

# Our 2024

TCC Group Holdings set a revenue record in its first year of internationalization and continues to advance sustainability.

Operating Net Income

NT\$ 17.13 BILLION



EBITDA Margin

28.82%

Cash Inflow  
from Operating Activities

NT\$ 31.79 BILLION

Carbon Reduction and Green Investment  
as % of Total CAPEX

70%



Revenue Growth

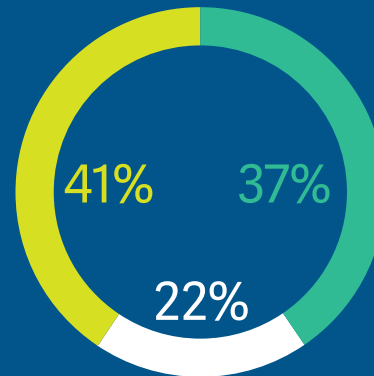
+41%

Regional Revenue  
Information

Taiwan 37%

Asia 22%

Europe 41%



SBT 1.5 °C Pathway



Scope 1

619 kg CO<sub>2</sub>e/ metric ton  
of cementitious  
material (net)

-4% in total carbon emissions  
in 2024 compared to 2023

\*Cement and Concrete Business Units Worldwide

2,884.63 MWh

Energy Storage Global Deployment

As of May 2025, includes capacity under construction

Sustainable Product  
Revenue Ratio

57%

Employee  
Nationalities

46

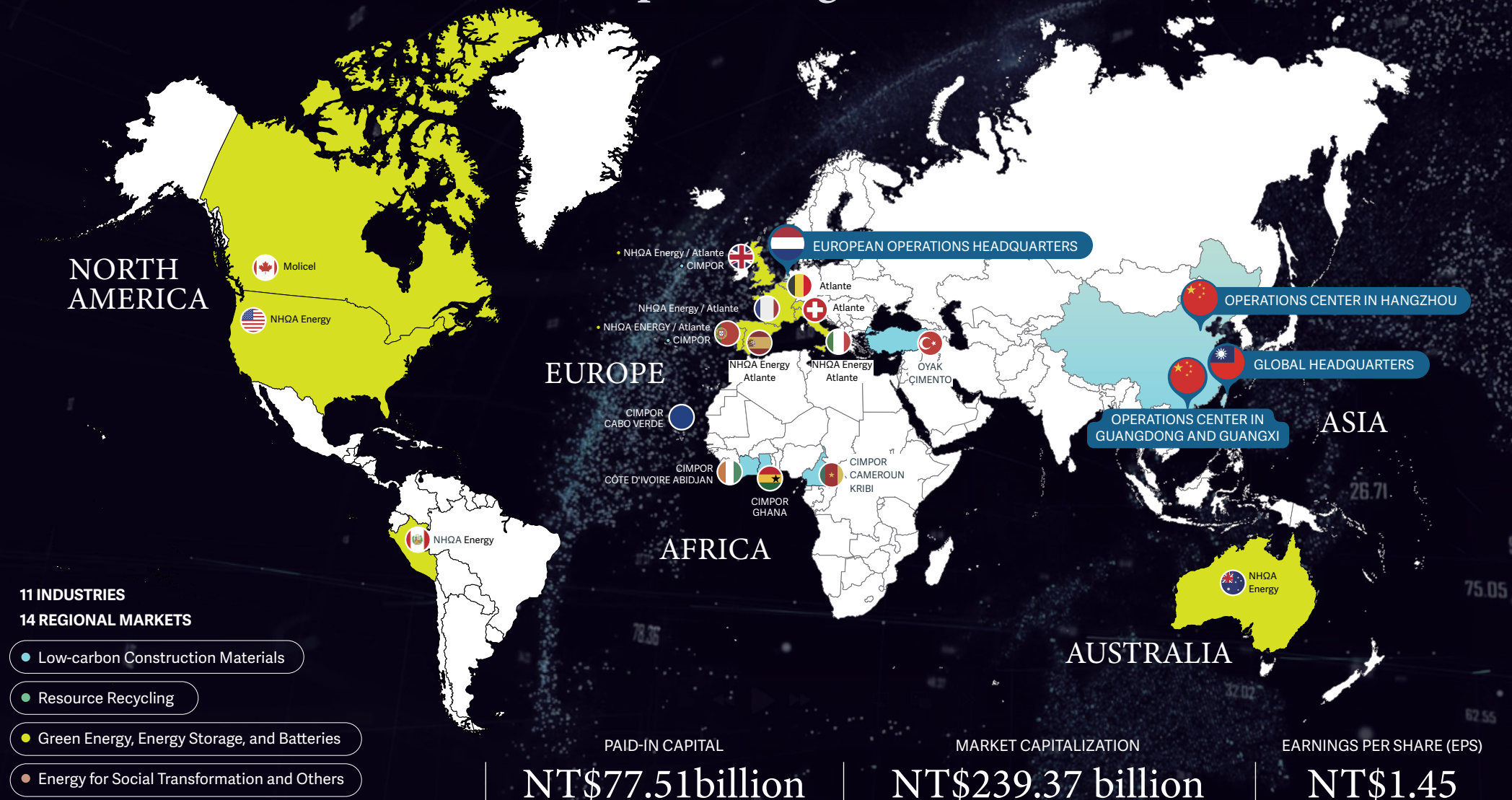


Global Employee Count  
(Including Subsidiaries)


13,772

