

Stock Code: 8926



Taiwan Cogeneration Corporation

2024 Annual Report

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Link for annual report inquiries:<https://mops.twse.com.tw>

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Letter to Shareholders

The Company has been able to develop and operate steadily thanks to the support of all shareholders over the years, the assistance of all Directors, and the continuous efforts of all employees. We hereby extend our sincere appreciation for your support and assistance for Taiwan Cogeneration Corporation.

1. 2024 Business Report

(1) Business plan implementation achievements

In 2024, the consolidated net profit after tax was NT\$1,346,776 thousand, representing an increase of NT\$104,391 thousand from the consolidated net profit after tax of NT\$1,242,385 thousand in 2023. The profit of the main business recorded a YOY increase, primarily due to the increase in profits due to the increase in the sales of steam of Guan-tian Plant, the higher price of steam, the lower price of coal purchases, and the increase in employee stock subscription fees due to the cash capital increase in 2023 (none in 2024). The decrease in investments income was mainly due to the decrease in natural gas prices of the four IPP companies from last year, the increase in insurance claim income recognized by Star Buck in 2023 (none in 2024) and other operating costs, plus the net effects of the increase in the power dispatching made by Taiwan Power Company and the increase in generation efficiency (excluding Star Buck and Kuo Kuang). Calculate based on the 730,282 thousand shares at the end of the period; the earnings per share were NT\$1.85.

The business performance for the two years is set out in the following table:

Unit: NT\$ thousand

Item	2024	2023 (restated)
Operating income	9,132,234	5,283,970
Net operating gain (loss)	435,878	(2,144)
Net non-operating income	998,284	1,327,523
Net profit before tax	1,434,162	1,325,379
Income tax expenses	80,186	65,439
Losses from discontinued operations	7,200	17,555
Net profit for the year	1,346,776	1,242,385
Net profit attributable to the owners of the parent company	1,349,638	1,252,275
Earnings per share	1.85	1.82

(2) Profitability analysis

The consolidated financial structure, solvency and profitability analysis and ratios are set out in the following table:

Item		2024	2023 (restated)
Financial structure analysis	Debt ratio (%)	44	40
	Ratio of long-term capital to property, plant and equipment (%)	458	479
Solvency analysis	Current ratio (%)	94	104
	Quick ratio (%)	42	63
Profitability analysis	Return on assets (%)	5	5
	Return on equity (%)	9	9
	Net profit margin (%)	15	24

(3) R&D status

The R&D focuses of the year include:

- A. Research of the policy and management of private power plants, cogeneration, and renewable energy.
- B. Improvements in the operation maintenance technology and equipment of power plants and cogeneration plants.
- C. Technology and investment research related to renewable energy (PV, onshore wind power, offshore wind power, geothermal, and biomass energy), co-use booster stations, energy storage and ancillary service markets.

2. Summary of the 2025 Business Plan

(1) Business policy for 2025

Based on the current business environment and conditions, the Company's business plan for 2025 is as follows:

- A. In line with the government's net zero emission policy and renewable energy goals, actively expand the investment business development in onshore wind power, PV and geothermal, expand the Group's renewable energy retailing business, complete the overall added value of renewable energy, and gradually accumulate engineering experience and achievements.

Major development targets:

- a. Onshore wind power business: Develop the onshore wind farms in Hanbao and Yongxing, Fangyuan Township, Changhua County, apply for the construction permit, environmental impact assessments, and other electricity installation operations; in addition, carry out the initial operations for the wind power unit updates and restructuring in Miaoli and conduct environmental impact assessments and other electricity installation operations. Overall, the Company is expected to obtain the construction permit in 2025 for the onshore wind power in the Hanbao area (with a capacity of 21MW for phase 1); obtain the approval letter for the environmental impact assessment of the onshore wind power in the Fangyuan and Yongxing area (with an environmental impact assessment application capacity of 42MW); obtain the electricity installation permit for the Miaofeng-Zhunan wind farm (with an updatable capacity of 12.6MW), and the Miaofeng-Dapeng wind farms will pass the review by the environmental impact assessment (EIA) team (the capacity applied for by the environmental impact with an environmental impact assessment application capacity of 75.6MW). In the future, we will continue to complete the abovementioned onshore wind power investment and development to drive the follow-up EPC project, operation repair and maintenance, and the renewable energy retailing business.
- b. PV business: At present, we promote fishery and electricity symbiosis in the Fangyuan and Yongxing areas in Changhua. In 2025, it is expected to obtain the electricity installation permit for fishery and electricity symbiosis in Yongxing with a capacity of 32.7MW and obtain the electricity installation permit for Wushantou PV site phase 2 with a capacity of 13.4MW. The Company will continue to develop roof, floating, and ground-mounted sites to grasp the capacity of grid feeders, co-use booster stations and large-scale EPC projects to lead investment opportunities and actively strive for large-scale public roof and PV storage projects under lease by tender.
- c. Geothermal business: We formed a development team with Taiwan Power Company and foreign technology pioneers to carry out the preliminary geothermal detection in the Datunshan area, assess the development potential of suitable sites, and assist in the promotion of national geothermal development goals.
- d. Renewable energy retailing business: Under the effects of the climate and unit availability in 2024, the retaining supply volume was approximately 175GWh; however, the supply increased by 25% or more as compared to 2023 due to the increase in the supply of external sites of the Group. In 2025, we will continue to develop internal and external

power generation sites and green power users and aim to achieve a total electricity resupply and sales of 240 GWh.

- B. Investment and construction business for the expansion of domestic, independent power plants (IPPs):
 - a. Sun Ba Phase 2 was built as scheduled. During the period, shipping, torrential rains, typhoons and other factors affected the construction period. However, the generating units were officially dispatched (ODD) on September 20, 2024. On October 4, 2024, the Tainan County Government forwarded the application for electricity license to the Energy Administration, and the commercial operation (COD) will begin after the Ministry of Economic Affairs approves and issues the power generation business license.
 - b. Assess the feasibility of investment in relation to the sales of equity of existing domestic IPPs and strive to complete the acquisition to increase the Company's profit.
 - c. Continue to provide necessary assistance for Kuo Kuang Phase 2 to participate in Taiwan Power Company's power procurement tenders and development planning to secure the tenders.
- C. Make implementations for the RP Energy Project based on the exiting plan to turn to the capital withdrawal through the resale of equity or the requirements of dissolution and liquidation.
- D. In terms of the ancillary service transaction business, expand the ancillary service business through participation in power trading platforms by adopting the traditional agent operation model or the energy storage equipment leasing model.
- E. Provide three IPP companies, including Star Energy Power, SUN BA Power, and Star Buck Power, various supports and human resources services.
- F. Supervise investees, including Star Energy Corporation and TCC Green Energy Corporation, in actively expanding their business.
- G. Improve the Company's financial structure and credibility.
- H. Adjust the operation mode of the Guantian Plant in a timely manner in response to changes in international energy prices and secure new energy users to improve overall operating performance.

(2) Business targets

A. Expected production and sales in 2025

Main products		Year	
		2025 (estimated)	
Electricity	(thousand kWh)	Production volume	223,244
		Sales volume	189,184
Steam	(ton)	Production volume	343,088
		Sales volume	343,088

Note: The production volume and sales volume include the electricity of ancillary services

B. Basis for the expected production and sales in 2025

The annual production and sales volume of electricity and steam are estimated based on the actual operation over the years and the consideration of the energy users' demand and the sale of surplus electricity to Taiwan Power Company.

(3) Important production and sales policies

A. Marketing strategy

- a. The Company focuses its marketing efforts on providing comprehensive services, including funding arrangements, technology provision, plant construction, operation repair and maintenance services, with investment as the leading factor and engineering as the assistance in order to exert the Company's professionalism and expertise to ensure the Company's long-term interests.

- b. With the provision of reliable and stable power and energy as the main demand, seek and select energy users carefully and apply the win-win strategy between the Company and the users to secure business partners.
 - c. Provide various modes of cooperation (i.e., BOT, BOO, and joint ventures) flexibly to meet the different needs of customers.
 - d. Continue to develop IPPs and other related businesses in line with the government's energy transition policy.
 - e. Develop the renewable energy market and expand the renewable energy retailing business.
 - f. Develop energy-saving, energy storage, and auxiliary services.
 - g. Pay attention to the power construction in emerging countries overseas and expand the overseas power market.
- B. Production policy
- a. Allow the stable and optimal operation of the generating units, strengthen the adaptability of the on-duty personnel, reduce the number of accidental shutdowns, and ensure favorable production and profit performance.
 - b. Based on the principle of maintaining the stable operation of the generating units and equipment, adopt economic operation to reduce operating costs and participate in the "Trading Platform of Ancillary Services" is participated in to increase operating income. Incorporate the SRF circular economy to reduce carbon emissions and fuel costs and assist the government in achieving waste reduction goals.
 - c. Develop cogeneration customers and expand gas and cogeneration technical services to increase operating income.
 - d. Comply with the requirements of environmental and occupational safety and health regulations. In 2019, ISO 45001 was introduced to establish a comprehensive occupational safety and health management system to reduce operational risks and enhance corporate image. Combined with the ISO 14001 environmental management system introduced in 2017, the environmental policy was revised as the environmental safety and health policy, which is promulgated by the Chairman. The external verification for ISO 45001 and ISO14001 is carried out on a yearly basis to maintain the validity of the certificates, and activities related to a healthy workplace are continued to be promoted so as to establish a friendly workplace environment.
 - e. Maintain diverse and barrier-free grievance channels and enhance customer service efficiency to meet customer needs and improve customer satisfaction.
 - f. Compile the repair and maintenance data over the years and produce partial crucial equipment, parts and components locally to reduce procurement costs and substantially control the supply delay timetable. Based on the experience in the operation, repair, and maintenance experience of power plants, formulate the improvement measures for the procedures and equipment to improve the operation reliability.
 - g. Tainan City Government has been actively promoting the establishment of safe and healthy families, hoping that hens take care of their chicks in proper occupational safety management. In 2019, the Cogeneration Safety and Health Family was established. The Company's Guan-tian Plant serves as the core enterprise and regularly assists family members in occupational safety education and training and on-site counseling.

3. Future development strategies of the Company

(1) Improve operational performance:

Assist investees in improving their management systems and assist the invested gas-fired power plants in planning for unit updates and life extension to ensure operational stability; reduce the operating cost of the Guan-tian Plant, increase its gross profit, and establish a carbon fee levy response team to formulate the short-, mid-, and long-term response plans to reduce carbon emissions; improve the risk control assessment and cost control of engineering contracting projects to improve the performance of engineering contracting operations.

- (2) Actively expand businesses:
Combine the technology capacity and capabilities of the Group's subsidiaries, actively expanding our businesses, including the development of cogeneration plants and natural gas power plants, continuing to develop solar power, wind power and other renewable energy sites, assisting the government's energy policy promotion to fill the future electricity supply-demand gap, and providing comprehensive technical services (i.e., investment and development, engineering contracting, operation repair and maintenance, and electricity sales).
- (3) Innovative business models:
In response to the energy transition and the diversification of business models in the electricity market, the Company actively participates in emerging electricity market business models, including entering the ancillary service market, participating in the energy storage market, assessing geothermal power development opportunities and low-carbon energy applications, to improve green power performance and expand the share in the green power supply market.
- (4) Promote digital transition:
Strengthen human resources, promote talent management digitalization, and apply statistics and data analysis to the Company's operations management; also, promote the optimization of internal management systems, and introduce digital technology for operation repair and maintenance work and the renewable energy retailing business so as to promote digital transition step by step.
- (5) Enhance sustainable management:
To improve corporate governance, strengthen customer relations and human resource management, enhance information disclosure and communication with stakeholders, and formulate a net zero emission response plan and energy conservation and emission reduction measures for Guan-tian Plant to implement environmental sustainability and promote sustainable development.

4. Impacts of the external competitive environment, regulatory environment and overall business environment

- (1) External competitive environment:
The government promotes the energy transition, increases the target of the renewable energy ratio, and allows renewable energy retailing to expand green energy business opportunities. However, domestic and foreign companies have invested, and the market competition is becoming increasingly fierce. With an excellent and professional management team, the Company provides high-quality electrical-related technical services and continues to expand various businesses to improve corporate value and competitiveness.
- (2) Regulatory environment:
The government promotes the national goal of "Taiwan Net Zero Emission by 2050," in which the energy transition is to maximize renewable energy and allow zero-carbon coal-fired power to build a zero-carbon energy system, and establish energy storage in response to the mass grid connection of renewable energy and continue to improve the resilience of the energy system. To promote the reduction of GHGs, three implementing rules for carbon fees were announced in August 2024 while the carbon fee charging rates approved were announced in October of the same year. To reinforce the Group's GHG management, the Company has formulated response plans to reduce the impacts of carbon reduction policies and carbon fee-related regulations on the operations. In addition, the "Regulations for Co-generation System" plans to amend the time-of-use formula in 2024. However, the internal and external conditions for the installation of a natural gas cogeneration system are not yet fulfilled, which may have an impact on the operating income of the existing cogeneration equipment. The Company will continue to monitor the impact of amendments to relevant laws and regulations on the operating environment and adjust business directions and strategies dynamically to ensure the rights and interests of the Company and its shareholders and its competitive advantages in the electricity market.

(3) Overall business environment:

In response to climate change, the world is actively promoting net zero transformation. The government has also planned the 2050 net zero emissions roadmap to promote a low/zero carbon energy system. In the future, energy services (i.e., renewable energy, energy conservation, energy storage, and green power planning) will become the mainstream. At the same time, the development of AI and innovative technology industries has driven the growth of the production capacity in related industries. It is expected that the domestic electricity demand will continue to grow on a yearly basis. To maintain a stable electricity supply, it is expected that the flexible adjustments of gas-fired power plants, ancillary services, demand responses, and other business requirements will also grow. The Company will continue to invest in the development of cogeneration and IPPs, actively develop various renewable energies, and expand the green electricity sales business so as to build a stable, innovative, diversified, and competitive power business group.

We ask for your advice on the above report, and we look forward to the continued support of all shareholders.

Chairman: Shun-I Huang

Manager: Yi-Tong Chen

Chief Accounting Officer: Shang-Heng Chou

Corporate Governance Report

1. Directors, President, Vice Presidents, and heads of departments and branches

(1) Profiles of Directors

Profiles of Directors (I)

March 31, 2025

Title (Note 1)	Nationality or place of registration	Name	Gender Age (Note 2)	Date of election (Inauguration)	Term of office	Date of initial election (Note 3)	Shares held at the time of the election		Number of shares held at present		Shares held by spouse and minors at present		Shares held in the name of others		Main experience (academic background) (Note 4)	Concurrent positions in the Company and other companies	Other heads, Directors, or supervisors who are spouses or relatives within the 2nd degree of kinship			Remarks (Note 5)
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Director	Republic of China	Taiwan Power Company	-	2023.6.30	3 years	1992.4.14	162,954,279	27.66%	200,918,361	27.51%	-	-	-	-	-	-	None	None	None	None
	Republic of China	Representative - Shun-I Huang (Chairman)	Male 61 to 70 years old	2023.6.30	3 years	2024.4.1	-	-	-	-	-	-	-	-	Chairman, Taiwan Electric Research and Testing Center Director, Department of Business, Taiwan Power Company Master of Science in Electrical Engineering, Cornell University	None	None	None	None	None
	Republic of China	Representative - Jenn-Yeong Wang	Male 61 to 70 years old	2023.6.30	3 years	2012.7.30 (Note 6)	-	-	-	-	-	-	-	-	Chairman, Star Energy Power Corporation Chief Engineer of Taiwan Power Company EMBA in Accounting and Management Decision-making from the National Taiwan University Master in Civil Engineering from the National Chiao Tung University	Vice president, Taiwan Power Company	None	None	None	None
	Republic of China	Representative - Sheng-Jen Hsiao	Male 61 to 70 years old	2023.6.30	3 years	2016.1.15	-	-	-	-	-	-	-	-	Vice president, Taiwan Power Company Chief Engineer of Taiwan Power Company Chairman, Star Energy Power Corporation PhD, Institute of Electrical Engineering and Computer Science, National Kaohsiung University of Applied Sciences	President, Taiwan Electric Research and Testing Center	None	None	None	None

Title (Note 1)	Nationality or place of registration	Name	Gender Age (Note 2)	Date of election (Inauguration)	Term of office	Date of initial election (Note 3)	Shares held at the time of the election		Number of shares held at present		Shares held by spouse and minors at present		Shares held in the name of others		Main experience (academic background) (Note 4)	Concurrent positions in the Company and other companies	Other heads, Directors, or supervisors who are spouses or relatives within the 2nd degree of kinship			Remarks (Note 5)
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Title (Note 1)	Republic of China	Representative - Ming-Teh Chiang	Male 61 to 70 years old	2023.6.30	3 years	2020.6.30	-	-	-	-	-	-	-	Vice president, Taiwan Power Company Senior researcher, Taiwan Power Company Director, Nuclear and Fossil Projects Section, Taiwan Power Company Master in Refrigerating Air-Conditioning Engineering, National Taipei University of Technology	None	None	None	None	None	
	Republic of China	Representative - Ching-Hung Cheng	Male 41 to 50 years old	2023.6.30	3 years	2023.6.30	-	-	-	-	-	-	-	Chief Administrator, Taiwan Power Company Head of Planning Section, Taiwan Power Company Master in Civil Engineering, National Taiwan University	Vice president, Taiwan Power Company	None	None	None	None	
	Republic of China	Representative - Yun-Chun Wang	Female 51 to 60 years old	2023.6.30	3 years	2024.12.4 (Note 7)	-	-	-	-	-	-	-	Deputy Director, Department of Accounting, Taiwan Power Company Bachelor in Accounting, Tamkang University	Director, Department of Accounting, Taiwan Power Company	None	None	None	None	
	Republic of China	Jian Sheng Investment Co., Ltd.	-	2023.6.30	3 years	2020.6.30	15,719,000	2.67%	19,141,591	2.62%	-	-	-	-	-	-	None	None	None	None
	Republic of China	Representative - Kuo-Hsiang Chao	Male 61 to 70 years old	2023.6.30	3 years	2023.6.30	-	-	-	-	49,066	0.01%	-	-	Bachelor in Architecture, Tunghai University	President, Tung Wei Construction Co., Ltd. Director, Taiyen Biotech Co., Ltd.	None	None	None	None
	Republic of China	Yuanjun Investment Ltd.	-	2023.6.30	3 years	2017.6.30	345,000	0.06%	415,304	0.06%	-	-	-	-	-	-	None	None	None	None
Director	Republic of China	Representative - Sheng-Chun Wang	Male 31 to 40 years old	2023.6.30	3 years	2017.6.30	-	-	2,909,942	0.4%	195,400	0.03%	-	-	MBA, Boston University	Chairman of Yuanjun Investment Ltd. Director, Hungya Foods Co., Ltd.	None	None	None	None
	Republic of China	TECO Electric & Machinery Co., Ltd.	-	2023.6.30	3 years	1992.4.14	11,527,432	1.96%	12,217,245	1.67%	-	-	-	-	-	-	None	None	None	None
	Republic of China	Representative - Sung-Pin Chang	Male 51 to 60 years old	2023.6.30	3 years	2012.11.1 (Note 8)	-	-	-	-	2,786	-	-	-	Bachelor, Department of Chemical Engineering, National Tsinghua University	President, Intelligence BU, TECO Electric & Machinery Co., Ltd.	None	None	None	None
	Republic of China	Yuanjun Investment Ltd.	-	2023.6.30	3 years	2017.6.30	345,000	0.06%	415,304	0.06%	-	-	-	-	-	-	None	None	None	None

Title (Note 1)	Nationality or place of registration	Name	Gender Age (Note 2)	Date of election (Inauguration)	Term of office	Date of initial election (Note 3)	Shares held at the time of the election		Number of shares held at present		Shares held by spouse and minors at present		Shares held in the name of others		Main experience (academic background) (Note 4)	Concurrent positions in the Company and other companies	Other heads, Directors, or supervisors who are spouses or relatives within the 2nd degree of kinship			Remarks (Note 5)
							Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
	Republic of China	Formosa Heavy Industries Corporation	-	2023.6.30	3 years	1992.4.14	9,060,384	1.54%	9,602,567	1.31%	-	-	-	-	-	-	None	None	None	None
	Republic of China	Representative - Yu-Feng Huang	Male 51 to 60 years old	2023.6.30	3 years	2024.10.1 (Note 9)	-	-	-	-	-	-	-	-	Senior manager, Formosa Heavy Industries Corporation Department of Mechanical Engineering, National Cheng Kung University	Vice president, Formosa Heavy Industries Corporation	None	None	None	None
Independent Director	Republic of China	Han-Shen Li	Male 71 to 80 years old	2023.6.30	3 years	2020.6.30	-	-	-	-	-	-	-	-	President, Taiwan Power Company Bachelor, Department of Business Administration, Tamkang University	Convener of the Audit Committee, Taiwan Cogeneration Corporation	None	None	None	None
	Republic of China	Ji-Sheng Ye	Male 51 to 60 years old	2023.6.30	3 years	2020.6.30	-	-	-	-	-	-	-	-	Bachelor in Law, National Taiwan University	Responsible person, Ji-Sheng Ye's Law Firm Independent director, Taiwan Tobacco & Liquor Corporation Supervisor, Yu Jun Investment Co., Ltd. Convener of the Remuneration Committee, Taiwan Cogeneration Corporation	None	None	None	None
	Republic of China	Jiann-Fuh Chen	Male 61 to 70 years old	2023.6.30	3 years	2023.6.30	-	-	-	-	-	-	-	-	Vice dean, College of Electrical Engineering & Computer Science, National Cheng Kung University PhD, Institute of Electrical Engineering and Computer Science, National Cheng Kung University	Distinguished professor, Department of Electrical Engineering, National Cheng Kung University Independent director, Solar Master Energy Co., Ltd. Convener of the Nomination Committee, Taiwan Cogeneration Corporation	None	None	None	None

Note 1: A corporate shareholder shall set out the name of the corporate shareholder and its representative separately (for a representative of the corporate shareholder, the name of the corporate shareholder shall be specified) and complete Table 1 below.

Note 2: Please state the age, and it may be specified by the range (i.e., 41 to 50 years old or 51 to 60 years old).

Note 3: Fill in the time when the person first serves as a Director or supervisor of the Company; if there is any interruption, it shall be explained in the notes.

Note 4: Experience related to the current position. If a Director served in the firm of CPAs or its affiliates during the aforementioned period, the job title and duties should be described.

Note 5: If the Chairman and President or an equivalent role (highest-ranking officer) are the same person, spouses, or relatives within the 1st degree of kinship, the reason, legitimacy, necessity, and countermeasures (i.e., adding the number of

Independent Directors or having over half of the Directors who are not concurrently employees or managers) shall be specified: The Chairman and President are not the same person, spouses, or relatives within the 1st degree of kinship.

Note 6: Director Jenn-Yeong Wang initial term of appointment as a Director was from July 30, 2012, to August 31, 2018.

Note 7: Director Yun-Chun Wang was reappointed as a Director by the corporate shareholder on December 4, 2024.

Note 8: Director Jenn-Yeong Wang initial term of appointment as a Director was from July 30, 2012, to August 31, 2018.

Note 9: Director Yu-Feng Huang was reappointed as a Director by the corporate shareholder on October 1, 2024.

Note 10: The Company has no supervisor.

Table 1: Major Shareholders of Corporate Shareholders

March 31, 2025

Name of corporate shareholder (Note 1)	Major shareholder of corporate shareholder (Note 2)
Taiwan Power Company	Ministry of Economic Affairs 96.61% Bank Of Taiwan Co., Ltd. 1.49% First Commercial Bank, Ltd. 0.48% Chang Hwa Commercial Bank, Ltd. 0.41% Hua Nan Commercial Bank, Ltd. 0.26% Taiwan Cooperative Bank Ltd. 0.14% Land Bank of Taiwan Co., Ltd. 0.09% Taiwan Provincial Education Association 0.06% Taipei City Government 0.06% Employee Welfare Committee of Taiwan Railway Corporation, Ltd. 0.04%
Jian Sheng Investment Co., Ltd.	Tzi-Rong Chen 31% Tzi-Ling Chen 31% Kuan-Tao Chen 31% Xiu-Lan Yan 2% Cheng-Hsing Hsiao 2% Jian-Cheng Yan 2% Chi-Fei Wu 1%
Yuan Jun Investment Co., Ltd.	Sheng-Chun Wang 90% Wen-Rong Liu 10%
TECO Electric & Machinery Co., Ltd.	PJ Asset Management Co., Ltd. 17.45% Walsin Lihwa Corporation 10.81% Account of Yuanta/P-shares Taiwan Dividend Plus ETF 5.45% Jia Yuan Investment Co., Ltd. 5.29% Account of Yuanta Taiwan Value High Dividend ETF in the custodianship of Hua Nan Commercial Bank 2.85% He Yuan International Investment Co., Ltd. 2.36% Creative Sensor Inc. 2.2% Tung Guang Investment Co., Ltd. 1.5% Kuang Yuan Enterprise Co., Ltd. 1.25% Yingyi International Investment Co., Ltd. 1.05%
Formosa Heavy Industries Corporation	Formosa Plastics Corporation 32.92% Formosa Chemicals & Fibre Corporation 32.91% Nan Ya Plastics Corporation 32.91% Formosa Petrochemical Corporation 1.26%

Note 1: If a Director or supervisor is a representative of a corporate shareholder, the name of the corporate shareholder shall be specified.

Note 2: The name of the major shareholders of the corporate shareholder (those with the top 10 shareholding ratio) and the shareholding ratio shall be specified. If a major shareholder is a corporation, please complete Table 2 below.

Note 3: If the corporate shareholder is not a company organization, the name of the shareholder and shareholding ratio that shall be disclosed above is the name of the investor or donor (please refer to the Judicial Yuan's announcement for inquiries) and the ratio of capital contribution or donation. If the donor is deceased, please mark "deceased."

