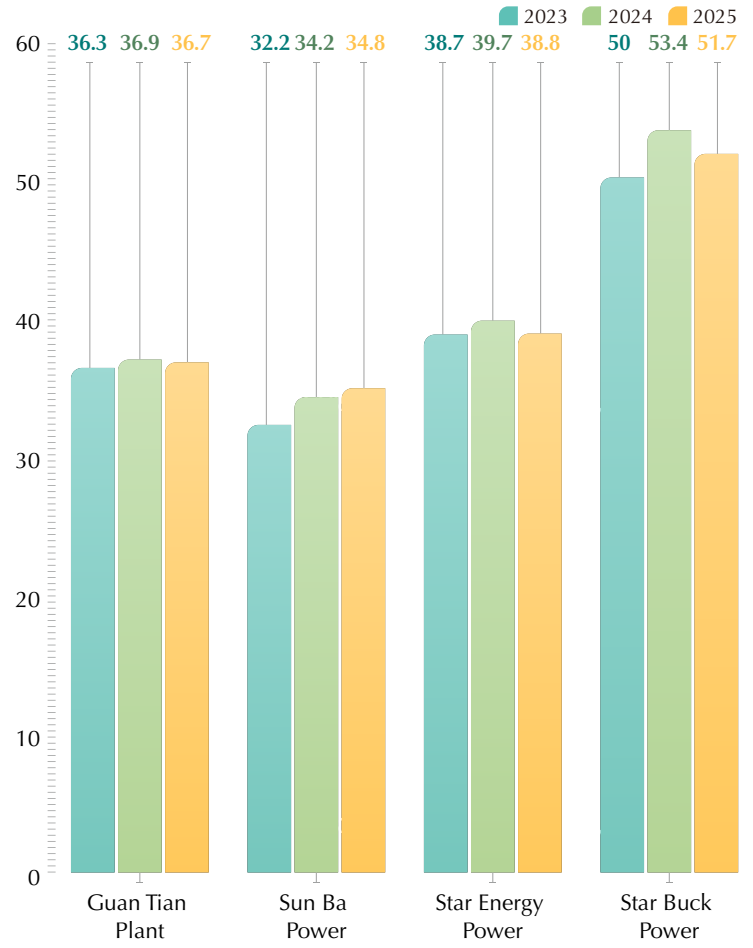
Note 1: Electricity savings are calculated according to the 2025 energy-saving measures and filed with the Energy Administration.
Note 2: The savings above are all estimates.
Note 3: Electricity savings above are Scope 2, and carbon reductions are calculated using the 2024 national electricity emission factor of 0.474 kg $CO_2e$/kWh. Gases covered: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.
Note 4: From 2025, the calculation was adjusted to multiply electricity kilowatt-hours by heating value before converting to joules.

## Power Plant Solar PV System

Guan Tian Plant currently has a 304 kW rooftop solar PV system, with the output sold to Taipower and the system operated and maintained by subsidiary Star Energy. In addition, Sun Ba Power's Fong Der Plant has a 335 kW rooftop system, Star Energy Power's Chang-bin Plant has a 3.97 kW ground-mounted system and a 304.7 kW rooftop system, and Star Buck Power's Star Buck Plant has a 435.84 kW rooftop system. All of this output is wholesaled in full to Taipower.

### TCC and Invested Power Plants' Power Generation by Solar PV Systems

Unit: 10,000 kWh

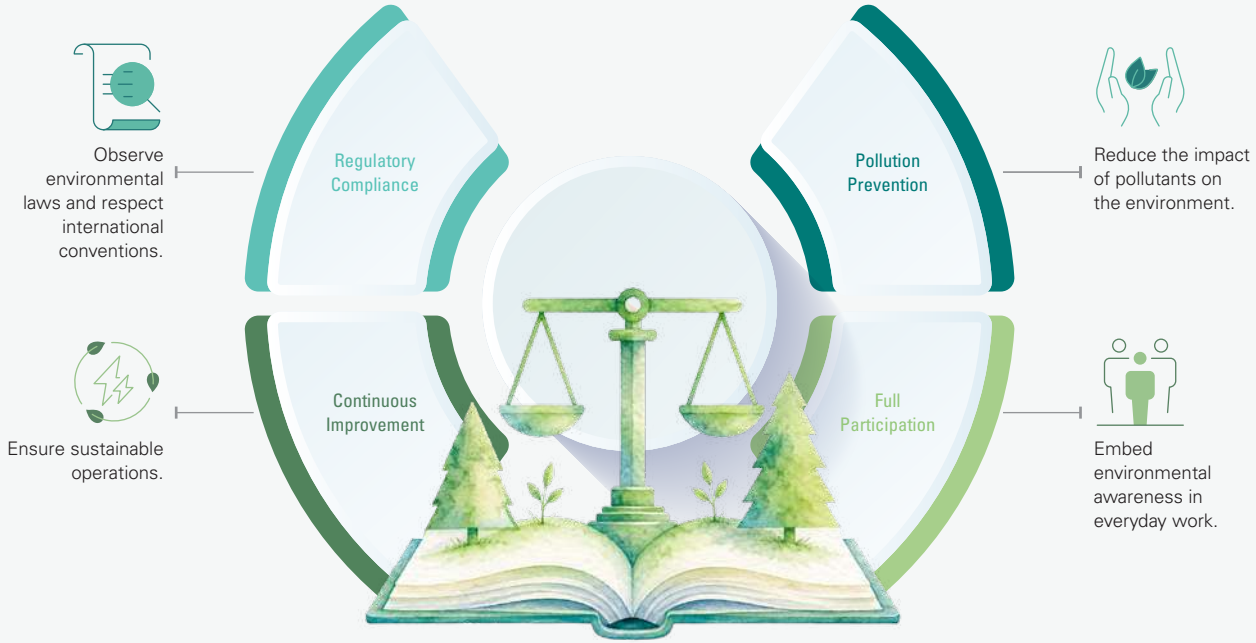


# 3.2 Environmental Protection

To fulfill CSR, uphold TCC Group's commitment to environmental sustainability, improve plant resource efficiency, and reduce waste, Guan Tian Plant is certified under the ISO 14001 Environmental Management Systems. Subsidiary Star Energy also obtained ISO 14001 certification, extending the environmental management system into construction engineering. Through the system, environmental aspects are identified across the lifecycle, from production and construction to end-of-life, to find and correct potential environmental problems, reduce impacts, and deliver on TCC Group's goals of environmental conservation and sustainable operations.

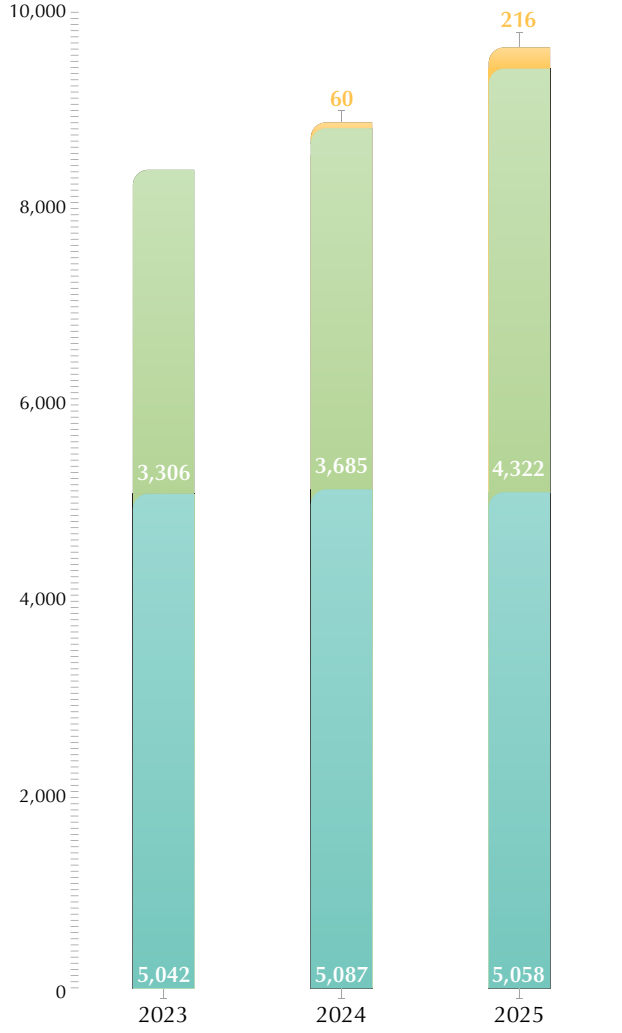
To honor its environmental protection commitments, Guan Tian Plant invests in pollution control and waste reduction and treatment every year. Over the past three years, environmental spending totaled approximately NT$270 million, for an average of about NT$90 million per year, or roughly 10% of the plant's production costs.

## Environmental Policy




## Environmental Protection Expenditures of Guan Tian Plant, Past Three Years

Unit: NT$10,000



## 3.2.1 Waste Resource Circular Economy

GRI 301-1、306-1、306-2、306-3、306-4、306-5 SASB IF-EU-150a.1、IF-EU-150a.3

### Resource Reuse: Philosophy, Goals, and Measures

Environmental sustainability was built into the design of Guan Tian Plant from the outset, including a circulating fluidized bed boiler capable of using a wide range of auxiliary fuels. Weighing economic efficiency, responsibility to help improve the environment, and the government's coal reduction policy, TCC chose processed scrap tires and solid recovered fuel (derived primarily from repurposed plastics, textiles, and wood) as alternative fuels, improving resource reuse while doing its part for society and the environment. Building on the introduction of SRF co-firing in 2023, Guan Tian Plant combusted 30,522 metric tons of scrap tire chips and 4,224 metric tons of SRF in 2025, achieving an alternative fuel heating value substitution rate of 31.77%.

### The main raw materials used at Guan Tian Plant are listed below (all non-renewable)

Unit: Metric Tons

| Guan Tian Plant | | | |
|---|---|---|---|
| Raw Material | 2023 | 2024 | 2025 |
| Coal | 120,217 | 124,832 | 119,009 |
| Scrap Tire Chips | 24,614 | 30,137 | 30,522 |
| SRF | 3,620 | 3,001 | 4,224 |
| Fuel Oil | 166 | 151 | 152 |
| Silica Sand | 229 | 152 | 203 |
| Limestone | 16,933 | 19,010 | 19,662 |
| Solid Biomass Fuel | - | - | 554 |
| Aqueous Ammonia | 310 | 154 | 593 |
| Total Weight | 166,089 | 177,437 | 174,919 |

Note 1: Co-firing of solid biomass fuel began in 2025, so data are disclosed for that year only.

Note 2: Fuel oil figures for 2023 and 2024 were originally recorded in kiloliters. From 2025 the reporting unit is standardized to metric tons, and prior-year figures have been converted accordingly.

### Circular Economy in the Value Chain: 100% Recycling and Reuse of Ash from SRF and Scrap Tire Chips

TCC has always operated on the principles of regulatory compliance and environmental friendliness. Guan Tian Plant's use of scrap tire chips as an alternative fuel helps prevent the spread of dengue fever and the environmental pollution caused by discarded tires. In 2022, the plant added solid recovered fuel (SRF) as a further alternative fuel, co-fired with scrap tire chips and coal. Burning SRF in a cogeneration plant's high-efficiency boiler reduces fossil fuel use, eases the load on existing incinerators, and helps process large volumes of waste, effectively turning waste into energy. In 2025, Guan Tian Plant also obtained its permit for and began the combustion of solid biomass fuel.

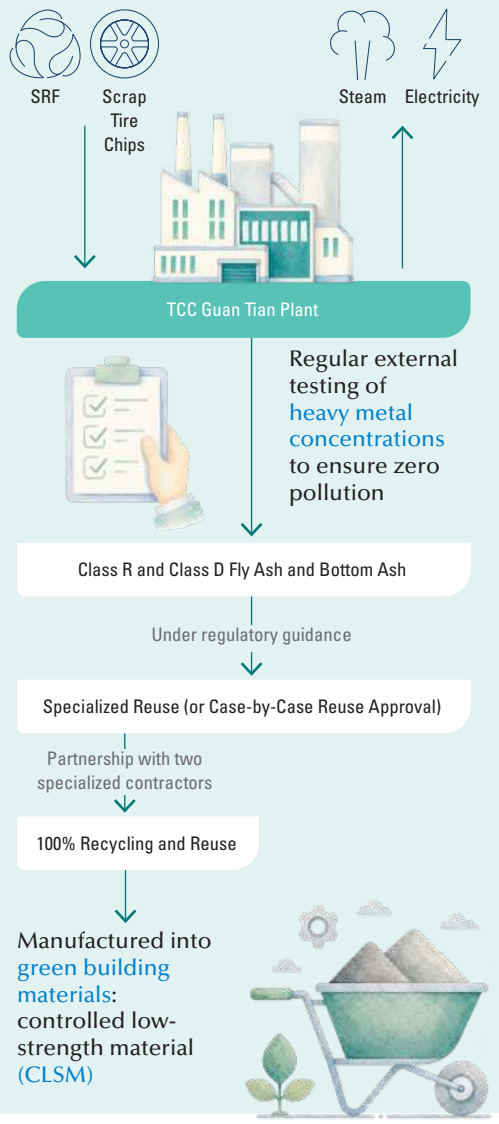
Beyond entrusting a portion of its recyclable Type R coal ash to qualified recyclers, Guan Tian Plant works with partner firms under case-by-case ash reuse approval agreements, transporting the majority of coal ash produced in combustion to concrete plants, where it is blended with cement materials in suitable proportions to make controlled low-strength material (CLSM). In 2025, bottom ash processed totaled 5,806 metric tons and total coal ash generation (bottom ash plus fly ash) was 22,808 metric tons, with 100% recycling and reuse. Because CLSM is self-leveling and needs no compaction, it is well suited to confined spaces and sites that machinery cannot reach, serving as backfill for large pipeline excavations, narrow trenches, and voids beneath roads or buildings.

To make sure that the coal ash causes no environmental pollution, Guan Tian Plant commissions an institution certified by the Ministry of Environment to test the heavy-metal leaching concentrations of its coal ash each year as required, ensuring the reuse process generates no derivative waste.

### Guan Tian Plant Coal Ash Output, Past Three Years:

Unit: Metric Tons

| Year | Coal Ash Output |
|---|---|
| 2023 | 22,465 |
| 2024 | 22,880 |
| 2025 | 22,808 |



## Waste Treatment Methods

Guan Tian Plant's waste management system passed ISO 14001 environmental management system recertification in 2023, and the plant has set a quantitative management target of a waste recycling and reuse rate of at least 99.8%. The waste it produces is non-hazardous, comprising inorganic sludge, domestic refuse, coal ash, and waste insulation and refractory materials. The plant turns reusable coal ash into a resource, achieving a recycling and reuse rate above 99.9%. Waste that cannot be reused is removed and treated by licensed contractors in accordance with the Waste Disposal Act and related regulations, then declared online with tripartite manifests on leaving the plant. To ensure proper treatment, the plant requires contractors to provide a proper-disposal record for every manifest batch, both as a control on contractors' subsequent handling and to ensure no environmental impact.



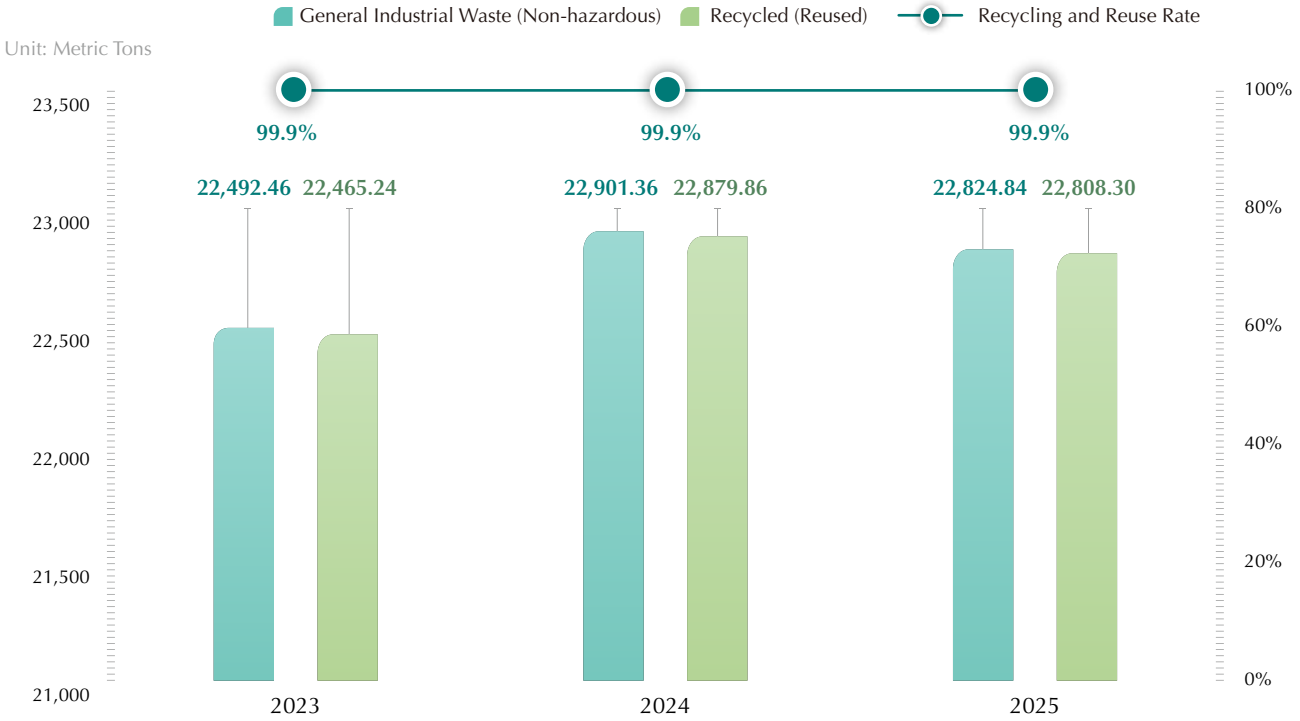
## Guan Tian Plant Waste Treatment Methods (All Non-hazardous Waste)

Unit: Metric Tons

| Waste | Weight | | |
|---|---|---|---|
| | 2023 | 2024 | 2025 |
| Recycling and Reuse (Type R and Type D Fly Ash and Bottom Ash) | 22,465.24 | 22,879.86 | 22,808.30 |
| Reuse and Other Recovery Operations | 0 | 0 | 0 |
| Incineration with Energy Recovery (Domestic Refuse) | 1.20 | 1.20 | 2.70 |
| Other Disposal Operations: Physical and Thermal Treatment (Sludge, Waste Insulation, Waste Refractory Materials) | 26.02 | 20.30 | 13.84 |
| Total Weight | 22,492.46 | 22,901.36 | 22,824.84 |

Note: Under other disposal operations, sludge undergoes physical and thermal treatment, and waste insulation and refractory materials undergo thermal treatment.

## Guan Tian Plant Waste Treatment Methods, Past Three Years



## 3.2.2 Water Resource Management

GRI 303-3、303-4、303-5 SASB IF-EU-140a.1、IF-EU-140a.2、IF-EU-140a.3

Considering Taiwan's scarce water resources and the essential nature of water to steam-turbine power generation, TCC pays close attention to its water use, strengthening efficiency and reducing waste through effective management. In 2022, TCC established its Water Resources Management Policy as the highest guiding principle for the Company's water management, and formulated water-saving programs and annual water-saving targets under it. In 2025, Guan Tian Plant carried out a cooling tower efficiency improvement project, adding a splash-water return facility and setting and meeting an annual target of reducing splash losses to 0.5% of cooling tower water consumption.

### Water Sources

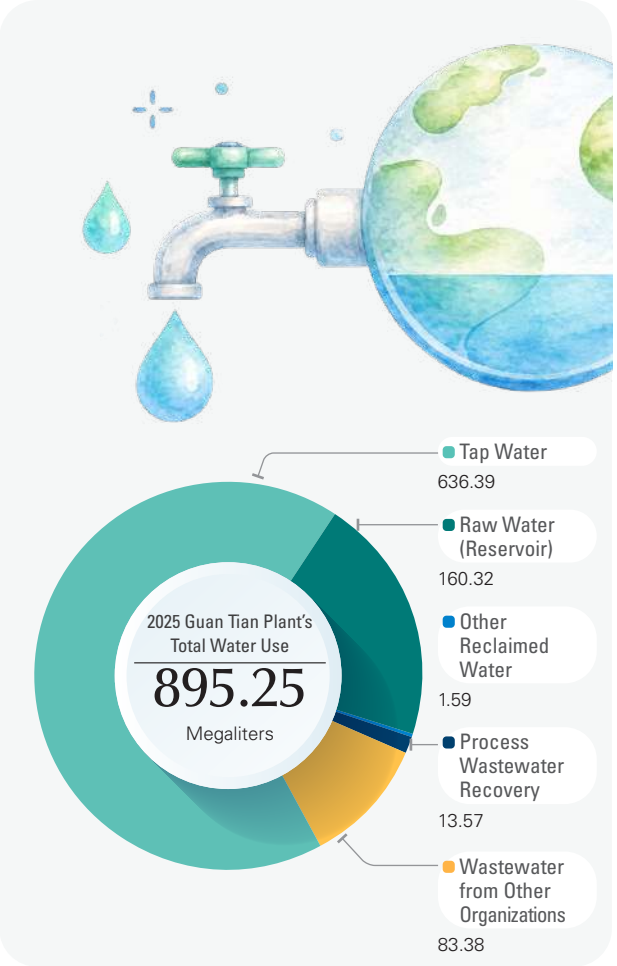
In 2025, Guan Tian Plant's total water withdrawal was 796.71 megaliters, drawn mainly from the public water utility (about 80% of the total), with about 20% from Wushantou Reservoir. To put water circularity into practice, the plant also uses reclaimed process water and condensate recovered from steam customers. All water used is freshwater

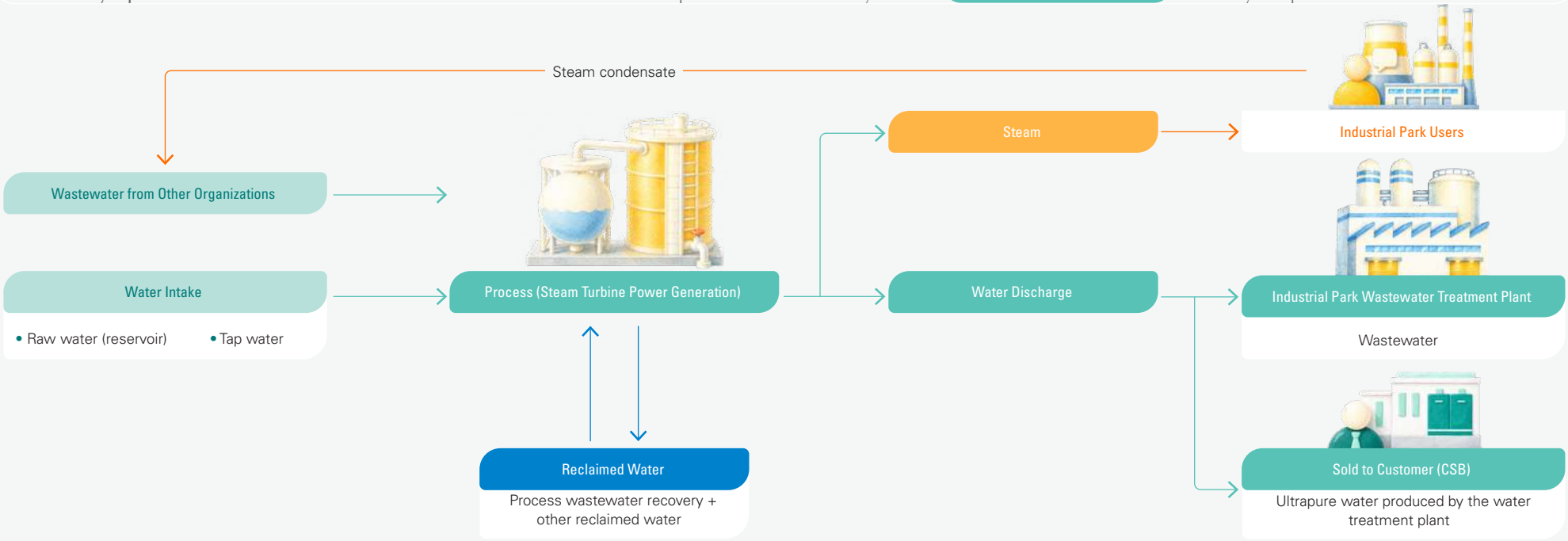
Unit: Megaliters

| Type | Water Source | 2023 | 2024 | 2025 | Calculation Method/Description |
|---|---|---|---|---|---|
| Withdrawal | Raw Water (Reservoir) | 210.46 | 188.97 | 160.32 | Daily meter readings by the Operations Section |
| | Tap Water | 550.87 | 609.34 | 636.39 | Daily meter readings by the Operations Section |
| | Total Withdrawal | 761.33 | 798.31 | 796.71 | Raw water (reservoir) + tap water |
| Reclaimed Water | Process Wastewater Recovery | 10.74 | 10.80 | 13.57 | Daily meter readings by the Operations Section |
| | Other Reclaimed Water | 1.90 | 2.12 | 1.59 | 1. Water meters<br>2. Effluent destined for the wastewater plant and recovered for road washing |
| | Total Reclaimed Water | 12.64 | 12.92 | 15.16 | Process wastewater recovery + other reclaimed water |
| Other | Wastewater from Other Organizations | 80.35 | 96.72 | 83.38 | 1. Daily meter readings by the Operations Section<br>2. Condensate recovered from industrial park steam customers, used as cooling tower make-up water |
| Total Water Use | | 854.31 | 907.95 | 895.25 | Total withdrawal + total reclaimed water + wastewater from other organizations |
| Discharge | | 59.40 | 60.63 | 63.07 | Wastewater + ultrapure water sold |
| Water Consumption | | 701.93 | 737.68 | 733.64 | Total withdrawal- total discharge |
| Reclaimed Share of Total Water Use | | 1.48% | 1.42% | 1.69% | Excludes the internal recirculation of boiler water and cooling water |

Note 1: TCC's head office has no independent water meter. Water charges are allocated by floor area, so no precise consumption figure is available.

Note 2: The Company's main operating sites draw tap water and/or raw water (reservoir). Guan Tian Plant's raw water comes from Wushantou Reservoir, which is not a biodiversity area or a nationally protected area. The volume withdrawn is far below 5% of the reservoir's actual supply (roughly 0.16% to 0.2%), so withdrawal causes no significant impact on the local water source.