Our 2024 — Letter to Our Stakeholders — TCC Group Holdings at A Glance — TCC Vision & Drivers — Driver | Robust Capital — Driver | Carbon Competitiveness — TCC DAKA RRRR — Driver | AI Innovation & Electrification  
CIMPOR & OYAK CEMENT Overseas Cement Business — Driver | Diversity and Inclusion — Just Transition — Product & Service Value Chain — Sustainability Goals and Tracking — 2024 Honors and Recognition — About the Report

# TCC Group Holdings at A Glance




# Core Market Resilience




**Dominant Brand in Local Market**

SBT — Net-Zero





Spark Alliance Member

Highway & High Street Domination




Tier 1 Energy Storage SUPPLIER





**EU Funding Support**

CIMPOR Maia warehouse's self-built solar power project received funding support from EU's Next Generation EU program and Portugal/EU Recovery and Resilience Facility (RRF).  
NHOA Energy and Atlante received Connecting Europe Facility (CEF) Fund.

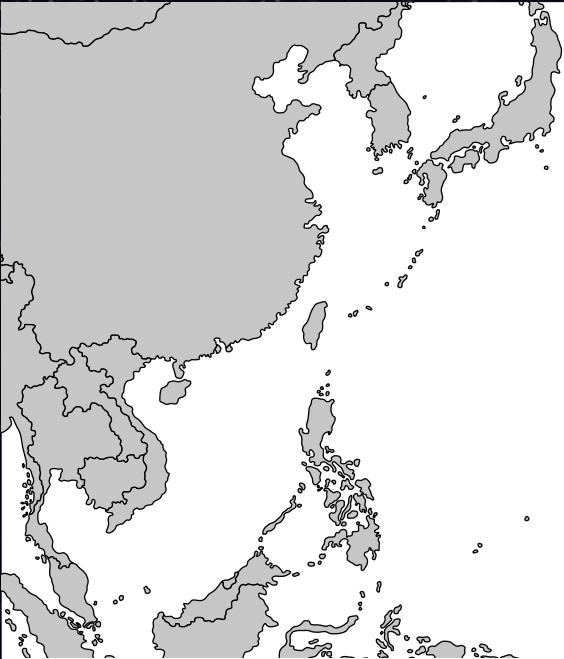



**Top 1 in Taiwan**

Ranked 7th in Mainland China (ccement.com)