Table 2. Major Corporate Shareholders in Table 1

March 31, 2025

Name of corporate shareholder (Note 1)	Major shareholder of corporate shareholder (Note 2)
Bank Of Taiwan Co., Ltd.	Taiwan Financial Holdings Co., Ltd. 100%.
First Commercial Bank, Ltd.	First Financial Holding Co., Ltd. 100%.
Chang Hwa Commercial Bank, Ltd.	Ministry of Finance 12.19% Chunghwa Post Co., Ltd. 7.5% Taishin Financial Holding Co., Ltd. 5.58% National Development Fund of Executive Yuan 5.42% First Commercial Bank, Ltd. 4.99% He Xing Industrial Co., Ltd. 2.53% Taiwan Cooperative Bank Ltd. 2.39% Bank Of Taiwan Co., Ltd. 1.81% Land Bank of Taiwan Co., Ltd. 1.8% Hua Nan Commercial Bank, Ltd. 1.79%
Hua Nan Commercial Bank, Ltd.	Hua Nan Financial Holdings Co., Ltd. 100%.
Taiwan Cooperative Bank Ltd.	Taiwan Cooperative Financial Holding Co., Ltd. 100%.
Land Bank of Taiwan Co., Ltd.	Ministry of Finance 100%.
PJ Asset Management Co., Ltd.	He Yang Management Consulting Co., Ltd. 100%
Walsin Lihwa Corporation	Chin Xin Investment Corp. 6.15% Winbond Electronics Corp. 6.14% TECO Electric & Machinery Co., Ltd. 5.22% Rong Chiang International Ltd. 4.95% Investment account of LGT Bank (Singapore) in the custodianship of the Main Branch of Standard Chartered Bank (Taiwan) Limited 4.54% Hua Li Investment Co., Ltd. 2.65% Yu-Hui, Chiao 1.74% Investment account of Norges Bank in the custodianship of Citibank (Taiwan) 1.67% Yu-Heng Chiao 1.62% Chunghwa Post Co., Ltd. 1.49%
Jia Yuan Investment Co., Ltd.	He Yuan International Investment Co., Ltd. 99.89% Intelligence Ubiquitous Co., Ltd. 0.11%
He Yuan International Investment Co., Ltd.	Five Star Management Limited 100%
Creative Sensor Inc.	TECO Image Systems Co., Ltd. 19.39% Universal Cement Corporation 8.83% Tien Da Investment Co., Ltd. 8.28% Universal Cement Investment Corporation 6.04% Koryo Electronics Co., Ltd. 3.82% Creative Sensor Inc. 3.38% Gao-Huang Lin 1.56% A-Chung Hou 1.29%

Name of corporate shareholder (Note 1)	Major shareholder of corporate shareholder (Note 2)
	He-Gui Lai 0.75% Rong-Huang Liu 0.57%
Tung Guang Investment Co., Ltd.	Kuang Yuan Enterprise Co., Ltd. 39.27% He-Hui Huang Lin 35.01% Ming Yeh Investment Co., Ltd. (HK) 12.73% Dong Ho International Investment Co., Ltd. 6% Others 6.99%
Kuang Yuan Enterprise Co., Ltd.	He-Hui Huang Lin 51.58% Tung Guang Investment Co., Ltd. 34.46% Ming Yeh Investment Co., Ltd. (HK) 10% Dong Ho International Investment Co., Ltd. 0.74% Others 3.22%
Yingyi International Investment Co., Ltd.	Bo-Chi Huang 99.28% Feng-Mei Hsu 0.72%
Formosa Plastics Corporation	Chang Gung Medical Foundation 9.44% Formosa Chemicals & Fibre Corporation 7.65% Credit Suisse Group AG Singapore Branch in the custodianship of Standard Chartered Bank (Taiwan) Limited 6.26% Nan Ya Plastics Corporation 4.63% Chin International Investment Co., Ltd. (Liberia) 4.16% Wanshun International Investment Co., Ltd. (Liberia) 3.05% Formosa Petrochemical Corporation 2.07% Ming Chi University of Technology 1.43% Fund account of the Singapore Government in the custodianship of Citibank (Taiwan) Limited 1.37% Old system labor pension fund 1.17%
Formosa Chemicals & Fibre Corporation	Chang Gung Medical Foundation 18.58% Chin International Investment Co., Ltd. (Liberia) 6.35% Wanshun International Investment Co., Ltd. (Liberia) 3.8% Formosa Plastics Corporation 3.39% Nan Ya Plastics Corporation 2.4% Wen-Yuan Wang 2.2% United Power Development Corporation 1.63% Account of Capital Group Co., Ltd. in the custodianship of Standard Chartered Bank (Taiwan) Limited 1.51% Account of Ken De Electricity Development Co., Ltd. in the custodianship of HSBC 1.45% Account of Wang Jhan-Yang Social Welfare Foundation under the charitable trust of the Bank of Taiwan 1.37%
Nan Ya Plastics Corporation	Chang Gung Medical Foundation 11.05% Formosa Plastics Corporation 9.88% Formosa Chemicals & Fibre Corporation 5.21% Chang Gung University 4% Wanshun International Investment Co., Ltd. (Liberia) 2.39% Formosa Petrochemical Corporation 2.26% Chin International Investment Co., Ltd. (Liberia) 1.86%

Name of corporate shareholder (Note 1)	Major shareholder of corporate shareholder (Note 2)
	Investment account of LGT Bank (Singapore) in the custodianship of the Main Branch of Standard Chartered Bank (Taiwan) Limited 1.5% Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF account in the custodianship of Taishin International Bank Co., Ltd. 1.46% Investment account of Ticket Plus System Co., Ltd. in the custodianship of Citibank (Taiwan) Limited 1.45%
Formosa Petrochemical Corporation	Formosa Plastics Corporation 28.55% Formosa Chemicals & Fibre Corporation 24.15% Nan Ya Plastics Corporation 23.1% Chang Gung Medical Foundation 5.78% Formosa Taffeta Co., Ltd. 3.83% Investment account of Capital Group Co., Ltd. in the custodianship of Standard Chartered Bank (Taiwan) Limited 0.6% Cathay Life Insurance Co., Ltd. 0.51% Investment account of Bower Energy Co., Ltd. in the custodianship of HSBC 0.51% Investment account of Central Asset Management Co., Ltd. in the custodianship of Standard Chartered Bank (Taiwan) Limited 0.49% Investment account of Asia Pacific Optoelectronics Co., Ltd. in the custodianship of HSBC 0.48%

Note 1: If the major shareholder in Table 1 above is a corporation, the name of the corporation shall be specified.

Note 2: The name of major shareholders of the corporation (those with top 10 shareholding ratio) and the shareholding ratio shall be specified.

Note 3: If the corporate shareholder is not a company organization, the name of the shareholder and shareholding ratio that shall be disclosed above is the name of the investor or donor (please refer to the Judicial Yuan's announcement for inquiries) and the ratio of capital contribution or donation. If the donor is deceased, please mark "deceased."

Profiles of Directors (II)

1. Disclosure of professional qualifications of Directors and Independence of Independent Directors:

Conditions Name	Professional qualifications and experience (Note 1)	Whether there are any circumstances in the subparagraphs of Article 30 of the Company Act	Independence (Note 2)	Number of concurrent positions of independent directors in other public companies
Shun-I Huang	Chairman, Taiwan Cogeneration Corporation Chairman, Taiwan Electric Research and Testing Center; Director, Department of Business, Taiwan Power Company; Master of Science in Electrical Engineering, Cornell University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Jenn-Yeong Wang	Vice president, Taiwan Power Company Chairman, Star Energy Power Corporation; Chief Engineer of Taiwan Power Company; EMBA in Accounting and Management Decision-making from the National Taiwan University; Master in Civil Engineering from the National Chiao Tung University Expertise: Business management, leadership and decision-making, industry knowledge, and finance and accounting	Yes	-	-
Sheng-Jen Hsiao	President, Taiwan Electric Research and Testing Center Vice president, Taiwan Power Company; Chief Engineer of Taiwan Power Company; Chairman, Star Energy Power Corporation; PhD, Institute of Electrical Engineering and Computer Science, National Kaohsiung University of Applied Sciences Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Ming-Teh Chiang	Vice president, Taiwan Power Company Senior researcher, Taiwan Power Company; Director, Nuclear and Fossil Power Projects Section, Taiwan Power Company; Master in Refrigerating Air-Conditioning Engineering, National Taipei University of Technology Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-

Conditions Name	Professional qualifications and experience (Note 1)	Whether there are any circumstances in the subparagraphs of Article 30 of the Company Act	Independence (Note 2)	Number of concurrent positions of independent directors in other public companies
Ching-Hung Cheng	Vice president, Taiwan Power Company Chief administrator, Taiwan Power Company; Director, Department of Corporate Planning, Taiwan Power Company; Master in Civil Engineering, National Taiwan University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Yun-Chun Wang	Director, Department of Accounting, Taiwan Power Company Deputy Director, Department of Accounting, Taiwan Power Company; Bachelor in Accounting, Tamkang University Expertise: Business management, leadership and decision-making, industry knowledge, and finance and accounting	Yes	-	-
Kuo-Hsiang Chao	President, Tung Wei Construction Co., Ltd.; Director, Taiyen Biotech Co., Ltd. Bachelor in Architecture, Tunghai University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Sheng-Chun Wang	Chairman of Yuanjun Investment Ltd.; Director, Hungya Foods Co., Ltd. MBA, Boston University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Sung-Pin Chang	President, Intelligence BU, TECO Electric & Machinery Co., Ltd. Bachelor, Department of Chemical Engineering, National Tsinghua University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-
Yu-Feng Huang	Vice president, Formosa Heavy Industries Corporation Senior manager, Formosa Heavy Industries Corporation; Department of Mechanical Engineering, National Cheng Kung University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	-	-

Conditions Name	Professional qualifications and experience (Note 1)	Whether there are any circumstances in the subparagraphs of Article 30 of the Company Act	Independence (Note 2)	Number of concurrent positions of independent directors in other public companies
Han-Shen Li (Independent Director)	Convener of the Audit Committee, Taiwan Cogeneration Corporation President, Taiwan Power Company; Bachelor, Department of Business Administration, Tamkang University Expertise: Business management, leadership and decision-making, industry knowledge, and finance and accounting	Yes	The three Independent Directors above fully meet the independence requirements: (1) The Independent Director, his/her spouse, or relative within the 2nd degree of kinship is not a Director, supervisor, or employee of the Company or its affiliate.	-
Ji-Sheng Ye (Independent Director)	Responsible person, Ji-Sheng Ye's Law Firm; Independent director, Taiwan Tobacco & Liquor Corporation; Supervisor, YuJun Investment Co., Ltd.; Convener of the Remuneration Committee, Taiwan Cogeneration Corporation Bachelor in Law, National Taiwan University Expertise: Business management, leadership and decision-making, industry knowledge, and legal affairs	Yes	(2) The Independent Director, his/her spouse, or relative within the 2nd degree of kinship (or in the name of others) does not hold shares of the Company. (3) Not a director, supervisor, or employee of a company with specific relationships (with reference to subparagraphs 5 to 8, paragraph 1, Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies) with the Company.	1
Jiann-Fuh Chen (Independent Director)	Distinguished professor, Department of Electrical Engineering, National Cheng Kung University; Independent director, Solar Master Energy Co., Ltd.; Convener of the Nomination Committee, Taiwan Cogeneration Corporation Vice dean, College of Electrical Engineering & Computer Science, National Cheng Kung University; PhD, Institute of Electrical Engineering and Computer Science, National Cheng Kung University Expertise: Business management, leadership and decision-making, and industry knowledge	Yes	(4) Not receiving compensation for providing business, legal affairs, financial, or accounting services to the Company or its affiliates in the most recent two years.	1

2. Board diversification and independence:

- (1) Board diversification (describe the diversification policy of the Board, targets, and achievements. The diversification policy includes but is not limited to the selection standards of Directors, professional qualifications and experiences of the Board, and the composition or ratio of gender, age, nationality, and culture, and the concrete targets and the achievements of the Company shall be described based on the abovementioned policy. If the number of Directors of any gender is less than one-third of the Board in a listed company, the reasons and the measures planned to be adopted for improving the gender

diversification of Directors shall be described.) :

The Company stipulates the diversification policy of Board members in the “Corporate Governance Best Practice Principles,” which states that diversification shall be considered for Board members, and an appropriate diversification policy shall be formulated based on the operation, operating patterns, and development requirements, which shall include the two major aspects of diversified basic conditions and diversified professional knowledge and skills; the management targets and achievements are as follows:

- A. Diversified basic conditions: The Board composition shall comply with gender and age diversity; members shall have different genders, and the difference between the gender ratio shall be reduced. The Company has a total of 13 Directors, and female Directors account for approximately 8%. Due to the industry nature of the Company, female members in energy and electricity-related fields are fewer. In the future, the Company will continue to promote the reduction of the difference between the gender ratio of Board members and increase the number of Directors of different genders. In terms of the age diversity of Board composition, in the current session of the Board, there is one member, one member, four members, and seven members who are 30 to 40 years old, 41 to 50 years old, 51 to 60 years old, and over 61 years old, respectively.
 - B. Diversified professional knowledge and skills: The Board shall include Directors with different expertise. Members of the current session of the Board possess different professional knowledge and skills (please refer to the Profiles of Directors for details), and they possess expertise and business management, leadership and decision-making, and industry knowledge. In addition, Director Jenn-Yeong Wang, Director Yun-Chun Wang, and Independent Director Han-Shen Li specialize in finance and accounting, and Independent Director Ji-Sheng Ye specializes in legal affairs, complying with the diversification targets of Directors.
- (2) Independence of the Board (the number of Independent Directors and the ratio shall be described, the independence of the Board shall be specified, and whether there are any circumstances in paragraphs 3 to 4, Article 26-3 of the Securities Exchange Act shall be described in a note, including the description of Directors, supervisors, or Directors and supervisors who are spouses and relatives within the 2nd degree of kinship):
- The Board of the Company is independent. There are a total of 13 Directors at present, including three Independent Directors (two of them have been Independent Directors for two sessions), accounting for 23%. Independent Directors comply with the specifications related to independent directors of the Securities and Futures Bureau, FSC, and there are no circumstances in paragraphs 3 to 4, Article 26-3 of the Securities Exchange Act that occur between Directors.

Note 1: Professional qualifications and experiences: Describe the professional qualifications and experience of individual Directors and supervisors (i.e., an Audit Committee member who shall possess accounting or financial expertise shall have his/her accounting or financial backgrounds and working experience specified), and otherwise specify whether there are any circumstances under the subparagraphs of Article 30 of the Company Act.

Note 2: The compliance with the independence shall be specified for Independent Directors, including but not limited to whether the Independent Director, his/her spouse or relative within the 2nd degree of kinship is a Director, supervisor, or employee of the Company or its affiliates, the number of shares held by the Independent Director, his/her spouse or relative within the 2nd degree of kinship (or in the name of others) and ratio, whether the Independent Director, his/her spouse or relative within the 2nd degree of kinship is a director, supervisor, or employee of a company with specific relationships (with reference to subparagraphs 5 to 8, paragraph 1, Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies) with the Company, and the compensation received from providing business, legal affairs, financial, or accounting services to the Company or its affiliates in the most recent two years.

Note 3: Please refer to the "Best Practices Samples" on the website of the Corporate Governance Center of the

Taiwan Stock Exchange for the disclosure method.

3. Succession planning for Board members:

The Company adopts the candidate nomination system for the election of Directors. The term of office is three years for each session. Arrangements are made according to laws, regulations, Articles of Incorporation, and “Procedures for Election of Directors.” To ensure that Board members possess appropriate professional backgrounds and diversified experiences, the Company has established its “Board Member Training Program” for Director successor training. After the Nomination Committee reviews and discusses the Director candidates, they will be submitted to the Board for discussion and approval. The Board Member Training Program includes:

- (1) Screen appropriate succession talents through diverse channels:
 - A. Shareholders’ recommendation: Recommend competent candidates with governance capacity by taking into account shareholders’ opinions.
 - B. Recommendations of current Directors: Current Directors recommend appropriate talents based on their professionalism and experience.
 - C. Board performance evaluation: The results of the annual Board performance evaluation serve as the reference for the nomination of Directors for re-appointment.
 - D. Personality assessment: The successor must possess professionalism, honesty, and integrity.
 - E. Core ability requirements: Business management, industry knowledge, leadership, decision-making ability, and expertise in the electric industry, laws, or finance.
- (2) Cultivate and strengthen the decision-making ability and governance experience of potential talents:
 - A. Familiarize with the decision-making and operating procedures through attending and participating in Board meetings to accumulate management and governance experience.
 - B. Appoint as directors of investees to understand the business of the Group and participate in business management.
- (3) Arrange professional courses based on the internal and external environmental changes and the development requirements of the Company each year to strengthen the professional knowledge and governance ability of successors; the operations are described as follows:

Formulate the succession program and establish a potential talent database: In 2024, there were a total of 26 departments or office heads(including those at higher levels) participated in the training program or were appointed as directors of investees. The contents of the course training cover AI and digital transition, sustainability transition, corporate governance and legal compliance, financial management and statement analysis, and the training hours reached 327.2 hours.

(2) Profiles of President, Vice Presidents, and heads of departments and branches

March 31, 2025

Title (Note 1)	Nationality	Name	Gender	Date of election (Inauguration)	Shares held		Shares held by spouse and minors		Shares held in the name of others		Main experience (academic background) (Note 2)	Concurrent positions in other companies	Managers who are spouses or relatives within the 2nd degree of kinship			Remarks (Note 3)
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
President who is concurrently the Vice President	Republic of China	Yi-Tong Chen	Male	2023.01	-	-	-	-	-	-	Vice President, Taiwan Cogeneration Corporation Senior manager, Planning and Investment Management Dept., Taiwan Cogeneration Corporation Chief of New Business Development Office, Taiwan Power Company Master in Energy Planning and Economics, Asian Institute of Technology Bachelor in Mechanical Engineering, National Taiwan University of Science and Technology	Director, Taiwan Cogeneration International Corporation Chairman, Miaoli Wind Co., Ltd.	None	None	None	None
Vice President	Republic of China	Shuh-Sen Lin	Male	2016.06	-	-	178,864	0.03%	-	-	Senior Manager of the Project Development Dept./Engineering Dept., Taiwan Cogeneration Corporation Assistant professor, Thermal Power Equipment Lecture, Department of Mechanical Engineering, Technical University of Munich PhD in Mechanical Engineering, Technical University of Munich	Director, Star Energy Power Corporation President, Star Energy Power Corporation	None	None	None	None
Manager of the Project Development Dept.	Republic of China	Shi-Yi Ho	Male	2022.01	130,360	0.02%	-	-	-	-	Deputy manager, Project Development Dept., Taiwan Cogeneration Corporation Chief of Planning and Investment Management Dept., Taiwan Cogeneration Corporation Master in Civil Engineering, National Taiwan University Bachelor in Civil Engineering, National Taiwan University	Director, Star Energy Power Corporation Concurrent chairman and president, TCC Green Energy Corporation Director, RP ENERGY	None	None	None	None
Manager of the Planning and Investment Management Dept.	Republic of China	Shih-Yang Hsu	Male	2023.01	-	-	-	-	-	-	Deputy manager, Planning and Investment Management Dept., Taiwan Cogeneration Corporation Bachelor in Electrical Engineering, National Taiwan University of Science and Technology	Director, Kuo Kuang Power Co., Ltd Director, Ta-Yuan Cogen Co., Ltd. Director, Taiwan Cogeneration International Corporation Director, RP ENERGY	None	None	None	None

Title (Note 1)	Nationality	Name	Gender	Date of election (Inauguration)	Shares held		Shares held by spouse and minors		Shares held in the name of others		Main experience (academic background) (Note 2)	Concurrent positions in other companies	Managers who are spouses or relatives within the 2nd degree of kinship			Remarks (Note 3)
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
Manager of the Administration Dept.	Republic of China	Yi-Liang Ou	Male	2025.02	-	-	-	-	-	-	Manager, Purchasing Dept., Taiwan Cogeneration Corporation Bachelor, Department of Industrial Engineering, Tunghai University	Director, Kuo Kuang Power Co., Ltd Chairman, Shin Kuang Electric Energy Co., Ltd.	None	None	None	None
Manager of the Finance Dept.	Republic of China	Shang-Heng Chou	Male	2023.12	-	-	-	-	-	-	Manager, Finance Dept., Star Energy Corporation Bachelor, Department of Banking, National Chengchi University	Supervisor, Star Energy Corporation	None	None	None	None
Manager of the Engineering Dept.	Republic of China	Te-Sheng Hsu	Male	2022.07	115,713	0.02%	-	-	-	-	Manager, Electromechanical Engineering Department, Star Energy Corporation Department of Electrical Engineering, Lee-Ming Institute of Technology	Concurrent chief engineer and manager of the Electrical Engineering Dept., Star Energy Corporation Chairman, Hamaguri Co., Ltd. □ Director, Star Buck Power Corporation	None	None	None	None
Plant Manager, Guan-tian Plant	Republic of China	Yü-Jui Hu	Male	2025.01	-	-	-	-	-	-	Deputy Plant Manager, Guantian Plant, Taiwan Cogeneration Corporation Administration Section Chief, Guan-tian Plant, Taiwan Cogeneration Corporation Bachelor, Department of Power Mechanical Engineering, National Tsinghua University	Director, Kaohsiung Arena Development Corporation	None	None	None	None
Chief of the Secretariat of the Board	Republic of China	Yen-Ling Chen	Female	2023.11	-	-	-	-	-	-	Deputy Manager, Finance Dept., Taiwan Cogeneration Corporation Bachelor, Department of Business Mathematics, Soochow University	Supervisor, Star Energy Power Corporation	None	None	None	None
Chief of the Internal Audit Office	Republic of China	Chia-Ling Tsai	Female	2023.12	-	-	-	-	-	-	Chief of the Secretariat of the Board, Taiwan Cogeneration Corporation Master, Institute of Materials Science, University of California, Los Angeles	Supervisor, Sun Ba Power Corporation	None	None	None	None

- Note 1: Include the portfolios of President, Vice President, Assistant Vice Presidents, and heads of departments and branches, and those with positions equivalent to President, Vice President, or Assistant Vice Presidents shall also be disclosed regardless of the titles.
- Note 2: Experience related to the current position. If a Director served in the firm of CPAs or its affiliates during the aforementioned period, the job title and duties should be described.
- Note 3: If the President or an equivalent role (highest-ranking officer) and the Chairman are the same person, spouses, or relatives within the 1st degree of kinship, the reason, legitimacy, necessity, and countermeasures (i.e., adding the number of Independent Directors or having over half of the Directors who are not concurrently employees or managers) shall be disclosed.

2. Remuneration paid to Directors, President, and Vice President in the most recent year

(1) Remuneration of Directors (including Independent Directors)

Remuneration of general Directors and Independent Directors (NT\$ thousand) (disclose the name and remuneration individually)

December 31, 2024

Title	Name (Note 1)	Remuneration of Directors								Sum of A, B, C, and D and as a percentage of net profit after tax (Note 8)		Remuneration for concurrently serving as an employee								Sum of A, B, C, D, E, F and G and as a percentage of net profit after tax (Note 8)	Remuneration from investees other than subsidiaries or the parent company (Note 9)	
		Compensation (A) (Note 2)		Severance pay and pension (B)		Remuneration of Directors (C) (Note 3)		Business execution fees (D) (Note 4)				Salaries, bonuses and allowances (E) (Note 5)		Severance pay and pension (F)		Remuneration of employees (G) (Note 6)						
		The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statements (Note 7)	The Company	All companies included in the financial statement (Note 7)	Amount in cash	Amount in stock	Amount in cash	Amount in stock	The Company	All companies included in the financial statements (Note 7)	
Corporate Director	Taiwan Power Company	3,072	3,072	-	-	6,586	6,586	818	818	10,476/0.78%	10,476/0.78%	-	-	-	-	-	-	-	-	10,476/0.78%	10,476/0.78%	-
Chairman	Representative: Shun-I Huang	3,056	3,056	-	-	-	-	30	30	3,086/0.23%	3,086/0.23%	-	-	-	-	-	-	-	-	3,086/0.23%	3,086/0.23%	-
Director	Representative: Jenn-Yeong Wang	-	-	-	-	-	-	102	102	102/0.01%	102/0.01%	-	-	-	-	-	-	-	-	102/0.01%	102/0.01%	-
Director	Representative: Sheng-Jen Hsiao	-	-	-	-	-	-	102	102	102/0.01%	102/0.01%	-	-	-	-	-	-	-	-	102/0.01%	102/0.01%	-
Director	Representative: Ming-Teh Chiang	-	-	-	-	-	-	102	102	102/0.01%	102/0.01%	-	-	-	-	-	-	-	-	102/0.01%	102/0.01%	-
Former Director	Representative: Tien-Ho Kuo	-	-	-	-	-	-	95	95	95/0.007%	95/0.007%	-	-	-	-	-	-	-	-	95/0.007%	95/0.007%	-
Director	Representative: Ching-Hung Cheng	-	-	-	-	-	-	102	102	102/0.01%	102/0.01%	-	-	-	-	-	-	-	-	102/0.01%	102/0.01%	-
Director	Representative: Yun-Chun Wang	-	-	-	-	-	-	9	9	9/0.001%	9/0.001%	-	-	-	-	-	-	-	-	9/0.001%	9/0.001%	-
Corporate Director	Yuan Jun Investment Co., Ltd.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Director	Representative: Sheng-Chun Wang	-	-	-	-	1,098	1,098	265	265	1,363/0.1%	1,363/0.1%	-	-	-	-	-	-	-	-	1,363/0.1%	1,363/0.1%	-
Corporate Director	Jian Sheng Investment Co., Ltd.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Director	Representative: Kuo-Hsiang Chao	-	-	-	-	1,098	1,098	265	265	1,363/0.1%	1,363/0.1%	-	-	-	-	-	-	-	-	1,363/0.1%	1,363/0.1%	-
Corporate Director	TECO Electric & Machinery Co., Ltd.	-	-	-	-	1,098	1,098	-	-	1,098/0.08%	1,098/0.08%	-	-	-	-	-	-	-	-	1,098/0.08%	1,098/0.08%	-
Director	Representative: Sung-Pin Chang	-	-	-	-	-	-	265	265	265/0.02%	265/0.02%	-	-	-	-	-	-	-	-	265/0.02%	265/0.02%	-
Corporate Director	Formosa Heavy Industries Corporation	-	-	-	-	1,098	1,098	-	-	1,098/0.08%	1,098/0.08%	-	-	-	-	-	-	-	-	1,098/0.08%	1,098/0.08%	-
Former Director	Representative: Hsien-Hui Huang	-	-	-	-	-	-	195	195	195/0.01%	195/0.01%	-	-	-	-	-	-	-	-	195/0.01%	195/0.01%	-

Director	Representative: Yu-Feng Huang	-	-	-	-	-	-	70	70	70/0.01%	70/0.01%	-	-	-	-	-	-	-	-	70/0.01%	70/0.01%	-
Independent Director	Han-Shen Li	360	360	-	-	1,098	1,098	330	330	1,788/0.13%	1,788/0.13%	-	-	-	-	-	-	-	-	1,788/0.13%	1,788/0.13%	-
Independent Director	Ji-Sheng Ye	360	360	-	-	1,098	1,098	330	330	1,788/0.13%	1,788/0.13%	-	-	-	-	-	-	-	-	1,788/0.13%	1,788/0.13%	-
Independent Director	Jiann-Fuh Chen	360	360	-	-	1,098	1,098	330	330	1,788/0.13%	1,788/0.13%	-	-	-	-	-	-	-	-	1,788/0.13%	1,788/0.13%	-
<p>1. Please describe the policy, system, standard and structure of the remuneration paid to Independent Directors, and describe the correlation with the amount of remuneration based on the responsibilities, risks, time invested and other factors: The collection items for the remuneration of Directors include remuneration, compensation, traffic allowances, and attendance fees. According to the Articles of Incorporation, if the Company records any annual profit, it shall appropriate no less than 1% as the remuneration of Directors, and the appropriation rate for the remuneration of Directors shall not be higher than the appropriation rate for the remuneration of employees. However, if the Company has accumulated losses, the amount shall be preserved for compensation, and the remuneration of employees and Directors shall be calculated based on the balance. According to the Articles of Incorporation, the Board is authorized to determine the remuneration of Directors based on the level of participation in the operations of the Company with reference to the general standards among peers. Directors may collect traffic allowances on a monthly basis, and the amount shall be determined by the Board. Traffic allowances, attendance fees, and other fixed compensation are distributed to general Directors, and variable compensation is not distributed. As Independent Directors also assume positions in the Remuneration, Audit, Nomination, and other functional committees, the duties, risks, and time invested are heavier than those of the general Directors. The compensation discussed and approved by the Board was adjusted from NTS21,000 to NTS30,000 monthly starting from April 1, 2021, and general Directors have no compensation. The Procedures for Payments of Remuneration of Directors consider the profitability of the Company and the results of the annual Board member performance evaluation (including the comprehension of the Company's targets and missions, awareness of Directors' duties, level of participation in the Company's operations, internal relationship management and communication, professional and continuing education of Directors, and internal control) for the payments. As compared to the compensation of independent directors of listed companies, the abovementioned compensation is reasonable.</p> <p>2. Except for the disclosures in the table above, compensation received by Directors for providing services (i.e., being non-employee consultants of the parent company/all companies in the financial statements/investees) in the most recent year: 0</p>																						

* Information on Directors (general Directors who are not Independent Directors) and Independent Directors shall be set out separately.

Note 1: The name of the Directors shall be set out separately (the name of the corporate shareholders and representatives of corporate shareholders shall be set out separately), and the payment amounts shall be disclosed in aggregate for general Directors and Independent Directors separately. If a Director is concurrently the President or Vice President, this table and the following Table (3-1) or the following Tables (3-2-1) and (3-2-2) shall be completed. (Data as of December 31, 2024)

Note 2: Refer to the compensation of Directors in the most recent year (including Directors' salaries, duty allowances, severance pay, bonuses, and incentives).

Note 3: Refer to the amount of remuneration of Directors approved by the Board for distribution in the most recent year.

Note 4: Refer to the business execution fees of Directors in the most recent year (including traffic allowances, special allowances, allowances, dormitory, car assignment, and other benefits in kind). If houses, cars, other transportation tools, or exclusive personal expenditures are provided, the nature and cost of the assets, the actual rent or rent calculated at fair market value, petroleum fees and other payments shall be disclosed. If a driver is assigned, relevant compensation paid by the Company to the driver shall be described; however, this is not included in the compensation.

Note 5: Refer to the salaries, duty allowances, severance pay, bonuses, incentives, traffic allowances, special allowances, allowances, dormitory, car assignments, and other benefits in kind received by Directors who are concurrently employees (including the concurrent President, Vice President, other managers, and employees) in the most recent year. If houses, cars, other transportation tools, or exclusive personal expenditures are provided, the nature and cost of the assets, the actual rent or rent calculated at fair market value, petroleum fees and other payments shall be disclosed. If a driver is assigned, relevant compensation paid by the Company to the driver shall be described; however, this is not included in the compensation. In addition, salary expenses recognized in accordance with IFRS2 "Share-based Payment," including the acquisition of employee stock options and RSAs and participation in a cash capital increase to subscribe for shares, shall also be included in the compensation.