Water data for the Company's main investees, Star Energy Power, Sun Ba Power, and Star Buck Power, are disclosed below:

Unit: Megaliters

| Plant | Water Source | 2023 | 2024 | 2025 | Calculation Method |
|---|---|---|---|---|---|
| Three Power Plant Investees | Tap Water | 162.44 | 177.46 | 257.74 | Per water bills or meter readings |
| | Total Withdrawal | 162.44 | 177.46 | 257.74 | |
| | Process Wastewater Recovery | 11.99 | 12.19 | 34.02 | Annual recovery estimated from on-site metering of reclaimed process water |
| | Other Reclaimed Water | 105.21 | 118.05 | 142.37 | Flow meters on irrigation reuse lines |
| | Total Water Use | 279.63 | 307.70 | 434.13 | Total withdrawal + reclaimed water |
| | Discharge | 25.64 | 18.72 | 45.95 | Sewage treatment bills |
| | Water Consumption | 136.80 | 158.75 | 211.80 | Total withdrawal- total discharge |
| | Total Reclaimed Water | 117.19 | 130.24 | 176.39 | |
| | Reclaimed Share of Total Water Use | 41.91% | 42.33% | 40.61% | |

Note 1: All three gas-fired power plant investees draw freshwater only and are in low water-risk areas.
Note 2: The 2025 increases reflect the commercial operation of Sun Ba Power's Phase II unit.

## The Water Cycle in a Cogeneration Plant

In a typical cogeneration plant, high-pressure steam from a boiler first generates electricity through the power generation process. It is then extracted at high, medium, and low pressure, according to on-site process heating needs and the steam pressure grades customers require, to supply the high- and low-pressure feedwater heaters, the deaerator, and the heavy oil heater, and for sale to industrial park customers. In-plant equipment consumes about 25% of the boiler's steam output, and apart from minor losses, virtually all of it can be condensed and recovered for reuse.

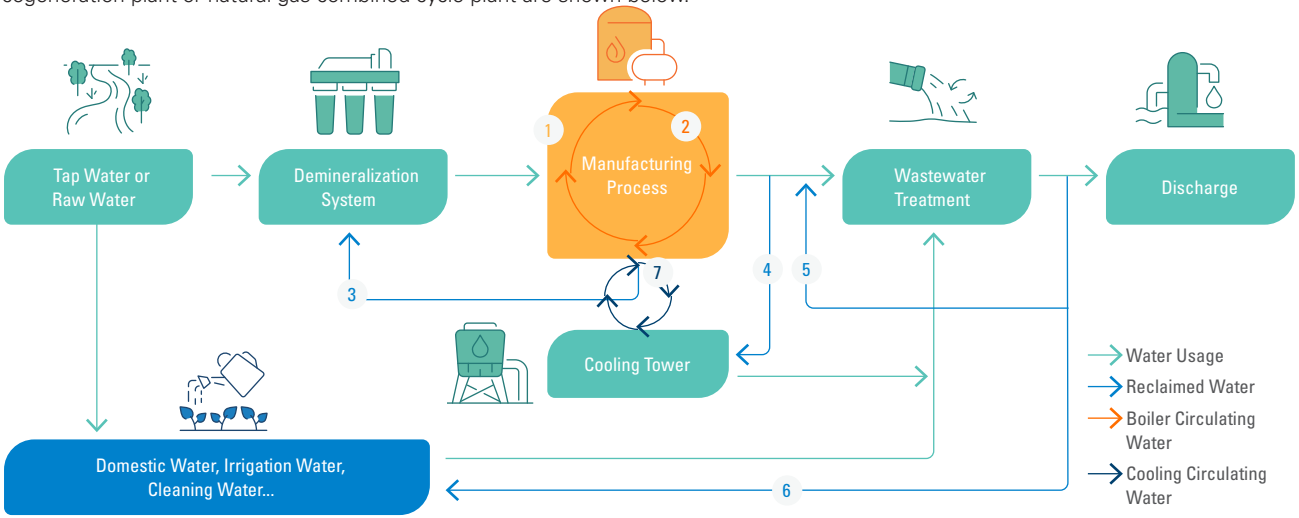
Upholding the principle that nothing should go to waste, TCC strengthens the circular use of water. When not selling steam, Guan Tian Plant returns nearly 99% of its steam to the condensate cycle, wasting no water at all. When steam is sold, process condensate can be recovered for the cooling tower, depending on the customer's process and the condensate quality. Because condensate quality is better than raw water, this both improves cooling tower water quality and saves raw water, with more than 84 megaliters recovered in 2025. In addition, roughly 13.574 megaliters of boiler continuous blowdown was discharged into the cooling tower after its heat was recovered through heat exchangers, improving water quality and indirectly reducing wastewater discharge.

Located in the Guantian Industrial Park and classified as a power generation facility, the plant is required to channel all of its wastewater to the industrial park's wastewater treatment plant. Most of this wastewater needs only simple treatment to meet general effluent standards, so the plant installed a recycled water pipeline alongside the original effluent pipeline in 2017, with the volume of wastewater recycled having risen year by year.

Of Guan Tian Plant's water use in 2025, about 55.4% was consumed through evaporation and drift in the cooling tower cycle, 37.5% was steam sold without condensate recovery, and only about 5.6% was treated and discharged to the industrial park's wastewater plant, demonstrating full use of every drop of water.

## Water Saving and Water Recovery Measures

Guan Tian Plant and investees Star Energy Power, Sun Ba Power, and Star Buck Power all attach great importance to water use, with each plant continuing to invest in water-saving and reuse measures. The main water conservation and recycling measures for a cogeneration plant or natural gas combined-cycle plant are shown below.




### 1 Manufacturing Process Water Conservation

Fine-tuning unit operations to reduce water consumption, such as modifying the blowdown tank discharge piping system of the heat recovery steam generator or adding shut-off valves and control systems to prevent steam from entering the tank and heating it, reducing the need for cooling water.

### 2 Increased Boiler Water Recirculation

Since the purified water in boilers is continuously boiled and can scale at high temperatures, continuous blowdown is required to maintain water quality. Chemical dosing maintains water quality, increases the usable number of cycles, removes boiler sludge, raises boiler efficiency, and reduces blowdown volume.

### 3 Sampling Water Recovery

A boiler sampling-water recovery system has been installed to reclaim both the boiler sampling water and the demineralized water used to rinse the sampling-room instruments. After filtration through the ion-exchange resin of the demineralization system, the recovered water is reused as boiler water.

### 4 Continuous Blowdown Water Recovery

Boiler condensate and continuous blowdown are of better quality than raw water. After heat recovery through heat exchangers, they are discharged into the cooling tower for reuse, improving cooling tower water quality and reducing wastewater discharge.

### 5 Reclaimed Wastewater for Blowdown Cooling

The cooling water source for auxiliary boilers and waste heat boilers was switched from the raw water tank to reclaimed water from the wastewater system, replacing raw water spray cooling.

### 6 Reuse of Treated Wastewater

Part of the effluent from the wastewater treatment plant is recovered and reused to irrigate green areas and plantings and for coal yard cleaning and dust suppression.

### 7 Increased Cooling Water Circulation

When cooling towers lose water to evaporation and drift, impurities accumulate and water scales, affecting operations. Frequent blowdown is then needed to maintain water quality. Chemical dosing conditions the water, reduces scaling, raises the cycles of concentration, and reduces cooling water discharge.

## Water Resource Risk Management and Measures

The primary water source for TCC's Guan Tian Plant is the local water utility (Taiwan Water Corporation), with a portion supplied from the Wushantou Reservoir through other water suppliers. Under the World Resources Institute's Aqueduct Water Risk Atlas, the region where Guan Tian Plant is located is a low water risk area. However, given the changes in rainfall that global climate change may bring, the plant has planned responses to possible water resource risks. Currently, the plant has a maximum effective water storage capacity of approximately 5.5 megaliters (including all tanks, pools, and cooling towers). Under normal operations and steam supply conditions, the plant's maximum daily water demand is about 2.5 megaliters. In a rationing scenario in which the water utility supplies only 1.2 megaliters per day, the unit could continue normal operation for about four days at maximum storage and use. If the water utility completely suspended raw water supply, the plant could maintain normal operations for two days. The responses when the water utility imposes industrial water rationing are described below.

| | | |
|---|---|---|
| Water supply companies stop providing water (maintain continuous operation for a maximum of 2 days) | Day 1 of Water Suspension | Unit operation mode remains unchanged. |
| | Day 2 of Water Suspension | Reduce boiler load, halt the wholesale of surplus electricity to Taipower, and suspend the supply of process steam. Notify customers in writing in accordance with force majeure contractual terms and consider shutting down operations. |
| Water supply companies can supply water to Guan Tian Plant at a volume of 1.2 megaliters per day or more | Day 1 of Water Rationing | Unit operation mode remains unchanged. |
| | Day 2 of Water Rationing | Depending on the stability of the water supply, reduce boiler load if necessary and decrease the wholesale of surplus electricity to Taipower. |
| | Day 3 of Water Rationing | Depending on the stability of the water supply, reduce boiler load if necessary and decrease process steam supply across all production lines. |
| | Day 4 of Water Rationing | Depending on the stability of the water supply, halt the wholesale of surplus electricity to Taipower and suspend the supply of process steam. |
| | Day 5 of Water Rationing | In response to a water shortage due to drought, notify customers in writing in accordance with force majeure contractual terms and consider shutting down operations. |

Beyond saving and recovering water within the generation process, Guan Tian Plant and the three gas-fired power plant investees also apply water-saving measures to domestic water use. The results of water-saving and water-recycling measures implemented by each plant are as follows:

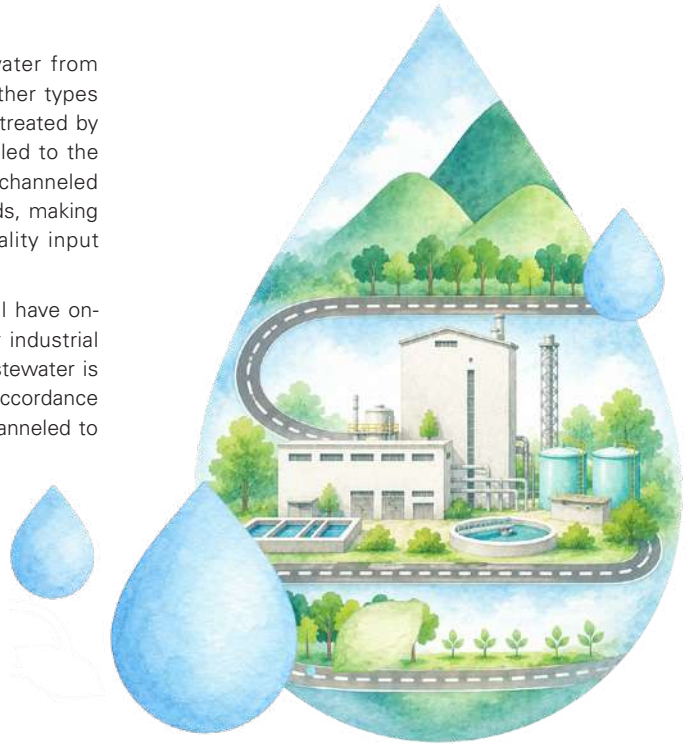
| | TCC Guan Tian Plant | Star Energy Power | Sun Ba Power | Star Buck Power |
|---|---|---|---|---|
| Conserve | **Chemical Dosing to Control Water Quality**<br>• Cooling water discharge reduced by 1,100 metric tons/day<br>• Boiler water discharge reduced by 1% | **Unit Tuning / Sample Water Recycling**<br>• Process water savings of 19 metric tons/day | **Modification of the Boiler Blowdown Piping System**<br>• Process cooling water savings of 110 metric tons/day | **Unit Tuning / Sample Water Recovery**<br>• Process water savings of 25~30 metric tons/day |
| Recycle | **Water Pollution Control Modification**<br>• Boiler wastewater recovery of 25 metric tons/day<br>• Effluent recovery of 5 metric tons/day<br>• Wheel-wash pit wastewater recovery of 3 metric tons/day | **Recycling Blowdown Cooling Water from Wastewater Treatment Plant /Hot Wastewater**<br>• Wastewater recovery of 90-120 metric tons/day | **Wastewater Plant Discharge Recovery**<br>• Wastewater recovery of 100 metric tons/day | **Recycling Blowdown Cooling Water from Wastewater Treatment Plant /Hot Wastewater**<br>• Wastewater recovery of 80-100 metric tons/day |

## Wastewater Treatment

Guan Tian Plant's wastewater is mainly process wastewater from power generation and generally is of better quality than other types of wastewater. To reduce environmental risk, it is properly treated by the plant's own wastewater facilities before being channeled to the Guantian Industrial Park's wastewater treatment plant. All channeled wastewater meets the park's sewer system intake standards, making Guan Tian Plant one of the treatment plant's highest-quality input sources.

Star Energy Power, Sun Ba Power, and Star Buck Power all have on-site wastewater treatment plants. After treatment to their industrial park's water-quality and effluent standards, most of the wastewater is recovered for irrigation, with the remainder discharged in accordance with environmental impact assessment commitments or channeled to the industrial park for treatment.

Through these water-saving and recycling measures, wastewater discharge from Guan Tian Plant and the three gas-fired investees has generally declined year by year. Wastewater discharge volumes for 2025 and recent years are shown below.

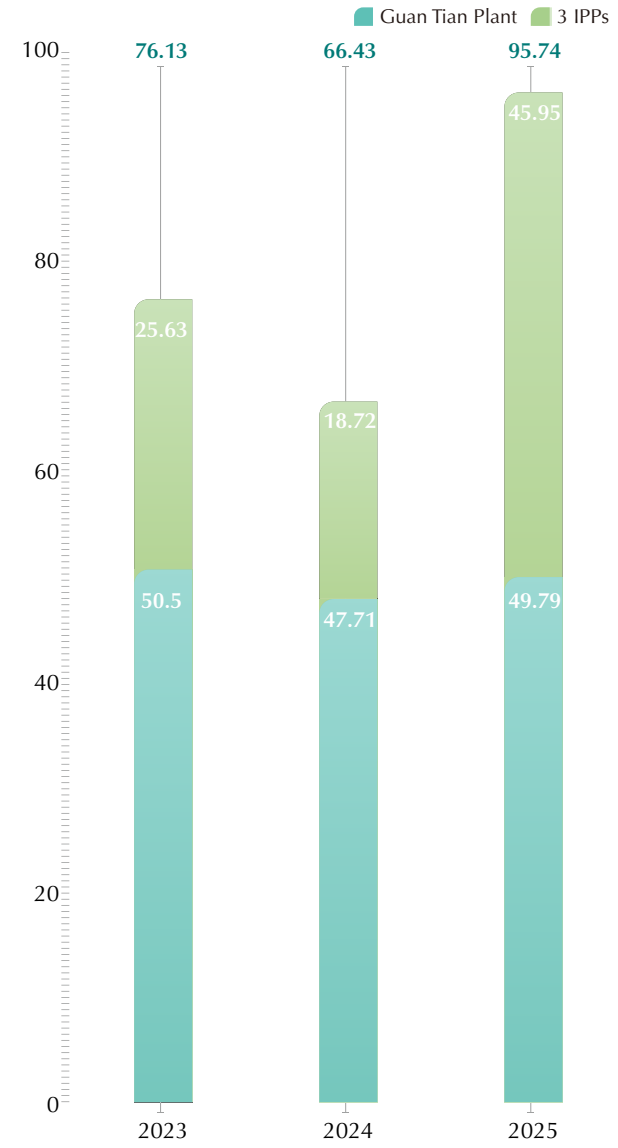


| Region | Wastewater Source | Discharge Destination | Treatment Method | Used by Another Organization? | Water Volume Estimation Method | Discharge (Megaliters) | BOD (mg/L) | COD (mg/L) | SS (mg/L) |
|---|---|---|---|---|---|---|---|---|---|
| Guan Tian Plant | Process wastewater | Industrial park wastewater treatment plant | Wastewater pretreatment | Channeled to the industrial park wastewater plant | Water meter | 49.79 | 14.4 | 71.6 | 135.5 |
| 3 IPPs | Process wastewater, domestic sewage | Industrial park wastewater treatment plant, streams, etc. | Chemical coagulation and sedimentation, biological treatment, etc. | Channeled to the industrial park wastewater plant / No | Flow meter, water meter | 45.95 | 50.33 | 61.40 | 46.10 |

Note: The increase in 2025 discharge volumes reflects the commercial operation of Sun Ba Power's Phase II gas-fired unit.

## Wastewater Discharge Volume

Unit: Megaliters



## 3.2.3 Air Pollution Control GRI 305-7 SASB IF-EU-120a.1

TCC's Guan Tian Plant is designed as a cogeneration unit using coal and scrap tires as fuel. Its main air emissions are nitrogen oxides (NOx), sulfur oxides (SOx), and particulate matter (PM), controlled through dry desulfurization and denitrification equipment and electrostatic precipitators. The Company follows the Management Regulations for Continuous Emission Monitoring Systems of Stationary Pollution Sources to keep the related hardware and software compliant with the latest requirements. A data acquisition system compliant with the latest version of the regulations went live in 2022 and is updated regularly.

The applicable regulatory emission standards and Guan Tian Plant's average measured values are shown below.

In 2025, average emissions were 39.06 ppm for sulfur oxides, 60.07 ppm for nitrogen oxides, and 1.25 mg/Nm³ for particulate matter.




### Air Pollutant Emissions of Guan Tian Plant and the Gas-fired Power Plants, by Year

Unit: kg

| Guan Tian Plant | 2023 | 2024 | 2025 | Estimation Method and Coefficient Source |
|---|---|---|---|---|
| Sulfur Oxides (SOx) | 207,900 | 188,940 | 156,207 | Per the air pollution fee calculation formula and declared amounts |
| Nitrogen Oxides (NOx) | 231,850 | 214,470 | 163,852 | |
| Particulate Matter (PM) | 2,428 | 3,571 | 2,876 | |

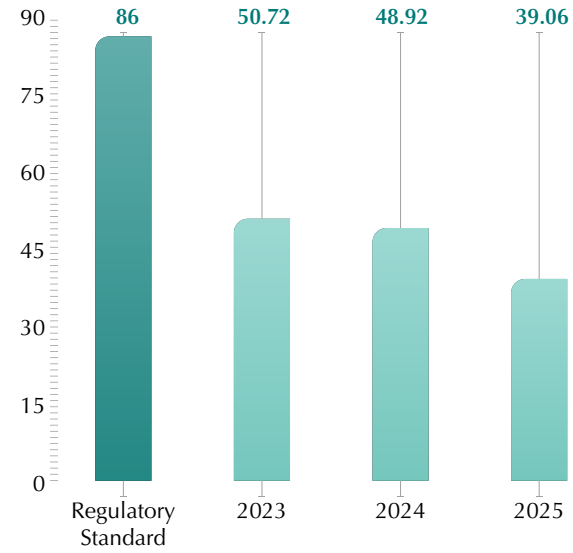
Note 1: The large decline in 2025 nitrogen oxide emissions relative to prior years mainly reflects adjustments made in line with the 2025 revisions to the applicable environmental standards, which lowered the average for the year.

Note 2: The reduction in 2025 particulate emissions reflects electrostatic precipitator efficiency improvements begun in 2016, plate ash-buildup improvement works carried out in 2018, and a second-stage improvement project in 2019, which raised precipitator performance and stability and added acoustic-horn plate cleaning equipment.

| Three Power Plant Investees | 2023 | 2024 | 2025 | Estimation Method and Coefficient Source |
|---|---|---|---|---|
| Sulfur Oxides (SOx) | 16,648 | 22,970 | 38,754 | Per the air pollution fee calculation formula and declared amounts |
| Nitrogen Oxides (NOx) | 1,018,063 | 1,039,934 | 1,392,283 | |
| Particulate Matter (PM) | 36,718 | 42,299 | 75,504 | |

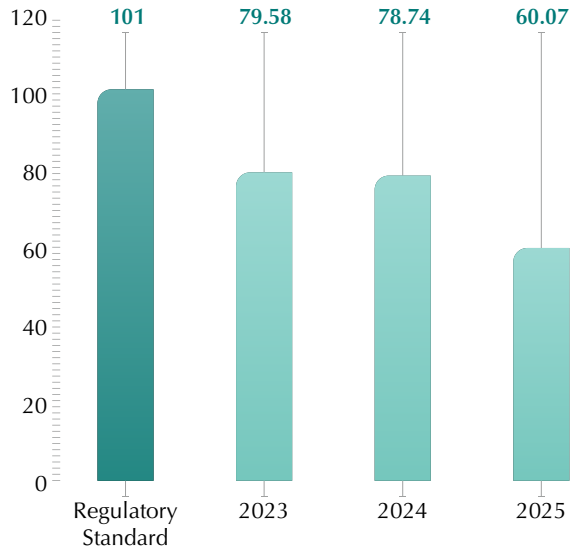
### Sulfur Oxides (SOx)

Unit: ppm



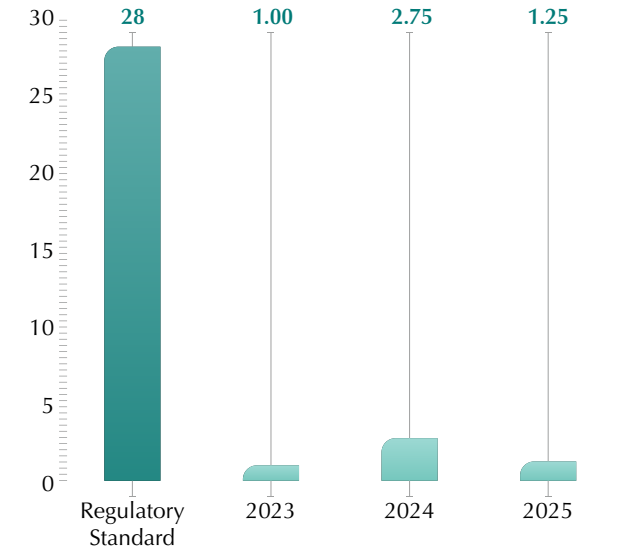

### Nitrogen Oxides (NOx)

Unit: ppm




### Particulate Matter (PM)

Unit: mg/Nm³



## 3.2.4 Biodiversity

At the 15th meeting of the Conference of the Parties (COP15) to the UN Convention on Biological Diversity, the parties jointly adopted the Kunming-Montreal Global Biodiversity Framework (the "Global Biodiversity Framework"), which sets out global biodiversity goals for 2030 and 2050, comprising four long-term goals and 23 global action targets. The Framework expressly calls for at least 30% of terrestrial, inland water, and coastal and marine areas to be protected by 2030, together with the promotion of ecological restoration, pollution reduction, and sustainable resource management, in order to realize the 2050 vision of living in harmony with nature. Drawing on Targets 15, 7, and 9 of the Global Biodiversity Framework, TCC is committed to reducing the impacts of its operations on biodiversity and actively fulfilling its responsibility for biodiversity conservation. To further strengthen the transparency of nature-related information, the Company also plans to adopt the Taskforce on Nature-related Financial Disclosures (TNFD) framework, identifying nature-related risks and opportunities to strengthen its corporate governance structure.

### Strategic Goals

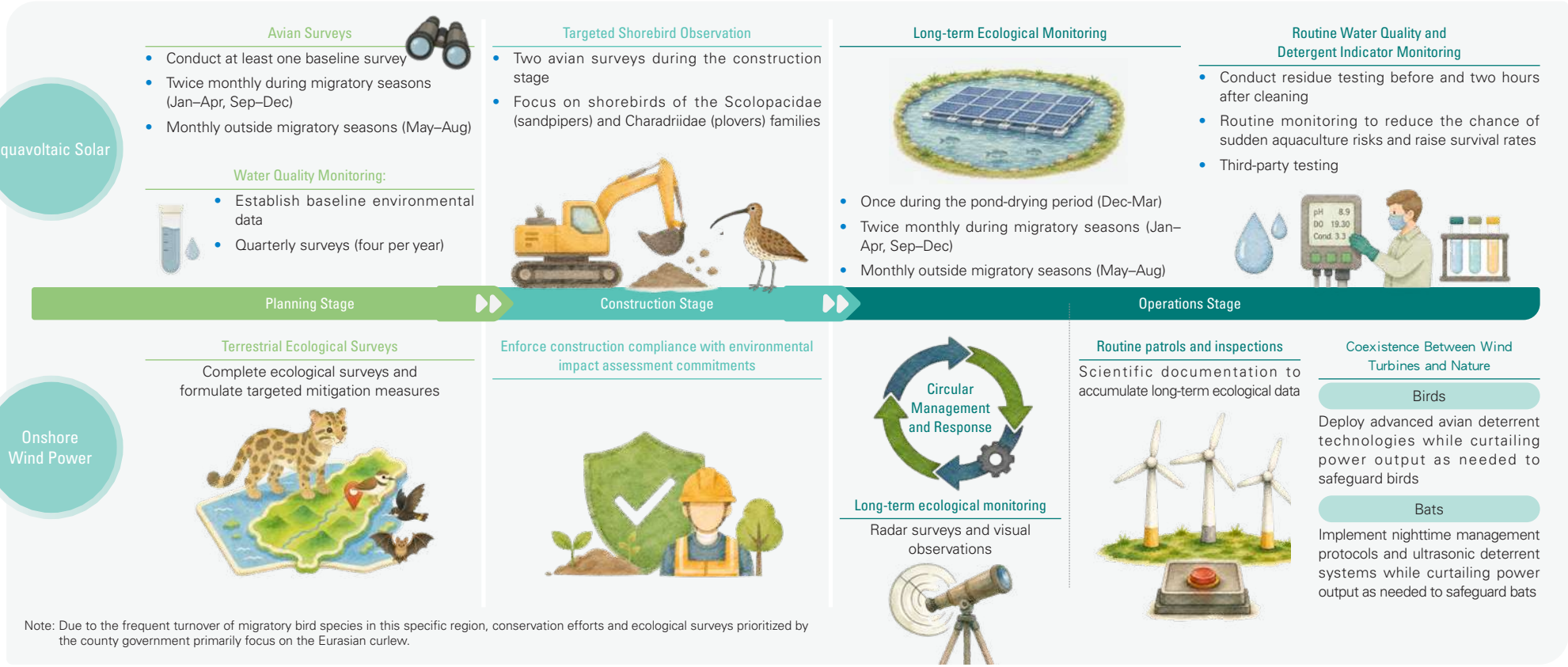
#### Policies and Commitments

Guided by its belief in shared benefits across energy, ecology, and society, and seeking to balance the nation's renewable energy drive with the protection of local ecosystems, TCC carries out renewable energy project development under principles including avoidance, impact mitigation, and the setting aside of ecological reserves.

#### Approach and Strategy

In developing and operating each of its projects, TCC upholds the principles of avoidance, impact mitigation, and ecological compensation, giving full weight to local environmental and ecological characteristics. Going forward, the Company will combine these with the LEAP assessment process under the TNFD framework, planning and implementing the corresponding measures and systematically managing each project's dependencies and impacts on nature.