SBT 1.5°C

CLIMATE GROUP EP100





Green Growth Alliance of Ministry of Environment Member

ESG Model Enterprise of China Building Materials Federation Core Member

<b>1946</b> Officially established	<b>1962</b> Became the first publicly listed company in Taiwan	<b>2000</b> Entered the Mainland China market	<b>2018</b> Marked a landmark expansion beyond Asia by establishing a Dutch subsidiary and partnering with Türkiye's OYAK CEMENT to develop Asia-Europe markets	<b>2019</b> Acquired Portuguese cement company CIMPOR via a joint venture with OYAK CEMENT, securing EU approval for Portuguese market entry	<b>2021</b> Acquired European energy company ENGIE EPS (renamed NHOA - New Horizons Ahead) to strengthen the Group's green energy business	<b>2024</b> Completed expanded investment in European low-carbon cement. Restructured as a holding company under the new English name TCC Group Holdings
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# Product & Service Value Chain

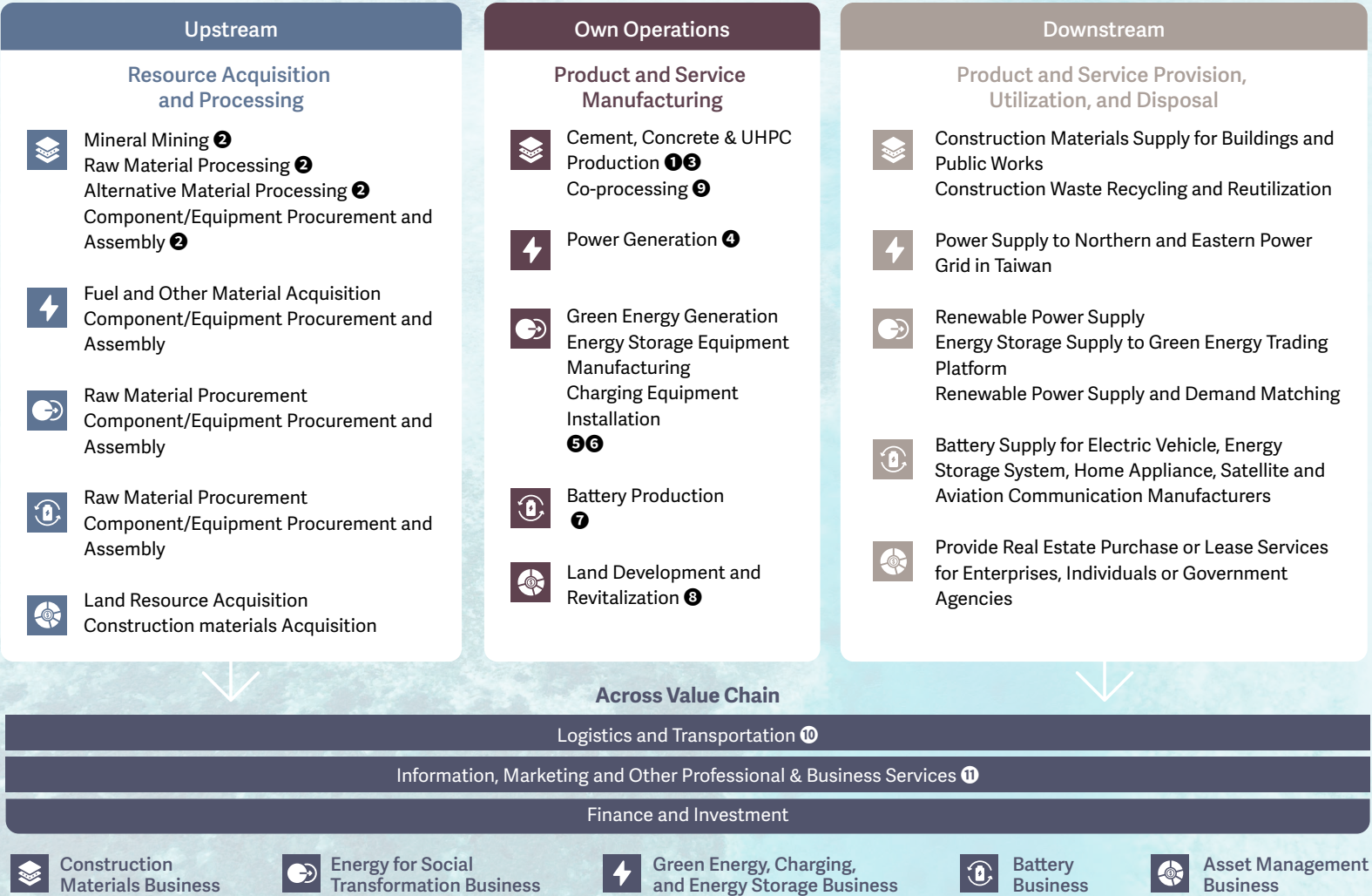
TCC's value chain, per SASB industry standards, comprises own operations, upstream, and downstream activities. Own operations focus on Construction Materials, Energy Transition, Green Energy Charging & Storage, Battery, and Asset Management.