Note 6: If Directors who are concurrently employees (including the concurrent President, Vice President, other managers, and employees) obtain remuneration of employees (including stocks and cash) in the most recent year, the amount of remuneration of employees approved by the Board for distribution in the most recent year shall be disclosed. If the amount cannot be estimated, the distribution amount for the current year shall be calculated based on the distribution amount and ratio of the preceding year, and Annex 1-3 shall be otherwise completed.

Note 7: The total amount of compensation paid to the Directors of the Company by all companies in the consolidated financial statements (including the Company) shall be disclosed.

Note 8: Net profit after tax refers to the net profit after tax in the parent company only or individual financial statements of the most recent year.

Note 9: a. This column specifies whether Directors receive relevant compensation amounts from investees other than subsidiaries or the parent company (if none, please specify "No").

b. If Directors receive relevant compensation amounts from investees other than subsidiaries or the parent company, the compensation received by the Directors from investees other than subsidiaries or the parent company shall be included in column I of the remuneration range table, and the title of the column shall be changed to the "parent company and all investees."

c. Remuneration refers to the compensation, remuneration (including remuneration of employees, directors, and supervisors), and business executing fees received by the Directors in the nature of the directors, supervisors, or managers of investees other than subsidiaries or the parent company.

* The content of remuneration disclosed in this table has a different concept from the income under the Income Tax Act; therefore, the purpose of this table is for information disclosure only and may not be used for taxation.

(2) Remuneration of President and Vice Presidents

Remuneration of President and Vice Presidents (NT\$ thousand) (disclose the name and remuneration individually)

December 31, 2024

Title	Name	Salary (A) (Note 2)		Severance pay and pension (B)		Bonuses and allowances (C) (Note 3)		Remuneration of employees (D) (Note 4)				Sum of A, B, C, and D and as a percentage of net profit after tax (%) (Note 6)		Remuneration from investees other than subsidiaries or the parent company (Note 7)
		The Company	All companies included in the financial statements (Note 5)	The Company	All companies included in the financial statements (Note 5)	The Company	All companies included in the financial statements (Note 5)	The Company		All companies included in the financial statements (Note 5)		The Company	All companies included in the financial statements (Note 5)	
								Amount in cash	Amount in stock	Amount in cash	Amount in stock			
President who is concurrently the Vice President	Yi-Tong Chen	3,158	3,158	0	0	1,292	1,292	873	0	873	0	5,323/0.40%	5,323/0.40%	0
Vice President	Shuh-Sen Lin	2,740	2,740	0	0	1,101	1,101	738	0	738	0	4,579/0.34%	4,579/0.34%	0

* Those with positions equivalent to President, Vice President, or Assistant Vice Presidents (i.e., president, CEO, director, and others) shall be disclosed regardless of the titles.

Note 1: The names of the President and Vice Presidents shall be set out separately, and the payment amounts shall be disclosed in aggregate. If a Director is concurrently the President or Vice President, this table and the above Table (1-1) or Tables (1-2-1) and (1-2-2) shall be completed.

Note 2: The salaries, duty allowances, and severance pay for the President and Vice Presidents in the most recent year.

Note 3: The bonuses, incentives, traffic allowances, special allowances, allowances, dormitory, car assignments, benefits in kind, and other compensation of the President and Vice Presidents in the most recent year. If houses, cars, other transportation tools, or exclusive personal expenditures are provided, the nature and cost of the assets, the actual rent or rent calculated at fair market value, petroleum fees and other payments shall be disclosed. If a driver is assigned, relevant compensation paid by the Company to the driver shall be described; however, this is not included in the compensation. In addition, salary expenses recognized in accordance with IFRS2 "Share-based Payment," including the acquisition of employee stock options and RSAs and participation in a cash capital increase to subscribe for shares, shall also be included in the compensation.

Note 4: The amount of remuneration of employees (including stocks and cash) approved by the Board for distribution to the President and Vice Presidents in the most recent year. If the amount cannot be estimated, the distribution amount for the current year shall be calculated based on the distribution amount and ratio of the preceding year, and Annex 1-3 shall be otherwise completed.

Note 5: The total amount of compensation paid to the President and Vice Presidents of the Company by all companies in the consolidated financial statements (including the Company) shall be disclosed.

Note 6: Net profit after tax refers to the net profit after tax in the parent company only or individual financial statements of the most recent year.

Note 7: a. This column specifies whether the President and Vice Presidents receive relevant compensation amounts from investees other than subsidiaries or the parent company (if none, please specify "No").

b. If the Vice President or Vice Presidents receive relevant compensation amounts from investees other than subsidiaries or the parent company, the compensation received by the Vice President or Vice Presidents from investees other than subsidiaries or the parent company shall be included in column E of the remuneration range table, and the title of the column shall be changed to "parent company and all investees."

c. Remuneration refers to the compensation, remuneration (including remuneration of employees, directors, and supervisors), and business executing fees received by the Vice President or Vice Presidents in the nature of the directors, supervisors, or managers of investees other than subsidiaries or the parent company.

* The content of remuneration disclosed in this table has a different concept from the income under the Income Tax Act; therefore, the purpose of this table is for information disclosure only and may not be used for taxation.

(3) Names of managers distributing employee remuneration and the distribution status (NT\$ thousand)

December 31, 2024

	Title (Note 1)	Name (Note 1)	Amount in stock	Amount in cash	Total	Total as a percentage of net profit after tax (%)
Manager	President who is concurrently the Vice President	Yi-Tong Chen	0	1,996	1,996	0.15%
	Vice President	Shuh-Sen Lin				
	Chief of Finance/Accounting	Shang-Heng Chou				
	Former Chief of Accounting	Ming-Yeh Lee				

Note 1: The name or the title shall be disclosed separately; however, the profit distribution may be disclosed in aggregate.

Note 2: The amount of remuneration of employees (including stocks and cash) approved by the Board for distribution to managers in the most recent year. If the amount cannot be estimated, the distribution amount for the current year shall be calculated based on the distribution amount and ratio of the preceding year. Net profit after tax refers to the net profit after tax in the most recent year. For those who adopted IFRSs, net profit after tax refers to the net profit after tax in the parent company only or the individual financial statements of the most recent year.

Note 3: The scope of the application of managers is subject to Letter Tai-Cai-Zheng-Zi No. 0920001301 of the FSC dated March 27, 2003, and the scope is as follows:

(1) The President or those with equivalent positions; (2) Vice Presidents or those with equivalent positions; (3) Assistant Vice Presidents or those with equivalent positions; (4) Chief of Finance; (5) Chief of Accounting; (6) other persons with the rights to manage affairs and sign on behalf of the Company.

Note 4: If Directors, President, or Vice Presidents receive remuneration of employees (including stocks and cash), this table shall be otherwise completed apart from completing Annex 1-2.

- (4) Analysis of the total amount of remuneration paid to the Company's Directors, President, and Vice Presidents in the most recent two years by the Company and all companies in the consolidated financial statements as a percentage of the profit after tax and a description of the policy, standard, and package for the payment of remuneration, the procedure for determining remuneration, and their correlation with operating performance and future risks.

Title	Analysis of the total amount of remuneration paid to the Company's Directors, President, and Vice Presidents by the Company in the most recent two years as a percentage of profit after tax		Analysis of the total amount of remuneration paid to the Company's Directors, President, and Vice Presidents by all companies in the consolidated financial statements in the most recent two years as a percentage of profit after tax	
	2023	2024	2023	2024
Director	1.88%	1.84%	1.88%	1.84%
President and Vice Presidents	0.75%	0.73%	0.75%	0.73%

Note 1: The policy, standard, and package for the payment of remuneration of Directors, the procedure for determining remuneration, and their correlation with operating performance and future risks: The collection items for the remuneration of Directors include remuneration, compensation, traffic allowances, and attendance fees. According to the Articles of Incorporation, if the Company records any annual profit, it shall appropriate no less than 1% as the remuneration of Directors, and the appropriation rate for the remuneration of Directors shall not be higher than the appropriation rate for the remuneration of employees. According to the Articles of Incorporation, the Board is authorized to determine the remuneration of Directors based on the level of participation in the operations of the Company with reference to the general standards among peers. Directors may collect traffic allowances on a monthly basis, and the amount shall be determined by the Board. Traffic allowances, attendance fees, and other fixed compensation are distributed to general Directors, and variable compensation is not distributed. As Independent Directors also assume positions in the Remuneration, Audit, Nomination, and other functional committees, the duties, risks, and time invested are heavier than those of the general Directors. The compensation discussed and approved by the Board was adjusted from NT\$21,000 to NT\$30,000 monthly starting from April 1, 2021, and general Directors have no compensation. The Procedures for Payments of Remuneration of Directors consider the profitability of the Company and the results of the annual Board member performance evaluation (including the comprehension of the Company's targets and missions, awareness of Directors' duties, level of participation in the Company's operations, internal relationship management and communication, professional and continuing education of Directors, and internal control) for the payments.

Note 2: The policy, standard, and package for the payment of remuneration of President and Vice Presidents, the procedure for determining remuneration, and their correlation with operating performance and future risks: The salary structure of President and Vice Presidents includes basic salaries, duty allowances, and board wages, and the salaries are paid based on the academic backgrounds, experience, work performance, and seniority. The Company has established and implemented reasonable employee welfare measures and has performance evaluation regulations and an employee remuneration system (including managers) in place. According to Article 36 of the Company's Articles of Incorporation, if the Company records profits of the year, it shall allocate no less than 0.5% and no more than 1% of such profits as the remuneration of employees and the remuneration of Directors, respectively. The appropriation ratio of remuneration of Directors may not be higher than the appropriation ratio of remuneration of employees. In addition, the "Bonus Distribution Regulations" stipulate that performance bonuses in the remuneration of employees include earnings sharing and performance evaluation. Corporate governance, business performance, energy conservation and carbon reduction, and the development of the renewable energy business, as well as ESG items, are included in the general targets and KPIs of the Company to carry out the performance evaluation of managers and employees based on the KPI achievements of departments. The results of the performance evaluation are linked to the performance bonuses and remuneration of employees based on the calculation of the bonus formula.

Note 3: Correlations with future risks: None.

Note 4: Disclosure of the policy for the correlation between the remuneration of senior managers and ESG-related performance evaluation:

(1) ESG-related performance evaluation items for the President and Vice Presidents:

To demonstrate the management's comprehensive consideration for corporate operations and sustainable development, the Company links the ESG indicators with the remuneration of the President and Vice Presidents. It incorporates job-related ESG indicators into annual performance targets. The evaluation criteria cover financial indicators (20%), operation management (25%), sustainability performance (30%), corporate governance (10%), and stakeholder communication (15%); senior managers duly supervise the Company in terms of the sustainable corporate development strategy and relevant work promotion to ensure that the sustainability targets of the Company are effectively implemented.

(2) The payment principles and calculation methods for remuneration paid to the President and Vice Presidents or other persons with equivalent positions included the ESG-related performance evaluation items set out in the abovementioned performance evaluation items into consideration; for the remuneration payment of heads of departments or offices (inclusive) or above (including President and Vice Presidents), the performance bonuses are calculated based on the performance evaluation; relevant content is described as follows:

- A. Performance evaluation: Regarding the department KPIs/annual performance targets and individual evaluation scores of senior managers, the weighting ratio will be adjusted annually, subject to demand (in 2024, the evaluation score accounted for 70%, and the personal evaluation score accounted for 30%).
- B. Performance bonuses: The bonuses are calculated based on the results of the performance evaluation, including management bonuses and performance bonuses. (a) Management bonuses: The bonuses are calculated based on the EPS budget achievement level of the year by multiplying the performance evaluation score by the salary weight and are distributed based on the weight. (b) Employee bonuses: The bonuses are distributed based on the abovementioned performance evaluation score and the ratio of the employee's annual evaluation score to the salary.

3. Corporate Governance Operations

(1) Operations of the Board

A. The Company's Board convened 7 meetings in the most recent year (from January 1, 2024 to March 31, 2025). The attendance of the Directors is as follows:

Title	Name (Note 1)	Number of attendances in person (B)	Number of attendances by proxy	Number of meetings to be attended (A)	In-person attendance rate (%) (B/A) (Note 2)	Remarks
Chairman (Taiwan Power Company)	Shun-I Huang	7	0	7	100%	
Director (Taiwan Power Company)	Jenn-Yeong Wang	6	1	7	86%	
Director (Taiwan Power Company)	Sheng-Jen Hsiao	7	0	7	100%	
Director (Taiwan Power Company)	Ming-Teh Chiang	7	0	7	100%	
Director (Taiwan Power Company)	Ching-Hung Cheng	7	0	7	100%	
Director (Taiwan Power Company)	Yun-Chun Wang	3	0	3	100%	Assumed the position on December 4, 2024
Director (Jian Sheng Investment)	Kuo-Hsiang Chao	7	0	7	100%	
Director (Yuanjun Investment)	Sheng-Chun Wang	7	0	7	100%	
Director (TECO Electric & Machinery)	Sung-Pin Chang	6	1	7	86%	
Director (Formosa Heavy Industries Corporation)	Yu-Feng Huang	4	0	4	100%	Assumed the position on October 1, 2024
Independent Director	Han-Shen Li	7	0	7	100%	
	Ji-Sheng Ye	7	0	7	100%	
	Jiann-Fuh Chen	7	0	7	100%	
Former Director (Taiwan Power Company)	Tien-Ho Kuo	4	0	4	100%	Stepped down on December 4, 2024
Former Director (Formosa Heavy Industries Corporation)	Hsien-Hui Huang	2	1	3	67%	Newly appointed on January 1, 2024 Stepped down on October 1, 2024

Note 1: If a Director or supervisor is a corporation, the name of the corporate shareholder and the representative shall be specified.

Note 2: (1) If any Director or supervisor resigns before the end of the year, the resignation date shall be specified in the remarks column, and the in-person attendance rate (%) shall be calculated based on the number of Board meetings during the term of office and the number of attendances in person.

(2) If any Director or supervisor is re-elected before the end of the year, the new and former Director or supervisor shall be set out, and the former, new, or re-elected Director or supervisor, and the re-election date shall be specified in the remarks column. The in-person attendance rate (%) shall be calculated based on the number of Board meetings during the term of office and the number of attendances in person.

- B. Other information to be disclosed:
- a. If any of the following circumstances exists with respect to the operation of the Board, the date and session of the Board meeting, the content of the proposal, the opinions of all Independent Directors, and the Company's handling of the opinions shall be specified:
 - (a) Matters listed in Article 14-3 of the Securities and Exchange Act: The Company has established its Audit Committee; therefore, Article 14-3 of the Securities and Exchange Act is not applicable. For relevant information, please refer to the operations of the Audit Committee.
 - (b) Board meeting resolutions to which Independent Directors raised objections or qualified opinions recorded or stated in writing, other than those aforementioned:
 - b. For the recusal of a Director from a proposal due to a conflict of interest, the name of the Director, the content of the proposal, the reason for recusal, and his/her participation in voting shall be disclosed: The Chairman recused himself from the voting for the proposals for the evaluation and comprehensive salary adjustment and the management and performance bonuses.
 - c. TWSE/TPEX listed companies shall disclose the cycle, period, scope, method, and items of the self-evaluation (or peer evaluation) of the Board: Please refer to III.(II).
 - d. Targets for the enhancement of the functionality of the Board in the current year and the most recent year (i.e., the establishment of the Audit Committee and the improvement in information transparency) and the evaluation thereof:
 - (a) The Company has established the "Regulations Governing the Procedure for Board Meetings" in accordance with the "Regulations Governing Procedure for Board of Directors Meetings of Public Companies" and uploaded the attendance of Directors at Board meetings at MOPS after the Board meetings and the rules of procedure were subject to the Regulations.
 - (b) The Company has established its "Corporate Governance Best Practice Principles," "Regulations for Preventing Insider Trading," "Code of Ethical Conduct," "Ethical Corporate Management Best Practice Principles," "Procedures for Ethical Management and Guidelines for Conduct," "Sustainable Development Best Practice Principles" and other requirements to reinforce the functions of the Board in 2015, and the implementation results are submitted to the Board for future reference. The abovementioned regulations and codes are the basis for the Board to lead the company's business strategic directions, fulfill corporate social regulations, and supervise the company's operations and management so as to improve the long-term value of shareholders by adopting sustainable management.
 - (c) The Company established the Remuneration Committee in December 2011. The operating and supervision matters of the Committee are to regularly examine the annual and long-term performance targets of Directors and the policy, system, standard, and structure of remuneration. The Remuneration Committee convened 4 meetings in the most recent year (from January 1, 2024 to March 31, 2025). For the proposals approved, please refer to the operations of the Remuneration Committee.
 - (d) The Company established its Audit Committee in July 2017. The operating and supervision matters of the Committee are the fair presentation of the financial statements, the appointment (dismissal), independence and performance of CPAs, the effective implementation of internal control, the compliance with relevant laws, regulations, and rules, and the control of existing or potential risks of the Company. The Audit Committee convened 6 meetings in the most recent year (from January 1, 2024 to March 31, 2025). For the proposals approved, please refer to the operations of the Audit Committee.
 - (e) The Company established the Nomination Committee in December 2019. The committee's operating and supervision matters are to optimize the Board's functions

and reinforce the management system. The Nomination Committee convened 2 meetings in the most recent year (from January 1, 2024 to March 31, 2025). For the proposals approved, please refer to the operations of the Nomination Committee.

(2) Implementation status of the Board evaluation

To implement corporate governance and improve the functions of the Board, the Company established its “Regulations for Performance Evaluation of the Board” in November 2016. Apart from implementing the internal performance evaluation of the Board based on the evaluation procedures and the evaluation indicators, external evaluation institutions or external groups of experts and scholars shall be engaged to implement at least one evaluation every three years. The internal and external performance evaluation results of the Board shall be completed by the end of Q1 in the following year. The content of the performance evaluation of the Board is as follows:

Evaluation cycle (Note 1)	Evaluation period (Note 2)	Scope of evaluation (Note 3)	Evaluation method (Note 4)	Evaluation content (Note 5)
An internal performance evaluation of the Board is performed each year.	January 1, 2024 to December 31, 2024	Performance evaluation of the overall Board and individual Board members	Performance evaluation by way of the internal self-evaluation of the Board and the self-evaluation of Board members	<p>The scope of the performance evaluation of the overall Board includes five major aspects:</p> <ol style="list-style-type: none"> (1) Level of participation in the Company’s operations; (2) Improvement in the decision-making quality of the Board; (3) Board composition and structure; (4) Election and continuing education of Directors; (5) Internal control. <p>In addition, the scope of the self-performance evaluation of Board members includes six major aspects:</p> <ol style="list-style-type: none"> (1) Comprehension of the Company’s targets and missions; (2) Awareness of Directors’ duties; (3) Level of participation in the Company’s operations; (4) Internal relationship management and communication; (5) Professional and continuing education of Directors; (6) Internal control. <p>In 2024, the results of the performance evaluation of the overall Board and the self-evaluation of Board members reached 80 or above, which was considered “Favorable” and was submitted to the Board for future reference on March 13, 2025.</p>
	January 1, 2024 to December 31, 2024	Performance evaluation of the Audit, Remuneration, Nomination, and functional committees	Performance evaluation by way of self-evaluation of members	<p>The scope of self-performance evaluation of functional committees includes five major aspects:</p> <ol style="list-style-type: none"> (1) Level of participation in the Company’s operations; (2) Awareness of the functional committee’s duties; (3) Improvement in the decision-making quality of the functional committee; (4) Functional committee composition and member election; (5) Internal control. <p>In 2024, the overall evaluation results for the performance evaluation of the Audit Committee, Remuneration Committee, and Nomination Committee reached 80 or above, which was considered “Favorable” and was submitted to the Board for future reference on March 13, 2025.</p>

Evaluation cycle (Note 1)	Evaluation period (Note 2)	Scope of evaluation (Note 3)	Evaluation method (Note 4)	Evaluation content (Note 5)
External evaluation institutions or external groups of experts and scholars shall be engaged to implement at least one evaluation every three years.	September 1, 2021 to August 31, 2022	Overall Board	Taiwan Corporate Governance Association was engaged to perform the external performance evaluation of the Board for 2021; the evaluation was completed, and the evaluation report was issued on October 5, 2022.	(1) Board composition; (2) The Board's instructions; (3) The Board's authorization; (4) The Board's supervision; (5) The Board's communication (6) Internal control and risk management; (7) Self-discipline of the Board; (8) Others (i.e., Board meetings and supporting systems). The results were submitted to the Board for reporting and disclosed on the corporate website in December 2022.

Note 1: The implementation cycle of the Board evaluation.

Note 2: The period covered by the Board evaluation.

Note 3: The scope of evaluation includes the performance evaluation of the Board, individual Board members, and functional committees.

Note 4: The evaluation methods include the internal self-evaluation of the Board, the self-evaluation of Board members, the evaluation among peers, engagement of external professional institutions and experts, or performance evaluation through other appropriate means.

Note 5: Based on the scope of evaluation, the evaluation content shall at least include the following items:

- (1) Performance evaluation of the Board: At least include the level of participation in the Company's operations, the decision-making quality of the Board, Board composition and structure, election and continuing education of Directors, and internal control.
- (2) Performance evaluation of individual Board members: At least include the comprehension of the Company's targets and missions, awareness of Directors' duties, level of participation in the Company's operations, internal relationship management and communication, professional and continuing education of Directors, and internal control.
- (3) Performance evaluation of functional committees: Level of participation in the Company's operations, awareness of the functional committee's duties, the decision-making quality of the functional committee, functional committee composition and member election, and internal control.

(3) Operations of the Audit Committee

- A. The Company's Audit Committee consists of 3 Independent Directors. Its purpose is to assist the Board in monitoring the quality and integrity of the Company's accounting, auditing, financial reporting procedures, and financial control. The Audit Committee shall perform the following functions and powers and submit its recommendations to the Board for discussion; the matters of review and discussion include:
- a. Establish or amend the internal control system in accordance with Article 14-1 of the Securities and Exchange Act.
 - b. Evaluate the effectiveness of the internal control system.
 - c. Establish or amend the procedures for material financial business activities such as the acquisition or disposal of assets, engagement in derivative transactions, loaning of funds to others, and endorsements or guarantees for others in accordance with Article 36-1 of the Securities and Exchange Act.
 - d. Matters involving the interests of Directors.
 - e. Material asset or derivative transactions.
 - f. Material loans, endorsements, or guarantees.
 - g. Offer, issue or conduct private placement of equity securities.
 - h. Appoint or dismiss CPAs or determine their remuneration.
 - i. Appoint the Chief of Finance, Chief of Accounting, or Chief Internal Auditor.
 - j. The annual report and the Q2 financial statements that are required to be audited and certified by CPAs.
 - k. Other important matters specified by the Company or the competent authority.
- B. The annual working highlights of the Audit Committee are as follows, and the recommendations proposed were submitted to the Board for discussion:
- a. Review the financial statements
The Board has prepared the Company's 2024 business report, financial statements and the proposal for earning distribution, among which the financial statements have been audited by Deloitte Taiwan, and the independent auditor's report has been issued. We have audited the abovementioned business report, financial statements, and the proposal for earning distribution and found them compliant.
 - b. Evaluate the effectiveness of the internal control system
The Audit Committee evaluates the effectiveness of the Company's internal control policies and procedures (including control measures for finance, operation, risk management, information security, outsourcing, and legal compliance), and reviews the regular reports of the Company's audit department, CPAs, and management, including risk management and legal compliance. With reference to the Internal Control - Integrated Framework issued by The Committee of Sponsoring Organizations of the Treadway (COSO) in 2013, we are of the opinion that the design and implementation of the Company's internal control are effective.
 - c. Appoint CPAs
The Audit Committee is entrusted with the responsibility of supervising the independence of the CPA firm to ensure the fairness of the financial statements. In general, a CPA firm shall not provide other services to the Company except for tax-related services or items with special approvals. All services provided by the CPA firm must be approved by the Audit Committee. To ensure the independence of the CPA firm, we have compiled the List of Independence Evaluation based on Article 47 of the Certified Public Accountant Act and The Norm of Professional Ethics for Certified Public Accountants of the Republic of China 10 "Independence for Audits and Reviews" to evaluate whether CPAs and the Company are related parties and whether the CPAs are independent based on the professionalism, independence, and the reasonableness of the appointment compensation. The 10th meeting of the 3rd session of the Audit

Committee held on December 18, 2024 and the 11th meeting of the 12th session of the Board held on December 20, 2024 reviewed, discussed, and approved the compliance of CPA Chao-Mei Chen and CPA Cheng-Chuan Yu from Deloitte Taiwan with the independence criteria, and are competent for being the CPAs for the Company's finance and taxation.

C. The Audit Committee convened 6 meetings in the most recent year (from January 1, 2024 to March 31, 2025), and attendance of Independent Directors is as follows:

Title	Name	Number of attendances in person (B)	Number of attendances by proxy	Number of meetings to be attended (A)	In-person attendance rate (%) (B/A) (Notes 1 and 2)	Remarks
Independent Director	Han-Shen Li	6	0	6	100%	
Independent Director	Ji-Sheng Ye	6	0	6	100%	
Independent Director	Jiann-Fuh Chen	6	0	6	100%	

Note 1: If any Independent Director resigns before the end of the year, the resignation date shall be specified in the remarks column, and the in-person attendance rate (%) shall be calculated based on the number of Audit Committee meetings during the term of office and the number of attendances in person.

Note 2: If any Independent Director is re-elected before the end of the year, the new and former Independent Director shall be set out, and the former, new, or re-elected Independent Director and the re-election date shall be specified in the remarks column. The in-person attendance rate (%) shall be calculated based on the number of Audit Committee meetings during the term of office and the number of attendances in person.

D. Other information to be disclosed

a. If any of the following circumstances exists with respect to the operation of the Audit Committee, the date and session of the Audit Committee meeting, the content of the proposal, the objections, qualified opinions, or material suggestions from Independent Directors, the resolutions of the Audit Committee, and the Company's handling of the opinions of Audit Committee members shall be specified:

(a) Matters listed in Article 14-5 of the Securities and Exchange Act:

Date and session of the Audit Committee meeting	Content of the proposal and resolution results	Objections, qualified opinions, or material suggestions from Independent Directors	The Company's handling of the opinions of Audit Committee members
6th meeting of the 3rd session on March 13, 2024	1. The 2023 business report and financial statements. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee and submit it to the 2024 annual shareholders' meeting for ratification.
	2. Proposal for the earning distribution for 2023. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee and submit it to the 2024 annual shareholders' meeting for ratification.
	3. The 2023 internal control system self-evaluation report and the "Statement of Internal Control System" dated December 31, 2023 Resolution: Approved after amendments.	Recommend to amend the partial content	The Internal Audit Office has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee, and the Statement of Internal Control

Date and session of the Audit Committee meeting	Content of the proposal and resolution results	Objections, qualified opinions, or material suggestions from Independent Directors	The Company's handling of the opinions of Audit Committee members
			System of the Company dated December 31, 2023 was issued.
	4. Proposal for the amendments to the "Rules Governing Financial and Business Matters with Related Parties." Resolution: Approved after amendments.	Recommend amending the partial content	The management department has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee.
7th meeting of the 3rd session on May 9, 2024	1. Proposal for the sales of 51% of shares of Yi Yuan Corporation held by the Company to Fabulous Power Co., Ltd.. Resolution: Approved as proposed.	Recommended to supplement the description of the partial matters	The management department has supplemented the description of relevant matters. All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	2. 2024 Q1 consolidated financial statements. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	3. The "Internal Control Implementation Status Follow-up Report Control List." Resolution: Approved after amendments.	Recommend amending the partial content	The Internal Audit Office has revised the Follow-up Control List. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee.
8th meeting of the 3rd session on August 9, 2024	1. 2024 Q2 consolidated financial statements. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	2. Proposal for the amendments to the internal control system in 2024. Resolution: Approved after amendments.	Recommend to amend the partial content	The Internal Audit Office has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee.
9th meeting of the 3rd session on November 11, 2024	1. 2024 Q3 consolidated financial statements. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	2. The "Internal Control Implementation Status Follow-up Report Control List." Resolution: Approved after amendments.	Recommend to amend the partial content	The Internal Audit Office has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee.