From the application stage through to construction and operation, TCC monitors and manages ecosystems, with adjustments and refinements made to minimize the environmental impacts of construction, safeguard local environmental quality and the surrounding ecology, and comply with environmental protection laws, all in support of local prosperity and a better environment.




Note: Due to the frequent turnover of migratory bird species in this specific region, conservation efforts and ecological surveys prioritized by the county government primarily focus on the Eurasian curlew.

Environmental Assessment

## Hamaguri

The Yongxing fish farm area in Fangyuan, Changhua, is an important stopover habitat for migrating Eurasian curlews and a highly ecologically sensitive area.

Subsidiary Hamaguri has committed to placing ecology first during project development, avoiding the ecologically sensitive hotspots of Eurasian curlew activity. It adopts comprehensive ecological compensation measures to ensure that solar development and waterbird habitat protection proceed hand in hand.



Eurasian Curlew (a Category III Protected Species in Taiwan)

The Company puts biodiversity protection into practice through the following actions:

- **Long-term Ecological Surveys:** The site practices full-lifecycle ecological management. Since 2020, TCC has conducted avian and water quality surveys from the planning stage through to operations to establish baseline data and develop conservation strategies. By documenting long-term ecological shifts, the Company evaluates the effectiveness of these strategies and makes rolling adjustments to its management models. To account for avian movement patterns, the bird survey scope was expanded to encompass the entire Yongxing fish farm area. Water quality assessments monitor the aquaculture ponds before and after solar panel cleaning, checking detergent indicators and effluent standards to ensure no impact on the local fishery environment. To further safeguard local ecology, the Company plans to voluntarily introduce sediment monitoring in 2026, and it will continue working with professional monitoring teams to review these strategies on a rolling basis, honoring its commitment to the lasting coexistence of the power site, the fish farms, and the local environment.
- **Science-based Creation of an Ecological Reserve:** An ecological reserve has been established that simulates natural mudflat conditions. By incorporating contoured topographical designs with varied water depths, the reserve encourages the colonization of native aquatic larvae and sustains robust benthic biodiversity. To accommodate the specific habits of wintering migratory birds, the Company strictly regulates water levels during the autumn and winter seasons. Earth-bank maintenance and protective fencing prevent disturbances by free-roaming dogs, creating safe roosting habitat for sandpipers and other shorebirds.
- **Digital and Contract-based Management:** Automatic water-level gauges provide precise monitoring, and an ecologically friendly habitat demonstration program has been written into the land lease, ensuring that water discharge and pond drying operations follow ecological cycles and incorporating environmental responsibility in contracts and daily operations.
- **Stakeholder Collaboration and Rolling Improvements:** The Company has committed to holding formal review meetings with experts and stakeholder groups upon compiling three full years of comprehensive data from the ecological reserve. Letting empirical scientific data guide the reserve's future development path will ensure the sustained, stable, and long-term delivery of ecological benefits.

## Miaoli Wind Power

To effectively manage wind farm operations, Miaoli Wind Power established a science-based mechanism for ecological footprint monitoring and active response. Since 2025, high-frequency patrol operations have systematically documented interaction data between turbines, avian species, and bats, with the findings used as a reference for ecological risk assessments that are integrated into daily operational management.

To further implement its biodiversity protection commitments, the Company adopted the following three advanced strategies:

- **Long-Term Smart Monitoring:** Using a combination of radar surveys and visual observations, the Company tracks flight paths and population dynamics. This data is used as a reference for making iterative adjustments to operational parameters.
- **Tiered Early Warning Mechanism:** To mitigate avian collision risks, the Company established stringent trigger thresholds. Upon detecting any ecological anomalies, the system immediately activates avian deterrent tools or curtails turbine power output.
- **Seasonal Habitat Management:** During peak bat activity periods (March to October), the Company intensifies site patrols and implements dual protective measures – raising cut-in wind speeds during nighttime hours and deploying ultrasonic deterrents. These measures minimize the spatial overlap between power generation facilities and biological activities, achieving a dynamic equilibrium between green energy development and regional ecological conservation.

## Star Energy Power and Star Buck Power Gas-fired Power Plants

Located in the Changhua Coastal Industrial Park in Xianxi Township, Changhua, covering an area of approximately 5.4 hectares, their site consists of flat reclaimed land generated via sand dredging. The scope of ecological surveys encompasses this site and a surrounding 1-kilometer radius, driven by the following three core strategies:



- **Species Conservation and Habitat Restoration:** The Company actively participates in coastal cleanups and marine ecosystem restoration (focusing on fish, shrimp, and shellfish populations) organized by the industrial park and local environmental groups. By minimizing habitat disruption, the Company works to restore the original landscape of native habitats.
- **Multi-tiered Ecological Green Corridor:** In strict compliance with environmental impact assessment commitments, the Company implemented multi-layered landscaping around the plant perimeter and buildings. Native arboreal species, including sea hibiscus, pongamia, Alexandrian laurel, Taiwan ebony, Taiwan aglaia, and Formosan pittosporum, are planted alongside understory shrubs and ground cover to form a continuous ecological green corridor within the facility. This design not only improves the microclimate and provides a habitat for wildlife, but also connects to the industrial park's existing windbreak forest on the east side, further strengthening the preservation of the green corridor and supporting diversity of the local habitat.
- **Community Integration and Environmental Monitoring:** In addition to conducting quarterly environmental and ecological monitoring, the Company regularly invites local community development associations, civic organizations, and schools to tour the power plant. Through field trips and festival activities, the Company shares knowledge on power generation and energy conservation, guiding the public to understand the facility's contributions to protecting the environment while deepening environmental education and communication with local communities.

## Sun Ba Power

Continued to honor ecological commitments from the previous year for its Phase II gas-fired combined-cycle power plant in Fong Der, Shanshang District, Tainan. By thoroughly implementing ecological protection measures, the facility achieved the following results:

- Conducted comprehensive environmental monitoring on a quarterly basis.
- A dedicated conservation area on the southern perimeter of the plant includes artificial nest boxes installed as a habitat compensation measure for the collared scops owl. Furthermore, while ensuring public safety, the plant minimized lighting facilities in this southern conservation zone and deployed shielded directional lighting fixtures to reduce light pollution, creating an environment suitable for wildlife breeding.
- All arboreal plantings within the plant's greenbelts are native species. They were supplemented with shrubs and turf to create multi-layered landscaping, forging a green corridor that integrates with the local ecology.



Lanyu podocarp (Podocarpus costalis) Species Designated as Critically Endangered (CR) in The Red List of Vascular Plants of Taiwan

## Star Energy

Star Energy operates under the core policy of environmental friendliness, ensuring that the ecological and community impacts of renewable energy development are minimized. Comprehensive environmental protection strategies are formulated during the initial project development phase. The Company commissions a third party to conduct monthly environmental audits and guidance sessions to continuously monitor and improve performance.

During the construction phase, Star Energy implements low-impact construction methods and strict control measures, including:

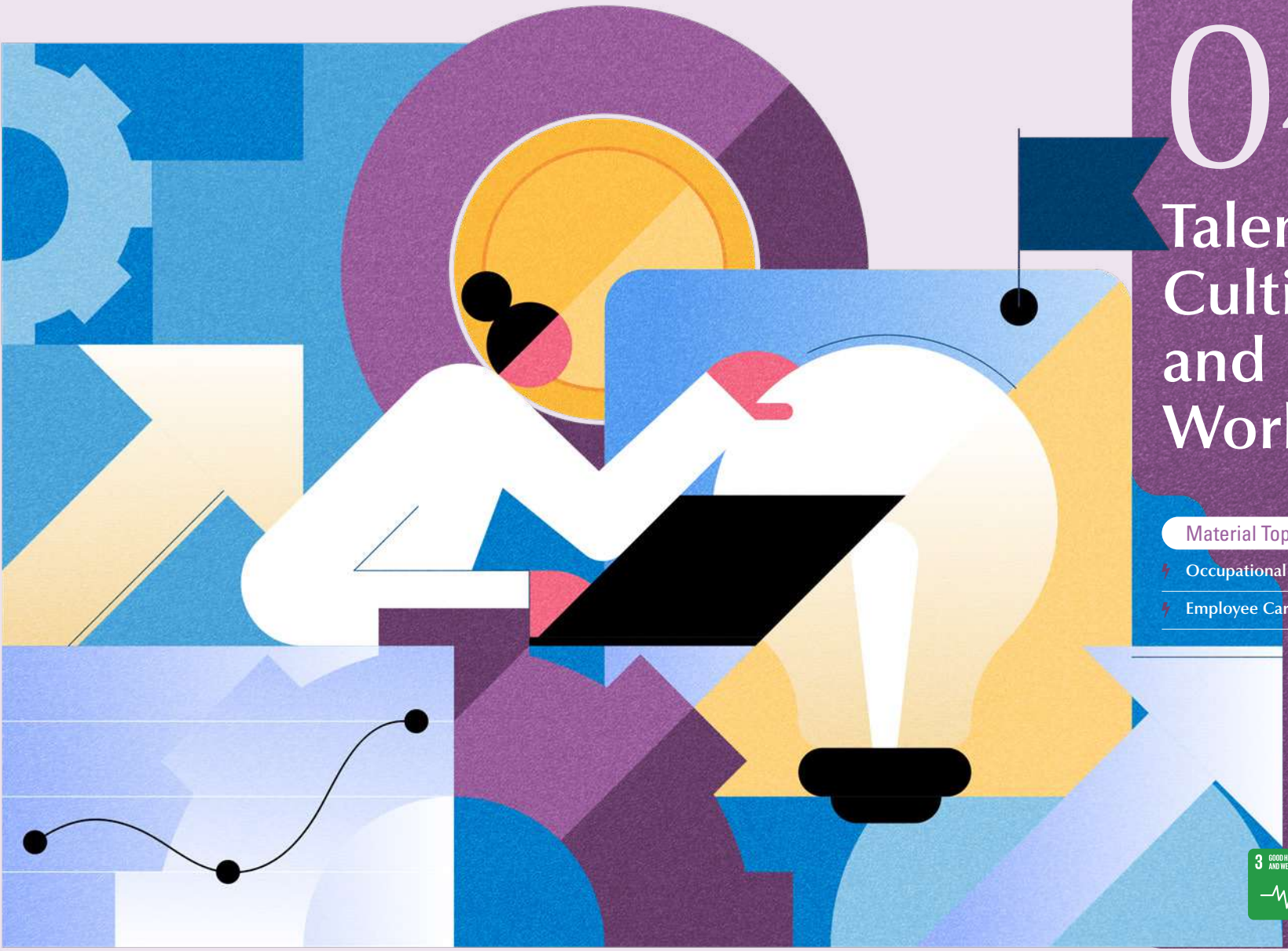
- Use of low-vibration and low-noise equipment to minimize disturbances to surrounding residents and the local ecology.
- All construction machinery must comply with Level 3 or higher emissions standards to effectively reduce air pollutant emissions.
- Prioritizing precast construction methods for primary structures, which accelerates on-site operations while reducing material waste and waste generation.
- Strict construction vehicle routing. Unauthorized entry onto unapproved roads is strictly prohibited to avoid impacting local traffic and prevent fugitive dust emissions and unnecessary soil compaction.

These measures not only fulfill environmental regulatory requirements but are deeply integrated into daily construction management. Through preventive planning and regular auditing, Star Energy reduces the environmental footprints associated with construction transport, material consumption, noise, and vibration. This approach embodies a commitment to sustainable development across wind, solar, and other green energy turnkey projects.

To gain a better understanding of the specific ecological dynamics of the Guishe Project and to mitigate any potential environmental impacts stemming from its design and construction, Star Energy specially commissioned a team of ecological experts to participate by providing recommendations for engineering-phase ecological conservation measures and conducting regular on-site evaluations to document environmental conditions. Key site-specific interventions included the installation of temporary sedimentation basins to prevent surface runoff from impacting adjacent water bodies, as well as strictly demarcating construction boundaries to preserve the surrounding natural environment to the greatest extent possible. Notably, the project's excavated pond attracted small wildlife to settle, further supporting on-site biodiversity.




Installation of temporary sedimentation basins



# 04

# Talent Cultivation and Friendly Workplace

**Material Topics**

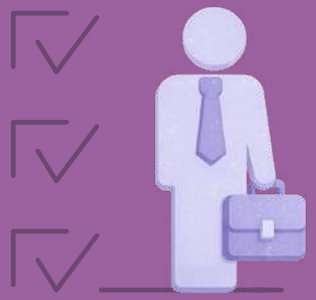
- Occupational Health and Safety
- Employee Care / Talent Retention



# 4.1 Talent Management and Development GRI 3-3

Material Topic

## Employee Care / Talent Retention



| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. Conduct at least 180 person-hours of conversation classes under the English proficiency enhancement program | ✓ |
| 2. Continue to implement the New Employee Care Program | ✓ |
| 3. Conduct at least 30 training hours per person for middle- and senior-level managers | ✓ |
| 4. Conduct at least 40 training hours per person for general employees | ✓ |
| 5. Implement employee job rotations | ✓ |

**Policies**

Develop diverse recruitment channels, assist employees with career development planning, provide timely job rotation and promotion opportunities, offer diverse training programs and competitive compensation and benefits, and build a comprehensive talent cultivation and retention framework.

**Commitments and Goals**

**Short-term Quantitative Indicators and Major Milestones for 2026**

1. Implement the New Employee Care Program.
2. Training hours
   Senior managers ≧ 20 hours/person; Middle managers ≧ 40 hours/person; General employees ≧ 40 hours/person
3. Conduct the Management Cultivation Program (Succession Plan).
4. Formulate and promote a senior talent succession plan. Take inventory of the number, capabilities, and promotion criteria of potential successors for core positions.
5. Implement employee job rotations.

**Medium- and Long-term Commitments and Goals**

1. Professional Competency Cultivation Program: Inventory key competencies across departments based on corporate strategy, mapping out comprehensive cultivation and development plans for critical talent.
2. Senior Talent Development Mechanism: Cultivate successors for senior executive roles through systematic training and cross-departmental experience, building a professional team with diverse expertise spanning management, engineering, and finance.
3. Establish an Industry Benchmark for Talent: Continue to optimize the compensation and benefits system to attract and retain outstanding professionals.

**Specific Actions and Achievements in 2025**

1. Awarded the 2025 CommonWealth Talent Sustainability Award in the Medium-sized Enterprise category.
2. Implemented the New Employee Care Program.
3. Conducted 243 person-hours of conversation classes under the English proficiency enhancement program.
4. Training Hours: Senior Managers: 330.71 hours (average of 30.06 hours/person); Middle Managers: 1,513.63 hours (average of 63.07 hours/person); General Employees: 7,878.24 hours (average of 80.39 hours/person).
5. Carried out employee job rotations.
6. Established an education and training learning map to define the core attributes and job performance requirements across various positions and levels.

**Responsibilities and Resources**

Personnel Recruitment and Cultivation Strategies: Administration Department

**Evaluation and Management Mechanisms**

1. Convene regular meetings of the Talent Cultivation and Development Advisory Committee. Annually
2. Integrate quantitative targets related to talent management into annual KPIs and track progress during management meetings. Monthly

## 4.1.1 Human Resources Policy GRI 2-23、2-24

### Prioritizing Employee Rights

- Shape a corporate culture of ethical management.
- Provide a work environment where employees can fully realize their potential.
- Provide employees with the right to unpaid parental leave.
- Guarantee equality of the right to work for all genders.
- Prohibit gender discrimination and differential treatment, encompassing recruitment, appointment, performance appraisal and promotion, education and training, benefits, and equal pay for equal work or work of equal value.
- Commit to complying with international human rights conventions, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights.

### Fair Treatment and Equal Opportunity

- Base employment policies on the principles of fairness and impartiality.
- Ensure that employees do not face differential treatment in opportunities for appointment, compensation and benefits, appraisal, promotion, or training due to factors such as race, nationality, place of birth, appearance, age, gender, sexual orientation, religious beliefs, political stance, physical or mental disability, pregnancy, or marital status.
- Formulate and implement within human resources management the Human Resources Management Regulations; Employee Compensation Regulations; Work Assessment Implementation Guidelines; Promotion and Selection Regulations; Human Resources Arbitration Committee Regulations; the Workplace Sexual Harassment Prevention, Complaint, and Disciplinary Policy; and the Taipei Office Procedures for Preventing Workplace Misconduct.



### Strict Adherence to the Law

- Comply with labor laws and regulations by employing the required quota of persons with disabilities.
- Formulate a Code of Ethical Conduct explicitly stipulating that company personnel shall not engage in any form of discrimination or exclusionary behavior based on factors such as gender, race, religious beliefs, political affiliation, sexual orientation, rank, or age.
- Formulate the Personal Data Protection and Management Regulations to safeguard the collection, processing, and utilization of employees' personal data, preventing the infringement of personality rights and ensuring the reasonable use of personal data.
- Formulate and publicly display the Workplace Sexual Harassment Prevention, Complaint, and Disciplinary Policy, reiterating the prohibition of sexual harassment. Publicly display grievance channels to provide a work and service environment free from sexual harassment for employees and job seekers. The policy establishes clear, detailed guidelines for appropriate preventive measures, corrections, disciplinary actions, processing measures, grievance procedures, investigation protocols, and the obligation to notify competent authorities.

### Diverse Channels and Harmonious Communication

- Commit to creating and maintaining a harmonious labor-management relationship.
- Establish open communication channels to safeguard and respect employees' inherent human and labor rights. Set up the TCC Suggestion Box as an internal communication channel to encourage constructive dialogue between employees and the Company, jointly shaping a harmonious work environment.
- Convene quarterly labor-management meetings to discuss relevant matters, including labor relations, working conditions, and labor welfare.
- Issue announcements reiterating the prohibition of sexual harassment and the Company's philosophy of non-discrimination based on sexual orientation. Employees registering same-sex marriages enjoy equal benefits, fostering harmonious labor relations and joint efforts toward corporate growth.
- To ensure employees' voices are fully reflected, the Company conducts regular annual surveys on satisfaction with corporate measures. In 2025, the questionnaire response rate was 62.9%, with an overall satisfaction score of 4.15 (out of 5). The Company will continue to strengthen communication channels and plan corresponding improvement measures to advance employee well-being and optimize the work environment.

For details on the implementation of the 2025 Employee Satisfaction Survey, please refer to the Company's official website.

## 4.1.2 Employee Composition

GRI 2-7、2-8、401-1、405-1

### Organizational Profile

All of TCC's operating locations are situated in Taiwan. The TCC Group is committed to talent localization, employing nearly 100% domestic nationals. As of the end of 2025, TCC's total workforce stood at 149 people, comprising 133 full-time employees and 16 non-employees. Star Energy's total workforce was 202 people, comprising 198 full-time employees and four non-employees. There have been no significant changes in the total number of employees over the past three years.

### Diversity Promotion

The average age of TCC employees is approximately 45 years old, with an average tenure of 12.25 years. The workforce is predominantly composed of employees aged 30 to 50, accounting for 55% of the total, while employees with a college degree or higher account for 95%. Most employees hold a college degree or higher in their respective professional fields, possess various professional licenses, and have years of practical experience in the power and engineering industries. However, due to the nature of the Company's industry in power business investment, development, and power plant operations, as well as its specific technical characteristics, there are some disparities in the gender ratio, with a particularly high proportion of male employees at Guan Tian Plant.



#### Workforce Structure – Distribution by Contract Type

| Nationality | Gender | Employment Contract | | | Employment Type | | |
|---|---|---|---|---|---|---|---|
| | | Permanent | Contract | Total | Full-time | Part-time | Non-employee |
| TCC | | | | | | | |
| Local | Male | 83 | 1 | 84 | 84 | 0 | 12 |
| | Female | 49 | 0 | 49 | 49 | 0 | 4 |
| Foreign | Male | 0 | 0 | 0 | 0 | 0 | 0 |
| | Female | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | 133 | 1 | 133 | 133 | 0 | 16 |

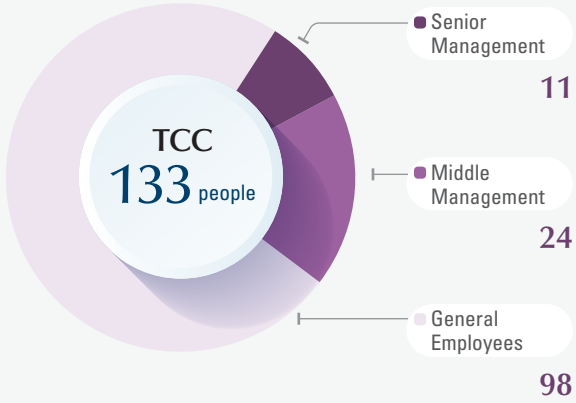
| Nationality | Gender | Employment Contract | | | Employment Type | | |
|---|---|---|---|---|---|---|---|
| | | Permanent | Contract | Total | Full-time | Part-time | Non-employee |
| Star Energy | | | | | | | |
| Local | Male | 119 | 26 | 145 | 145 | 0 | 2 |
| | Female | 39 | 13 | 52 | 52 | 0 | 2 |
| Foreign | Male | 1 | 0 | 1 | 1 | 0 | 0 |
| | Female | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | 159 | 39 | 198 | 198 | 0 | 4 |

Note 1: "Non-employees" are defined as dispatched personnel from fixed-term contract suppliers. Their work types include manpower support such as cleaning and security.
Note 2: The Company does not employ non-guaranteed hours employees.

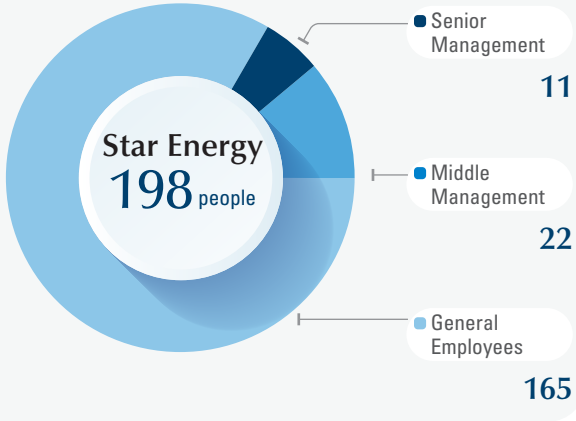
## Employee Structure – Age and Rank Distribution by Gender

### Distribution by Rank

TCC

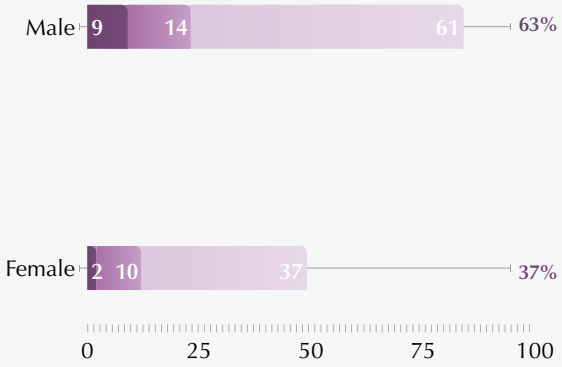


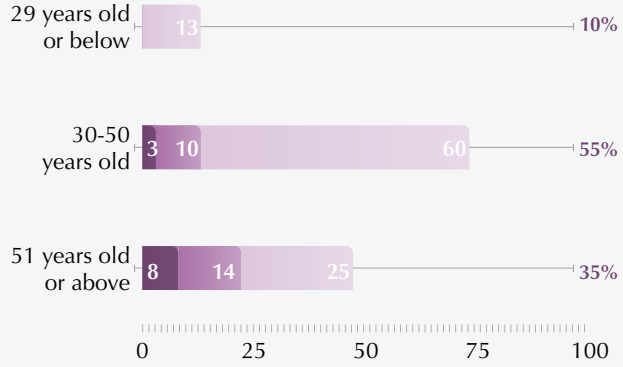

Star Energy



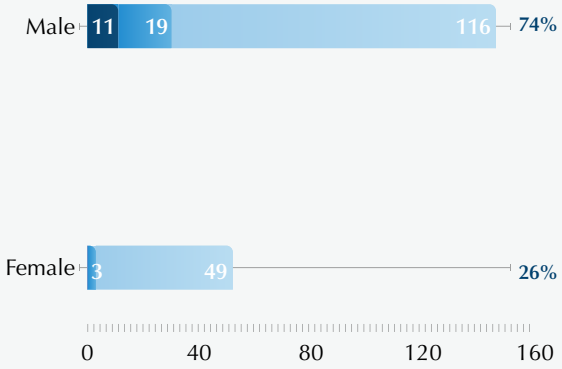

### Distribution by Age and Gender

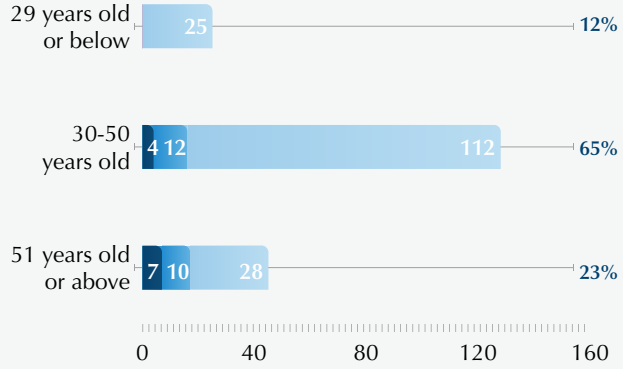
TCC




Star Energy



## New Hires and Departing Employees

TCC recruits talent through both internal and external channels. Internal recruitment is facilitated through internal postings, promotions, and job transfers. External channels include job platform advertisements, employee referrals, and partnerships with public and private employment service agencies (including recruitment agencies). The Company prioritizes hiring local workers, basing selection, appointment, and development on capability, knowledge, experience, integrity, and work attitude. In 2025, TCC onboarded a total of 13 new domestic employees.

| TCC | Age | | | Total |
|---|---|---|---|---|
| | 29 Years Old or Below | 30-50 Years Old | 51 Years Old or Above | |
| New Male Hires | 0 | 3 | 1 | 4 |
| New Female Hires | 4 | 4 | 1 | 9 |
| Male New Hire Rate | 0% | 2.26% | 0.75% | 3.01% |
| Female New Hire Rate | 3.01% | 3.01% | 0.75% | 6.77% |

| Star Energy | Age | | | Total |
|---|---|---|---|---|
| | 29 Years Old or Below | 30-50 Years Old | 51 Years Old or Above | |
| New Male Hires | 5 | 12 | 8 | 25 |
| New Female Hires | 6 | 9 | 0 | 15 |
| Male New Hire Rate | 2.53% | 6.06% | 4.04% | 12.63% |
| Female New Hire Rate | 3.03% | 4.55% | 0% | 7.58% |

Note 1: In 2025, two colleagues who transferred within TCC Group were also included in the calculation of the new hire rate.
Note 2: New Hire Rate = (Number of new hires of that age group and gender) / (Total number of employees at year-end).