**Upstream:** Procuring resources (e.g., raw materials, energy, equipment) from external and internal suppliers.

**Own Operations:** Involving core business activities focused on product and service manufacturing.

**Downstream:** Covering product delivery and end-of-life stages, including material supply and waste recycling.

**Horizontal Support:** Providing cross-chain support (logistics, IT, professional services, finance) that forms the TCC operational system.



Downstream

Product and Service Provision, Utilization, and Disposal

Construction Materials Supply for Buildings and Public Works

Construction Waste Recycling and Reutilization

Power Supply to Northern and Eastern Power Grid in Taiwan

Renewable Power Supply

Energy Storage Supply to Green Energy Trading Platform

Renewable Power Supply and Demand Matching

Battery Supply for Electric Vehicle, Energy Storage System, Home Appliance, Satellite and Aviation Communication Manufacturers

Provide Real Estate Purchase or Lease Services for Enterprises, Individuals or Government Agencies

Across Value Chain

Logistics and Transportation ⑩

Information, Marketing and Other Professional & Business Services ⑪

Finance and Investment

Construction Materials Business

Energy for Social Transformation Business

Green Energy, Charging, and Energy Storage Business

Battery Business

Asset Management Business

## TCC Industry Category

- ① Construction Materials — TCC, CIMPOR, OYAK CEMENT
② Mining — Ho Sheng Mining Co., Ltd., Jiangsu Mining Industrial Company Limited, etc
③ Applied Construction Materials — Kuan-Ho Refractories Industry
- ④ Energy for Social Transformation — Ho-Ping Power Company
⑤ Green Energy — TCC Green Energy Corporation
- ⑥ Energy Storage & Charging — NHOA.TCC, Energy Helper TCC Corporation, NHOA.TCC Charging Service, NHOA Energy, Atlante
⑦ Batteries — Molicel
⑧ Property Management — TCC Asset Management and Development
- ⑨ Waste Management — Environmental Protection Technology Company
⑩ Transportation — Taiwan Transport & Storage, Ta-Ho Maritime, Hoping EcoPort
⑪ IT — TCC Information Systems