Date and session of the Audit Committee meeting	Content of the proposal and resolution results	Objections, qualified opinions, or material suggestions from Independent Directors	The Company's handling of the opinions of Audit Committee members
10th meeting of the 3rd session on December 18, 2024	1. The 2025 business plan and budget. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	2. Proposal for the CPA evaluation and appointment for 2025. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	3. The issuance of a letter of financial support to Hamaguri Co., Ltd. by the Company. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee.
	4. The 2025 regular audit plan. Resolution: Approved after amendments.	Recommend amending the partial content	The Internal Audit Office has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Audit Committee.
11th meeting of the 3rd session on March 13, 2025	1. The 2024 business report and financial statements. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee and submit it to the 2025 annual shareholders' meeting for ratification.
	2. Proposal for the earning distribution for 2024. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee and submit it to the 2025 annual shareholders' meeting for ratification.
	3. The 2024 internal control system self-evaluation report and the "Statement of Internal Control System" dated December 31, 2024 Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Audit Committee, and the Statement of Internal Control System of the Company dated December 31, 2024 was issued.

- (b) Resolutions not passed by the Audit Committee but approved by two-thirds or more of all Directors, other than those aforementioned: None.
- b. For the recusal of an Independent Director from a proposal due to a conflict of interest, the name of the Independent Director, the content of the proposal, the reason for recusal, and his/her participation in voting shall be disclosed: None.
- c. Communication between Independent Directors and the Chief Internal Auditor and CPAs (shall include the material matters of communication for the finance and business of the Company, methods, and results):
- (a) Communication methods between Independent Directors and the Chief Internal Auditor and CPAs
- (a).1 The Chief Internal Auditor submits the monthly audit reports to Independent Directors according to the requirements. The content of the report includes the implementation status of the annual audit plan and the follow-ups on the improvement recommendations from audits. The Chief Internal Auditor also

reports to the Independent Directors regarding the annual amendments to the internal control system and the results of the re-examination of the self-evaluation of internal control.

- (a).2 CPAs present at the Audit Committee meetings once every half-year or participate in other communication meetings to report on the review or audit results of financial statements and the audit status of internal control and conduct communication and discussions regarding whether the latest amendments to laws and regulations affect the accounts.

(b) Summary of communication between Independent Directors and the Chief Internal Auditor

The communication between the Company's Independent Directors and the Chief Internal Auditor is favorable. The main communication matters in the most recent year are summarized as follows:

Date/meeting	Communication focus	Communication result
March 11, 2024 Individual internal audit communication meeting	Implementation status of the 2023 internal control self-evaluation (including subsidiaries and second-tier subsidiaries)	1.The Independent Directors indicated that the Company's internal control self-evaluation was proper. 2.The Independent Directors proposed that the internal audit follow-up items in the internal control report shall be uniformly filled in according to the schedule, and the misplaced parts shall be corrected.
August 7, 2024 Individual internal audit communication meeting	Discussion on the amendments to the 2024 internal control system and the operation of the Internal Audit Office	1.The Independent Directors indicated that the Company comprehensively reviews and amends the internal control system in accordance with the laws, regulations, practices and related regulations, which can ensure the effectiveness of the Company's internal control. The amendments made in accordance with external laws and regulations shall be described in the amendment description. 2.Independent Directors said that the audit report has detailed content and particularly gave positive recognition of the audit of engineering projects.
March 11, 2025 Individual internal audit communication meeting	Implementation status of the 2024 internal control self-evaluation (including subsidiaries and second-tier subsidiaries)	1.The 2024 internal control self-assessment report has detailed content, and there is no further opinion. 2.Independent Directors asked whether there were any repeated issues that occurred in the regular audit, and the Internal Audit Office said that the management department has made improvements at present, and repeated occurrences of issues are fewer.

(c) Summary of communication between Independent Directors and CPAs

The communication between the Company's Independent Directors and CPAs is favorable. The main communication matters in the most recent year are summarized as follows:

Date/meeting	Communication matters	Communication result
March 11, 2024 Individual communication meeting of the governance body and CPAs	Reporting, discussion and communication of the audit results of the 2023 consolidated and standalone financial statements and key audit matters.	1. The CPAs' audit opinion on the 2023 financial statements: "Unqualified Opinion" based on the Auditing Standards 700. No significant deficiencies related to the 2023 financial reporting were found. 2. Opinion from Independent Director Han-Shen Li: Regarding the drafted carbon fee charging method proposed by CPAs, the carbon emissions from burning coal at the Guan-tian Plant exceeds 25,000 tons, and its profit and operation will be affected. The management department shall formulate the response plans and submit them to the Board for report.
May 7, 2024 Individual communication meeting of the governance body and CPAs	Report, discussion, and communication of the review results of the 2024 Q1 consolidated financial statements.	CPAs' review conclusion on the Company's 2024 Q1 financial statements: A review report with an "unqualified conclusion with the paragraph of emphasized matters." No significant deficiencies related to the 2024 Q1 financial reporting were found.

Date/meeting	Communication matters	Communication result
<p>August 7, 2024 Individual communication meeting of the governance body and CPAs</p>	<p>Report, discussion, and communication of the review results of the 2024 Q2 consolidated financial statements.</p>	<ol style="list-style-type: none"> 1. CPAs' review conclusion on the Company's 2024 Q2 financial statements: A review report with an "unqualified conclusion with the paragraph of emphasized matters." No significant deficiencies related to the 2024 Q2 financial reporting were found. 2. The CPAs explained the liability reserve - onerous contracts are the loss of the project due to the expected additional cost of Star Energy's construction. It is necessary to set aside the liability reserve first and then improve the examination of the implementation status of other projects. 3. Independent Director Han-Shen Li reminded that an on-site inspection shall be performed before bidding for Star Energy's construction project to consider the possible construction circumstances and duly calculate the costs before bidding and that the construction progress and cost control shall be improved during the construction to avoid affecting the Company's profit.
<p>November 8, 2024 Individual communication meeting of the governance body and CPAs</p>	<p>Report, discussion, and communication of the review results of the 2024 Q3 consolidated financial statements.</p>	<p>CPAs' review conclusion on the Company's 2024 Q3 financial statements: A review report with an "unqualified conclusion with the paragraph of emphasized matters." No significant deficiencies related to the 2024 Q3 financial reporting were found.</p>
<p>March 11, 2025 Individual communication meeting of the governance body and CPAs</p>	<p>Reporting, discussion and communication of the audit results of the 2024 consolidated and standalone financial statements and key audit matters.</p>	<p>The CPAs' audit opinion on the 2024 financial statements: "Unqualified Opinion" based on the Auditing Standards 700. No significant deficiencies related to the 2024 financial reporting were found.</p>

(4) Operations of the Remuneration Committee
A. Profiles of Remuneration Committee members

March 31, 2025

Identity (Note 1)	Conditions	Professional qualifications and experience (Note 2)	Independence (Note 3)	Number of concurrent positions of remuneration committee member in other public companies
	Name			
Concurrent Independent Director and the convener	Ji-Sheng Ye	Please refer to I.(I) Profiles of Directors.	The three Independent Directors above are independent; please refer to I.(I) Profiles of Directors.	None
Independent Director	Han-Shen Li			None
Independent Director	Jiann-Fuh Chen			None
Others	Fan-Chou Hsu	Head of Human Resources Section, Taiwan Power Company Director-general, Taiwan Electrical Contractors Association Master in Public Administration, University of Southern California Master in Public Administration, National Chengchi University	The members of the Remuneration Committee are independent: (1) The Independent Director, his/her spouse, or relative within the 2nd degree of kinship is not a Director, supervisor, or employee of the Company or its affiliate. (2) The Independent Director, his/her spouse, or relative within the 2nd degree of kinship (or in the name of others) does not hold shares of the Company. (3) Not a director, supervisor, or employee of a company with specific relationships (with reference to subparagraphs 5 to 8, paragraph 1, Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies) with the Company. (4) Not receiving compensation for providing business, legal affairs, financial, or accounting services to the Company or its affiliates in the most recent two years.	None

Note 1: Please specify the seniority, professional qualifications and experience, and independence of each Remuneration Committee member in the table. In the case of an Independent Director, please mark that to refer to the relevant content of the profiles of Directors. Please fill in an Independent Director or others for identity (please mark in the case of the convener).

Note 2: Professional qualifications and experience: Describe the professional qualifications and experience of individual Remuneration Committee members.

Note 3: Compliance with the independence: The compliance with the independence of Remuneration Committee members shall be specified for Independent Directors, including but not limited to whether the Independent Director, his/her spouse or relative within the 2nd degree of kinship is a Director, supervisor, or employee of the Company or its affiliates, the number of shares held by the Independent Director, his/her spouse or relative within the 2nd degree of kinship (or in the name of others) and ratio, whether the Independent Director, his/her spouse or relative within the 2nd degree of kinship is a director, supervisor, or employee of a company with specific relationships (with reference to subparagraphs 5 to 8, paragraph 1, Article 6 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange) with the Company, and the compensation received from providing business, legal affairs, financial, or accounting services to the Company or its affiliates in the most recent two years.

Note 4: Please refer to the "Best Practices Samples" on the website of the Corporate Governance Center of the Taiwan Stock Exchange for the disclosure method.

B. Operations of the Remuneration Committee

- a. The Company's Remuneration Committee consists of four members, including three Independent Directors and one external member.
- b. The term of office of the current members: June 30, 2023 to June 29, 2026. The Remuneration Committee convened 4 meetings (A) in the most recent year (from January 1, 2024 to March 31, 2025), and the qualifications and attendance of members are as follows:

Title	Name	Number of attendances in person (B)	Number of attendances by proxy	Number of meetings to be attended (A)	In-person attendance rate (%) (B/A) (Note)	Remarks
Convener	Ji-Sheng Ye	4	0	4	100%	
Member	Han-Shen Li	4	0	4	100%	
Member	Jiann-Fuh Chen	4	0	4	100%	
Member	Fan-Chou Hsu	4	0	4	100%	

Other information to be disclosed:

1. If the Board does not adopt or amend the suggestions of the Remuneration Committee, the date and session of the Board meeting, the content of the proposal, the resolutions of the Board, and the Company's handling of the Remuneration Committee's opinions shall be disclosed (if the remuneration passed by the Board is higher than that suggested by the Remuneration Committee, the difference and the reasons therefor shall be specified): None.
2. If a member has a dissenting or qualified opinion on a resolution of the Remuneration Committee and it is on record or stated in writing, the date and session of the Remuneration Committee meeting, the content of the proposal, the opinions of all members, and the handling of the opinions shall be specified: None.

Note 1: If any Remuneration Committee member resigns before the end of the year, the resignation date shall be specified in the remarks column, and the in-person attendance rate (%) shall be calculated based on the number of Remuneration Committee meetings during the term of office and the number of attendances in person.

Note 2: If any Remuneration Committee member is re-elected before the end of the year, the new and former Remuneration Committee member shall be set out, and the former, new, or re-elected member, and the re-election date shall be specified in the remarks column. The in-person attendance rate (%) shall be calculated based on the number of Remuneration Committee meetings during the term of office and the number of attendances in person.

- C. The Remuneration Committee shall perform the following functions and powers, as well as the annual working highlight, and submit its recommendations to the Board for discussion:
 - a. Regularly review the Remuneration Committee Charter and propose amendment recommendations.
 - b. Establish and regularly examine the annual and long-term performance targets of Directors and managers and the policy, system, standard, and structure of remuneration.
 - c. Regularly assess and determine the remuneration of Directors and managers.

D. Date and session of Remuneration Committee meetings in the most recent year, the content of the proposal, the resolutions, and the Company's handling of the Remuneration Committee's opinions:

Date and session of the Remuneration Committee meeting	Content of the proposal and resolution results	Opinions of Remuneration Committee members	The Company's handling of the opinions of Remuneration Committee members
2nd meeting of the 5th session on March 11, 2024	1. Proposal for the distribution of the total remuneration of employees and Directors for 2023 Resolution: Approved after amendments.	Recommend amending the partial content	The management department has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Remuneration Committee and submit it to the 2024 annual shareholders' meeting for report.
3rd meeting of the 5th session on May 9, 2024	1. Proposal for the distribution of remuneration of Directors for 2023. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee and submit it to the 2024 annual shareholders' meeting for report.
	2. Proposal for the adjustments to the board wages of employees. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.
	3. Proposal for the distribution of remuneration of employees to managers for 2023. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.
4th meeting of the 5th session on December 18, 2024	1. The "implementation achievements of the general targets for 2024" and the "general targets for 2025 (draft)." Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.
	2. Proposal for the performance bonuses and salary adjustments for 2024. Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.

Date and session of the Remuneration Committee meeting	Content of the proposal and resolution results	Opinions of Remuneration Committee members	The Company's handling of the opinions of Remuneration Committee members
5th meeting of the 5th session on March 11, 2025	1. Proposal for the amendments to the “Regulations for the Distribution of Remuneration of Employees.” Resolution: Approved after amendments.	Recommend to amend the partial content	The management department has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Remuneration Committee.
	2. Proposal for the amendments to the “Regulations for Performance Evaluation of the Board.” Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.
	3. Proposal for the distribution of the total remuneration of employees and Directors for 2024 Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee and submit it to the 2025 annual shareholders' meeting for report.
	4. Proposal for the amendments to the “Regulations for Employees' Salaries.” Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Remuneration Committee.
	5. Proposal for the adjustments to the performance bonuses for 2024. Resolution: Approved after amendments.	Recommend to amend the partial content	The management department has amended relevant matters. All attending Directors agreed to approve the proposal according to the review opinions of the Remuneration Committee.

(5) Profiles of Notification Committee members and operations

A. Describe the qualifications and duties of the members of the Company's Nomination Committee.

To optimize the Board functions and enhance the management system, the Company referred to the “Corporate Governance Best Practice Principles” announced and published by the competent authority, and the Board approved the establishment of the Nomination Committee and the establishment of the Nomination Committee Charter on December 20, 2019 for observation. The Company is a professional company for cogeneration, power industry investment, electricity business investment, and electricity-related construction energy technology services. In the current (the 3rd) session of the Nominating Committee is chaired and convened by Independent Director Jiann-Fuh Chen with members including Chairman Shun-I Huang, Director Jenn-Yeong Wang, Independent Director Han-Shen Li and Ji-Sheng Ye, a total of five members. All members possess business management, leadership and decision-making, industry knowledge, finance, and other professional abilities. Three members are experts in corporate governance and electricity business and possess professional abilities in nominating talents related to the electricity industry. The establishment of the Nomination Committee helps to find suitable Director candidates and is beneficial for improving corporate governance and the operations and functions of the Board. The Nomination Committee shall perform the following functions and powers, as well as the annual working highlight, and submit its recommendations to the Board for discussion:

- a. Formulate professional knowledge, technology, experience, gender, and other diversified backgrounds and independence criteria required for Board members and seek, review, and nominate Director candidates accordingly.
- b. Build and develop the organizational structure of the Board and committees to carry out the performance evaluation of the Board, Directors, and committees.
- c. Establish and regularly examine the continuing education plan of Directors.
- d. Regularly evaluate and examine the Corporate Governance Best Practice Principles of the Company.

B. Professional qualifications and experience of Nomination Committee members and operations:

- a. The Company's Nomination Committee consists of five members.
- b. The term of office of the current members: June 30, 2023 to June 29, 2026. The Nomination Committee convened 2 meetings in the most recent year (from January 1, 2024 to March 31, 2025), and the professional qualifications, experience, attendance of members, and the discussion matters are as follows:

Title	Name	Professional qualifications and experience	Number of attendances in person (B)	Number of attendances by proxy	Number of meetings to be attended (A)	In-person attendance rate (%) (B/A) (Note)	Remarks
Convener	Jiann-Fuh Chen	Please refer to I.(I) Profiles of Directors.	2	0	2	100%	
Member	Han-Shen Li		2	0	2	100%	
Member	Ji-Sheng Ye		2	0	2	100%	
Member	Shun-I Huang		2	0	2	100%	
Member	Jenn-Yeong Wang		2	0	2	100%	

Title	Name	Professional qualifications and experience	Number of attendances in person (B)	Number of attendances by proxy	Number of meetings to be attended (A)	In-person attendance rate (%) (B/A) (Note)	Remarks
Other information to be disclosed: Describe the date and session of the main proposals at the Nomination Committee meeting, the content of the proposal, the recommendations or dissenting opinions of Nomination Committee members, resolutions of the Nomination Committee, and the Company's handling of the Nomination Committee's opinions: Please refer to the data on the following page.							

Note:

(a) If any Nomination Committee member resigns before the end of the year, the resignation date shall be specified in the remarks column, and the in-person attendance rate (%) shall be calculated based on the number of Nomination Committee meetings during the term of office and the number of attendances in person.

(b) If any Nomination Committee member is re-elected before the end of the year, the new and former Nomination Committee member shall be set out, and the former, new, or re-elected member, and the re-election date shall be specified in the remarks column. The in-person attendance rate (%) shall be calculated based on the number of Nomination Committee meetings during the term of office and the number of attendances in person.

C. Date and session of main proposals at the Nomination Committee meeting, the content of the proposal, the recommendations or dissenting opinions of Nomination Committee members, resolutions of the Nomination Committee, and the Company's handling of the Nomination Committee's opinions.

Date and session of the Nomination Committee meeting	Content of the proposal and resolution results	Recommendations or dissenting opinions of Nomination Committee members	The Company's handling of the Nomination Committee's opinions
2nd meeting of the 3rd session on March 13, 2024	1. The content of the performance evaluation of the Board in 2023 is as follows: Resolution: Approved for filing for future reference.	None	All attending Directors agreed to file the proposal for future reference according to the review results of the Nomination Committee.
	2. Proposal for the performance evaluation of functional committees in 2023. Resolution: Approved for filing for future reference.	None	All attending Directors agreed to file the proposal for future reference according to the review results of the Nomination Committee.
3rd meeting of the 3rd session on March 13, 2024	1. The content of the performance evaluation of the Board in 2024 is as follows: Resolution: Approved for filing for future reference.	None	All attending Directors agreed to file the proposal for future reference according to the review results of the Nomination Committee.
	2. Proposal for the performance evaluation of functional committees in 2024. Resolution: Approved for filing for future reference.	None	All attending Directors agreed to file the proposal for future reference according to the review results of the Nomination Committee.
	3. Proposal for the amendments to the "Corporate Governance Best Practice Principles." Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Nomination Committee.
	4. Proposal for the amendments to the "Guidelines for the Promotion of Directors' Continuing Education." Resolution: Approved as proposed.	None	All attending Directors agreed to approve the proposal according to the review results of the Nomination Committee.

(6) The operation of corporate governance, any deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, and the reasons therefor

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
1. Has the Company established and disclosed its Corporate Governance Best Practice Principles in accordance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies?	V		1. The Board has established the “Corporate Governance Best Practice Principles” on August 11, 2025 and amended the relevant provisions in the Company’s “Corporate Governance Best Practice Principles” according to the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.” The Board approved the latest version on March 13, 2024, and it was disclosed on the MOPS and the corporate website.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.
2. Company's shareholding structure and shareholders' rights and interests	V		2.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.
(1) Has the Company established internal operating procedures to handle shareholders' suggestions, doubts, disputes and litigation matters, and implement the procedures?	V		(1) The Company has appointed a spokesperson and set up a procedure for handling stakeholder opinions on the Company's website, and has implemented it accordingly.	
(2) Does the Company keep track of major shareholders who actually control the Company and their ultimate controllers?	V		(2) The Company reports the shareholdings of major shareholders on a monthly basis, records them in the annual report, and maintains a list of major institutional shareholders of each major shareholder.	
(3) Has the Company established and implemented risk control and firewall mechanisms with its affiliates?	V		(3) The Company and its affiliates operate independently and follow an internal control system. The "Rules Governing Financial and Business Matters with Related Parties" and the "Regulations for the Management of Investees" are in place to manage investees. The Company also formulates its annual risk management plan and risk management implementation plan to implement its risk control and ensures that a favorable risk control system is in place between affiliates through the representatives of corporate shareholders.	
(4) Has the Company established internal regulations to prohibit insiders from trading marketable securities using undisclosed information in the market?	V		(4) The Company has established its “Regulations for Preventing Insider Trading” and “Code of Ethical Conduct” and signed the non-disclosure agreement according to the “Procedures for Handling Material Inside Information” to prohibit Directors, managers, employees, and other insiders from making profits by utilizing information not available in the market; it also carried out education and training of the Regulations and	

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			relevant laws and regulations for Directors, managers, and employees once every year. In addition, the handling and disclosure of material information are subject to the Procedures for Handling Material Inside Information of the Company.	
<p>3. Board composition and duties</p> <p>(1) Has the Board formulated and implemented any diversification policies, set specific management goals, and implemented the goals?</p>	V		<p>3.</p> <p>(1) The Company stipulates the diversification policy of Board members in the “Corporate Governance Best Practice Principles,” which states that diversification shall be considered for Board members, and an appropriate diversification policy shall be formulated based on the operation, operating patterns, and development requirements, which shall include the two major aspects of 1. diversified basic conditions and 2. diversified professional knowledge and skills.</p> <p>* Management targets of Director diversification policy and achievements:</p> <p>1. Diversified basic conditions: The Board composition shall comply with gender and age diversity; members shall have different genders, and the difference between the gender ratio shall be reduced. The Company has a total of 13 Directors, and the ratio of female Directors is approximately 8%. Due to the industry nature of the Company, female members in energy and electricity-related fields are less. In the future, the Company will continue to promote the reduction of the difference between gender ratio of Board members and increase Directors of different genders. In terms of the age diversity of Board composition, in the current session of the Board, there is one member, one member, four members, and seven members who are 30 to 40 years old, 41 to 50 years old, 51 to 60 years old, and over 61 years old, respectively.</p> <p>2. Diversified professional knowledge and skills: The Board shall include Directors with different expertise. Members of the current session of the Board possess different professional knowledge and skills (please refer to the Profiles of Directors for details), and they</p>	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(2) In addition to establishing a Remuneration Committee and an Audit Committee as required by law, has the Company set up other functional committees voluntarily?	V		<p>possess expertise and business management, leadership and decision-making, and industry knowledge. In addition, Director Jenn-Yeong Wang, Director Yun-Chun Wang, and Independent Director Han-Shen Li specialize in finance and accounting, and Independent Director Ji-Sheng Ye specializes in legal affairs, complying with the diversification targets of Directors.</p> <p>(2) The Company has established its Remuneration Committee and Audit Committee according to the law. The Nomination Committee was established on December 20, 2019. Independent Director Jiann-Fuh Chen serves as the chairperson and the convener, and members include Chairman Shun-I Huang, Director Jenn-Yeong Wang, Independent Directors Han-Shen Li, and Ji-Sheng Ye, a total of five members. All members possess electricity expertise, business management, leadership and decision-making, industry knowledge, finance and accounting, and other professional abilities.</p>	
(3) Has the Company established procedures and methods for evaluating the performance of the Board, conducted annual performance evaluations regularly, reported the results of the performance evaluations to the Board, and used them as a reference for individual Directors' remuneration and nomination for re-appointment?	V		<p>(3) The Company has established its Regulations for Performance Evaluation of the Board (including functional committees), and the latest version was amended and approved by the Board on March 13, 2025. The Regulations state that the Company shall carry out the performance evaluation of the overall Board, and shall carry out an external evaluation every three years; the performance evaluation results of individual Directors shall serve as the reference for establishing their individual remuneration. The scope of evaluation of the Board's performance includes five major aspects: (1) the level of participation in the Company's operations; (2) the decision-making quality of the Board; (3) Board composition and structure; (4) election and continuing education of Directors; (5) internal control. In addition, the scope self-evaluation of Board members' performance includes six major aspects: (1) the comprehension of the Company's targets and missions; (2) awareness of Directors' duties; (3) level of</p>	

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(4) Does the Company regularly evaluate the independence of CPAs?	V		<p>participation in the Company's operations; (4) internal relationship management and communication; (5) professional and continuing education of Directors; (6) internal control. The scope of self-evaluation of functional committees' performance includes five major aspects: (1) the level of participation in the Company's operations; (2) awareness of the functional committee's duties; (3) the decision-making quality of the functional committee; (4) functional committee composition and member election; (5) internal control. The Secretariat of the Board is responsible for implementing the evaluation through an internal questionnaire. The questionnaire shall be proposed in January each year, and the evaluation shall be based on the Board's operations, the level of participation of Directors, and the self-participation of Directors. The results shall be reported to the Board. Directors may propose improvement practices if they have recommendations. Relevant performance evaluation results serve as the basis for the remuneration, selection, or nomination for the re-appointment of individual Directors. In 2024, the results of the internal performance evaluation of the overall Board and the self-evaluation of Board members reached 80 or above, which was considered "Favorable" and was submitted to the Board for future reference on March 13, 2025. In 2024, the overall evaluation results for the performance evaluation of the Audit Committee, Remuneration Committee, and Nomination Committee reached 80 or above, which was considered "Favorable" and was submitted to the Board for future reference on March 13, 2025. Relevant information has been disclosed on the Company's website. In addition, the external performance evaluation of the Board once every three years was completed on October 5, 2022. Please refer to (II) Implementation status of the Board evaluation and the Company's website.</p> <p>(4) The Company evaluates the independence and competence of its CPAs annually based on the</p>	

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			"Declaration of Independence" and "Audit Quality Indicators (AQIs)" provided by the CPAs. It has been confirmed that the CPAs have no other financial interests or business relationships with the Company, except for the fees for certification and taxation matters, and that the CPAs' family members do not violate the independence requirements. With reference to the information on AQIs, it is also confirmed that the audit experience and training hours of CPAs and their firm are equivalent to the average standard among peers and that innovative audit tools have been introduced continuously to improve audit quality. The evaluation results in the most recent year were approved by the Audit Committee after discussions on December 18, 2024 and reported to and approved by the Board as a resolution on December 20, 2024 for the appointment.	
4. Whether the TWSE/TPEX listed company appoints an appropriate number of competent corporate governance personnel and designates a Corporate Governance Officer to be in charge of corporate governance-related matters (including but not limited to providing Directors with the information needed to perform their duties, assisting Directors in compliance with laws and regulations, handling matters related to Board meetings and shareholders' meetings in accordance with the law, and preparing minutes of Board meetings and shareholders' meetings)?	V		4. The Company has established the "Corporate Governance Best Practice Principles." According to the Company's scale, business status and management needs, the Secretariat of the Board was newly established in August 2020 with the appropriate number of competent corporate governance personnel appointed to be responsible for corporate governance-related matters. On December 11, 2023, Ms. Yen-Ling Chen, the head of the office, was appointed as the Corporate Governance Officer. She is the executive responsible for corporate governance-related affairs and meets the qualifications required by a corporate governance officer to hold the position of the head of the corporate governance-related affairs department for more than three years. Her powers include: 1. Handling matters related to Board meetings and shareholders' meetings in accordance with the law. 2. Preparing minutes of Board meetings and shareholders' meetings. 3. Assisting in the onboarding and continuing education of Directors. 4. Providing Directors with the information needed to perform their duties. 5. Assisting Directors in compliance with laws and regulations. 6. Other matters stipulated in the Company's Articles of Incorporation or contracts.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>The implementation status of the business in 2024 includes: 1. Assisting in the legal compliance of the procedures and resolutions of Board meetings and shareholders' meetings. 2. Providing the notice for Board meetings, meeting agenda, and meeting minutes according to the timetable and providing notices for the recusal of conflicts on interests of proposals when necessary. 3. Organizing procedures, announcements, and relevant matters of shareholders' meetings according to the law. 4. Promoting matters related to corporate governance in accordance with the corporate governance policy. In addition, the Corporate Governance Officer received 24 hours of professional continuing education courses in 2024, and the relevant courses are as follows: Discussions of Issues of Remuneration of Employees and Directors - From the Perspective of the Amended Article 14 of the Securities and Exchange Act (three hours), Board Performance Evaluation Practices Sharing Seminar (2024) (three hours), The Latest Development of Corporate Governance from the Perspective of Corporate Governance Evaluation Indicators (three hours), Practices of Compliance Work of Corporate Governance Officers (three hours), 2024 Insider Trading Prevention Session (three hours), Insider Trading and Corporate Governance (three hours), 2024 Insider Equity Trading Legal Compliance Session (three hours), and Establishment of Compliance Systems with the New Gender Equality Act and Ethical Corporate Management (three hours).</p>	
5. Has the Company created channels for communication with stakeholders (including but not limited to shareholders, employees, customers, and suppliers), set up a stakeholder section on the Company's website, and appropriately responded to important corporate social responsibility issues of stakeholders' concern?	V		<p>5. (1) Stakeholder identification results in 2024: Covers six main categories: government agencies, shareholders, customers/electricity users, employees, suppliers/contractors/outsource contractors, and communities.</p> <p>(2) Material issues concerned by stakeholders: Economic performance, supply stability and reliability, corporate governance, risk management, electricity</p>	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>industry policy evaluation and response, renewable energy, occupational safety and health, ethical corporate management, legal compliance, talent cultivation and development, and energy and resource management.</p> <p>(3) Communication channels and response methods: The Company has a spokesperson and dedicated communication channels for various stakeholders in place and has set up a stakeholder section on the Company's website for ESG (link: https://esg.cogen.com.tw/tw/Stakeholder-Communication). In addition to the above methods, the Company holds shareholders' meetings (at least once a year) and investor conferences (once a quarter), participates in public hearings and industry-related seminars organized by the government, regularly conducts customer satisfaction surveys, convenes labor-management meetings, organizes education and training, and appropriately responds to issues concerned by stakeholders. Regularly (at least once a year) every year (at least once a year) to report the communication with stakeholders to the Board of Directors. This report was reported at the 11th meeting of the Board of Directors of the 12th term held on December 20, 2024 for this year.</p>	
6. Has the Company commissioned a professional stock affairs agency to handle shareholders' meeting affairs?	V		6. The Company appointed KGI Securities Co., Ltd. to handle shareholders' meeting affairs.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.
7. Information disclosure				
(1) Has the Company set up a website to disclose its financial, business, and corporate governance information?	V		(1) The Company has established its Chinese and English websites (URL: https://www.cogen.com.tw) to disclose financial, business and corporate governance information.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.
(2) Has the Company adopted other means of information disclosure (e.g., setting up an English website, appointing dedicated personnel to collect and disclose information on the Company, implementing a spokesperson system, posting the proceedings of investor conferences on the Company's website)?	V		(2) The Company has a spokesperson system in place and releases material information in both Chinese and English in a timely manner in accordance with the competent authority's requirements. It organizes investor conferences to explain the Company's operations to stakeholders. In 2024, it was invited to convene a total of	