TCC maintains steady operations and a comprehensive benefits system while optimizing employee care measures. Consequently, aside from retirements and normal internal transfers, the turnover rate has shown no abnormal fluctuations and remains low. Analyzing by gender structure, there is little variance between male and female turnover rates across the years, indicating no significant gender-based disparity. From an age perspective, turnover is primarily concentrated among younger demographics (29 years old or below) due to career development factors, and the older demographic (51 years old or above) reaching retirement age. The turnover rate for mid-career employees aged 30–50 is relatively stable, demonstrating sound human resources management and a solid core workforce.

The subsidiary Star Energy has shown a slight uptrend in turnover rate over the past three years, primarily due to industry characteristics and competition for talent. The construction engineering and electromechanical industries are often project based, which naturally leads to higher mobility. Furthermore, the expansion of domestic semiconductor and related industries has increased demand for technical professionals, further intensifying market competition. To reduce personnel turnover, training, and management costs, Star Energy is formulating response measures, such as expanding recruitment channels, strengthening promotions, and providing a healthy and safe workplace to raise overall competitiveness.

Responding to the challenge of rapid economic growth coupled with chronic labor shortages, TCC continues to improve its compensation and benefits system. The Company formulates training plans tailored to employees' career development needs, strengthens talent retention mechanisms, and implements employee care. Furthermore, the selection, appointment, cultivation, and retention of talent are carefully evaluated based on TCC Group's diversified operations. TCC makes timely organizational adjustments and internal rotations to cultivate cross-disciplinary talent and fortify human resources management.

| TCC | Age | | | Total |
|---|---|---|---|---|
| | 29 Years Old or Below | 30-50 Years Old | 51 Years Old or Above | |
| Number of Male Employee Departures | 0 | 0 | 4 | 4 |
| Number of Female Employee Departures | 1 | 2 | 1 | 4 |
| Male Employee Turnover Rate | 0% | 0% | 3.01% | 3.01% |
| Female Employee Turnover Rate | 0.75% | 1.5% | 0.75% | 3.01% |
| Total Employee Departures | | | | 8 |
| Overall Employee Turnover Rate | | | | 6.02% |

Note 1: TCC's turnover rates (including retirements and transfers to TCC Group companies) for 2023 to 2025 were 11.11%, 5.47%, and 6.02%, respectively.
Note 2: In 2025, two colleagues who transferred within TCC Group were also included in the calculation of the turnover rate.
Note 3: Turnover Rate = (Number of departing employees of that age group and gender) / (Total number of employees at year-end).
Note 4: The age bracket for departing employees is determined by their age on the effective date of departure.

| Star Energy | Age | | | Total |
|---|---|---|---|---|
| | 29 Years Old or Below | 30-50 Years Old | 51 Years Old or Above | |
| Number of Male Employee Departures | 3 | 24 | 11 | 38 |
| Number of Female Employee Departures | 3 | 13 | 0 | 16 |
| Male Employee Turnover Rate | 1.52% | 12.12% | 5.56% | 19.19% |
| Female Employee Turnover Rate | 1.52% | 6.57% | 0% | 8.08% |
| Total Employee Departures | | | | 54 |
| Overall Employee Turnover Rate | | | | 27.27% |

Note 1: Star Energy's turnover rates (including retirements and transfers to TCC Group companies) for 2023 to 2025 were 26.48%, 26.89%, and 27.27%, respectively.
Note 2: In 2025, two colleagues who transferred within TCC Group were also included in the calculation of the turnover rate.
Note 3: Turnover Rate = (Number of departing employees of that age group and gender) / (Total number of employees at year-end).
Note 4: The age bracket for departing employees is determined by their age on the effective date of departure.

## 4.1.3 Talent Cultivation

GRI 2-19、2-20、2-21、404-1、404-3

Upholding the belief that employees are the Company's most valuable asset, TCC formulated a talent cultivation plan aligned with its corporate operational strategy. The Company also made a systematic human resources strategy and planning framework that provides specialized training courses tailored to match specific job requirements. The short-, medium-, and long-term plans are illustrated in the figure below.

### 2025 Key Human Resource Development Priorities

#### Strengthening Talent Cultivation and Development

In 2022, TCC established the Talent Cultivation and Development Advisory Committee to oversee the creation of training plans for critical talent and the implementation of management training programs and training evaluations. In 2025, TCC strengthened implementation of its talent management policies by planning the Middle and Senior Management Development Program, a core workforce training program, and internal competency training. The Company increased management training for colleagues at the section chief level or above and officially introduced a learning map for charting employee career development paths. These advances demonstrate how the Company builds its educational training on a competency framework. For digital and physical courses, on average TCC's senior managers underwent 30.06 training hours, while middle managers and general employees averaged 63.07 hours and 80.39 hours, respectively.



**Talent Cultivation**

Average training hours

Senior Management
30.06 hour/person
Middle Management
63.07 hour/person
General Employees
80.39 hour/person

**Strategies for Strengthening Human Resources**

**Enriching Core Technical Talent**

**Workforce Inventory**

*Short-term*
- **Skills inventory** Investment and development / EPC / O&M
- **Determine manpower needs**

*Medium-term*
- **Cultivate and enrich:** Strategy / Business / Overseas

**Timely Recruitment**

*Short-term*
- **Recruitment Leverage ready-to-work talent Encourage colleagues to refer outstanding talent for employment**

*Long-term*
- **Job rotation and secondment**
- **Talent selection and evaluation**

**Cultivation and Succession**

*Short-term*
- **Training system** New hire training / Mentors Establish the Talent Cultivation and Development Advisory Committee
- **Learning map** Assign training based on rank and duties Learning courses

*Medium-term*
- **Training resources:** Knowledge management application, Domestic and international training programs
- **Management training Build expertise in each department**

*Long-term*
- **Internal instructors**
- **Digital archiving and learning Build a talent development system**

**Using Human Resources More Effectively**

**Performance Links**

*Short-term*
- **Connection to company goals:** Departmental KPIs
- **Performance evaluations:** Core evaluation, Behavioral assessment

**Incentives and Rewards**

*Short-term*
- **Differentiated compensation:** Employee compensation / bonuses, Bonus guidelines, Real-time rewards

*Medium-term*
- **Plan group benefits**

**Organizational Resources**

*Short-term*
- **Flexible working hours Relocation package or bonus**

*Medium-term*
- **Organizational staffing Job management Salary and bonus reviews Promotion and evaluation systems**

## Succession Planning for Middle and Senior Management

The Company's vice presidents and department heads all undergo rigorous, multi-tiered training in the Middle and Senior Management Development Program before being promoted. Senior managers also transition across different work domains via job rotations. Before assuming senior management roles, they must acquire business management experience and competencies, including project planning, engineering management, O&M, and financial analysis. Through a series of specialized training programs, the Company aims to equip middle- and senior-level managers to become future successors possessing cross-disciplinary knowledge, innovative thinking, and a global perspective.

### Middle and Senior Management Development Program

**Job Rotation Training**

Under the Company's job rotation plan, department-level managers and above (including the president and vice presidents) gain experience in different specializations. Encompassing diverse fields, such as investment and development, engineering management, finance and investee management, and administrative management, the program hones the business management capabilities of the Company's present and future leaders, enhancing their decision-making acumen and cross-departmental collaboration skills.

**Competency Training**

Diverse learning channels encompassing physical courses, digital courses, and self-directed learning are provided annually. Topics cover leadership and management, industry trends, sustainable development, and ethical management.

## Recruitment and Performance Improvement and Exit Mechanisms

In response to future business expansion and the corresponding increased demand for professional talent, TCC Group develops diverse recruitment channels, including online recruitment, internal referrals, and campus recruitment coupled with scholarship offerings.

TCC Group also has a performance improvement and exit mechanism. Under the Employee Performance Evaluation Regulations, employees whose appraisal scores fail to meet accepted standards must submit a performance improvement report and undergo follow-up assessments. Those who fail to make sufficient improvements are subject to dismissal in order to preserve the Company's overall competitiveness.

## New Employee Training and Care Mechanisms

Beyond recruitment, talent retention remains a critical priority for TCC. To help new hires seamlessly adapt to their work environment, the Company conducts comprehensive onboarding programs covering corporate benefits, internal regulations, and occupational health and safety protocols. Furthermore, each hiring department tailors specific training plans to establish clear learning objectives and build essential work skills. A dedicated mentorship system pairs new personnel with senior employees who provide one-on-one guidance, specialized support, and assistance in integrating into the corporate culture. Throughout their first six months, TCC actively monitors the physical and mental well-being of new hires. By offering anonymous psychological counseling and conducting regular satisfaction and mental health surveys, the Company is equipped to provide targeted assistance that enhances professional development and minimizes turnover.



**1st Week of Employment**

A Solid Foundation

- Provide the new employee handbook.
- HR introduces personnel regulations and the benefits system.
- The department formulates a training plan and assigns a dedicated mentor.

**1st to 3rd Months of Employment**

Deep Learning

- HR conducts regular check-ins to understand learning progress, provide assistance, and offer feedback to department managers.
- A dedicated mentor provides guidance on professional competencies and shared departmental knowledge.

**Before Completing 6 Months of Employment**

Demonstrating Results

- Conduct a questionnaire survey covering four major dimensions: environmental adaptation, work learning, life adjustment, and partnerships.
- New personnel complete a training report to demonstrate their training outcomes.

## 2025 Human Resources Training Program Implementation Results

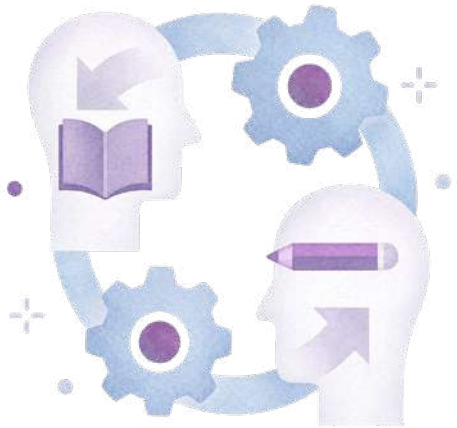
### Training Hours for Managers and Employees

| TCC | Male | | | Female | | |
|---|---|---|---|---|---|---|
| Training Hours | Total Hours | Total Headcount | Average Training Hours per Person | Total Hours | Total Headcount | Average Training Hours per Person |
| Senior Managers | 258.35 | 9 | 28.71 | 72.36 | 2 | 36.18 |
| Middle Managers | 679.48 | 14 | 48.53 | 834.15 | 10 | 83.42 |
| General Employees | 5255.68 | 61 | 86.16 | 2622.56 | 37 | 70.88 |
| Total | 6193.51 | 84 | 73.73 | 3529.07 | 49 | 72.02 |

| Star Energy | Male | | | Female | | |
|---|---|---|---|---|---|---|
| Training Hours | Total Hours | Total Headcount | Average Training Hours per Person | Total Hours | Total Headcount | Average Training Hours per Person |
| Senior Managers | 88 | 11 | 8.00 | 0 | 0 | - |
| Middle Managers | 395 | 17 | 23.24 | 24 | 3 | 8.00 |
| General Employees | 1330 | 118 | 11.27 | 405 | 49 | 8.27 |
| Total | 1813 | 146 | 12.42 | 429 | 52 | 8.25 |

## Cultivation and Succession: Knowledge Management (KM) Platform

The TCC Group Knowledge Management (KM) platform was integrated into daily operations following its introduction in 2017. Specialized information relating to cogeneration, IPPs, renewable energy engineering technologies, and practical experiences in power plant O&M are regularly shared, preserved, discussed, and passed down within the organization.



## Performance Evaluations

### Evaluation and Compensation Principles for Employees/Managers (Including the President and Vice Presidents)

The weighting ratios of departmental KPIs, annual performance targets for senior managers, and individual evaluation scores are adjusted annually based on operational requirements. Moving forward, departmental performance will be weighted more strongly in individual evaluations to encourage teamwork and collective growth, and to align with TCC's sustainable performance indicators.

#### Performance Evaluations

**Overall Company Goals and Performance Evaluations**

Performance evaluation items are formulated annually based on the Company's overall goals for the year. Those items then become the basis for evaluating employees and managers.

| Who Gets Evaluated | Evaluation Items |
|---|---|
| President and Vice Presidents | Annual performance goals for senior managers. |
| Managers | Achievement of departmental key indicators. |
| General Employees | Individual job performance results. |

**Employee Performance Evaluations**

Employee performance evaluations are divided into regular appraisals (conducted semi-annually) and annual appraisals. Regular appraisals are carried out by respective supervisors every six months and are based on the employee's work performance. Any significant exceptional or poor conduct is recorded. Interviews are part of the appraisal process and serve as a key reference point.

#### Compensation Principles for Employees/Managers (Including the President and Vice Presidents)

**Performance Bonuses: Calculated based on the results of the performance evaluations. Includes operating bonuses and employee bonuses.**

(1) Operating Bonus: Calculated based on the achievement rate of the current year's EPS target. Issued proportionally by multiplying the employee's performance evaluation score and salary weight.

(2) Employee Bonus: Issued based on the above performance evaluation score, the employee's annual performance score, and the corresponding salary weighting.

Note: The Company uses differentiated management. Employees who score 70 points or below in their annual performance evaluation will not receive a performance bonus. They will be subject to an improvement plan and follow-up assessments to raise overall corporate competitiveness.

## Annual Performance Goals for Senior Managers

To demonstrate management's commitment to strong corporate operations and sustainable development, the Company links the compensation of the president and vice presidents to ESG performance. Job-related ESG indicators are incorporated into annual performance targets. Key evaluation items include financial indicators, operational management, sustainability performance, corporate governance, and stakeholder engagement. Having senior managers oversee sustainable development strategies and initiatives ensures their effective implementation.



| Key Evaluation Items | Weighting | Description |
|---|---|---|
| Financial Indicators | 20% | Corporate financial performance (EPS, ROE, revenue performance, budget achievement rate, etc.) |
| Operational Management | 25% | Supervision of Corporate Operations:<br>1. Power Plant Operational Management: Enhance operational efficiency and fuel substitution rate.<br>2. Investment Operations and Management: Oversee operations of existing IPPs and other investees.<br>3. Supervise business operations in investment and development, engineering contracting, O&M, and renewable energy retailing.<br>4. Manage business operations across all units and support horizontal coordination to ensure the Company's sustainable operation. |
| Sustainability Performance | 30% | Oversee Planning and Implementation of TCC's Sustainable Development Strategies<br>1. Compile sustainability reports and disclose related information.<br>2. Respond to climate change-related risks and opportunities.<br>3. Plan and promote GHG management across TCC Group.<br>4. Manage green procurement and sustainable supply chain management.<br>5. Drive digital transformation and information security initiatives. |
| Corporate Governance | 10% | Supervise promotion of corporate governance, ethical management, and risk management. Establish mechanisms for continuous improvement to strengthen corporate governance. |
| Stakeholder Engagement | 15% | Convene institutional investor conferences and engage with various stakeholders (shareholders, institutional investors, media, and other external entities) to ensure the accuracy of Company operational news, material information, and other disclosures. |

| TCC | Male | | | Female | | |
|---|---|---|---|---|---|---|
| Employee Performance Evaluations | Number Evaluated | Total Active Headcount | Evaluation Rate | Number Evaluated | Total Active Headcount | Evaluation Rate |
| Senior Managers | 9 | 9 | 100% | 2 | 2 | 100% |
| Middle Managers | 14 | 14 | 100% | 10 | 10 | 100% |
| General Staff | 62 | 61 | 102% | 39 | 37 | 105% |
| Total | 85 | 84 | 101% | 51 | 49 | 104% |

| Star Energy | Male | | | Female | | |
|---|---|---|---|---|---|---|
| Employee Performance Evaluations | Number Evaluated | Total Active Headcount | Evaluation Rate | Number Evaluated | Total Active Headcount | Evaluation Rate |
| Senior Managers | 13 | 11 | 118% | 0 | 0 | 100% |
| Middle Managers | 18 | 18 | 100% | 3 | 3 | 100% |
| General Staff | 114 | 117 | 97% | 46 | 49 | 94% |
| Total | 145 | 146 | 99% | 49 | 52 | 94% |

Note: This table includes employees with fixed-term contracts. The number of evaluated employees includes those who were not actively employed as of December 31, 2025, but were still eligible for appraisal and bonuses. The number of unappraised employees includes those who were actively employed as of December 31, 2025, but did not require or were not yet eligible for appraisal. Therefore, the number of appraised employees may exceed the total active headcount at year-end. In addition, of two colleagues who transferred in 2025, one transferred mid-year. Performance appraisals were conducted for both TCC and Star Energy for that individual.

### Average Employee Salary Adjustment in 2025

Employees' salaries primarily grow due to promotions in position or rank, along with regular salary adjustments. The former incentivizes employees to create greater value by taking on higher-level responsibilities while the latter is evaluated annually and depends on the Company's profitability, labor market wage standards, and macroeconomic indicators. Regular salary adjustments are differentiated based on employee performance scores, with higher adjustment rates generally given to employees of lower ranks, to motivate high performers and entry-level colleagues. The average salary adjustment in 2025 was 5.73%.

| Average Salary Adjustment for Non-managers (%) | Average Salary Adjustment for Managers (%) | 2025 Average Salary Adjustment (%) |
|---|---|---|
| 5.86% | 3.75% | 5.73% |

Note: Managers in the above table include the president, vice presidents, and Finance Department managers.

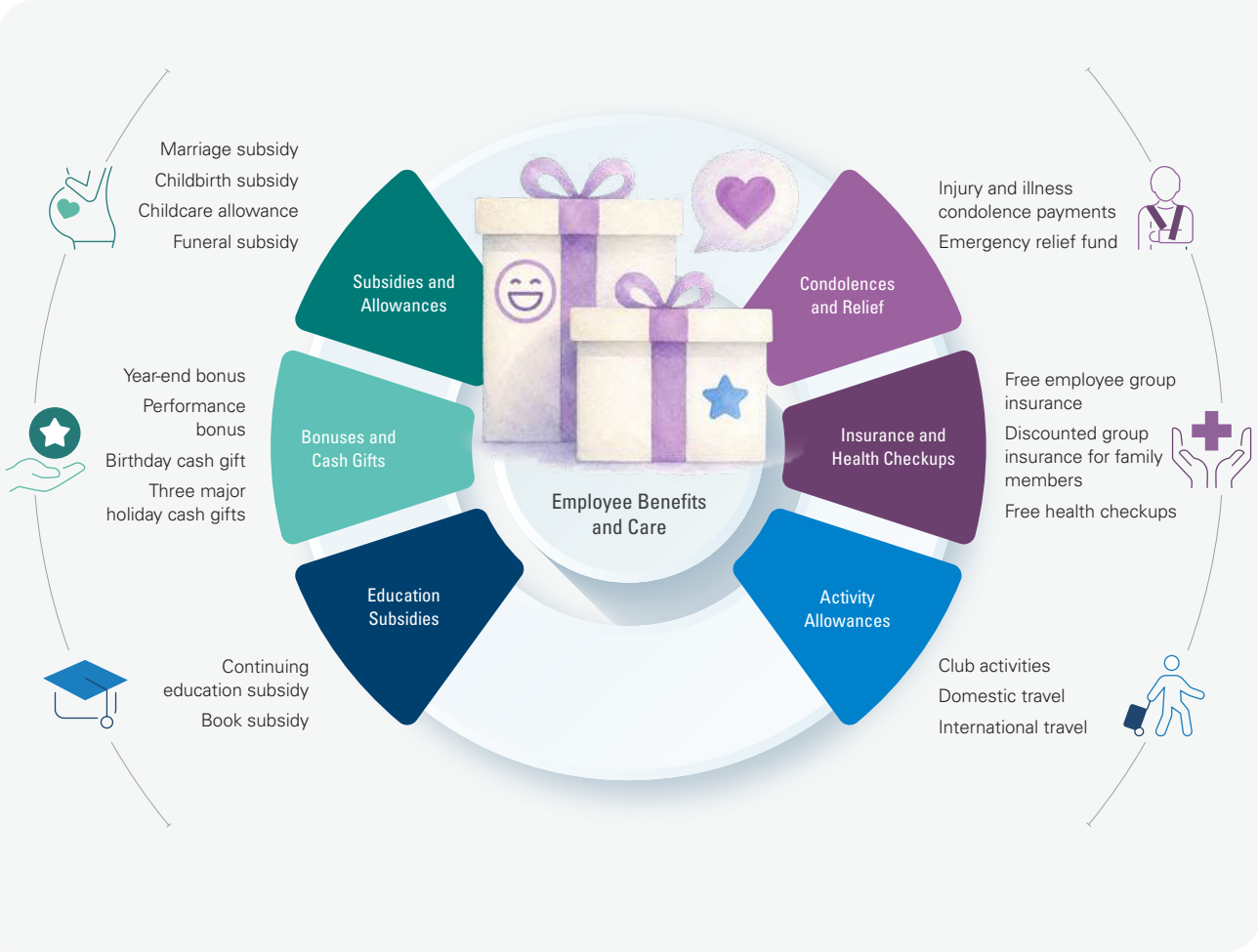
### Average and Median Salaries of Non-managers for 2025

| TCC | Average Salary of Non-managers | | |
|---|---|---|---|
| | Non-managers | | |
| | 2023 | 2024 | 2025 |
| Total Salary of Full-time Non-managers (A) (NT$ thousands) | 160,394 | 168,407 | 189,549 |
| Number of Full-time Non-managers (B) | 122 | 123 | 126 |
| Average Salary of Full-time Non-managers (A/B) (NT$ thousands) | 1,315 | 1,369 | 1,504 |
| Median Salary of Full-time Non-managers (NT$ thousands) | 1,128 | 1,190 | 1,279 |

## 4.1.4 Employee Benefits GRI 401-2、401-3

### Employee Benefits

TCC views employees as the Company's most valuable asset. To promote employees' physical and mental well-being and provide a workplace that balances work and family, the Company offers diverse employee benefits that exceed regulatory requirements. In 2025, all employees of TCC and Star Energy enjoyed company-provided benefits, achieving a 100% coverage rate.



## Friendly Workplace and Employee Care

TCC cultivates a family-friendly work environment, fostering a corporate culture that prioritizes both professional development and quality of life. The Company is deeply committed to supporting the needs of its employees and their families by establishing welfare measures that exceed statutory requirements. In addition to providing existing marriage and maternity allowances, TCC aims to empower its younger employees to pursue marriage and parenthood with confidence while alleviating the financial burdens of child-rearing. To this end, the Company has established a new childcare allowance set to take effect in 2026. This initiative is designed to provide a more comprehensive family support system, contributing to broader efforts to address the national demographic challenge of the declining birth rate.

Related benefits include:

- Marriage Subsidy
  NT$16,000
- Childbirth Subsidy:
  NT$20,000 per newborn
- Miscarriage Subsidy
  NT$12,000 (for pregnancies lasting 84 days or more)
- Childcare Allowance
  A monthly subsidy of NT$10,000 for each child under 3 years of age

In 2025, six individuals benefited from the marriage and family care measures at TCC and Star Energy, with the Company investing a total of NT$108,000.

## Unpaid Parental Leave Applications

TCC provides statutory leave including menstrual leave, tocolysis leave (pregnancy preservation), prenatal checkup leave, maternity leave, pregnancy checkup accompaniment and paternity leave, family care leave, and unpaid parental leave. The Company also encourages employees to return to work upon the expiration of their parental leave. For greater flexibility, starting in 2026 unpaid parental leave can be applied for not only in continuous periods but also on a daily basis, so that colleagues can adjust their work schedules according to childcare needs. Furthermore, the Company has signed contracts with nearby qualified nurseries to support colleagues' childcare needs. In 2025, no TCC employees applied for unpaid parental leave.

| Item | TCC | | | Star Energy | | |
|---|---|---|---|---|---|---|
| | Male | Female | Total | Male | Female | Total |
| Total number of employees eligible for unpaid parental leave in 2025 | 7 | 1 | 8 | 10 | 2 | 12 |
| A: Total number of employees who applied for unpaid parental leave in 2025 | 0 | 0 | 0 | 1 | 0 | 1 |
| B: Number of employees who applied for reinstatement in 2025 | 0 | 0 | 0 | 0 | 0 | 0 |
| C: Actual number of employees who returned to work in 2025 | 0 | 0 | 0 | 0 | 0 | 0 |
| D: Number of employees due to return in 2025 who applied for an extension | 0 | 0 | 0 | 0 | 0 | 0 |
| E: Number of employees who returned to work from parental leave in 2024 and continued to work for one year | 0 | 0 | 0 | 0 | 0 | 0 |
| F: Number of employees who returned to work from parental leave in 2024 | 0 | 0 | 0 | 3 | 1 | 4 |
| Return Rate % = C / (B-D) | - | - | - | - | - | - |
| Retention Rate % = E / F | - | - | - | - | - | - |

Note: The number of employees eligible to apply for unpaid parental leave in the current year is calculated based on the number of people who applied for childbirth subsidies over the past 3 years.

## Employee Health and Protection

**Employee Health Checkups**

Employees are offered free health checkups. Those aged 40 and above qualify for an annual checkup while those under 40 can receive a checkup every two years.

Number of checkups in 2025: 58 (some employees deferred to 2026)

**Employee Group Insurance**

All employees get free group insurance that provides coverage for accidents, medical care, cancer, and life insurance to safeguard health and safety. Furthermore, employees' parents and dependents can participate in health checkups and group insurance at discounted rates, providing dual protection for both the employee and their family.

## A Healthy Environment with Work-Life Balance

TCC values the balance between employees' work and personal lives. The Company plans activities tailored to employees and their dependents, such as establishing clubs and holding quarterly birthday parties, providing more opportunities for interaction and creating a happy workplace.

### Club Activities

The TCC Employee Welfare Committee oversees the planning of employee clubs, which cover a range of interests, including fitness, sports, and coffee appreciation. Various activities are held from time to time to encourage employee interaction and family participation. Each club establishes bylaws and holds regular meetings to review activities and budgeting. Their efforts maintain employees' physical and mental well-being while strengthening cohesion. For example, a Guan Tian Plant club organized a day tour of a Tsou cultural tribe and a boat tour in Taijiang National Park. These activities relax the mind and enhance fellowship among colleagues while showing the beauty of indigenous culture and natural ecology.

Coffee Appreciation Club



Biking Club



LOHAS Club



Badminton Club




Mountaineering Club




Knowledge and Action Club



## Employee Birthday Parties

To foster a friendly workplace and enhance employee well-being, the Company has hosted quarterly birthday tea parties since 2023. An expanded annual birthday banquet is also held to give employees more chances to join in celebration.



## Employee Lounge Area

To create a warm and comfortable working environment, the Taipei Head Office established an employee lounge equipped with publications, snacks, and beverages, allowing colleagues to rest and relax during their downtime.