# Sustainability Goals and Tracking

		PERFORMANCE 2024	TARGET 2025	TARGET 2030	TARGET 2050	
GHG Management ♦ Base year 2016 Unit: metric tons of CO2e/metric ton of cementitious materials	Taiwan & Mainland China 🏢	0.673		0.552	Committed	
	CIMPOR	0.649	-	0.538	0.033	
	OYAK CEMENT	0.657	-	0.610	0.033	
Water Management–Fresh Water Withdrawal Intensity	Taiwan & Mainland China 🏢 / Unit: megaliter/metric ton of cementitious materials	0.000377	-	0.000248	-	
	CIMPOR / Unit: megaliter/metric ton of cementitious materials	0.00020	0.00020	0.00020		
Thermal Substitution Rate (TSR) of Alternative Fuels ♦	Taiwan & Mainland China 🏢	15.4%	25%	35%	50%	
	CIMPOR	33.8%	60%	70%	-	
	OYAK CEMENT(Grey Cement)	24.5%	30.5%	58%	-	
Ratio of Alternative Raw Materials ♦	Taiwan & Mainland China 🏢	17.4%	21%	22%	25%	
	CIMPOR	3.6%	4%	5%	-	
	OYAK CEMENT	1.86%	2.09%	5%	-	
Clinker Ratio	Taiwan & Mainland China 🏢	0.789	0.796	0.780	0.570	
	CIMPOR	0.80	0.67	0.625	-	
	OYAK CEMENT	0.80	0.79	0.73	-	
Energy Efficiency	Taiwan & Mainland China 🏢 / Unit: GJ/t Formula: total petrochemical energy consumption / cementitious materials production volume	2.7	2.460	2.306	1.998	
	CIMPOR / Unit: GJ/t	3.6	-	3.3	-	
Air Pollution Management	Taiwan & Mainland China / Unit: grams emissions /metric ton of clinker	NOx	309	380	370	BACT Minimum
		SOx	37	40	39	BACT Minimum
		TSP	22	21	20	BACT Minimum
	CIMPOR /Unit: grams emissions /metric ton of clinker	NOx	996	< 1000	<500	-
		SOx	291	< 250	<200	-
		TSP	10.8	< 5	< 5	-
	Taiwan & Mainland China (co-pressing) / Unit: metric ton	Mercury	0.22	0.192	0.187	BACT Minimum
	CIMPOR /Unit: grams emissions /metric ton of clinker	Mercury	0.004	<0.01	<0.005	-
On-site Waste Management-Proportion of Waste Converted into Renewable Resources and Energy	Cement Plant in Taiwan & Mainland China	100%	100%	100%	100%	
Renewable Energy / Unit: MW	Group	203MW	235MW	400MW	750MW	
Carbon Capture R&D Budget / Since 2011 / Unit: NT\$	Taiwan & Mainland China	188 million	1.3 billion	-	-	
Carbon Capture / Unit: metric ton/year	Taiwan & Mainland China	TCC now prioritizes oxygen-enriched combustion for immediate emission reductions		100,000	1.6million	
Conservation of Plant Species (Endangered Plants included) / Since 2007 / Unit: taxa	-	34,671	≥ 35,000	≥ 40,000	≥ 45,000	
Biodiversity Management Plan (BMP) Proportion of Native Species Maintenance in Quarry	Taiwan	88.23%	-	90%	90%	
Community Engagement (CEM) / Since 2022 / Unit NT\$ / Cumulative investment	Taiwan & Mainland China	933 million	800 million	1.8 billion	5.8 billion	
Education Investment / Since 2022 / Unit NT\$ / Cumulative investment	Taiwan	30.02 million	33.5 million	73.5 million	230 million	
Employee Education & Training / Since 2020 / Unit NT\$ / Cumulative investment	Taiwan	102 million	125 million	250 million	750 million	
	CIMPOR	9.9million	14.7 million	17.4 million	19.1 million	
Sustainability Questionnaire Collection Ratio of Significant Tier-1 Suppliers (by procurement amount)	Taiwan & Mainland China	78.65%	-	80%		

Note 6: Taiwan follows CNS 61, while Mainland China adheres to GB 175 for chloride ion limits in fuel substitution rates; Note 7: ♦ Climate-related management indicators and targets; 🏢 weighted average; Note 8: BACT: Best Available Control Technology; Note 9: Significant Tier-1 Suppliers: Direct suppliers deemed significant due to their impact on product quality and delivery, their procurement volume meeting a defined threshold, or their high ESG risk profile.