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(3) Has the Company announced and reported its annual financial statements within two months after the end of each fiscal year and announced and reported its financial statements for Q1, Q2, and Q3 and the operations of each month prior to the prescribed deadline?		V	<p>4 institutional investor conferences, and the briefings are disclosed on the MOPS after each investor conference; both Chinese and English versions of the relevant information are disclosed for the reference of stakeholders.</p> <p>(3) The Company announced and reported its annual financial statements, its financial statements for Q1, Q2, and Q3 and the operations of each month on MOPS prior to the prescribed deadline.</p>	
8. Does the Company have other important information that helps understand the implementation of corporate governance (including but not limited to employees' rights and interests, employee care, investor relations, supplier relations, stakeholders' rights, Directors' continuing education, the implementation of risk management policies and risk measurement standards, the implementation of customer policies, and the purchase of liability insurance for Directors)?	V		<p>8.</p> <p>(1) The Company arranges for Directors, managers and employees to participate in continuing education courses every year. In 2024, "Insider Trading and Corporate Governance," "Establishment of Compliance Systems with the New Gender Equality Act and Ethical Corporate Management," and other courses were organized to promote ethical corporate governance, prevent insider trading, and promote the Code of Ethical Conduct. In 2024, all Independent Directors and Directors of the Company have completed the number of hours of continuing education required by "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies."</p> <p>(2) The Company upholds the purpose of caring for employees, regularly organizes labor-management meetings, actively protects the rights and interests of employees, and has established the Employee Welfare Committee to provide diversified employee care services. To protect the physical and mental health of employees, we provide health inspection services and arrange various club activities and domestic and foreign corporate trips to effectively relieve work stress and promote the overall well-being of employees. In terms of employee learning and development, the Company continued to provide an online digital learning platform</p>	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>in 2024 to provide employees with flexible learning methods for them to learn at home or in transit with ease. We have also defined employees' learning targets to enhance the skills required by employees to achieve their work targets. In addition, to strengthen the overall competitiveness of employees and the Company as a whole, the Company focused on improving the communication skills of employees in 2024, especially the English speaking proficiency. We have invited foreign lecturers to offer physical English conversation classes to help employees improve their English speaking skills and further enhance their workplace competitiveness and international vision.</p> <p>(3) The Company's website has a stakeholder section that provides a variety of communication channels and specific contacts and contact methods for various stakeholders, including e-mail boxes and complaint hotlines, to respond to issues concerning stakeholders. In addition, the section also explains the stakeholder identification method and results and updates the annual communication status every year to maintain a transparent and efficient communication mechanism.</p> <p>(4) The Company has risk management policies and procedures approved by the Board, which define the scope of risk management, organizational structure, operation mechanism and procedures, and formulate risk management implementation plans to implement risk management. A Risk Management Committee is established to review and update the annual risk management plan on a rolling basis. In addition to reviewing the implementation of various risk control measures, the effectiveness of the control mechanism, difficulties encountered and countermeasures, relevant information is disclosed in the "risk management" section of the Company's website. In Q1 2024, the Company completed the 2023 risk control measure implementation examination and formulated the 2024 risk management plan, and the risk management</p>	

Evaluation item	Operation (Note)			Deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>operation and implementation status of the Company were reported to the Audit Committee and the Board on March 13, 2024.</p> <p>(5) Annual customer satisfaction surveys are conducted each year, and appropriate responses and handling were made for customers' opinions.</p> <p>(6) The Company has purchased liability insurance for Directors and supervisors for all members of the Board. In 2024, the purchasing status of the insurance was reported at the 7th meeting of the 12th session of the Board on March 13, 2024.</p>	
9. Please describe the improvements made based on the corporate governance evaluation results published by the Corporate Governance Center of the Taiwan Stock Exchange in the most recent year and propose prioritized enhancements and measures for deficiencies that have not yet been corrected. (Not required for companies not included in the evaluation)	V		9. The corporate governance evaluation results of the Company in the most recent year (2023) ranked from the top 6% to 20% among listed companies under evaluation, representing the favorable corporate governance promotion effects. In addition to the Chinese and English versions of the website and a sustainable development section, the Company also discloses corporate governance, finance, business, and sustainable development improvement information. The Company also publishes its annual Sustainability Report, which is assured by a third party, to continue improving its corporate governance.	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies.

Note: Provide the description in the summary column regardless of "Yes" or "No" selected under the operation.

(7) Implementation of sustainable development, any deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, and the reasons therefor

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
1. Has the Company established a governance structure for the promotion of sustainable development and set up a full-time (or part-time) department to promote sustainable development, with the senior management authorized by the Board to manage the department? How does the Board supervise the department?	V		1. (1) The Company upholds the philosophy of sustainable management and incorporates sustainable development into the Company's business activities and development directions. With the Board as the highest governing body, the "Sustainable Development Best Practice Principles" were approved by the Board in 2021 for the Board to authorize the senior management to handle economic, environmental, and social issues related to operating activities. To achieve the Company's sustainable development goals and strengthen sustainable governance, the Company formulated the "Sustainable Development Committee Charter" according to the amendment announcement for the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" to coordinate the formulation of sustainable development strategies and goals and establish workforces to promote relevant	No deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.

		<p>work.</p> <p>A. Sustainable Development Committee: The Chairman is the chairperson, the President is the vice chairperson, and the Vice Presidents are the members. Members of the Committee possess professional knowledge and abilities for corporate sustainability. Workforces subordinated to the Committee are established; the Planning and Investment Management Department is the part-time department for the promotion of sustainable develop to assist the Committee in coordinating relevant work. The Sustainable Development Committee reports to the Board at least once a year regarding the annual implementation status.</p> <p>B. Implementation status for the promotion of sustainable development: The environmental sustainability, social welfare, corporate governance, and sustainability information disclosure workforces were established under the “Sustainable Development Committee.” Members of the workforce participate based on the business nature of departments to implement relevant promotion work for different aspects of sustainable development. The Planning and Investment Management Department, the advocacy department, assists the Committee in coordinating sustainable development-related policies and systems, the</p>	
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		<p>formulation and examination of management policies, planning and promoting the annual work, and convening meetings regularly to examine the implementation effects. It also prepares the Sustainability Report in both Chinese and English to ensure the timeliness and accuracy of information disclosures. To improve the information disclosure in the Sustainability Report and maintain the unblocked communication channels for stakeholders, the Company amended its “Procedures for the Preparation and Verification of Sustainability Report” according to the amendment announcement for the “Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies” on July 15, 2024. The on-site assurance review for the 2023 Sustainability Report was completed in May 2024, and the Report was publicly published and filed to the MOPS on June 28, 2024. On November 22, 2024, the ESG promotion work meeting was convened to examine the sustainable development work of the year and the sustainable development plan for 2025. The Sustainable Development Committee and Sustainability Report project initiation meeting was convened on December 24, 2024 to formulate the strategies and concrete plans for sustainable development in the following year and establish the ESG indicators that are</p>	
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included in the KPIs of different departments so as to promote the sustainable development of the Company accordingly.

C. Supervision of the promotion of sustainable development by the Board:

Meeting time	Supervision item
8th meeting of the 12th session of the Board on May 9, 2024	Submission of the 2023 Sustainability Report to the Board (including the establishment of material topics, management policies, strategies and targets)
10th meeting of the 12th session of the Board on November 11, 2024	Countermeasures for issues related to carbon fee imposition
11th meeting of the 12th session of the Board on December 20, 2024	<ul style="list-style-type: none"> ● Promotion status of sustainable development in 2024 ● Promotion status of work planning and stakeholder communication in 2025

(2) The Company includes sustainable development in its future business strategies to improve corporate governance and enhance information disclosures through implementing environmental sustainability, promoting social inclusiveness, advancing corporate governance, and reinforcing information disclosures. It implements four concrete action plans to facilitate the promotion of sustainable development strategies and organizes examinations to regularly make updates on a rolling basis. The company's future business strategies from 2025 to 2029 were approved at the 10th meeting of the 12th session of the Board on

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			November 11, 2024. Upholding the business philosophy of stable management and active innovations, the Company identifies material sustainable development issues each year, formulates management policies, promotes strategies, targets, and relevant countermeasures, and regularly examines the implementation achievements and promotion strategies. The Sustainable Development Committee, formed by the management of the Company, supervises the implementation and operation and reports to the board regarding the promotion status. The 2024 Sustainability Report is intended to be submitted to the Board meeting in May 2025 for discussion and approval.	
2. Has the Company conducted risk assessments on environmental, social and corporate governance issues related to corporate operations in accordance with the principle of materiality and established relevant risk management policies or strategies? (Note 2)	V		2. (1) The Company's risk management policies and procedures were approved by the Board on December 23, 2022. The Company identifies issues concerning stakeholders that are related to the Company's operations based on the principle of materiality, measures the level of internal and external impacts of different issues on the Company, carries out risk assessments, and formulates relevant risk	No deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.

		<p>management policies and strategies. The boundary of risk assessments covers the Company, subsidiaries, and investees, and issues concerned by stakeholders are identified based on the principle of materiality by considering changes in the internal and external environments to carry out risk identification, analysis, and measurement of the level of internal and external impacts on the Company and formulate the risk imaging so as to formulate risk control measures and countermeasures.</p> <p>(2) The scope of risk management of the Company includes investment risk, operational risk, management risk, climate change risk, and unethical behavior risk, and it carries out risk identification and assessment work for ESG issues in different aspects. The risk management work meeting was convened on January 16, 2024 for the examination of the risk management implementation measures in 2023 and the 2024 risk management plan. Examinations and amendments were made according to the discussion results at the meeting, and they were submitted to the Risk Management Committee for review and discussion on January 30, 2024 and the formulation of the 2024 risk management plan was completed on February 26, 2024. The Company examines the implementation status of risk</p>	
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control measures biannually to ensure the effective implementation of management and improve implementation benefits. Evaluation results for material ESG issues and risk management strategies are as follows:

Material topic	Risk management strategy
Environmental aspect - (1)Renewable energy	The Company identifies risks and opportunities that may arise from climate change and is committed to energy conservation, carbon reduction, the reduction of fossil fuel consumption, and the development of renewable energy as the mitigation strategy. It has established countermeasures for extreme weather-related risks to serve as adaptation measures so as to implement eco-friendliness and sustainable corporate development.
(2)Energy and resource management	The Company continues to carry out the efficiency improvement of generating units, updates of environmental protection equipment, recycling and reuse of energy and resources, and GHG management measures to mitigate the effects of climate change.
Social aspect (human rights/people) -	
(1)Occupational safety and health	The Company has established its occupational safety and health management measures and policies, including workplace safety maintenance, construction and operation safety, occupational disaster risk management, and employee health management plans and health inspections, reinforced occupational safety and health education and training, and regularly convened work safety meeting for management; it continues to improve the safety and health management of working environments and has obtained the ISO45001 certification.
(2)Talent cultivation and development	The Company has established talent recruitment, cultivation, performance evaluation, and other management systems, actively develops various recruiting channels, regularly arranges education and training, implements the training and care system for new employees, formulates the internal rotation system, encourages employees to participate in internal and external training courses, assists employees in their career development, and optimizes the talent

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>management system so as to realize the organization's technologies and experience inheritance.</p> <p>Corporate governance aspect -</p> <p>(1)Corporate governance The Company actively improves corporate governance, improves the Boards' functions, and enhances information disclosure and communication with stakeholders.</p> <p>(2)Economic performance The Company is committed to improving the operating performance of existing power plants and actively expanding its business to stabilize its operations and maintain long-term stable profits.</p> <p>(3)Supply stability and reliability The Company provides high-efficiency and low-pollution energy services, continues to improve equipment, increases power generation efficiency, and improves operating reliability so as to provide stable steam and electricity for use by customers.</p> <p>(4)Establish a sustainable supply chain The Company actively promotes green procurement, has established a supplier management system to require suppliers to execute the commitment to corporate social responsibility, and carries out sustainability performance on-site audits for material suppliers to establish a sustainable supply chain.</p>	
<p>3. Environmental issues</p> <p>(1) Has the Company developed an appropriate environmental management system, given its distinctive characteristics?</p>	V		<p>3.</p> <p>(1)</p> <p>A. The Guan-tian Cogeneration Plant primarily provides electricity and steam for customers to use. Its operation is in line with the Energy Administration Act, Regulations for Co-generation System, and relevant regulations, and the environmental safety and health policies formulated based on the industry characteristics are as follows: (1) strictly</p>	No deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(2) Has the Company made efforts to enhance energy efficiency and use recycled materials to reduce environmental impacts and burdens?	V		<p>adhere to regulations and environmental protection regulations and attach attention to international conventions; (2) implement pollution control to reduce the impacts of pollutants on the environment; (3) implement the awareness of environmental protection in work through full participation of employees; (4) continue to make improvements to ensure the sustainable management.</p> <p>B. Guan-tian Plant of the Company obtained the renewal of the ISO14001 environmental management system certification (valid from September 19, 2023 to September 19, 2026) and is committed to improving efficiency and reducing impacts on the environment during the course of production so as to realize the philosophy of environmental sustainability. In addition, subsidiary Star Energy also obtained the renewal of the ISO14001 environmental management system certification (valid from June 29, 2023 to June 29, 2026).</p> <p>(2) The Company is in the energy and electricity industry. The operations of the Guan-tian Plant are mainly to provide high-efficiency and low-pollution steam and electricity to users, and the regional energy and resource</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>integration services are performed at the Guan-tian Industrial Park, Ministry of the Economic Affairs. The boiler's design at Guan-tian Plant is the circulating fluidized bed (CFB) boiler that makes use of different substitutive fuels to burn through mixing (i.e., scrap tire rubber or SRF produced with waste plastic, waste textile, and waste wood) to reduce the use of coal, achieve the reuse of resources, and minimize the impacts on the environment. In response to the coal reduction policy of the government, burning SRF was added as the substitute fuel for boilers in 2023. In 2024, the burning volume of films reached 30,137 tons, and the burning volume of SRF reached 3,001 tons; the rate of substitute fuels throughout the year reached 29.77%, and it is estimated that the burning rate of substitute fuels will reach 30% in 2025. Furthermore, Guan-tian Plant cooperated with contractors to apply for the reuse of individual cases to recycle flying/bottom ashes generated from procedures to produce controllable low-strength materials (CLSM) to serve as the refilling material for civil engineering. In</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(3) Has the Company assessed the present and future potential risks and opportunities of climate change and taken relevant countermeasures?	V		<p>2024, the output volume of coal ashes was a total of 22,880 tons, which were entirely recycled and reused to realize the circular economy, reduce environmental impacts, and fulfill corporate social responsibility.</p> <p>(3) The effects of global warming and extreme weather have become increasingly intense. The Company keeps abreast of the development in the energy market. To mitigate the direct or indirect effects of climate change on operations and respond to the policies, laws, and regulations, the Company identified potential climate-related risks and opportunities based on the four core elements of “governance,” “strategy,” “risk management,” and “indicators and targets” in the TCFD structure, as well as 11 items to be disclosed, to formulate corresponding measures and propose relevant response measures.</p> <p>A. Governance</p> <p>a. The Board is the highest governance body of risk management that is responsible for supervising the operation of the risk management system and ensuring the effectiveness of risk management.</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>b. The Risk Management Committee was established, and the members include the Chairman, President, and Vice President. The Committee is responsible for reviewing the annual risk management plan of the Company, examining the implementation status of risk management, ensuring that the risk management system can fully deal with risks faced by the Company, and including the system in the daily operating procedures. It regularly reports to the Board and Audit Committee regarding the operation and implementation status of risk management each year.</p> <p>B. Strategy</p> <p>a. The Company collects global trends, policies, laws and regulations and formulates countermeasures based on the short-, mid-, and long-term climate change risks and opportunities to mitigate impacts on the operation and secure relevant opportunities in a timely manner.</p> <p>b. Adopt “mitigation” to reduce GHG emissions and reduce possible effects of climate change and adopt “adaptation” to adjust and adapt to climate change impacts,</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>assess potential climate-related risks and opportunities, and adopt corresponding measures.</p> <p>C. Risk management</p> <p>a. The Company compiles issues that have impacts on the Company through issue collection and research and plans for countermeasures for management.</p> <p>b. We continue to examine the impacts of the Company's operations on the environment and GHG emissions each year to plan for procedure improvement and emission reduction measures through systematic management under ISO 14001 and 14064 standards.</p> <p>c. Implement transition risk management for suppliers and reduce the effects and impacts of climate change on the supply chain through the evaluation system of suppliers, the corporate sustainability commitments of suppliers, and the on-site audits of sustainability performance.</p> <p>d. Include climate-related risks and opportunities in the scope of risk management policy and risk management</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>plan, make examinations and updates on a rolling basis, and regularly convene work meetings and Risk Management Committee meetings to have cross-department discussions and identification of relevant risks.</p> <p>D. Indicators and targets</p> <p>a. Establish KPIs and short-, mid-, and long-term targets of substitute fuels, energy conservation and carbon reduction, and water resource management based on issues of climate-related risks and opportunities that have effects on the Company to strive for minimizing the effects of climate change.</p> <p>b. Regularly perform inventory and disclose the Scope 1 and Scope 2 GHG emission data, evaluate relevant transition risks and countermeasures, and promote the GHG inventory and verification work of the Group step by step.</p> <p>c. Continue to promote energy conservation and carbon reduction measures, including procedure improvement and electricity conservation, and strive to improve operating performance and reduce energy consumption.</p>	

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	Yes	No	Summary												
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(4) Has the Company produced statistics on the GHG emissions, water consumption, and the total weight of waste in the most recent two years and established policies to reduce GHG emissions and water consumption or other waste management policies?	V		(4) A. The main operating location of the Company is the Guan-tian Cogeneration Plant. It commenced the voluntary inventory in 2005, carried out GHG inventory and registration each year, ensured the data accuracy through third-party verifications (in accordance with ISO 14064-1 and ISO 14064-3), and reported and uploaded the GHG inventory report to the platform specified by the competent authority. The Company promotes the GHG inventory and verification in stages according to the “Sustainable Development Roadmap for TWSE/TPEX Listed Companies” of the FSC. It organized the parent company only GHG inventory in 2024, formulated the GHG management policy, established the strategies and reduction targets, and implemented GHG management and carbon reduction behaviors. In addition, the Company also invested in wastewater circulation and recycling, water consumption reduction, and other improvement measures, implemented the waste management plan, organized the internal and external audits each year, and passed the ISO 14001 environmental	

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			<p>management system verification</p> <p>a. GHG emission data and targets: Regarding the GHG emission data and targets in the most recent two years, please refer to Annex 1-1 GHG inventory and assurance in the most recent two years.</p> <p>b. Water consumption: The water consumption was 854.31 million liters and 907.95 million liters in 2023 and 2024, respectively (limited assurance had been performed for the water withdrawal, water discharge, and water consumption of Guan-tian Plant of Taiwan Cogeneration Corporation in 2023). Target: The Company has formulated water conservation plans and the water conservation targets for 2025 based on the water resource management policy in 2024 and implemented them accordingly The water consumption in 2024 was 737.68 million liters, representing a reduction of 9.3 million liters from the average annual water consumption in the three preceding years. The wastewater discharge in 2024 was 47,713 tons, accounting for approximately 6% of the water withdrawal.</p> <p>c. Waste: The waste was 22,492 tons and</p>	

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			<p>22,901 tons in 2023 and 2024, respectively (limited assurance had been performed for the waste output calculated based on the waste categories of Guan-tian Plant of Taiwan Cogeneration Corporation in 2023). Target: The recycling and reuse rate throughout the year exceeds 99.8%; the recycling and reuse rate in 2023 and 2024 exceeded 99.8%.</p> <p>B. Guan-tian Plant of the Company has established its GHG management plan and water resource management plan, which are the highest guiding principles for water resource management of the Company. KPIs for the rate of substitute fuel, energy conservation and water conservation, and waste recycling rate are established each year to realize the energy conservation, carbon reduction, and energy and resource reduction targets. The energy consumption of Taiwan Cogeneration Corporation's headquarters is mainly from purchased electricity. In 2025, it will continue to carry out the electricity conservation plans of the headquarters and Guan-tian Plant to realize the energy conservation and carbon reduction targets. For</p>	

			<p>the water consumption management of Guan-tian Plant, as nearly 99% of the steam from the operation of the cogeneration system can be fully used in the condensation circulation without wasting water resources, the condensed water after the use by procedures is recycled and reused in the cooling towers based on the procedure conditions of steam users to improve the water quality of cooling towers. It is estimated to reduce the use of raw water each year; in 2024, nearly 100,000 tons of water were recycled for water resources to be fully used in circulation. Waste generated by the Guan-tian Plant is non-hazardous waste, including coal waste, domestic waste, sludge, waste insulation materials, and waste refractory materials. Coal ashes that can be reused are recycled for use entirely to produce CLSM that can be used as refilling materials. For waste that cannot be reused, legal companies are engaged for handling according to the Waste Disposal Act, and the recycling and reuse rate exceeds 99.8%. Energy conservation, carbon reduction, and waste management policies are also formulated to continuously implement the philosophy of energy conservation, carbon reduction, and environmental sustainability of the Company.</p>	
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<p>4. Social issues</p> <p>(1) Has the Company established relevant management policies and procedures in accordance with applicable laws and international human rights conventions?</p>	V		<p>4.</p> <p>(1) The Company has established its “Human Rights Policy and Management Procedures.” and formulated concrete management plans for matters of concern related to human rights, including human rights risk mitigation measures, relevant achievement evaluations, and education and training. Apart from formulating various management systems according to labor regulations, we are committed to complying with the “Universal Declaration of Human Rights,” “United Nations Guiding Principles on Business and Human Rights,” “International Covenant on Civil and Political Rights,” “International Covenant on Economic, Social and Cultural Rights,” and other international conventions of human rights to protect rights and interests of employees and the discrimination-free treatment under the employment policy, Except for incorporating the human rights policy into the management systems, the Company also established the “Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace,” “Code of Ethical Conduct,”</p>	<p>No deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.</p>

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(2) Has the Company established and implemented reasonable employee welfare measures (including remuneration, leave, and other benefits), and has employee remuneration appropriately reflected the Company's business results or performance?	V		<p>“Regulations for Human Resources Arbitration Committee,” and relevant requirements, publicly disclosed its “Written Declaration for the Prevention of Illegal Infringement at Workplaces,” and set up the employee complaint system and channels, including human rights protection compliant hotline and mailbox and the whistleblowing hotline and mailbox for the violation of ethics, to protect human rights. For the human rights policy and the concrete management plans of the Company, please refer to Four: Business overview, V.</p> <p>(2) A. The Company has established and implemented reasonable employee welfare measures, including menstrual leave, maternity leave, paternity leave for male employees, and encouragement of childcare leave without pay, formulated the employee retirement system that is more favorable than the Labor Standards Act, provided health inspection subsidies, birth allowances, and marriage allowances, and announced the equivalent welfare system that is offered to same-sex marriages to promote workplace</p>	

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			<p>diversity and equality. As of the end of 2024, there were 44 female employees and 84 male employees. Among the heads of departments and offices, there are 2 female heads and 9 male heads, and female heads account for approximately 18.2%. We provide high-quality and inclusive workplaces, effectively increase the proportion of female members, and implement workplace diversity and equality. In 2024, we organized one workplace illegal infringement prevention education and training for 28 people with a total of 56 hours of learning.</p> <p>B. The Company has established the performance evaluation regulations and the Regulations for the Distribution of Remuneration of Employees (including managers). According to Article 36 of the Company's Articles of Incorporation, if the Company records profits of the year, it shall allocate no less than 0.5% and no more than 1% of such profits as the remuneration of employees and the remuneration of Directors, respectively, and the appropriation ratio of remuneration of Directors may not be higher than the appropriation ratio of remuneration of</p>	

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			<p>employees. In addition, the "Bonus Distribution Regulations" stipulate that performance bonuses in the remuneration of employees include earnings sharing and performance evaluation. Corporate governance, business performance, energy conservation and carbon reduction, and the development of the renewable energy business, as well as sustainable development items, are included in the general targets of the Company to carry out the performance evaluation of managers and employees based on the KPI achievements of departments and the calculation of the bonus formula. The "Remuneration Committee" was also established to monitor performance and remuneration-related systems and realize the link between performance evaluation, performance bonuses and remuneration of employees. The outstanding performance or inappropriate behaviors of employees are managed according to the "Rewards and Punishments Regulations." (Please refer to Four: Business overview, V)</p> <p>C. Annual performance targets for senior</p>	

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			<p>managers: The Company links the ESG indicators with the remuneration of the President and Vice Presidents and incorporates job-related ESG indicators into annual performance targets. The evaluation criteria cover financial indicators (20%), operation management (25%), sustainability performance (30%), corporate governance (10%), and stakeholder communication (15%); senior managers duly supervise the Company in terms of the sustainable corporate development strategy and relevant work promotion to ensure that the sustainability targets of the Company are effectively implemented.</p> <p>D. Remuneration payment principles for heads of departments or offices (inclusive) or above (including the President and Vice Presidents): Performance evaluation: Regarding the KPIs of departments/annual performance targets and individual evaluation scores of senior managers, the weighting ratio will be adjusted annually, subject to the demand. Performance bonuses: The bonuses are calculated based on the results of the performance evaluation, including management bonuses and</p>	

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(3) Does the Company provide employees with a safe and healthy work environment and give them safety and health education on a regular basis?	V		<p>performance bonuses. (1) Management bonuses: The bonuses are calculated based on the EPS budget achievement level of the year by multiplying the performance evaluation score by the salary weight and are distributed based on the weight. (2) Employee bonuses: The bonuses are distributed based on the abovementioned performance evaluation score and the ratio of the employee's annual evaluation score to the salary. (Please refer to Chapter 4 of the Sustainability Report for details)</p> <p>(3) A. The Company provides safe and healthy working environments to employees, regularly implements occupational safety and health and health-related education and training courses for employees, focuses on the health and safety protection of working environments of employees, and has established the "occupational safety management work instruction," "health inspection management work instruction," "dangerous equipment and machinery regular inspection management work instruction," and other work instructions; relevant concrete acts are described as</p>	

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			<p>follows:</p> <p>a. Taipei Office</p> <p>(a) Implement security control on personnel access and 24-hour security. Video surveillance equipment is installed in public areas, such as building elevators and parking lots.</p> <p>(b) The Company entrusts a professional public security company every two years to perform public safety inspections, conducts working environment monitoring twice a year, and conducts fire safety inspections, fire drills, and equipment and environmental safety inspections every year. Fire prevention equipment self-examinations are conducted on a quarterly basis and filed via the certification of a Fire Safety Engineer.</p> <p>(c) Clean each floor, have garbage disposal, and clean public areas on a daily basis. Carpet cleaning and building disinfection are arranged twice a year, and the frequency of cleaning and disinfection can be increased as needed.</p> <p>(d) New employees undergo general, occupational safety and health education</p>	