## A Retirement System Exceeding Regulatory Requirements

In addition to being eligible to apply for retirement upon meeting the qualifications stipulated in Article 53 of the Labor Standards Act, TCC employees who "have worked for over ten years and whose combined age and years of service exceed 70" are also able to apply for retirement. This flexible option offers colleagues more options for career planning. The retirement system for managers (including the president and vice presidents) is identical to that of general employees.

| Retirement System | Years of Service & Age | Eligible | Contribution System |
|---|---|---|---|
| Retirement Conditions Stipulated in Article 53 of the Labor Standards Act | Worked for 15+ years and aged 55 or older | ✓ | **Applicable to the Old Labor Pension System under the Labor Standards Act:**<br>1. 6.5% of the employee's total salary is allocated to the retirement fund every month and deposited into a dedicated bank account under the name of the Company's Supervisory Committee for Labor Retirement Reserves.<br>2. An external professional actuarial firm is commissioned annually to review the retirement reserve account to ensure sufficient funds to meet retirement payment demands.<br>**Applicable to the New Labor Pension System under the Labor Standards Act:**<br>The Company makes monthly contributions of 6% based on the labor pension contribution classification table to individual labor pension accounts established by the Bureau of Labor Insurance. Additionally, voluntary contributions are withheld and deposited into individual pension accounts based on the employee's voluntary contribution rate. |
| | Worked for 25+ years | ✓ | |
| | Worked for 10+ years and aged 60 or older | ✓ | |
| TCC-formulated Flexible Retirement Conditions Exceeding Labor Standards Act Requirements | Worked for 10+ years, with combined years of service and age exceeding 70 | ✓ | |

## Volunteer Leave System

To encourage colleagues to participate in social public welfare, the Company provides three days (totaling 24 hours) of paid volunteer leave annually. Employees participating in company-organized volunteer activities held on non-working days are granted volunteer leave equivalent to the duration of the activity. For volunteer activities held on working days, the time spent participating in the activity during working hours is counted as volunteer leave. Employees receive their regular salary during volunteer leave.



# 4.2 Human Rights Protection and Inclusion

GRI 2-23、2-24、2-25、406-1、408-1、409-1

## Human Rights Policy and Specific Management Systems

TCC formulates its management systems in strict accordance with relevant labor laws and regulations. To thoroughly safeguard the rights and interests of all employees, the Company is committed to upholding international standards, including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights. The Administration Department serves as the unit responsible for integrating human rights policies into management systems. Furthermore, TCC has implemented the Human Rights Policy and Management Procedures alongside the Specific Management Plans for Human Rights Concerns. These frameworks encompass all managers, employees, and job seekers within the Company's risk management scope, ensuring that targeted goals and actionable steps are established for every identified human rights concern.

For details on the Company's Human Rights Policy and Management procedures, please refer to the Company's official website.

### Specific Management Plans for Human Rights Concerns

**Grievance Channels**

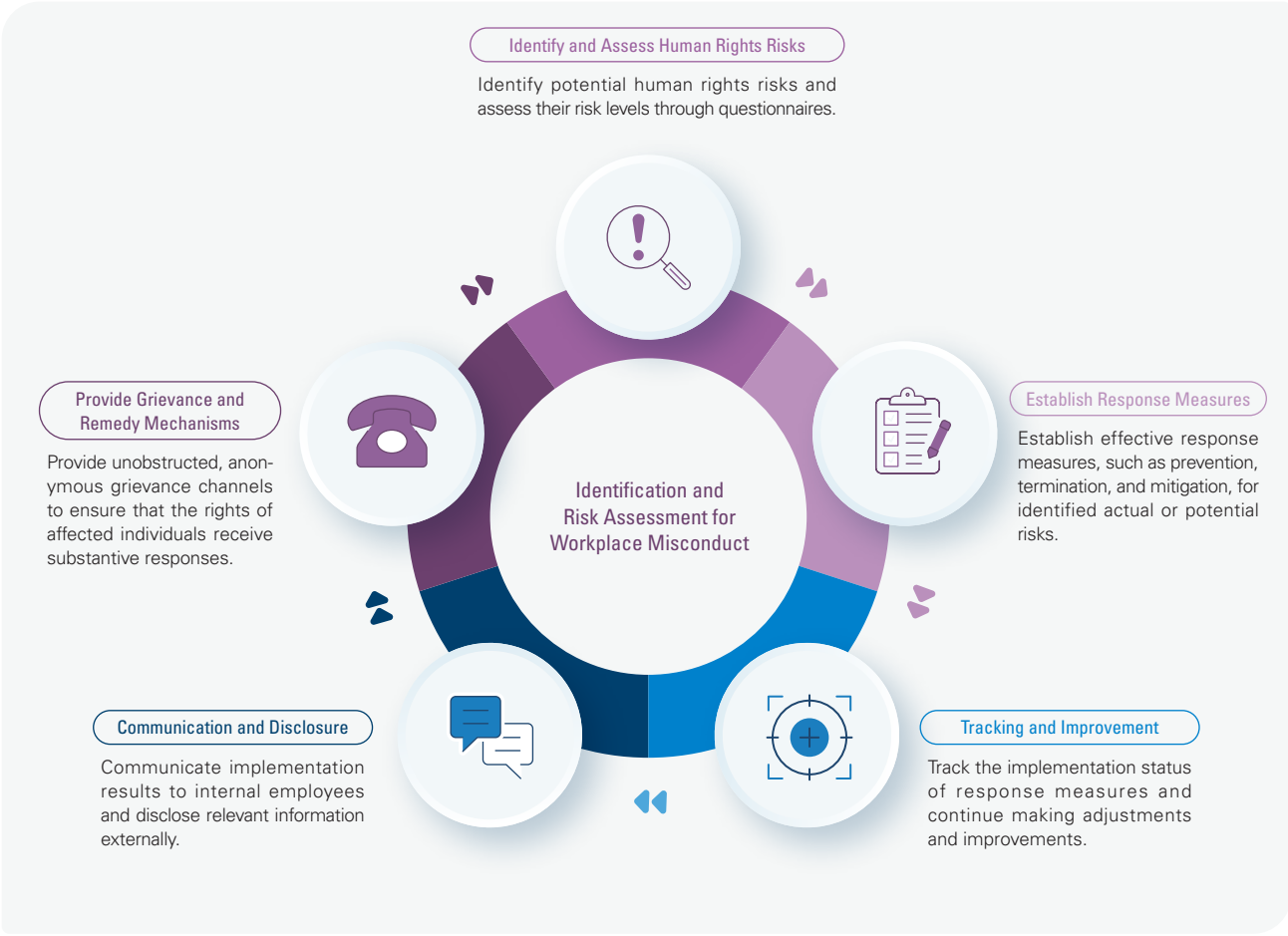
Reporting Hotline: 02-8798-2000 ext. 515

Reporting Email: hr@cogen.com.tw

Note: The dispute regarding the calculation of the Company's 2024 year-end bonus has concluded through court proceedings. This was an isolated case and did not impact overall labor-management relations or the operation of Company systems. The Supreme Court dismissed the appeal in April 2025, finalizing the judgment and concluding the case.

## Human Rights Due Diligence

Referencing international human rights conventions, the EU's Corporate Sustainability Due Diligence Directive, and the OECD Due Diligence Guidance for Responsible Business Conduct, the Company established a human rights due diligence process. This process identifies and assesses human rights risks, formulates response strategies and handling measures, implements improvements, and tracks results to effectively reduce the probability and scope of the Company's human rights risks.



Referencing relevant international human rights standards and the human rights issues that domestic benchmark enterprises focus on, the Company identified five critical human rights issues for 2026. Questionnaires were distributed to employees for investigation. Based on the responses, the calculated risk levels for all issues were low to extremely low. The risk level rankings were as follows:

| Rank | Issue | Risk Level |
|---|---|---|
| 1 | Freedom of assembly and association | Low |
| 2 | Unlawful infringement in the workplace | Low |
| 3 | Forced labor | Low |
| 4 | Privacy rights | Low |
| 5 | Compensation and benefits | Extremely low |

**Risk Level**

- Extremely low :Probability of occurrence ≦ 10%
- Low :10% < probability of occurrence ≦ 30%
- Medium :30% < probability of occurrence ≦ 70%
- High :70% < probability of occurrence ≦ 90%
- Extremely high :90% < probability of occurrence

Note: The probability of occurrence refers to the annual frequency, indicating the likelihood of a risk event occurring within a year.

Based on the ranking results, the Company reviewed current mitigation and remediation measures for higher-ranked human rights issues and formulated future improvement plans to reduce related human rights risks.

| Target Group | High-Risk Issues | Current Mitigation / Remediation Measures | | Future Improvement Plans |
|---|---|---|---|---|
| Employees | Freedom of assembly and association | Mitigation Measures | • Establish a comprehensive internal regulation and system announcement mechanism. Promptly announce important HR policies and changes in labor conditions via internal systems, announcement platforms, or emails. Use onboarding training to ensure both new and active employees fully grasp information related to their rights.<br>• Convene labor-management meetings quarterly to discuss labor-management relations, labor conditions, and labor welfare to safeguard relevant rights and interests.<br>• Conduct workplace communication training for supervisors to enhance management's ability to accept and respond to employee feedback. Conduct regular anonymous employee satisfaction surveys to reduce employee hesitation in directly expressing concerns. | • Regularly compile and de-identify grievance cases for subsequent analysis. Explain the feedback handling process and improvement outcomes to employees.<br>• Establish a centralized information platform and strengthen explanations of version control and revision history to uniformly disclose relevant policies, revision records, and scope.<br>• Add an alert mechanism for important document changes and strengthen explanations so employees can fully grasp policy changes. |
| | | Remediation Measures | • Provide unobstructed communication and grievance channels, including employee grievance mailboxes and anonymous feedback channels. Investigate and follow-up on relevant human rights risks. | |
| | Unlawful infringement in the workplace | Mitigation Measures | • Formulate and announce the Workplace Sexual Harassment Prevention, Complaint, and Disciplinary Policy and the Workplace Unlawful Infringement Prevention Plan Regulations. Declare a zero-tolerance stance on any form of unlawful infringement, and establish a plan to prevent such misconduct during the execution of duties.<br>• Conduct regular workplace environment inspections to improve lighting, monitoring equipment, and traffic flow planning.<br>• Regularly hold gender equality and anti-bullying awareness courses for all employees, and conduct enhanced communication management and conflict resolution training for supervisors at all levels to improve management's ability to identify potential misconduct risks.<br>• Publicly display a written statement on preventing unlawful infringement in the workplace, stipulating that employees who submit grievances or opinions shall not face any form of adverse treatment. | • Introduce psychological counseling and health care guidance. Conduct job suitability assessments and provide recommendations for colleagues with potential physical and mental health risks. |
| | | Remediation Measures | • Set up a dedicated grievance hotline, email, and anonymous suggestion box to provide immediate avenues for help when colleagues suffer infringement. The grievance handling process strictly adheres to the principle of confidentiality.<br>• Depending on the specific grievance case, invite external experts with legal or psychological backgrounds to participate in the investigation committee to ensure the objectivity and fairness of the investigation process.<br>• Provide the complainant in specific cases with relevant physical and mental health tracking and counseling, alongside suitability assessments and recommendations for protective measures such as job adjustments or transfers.<br>• Review the causes of relevant incidents, formulate preventive measures, and retain incident handling reports. | |

## Unlawful Infringement in the Workplace Prevention Mechanisms and Governance Measures

TCC Group adopts a zero-tolerance attitude towards unlawful infringement in the workplace. TCC and Star Energy respectively formulated the Taipei Office Procedures for Preventing Workplace Misconduct and the Procedures for Preventing Workplace Misconduct. The highest-ranking executives have signed a written statement on preventing unlawful infringement in the workplace, which is posted on employee bulletin boards to raise awareness and establish a workplace culture of non-discrimination, mutual respect, and inclusion.

To ensure the physical and mental well-being of employees, eliminate workplace violence, and prevent workplace injuries or any physical or mental harm, the Company established a comprehensive prevention mechanism and regularly implements preventive measures. All processes are thoroughly documented to ensure transparency and effectiveness in handling cases. Should any misconduct occur, employees can make a formal report through the Company's Workplace Misconduct Reporting Channel, ensuring that the issue is handled swiftly and properly. In 2025, managers and their respective units investigated potential internal and external risks. They found no instances of unlawful infringements, such as child labor, discrimination, or forced labor.

In 2025, the Company continued to strengthen its education and training mechanisms by adopting a dual-track model of in-person instruction for legally mandated courses and online learning. Lessons are incorporated into the employee online learning system, which sends notifications encouraging all employees to participate. In-person lessons cover a diverse range of content, from mandated prevention education to workplace communication psychology, non-violent communication, and emotional awareness. The training systematically enhances employees' ability to identify unlawful infringement and understand when to report incidents, while raising trust in the system. Relevant courses are summarized as follows:




| | Course Name | Target Audience | Sessions | Total Headcount | Total Hours |
|---|---|---|---|---|---|
| TCC | Workplace Misconduct and Sexual Harassment Prevention | Managers | 1 | 31 | 93 |
| | | General Employees | 1 | 76 | 228 |
| | Types of Workplace Misconduct and Prevention Strategies (Online Course) | All Employees | - | 124 | 124 |
| Star Energy | Communication Techniques for Workplace Misconduct Prevention – Workplace Interpersonal Relations Seminar | Managers | 1 | 53 | 106 |
| | | General Employees | 1 | 57 | 114 |
| | Communication Techniques for Workplace Misconduct Prevention – Understanding Non-violent Communication | Managers | 1 | 43 | 86 |
| | Communication Techniques for Workplace Misconduct Prevention – Dialogue and Discussing Emotions | General Employees | 1 | 35 | 70 |

### Strengthening the Prevention of Misconduct in the Workplace

Grievance Channels:

Reporting Hotline: 02-8798-2000 ext. 523

Reporting Email: hr@cogen.com.tw



For details on the Company's written statement on preventing misconduct in the workplace, please refer to the Company's official website.

# 4.3 Healthy Workplace GRI 3-3

Material Topic

## Occupational Health and Safety



| 2025 Goals/Important Milestones | Implementation Status |
|---|---|
| 1. ISO 45001:2018 management system recertification | ✓ |
| 2. Ensure the safety of the working environment and equipment. Guan Tian Plant completed at least five major EHS improvements and optimizations | ✓ |

**Policies**

The Company's EHS commitments include strict compliance with regulations and pollution prevention. All employees participate and continue to make improvements, in order to create a better quality of life for employees and the community.

**Commitments and Goals**

| Short-term Quantitative Indicators and Major Milestones for 2026 | Medium- and Long-term Commitment and Goals |
|---|---|
| 1. ISO 45001:2018 Occupational health and safety management systems recertification<br>2. Guan Tian Plant is expected to complete at least five major EHS improvements and optimizations. | Use ISO 45001:2018 Occupational health and safety management systems to strengthen on-site hazard identification and risk assessment, and adopt appropriate preventive measures to avoid hazards. |

**Specific Actions and Achievements in 2025**

1. Formulated the annual occupational health and safety management plan and provided related training to new and current employees to ensure environmental and equipment safety.
2. Completed the ISO 45001 recertification with no major non-conformities or observations.
3. As the core enterprise of the Tainan Safety and Health Family, TCC led occupational health and safety promotions and received a certificate of appreciation from the Tainan Labor Affairs Bureau for the excellent results.
4. Won an award for excellence in the Tainan Labor Affairs Bureau's Safety and Health Family Performance Evaluation.
5. Completed eight EHS improvements and optimizations at Guan Tian Plant.
6. Star Energy held two seminars for managers and two for general employees on Communication Techniques for Workplace Misconduct Prevention, as well as 16 health promotion seminars.
7. Star Energy conducted 24 EHS audits.

**Responsibilities and Resources**

1. Occupational Health and Safety Operations: At Guan Tian Plant, the Industrial Environment Section is responsible for planning and promotion. Other sections contribute based on their powers and responsibilities.
2. Star Energy: Occupational Health and Safety Management Office
3. Taipei Office: Administration Department

**Evaluation and Management Mechanisms**

1. Implement ISO 45001: 2018
   - Track relevant matters in industrial safety meeting: Monthly
   - Regulatory identification: Quarterly
   - Third-party verification: Annually
2. Star Energy tracks and reviews management by wandering around performance. Monthly



GRI 403-1、403-2、403-3、403-4、403-5、403-6、403-8、403-9、403-10 SASB IF-EU-320a.1

TCC highly values the safety of its employees and the quality of their working environment. In 2025, there were no cases of notifiable occupational diseases. Besides providing regular health checkups that exceed legal requirements, the TCC Head Office implemented the following safety and health measures for the work environment:

### TCC Head Office — Equipment and Environmental Safety Inspections

- Commission a professional industrial safety company to perform inspections every two years and file declarations according to regulations.
- Conduct an annual fire safety inspection and safety course.
- Arrange carpet cleaning and building disinfection twice a year, increasing the frequency as needed.
- Inspect the working environment twice a year to safeguard employee health and safety.
- Conduct annual equipment and environmental safety inspections and maintenance.
- Conduct quarterly self-inspections of fire safety equipment and file declarations certified by a fire equipment specialist.
- Perform daily cleaning, sweeping, and garbage recycling/disposal for offices and public areas on all floors.
- Improve the office environment as needed, such as increasing the frequency of environmental patrols, enhancing cleaning, and installing toner filters.
- Install air purifiers and replace filters regularly to maintain employee health.

### TCC Head Office — Health Consultation and Health Promotion Activities

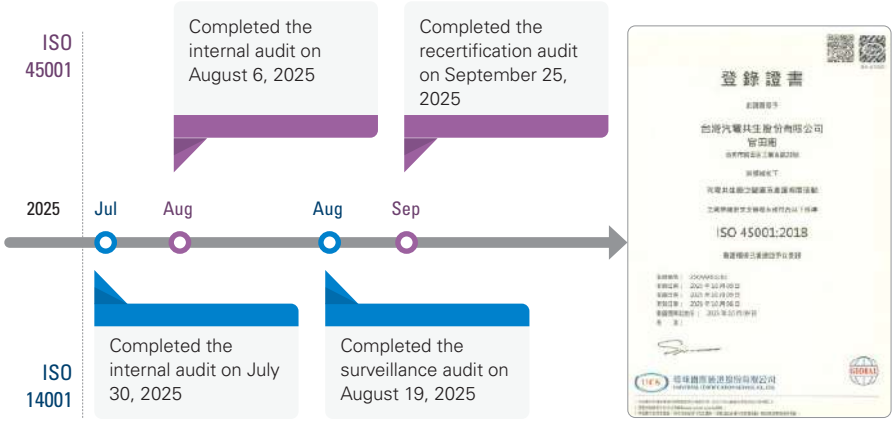
- A health management center is located on the first floor of the building.
- Building management arranges healthy living courses and other activities for building employees to register and join.
- Regularly arrange for contracted nurses and physicians to provide on-site services, including health education and consultations.

Since 2023, TCC has regularly arranged for contracted nurses and physicians to deliver on-site medical services, actively promoting workplace health risk management and elevating overall employee wellness. Based on annual health and physical examination reports, these on-site nurses conduct detailed analyses to implement a tiered health management system. In 2025, 48 employees received personalized consultations and health education guidance through this program. To further expand our holistic care network, TCC introduced on-site psychologist services in 2025, significantly strengthening the physical and mental health resources available to our workforce.



### Establishment and Certification of the ISO 45001 and CNS 45001:2018 Occupational Health and Safety Management Systems

Guan Tian Plant values the health and safety of its workers, as demonstrated by its adoption of the ISO 9001 Quality Management Systems and the ISO 14001:2015 Environmental Management Systems certifications. To more effectively manage workplace health and safety and achieve the policy goals of "Respect for Life, Safety First, Care for Health, and Environmental Friendliness," the plant further adopted ISO 45001 and CNS 45001:2018 Occupational Health and Safety Management Systems in 2019 and completed the recertification audit on September 25, 2025. Through comprehensive quality, environmental, and occupational health and safety management, the plant creates high-quality, environmentally friendly, and safe products.




The occupational health and safety management system at Guan Tian Plant covers not only plant employees but also contractors, individual or self-employed workers, dispatched workers, suppliers, customers, and other business partners. Employees covered by the management system account for approximately 10.2% of the total, while non-employees account for 89.8%. Furthermore, Guan Tian Plant uses hazard identification and risk assessment methods to identify occupational hazards posing severe occupational injury risks. Based on operation names, operational steps, potential causes/activities, and hazard types, the plant identifies severity, frequency of occurrence, and frequency of operation to calculate risk values. This allows for the identification of risk levels for hierarchical control. Finally, risk control measures are used to eliminate other occupational hazards and minimize risks.

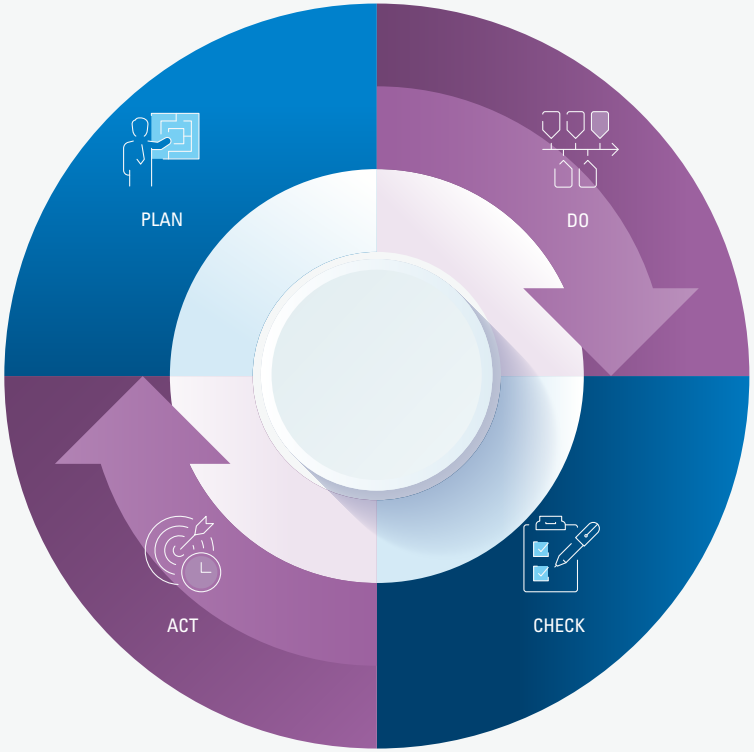
## Implementation of ISO 45001 Occupational Health and Safety Management Systems

### Chapters 4 & 6: Context of the Organization and Planning

- Deliberate on the preliminary review framework, collect issues, confirm document additions/revisions, and formulate action plans.
- Build a comprehensive occupational health and safety management system and share experiences with Safety and Health Family members.
- Maintain the consistent goal of zero occupational injury incidents at Guan Tian Plant.

### Chapter 9 Performance Evaluation

- Convene annual management review meetings to confirm the suitability and effectiveness of the management system.
- Conduct regular internal audits to ensure the effective implementation and continuity of the system.
- Review the achievement rates of various plans in accordance with the Objectives, Targets, and Program Management Procedures.




### Chapters 7 & 8: Support and Operation

- Conduct quarterly regulatory compliance assessments.
- Collaborate with a professional consulting firm to provide education and training and conduct hazard risk identification across all plant operations.
- Use ISO 14001 as a basis for conducting internal and external communications to meet the needs and expectations of stakeholders.

### Chapter 10 Improvemen

- Control and correct issues in accordance with the Procedures for Corrective and Preventive Action.
- Commission consulting firms for guidance on certification renewals to ensure effective improvements.
- Maintain and preserve documented information as evidence of ongoing improvement.

Guan Tian Plant holds monthly industrial safety meetings chaired by the plant manager and joined by section managers and labor representatives, who discuss safety policies, management plans, health management, and occupational disease prevention. Their suggestions serve as an important reference for managing safety and health and safeguarding labor rights. A key annual performance indicator is "zero occupational safety incidents." Since the construction of Guan Tian Plant began in 1998, there have been zero occupational injuries. As of December 2025, the occupational disaster registry recorded 1,427,523 consecutive man-hours without an occupational injury, surpassing the 1-million-man-hour zero-injury milestone and steadily progressing toward the 1.5-million-man-hour target.

Furthermore, to ensure contractors within Guan Tian Plant meet construction safety standards, TCC established related regulations, including the Operation Management Guidelines for Contractors Entering Guan Tian Plant, the Confined Space (Oxygen Deficiency) Operation Guidelines for Guan Tian Plant, and the Hot Work Operation Guidelines for Guan Tian Plant. Protocols include convening joint operation agreement organizations and contractor occupational health and safety meetings prior to the start of annual maintenance, conducting hazard notification education and training for maintenance contractor personnel before entering the plant, requiring contractors and relevant units to hold pre-construction industrial safety meetings upon plant entry, and mandating applications and approval prior to hot work. For confined space operations, in addition to submitting advance applications, workers must continuously measure the concentrations of oxygen, hydrogen sulfide, and other hazardous gases in the area before and during operations. Proper ventilation also must be ensured and respiratory protective equipment used to guarantee the safety of all personnel within the plant.

## Cogeneration Safety and Health Family













The Cogeneration Safety and Health Family (CSHF) was established in January 2019 with Guan Tian Plant serving as the core enterprise and uniting manufacturers within Guantian Industrial Park. CSHF is responsible for organizing occupational safety education and training, assisting members with on-site occupational safety guidance, exchanging information, and sharing resources. In 2025, CSHF consisted of 25 manufacturer members. Through education and training as well as on-site factory visits by specialists from the Labor Affairs Bureau and Guan Tian Plant, each member was able to receive recommendations for jointly creating zero-injury working environments. In 2025, one in-person education and training session was held, and members participated in two large-scale hiking events. Members were also scheduled to conduct 43 occupational safety visits over 11 days to help elevate occupational health and safety factors at other member factories. This initiative has been recognized with an Outstanding Performance Award in the Occupational Safety and Health Family Assessments for six consecutive years. Due to its role as the core enterprise leading members in promoting occupational health and safety, Guan Tian Plant was awarded a Safety Culture Promotion Certificate by the Occupational Safety and Health Administration and a Safety and Health Family Activity Perfect Attendance Certificate by the Tainan Labor Affairs Bureau.

## Environmental Safety and Health Management

TCC highly values the safety and health of its employees' working environment. In addition to complying with occupational health and safety regulations, TCC safeguards employee safety and health through established internal protocols, including the Occupational Safety Management Procedures, the Health Examination Management Procedures, and the Periodic Inspection Management Procedures for Hazardous Equipment and Machinery.