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			<p>and training courses upon arrival. Occupational safety and health promotion courses are held once a year.</p> <p>(e) Employee health inspections and on-site services of nursing practitioners and physicians are arranged for employees each year to provide health service plan formulation and consultation services. In 2024, individual consultation and health education instructions were provided to 38 employees, and we also won the Healthy Workplace Certification - Health Improvement Label.</p> <p>(f) Clean the offices, common areas, and garbage recycling areas on each floor.</p> <p>(g) Improve the office environment from time to time according to needs, such as increasing the number of environmental patrol inspections, strengthening environmental cleaning, installing toner filters, and adding electric fans.</p> <p>(h) Air filters are installed in each area, and the filter elements are replaced regularly to maintain the health of employees.</p>	

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			<p>b. Guan-tian Plant</p> <p>(a) The Company engages external parties to implement the operation environment monitoring for laborers, including sulfuric acid tank area testing, dust testing, dosage and noise testing, and ammonia tank area testing.</p> <p>(b) The Company commissions a professional institution to conduct regular building public safety inspections and declarations conducts simulations of fire and related disasters twice a year, and implements monthly self-inspection of public dangerous goods security supervision with reporting to the local fire department for reference.</p> <p>(c) The Company has established its “Regulations for Health Inspections,” “Regulations for Regular Inspection of Dangerous Equipment and Machinery, and “confined space (anoxia) management work instruction” and implemented them accordingly to protect employees’ safety and health. It continues to examine and improve on-site environments and regularly organizes work safety meetings</p>	

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			<p>and occupational safety and health education and training courses to ensure labor safety.</p> <p>(d) Implement plant epidemic prevention measures and comprehensive environmental disinfection.</p> <p>(e) Contract with nursing practitioners for on-site services; provide unscheduled healthcare information and formulate annual health service plans; perform grading health management for abnormalities in health inspections, and arrange for plant physicians to provide further health education and evaluation of work allocation as needed. In 2024, a total of 12 sessions of health and health education services were organized.</p> <p>B. Verification status and scope of occupational safety and health:</p> <p>a. Guan-tian Plant introduced the ISO 45001 occupational safety and health management system certification in 2019, completed the renewal verification in 2022 (valid from October 28, 2022 to October 27, 2025), and completed the follow-up audit on August 30, 2024. In addition, the ISO 14001</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>environmental management system was introduced in 2017, the renewal verification was completed (valid from September 19, 2023 to September 19, 2026) in 2023, and the follow-up audit was completed on August 8, 2024.</p> <p>b. Subsidiary Star Energy established the occupational safety and health committee and the environmental safety and health office, introduced zero work safety accident management, and obtained the ISO 14001 environmental management system certification (valid from June 29, 2023 to June 29, 2026). In addition, the renewal verification of the ISO 45001 occupational safety and health management system (valid from June 29, 2023 to June 29, 2026) was completed in 2023. To allow the occupational safety and health system to comply with international requirements, the CNS45001 & TOSHMS occupational safety and health management system certifications were obtained in 2022.</p> <p>C. The occupational injury death rate, severe occupational injury rate, and recordable occupational injury rate of the Company in</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(4) Has the Company developed an effective career development training program for employees?	V		<p>2024 were 0, and it will commit to achieving the target of zero occupational disaster in the future.</p> <p>D. The number of fire cases, number of deaths/injuries, and the ratio of the number of deaths/injuries to the total number of employees of the Company in 2024 were 0. It regularly carries out fire safety inspections and drills each year and implements fire equipment self-inspection on a quarterly basis. Guan-tian Plant implements public dangerous item security supervision self-inspections each month to protect the working environments of employees and ensure their safety.</p> <p>(4) The Company established its “Talent Cultivation and Development Steering Committee” in 2022 to promote the “core human resources training program,” “medium and senior head cultivation program,” and internal function training, assisted with the digital platform to provide various online learning courses. It regularly convenes committee meetings to supervise the training programs, evaluate the achievements, and plan for diverse cultivation methods in response to the career development</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>requirements of employees to create the value of talents.</p> <p>A. Improve the English proficiency of core personnel: In 2024, the Company invited foreign lecturers to open up two classes of physical English conversation classes for half a year with the purpose of improving the English listening and speaking proficiency of employees. Small-size classes were organized every two weeks on a regular basis to improve employees' English conversation abilities. In 2024, there were a total of 197 participants and 296 learning hours.</p> <p>B. Medium and senior head cultivation program: The medium and senior head cultivation program of Taiwan Cogeneration Corporation provides digital and physical courses in the fields of leadership and management, industry trends, sustainable development, and ethical corporate management. In addition, a rotation plan is otherwise established to cultivate the experience of cross-field succession talents of the Company in diverse fields, including project planning, construction management, operation repair and maintenance, and</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>financial analysis, through the duty rotation system apart from the existing expertise.</p> <p>C. Medium and senior head succession planning: The Vice President and heads of departments and offices were promoted after participating in the “medium and senior head cultivation program.” Senior heads also change their working fields through duty changes to have experience in project planning, construction management, operation repair and maintenance, financial analysis, and other experiences and functions required for business management before assuming the duties of senior heads in the hope of helping medium and senior heads to become future successors with cross-field knowledge, innovative thinking, and international viewpoints through a series of professional training.</p> <p>D. Care program for new employees: Before working with the Company for half-year, carry out a questionnaire survey regarding the adaptation to the environment, working and learning, life adjustments, and relationships with partners to collect the feedback and opinions of employees, understand their</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(5) Has the Company complied with relevant laws and regulations and international standards regarding customer health and safety, customer privacy, marketing and labeling of products and services, and established relevant policies and complaint procedures for the protection of consumer rights?	V		<p>working and learning conditions, and arrange individual interviews with HR once a month subject to the requirements so as to provide resources required to assist them in blending in.</p> <p>E. To cultivate medium and senior talents, the Company has established its “subsidy requirements for in-service continuing education for master’s and doctoral degrees in domestic universities and colleges” to improve employees; academic capacity and professional capabilities of their own duties.</p> <p>(5)</p> <p>A. Customer rights and interests policy: The Company adheres to the quality policy of “carefulness, earnest, professional team, and warm services” and implements the PDCA (Plan-Do-Check-Act) procedures for the steam and electricity provided, the investment planning for electricity development and electricity industry-related engineering services, and has obtained the ISO 9001:2015 quality management system certification. To further protect customer health and safety for products and services, the Company plans to formulate the customer service management</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>policy in 2025 to protect the rights and interests of both parties through visits and performance examinations in the hope of establishing favorable cooperation relationships.</p> <p>B. Consumer complaint channels and complaint procedures: Customers' health and safety and customer privacy are subject to relevant laws and regulations. The Company ensures that employees comply with confidentiality when executing their businesses; it has established customer complaint handling procedures to provide whistleblowing hotline and mailbox (please refer to the "stakeholder communication" on the corporate website) to ensure the unblocked customer communication and complaint channels and the timeliness for handling customers' opinions. In 2024, the results of the customer satisfaction survey were 95.4%; there was no damage to customers' rights or interests or customer complaints due to the loss of customer data.</p>	

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and the reasons therefor
	Yes	No	Summary	
(6) Has the Company had a supplier management policy in place to require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, or labor human rights? How is the policy implemented?	V		(6) A. The Company established its supplier management policy, organized the request and procurement procedures according to the ISO 9001:2015, and established the supplier management evaluation system to require suppliers to comply with relevant laws and regulations in terms of environmental protection, occupational safety and health, and labor human rights. It stated in the contracts that suppliers shall comply with the “Labor Standards Act,” “Occupational Safety and Health Act,” “Labor Inspection Act,” “Hazardous Work Place Review and Inspection Rules,” their implementation rules, and relevant regulations. For the procurement of equipment and construction outsourcing, apart from complying with relevant laws and regulations, the Company shall also carefully select suppliers that implement environmental protection, comply with ethical regulations, and protect labor human rights, health and safety, and corporate social responsibility. In 2024, the Company established the “CSR Coded for Suppliers,” included the Code in the contracts, and required all suppliers who enter	

		<p>into contracts to execute the “commitment for corporate social responsibility” to promise to comply with social responsibility, human rights protection, ethical requirements, and environmental protection, and the contract terms may be terminated if they violate any matters related to corporate social responsibility. The execution rate of the commitment to corporate social responsibility in 2024 was 95.2%.</p> <p>B. The Company is committed to improving the sustainable value of the overall supply chain. In 2018, it started to organize supplier ethical corporate management courses, promoted the Code of Ethical Conduct of the Company in e-mails during the price inquiry stage in 2023, and enclosed whistleblowing channels to achieve the purpose of comprehensive promotion. In addition, it established the supplier evaluation system to carry out an evaluation of suppliers in terms of the level of trust, price, quality, and delivery. According to the evaluation results, suppliers are divided into levels A to E, and levels D and E are for unqualified suppliers. In 2024, there were a total of 408 qualified suppliers and 0 unqualified suppliers, according to the evaluation results. There was no supplier that was suspended of rights due to unethical or violating behaviors. To gain an in-depth understanding of the level of implementation</p>	
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Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			of suppliers in terms of commitments to the economy, society, human rights, and environment, the Company promoted the sustainability performance self-evaluation questionnaire and on-site audit to actively fulfill corporate social responsibility together with suppliers. The response rate for the self-evaluation questionnaire in 2024 was 97.8%. Furthermore, starting in 2019, we implemented on-site visits for material suppliers from time to time to confirm the current status of the implementation of corporate social responsibility by suppliers. Unqualified suppliers that were rated based on the abovementioned evaluation system are required to immediately make improvements and propose solutions. In 2024, seven suppliers under the on-site audit complied with the commitment to social responsibility.	
5. Has the Company prepared reports disclosing the Company's non-financial information, such as a Sustainability Report, in accordance with international reporting standards or guidelines? Have the said reports obtained assurance from a third-party verification body?	V		5. (1) The 2023 Sustainability Report published by the Company in 2024 was prepared according to the GRI Standards issued by GRI. (2) The third-party assurance has been completed for the abovementioned report. Ernst & Young carried out the limited assurance based	No deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies.

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			on the TWSAE 3000 “Assurance Cases not the Audit or Review of Historical Financial Information” (established with reference to ISAE 3000) issued by the Accounting Research and Development Foundation, confirmed the compliance with the disclosure principles in the GRI Standards, and issued the limited assurance report of CPAs.	
<p>6. If the Company has established its own Sustainable Development Best Practice Principles in accordance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies," please describe any deviation between its current practices and its Sustainable Development Best Practice Principles: The Company has established its Sustainable Development Best Practice Principles according to the “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies,” and the operations are subject to the requirements, and there is no deviation from the Principles.</p>				
<p>7. Other important information that is helpful in understanding the implementation of sustainable development:</p> <p>(1) The Company publishes its Sustainability Report each year and fully discloses relevant information in the Report, which can be downloaded from MOPS or the Company’s website. (Website: https://esg.cogen.com.tw/tw/Sustainability-Report).</p> <p>(2) The Company’s English and Chinese websites have the sustainable development section in place to disclose the operation of the Sustainability Development Committee, issued concerned by stakeholders, the promotion achievements of sustainable development, ESG news, multimedia section, and other information and provide the Sustainability Report of each year for reference.</p> <p>(3) In 2024, the highlighted sustainable development work promoted by the Company includes: a. operations of the Sustainable Development Committee and the promotion workforces; b. continuous participation in relevant awards; c. implementation of employee care, human rights improvement, cultural and education cooperation, sports promotion, and social participation. The promotion achievements of sustainable development in 2024 are as follows: A. G (governance): Ranked top 6% to 20% among listed companies in the 10th (2023) Corporate Governance Evaluation; won the Top 100 Sustainable Example Enterprises Award and the Sustainability Report Golden Award from the “Taiwan Corporate Sustainability Awards (TSCA),” the 8th place in the Best in Class Group of the “2024 Commonwealth Sustainable Citizen Award,” and the “2024 Commonwealth Talent Sustainability Award”; formulated the “Sustainable Development Committee Charter” and amended the “Procedures for the Preparation and Verification of Sustainability Report”; promoted digital transition and optimized business and administrative procedures to improve operating efficiency; organized the revision and update of the Company’s website and</p>				

Promotion item	Implementation (Note 1)			Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
<p>improved information disclosure.</p> <p>B. E (environmental) - Guan-tian Plant burnt films, SRF, and other recycled fuels to reduce the use of coal and implement the philosophy of circular economy; actively developed PV, wind power, geothermal power, and other renewable energy-related businesses, and supplied an accumulated green power of 600 GWh; in 2024, the green procurement reached NT\$570 million, and was awarded the Green Procurement Outstanding Enterprise by the Ministry of Environment and the Environmental Protection Department, New Taipei City Government; established the GHG management system and organized the GHG inventory work of entities.</p> <p>C.S (social) - Continued to participate in the power grid talent schools, local public welfare road running, and other activities, organized vegetarian day once a month, and continued to participate in the remote township campus service volunteer activities under the Hope Reading Project.</p> <p>(4) The work planning for the promotion of sustainable development of the Company in 2025:</p> <p>A. Complete the “2024 Sustainability Report” by the end of June 2025, obtain the third-party assurance, and issue the English Sustainability Report to improve information disclosure and stakeholder communication; in addition, continue to plan for participation in sustainability-related awards.</p> <p>B. Implement ESG-related KPIs, including energy conservation performance, resource circulation fuel substitution rate, water resource/waste management, green procurement performance, GHG management, PV development, onshore wind power development, renewable energy operation repair and maintenance, renewable energy retailing, ancillary services, low-carbon energy development, customer satisfaction, occupational safety and health performance, human rights risk management, improving corporate governance, risk management, ethical corporate management, and reinforcing human resources and cybersecurity management.</p> <p>C. Continue to implement talent cultivation for the electricity industry, sports promotion and plan for local participation and mid-to-long-term social welfare activities to care for the disadvantaged; evaluate and disclose risks and opportunities to communities, and adopt countermeasures.</p> <p>D. Implement the digital transition promotion strategies and action plans of the Group, regularly examine the implementation achievements of projects, and realize sustainable corporate development.</p> <p>E. The Sustainable Development Committee and workforces continue to operate, examine and plan for the sustainable development promotion work on a rolling basis, promote the link between the remuneration of the Board and the sustainability performance, and align the sustainability-related information disclosure with the boundary of financial statements.</p>				

Note 1: If “Yes” is chosen for the implementation, please describe the material policies, strategies, measures adopted and the implementation status; if “No” is chosen for the implementation, please explain the deviation and the reasons in the “Deviation from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, and the reasons therefor” column and describe the plan to adopt relevant policies, strategies, and measures in the future. However, for promotion items 1 and 2, a listed company shall describe the governance and supervision structure of sustainable development, including but not limited to the management policies, strategy and target formulation, and examination measures. In addition, describe the Company’s risk management policies or strategies for environmental, social, and corporate governance issues related to the operations and the assessment status.

Note 2: The principle of materiality refers to environmental, social, and corporate governance issues that have material effects on the investors and other stakeholders of the Company.

Note 3: Please refer to the "Best Practices Samples" on the website of the Corporate Governance Center of the Taiwan Stock Exchange for the disclosure method.

Climate-related information on TWSE/TPEX Listed Companies

A. Climate-related information implementation status

Item	Implementation status
<p>1. Describe the monitoring and governance of climate-related risks and opportunities by the Board and the management.</p> <p>2. Describe how the identified climate risks and opportunities affect the business, strategy and finance of the Company (short-, medium-, and long-term).</p>	<p>1. The Board is the highest governance body of risk management that is responsible for supervising the operation of the risk management system and ensuring the effectiveness of risk management. There is a Risk Management Committee in place, and the members include the Chairman, President, and Vice President. The Committee is responsible for reviewing the annual risk management plan of the Company, examining the implementation status of risk management, and regularly reporting to the Board and Audit Committee regarding the operation and implementation status of risk management each year.</p> <p>2. Short-term: Changes in regulations and the increase in the occurrence frequency of climate disasters may result in an increase in operating costs and affect construction progress and investment strategies. The government announced the Taiwan 2050 Net Zero Emission Targets and announced the “Climate Change Response Act” in 2023; relevant policies promoted and the domestic and foreign carbon reduction trends are beneficial for the renewable energy-related businesses of the Company. To achieve the target of net zero emissions, the Ministry of Environment announced in 2024 carbon-related regulations and carbon fee charging rates, which are expected to increase the operating costs of power plants. The Company has formulated its self-reduction plan to reduce the impacts on its operation and reduce the overall carbon emissions. Mid-to-long-term: Corporate operating risks increase due to the occurrence probability of extreme weather events and changes in climate models; disclose climate-related financial effects according to the TCFD structure and manage and establish indicators and targets based on governance, strategies, and risks to achieve the effective management of climate change risks and opportunities. Formulate countermeasures and measures, keep abreast of policies and regulations at all times, and adjust corporate management strategies and business</p>

Item	Implementation status
<p>3. Describe the financial impact of extreme weather events and transition actions.</p> <p>4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.</p> <p>5. If scenario analysis is used to assess resilience in the face of climate change risks, the scenarios, parameters, assumptions, analysis factors, and main financial impacts used shall be described.</p>	<p>development directions in due course to ensure sustainable corporate development.</p> <p>3. Extreme weather events (i.e., windstorms, floods, and droughts) may result in overdue constructions or operating losses of power plants. The policy and regulation aspect includes the restriction on the total GHG emissions, stringent air pollution standards, and coal reduction policies, which will increase the equipment update fees and operating costs. The imposition of carbon fees under the law enacted by the government may result in an increase in the operating costs of cogeneration plants, the loss of existing customers, and other transition risks.</p> <p>4. The “risk management policies and procedures” of the Company include investment, operation, management, climate change, and unethical behaviors in the scope of risk management and include the identification, assessment, and management of climate-related risks and opportunities in the annual risk management plan for the Risk Management Committee to review, discuss, and supervise the implementation status and report to the Board and Audit Committee regarding the implementation status each year.</p> <p>5. To connect to the IFRS Sustainability Disclosure Standards (S1 and S2) step by step, the Company identified climate-related transition and physical risks based on the TCFD structure to assess the main financial effects on corporate operations:</p> <p>(1) Financial impacts brought by transition risks to the Company include investment and development losses resulting from changes in policies or regulations, and the increase in the equipment update fees and operating costs in response to the changes in climate change policies and regulations.</p> <p>(2) Financial impacts brought by physical risks to the Company include the increase in the occurrence probability of short-term disasters and extreme weather events, which may cause overdue constructions or result in operating losses of power plants, and the changes in long-term climate models may also cause operating losses of power plants.</p>

Item	Implementation status
<p>6. If there is a transition plan in response to the management of climate-related risks, describe the content of the plan and the indicators and targets used to identify and manage physical risks and transition risks.</p> <p>7. If internal carbon pricing is used as a planning tool, the basis for setting the price shall be stated.</p> <p>8. If climate-related targets are set, the activities covered, the scope of greenhouse gas emissions, the planned schedule, and the progress of each year shall be described; if carbon offsets or renewable energy certificates (RECs) are used to achieve the targets, the source and amount of the carbon offsets or the amount of the RECs shall be described.</p>	<p>In addition, the Company is carrying out the planning for the IFRS S1 and S2 introduction timetable; subsequently, it will complete the quantitative financial effects of climate-related risks within the period prescribed by the competent authority.</p> <p>6. In response to climate risks, the Company is committed to developing high-efficiency and low-pollution power generation models, expanding the development of the renewable energy business, establishing the short-, mid-, and long-term targets for the investment in the installed capacity of renewable energy, as well as KPIs related to energy conservation and carbon reduction, and formulating sustainable environment-related countermeasures in its future business strategies, including the increase in the mixed burning volume of recycled fuels, the reduction in the consumption of coals, the regular repair and maintenance of existing equipment, the evaluation of the renovation of generating units, the improvement in energy and resource consumption efficiency, and the reduction in GHG emissions. In addition, for climate-related risks, formulate management plans and countermeasures and manage climate-related physical risks and transition risks to reduce the effects and impacts on the Company's operations.</p> <p>7. To implement the promotion of carbon reduction, the Company will adopt the increasing trend of domestic carbon fees as the standard to plan for the implementation of the internal carbon pricing system.</p> <p>8. The Company has established its climate adaptation and mitigation policies and relevant KPIs, covering relevant activities required for operations, including energy conservation performance, water conservation achievements, fuel substitution rate, GHG management, and development of renewable energy, and planned for the promotion of net zero carbon transition, air pollution control technologies, waste management, and the maintenance of energy supply stability. For the GHG emission scope, the planned schedule, and the target established, please refer to Table 1-2 below. Apart from developing renewable energy, the Company has established the subsidiary TCC Green Energy</p>

Item	Implementation status
<p>9. Greenhouse gas inventory and assurance, as well as the reduction targets, strategies, and concrete action plans (otherwise filled in 1-1 and 1-2).</p>	<p>Corporation to sell green power, provide green power supply services and REC acquisition services to enterprises.</p> <p>9. An external third-party verification institution is engaged to carry out the external verification work based on ISO14064-1 and requirements of the Ministry of Environment for the parent company only GHG inventory results of Taiwan Cogeneration Corporation, and the external verification of the GHG inventory in 2024 is estimated to be completed in 2025. Subsequently, the GHG inventory report and third-party verification of Taiwan Cogeneration Corporation and its subsidiaries (consolidated financial statements) will be completed by 2026 to carry out the short-, mid-, and long-term carbon reduction planning of the Company so as to realize sustainable corporate development and net zero emission targets.</p>

A.1 GHG inventory and assurance in the most recent two years

A.1.1 Greenhouse Gas Inventory Information

Describe the GHG emissions (tCO₂e), intensity (tCO₂e/NT\$ million), and the scope of data coverage in the most recent two years.

The following table is the GHG inventory information on the Taipei Office of Taiwan Cogeneration Corporation and Guan-tian Plant. The subsidiaries in the consolidated financial statements will complete the inventory and assurance according to the “Sustainable Development Roadmap for TWSE/TPEX Listed Companies.”

Region	Scope/Category	2023	2024
Taipei Office of Taiwan Cogeneration Corporation	Scope 1 (tCO ₂ e)	-	21
	Scope 2 (tCO ₂ e)	-	261
	Scope 3 (tCO ₂ e)	-	40
Guan-tian Plant of Taiwan Cogeneration Corporation	Scope 1 (tCO ₂ e)	336,812	369,235
	Scope 2 (tCO ₂ e)	358	254
	Scope 3 (tCO ₂ e)	-	33
Taiwan Cogeneration Corporation	Emission intensity (tCO ₂ e/ NT\$ million)	142	63

Note: (1) The Taipei Office commenced the GHG inventory in 2024; therefore, only the inventory information of the year is disclosed; the data in 2024 is the internal preliminary inventory data.

(2) The gases in the calculation of the abovementioned Scope 1 and Scope 2 include: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, and NF₃; the Company voluntarily disclose the Scope 3 (Category 3.3) employee commuting emissions, based on the materiality identification of ISO14064-1.

(3) Emission intensity = (Scope 1 + Scope 2)/operating income in the parent company only financial statements. The calculation is made based on the emissions of the Guan-tian Plant in 2023 and the total emissions of Scope 1 and Scope 2 of the Taipei Office and Guan-tian Plant in 2024.

Note 1: Direct emissions (Scope 1, emissions directly from the emissions sources owned or controlled by the Company), indirect emissions from energy (Scope 2, indirect GHG emissions caused by the input electricity, heat, or steam), and other indirect emissions (Scope 3, emissions generated from the Company’s activities that are not indirect emissions from energy but from the emissions sources owned or controlled by other companies).

Note 2: The scope of data coverage of direct emissions and indirect emissions from energy shall be arranged according to the schedule stated in paragraph 2, Article 10 of the Standards, and the information on other indirect emissions may be disclosed voluntarily.

Note 3: GHG inventory standards: Greenhouse Gas Protocol (GHG Protocol) or ISO14064-1 issued by the International Organization for Standardization (ISO).

Note 4: The intensity of GHG emissions may be calculated at product per unit/services or revenue; however, the data calculated based on the revenue (NT\$ million) shall at least be described.

A.1.2 GHG assurance information

Describe the assurance status in the most recent two years up to the publication date of the annual report, including the assurance scope, assurance institution, assurance standards, and assurance opinion.

The following table contains the verification information on Taiwan Cogeneration Corporation's Guan-tian Plant. The Taipei Office of Taiwan Cogeneration Corporation and its subsidiaries will complete the assurance in the consolidated financial statements according to the “Sustainable Development Roadmap for TWSE/TPEX Listed Companies.”

Year	Verification scope	Verification institution	Verification standards	GHG verification statement
2023	Guan-tian Plant of Taiwan Cogeneration Corporation	SGS Taiwan Ltd. (SGS)	<p>Comply with the GHG verification required to be implemented by the following standards:</p> <ul style="list-style-type: none"> • ISO 14064-1:2018/CNS 14064-1:2021 Greenhouse gases Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals • Regulations for the Inventory Registration and Verification of GHG Emissions, Ministry of Environment (2023.09.14) • Guidelines for GHG Emission Inventory (2024 version) • Guidelines for GHG Verification (2010.12) • Relevant requirements of the national GHG registration platform 	
2024		The GHG verification statement has not been obtained on the publication date of the annual report, and the complete verification information will be disclosed on the Company’s website and in the Sustainability Report.		

Note 1: Arrangements shall be made according to the schedule stated in paragraph 2, Article 10 of the Standards. If the Company fails to obtain the complete GHG assurance opinion by the publication date of the annual report, it shall specify that “the complete verification information will be disclosed in the Sustainability Report.” If the Company has not prepared the Sustainability Report, it shall specify that “the complete verification information will be disclosed on the Company’s website” and disclose the complete assurance information in the annual report in the following year.

Note 2: The assurance institution shall comply with the requirements related to the assurance institutions for sustainability reports established by TWSE and TPEX.

Note 3: Please refer to the "Best Practices Samples" on the website of the Corporate Governance Center of the Taiwan Stock Exchange for the disclosure content.

A.2 GHG reduction targets, strategies, and concrete action plans

Describe the base year for GHG reduction and its data, the reduction targets, strategies, and concrete action plans, and the achievements of the reduction targets.

(1) Base year for GHG reduction

The Guan-tian Plant of the Company is an applicable target (batch 2) of the Regulations for GHG Emission Report stated by the Ministry of Environment. The first year (2014) in which it is required to make the report is adopted as the base year. The parent company Taiwan Cogeneration Corporation commenced its parent company only GHG inventory in 2024; therefore, the first year of the inventory (2024) is set as the base year, and the inventory of subsidiaries in the consolidated financial statements will be completed subsequently according to the schedule stated in laws and regulations.

(2) GHG reduction targets, strategies, concrete action plans, and the achievements of the reduction targets.

The Company keeps abreast of climate change issues and domestic and foreign energy trends. It adopted “mitigation” and “adaptation” to mitigate the direct or indirect effects of climate change on the Company’s operations and planned for the Company’s GHG management and promotion measures in response to the target of net zero emissions by 2050 of the government:

- A. Formulate a GHG management system, promote inventory and verification work, and establish a complete database for the benefit of establishing and verifying reduction plans and targets.
- B. Continue to promote energy conservation and carbon reduction measures, including updates of generating units, procedure improvement and electricity conservation, and reduction of energy consumption.
- C. Actively expand renewable energy-related businesses, including investment and development, construction contracting, operation repair and maintenance, green electricity sales, energy storage and ancillary services, and other emerging electricity trading business models.
- D. Evaluate the feasibility of introducing the CCUS, other low-carbon and carbon-negative technologies, and mixed-burning hydrogen by generating units of gas-fired power plants so as to realize a low-carbon transition.

The Company has completed the GHG inventory and verification planning of the Group that the Board approved for future reference in 2022 according to the schedule stated by the competent authority. In 2023, it completed the installation of the internal inventory system and the information system and formulated the Procedures for GHG Inventory. It is estimated to complete the preparation of the 2024 inventory report of Taiwan Cogeneration Corporation (parent company) and the third-party verification by 2025 and complete the GHG inventory report of Taiwan Cogeneration Corporation and its subsidiaries (consolidated financial statements) and the third-party verification by 2026 to carry out the short-, mid-, and long-term carbon reduction planning of the Company so as to realize sustainable corporate development and net zero emission targets.