Measures implemented at Guan Tian Plant are as follows:

### TCC Guan Tian Plant – Equipment and Environmental Safety Inspections



- Commission certified agencies to conduct annual public building safety inspections.
- Outsource biannual occupational environment monitoring, including sulfuric acid tank area measurements, dust measurements, noise dosimetry, and general noise monitoring.
- Conduct fire and disaster simulation drills twice a year.
- Conduct monthly voluntary safety inspections of hazardous materials, with reports submitted to local fire authorities for reference.
- Review and improve the on-site environment to keep workers safe.





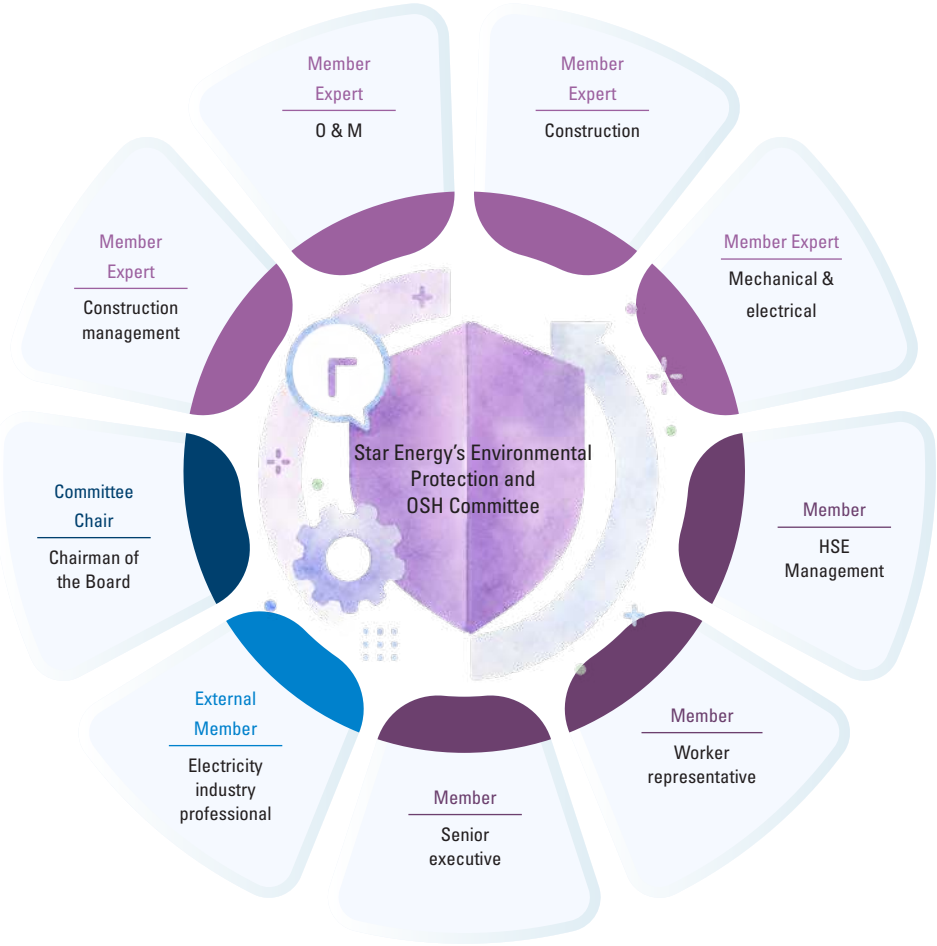
### TCC Guan Tian Plant – Health Examination and Management Programs

- Contracted 12 on-site clinical visits with nurses and two health seminars in 2025. The Company also distributed expert healthcare information from medical institutions, formulated an annual health service plan, and provided first-aid kits, ensuring that employees have access to essential medical resources and information.
- Since the coal yard at Guan Tian Plant is a dust-exposed workplace, employees are provided annual health examinations to prevent occupational disease. Based on the examination results, a tiered health management system is implemented and a physician conducts further evaluations, provides health education, or recommends job accommodations as needed.
- Conducted 12 health examination and management service sessions in 2025.
- Participated in the Tainan 2025 Labor Leisure Series by joining a hiking event in Anping that aimed to promote the prevention of occupational disasters. The event also advocated for workplace safety and employee health/leisure activities while encouraging colleagues to cultivate exercise habits and enhance their physical and mental well-being.
- Workplace disease control efforts include biannual dengue fever prevention measures. Enhanced environmental cleanup and disinfection across the plant prevent outbreaks and cross-infection while maintaining indoor hygiene.



### Star Energy Obtains CNS 45001 and TOSHMS Certifications

Star Energy has established an Occupational Safety and Health Management Office and convenes its Environmental Protection and Occupational Safety and Health Committee on a quarterly basis. At the start of each year, a management review meeting is held to address critical issues, including the prevention of occupational hazards, the evaluation of EHS proposals, and the review of occupational health and safety strategies. Furthermore, Star Energy consistently integrates safety, health, and environmental protection principles into its daily operations. Through comprehensive education, practical drills, and promotional campaigns, Star Energy actively reinforces safety awareness and cultivates a resilient culture of workplace safety.



Star Energy has always prioritized occupational health and safety. In addition to implementing ISO 9001 Quality Management Systems and ISO 14001 Environmental Management Systems, Star Energy introduced the Occupational Health and Safety Assessment Series 18001 (OHSAS 18001) in 2017 to effectively achieve its policy goals of "Respect for Life, Safety First, Care for Health, and Environmental Friendliness." As OHSAS 18001 was withdrawn, Star Energy successfully completed its recertification transition to ISO 45001 in 2020. To ensure the management system aligns seamlessly with domestic industry characteristics and regulatory requirements, Star Energy obtained CNS 45001 (Taiwan's version of ISO 45001) and TOSHMS (Taiwan Occupational Safety and Health Management System) certifications in 2022. This established a comprehensive occupational health and safety management framework synchronized with international standards. Additionally, through annual internal audits (covering ISO 9001, 14001, 45001, and TOSHMS), Star Energy tracks implementation progress, fully demonstrating its high level of commitment to employee safety and health within the green energy turnkey engineering sector.




International Certification: ISO 9001 Quality Management Systems




International Certification: ISO 14001 Environmental Management Systems




International Certification: ISO 45001 &TOSHMS Occupational Safety and Health Management Systems




To further promote a robust occupational health and safety culture and facilitate technical exchanges, Star Energy's Occupational Safety and Health Management Office participated in 10 safety events and lectures hosted by government agencies and external institutions in 2025. These engagements expanded opportunities for industry collaboration and the sharing of occupational health and safety best practices. Driven by a deep commitment to employee well-being, Star Energy manages workplace health, occupational disease prevention, and clinical support services. In 2025, the Company organized 13 health promotion lectures and 26 wellness advocacy sessions. Furthermore, contracted nurses and physicians provide regular on-site clinical services to mitigate workplace health risks, elevate employee health awareness, and ultimately foster a truly healthy workplace.

Using employee health examination and physical checkup reports, the on-site nurse conducts analysis then implements tiered health management and occupational disease prevention measures. In 2025, individual consultations and health education guidance were provided to 72 employees. These efforts yielded excellent results and earned a 2025 Self-assessment of Workplace Health Promotion.



On-site medical consultations

Star Energy continues to implement its core policy goals of "Respect for Life, Safety First, Care for Health, and Environmental Friendliness." To continue to strengthen the quality and improvement outcomes of EHS practices, Star Energy actively introduces digital tools, including use of a mobile app to promote management by wandering around. Employees are also encouraged to report near-miss incidents to prevent accidents before they occur.

Furthermore, Star Energy planned and rolled out various training courses related to occupational health and safety and environmental protection, including:

- Firefighting and first aid drill courses.
- General occupational health and safety education and training.
- Traffic safety awareness education and training.
- Emergency response training for high-risk tasks.
- General environmental protection education and training.
- Global Wind Organization (GWO) training.



Hosting lectures on workplace violence prevention



Hosting traffic safety training

Using practical drills and promotional activities, Star Energy incorporates the spirit of full participation and continuous improvement into the occupational health and safety domain.

### Implementing Zero Occupational Accident Management at Star Energy

From a construction management perspective, providing a safe working environment is a critical element in ensuring the smooth progress of projects. Through its extensive experience collaborating with foreign enterprises (such as Ørsted), Star Energy understands that the core to achieving zero occupational accidents lies in the thorough implementation of all management measures.

Star Energy rigorously carries out hazard prevention and risk control measures on a daily basis, including:

- Implementing a Risk Assessment and Method Statement before initiating tasks and during operations.
- Holding brief but intensive Toolbox Meetings (TBM) and Kiken Yochi (KY, or hazard prediction) activities before daily operations to strengthen the safety awareness of all personnel.
- Carrying out the 5S workplace organization methodology (Sort, Set in Order, Shine, Standardize, Sustain) to maintain a clean and orderly work environment.

## Occupational Injury and Absence Rates

| | | Employees | | | Other Workers (Contractors/Suppliers) | | |
|---|---|---|---|---|---|---|---|
| | | TCC Taipei Office | Guan Tian Plant | Star Energy | TCC Taipei Office | Guan Tian Plant | Star Energy |
| Total Working Hours | Male | 65,045.4 | 83,824 | 264,200 | - | 52,026 | 740,136 |
| | Female | 76,768.5 | 5,904 | 97,488 | - | 9,340 | 135,512 |
| | Total | 141,813.9 | 89,728 | 361,688 | - | 61,366 | 875,648 |
| Number of Occupational Fatalities | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |
| Rate of Occupational Fatalities | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |
| Number of High-consequence Occupational Injuries | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |
| Rate of High-consequence Occupational Injuries | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |
| Recordable Occupational Injury Rate | Male | 0 | 0 | 0.55 | - | 0 | 0 |
| | Female | 0 | 0 | 1.11 | - | 0 | 0 |
| | Total | 0 | 0 | 1.66 | - | 0 | 0 |
| Lost Day Rate (LDR) | Male | 0% | 0% | 0.11% | - | 0% | 0% |
| | Female | 0% | 0% | 5.14% | - | 0% | 0% |
| | Total | 0% | 0% | 5.25% | - | 0% | 0% |
| Absence Rate (AR) | Male | 0.3% | 0.229% | 1.71% | | | |
| | Female | 1.4% | 0% | 0.86% | | | |
| Number of Near Misses | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |
| Near Miss Frequency Rate (NMFR) | Male | 0 | 0 | 0 | - | 0 | 0 |
| | Female | 0 | 0 | 0 | - | 0 | 0 |
| | Total | 0 | 0 | 0 | - | 0 | 0 |

Note 1: Rate of occupational fatalities = (Number of fatalities due to occupational injury / Total working hours) x 200,000

Note 2: Rate of high-consequence occupational injuries = (Number of high-consequence occupational injuries, excluding fatalities / Total working hours) x 200,000

Note 3: Recordable occupational injury rate = (Number of recordable occupational injuries / Total working hours) x 200,000

Note 4: Absence Rate (AR) = (Total days of occupational injury leave, sick leave, menstrual leave, and personal leave due to loss of working capacity from injury or illness / Total work days) x 100%

Note 5: Lost Day Rate (LDR) = (Number of lost days due to occupational injury / Total working hours) x 200,000

Note 6: Near Miss Frequency Rate (NMFR) = (Number of near misses / Total working hours) x 200,000

Note 7: In 2025, Star Energy reported six commuting traffic accidents, which are not included in the occupational injury rate calculations in the table above.



# 05

# Social Care and Local Participation

GRI 3-3 · 413-1

Material Topic

Social Participation

1 NO POVERTY

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

10 REDUCED INEQUALITIES

Material Topic

## Social Participation



2025 Goals/Important Milestones → Implementation Status

Organize a social participation event. ✓

**Policies**

Embracing the philosophy of "what we take from society, we give back to society," TCC Group has established educational investment for a new generation, social care and participation, and giving back to local communities as its three strategic pillars for social action. By cultivating energy talent, advancing education for the disadvantaged and reading equity, promoting sports and health, and supporting community development, TCC strives to create shared value with the communities where it operates.

The direction of TCC Group's social participation corresponds to UN SDGs 1, 3, 4, and 10. It further extends into fields such as energy talent cultivation, local inclusion, and volunteer services, fulfilling CSR goals and expanding positive social impact.

**Commitments and Goals**

| Short-term Quantitative Indicators and Major Milestones for 2026 | Medium- and Long-term Commitment and Goals |
|---|---|
| Join at least two social participation activities<br>Sponsor at least two community sports events | TCC Group will continue to strengthen its investment in local inclusion and social care. Through cross-sector collaboration and long-term resource commitment, it will focus on three major directions: energy talent cultivation, educational support for the disadvantaged, and community prosperity. In the medium to long term, TCC Group will deepen interactive connections with the communities where it operates. Through volunteer services and community activity partnerships, TCC Group aims to shape a governance foundation of coexistence and mutual prosperity. |

**Specific Actions and Achievements in 2025**

1. Participated twice in the CommonWealth Education Foundation's Hope Reading program across the spring and fall semesters.
2. Invested NT$200,000 to sponsor and co-organize a local marathon.
3. Provided three days of volunteer leave to encourage employees to join volunteer services.
4. Promoted plant-based meals for Earth Day and one day a month, with over 900 plant-based meals eaten in 2025.
5. Maintained visits and communication with local communities and groups during project implementation, with such interactions happening at 43 events (e.g., temple festivals, year-end banquets, team-building activities) throughout the year.

**Responsibilities and Resources**

Social Participation Promotion Strategies: Sustainability Committee

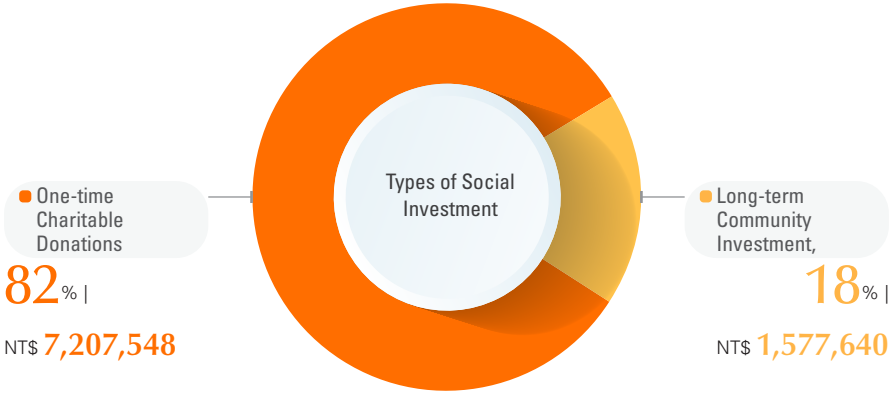
Social Participation Activity Promotion & Volunteer Training: Sustainable Development Department

Volunteer Leave System: Administration Department

**Evaluation and Management Mechanisms**

Report the annual implementation status of social participation activities to the Sustainability Committee and the Board of Directors Annually

Embracing the philosophy of "what we take from society, we give back to society," TCC Group has established educational investment for a new generation, social care and participation, and giving back to local communities as its three strategic pillars for social action. By investing in energy sector talent, supporting public welfare initiatives, and engaging in local community givebacks, TCC Group actively advances four UN SDGs: No Poverty, Good Health and Well-being, Quality Education, and Reduced Inequalities. To sustain this virtuous cycle, TCC Group uses the Business for Social Impact (B4SI) framework to quantify its 2025 social investment amounts, human resources committed, and the number of beneficiaries.




### Investment Programs



Management Costs
NT$ 176,892

Time Costs
NT$ 21,660

In-kind Donations
NT$ 271,728

Cash Donations
NT$ 8,491,800

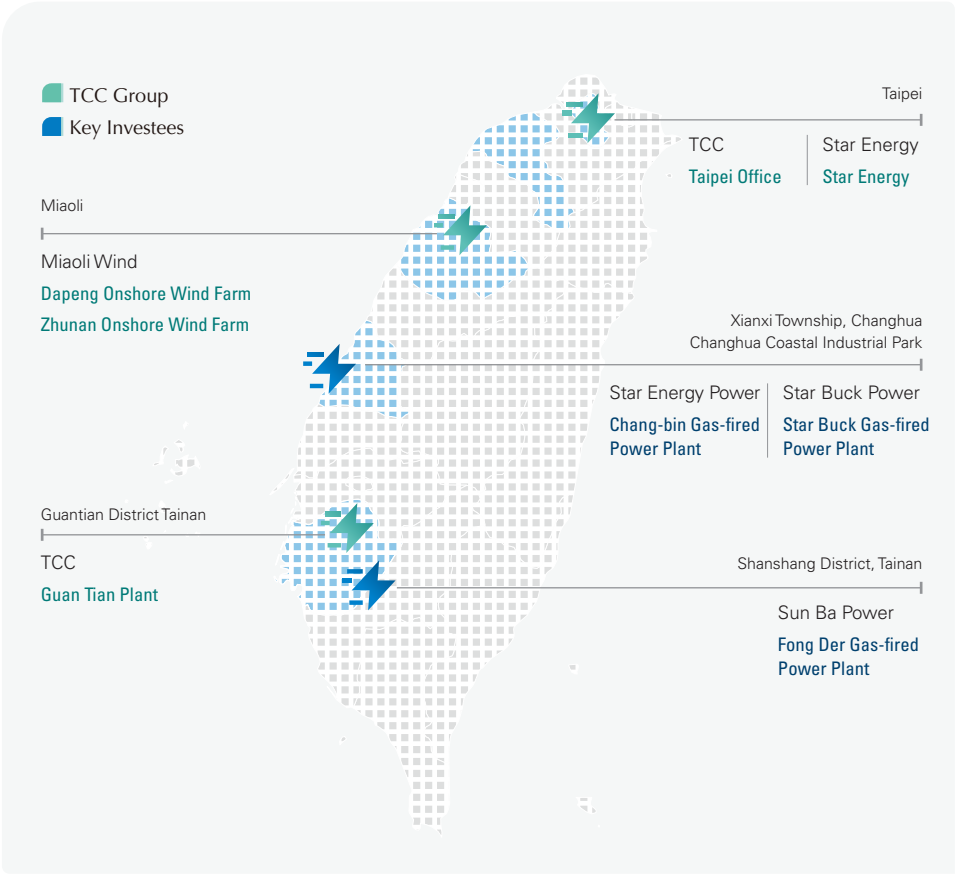
Note 1: Time costs are calculated based on the 2025 minimum hourly wage multiplied by the actual volunteer hours contributed and the number of participants.

Note 2: Management costs include expenses related to the Healthy Plant-Based Diet Plan. Although this plan is not categorized under the standard social investment types above, it represents a concrete action toward realizing an eco-friendly and sustainable lifestyle. Therefore, it is disclosed separately under management costs.

### Scope of the Company's Communities

The operational bases of TCC Group and its major investees are concentrated in Taiwan, primarily encompassing the Head Office and various power plants. The Company's definition of "community" mainly includes the neighborhoods, townships, and counties where the Head Office and power plants are located, ensuring that corporate operations coexist and prosper alongside local society.

Even if certain public welfare activities are not situated strictly near these operational bases, the Company still selects communities in need based on its sustainability commitments. By deepening connections with local communities and actively giving back to society, TCC aims to actualize our goals for sustainable corporate operations.




# 5.1 Educational Investment for a New Generation

### Power Grid Talent – Connecting Industry, Academia, and Research Resources to Cultivate Power Industry Talent

The rapid ascent of green energy is fueling demand for smart grids, advanced energy storage, and innovative power services. Recognizing the urgent need to close the talent gap in Taiwan's energy sector, TCC Group co-founded the Power Grid Talent Development Alliance with the Industrial Technology Research Institute. Through targeted scholarship sponsorships and the use of expert evaluators, the alliance actively recruits top-tier multidisciplinary professionals, nurtures emerging grid talent, and generates diverse employment opportunities across the industry.

To build a pipeline of elite power professionals and provide practical training and customized corporate courses, the Power Grid Talent Development Alliance launched the Power School. The Power School collaborates with universities and colleges to offer interdisciplinary programs in sustainable energy and smart grids, supplemented by digital learning platforms. Additionally, the Alliance awards over NT$1 million in annual scholarships to recognize academic excellence and exceptional student research. These combined efforts incentivize top talent to engage in energy innovation, attract seasoned professionals to the sector, and catalyze the continuous growth of Taiwan's power industry.

TCC has been a dedicated member of the Power Grid Talent Development Alliance since 2019. The Company sponsors NT$100,000 in scholarships annually and dispatches experts to serve as judges who assist in evaluating award-winning projects. Furthermore, TCC sponsors the Liu Shu-sheng Memorial Award, which is organized by the Taiwan Power and Energy Engineering Association to commend exceptional local power professionals under the age of 35. This sponsorship helps elevate the technological capabilities of the domestic power sector, fosters interaction among industry, academia, and research institutions, and encourages more young professionals to pursue careers in power and energy engineering.



# 5.2 Social Care and Participation

TCC has long operated power plants with a commitment to a stable power supply and shared value with society. Beyond mitigating the environmental impact of its operations, the Company integrates into local communities and supports their development. To fulfill its CSR objectives, TCC actively engages in initiatives that care for the disadvantaged, promotes cultural education, and champions health and sports. Furthermore, TCC has established a corporate volunteer team and offers three days of paid volunteer leave annually to encourage employee participation in Company-led volunteering activities.




The Company chairman attended the pre-race press conference to show support.

## Tianzhong Marathon



The Tianzhong Marathon in Changhua is a highly acclaimed domestic sporting initiative that seamlessly integrates athletics, culture, and tourism into a diverse, sustainable festival. Beyond the race itself, the event champions regional cuisine while actively lowering its environmental impact through waste reduction and carbon tracking. The marathon became Taiwan's first sporting event to earn the Ministry of Environment's Carbon Footprint Label and the world's first marathon to achieve international Social Return on Investment certification. These achievements rest on its commitment to local procurement and support for school athletics programs. TCC leverages its operational presence in Changhua, including Chang-bin Gas-fired Power Plant and renewable energy sites, to maintain a long-term sponsorship of the marathon, putting local shared prosperity and inclusion into practice.



## Taya Pineapple Marathon

Guan Tian Plant has operated in Tainan for over 20 years, and the Wushantou solar PV site is also located in the region. Upholding the philosophy of local engagement, the Company co-sponsored the Taya Pineapple Marathon with shareholder and race organizer Taya Electric Wire & Cable. Demonstrating strong commitment to community participation, 28 employees took part in the March 30, 2025, race to jointly promote the concept of sports for all.

TCC

**28** employees took part in Taya Pineapple Marathon



## Earth Day plant-based diet event

Since May 2020, TCC has encouraged employees to reduce carbon emissions by participating in a monthly plant-based diet day. In 2025, this initiative saw strong engagement, with colleagues consuming over 950 plant-based meals. Recognizing the program's highly positive reception, the Company expanded it into a broader series of Earth Day activities. By reinforcing the importance of food conservation and low-carbon habits, the initiative demonstrates how an eco-friendly lifestyle can be achieved through small, everyday actions.



colleagues consuming over **900** plant-based meals in 2025




## CommonWealth Hope Reading Program – Rural Volunteer Service

Since launching in 2004, the CommonWealth Education Foundation's Hope Reading program has sponsored over 200 remote schools where it organizes book donations, reading competitions, volunteer reading sessions, and teacher training to promote reading education in rural areas. To fulfill the Company's commitment to social welfare and caring for the disadvantaged, TCC partnered with the CommonWealth Education Foundation in 2025 by dispatching 11 trained corporate volunteers to Chiachong Elementary School in Tainan. Through the guided reading of sustainability-themed books, the volunteers led the children in exploring renewable energy and electricity concepts while learning about topics related to SDG 6 (Clean Water and Sanitation), SDG 11 (Sustainable Cities and Communities), and SDG 15 (Life on Land). After the reading sessions, the children made collages and prints, transforming abstract environmental concepts into tangible artworks and letting the spirit of sustainability extend from the pages of a book into practical life. Through these types of activities, TCC hopes to elevate children's environmental awareness and cultivate a lasting interest in sustainable development.

**Volunteer Feedback**

The children at Chiachong Elementary School were incredibly receptive and engaged during the storytelling. Sometimes they were so immersed that they would passionately chime in to poke fun at the story, requiring the speaker to steer them back on track. I saw this as a sign of their earnest participation, which was absolutely adorable. They were also very cooperative during the pinwheel-making activity.

Although we only spent two classes together, when we visited again the following semester, the children not only recognized us but immediately reported back that they played with their pinwheels so much that they broke them. It felt like speaking into a valley and hearing a lingering echo in return. I found the experience both surprising and deeply moving.

**Volunteer, Legal Affairs Office**



# 5.3 Giving Back to Local Communities

TCC's Head Office, Guan Tian Cogeneration Plant, and three major gas-fired power plant investees are located across Taipei, Tainan, and Changhua. Over more than a decade of operations, these facilities have consistently maintained strong relationships with neighboring townships by actively participating in and sponsoring community events. Furthermore, as subsidiary Star Energy has undertaken multiple renewable energy turnkey projects in the Changhua region in recent years, it has also engaged in local activities, taking concrete action to support local development and give back to society.

## Guan Tian Plant

### Giving Back to Local Communities

To support regional development and foster good neighborly relations, Guan Tian Plant has adopted the Erzhen Forest Park in Guantian District since 2019. By taking responsibility for its environmental maintenance, the plant provides local residents with a clean and comfortable recreation space, fulfilling its commitment to give back to local communities.

Guan Tian Plant received a certificate of appreciation for adopting Erzhen Forest Park





### Local Talent Acquisition

As of the end of 2025, Guan Tian Plant employed 45 staff members, 35 of whom are registered residents of Tainan, achieving a local employment rate of

78%

## Star Energy Power – Chang-bin Gas-fired Power Plant

Chang-bin Gas-fired Power Plant upholds the belief of maintaining friendly relationships with neighboring communities. In 2025, the plant participated in a variety of local cultural and seasonal events, fulfilling CSR commitments while supporting local culture and development.



New Year's Day walking event and energy-saving/carbon reduction advocacy



Summer night run



Distributing Children's Day gifts at a local kindergarten



A ceremony to honor senior citizens advocates for energy savings, anti-fraud for the elderly, and traffic safety



Senior Citizens Association invitational croquet tournament




Winter charity and care event

## Sun Ba Power – Fong Der Gas-fired Power Plant

Since its establishment, Sun Ba Power has consistently embraced the philosophy of "what we take from society, we give back to society." Beyond providing a stable energy supply, Sun Ba Power views local care as a core value of its corporate development. Having been deeply rooted in Tainan for over 20 years, the Fong Der Gas-fired Power Plant understands the critical importance of mutual prosperity with the community. It continues to invest in local engagement and public welfare, as it aims to be a steadfast pillar of support for the people of Tainan.