The achievements of the reduction targets and the annual targets are as follows:

2024 targets	Achievements of 2024 targets	2025 targets	Long-term targets
<p>1. Recycled fuel substitution rate (SRF and films) of Guan-tian Plant $\geq 30\%$</p> <p>2. Average power generation rate of Guan-tian Plant from 2015 to 2024 $\geq 1\%$</p>	<p>1. Complete the emission source identification of the Taiwan Cogeneration Corporation (parent company), install the data collection models and the principles of materiality identification, and carry out the annual inventory work.</p> <p>2. If the recycled substitution rate of the Guan-tian Plant reaches 29.77%, the coal consumption can be reduced by 48,274 tons, equivalent to 97,851tCO₂e. With the carbon emissions of substitute fuels deducted, the GHG emissions reduction benefits were 1,133tCO₂e.</p> <p>3. The average power conservation rate of the Guan-tian Plant from 2015 to 2024 was 1.28% (0.73% in 2024).</p> <p>4. Guan-tian Plant implemented the equipment and generating unit improvement project and saved approximately 88,000kWh of electricity and 2,068 tons of fuel coal, and the carbon reduction was approximately 4,296tCO₂e.</p>	<p>1. The recycled fuel substitution rate (SRF and tires) $\geq 30\%$</p> <p>2. The average power conservation rate from 2015 to 2025 $\geq 1\%$</p> <p>3. With 2014 as the base year, the carbon emissions/NT\$ million (parent company) of the Guan-tian Plant of Taiwan Cogeneration Plant will be reduced by 35% in 2025.</p>	<p>1. With 2014 as the base year, the carbon emissions/NT\$ million (parent company) of the Guan-tian Plant of Taiwan Cogeneration Plant will be reduced by 50% in 2030.</p> <p>2. The average power conservation rate from 2015 to 2030 $\geq 1\%$</p>

Note 1: It shall be arranged in accordance with the schedule stated in paragraph 2, Article 10 of the Standards.

Note 2: The base year shall be the year in which the inventory is completed based on the boundary for the consolidated financial statements. For instance, according to paragraph 2, Article 10 of the Standards, a company with a capital of NT\$10 billion or above shall complete the inventory of the 2024 consolidated financial statements in 2025; therefore, the base year is 2024. If the Company has completed the inventory of the consolidated financial statements early, the earlier year may be the base year. In addition, the data in the base year may be calculated at the average value of a single year or over multiple years.

Note 3: Please refer to the "Best Practices Samples" on the website of the Corporate Governance Center of the Taiwan Stock Exchange for the disclosure content.

(8) Implementation of ethical management, any deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies, and the reasons therefor

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
<p>1. Establishment of ethical management policies and plans</p> <p>(1) Has the Company established an ethical management policy, is it approved by the Board, and explicitly specified the Company's policies and practices on ethical management, as well as the commitment of the Board and senior management to actively implement management policies in its regulations or external documents?</p>	V		<p>1.</p> <p>(1) The Company amended relevant provisions in its "Ethical Corporate Management Best Practice Principles" according to the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies" amended and announced by the TWSE on May 23, 2019, and the amendments were submitted to and approved by the 14 meetings of the 10th session of the Board on August 12, 2019. In addition, it has also established the "Procedures for Ethical Management and Guidelines for Conduct" and "Code of Ethical Conduct," which are regularly examined and amended to specify the ethical corporate management policies and practices of the Company. The Company stated in relevant requirements that employees may not provide or accept any form of unjust benefits when executing businesses, and it required Directors, managers, and employees to comply with the ethical corporate management policy to realize the commitment to ethical corporate management; relevant information is disclosed on the Company's website and in the Sustainability Report.</p>	<p>No deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies.</p>

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(2) Has the Company developed an assessment mechanism for the risk of unethical conduct, analyzed and assessed the business activities with a higher risk of unethical conduct within the business scope on a regular basis, and established a program for the prevention of unethical conduct accordingly, which at least cover preventive measures against the acts set forth in paragraph 2, Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies"?	V		(2) The Company carries out the risk assessment of unethical behaviors each year, analyzes and assesses operating activities with higher risks of unethical behaviors, and formulates the audit plan for subsequent audits accordingly. The scope shall include the preventive measures of behaviors in the subparagraphs in Article 7 of the "Ethical Corporate Management Best Practice Principles." The "Procedures for Ethical Management and Guidelines for Conduct," "Code of Ethical Conduct," "Regulations for Whistleblowing of Unethical Conduct," "Procedures for Handling Material Inside Information," "Personnel Management Rules," and other plans to prevent unethical behaviors.	
(3) Has the Company had operating procedures, behavioral guidelines, punishment and complaint systems specified in the program for the prevention of unethical conduct? Are they thoroughly implemented? Is the said program regularly reviewed and amended?	V		(3) The "Ethical Corporate Management Best Practice Principles" stated the ethical corporate management policy and concrete practices, and the "Procedures for Ethical Management and Guidelines for Conduct," "Code of Ethical Conduct," and "Procedures for Handling Material Inside Information" were established to regularly carry out relevant education and training for Directors, managers, and employees. In addition, the "Regulations for Whistleblowing of Unethical Conducts" were also in place to establish the whistleblowing system and compliant channels for anonymous reports; arrangements are made	

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			according to the "Rewards and Punishments Regulations" when relevant requirements are violated. The Company's plans and procedures to prevent unethical behaviors are regularly examined and amended in accordance with the revision of relevant regulations.	
<p>2. Implementation of ethical corporate management</p> <p>(1) Has the Company evaluated the record of the integrity of its counterparts and specified ethical behavior clauses in the contracts signed with the counterparts?</p> <p>(2) Has the Company set up a dedicated department subordinate to the Board to promote ethical corporate management, and has the department reported the Company's ethical corporate management policies and programs for the prevention of unethical behaviors as well as their supervision and implementation to the Board (at least once a year)?</p>	<p>V</p> <p>V</p>		<p>2.</p> <p>(1) The Company has established a comprehensive "Supplier Management Evaluation System" and specified in the contracts entered into with counterparties that the contracts may be terminated at any time if any unethical behavior is involved. If any commission, rebates, or other unjust benefits are accepted, inform the Company immediately, provide relevant evidence, and cooperate with the investigation. Whistleblowing systems and channels are in place.</p> <p>(2) The Company established its "Ethical Corporate Management Best Practice Principles," which were approved by the Board. It is stated that sufficient resources and competent personnel shall be allocated to the Legal Affairs Office, as it is the dedicated department to promote ethical corporate management. The Office shall report to the Board at least once a year regarding the ethical corporate management policies, plans to prevent unethical behaviors, and the implementation status of</p>	No deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies.

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>supervision. The implementation status in 2024 was reported at the 13th meeting of the 12th session of the Board on March 13, 2025, and the operations were compliant with the Company's Ethical Corporate Management Best Practice Principles. The implementation status of ethical corporate management in 2024:</p> <p>A. Education and training: Please refer to II.(V).</p> <p>B. Legal compliance advocacy: To implement ethical corporate management advocacy, the Company regularly requires the heads of departments to promote the Ethical Corporate Management Best Practice Principles, Code of Ethical Conduct, Regulations for Preventing Insider Trading, and relevant laws and regulations to employees at the head meetings while department heads confirm that employees understand relevant requirements through department meetings.</p> <p>The Directors and managers of the Company have issued the statement to comply with the ethical corporate management policy. When new Directors and managers assume their positions, the Company provides the "Insider Regulation Promotion Handbook," which includes the reporting obligations of insiders and the prohibition of insider trading, and it dispatches</p>	

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
			<p>legal compliance promotion e-mails to insiders on a monthly basis. The Company requires employees to comply with the ethical corporate management policy in the employment conditions and includes ethical corporate management-related regulations/specifications in the education, training, and statements for new employees, and includes them as matters that new employees shall voluntarily read and acknowledge.</p> <p>C. Regular examination: The Company carries out assessments of possible risks of unethical behaviors of different operating activities each year, conducts the internal control system assessment each year, and the audit department is responsible for the independent audit and reporting the results to the Board to ensure the effectiveness of the overall system.</p> <p>D. Whistleblowing system: The Company has established the whistleblowing regulations for unethical behaviors, provided concrete whistleblowing systems, has a hotline, e-mail, and other whistleblowing channels in place, accepts anonymous reports, protects the identity of whistleblowers, and duly handles whistleblowing events according to the requirements to promote ethical corporate management.</p> <p>In 2024, there was no whistleblowing event</p>	

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(3) Has the Company formulated policies to prevent conflicts of interest, provided appropriate channels for communication, and implemented them thoroughly?	V		related to ethical corporate management. (3) The Company formulated the policy to prevent the conflicts of interest, stated the recusal for the conflicts of interest and the prevention of conflicts of interest in the “Ethical Corporate Management Best Practice Principles,” “Rules of Procedure of Board Meetings,” and “Personnel Management Rules,” established its whistleblowing regulations, appointed a dedicated department and personnel to accept whistleblowing, provided whistleblowing hotline- e-mail, and other complaint channels, and accepted anonymous reports for implementation accordingly.	
(4) Has the Company established an effective accounting system and internal control system to implement ethical corporate management, and has the internal audit department drawn up relevant audit plans based on the assessment results for the risk of unethical behaviors and performed the audit of compliance with the program for the prevention of unethical behaviors accordingly, or commissioned CPAs to do so?	V		(4) The Company has established an effective accounting system and internal control system. The internal audit department formulates relevant audit plans based on the assessment results for the risks of unethical behaviors, and the departments carry out the identification of the level of impacts of risks and the internal control self-evaluation based on the internal control items. Then, the audit department will carry out the audit and report to the Board. The audit results for the ethics and integrity of the Company in 2024 were reported in the audit report submitted at the 13th meeting of the 12th session of the Board on March 13, 2025.	

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(5) Has the Company organized internal and external training on ethical corporate management on a regular basis?	V		(5) The Company regularly organizes ethical corporate management education and training. The “Insider Trading and Corporate Governance” and "Establishment of Compliance Systems with the New Gender Equality Act and Ethical Corporate Management” organized in 2024 invited attorneys at law, judges, and other external lecturers to carry out education, training, and promotion for the prevention of insider trading, ethical corporate management, and legal compliance, with a total of 6 hours, and the participants include Directors, managers, employees, and trustees, totaling 90 persons.	
3. Operation of the Company's whistleblowing system			3.	No deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies.
(1) Has the Company established specific whistleblowing and reward systems, created a convenient channel for whistleblowing, and assigned appropriate dedicated personnel to reported subjects?	V		(1) The Company has established whistleblowing regulations and set up a whistleblowing mailbox, whistleblowing hotline, stakeholder mailbox, and other communication and complaint channels. Whistleblowing cases are handled by dedicated personnel after they are accepted.	
(2) Has the Company established standard operating procedures for the investigation of reported matters, specified follow-up measures to be taken after the investigation is completed, and developed relevant confidentiality mechanisms?	V		(2) The Company has established whistleblowing regulations, established standard operating procedures for investigations and related confidentiality mechanisms, and accepts anonymous whistleblowing. After a case is accepted, it will be properly handled in accordance with relevant regulations. There was no whistleblowing incident in 2024.	

Evaluation item	Operation (Note)			Deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the reasons therefor
	Yes	No	Summary	
(3) Has the Company taken measures to protect whistleblowers from improper treatment due to whistleblowing?	V		(3) The Company has established whistleblowing regulations, including measures to protect the whistleblower from improper treatment due to whistleblowing, and anonymous whistleblowing is accepted.	
4. Enhancement of information disclosure Has the Company disclosed its Ethical Corporate Management Best Practice Principles and the achievements of their implementation on its website and the MOPS?	V		4. The Company has established its Ethical Corporate Management Best Practice Principles, which are disclosed on the Company's website and the MOPS.	No deviation from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies.
5. If the Company has established its own Ethical Corporate Management Best Practice Principles in accordance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies," please describe any deviation between its current practices and its Ethical Corporate Management Best Practice Principles: The Company has established its Ethical Corporate Management Best Practice Principles, which are implemented in accordance with the regulations. The Company's operations have no deviation from the Principles.				
6. Other important information that is helpful in understanding the implementation of the Company's ethical corporate management: (i.e., the Company examines and amends the Ethical Corporate Management Best Practice Principles it established) (1) On March 13, 2025, the Legal Affairs Office reported the implementation of ethical corporate management to the Board, including policy implementation, system establishment, training activities, and whistleblowing channels. The operation was conducted in accordance with the Ethical Corporate Management Best Practice Principles, and there was no deviation. (2) In accordance with the amendments to the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies" of the competent authority, the Company examined and amended its "Procedures for Ethical Management and Guidelines for Conduct," which was submitted to and approved by the 14th meeting of the 11th session of the Board on December 23, 2021. Pursuant to Article 8 of the Company's "Ethical Corporate Management Best Practice Principles," all Directors and managers have issued a statement stating their compliance with the ethical corporate management policy. (3) The Company's 9th Sustainability Report was published in June 2024 to disclose/promote the Company's ethical corporate management policy and related channels for whistleblowing and complaints. It has set up a section of ethical corporate management on the Company's website to establish healthy communication channels with stakeholders, and the relevant results also received a warm welcome from external parties.				

Note: Provide the description in the summary column regardless of "Yes" or "No" selected under the operation.

- (9) Other important information that allows for a better understanding of the implementation of the Company's corporate governance:
- A. Starting from 2016, the Company's score for the corporate governance evaluation remained at the top 20% among over 900 listed companies, and it was ranked top 5% in 2017, 2019, 2020, and 2021 and ranked top 6% to 20% in 2023. In addition, it also won the Top 100 Sustainable Example Enterprises Award and the Sustainability Report Golden Award from the "Taiwan Corporate Sustainability Awards (TSCA)," the 8th place in the Best in Class Group of the "2024 CommonWealth Sustainable Citizen Award," and the "2024 CommonWealth Talent Sustainability Award," and was awarded the Green Procurement Outstanding Enterprise by the Ministry of Environment. The Company is committed to becoming a benchmark enterprise for corporate governance and ethical corporate management.
 - B. Implementation status of intellectual property management:
 - a. The Company has formulated the "Regulations for Intelligent Property Management" related to trade secrets and other intellectual property rights in accordance with the Company's operating targets and business model, which were approved by the Board on December 22, 2020. Starting from 2021, matters related to intellectual property management are reported to the Board at least once a year.
 - b. The management of trade secrets has been implemented in accordance with the regulations of the Regulations for Intelligent Property Management and regulated in the labor contracts with employees; the related matters of intellectual property management have been reported to the Board on November 11, 2024.
 - C. The Company provides and assists the Board in participating in continuing education courses from time to time. Directors all meet the requirement of 12 hours for new Directors and 6 hours for re-appointed Directors under the "Guidelines for the Promotion of Directors' Continuing Education." In 2024, the average number of continuing education hours for Directors reached 8.47 hours. For further information, please refer to the Company's website (<https://esg.cogen.com.tw/tw/directors>) and MOPS (<https://mops.twse.com.tw/mops/web/t100sb07>).

(10) The implementation status of the internal control system shall disclose the following matters:

A. Statement of Internal Control

Taiwan Cogeneration Corporation
Statement of Internal Control System

Date: March 13, 2025

The Company states the following with regard to its internal control system in 2024 based on the self-evaluation results:

1. The Company is fully aware that the establishment, implementation, and maintenance of the internal control system are the responsibility of the board of directors and management. The Company has established such a system. The purpose is to reasonably ensure the achievement of goals with respect to the effectiveness and efficiency of business operations (including profitability, performance and security of assets), reliability, timeliness and transparency of financial reporting, and compliance with relevant regulatory requirements.
2. An internal control system has inherent limitations. No matter how perfect the system's design is, an effective internal control system can only provide reasonable assurance for the attainment of the three goals described above. Its effectiveness may vary due to changes in circumstances. However, the company's internal control system is designed with a self-monitoring mechanism, so the Company will take immediate action once a deficiency is identified.
3. The Company determines if the design and implementation of its internal control system are effective based on the criteria provided in the Regulations Governing the Establishment of Internal Control System by Publicly Listed Companies (hereinafter referred to as the "Regulations"). The "Regulations" divide internal control into five elements based on the process of management control: 1. Control Environment, 2. Risk Assessment, 3. Control Activities, 4. Information and Communication, and 5. Monitoring Activities. Each element contains several items. For the said items, please refer to the "Regulations."
4. The Company has evaluated the effectiveness of the design and implementation of its internal control system based on the aforesaid criteria.
5. Based on the results of the aforementioned evaluation, the Company is confident that its internal control system (including its supervision and management over subsidiaries) as of December 31, 2024, was effective in design and implementation and able to reasonably assure the attainment of goals with respect to operating effectiveness and efficiency, reliable, timely and transparent financial reporting, and compliance with relevant regulatory requirements.
6. This statement constitutes an important part of the annual report or prospectus of the Company and becomes available to the public. Any false representation or concealment in this Statement shall be subjected to legal consequences as stipulated in Articles 20, Article 32, Article 171 and Article 174 of the Securities and Exchange Act.
7. This statement has been passed at the Board meeting held on March 13, 2025 with none of the attending Directors voicing any dissenting view to the content of this statement.

Taiwan Cogeneration Corporation

Chairman: Shun-I Huang Signature and seal

President: Yi-Tong Chen Signature and seal

B. CPA Review Report shall be disclosed from the CPAs commissioned to review the internal control system: None.

(11) Important resolutions of the shareholders' meeting and the Board in the most recent year and up to the publication date of the annual report:

Date	Meeting	Resolution
March 13, 2024	Board meeting	<ol style="list-style-type: none"> 1.Approved the 2023 business report and financial statements. 2.Approved the proposal for the earnings distribution for 2023: shareholder dividends - cash of NT\$1.93/share. 3.Approved the “Statement of Internal Control System” dated December 31, 2023. 4.Approved the proposal for the amendments to the “Rules Governing Financial and Business Matters with Related Parties.” 5.Approved the proposal for the amendments to the “Rules of Procedure of Board Meetings.” 6.Approved the proposal for the amendments to the “Audit Committee Charter.” 7.Approved the proposal for the release of the non-competition restrictions of Directors. 8.Approved the matters related to the convening of the annual shareholders’ meeting. 9.Approved the proposal for the distribution of the total remuneration of employees and Directors for 2023
May 9, 2024	Board meeting	<ol style="list-style-type: none"> 1.Approved the proposal for the sales of 51% of shares of Yi Yuan Corporation held by the Company to Fabulous Power Co., Ltd.. 2.Approved the 2024 Q1 consolidated financial statements. 3.Approved the “Internal Control Implementation Status Follow-up Report Control List.” 4.Approved the 2024 Sustainability Report. 5.Approved the proposal for the authorization of the Chairman for establishing matters related to the ex-dividend base day for cash dividends for 2023. 6.Approved the proposal for the distribution of remuneration of Directors for 2023. 7.Approved the proposal for the adjustments to the board wages of employees. 8.Approved the proposal for the distribution of remuneration of employees to managers for 2023.
May 31, 2024	Annual shareholders’ meeting	<ol style="list-style-type: none"> 1.Ratification of the 2023 business report and financial statements. Implementation status: Carry out the ratification for earning distribution. 2.Ratification of the proposal for the earning distribution for 2023. Implementation status: The Board resolved that July 7, 2024 is the ex-dividend base day. Due to the effects of work suspension for two consecutive days caused by a typhoon, the cash dividends of NT\$1,409,444,260 were distributed on July 29, delayed from July 25, 2024 set initially, with a distribution of NT\$1.93 per share. 3.Approved the proposal for the release of the non-competition restrictions of Directors. Implementation status: The non-competition restrictions of new Directors are released.
August 9, 2024	Board meeting	<ol style="list-style-type: none"> 1.Approved the 2024 Q2 consolidated financial statements. 2.Approved the proposal for the amendments to the internal control system in 2024.
November 11, 2024	Board meeting	<ol style="list-style-type: none"> 1.Approved the 2024 Q3 consolidated financial statements. 2.Approved the “Internal Control Implementation Status Follow-up Report Control List.” 3.Approved the “company's future business strategies from 2025 to 2029” of the Company.

Date	Meeting	Resolution
December 20, 2024	Board meeting	<ol style="list-style-type: none"> 1.Approved the 2025 business plan and budget. 2.Approved the proposal for the CPA evaluation and appointment for 2025. 3.Approved the issuance of a letter of financial support to Hamaguri Co., Ltd. by the Company. 4.Approved the 2025 regular audit plan. 5.Approved the “implementation achievements of the general targets for 2024” and the “general targets for 2025 (draft).” 6.Approved the proposal for the performance bonuses and salary adjustmentsfor 2024.
February 17, 2025	Board meeting	<ol style="list-style-type: none"> 1.Approved the proposal for the lease of the Taipei Office. 2.Approved the proposal for the release of the non-competition restrictions of managers. 3.Approved the proposal for the release of the non-competition restrictions of Directors. 4.Approved the meeting date of the 2025 annual shareholders’ meeting and matters related to the proposal and nomination. 5.Approved the proposal for the amendments to the “Nomination Committee Charter.”
March 13, 2025	Board meeting	<ol style="list-style-type: none"> 1.Approved the 2024 business report and financial statements. 2.Approved the proposal for the earnings distribution for 2024: shareholder dividends - cash of NT\$2.1/share. 3.Approved the “Statement of Internal Control System” dated December 31, 2024. 4.Approved the proposal for the amendments to the “Corporate Governance Best Practice Principles.” 5.Approved the proposal for the amendments to the “Guidelines for the Promotion of Directors’ Continuing Education.” 6.Approved the proposal for the amendments to the “Articles of Incorporation.” 7.Approved the proposal for the amendments to the “Regulations for the Distribution of Remuneration of Employees.” 8.Approved the proposal for the amendments to the “Regulations for Performance Evaluation of the Board.” 9.Approved the proposal for the amendments to the “Regulations for Employees’ Salaries.” 10.Approved the proposal for the distribution of the total remuneration of employees and Directors for 2024 11.Approved the adjustments to the performance bonuses for 2024.

(12) The main content of any dissenting opinion from a Director with respect to a material resolution adopted by the Board which has been on record or stated in writing in the most recent year and up to the publication date of this annual report: None.

4. Information on CPA fees

Information on CPA fees

Unit: NT\$ thousand

Name of CPA Firm	Name of CPAs	Audit period	Audit fees	Non-audit fees	Total	Remarks
Deloitte Taiwan	Chao-Mei Chen	2024	3,945	1,100	5,045	
	Cheng-Chuan Yu					

Please describe the content of non-audit services: (i.e., tax certification, assurance, or other financial consultation services)

Tax certification of NT\$540 thousand, the Taipower audit contact letter of NT\$240 thousand, the transfer pricing report of NT\$150 thousand, non-supervisor salary audits of NT\$40 thousand, XBRL of NT\$50 thousand, reading of the annual report of NT\$40 thousand, and the business tax adjustment audit for dual-status a business entity of NT\$40 thousand.

Note: If the Company replaces its CPAs or CPA firm during the year, please set out the audit period separately, describe the replacement reason in the remarks column, and disclose the information on audit and non-audit fees paid based on the sequence. For non-audit fees, the service content shall be described in the note.

5. Replacement of CPAs

The Company did not change its CPAs in the most recent 2 years.

6. If any of the Company's Chairman, President, or managers in charge of financial or accounting affairs being employed by the CPA firm or any of its affiliates in the most recent year, the name, title, and the period in which he/she hold positions in the CPA firm or its affiliates shall be disclosed. The affiliates of the CPA firm refer to companies or institutions in which CPAs of the CPA firm hold over 50% of shares or obtain over half of the Directors' seats or those that are listed as affiliates in the data published or printed by the CPA firm to external parties: None.

7. Transfer of equity and changes in equity pledge by a Director, supervisor, manager, or shareholder with a stake of more than 10% in the most recent year and up to the publication date of this annual report. If the counterparty of an equity transfer or equity pledge is a related party, the name of the counterparty, the relationship with the Company, Directors, supervisors, and shareholders with over 10% shareholdings, and the number of shares obtained or pledged shall be disclosed.

(1) Changes in the equity of Directors, managers, and major shareholders

Unit: share

Title (Note 1)	Name	2024		As of March 31, 2025	
		Increase (decrease) in the number of shares held	Increase (decrease) in the number of shares pledged	Increase (decrease) in the number of shares held	Increase (decrease) in the number of shares pledged
Major shareholder	Taiwan Power Company	-	-	-	-
Chairman	Representative: Shun-I Huang	-	-	-	-
Director	Representative: Jenn-Yeong Wang	-	-	-	-
Director	Representative: Sheng-Jen Hsiao	-	-	-	-
Director	Representative: Ming-Teh Chiang	-	-	-	-
Director	Representative: Ching-Hung Cheng	-	-	-	-
Director	Representative: Yun-Chun Wang	-	-	-	-
Director	Jian Sheng Investment Co., Ltd.	-	-	-	-
Director	Representative: Kuo-Hsiang Chao	-	-	-	-
Director	Yuan Jun Investment Co., Ltd.	-	-	-	-
Director	Representative: Sheng-Chun Wang	-	-	-	-
Director	TECO Electric & Machinery Co., Ltd.	-	-	-	-
Director	Representative: Sung-Pin Chang	-	-	-	-
Director	Formosa Heavy Industries Corporation	-	-	-	-
Director	Representative: Yu-Feng Huang	-	-	-	-
Independent Director	Han-Shen Li	-	-	-	-
Independent Director	Ji-Sheng Ye	-	-	-	-
Independent Director	Jiann-Fuh Chen	-	-	-	-
President	Yi-Tong Chen	-	-	-	-
Vice President	Shuh-Sen Lin	-	-	-	-
Corporate Governance Officer	Yen-Ling Chen	-	-	-	-
Chief of Finance/Accounting	Shang-Heng Chou	-	-	-	-

Note 1: Shareholders holding more than 10% of the total shares of the Company shall be identified as major shareholders and listed separately.

Note 2: If the counterparty in the transfer or pledge of shares is a related party, the following table shall also be completed.

(2) Information on share transfer: None.

(3) Information on share pledged: None.

8. Relationship among the top ten shareholders:

Name (Note 1)	Shares held by the shareholder		Shares held by spouse and minors		Total shares held in the name of others		The names and relationships of the top ten shareholders who are related, spouses, or relatives within the 2nd degree of kinship to each other. (Note 3)		Remarks
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Name (or name)	Relationship	
Taiwan Power Company	200,918,361	27.51%	-	-	-	-	None	None	-
Representative: Shun-I Huang	-	-	-	-	-	-	None	None	-
Representative: Jenn-Yeong Wang	-	-	-	-	-	-	None	None	-
Representative: Sheng-Jen Hsiao	-	-	-	-	-	-	None	None	-
Representative: Ming-Teh Chiang	-	-	-	-	-	-	None	None	-
Representative: Ching-Hung Cheng	-	-	-	-	-	-	None	None	-
Representative: Yun-Chun Wang	-	-	-	-	-	-	None	None	-
Jian Sheng Investment Co., Ltd.	19,141,591	2.62%	-	-	-	-	None	None	-
Representative: Kuo-Hsiang Chao	-	-	49,066	0.01%	-	-	None	None	-
Ta Ya Electric Wire & Cable Co., Ltd.	18,509,151	2.53%	-	-	-	-	None	None	-
Responsible person: Shang-Hong Shen	-	-	-	-	-	-	None	None	-
TECO Electric & Machinery Co., Ltd.	12,217,245	1.67%	-	-	-	-	None	None	-
Representative: Sung-Pin Chang	-	-	2,786	-	-	-	None	None	-
Yue-Yin Wang Hong	10,004,681	1.37%	-	-	-	-	None	None	The spouse of Lian-Yuan Wang
Hanbo Investment Co., Ltd.	9,618,891	1.32%	-	-	-	-	None	None	-
Responsible person: Yi-Hsien Chen	21,000	-	-	-	-	-	None	None	-
Formosa Heavy Industries Corporation	9,602,567	1.31%	-	-	-	-	None	None	-
Representative: Yu-Feng Huang	-	-	-	-	-	-	None	None	-
Advanced Aggregate International Stock Index in the custodianship of JPMorgan Chase Bank	6,142,810	0.84%	-	-	-	-	None	None	-
Responsible person: Kuo-Wei Chien	-	-	-	-	-	-	None	None	-
Vanguard's Emerging Market Stock Index Fund Investment Account in the custody of JPMorgan Chase Bank, Taipei Branch	5,811,192	0.8%	-	-	-	-	None	None	-
Responsible person: Kuo-Wei Chien	-	-	-	-	-	-	None	None	-
Yue-Hsia, Yan	5,740,915	0.79%	-	-	-	-	None	None	Responsible person, Jian Sheng Investment Co., Ltd.