During the onslaught of Typhoon Danas in 2025, Sun Ba Power provided immediate assistance by donating NT$2 million to the Tainan City Government's Typhoon Danas relief account, letting the city channel the funds into post-disaster recovery efforts. In addition to financial donations, power plant personnel visited disaster areas to assess public needs. For households whose roofs were damaged by the typhoon, Sun Ba Power launched a post-disaster reconstruction assistance program. Resources and manpower were directly deployed to help victims with emergency repairs, such as covering damaged roofs with tarpaulins, so that life in the community could return to normal as quickly as possible.

- **Supporting Local Events:** To stimulate the local economy and promote a low-carbon lifestyle, Sun Ba Power contributed to the Tainan Shopping Festival organized by the Tainan City Government Bureau of Economic Development by sponsoring 12 electric-assist bicycles. This action promotes carbon reduction while supporting local activities.
- **Promoting Youth Education:** Sun Ba Power sponsored environmental education and sports events at Shanshang Junior High School to incorporate sustainability lessons into youth education and ensure that the concepts of energy conservation, carbon reduction, and low-carbon electricity take root in the next generation.

Sun Ba Power will continue to refine its power services, expand the depth and reach of its social participation, and work toward mutual prosperity with local communities to achieve sustainable development.



Assisting with roof repair projects for victims of Typhoon Danas in the Tainan area



Sponsoring electric-assist bicycles for the Tainan Shopping Festival organized by the Tainan Bureau of Economic Development




A ceremony to honor contributors to the Tainan City Government's Typhoon Danas relief account



## Star Buck Power – Star Buck Gas-fired Power Plant

To strengthen neighborly relations and local connections, the Star Buck Gas-fired Power Plant participates in public welfare activities, cares for local disadvantaged groups, and helps raise the well-being of community residents. These efforts contribute to local prosperity while fulfilling the plant's CSR objectives. In 2025, the plant participated in New Year's Day events, township sports meets, the Xianxi Mid-Autumn Festival music event, local streetlight adoption initiatives, and township kindergarten graduation ceremonies. Additionally, in alignment with government policies, the plant sponsored power-development and energy-conservation advocacy events, dedicating its efforts to local development and cultural preservation.



Township sports meet in a neighboring township



Participating in a kindergarten graduation ceremony




Rolling up sleeves for public welfare




Participating in a Huashan Social Welfare Foundation charity event

## Star Energy

Star Energy supports the education and development of individuals with disabilities through strategic funding and on-site engagement. In 2025, the company sponsored special education and diverse learning courses at Shifang Center in Taichung. The chairman led employees on a visit to the center to engage with teachers, students, and management to understand the center's needs. Star Energy then donated NT$100,000 to support teaching, supplementary materials, and curriculum development, ensuring resources were directly invested into student education. Additionally, Star Energy assisted the Taoyuan Baby Development Center in optimizing its living and care spaces to enhance residents' quality of life and safety. Following a facility tour led by the company president to assess spatial and caregiving requirements, Star Energy donated dining tables and essential supplies. These upgrades significantly improved the center's activity areas, creating a safer, more comfortable environment conducive to effective care and education.



Employees serving as long-term volunteers at the community dining hall for the elderly keep company with elderly residents living alone during meals.

In July 2025, Typhoon Danas severely impacted the Budai region in Chiayi. Staff from Star Energy's local engineering office coordinated heavy machinery to remove obstacles, ensuring that connecting roads for affected communities remained clear. Star Energy also provided generators for emergency use by residents, assisted local neighborhoods in distributing emergency rations, and stood shoulder-to-shoulder with victims during this difficult time.

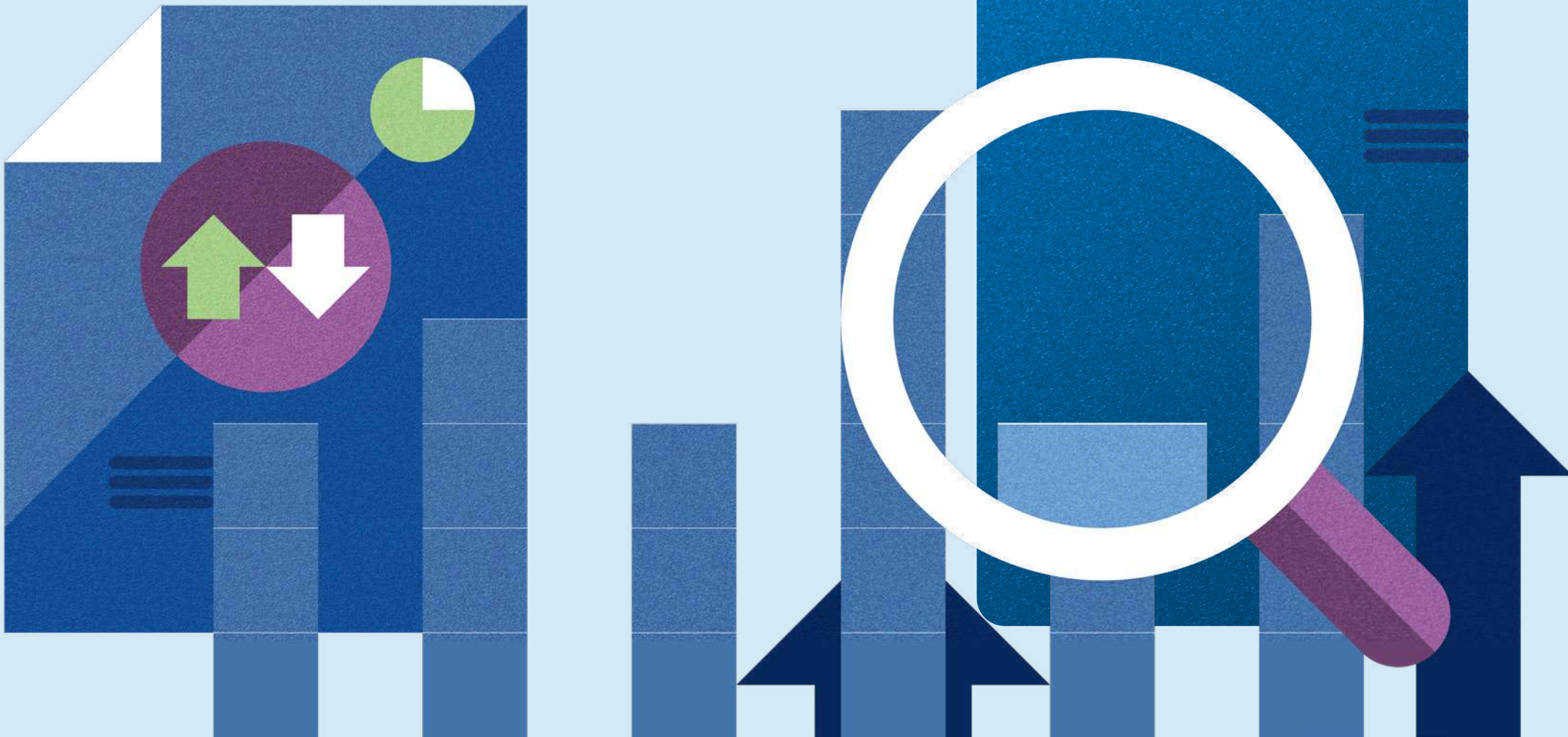


After Typhoon Danas, the TCC Group chairman visits the community dining hall to check on elderly residents living alone.



The Star Energy chairman accepts a certificate of appreciation from Shulin Community for disaster relief assistance during Typhoon Danas.

# Appendix



# GRI Standards Index

| | |
|---|---|
| Statement of Use: | TCC has reported ESG information in accordance with the GRI Standards for the period from January 1 to December 31, 2025. |
| GRI 1: | Foundation 2021 |

## General Disclosures

| GRI Standard | Disclosure Title | Corresponding Section in this Report | Remarks |
|---|---|---|---|
| GRI 2: General Disclosures 2021 | 2-1 Organizational details | About this Report | |
| | | About TCC Group | |
| | 2-2 Entities included in the organization's sustainability reporting | About this Report | |
| | 2-3 Reporting period, frequency and contact point | About this Report | |
| | 2-4 Restatements of information | 1.3 Economic Performance | |
| | | 2.3.1 Stable Power Supply | |
| | | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | | 3.2.2 Water Resource Management | |
| | 2-5 External assurance | About this Report | |
| | | Limited Assurance Report by Independent Auditor | |
| | 2-6 Activities, value chain and other business relationships | About TCC Group | |
| | | TCC Value Chain | |
| | | 2.3.1 Stable Power Supply | |
| | | 2.4.1 Strong Supply Chain Partnerships | |
| | 2-7 Employees | 4.1.2 Employee Composition | |
| | 2-8 Workers who are not employees | 4.1.2 Employee Composition | |
| | 2-9 Governance structure and composition | Sustainability Committee | |
| | | 1.1 Corporate Governance | |
| | 2-10 Nomination and selection of the highest governance body | 1.1 Corporate Governance | |
| | 2-11 Chair of the highest governance body | 1.1 Corporate Governance | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | Sustainability Committee | |
| | | Stakeholder Engagement | |
| | 2-13 Delegation of responsibility for managing impacts | Sustainability Committee | |
| | 2-14 Role of the highest governance body in sustainability reporting | About this Report | |
| | 2-15 Conflicts of interest | 1.1 Corporate Governance | |
| | 2-16 Communication of critical concerns | 1.1 Corporate Governance | |
| | 2-17 Collective knowledge of the highest governance body | 1.1 Corporate Governance | |
| | 2-18 Evaluation of the performance of the highest governance body | 1.1 Corporate Governance | |
| | 2-19 Remuneration policies | 1.1 Corporate Governance | All directors of the Company serve as representatives of institutional shareholders. Their remuneration is administered in accordance with the Articles of Incorporation and the resolutions passed by the Shareholders' Meeting and the Board of Directors. Consequently, personal employment-related compensation items, such as retirement benefits, severance pay, and recruitment bonuses, do not apply. |
| | | 4.1.3 Talent Cultivation | |
| | | 4.1.4 Employee Benefits | |
| | 2-20 Process to determine remuneration | 1.1 Corporate Governance | |
| | | 4.1.3 Talent Cultivation | |
| | 2-21 Annual total compensation ratio | 4.1.3 Talent Cultivation | |
| | 2-22 Statement on sustainable development strategy | Statement from the Chairman | |
| | 2-23 Policy commitments | 1.2.1 Ethical Management | |
| | | 1.4.1 Risk Management Policy and System | |
| | | 2.4.2 Comprehensive Supplier Management | |
| | | 4.1.1 Human Resources Policy | |
| | | 4.2 Human Rights Protection and Inclusion | |

| GRI Standard | Disclosure Title | Corresponding Section in this Report | Remarks |
|---|---|---|---|
| GRI 2: General Disclosures 2021 | 2-24 Embedding policy commitments | 1.4.1 Risk Management Policy and System | |
| | | 2.4.2 Comprehensive Supplier Management | |
| | | 4.1.1 Human Resources Policy | |
| | | 4.2 Human Rights Protection and Inclusion | |
| | 2-25 Processes to remediate negative impacts | Stakeholder Engagement | |
| | | 1.2.1 Ethical Management | |
| | | 4.2 Human Rights Protection and Inclusion | |
| | 2-26 Mechanisms for seeking advice and raising concerns | 1.2.1 Ethical Management | |
| | 2-27 Compliance with laws and regulations | 1.2.2 Legal Compliance | |
| | 2-28 Membership associations | External Collaboration | |
| | 2-29 Approach to stakeholder engagement | Stakeholder Engagement | |
| | 2-30 Collective bargaining agreements | - | As the Company does not have a labor union, it convenes labor-management meetings on a quarterly basis to ensure effective communication with its employees. |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Double Materiality Analysis | |
| | 3-2 List of material topics | Double Materiality Analysis | |

## GRI Standard Disclosure Items

| GRI Standard | Disclosure Title | Corresponding Section in this Report | Remarks |
|---|---|---|---|
| 3-3 Management of material topics | | 1.1 Corporate Governance | |
| | | 1.2 Culture of Integrity | |
| | | 1.2.1 Ethical Management | |
| | | 1.3 Economic Performance | |
| | | 1.4 Risk Management | |
| | | 2.1 New Directions in the Energy Transition | |
| | | 2.2 A Trusted Green Electricity Expert | |
| | | 2.3 High-quality Customer Service | |
| | | 3.1 Climate Change and Carbon Reduction Actions | |
| 3-3 Management of material topics | | 4.1 Talent Management and Development | |
| | | 4.3 Healthy Workplace | |
| | | 5 Social Care and Local Participation | |
| GRI 102: Climate Change 2025 | 102-3 Just transition | 2.2.3 Geothermal Power | |
| GRI 201: Economic Performance 2016 | 201-1 Direct economic value generated and distributed | 1.3 Economic Performance | |
| | 201-2 Financial implications and other risks and opportunities due to climate change | 3.1.1 Climate Governance | |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | 2.4.1 Strong Supply Chain Partnerships | |
| GRI 205: Anti-corruption 2016 | 205-1 Operations assessed for risks related to corruption | - | In 2025, the operating sites assessed for risks of unethical conduct included TCC and its subsidiary Star Energy. |
| | 205-2 Communication and training about anti-corruption policies and procedures | - | The Company's current method of collecting this information differs from the Standard's requirements. For ethical management training content, see Section 1.2.1 Ethical Management. |
| | 205-3 Confirmed incidents of corruption and actions taken | 1.2.1 Ethical Management | |
| GRI 206: Anti-competitive Behavior 2016 | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | 1.2.2 Legal Compliance | |
| GRI 301: Materials 2016 | 301-1 Materials used by weight or volume | 3.2.1 Waste Resource Circular Economy | |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 302-3 Energy intensity | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 302-4 Reduction of energy consumption | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 302-5 Reductions in energy requirements of products and services | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |

| GRI Standard | Disclosure Title | Corresponding Section in this Report | Remarks |
|---|---|---|---|
| GRI 303: Water and Effluents 2018 | 303-3 Water withdrawal | 3.2.2 Water Resource Management | |
| | 303-4 Water discharge | 3.2.2 Water Resource Management | |
| | 303-5 Water consumption | 3.2.2 Water Resource Management | |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 305-3 Other indirect (Scope 3) GHG emissions | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 305-4 GHG emissions intensity | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 305-5 Reduction of GHG emissions | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness | |
| | 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | 3.2.3 Air Pollution Control | |
| GRI 306: Waste 2020 | 306-1 Waste generation and significant waste-related impacts | 3.2.1 Waste Resource Circular Economy | |
| | 306-2 Management of significant waste-related impacts | 3.2.1 Waste Resource Circular Economy | |
| | 306-3 Waste generated | 3.2.1 Waste Resource Circular Economy | |
| | 306-4 Waste diverted from disposal | 3.2.1 Waste Resource Circular Economy | |
| | 306-5 Waste directed to disposal | 3.2.1 Waste Resource Circular Economy | |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | 2.4.2 Comprehensive Supplier Management | |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 4.1.2 Employee Composition | |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 4.1.4 Employee Benefits | |
| | 401-3 Parental leave | 4.1.4 Employee Benefits | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 4.3 Healthy Workplace | |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 4.3 Healthy Workplace | |
| | 403-3 Occupational health services | 4.3 Healthy Workplace | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 4.3 Healthy Workplace | |
| | 403-5 Worker training on occupational health and safety | 4.3 Healthy Workplace | |
| | 403-6 Promotion of worker health | 4.3 Healthy Workplace | |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 4.3 Healthy Workplace | |
| | 403-8 Workers covered by an occupational health and safety management system | 4.3 Healthy Workplace | |
| | 403-9 Work-related injuries | 4.3 Healthy Workplace | |
| | 403-10 Work-related ill health | 4.3 Healthy Workplace | |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 4.1.3 Talent Cultivation | |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | 4.1.3 Talent Cultivation | |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 1.1 Corporate Governance | |
| | | 4.1.2 Employee Composition | |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 5 Social Care and Local Participation | |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | - | The Company has no operating activities with significant actual or potential negative impacts on local communities. |
| GRI 414: Supplier Social Assessment 2016 | 414-1 New suppliers that were screened using social criteria | 2.4.2 Comprehensive Supplier Management | |

# SASB Standards Index

| | |
|---|---|
| Statement of Use: | TCC has reported ESG information in accordance with the SASB Standards for the period from January 1 to December 31, 2025. |
| SASB Industry: | IF-EU (Electric Utilities & Power Generators) |
| Disclosure Scope: | With the exception of activity metrics, which cover the entire Group, the reporting boundary for all other metrics under this standard is limited to TCC and Guan Tian Plant. |

| SASB Code | Disclosure Topic | Accounting Metric | | Disclosure | Unit | Corresponding Section in this Report |
|---|---|---|---|---|---|---|
| IF-EU-110a.1 | Greenhouse Gas Emissions & Energy Resource Planning | (1) Gross global Scope 1 emissions | | 353,796.9454 (Global warming potential values of Guan Tian Plant's Scope 1 emissions follow the IPCC AR5 assessment report.) | Metric tons $CO_2e$ ($tCO_2e$) | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness |
| | | (2) Percentage covered under emissions-limiting regulations | | Taiwan has not yet established emissions-limiting or emissions-disclosure regulations | Percentage (%) | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness |
| | | (3) Percentage covered under emissions-reporting regulations | | | Percentage (%) | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness |
| IF-EU-110a.2 | Greenhouse Gas Emissions & Energy Resource Planning | GHG emissions associated with power deliveries | | 354,071.316 (Global warming potential values of Guan Tian Plant's Scope 1 and Scope 2 emissions follow the IPCC AR5 assessment report.) | Metric tons $CO_2e$ ($tCO_2e$) | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness |
| IF-EU-110a.3 | Greenhouse Gas Emissions & Energy Resource Planning | Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets | | Guan Tian Plant conducts an annual GHG inventory and third-party verification to keep track of its emissions and to formulate reduction strategies. In 2025, the plant carried out energy-saving and carbon reduction projects that cut emissions by approximately 1,440 metric tons of $CO_2e$. Planning for the GHG inventory and verification of TCC and its subsidiaries has also been completed. | - | 3.1.2 Energy Saving and Carbon Reduction Actions and Effectiveness |
| IF-EU-120a.1 | Air Quality | Air Emissions of the Following Pollutants | (1) NOx (excluding $N_2O$) | 163.9 | Metric tons (t) | 3.2.3 Air Pollution Control |
| | | | Percentage in or near areas of dense population | 100% | Percentage (%) | 3.2.3 Air Pollution Control |
| | | | (2) SOx | 156.2 | Metric tons (t) | 3.2.3 Air Pollution Control |
| | | | Percentage in or near areas of dense population | 100% | Percentage (%) | 3.2.3 Air Pollution Control |
| | | | (3) Particulate matter ($PM_{10}$) | 2.9 | Metric tons (t) | 3.2.3 Air Pollution Control |
| | | | Percentage in or near areas of dense population | 100% | Percentage (%) | 3.2.3 Air Pollution Control |
| | | | (4) Lead (Pb) | No emissions | Metric tons (t) | 3.2.3 Air Pollution Control |
| | | | Percentage in or near areas of dense population | No emissions | Percentage (%) | 3.2.3 Air Pollution Control |
| | | | (5) Mercury (Hg) | No emissions | Metric tons (t) | 3.2.3 Air Pollution Control |
| | | | Percentage in or near areas of dense population | No emissions | Percentage (%) | 3.2.3 Air Pollution Control |

| SASB Code | Disclosure Topic | Accounting Metric | | Disclosure | Unit | Corresponding Section in this Report |
|---|---|---|---|---|---|---|
| IF-EU-140a.1 | Water Management | (1) Total water withdrawn | | 796.71 | Thousand cubic meters | 3.2.2 Water Resource Management |
| | | Percentage of total water withdrawn in regions with high or extremely high baseline water stress | | 0 | Percentage (%) | 3.2.2 Water Resource Management |
| | | (2) Total water consumed | | 733.64 | Thousand cubic meters | 3.2.2 Water Resource Management |
| | | Percentage of total water consumed in regions with high or extremely high baseline water stress | | 0 | Percentage (%) | 3.2.2 Water Resource Management |
| IF-EU-140a.2 | Water Management | Number of incidents of non-compliance associated with water quality permits, standards, and regulations | | Guan Tian Plant manages its wastewater discharge properly, and all discharges meet the applicable effluent standards | Number | 3.2.2 Water Resource Management |
| IF-EU-140a.3 | Water Management | Description of water management risks and discussion of strategies and practices to mitigate those risks | | See Water Resource Risk Management and Measures | - | 3.2.2 Water Resource Management |
| IF-EU-150a.1 | Coal Ash Management | (1) Amount of coal combustion products (CCPs) generated | | 22,808 | Metric tons (t) | 3.2.1 Waste Resource Circular Economy |
| | | (2) Percentage recycled | | 100% | Percentage (%) | 3.2.1 Waste Resource Circular Economy |
| IF-EU-150a.3 | Coal Ash Management | Description of CCP management policies and procedures for active and inactive operations | | 100% of the coal ash and bottom ash is recycled and reused to make controlled low-strength material (CLSM) | - | 3.2.1 Waste Resource Circular Economy |
| IF-EU-240a.1 | Energy Affordability | Average retail electricity rate for (1) residential, (2) commercial, and (3) industrial customers | | TCC calculates electricity rates on the basis of time-of-use pricing and the feed-in tariff for renewable energy | Rate | - |
| IF-EU-240a.3 | Energy Affordability | (1) Number of residential customer electricity disconnections for non-payment | | TCC does not supply electricity to residential customers | Number | - |
| | | (2) Percentage reconnected within 30 days | | TCC does not supply electricity to residential customers | Percentage (%) | - |
| IF-EU-240a.4 | Energy Affordability | Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory | | Changes in fuel prices, the trend toward stricter regulation, the effects of the pandemic, and developments in the renewable energy market all affect customers' ability to afford electricity | - | 2.1 New Directions in the Energy Transition |
| IF-EU-320a.1 | Workforce Health & Safety | (a) Direct Employees | (1) Total Recordable Incident Rate (TRIR) | 0 | Rate | 4.3 Healthy Workplace |
| | | | (2) Fatality rate | 0 | Rate | 4.3 Healthy Workplace |
| | | | (3) Near Miss Frequency Rate (NMFR) | 0 | Rate | 4.3 Healthy Workplace |
| | | (b) Contract Employees | (1) Total Recordable Incident Rate (TRIR) | 0 | Rate | 4.3 Healthy Workplace |
| | | | (2) Fatality rate | 0 | Rate | 4.3 Healthy Workplace |
| | | | (3) Near Miss Frequency Rate (NMFR) | 0 | Rate | 4.3 Healthy Workplace |

| SASB Code | Disclosure Topic | Accounting Metric | | Disclosure | | Unit | Corresponding Section in this Report |
|---|---|---|---|---|---|---|---|
| IF-EU-420a.2 | End-Use Efficiency & Demand | Percentage of electric load served by smart grid technology | | No smart grid in place | | Percentage (%) by megawatt hours (MWh) | - |
| IF-EU-420a.3 | End-Use Efficiency & Demand | Customer electricity savings from efficiency measures, by market | | Not applicable | | Megawatt hours (MWh) | - |
| IF-EU-540a.1 | Nuclear Safety & Emergency Management | Total number of nuclear units, broken down by results of the most recent independent safety review | | TCC does not generate nuclear power | | Number | - |
| IF-EU-540a.2 | Nuclear Safety & Emergency Management | Description of efforts to manage nuclear safety and emergency preparedness | | TCC does not generate nuclear power | | - | - |
| IF-EU-550a.1 | Grid Resiliency | Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations | | Taiwan has not yet set regulatory standards for the resilience or reliability of power facilities, but TCC has nonetheless put in place preventive measures for both cybersecurity and physical risks | | Number | 1.2.2 Legal Compliance |
| IF-EU-550a.2 | Grid Resiliency | (1) System Average Interruption Duration Index (SAIDI), inclusive of major event days | | Guan Tian Plant | 5.33 | Minutes | 2.3.1 Stable Power Supply |
| | | (2) System Average Interruption Frequency Index (SAIFI), inclusive of major event days | | | 0.33 | Number | 2.3.1 Stable Power Supply |
| | | (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days | | | 16 | Minutes | 2.3.1 Stable Power Supply |
| IF-EU-000.A | Activity Metric | Served | (1) residential customers | Guan Tian Plant and TCC Green Energy | N/A | Number | - |
| | | | (2) commercial customers | | 6 | Number | - |
| | | | (3) industrial customers | | 15 | Number | - |
| IF-EU-000.B | | Total electricity delivered | (1) residential customers | | N/A | Megawatt hours (MWh) | - |
| | | | (2) commercial customers | | 27,762 | Megawatt hours (MWh) | - |
| | | | (3) industrial customers | | 250,882 | Megawatt hours (MWh) | - |
| | | | (4) all other retail customers | | 146,587 | Megawatt hours (MWh) | - |
| | | | (5) wholesale customers | | N/A | Megawatt hours (MWh) | - |
| IF-EU-000.C | | Length of transmission and distribution lines | | N/A | | Kilometers (km) | - |
| IF-EU-000.D | | Total electricity generated | | Total Electricity Generated by Guan Tian Plant and the Renewabl | | Megawatt hours (MWh) | 2.3.1 Stable Power Supply |
| | | Percentage by major energy source | | Thermal power 55%, solar PV 11%, wind power 33% | | Percentage (%) | 2.3.1 Stable Power Supply |
| | | Percentage in regulated markets | | All generation by the TCC Group is regulated under The Electricity Act | | Percentage (%) | 2.3.1 Stable Power Supply |
| IF-EU-000.E | | Total wholesale electricity purchased | | N/A | | Megawatt hours (MWh) | |

# Content Index of the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies

## Appendix Table 1-7: Sustainability Disclosure Indicators for the Oil, Electricity and Gas Industry

| No. | Indicator | Disclosure | Remarks |
|---|---|---|---|
| 1 | Number of refineries in or near areas of dense population | The Company does not operate any oil refineries. | - |
| 2 | Total water withdrawn, total water consumption | In 2025, Guan Tian Plant's total water withdrawal was 796.71 thousand cubic meters (megaliters), and its total water consumption was 733.64 thousand cubic meters (megaliters). TCC's head office premises have no independent water meter, and water charges are apportioned by floor area, so no exact water-use figure is available. | See Section 3.2.2 |
| 3 | Total hazardous waste generated and percentage recycled | All waste generated by Guan Tian Plant is classified as non-hazardous waste. | See Section 3.2.1 |
| 4 | Number of employees in and rate of occupational accidents | TCC recorded zero occupational injury events in 2025. | See Section 4.3 |
| 5 | Risk management policy of critical incidents | TCC has established the Risk Management Policy and Procedures and the Risk Management Implementation Plan, bringing risks related to investment, operations, management, climate change, and dishonest conduct within the scope of its risk management. It reviews its risk control measures regularly and reports on the implementation and operation of its risk management to the Board of Directors and the Audit Committee at least once a year. | See Section 4.3 |
| 6 | Production by product category | The Company's primary product is electricity. In 2025, the electricity sales volume from Guan Tian Plant was 198 million kWh. | See Section 2.3.1 |

# Climate-related Information

## Attachment 1: Climate-Related Information of TWSE/TPEx Listed Company

### Implementation Status of Climate-Related Information

| Item | Implementation |
|---|---|
| 1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities. | See Section 3.1.1 |
| 2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term). | See Section 3.1.1<br>Short Term: Regulatory change and the rising frequency of climate-related disasters may raise operating costs and disrupt project schedules and investment strategy. At the same time, the government's announcement of Taiwan's 2050 Net-Zero Emissions goal and its promulgation of amendments to the Climate Change Response Act work in the Company's favor because the resulting policies, alongside carbon reduction trends at home and abroad, benefit its renewable energy businesses. To meet the net-zero target, the Ministry of Environment promulgated carbon fee regulations and rates in 2024, which are expected to raise power plant operating costs. The Company has applied for, and secured, the competent authority's approval of a self-determined reduction plan, through which it is working to reduce the cost impact of carbon fees and ease the burden on its operations. To address the greater likelihood of extreme weather in the near term, it has put in place a disaster emergency response system and conducts regular drills so that it can respond to incidents as they arise.<br>Medium and Long Term: The net-zero transition, tightening regulation, and long-term shifts in climate patterns all add to the Company's operating risk. To manage that risk, the Company identifies its climate-related risks and opportunities under the four core elements of the TCFD framework: governance, strategy, risk management, and metrics and targets, then discloses their financial effects, with the aim of managing those risks and opportunities effectively. It sets response strategies and measures accordingly, tracks policy and regulatory change as it occurs, and adjusts its business strategy and development direction as circumstances require, safeguarding the Company's long-term sustainability. |
| 3. Describe the financial impact of extreme weather events and transformative actions. | See Section 3.1.1 |
| 4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system. | See Sections 1.3 and 3.1.1 |

| Item | Implementation |
|---|---|
| 5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described. | To move progressively into alignment with the IFRS Sustainability Disclosure Standards (IFRS S1 and S2), the Company identifies its climate-related transition and physical risks under the TCFD framework and assesses their principal financial impacts on operations:<br>(1) The financial impacts of transition risk include investment and development losses arising from changes in policy or regulation, together with the higher equipment renewal expenditure and operating costs that such climate-driven policy and regulatory changes entail.<br>(2) The financial impacts of physical risk include the growing likelihood of short-term climate disasters and extreme weather events, which may cause project delays or operating losses at the plants. Over the longer term, shifts in climate patterns may likewise lead to such losses.<br>The Company has, moreover, completed its IFRS S1 and S2 adoption plan within the timeframe set by the competent authority, and will assess the quantified financial impacts of its climate-related risks in accordance with that plan. |
| 6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks. | See Chapter 3<br>In response to climate risk, the Company is committed to developing high-efficiency, low-pollution power generation models and to expanding its renewable energy business. It has set short-, medium-, and long-term targets for renewable energy installed capacity, together with KPIs covering energy saving and carbon reduction as well as energy and resource management. Environmental sustainability measures are built into its forward business strategy, among them increasing alternative fuel co-firing, reducing coal use, regularly maintaining existing equipment, and evaluating unit reconstruction, all aimed at improving energy and resource efficiency and lowering GHG emissions. The Company has also drawn up management plans and response measures for its climate-related physical and transition risks, in order to reduce their impact on operations. |
| 7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated. | The Company's internal carbon price is set with reference to factors including domestic and international regulatory trends, prevailing carbon fee rates, and the pricing adopted by peer companies in the same industry. For 2025, the Company set its internal carbon price at NT$600 per metric ton. |
| 8. If climate-related targets have been set, the activities covered, the scope of GHG emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve targets, the source and quantity of carbon credits or RECs to be offset should be specified. | The Company has established climate adaptation and mitigation policies, together with related KPIs, covering the activities its operations require: energy-saving performance, water resource and waste management, fuel substitution rate, GHG management, renewable energy development, and energy management. It also plans to advance initiatives such as the net-zero, low-carbon transition and air pollution control technologies. For the GHG emission scopes, planned timeline, and targets, see Table 1-2 below. Beyond developing renewable energy itself, the Company has established its subsidiary TCC Green Energy to sell green electricity, providing enterprises with green electricity wheeling services and helping them obtain renewable energy certificates. |
| 9. GHG inventory and assurance status, reduction goals, strategies, and specific action plans. | See Section 3.1.2<br>TCC has carried out a GHG inventory for its parent company since 2024 and, from 2025, has extended it to the subsidiaries in its consolidated financial statements. It expects to complete the GHG inventory report and third-party verification for TCC and those subsidiaries in 2026. |

## Attachment 2: GHG Gas Inventory and Assurance Status of the Company in the Most Recent Two Years

### 1-1-1 GHG Inventory Information

Specify the GHG emissions (in metric tons of $CO_2e$), intensity (metric tons of $CO_2e$ per NT$1,000,000), and data coverage for the most recent two years.

The table below shows the greenhouse gas inventory information for TCC's Guan Tian Plant. TCC's Taipei Office and the subsidiaries listed in the consolidated financial statements will complete assurance in accordance with the timeline set in the Sustainable Development Roadmap for TWSE-listed/TPEx-listed Companies.

| Year | 2024 | 2025 |
|---|---|---|
| Scope/Region | TCC Parent Company | TCC and Consolidated Subsidiaries |
| Scope 1 (metric tons of $CO_2e$) | 369,297.2044 | 354,148.2126 |
| Scope 2 (metric tons of $CO_2e$) | 515.0337 | 1,727.7645 |
| Scope 3 (metric tons of $CO_2e$) | 73.3405 | 290.9493 |
| Emission Intensity (metric tons of $CO_2e$/ NT$1,000,000) | 63 | 47 |

Notes:

(1) The Company has conducted a GHG inventory for the parent company since 2024 and has included its consolidated subsidiaries in the inventory since 2025. Accordingly, only parent-company inventory information is disclosed for 2024, and the 2025 figures are preliminary internal inventory data.

(2) The gases covered in the Scope 1 and Scope 2 calculations above are carbon dioxide ($CO_2$), methane ($CH_4$), nitrous oxide ($N_2O$), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride ($SF_6$), and nitrogen trifluoride ($NF_3$). Based on the materiality assessment under ISO 14064-1, employee commuting emissions are voluntarily disclosed under Scope 3 (Category 3.3).

(3) TCC parent-company emission intensity = (Scope 1 + Scope 2) / parent-company financial report revenue. TCC and consolidated subsidiaries emission intensity = (Scope 1 + Scope 2) / consolidated financial report revenue.

## 1-1-2 GHG Assurance Information

Describe the assurance status for the most recent two years as of the annual report publication date, including the assurance scope, assurance organization, assurance standards, and assurance opinions.

The table below shows the GHG verification status for TCC's Guan Tian Plant and Taipei office. The subsidiaries listed in the consolidated financial statements will complete assurance in accordance with the timeline set in the Sustainable Development Roadmap for TWSE-listed/TPEx-listed Companies.

| Year | Verification Scope | Verifying Organization | Verification Standards | GHG Verification Statement |
|---|---|---|---|---|
| 2024 | TCC Guan Tian Plant<br>TCC Taipei Office | Taiwan Electric Research and Testing Center | The verification of the GHG assertion was performed in accordance with the requirements of the following standards:<br>• ISO 14064-1: 2018/CNS 14064-1: 2021<br>• Ministry of Environment's Regulations Governing the Inventory, Registration and Verification of Greenhouse Gas Emissions (Sept. 14, 2023)<br>• Ministry of Environment's Greenhouse Gas Inventory Guidelines (2024 edition)<br>• The Ministry of Environment's Greenhouse Gas Verification Guidelines (June 2024) | The verification was completed in accordance with ISO 14064-3:2019. The Scope 1 and Scope 2 emissions meet the reasonable assurance level recognized by the competent authority, and the Scope 3 emissions meet the limited assurance level recognized by the competent authority, with no material discrepancy. |
| 2025 | TCC and Consolidated Subsidiaries | Taiwan Electric Research and Testing Center | The verification of the GHG assertion was performed in accordance with the requirements of the following standards:<br>• ISO 14064-1:2018 / CNS 14064-1:2021<br>• The Ministry of Environment's Regulations Governing the Inventory, Registration, and Verification of Greenhouse Gas Emissions (September 14, 2023)<br>• The Ministry of Environment's Greenhouse Gas Inventory Guidelines (2024 edition)<br>• The Ministry of Environment's Greenhouse Gas Verification Guidelines (June 2024) | The verification was completed in accordance with ISO 14064-3:2019. The Scope 1 and Scope 2 emissions meet the reasonable assurance level recognized by the competent authority, and the Scope  emissions meet the limited assurance level recognized by the competent authority, with no material discrepancy. |

## 1-2 GHG Reduction Goals, Strategies, and Specific Action Plans

Specify the base year and its data for GHG reduction, reduction targets, strategies, specific action plans, and the progress toward achieving the reduction targets.

(1) GHG Reduction Base Year

The Company's Guan Tian Plant is among the second batch of entities designated under the Ministry of Environment's Regulations Governing the Reporting of Greenhouse Gas Emissions, and it uses its first year subject to mandatory reporting (2014) as its base year. The TCC parent company began a standalone GHG inventory in 2024, and in line with the relevant regulations, brought the subsidiaries included in its consolidated financial statements into the inventory in 2025, correspondingly adjusting the base year for this expanded inventory to 2025.

(2) GHG Emission Reduction Targets, Strategies, Specific Action Plans, and Progress Toward Targets

The Company monitors climate change and domestic and international energy trends closely, adopting the two main approaches of mitigation and adaptation to lessen the direct and indirect impacts of climate change on its operations. In response to the government's 2050 net-zero emissions target, the Company has planned the following GHG management and implementation measures:

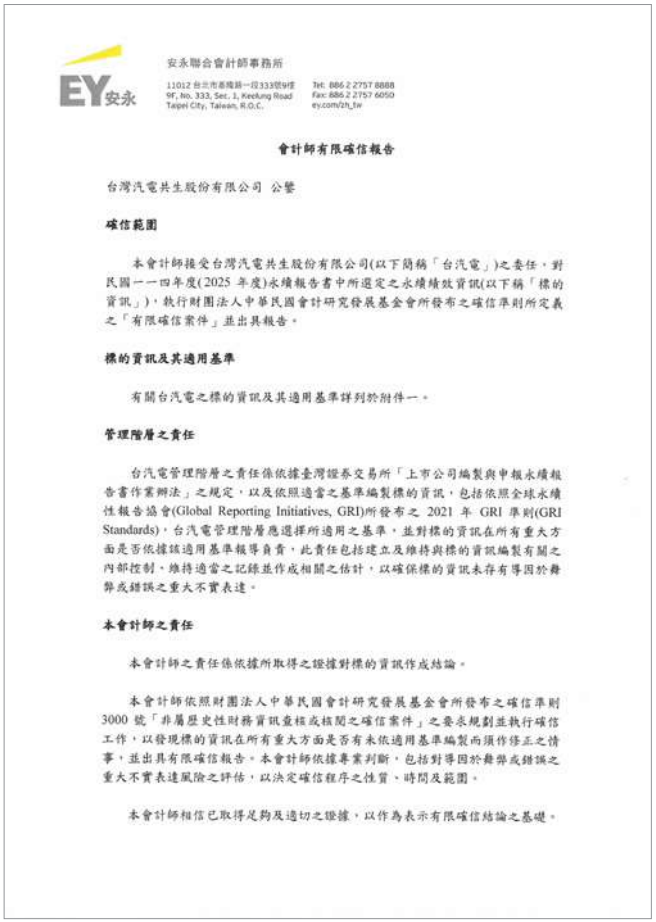
1. Establish a GHG management mechanism, advance inventory and verification work, and build a complete database, so as to set and validate reduction plans and targets.
2. Continue to advance energy-saving and carbon reduction measures, including unit renewal, process improvement, and electricity saving, to reduce energy consumption.
3. Actively expand its renewable energy businesses, spanning investment and development, engineering contracting, operation and maintenance, and green electricity sales, as well as emerging electricity-trading business models such as energy storage and ancillary services.
4. Evaluate the feasibility of low-carbon and negative-carbon technologies, including carbon capture, utilization, and storage, as well as hydrogen co-firing in gas-fired units, to advance the low-carbon transition.

The Company completed planning for the Group's GHG inventory and verification in 2022 within the timeframe required by the competent authority, and this planning was approved and placed on record by the Board of Directors. In 2023, it completed the establishment of its internal inventory mechanism and information system and formulated its GHG inventory management procedures. In 2025, it completed the preparation of the 2024 GHG inventory report for TCC (the parent company), together with its third-party verification, and it expects to complete the 2025 GHG inventory report and third-party verification for TCC and its consolidated subsidiaries in 2026. This will support the subsequent assessment of the Group's short-, medium-, and long-term carbon reduction planning, putting corporate sustainability into practice in pursuit of the net-zero emissions target.

The Company's annual targets and progress toward achieving annual targets are as follows:

| 2025 Goals | 2025 Achievement Status | 2026 Goals | Long-term Goals |
|---|---|---|---|
| 1. Guan Tian Plant alternative fuel substitution rate (SRF and scrap tire chips) ≥ 30%.<br>2. Guan Tian Plant average electricity savings rate from 2025 to 2028 ≥ 1.5%.<br>3. Achieve a 35% reduction in Guan Tian Plant's carbon emissions per NT$ million of revenue (parent company) in 2025, against a 2014 base year. | 1. Completed the emission source identification, established the data collection model, and set the materiality assessment principles for the TCC parent company and its consolidated subsidiaries, and conducted the annual inventory.<br>2. Guan Tian Plant resource circulation substitution rate of 31.77%, reducing coal consumption by approximately 53,150 metric tons.<br>3. Guan Tian Plant achieved an electricity savings rate of 3.97%.<br>4. Guan Tian Plan achieved a 71% reduction in its carbon emissions per NT$ million of revenue (parent company) in 2025, against a 2014 base year. | 1. Guan Tian Plant alternative fuel substitution rate (SRF scrap tire chips, and biomass fuel) ≥ 30%.<br>2. Average electricity savings rate from 2025 to 2028 ≥ 1.5%.<br>3. Increase the combustion of solid biomass fuel, bringing Guan Tian Plant's 2026 carbon emissions 1% below the 2025 level. | 1. Using 2021 as the baseline year, the Guan Tian Plant aims to reduce carbon emissions by 42% by 2030.<br>2. Average electricity savings rate from 2025 to 2030 ≥ 1.5%. |

# Limited Assurance Report by Independent Auditor



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**會計師有限確信報告**

台灣汽電共生股份有限公司 公鑒

**確信範圍**

本會計師接受台灣汽電共生股份有限公司(以下簡稱「台汽電」)之委任，對民國一一四年度(2025 年度)永續報告書中所選定之永續績效資訊(以下稱「標的資訊」)，執行財團法人中華民國會計研究發展基金會所發布之確信準則所定義之「有限確信案件」並出具報告。

**標的資訊及其適用基準**

有關台汽電之標的資訊及其適用基準詳列於附件一。

**管理階層之責任**

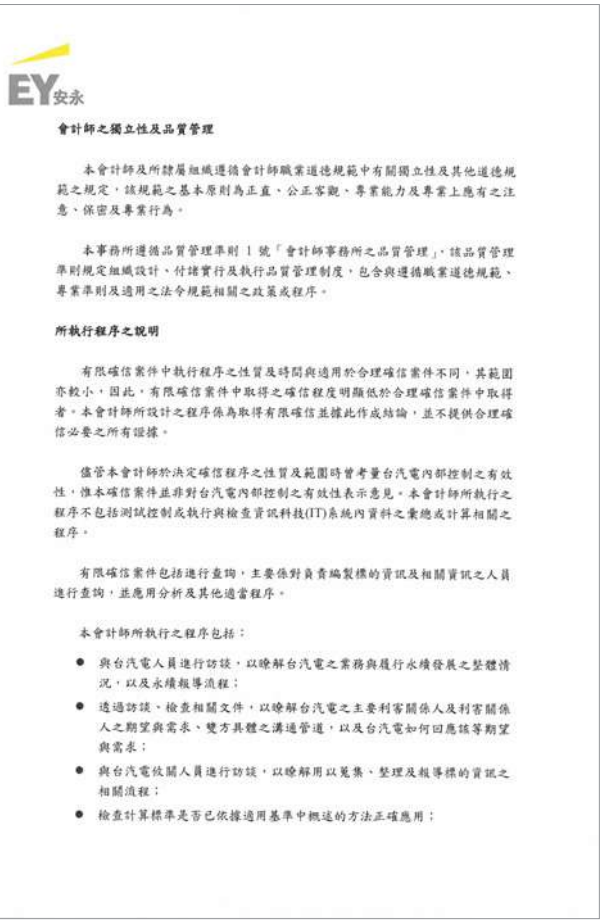
台汽電管理階層之責任係依據臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」之規定，以及依照適當之基準編製標的資訊，包括依照全球永續性報告協會(Global Reporting Initiatives, GRI)所發布之 2021 年 GRI 準則(GRI Standards)，台汽電管理階層應選擇所適用之基準，並對標的資訊在所有重大方面是否依據該適用基準報導負責，此責任包括建立及維持標的資訊編製有關之內部控制、維持適當之記錄並作成相關之估計，以確保標的資訊未存有導因於舞弊或錯誤之重大不實表達。

**本會計師之責任**

本會計師之責任係依據所取得之證據對標的資訊作成結論。

本會計師依照財團法人中華民國會計研究發展基金會所發布之確信準則 3000 號「非屬歷史性財務資訊查核或核閱之確信案件」之要求規劃並執行確信工作，以發現標的資訊在所有重大方面是否有未依適用基準編製而須作修正之情事，並出具有限確信報告。本會計師依據專業判斷，包括對導因於舞弊或錯誤之重大不實表達風險之評估，以決定確信程序之性質、時間及範圍。

本會計師相信已取得足夠及適切之證據，以作為表示有限確信結論之基礎。



**會計師之獨立性及品質管理**

本會計師及所隸屬組織遵循會計師職業道德規範中有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密及專業行為。

本事務所遵循品質管理準則 1 號「會計師事務所之品質管理」，該品質管理準則規定組織設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及適用之法令規範相關之政策或程序。

**所執行程序之說明**

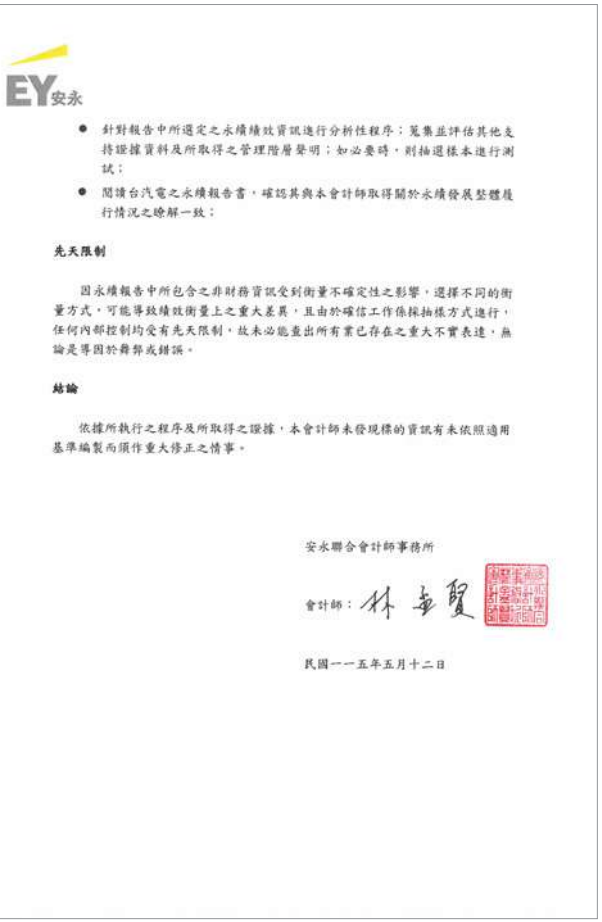
有限確信案件中執行程序之性質及時間與適用於合理確信案件不同，其範圍亦較小，因此，有限確信案件中取得之確信程度明顯低於合理確信案件中取得者。本會計師所設計之程序係為取得有限確信並據此作成結論，並不提供合理確信必要之所有證據。

儘管本會計師於決定確信程序之性質及範圍時曾考量台汽電內部控制之有效性，惟本確信案件並非對台汽電內部控制之有效性表示意見。本會計師所執行之程序不包括測試控制或執行與檢查資訊科技(IT)系統內資料之彙總或計算相關之程序。

有限確信案件包括進行查詢，主要係對負責編製標的資訊及相關資訊之人員進行查詢，並應用分析及其他適當程序。

本會計師所執行之程序包括：

- 與台汽電人員進行訪談，以瞭解台汽電之業務與履行永續發展之整體情況，以及永續報導流程；
- 透過訪談、檢查相關文件，以瞭解台汽電之主要利害關係人及利害關係人之期望與需求、雙方具體之溝通管道，以及台汽電如何回應該等期望與需求；
- 與台汽電依關人員進行訪談，以瞭解用以蒐集、整理及報導標的資訊之相關流程；
- 檢查計算標準是否已依據適用基準中概述的方法正確應用；



- 針對報告中所選定之永續績效資訊進行分析性程序；蒐集並評估其他支持證據資料及所取得之管理階層聲明；如必要時，則抽選樣本進行測試；
- 閱讀台汽電之永續報告書，確認其與本會計師取得關於永續發展整體履行情況之瞭解一致；

**先天限制**

因永續報告中所包含之非財務資訊受到衡量不確定性之影響，選擇不同的衡量方式，可能導致績效衡量上之重大差異，且由於確信工作係採抽樣方式進行，任何內部控制均受有先天限制，故未必能查出所有重已存在之重大不實表達，無論是導因於舞弊或錯誤。

**結論**

依據所執行之程序及所取得之證據，本會計師未發現標的資訊有未依照適用基準編製而須作重大修正之情事。

安永聯合會計師事務所

會計師：林垂賢

民國一一五年五月十二日

EY安永

附件一：

| 編號 | 章節 | 標題 | 揭的資訊 | 適用基準 |
|---|---|---|---|---|
| 1 | 4.3 | 健康職場 | 職業災害與缺勤率統計<br>官田廠 / 員工 / 其他工作者(承包商/供應商)<br>工作總時數：男 83,824 / 52,026；女 5,904 / 9,340；合計 89,728 / 61,366<br>職業傷害死亡比率：男 - / -；女 - / -；合計 - / -<br>嚴重職業傷害比率：男 - / -；女 - / -；合計 - / -<br>可記錄之職業傷害比率：男 - / -；女 - / -；合計 - / -<br>損工日數率(LDR)：男 - / -；女 - / -；合計 - / -<br>缺勤率(AR)：男 0.229% / -；女 - / -<br>意外事故量：男 - / -；女 - / -；合計 - / -<br>意外事故率(NMFR)：男 - / -；女 - / - ；合計 - / - | 2025 年度台汽電官田廠依性別、工作者類型區分之工作總時數、職業傷害與缺勤率統計。<br>缺勤率＝(工傷假、病假、生理假、因傷或因病導致失去勞動力之事假天數)/(工作總天數) x 100%。 |
| 2 | 4.1.2 | 員工組成 | 新進與離職員工<br>台汽電：29歲以下 / 30-50歲 / 51歲以上 / 總計<br>新進男性員工：- / 3 / 1 / 4<br>新進女性員工：4 / 4 / 1 / 9<br>男性員工新進率：- / 2.26% / 0.75% / 3.01%<br>女性員工新進率：3.01% / 3.01% / 0.75% / 6.77%<br>星能股：29歲以下 / 30-50歲 / 51歲以上 / 總計<br>新進男性員工：5 / 12 / 8 / 25<br>新進女性員工：6 / 9 / - / 15<br>男性員工新進率：2.53% / 6.06% / 4.04% / 12.63%<br>女性員工新進率：3.03% / 4.55% / - / 7.58% | 2025 年度台汽電及星能股依年齡層、性別統計新進及離職員工的總數及比例。<br>新進率＝該年齡層及性別之新進員工人數 / 年底員工總人數；<br>離職率＝該年齡層及性別之離職員工人數 / 年底員工總人數。 |

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|---|---|---|---|---|
| | | | 台汽電：29歲以下 / 30-50歲 / 51歲以上 / 總計<br>男性員工離職人數：- / - / 4 / 4<br>女性員工離職人數：1 / 2 / 1 / 4<br>男性員工離職率：- / - / 3.01% / 3.01%<br>女性員工離職率：0.75% / 1.5% / 0.75% / 3.01%<br>整體員工離職人數：8<br>整體員工離職率：6.02%<br>星能股：29歲以下 / 30-50歲 / 51歲以上 / 總計<br>男性員工離職人數：3 / 24 / 11 / 38<br>女性員工離職人數：3 / 13 / - / 16<br>男性員工離職率：1.52% / 12.12% / 5.56% / 19.19%<br>女性員工離職率：1.52% / 6.57% / - / 8.08%<br>整體員工離職人數：54<br>整體員工離職率：27.27% | |
| 3 | 1.2.2 | 法規遵循 | 2025 年本公司官田廠發生 2 筆重大違規裁罰事件。 | 2025 年度台汽電因違反環境法律或法規受裁處情形。 |
| 4 | 3.2.1 | 廢棄資源循環經濟 | 台汽電官田廠廢棄物處理方式列表如下(皆為非有害廢棄物)：<br>單位：公噸<br>廢棄物：重量 2025 年<br>再生利用(R 類、D 類燒灰及底灰)：22,808.30<br>再使用、其他回收作業：-<br>焚化處理(含能源回收)(生活垃圾)：2.70<br>其他處置作業-物理處理、熱處理(污泥、廢保溫材、廢耐火材)：13.84<br>總重量：22,824.84 | 2025 年度台汽電官田廠產生的廢棄物總重量(以公噸為單位)，並按廢棄物處理方式細分總量。 |

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| 5 | 3.2.2 | 水資源管理 | **水資源來源**<br>2025 年台汽電官田廠總取水量為 796.71 百萬公升。<br>單位：百萬公升<br>項目 / 用水來源 / 2025 年<br>取水：原水(水庫) 160.32；自來水 636.39；總取水量 796.71<br>回收水：製程廢水回收 13.57；其他回收水 1.59；總回收水量 15.16<br>其他：其他組織廢水 83.38<br>總用水量 895.25<br>排水量 63.07<br>耗水量 733.64<br>回收水占用水比例 1.69% | 2025 年度台汽電官田廠以百萬公升為單位統計之取水量、排水量、耗水量。<br>耗水量＝取水量－排水量。 |


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