Note 1: All of the top ten shareholders shall be listed. For corporate shareholders, the names of the corporate shareholders and the representative shall be listed separately.

Note 2: The calculation of shareholding is the shareholding calculated for the shareholder, his/her spouse, minors, or in the name of others.

Note 3: The shareholders above include corporations and natural persons, and their relationships shall be disclosed according to the Regulations Governing the Preparation of Financial Reports by Securities Issuers.

9. The number of shares held by the Company, the Directors, and managers thereof, and the companies directly or indirectly controlled thereby in the same investee, and the consolidated shareholding ratio.

Consolidated shareholding ratio

Unit: share; %; March 31, 2025

Investee	Investment of the Company		Investment of Directors, supervisors, managers, and the companies directly or indirectly controlled thereby		Consolidated investments	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
Star Energy Corporation	142,708,896	100.00	-	-	142,708,896	100.00
Sun Ba Power Corporation	516,000,000	43.00	-	-	516,000,000	43.00
Star Energy Power Corporation	121,500,000	40.50	-	-	121,500,000	40.50
Star Buck Power Corporation	136,200,000	41.27	-	-	136,200,000	41.27
Ta-Yuan Cogen Co., Ltd.	35,833,827	29.31	-	-	35,833,827	29.31
Taiwan Cogeneration International Corporation (Note)	22,260,000	100.00	-	-	22,260,000	100.00
Kuo Kuang Power Co., Ltd	114,730,000	35.00	-	-	114,730,000	35.00
KHH Arena Corporation	20,000,000	8.00	-	-	20,000,000	8.00
TCC Green Energy Corporation	10,500,000	100.00	-	-	10,500,000	100.00
Shin Kuang Electric Energy Co., Ltd.	-	-	8,000,000	100.00	8,000,000	100.00
Star Wind Corporation	-	-	51,787,000	100.00	51,787,000	100.00
Star Solar Corporation	-	-	24,000,000	100.00	24,000,000	100.00
Miaoli Wind Co., Ltd.	51,400,000	100.00	-	-	51,400,000	100.00
Hamaguri Co., Ltd.	10,000,000	100.00	-	-	10,000,000	100.00
Zhongwei Energy Co., Ltd.	1,911,000	1.19	-	-	1,911,000	1.19
Redondo Peninsula Energy, Inc.	-	-	8,446,047	25.00	8,446,047	25.00

Note: Refer to a subsidiary of the Company registered in the BVI.

III. Fundraising

1. Capital and shares

(1) Source of share capital

Unit: share; NT\$; March 31, 2025

Year/ month	Issuance price	Authorized capital		Paid-in capital		Remarks		
		Number of shares	Amount	Number of shares	Amount	Source of share capital	Property other than cash as payment for share payment	Others
1992.5	10	100,000,000	1,000,000,000	100,000,000	1,000,000,000	Cash on full payment received 1,000,000,000	None	Founding capital
1997.4	10	150,000,000	1,500,000,000	126,300,000	1,263,000,000	Capital increase in cash 263,000,000	None	1997.4.24 (86) Tai-Cai- Zheng-(Yi) No. 31300
1999.10	10	150,000,000	1,500,000,000	132,615,000	1,326,150,000	Capital increase from earnings 63,150,000	None	1999.10.14 (88) Tai-Cai- Zheng-(Yi) No. 90419
2000.10	10	400,000,000	4,000,000,000	138,078,900	1,380,789,000	Capital increase from earnings 54,639,000	None	2000.10.25 (89) Tai-Cai- Zheng-(Yi) No. 88188
2001.4	13	400,000,000	4,000,000,000	228,078,900	2,280,789,000	Capital increase in cash 900,000,000	None	2001.01.17 (90) Tai-Cai- Zheng-(Yi) No. 104641
2001.9	10	400,000,000	4,000,000,000	253,695,179	2,536,951,790	Capital increase from earnings 256,162,790	None	2001.8.7 (90) Tai-Cai- Zheng-(Yi) No. 150363
2002.8	10	400,000,000	4,000,000,000	285,008,600	2,850,086,000	Capital increase from earnings 313,134,210	None	2002.7.9 (91) Tai-Cai- Zheng-(Yi) No. 0910137698
2002.9	11	400,000,000	4,000,000,000	315,008,600	3,150,086,000	Capital increase in cash 300,000,000	None	2002.6.25 (91) Tai-Cai- Zheng-(Yi) No. 0910132977
2004.5	10	400,000,000	4,000,000,000	319,750,251	3,197,502,510	Conversion of corporate bonds 47,416,510	None	2004.6.11 Tai-Zheng- Shang-Zi No. 09300137761
2004.8	10	400,000,000	4,000,000,000	321,975,242	3,219,752,420	Conversion of corporate bonds 22,249,910	None	2004.9.23 Tai-Zheng- Shang-Zi No. 0930024831
2004.10	10	400,000,000	4,000,000,000	348,127,630	3,481,276,300	Capital increase from earnings 261,523,880	None	2004.10.12 Tai-Zheng- Shang-Zi No. 0930026376
2005.2	10	400,000,000	4,000,000,000	357,338,614	3,573,386,140	Conversion of corporate bonds 92,109,840	None	2005.3.2 Tai-Zheng- Shang-Zi No. 09400048971
2005.4	10	400,000,000	4,000,000,000	385,540,155	3,855,401,550	Conversion of corporate bonds 282,015,410	None	2005.5.9 Tai-Zheng- Shang-Zi No. 09400120171
2005.8	10	400,000,000	4,000,000,000	397,127,283	3,971,272,830	Conversion of corporate bonds 115,871,280	None	2005.8.22 Tai-Zheng- Shang-Zi No. 0940024009
2005.10	10	400,000,000	4,000,000,000	398,870,400	3,988,704,000	Conversion of corporate bonds 17,431,170	None	2005.10.25 Tai-Zheng- Shang-Zi No. 0940030922
2006.1	10	400,000,000	4,000,000,000	399,693,314	3,996,933,140	Conversion of corporate bonds 8,229,140	None	2006.1.24 Tai-Zheng- Shang-Zi No. 0950001961
2006.5	10	600,000,000	6,000,000,000	401,693,304	4,016,933,040	Conversion of corporate bonds 19,999,900	None	2006.5.19 Tai-Zheng- Shang-Zi No. 0950010334
2006.8	10	600,000,000	6,000,000,000	403,537,046	4,035,370,460	Conversion of corporate bonds 18,437,420	None	2006.9.1 Tai-Zheng- Shang-Zi No. 0950023310
2006.9	10	600,000,000	6,000,000,000	407,526,628	4,075,266,280	Conversion of corporate bonds 39,895,820	None	2006.10.4 Tai-Zheng- Shang-Zi No. 0950026197
2007.1	10	600,000,000	6,000,000,000	411,460,216	4,114,602,160	Conversion of corporate bonds 39,335,880	None	2007.1.16 Tai-Zheng- Shang-Zi No. 0960001320
2007.4	10	600,000,000	6,000,000,000	420,669,490	4,206,694,900	Conversion of corporate bonds 92,092,740	None	2007.4.24 Tai-Zheng- Shang-Zi No. 09600098901
2007.8	10	600,000,000	6,000,000,000	425,948,522	4,259,485,220	Conversion of corporate bonds 52,790,320	None	2007.8.14 Tai-Zheng- Shang-Zi No. 09600232931

Year/ month	Issuance price	Authorized capital		Paid-in capital		Remarks		
		Number of shares	Amount	Number of shares	Amount	Source of share capital	Property other than cash as payment for share payment	Others
2007.9	10	600,000,000	6,000,000,000	448,488,722	4,484,887,220	Capital increase from earnings 225,402,000	None	2007.7.12 Letter Jin- Guan-Zheng-Yi-Zi No. 0960036200
2007.10	10	600,000,000	6,000,000,000	450,942,208	4,509,422,080	Conversion of corporate bonds 24,534,860	None	2007.10.9 Tai-Zheng- Shang-Zi No. 09600300071
2008.7	10	600,000,000	6,000,000,000	479,339,140	4,793,391,400	Capital increase from earnings 283,969,320	None	2008.9.16 Tai-Zheng- Shang-Zi No. 09700279361
2008.9	13.2	600,000,000	6,000,000,000	529,339,140	5,293,391,400	Capital increase in cash 500,000,000	None	2008.10.1 Tai-Zheng- Shang-Zi No. 09700292821
2010.8	10	600,000,000	6,000,000,000	550,512,706	5,505,127,060	Capital increase from earnings 211,735,660	None	2010.7.16 Letter Jin- Guan-Zheng-Fa-Zi No. 0990036961
2011.7	10	600,000,000	6,000,000,000	589,048,595	5,890,485,950	Capital increase from earnings 385,358,890	None	2011.7.6 Letter Jin- Guan-Zheng-Fa-Zi No. 1000031068
2019.8	10	800,000,000	8,000,000,000	589,048,595	5,890,485,950	Alteration in the authorized capital	None	2019.8.2 Letter Jing- Shou-Shang-Zi No. 10801092620
2023.6	10	800,000,000	8,000,000,000	689,048,595	6,890,485,950	Capital increase in cash 1,000,000,000	None	2023.3.7 Letter Jin- Guan-Zheng-Fa-Zi No. 1120132608
2023.7	10	1,000,000,000	10,000,000,000	689,048,595	6,890,485,950	Alteration in the authorized capital	None	2019.7.21 Letter Jing- Shou-Shang-Zi No. 11230133910
2023.8	10	1,000,000,000	10,000,000,000	730,282,000	7,302,820,000	Capital increase from earnings 417,714,050	None	2023.7.5 Summary table for the filed and effective grants of new shares

Note 1: Data for the year up to the publication date of the annual report shall be filled in.

Note 2: The effective (approval) date and document No. shall be marked for capital increases.

Note 3: Stocks issued at a price lower than the par value shall be marked significantly.

Note 4: If monetary claims or technology are used to offset share payments, please specify the type and amount of the offset.

Note 5: Private placements shall be marked significantly.

Unit: share; March 31, 2025

Type of shares	Authorized capital			Remarks
	Outstanding shares (listed stock)	Unissued shares	Total	
Registered ordinary shares	730,282,000	269,718,000	1,000,000,000	None

Note: Please specify if the stock is listed on TWSE or TPEX (if it is restricted on the TWSE or TPEX, it should be marked).

Issuance of new shares through shelf registration: Not applicable.

(2) List of Major Shareholders

Par value of NT\$10 per share; March 31, 2025

Share	Number of shares held	Shareholding ratio (%)
Name of major shareholder		
Taiwan Power Company	200,918,361	27.51
Jian Sheng Investment Co., Ltd.	19,141,591	2.62
Ta Ya Electric Wire & Cable Co., Ltd.	18,509,151	2.53
TECO Electric & Machinery Co., Ltd.	12,217,245	1.67
Yue-Yin Wang Hong	10,004,681	1.37
Hanbo Investment Co., Ltd.	9,618,891	1.32
Formosa Heavy Industries Corporation	9,602,567	1.31
Advanced Aggregate International Stock Index in the custodianship of JPMorgan Chase Bank	6,142,810	0.84
Vanguard's Emerging Market Stock Index Fund Investment Account in the custody of JPMorgan Chase Bank, Taipei Branch	5,811,192	0.8
Yue-Hsia, Yan	5,740,915	0.79

- (3) The Company's dividend policy and its implementation: The dividend policy in the Articles of Incorporation and the dividend distribution discussed at the shareholders' meeting shall be disclosed. Additional description shall be provided when it is expected that the dividend policy will have material changes.
- A. Dividend policy
- For the net profit of the period after the final account of each fiscal year of the Company, apart from compensating accumulated losses, 10% shall be appropriated as the legal reserve first, and then appropriate or reverse the special reserve according to laws and regulations or requirements of the competent authority. If there is any remaining balance, combine it with the undistributed earnings at the beginning of the period for the Board to formulate the proposal for earning distribution, which shall be no less than 70% of the distributable earnings, in principle, to submit it to the shareholders' meeting for the resolution of the distribution of shareholder bonuses.
- Regarding the dividend policy of the Company, the Company considers the capital expenditure requirements in accordance with the mid-to-long-term financial planning and financial stability in response to the growth of the industry and the pursuit of sustainable stability to determine the type and amount of earning distribution. Shareholder bonuses include stock dividends and cash dividends, and the balanced divided distribution principle is adopted. Cash dividends shall be no less than 20% (inclusive) of the total dividends, and the remaining may be distributed in stock dividends. However, if the amount of an additional investment plan reaches NT\$300 million or above and there are no other funds available, the Company may report to the shareholders' meeting to reduce the distribution ratio of cash dividends to 0% or 20% (exclusive), and the remaining may be distributed in stock dividends.
- B. The dividend distribution discussed at the shareholders' meeting: A cash dividend of NT\$2.10 per share.
- (4) Effects of stock grants discussed at the shareholders' meeting on the business performance and earnings per share of the Company: Not applicable.
- (5) Remuneration of employees and Directors
- A. Ratio or scope of remuneration of employees and Directors stated in the Articles of Incorporation:
- No less than 0.5% and no more than 1% of the net profit before tax of the year before deducting the remuneration distributed to employees and Directors shall be appropriated, respectively, and the appropriation ratio of remuneration of Directors may not be higher than the appropriation ratio of remuneration of employees.
- B. The estimation basis for the amount of remuneration of employees and Directors is estimated during the period, the calculation basis for the number of shares of the remuneration of employees distributed in stocks, and the accounting treatment for any differences between the distribution amount and the estimated amount:
- With reference to the distribution of shareholder bonuses, the remuneration of employees and remuneration of Directors are estimated at 3% and 1% of the net profit of the period less the legal reserve, with the special reserve adjusted, respectively, and distributed in cash. Subsequently, if there is any change in the distribution amount, it shall be treated as a change in the accounting estimate and be adjusted and accounted for in the following year.
- C. The distribution of remuneration approved by the Board:
- a. The Company intends to distribute the remuneration of employees and remuneration of Directors for 2024 in the amount of NT\$45,566,899 and NT\$14,269,540 in cash, respectively, which were consistent with the amounts recognized in the 2024 financial statements.
- b. Ratio of the amount of remuneration of employees distributed in stock to the sum of the net profit after tax in the parent company only or individual financial

statements and the total remuneration of employees: Not applicable.

- D. Distribution of remuneration of employees and Directors in the preceding year (including the number of shares, the amount distributed, and the stock price), the difference between the remuneration of employees and Directors recognized, reasons, and the handling status:

The Company distributed the remuneration of employees and the remuneration of Directors for 2023 in the amount of NT\$42,398,371 and NT\$13,133,040 in cash, respectively, which were equivalent to the amounts recognized in the 2023 financial statements.

- (6) Repurchase of the Company's shares: None.

2. Status of Corporate bonds:

Corporate bonds

Type of corporate bonds (Note 2)	1st unsecured corporate bonds (Note 5)	1st unsecured corporate bonds (Note 5)
Issuance (organization) date	August 14, 2020	August 14, 2020
Par value	NT\$1 million	NT\$1 million
Place of issuance and trading (Note 3)	Not applicable	Not applicable
Issuance price	Issued at full based on the par value	Issued at full based on the par value
Total amount	NT\$1.9 billion	NT\$600 million
Interest rate	0.75%	1.00%
Period	5-year maturity date: August 14, 2025	10-year maturity date: August 14, 2030
Guarantee institution	None	None
Trustee	Bank SinoPac Co., Ltd.	Bank SinoPac Co., Ltd.
Underwriting institution	KGI Securities Co., Ltd.	KGI Securities Co., Ltd.
Certification attorney at law	I-Cheng & Associates Law Firm	I-Cheng & Associates Law Firm
CPAs	Deloitte Taiwan	Deloitte Taiwan
Repayment method	One-off repayment of principal from the issuance date to the expiry date	One-off repayment of principal from the issuance date to the expiry date
Outstanding principal	NT\$1.9 billion	NT\$0.6 billion
Terms for redemption or early settlement	None	None
Restrictive terms (Note 4)	None	None
Name of credit rating agency, date of rating, and result of corporate bond rating	Taiwan Ratings Corp.; 2021.7.14; A-	Taiwan Ratings Corp.; 2021.7.14; A-
Additional rights	Amounts of converted (exchanged or subscribed) ordinary shares, global depository receipts (GDRs), or other securities up to the publication date of the annual report	Not applicable
	Issuance and conversion (exchange or subscription) method	Not applicable
Possible dilution of equity and effects on the rights and interests of existing shareholders of the issuance, conversion, exchange, or subscription regulations and issuance conditions	Not applicable	Not applicable
Name of custodian for exchange object	Not applicable	Not applicable

Note 1: Corporate bonds include corporate bonds under ongoing public offerings and private placements. Corporate bonds under ongoing public offering refer to those approved by the FSC and became effective; corporate bonds under ongoing private placements refer to those approved as a resolution by the Board.

Note 2: The columns may be adjusted subject to the number of sessions.

Note 3: For overseas corporate bonds.

Note 4: Such as the restrictions on the distribution of cash dividends, external investments, or the requirements of maintaining a certain asset ratio.

Note 5: Private placements shall be marked significantly.

Note 6: For convertible bonds, exchange corporate bonds, corporate bonds issued through shelf registration, or corporate bonds with warrants, the information on corporate bonds, exchange corporate bonds, corporate bonds issued through shelf registration, or corporate bonds with warrants shall be disclosed based on the nature and the table format

3. Status of Preferred shares: None.
4. Status of Global Depositary Receipts (GDRs): None.
5. Status of Employee stock warrants:
 - (1) Effects of outstanding employee stock warrants and the effects on the rights and interests of shareholders up to the publication date of the annual report: None.
 - (2) Name of managers who obtained employee stock warrants and employees with the top ten number of shares to be subscribed under the warrants obtained up to the publication date of the annual report, and the acquisition and subscription status: None.
6. Status of Restricted stock awards (RSAs):
 - (1) RSAs not fully vested and the effects on the rights and interests of shareholders up to the publication date of the annual report shall be disclosed: None.
 - (2) Name of managers who obtained RSAs and employees with the top ten number of shares obtained up to the publication date of the annual report, and the acquisition status: None.
7. Status of mergers or receipt of new shares issued by other companies: None.
8. Implementation status of the capital utilization plan: None.

IV. Business overview

1. Business activities

(1) Scope of business

A. Main scope of business of the Company at present

- a. Construction (planning, design, procurement, installation, project management and financial planning) of power plants, cogeneration plants, renewable energy and power transmission and transformation projects.
- b. Investment, operation and management of power plants, cogeneration plants, renewable energy power plants and co-use booster stations.
- c. Construction contracting, technology and consulting services for power plants, cogeneration plants, co-use booster stations, power transmission and transformation projects, and energy-related projects.
- d. Development of new energy businesses, renewable energy retailing businesses, and ancillary services.

B. The Company's current main business income and its business proportion

Unit: NT\$ thousand; 2024

Main business income	Amount	Percentage %
Sales	1,633,609	18
Construction services	7,220,877	79
Operation, maintenance and consulting services	277,748	3
Total	9,132,234	100

C. Current products (services) of the Company

- a. Construction of cogeneration plants through a sole proprietorship, joint venture, or BOT and the sales of steam and electricity generated by cogeneration plants to cooperative companies or neighboring users.
- b. Provision of the overall services in engineering planning, financial planning, project management, fuel, environmental protection, operation repair and maintenance of IPPs and cogeneration plants.
- c. Investment and construction of IPPs.
- d. Construction contracting business.
- e. Renewable energy investment and development, project contracting, operation repair and maintenance, and electricity sales business.
- f. Ancillary service market business.

D. New products (services) planned to be developed

- a. Expansion of the contracting and investment business of domestic and foreign IPPs, cogeneration plants, co-use booster stations and power transmission and transformation.
- b. Exploration of new businesses, including forward-looking low-carbon energy (e.g., energy storage) and virtual power plants.

(2) Industry overview

A. Current status of the domestic industry and development

The government promoted energy transition, adopted coal reduction, gas increases, green expansion, and non-nuclear as the development directions, and planned for the “532 energy allocation ratio” (50% natural gas, 20% of renewable energy, and 30% fuels and others) for 2025 to ensure the stable power supply, prevent air pollution, and reduce carbon. In addition, the National Development Council published the Taiwan 2050 net zero emissions roadmap in 2022, and the energy allocation ratio target of Taiwan by 2050 will be further developed into 60% to 70% of renewable energy, 9% to 12% of hydrogen, approximately 20% to 27% of CCUS, and 1% of pumped-storage hydroelectricity. The Legislative Yuan approved the amendment to the “Climate Change Response Act” through the third reading in 2023 to include the net zero target by 2050 in Taiwan in the law. The Ministry of Environment also rolled out three implementing rules for carbon fees and announced the rates in 2024, and it planned to commence the imposition of carbon fees in stages starting in 2025. The Regulations on the Administration of Carbon Credit Trading in Taiwan were published in 2024, and it is estimated to facilitate the industry development and the carbon negative technology. In the future, the electricity and energy system structure will continue to move toward renewable energy, low-carbon natural gas, and clean energy.

a. Cogeneration

Taiwan commenced promoting cogeneration systems in 1988. The Company established and commenced its Combined Heat and Power in 1992. The government at that time greatly promoted cogeneration rewards and discount measures, and a total of five cogeneration plants were built from 1992 to 1998. At present, partial domestic traditional industries have moved out, and the Ministry of Economic Affairs published the amended “Regulations for Co-generation System” on March 29, 2006 to cancel partial reward and discount measures. Furthermore, the surging international fuel prices, the slowdown of economic growth, the adjustments to the industry structure (moving out of energy-intensive industries), the downward adjustments of off-peak electricity prices, and the insufficient incentives for the acquisition price of surplus electricity resulted in the significant slowdown in the installation volume of cogeneration systems, which is unfavorable for the development of the Combined Heat and Power. Therefore, cogeneration plants shall consider operating costs and the supply of steam and energy to adequately adjust the operating models to respond to the adjustments to the government’s policy.

Cogeneration has the advantages of high energy efficiency, energy conservation, carbon reduction, power source separation, and improvement in the reliability of power supply. It is the optimal solution for the development of regional energy integration. At the National Energy Conference in 2005, it was announced that the development target for the installed capacity of cogeneration devices nationwide reached 10 Gigawatt. In addition, in response to the electricity costs and the stringent supply of electricity, Taiwan Power Company commenced the additional purchase of surplus electricity from cogeneration for months in summer and the additional purchase of surplus electricity from cogeneration for emergencies in 2015 and 2016.

According to the 2020 Energy Transition White Paper, to ensure sufficient power supply, the competent authority shall review the "Additional Electricity Purchase Mechanism for Emergencies" on a rolling basis and develop incentives to encourage the existing cogeneration systems to use natural gas as their fuel in response to the electricity sources of the feed-in tariff of public electricity sales industry in the future. In addition, if a qualified cogeneration system is located in

an industrial park, the transmission fee will be calculated according to different voltage levels (345kV, 161kV, or 69kV). Starting from April 1, 2018, the surplus electricity fee will be charged for the UHV cogeneration system located in the industrial park. The electricity rate is billed separately according to the voltage level in order to encourage the industry to promote the regional integration of energy and resources.

In response to the rising international energy prices due to international situations and wars, the Combined Heat and Power companies and self-consumption power generation equipment has been reduced due to costs. The Ministry of Economic Affairs amended the “Regulations for Co-generation System” in 2022 to simplify the pricing method for the rates of qualified systems and added the “rates by fuels” to offer different rates for gas-fired and coal-fired electricity by taking into account the requirements of the country for the low-carbon transition and net zero transition by 2050, so as to increase the incentives for companies to use more natural gases and less coal in the hope of ensuring the stable electricity supply of the system, the maintenance of the flexibility of the public electricity sales industry, and the encouragement of the installation of low-carbon generating units for more gases and less coal in response to the international trends of low-carbon transition and net zero emissions.

In 2024, to improve the reduction in coal and the increase in natural gas by companies, and in light of the change in the power generation of Taiwan Power Company where the power generation cost has not been aligned with the qualified cogeneration system companies, the Energy Administration formally announced the surplus electricity rate calculation formula that is linked to time-of-use on September 30 of the year to introduce and reflect the carbon emission factors and announce the new version of applicable rates.

b. Independent power plant (IPP)

The government started to develop the application for the construction of IPPs by the private sector in 1995, and there are a total of nine IPPs so far. Star Energy Power, Sun Ba Power, and Star Buck Power, organized by the Company, successively are successfully put into commercial operations. In 2011, it obtained 35% of the equity of Kuo Kuang Power. The total installed capacity of Star Energy Power, Sun Ba Power, Star Buck Power, and Kuo Kuang Power (four IPPs) reached 2,491MW, accounting for 30% of domestic IPPs.

Due to changes in the content of the amendments to the Electricity Act, the energy allocation ratio, the increase in the reserve capacity, and the possible increase in electricity demand in the future, Taiwan Power Company launched the public tender for the electricity procurement from the combined cycle generating units of IPPs (1,000MW) in March 2021, and Sun Ba Power invested by the Company was awarded the tender in May 2021. In the future, the Company will also continue to evaluate the license renewal of existing power plants or the construction of the second phase and the development plans of new power plants and actively participate in various investment proposals to assist the government in promoting energy transition.

In response to the air pollution problems, local governments have tended to reduce the air pollution emissions of coal-fired generating units in recent years. Due to the government's nuclear waste emission reduction efforts and the increase in electricity consumption, the construction of gas-fired power plants will be one of the main power supply sources.

c. Renewable energy

The National Development Council published the Taiwan 2050 net zero emissions roadmap in 2022 and further proposed the maximized renewable energy strategy. It

is planned for the target of renewable energy by 2050 as follows: 40 to 80GW of PV, 40 to 55GW of offshore wind power, and 8 to 14GW of forward-looking energy (including non-traditional geothermal power generation, wave energy and tidal energy power generation, and biomass energy). At the end of 2024, the Ministry of Economic Affairs proposed the carbon reduction actions of the energy department that cover the target roadmap for various renewable energies, including PV reaching 31.2GW, offshore wind power reaching 10.9GW, and geothermal reaching 1.2GW by 2030, and the breakthrough items for renewable energy (i.e., small hydropower reaching 195MW by 2030).

Five major principles were promoted (level of acceptance of effects on the electricity price, technology feasibility, cost-benefit orientation, balanced development in stages, and driving the industry development) to optimize the promotion of renewable with mature technology and low power generation costs, invest in relevant R&D for forward-looking technologies that are not commercialized, and examine the promotion targets and ratio of renewable energy on a rolling basis. In addition, the promotion policy for the respective main renewable energy is as follows:

- (a) PV - Promote the Million Sunlight Roof Project
Based on the overall land planning, promote roof installation, including a design-related rewarding system, and hope to establish mandatory PV installation regulations for new buildings in the future.
- (b) PV - Fishery and electricity symbiosis
In response to the energy transition policy, the Energy Administration, Ministry of Economic Affairs, planned to screen fish ponds with less ecological environmental concerns nationwide through the scientific evidence of may overlaying to plan for the establishment of fishery and electricity symbiosis areas based on the philosophy of agriculture and fishery first and green energy added value.
- (c) PV - Bidding for energy storage systems in combination with PV power generation equipment
To prevent the combination of the energy storage system with PV power generation equipment from falling behind the schedule for connecting to the grid due to problems encountered during the planning or construction stage of the electricity industry, the 2024 “Guidelines for Bidding and Capacity Allocation for the Combination of PV Power Generation Equipment and Energy Storage Systems” issued by the Energy Administration stipulated that the target combination must be PV power generation equipment that has been completed and connected to the grid or that has obtained an electricity license. The Energy Administration announced in November 2024 that the bidding capacity for the first phase in 2024 is 35MW.
- (d) Wind power generation - Promote the 1,000 onshore/offshore turbine project
The promotion strategy of onshore wind power prioritizes the development of excellent wind farms, followed by the development of secondary wind farms. Considering that excellent onshore wind farms have reached saturation, the subsequent wind power development will focus on offshore wind power. Offshore wind power adopts the three-stage strategy of “demonstrate first, potential second, and section last.” In the first stage, promote the demonstration reward project sites; in the second stage, the potential site is estimated to generate 5.5Gw; in the third stage, the section development is estimated to promote the economic scale of 1.5Gw each year. It is estimated to release a total of 15Gw by 2035 to provide stable electricity requirements and realize the localization of the offshore wind power industry.

(e) Geothermal power generation

In 2024, the Ministry of Economic Affairs announced the “Regulations for Geothermal Exploration and Development License and Management,” which specified the application and review specifications related to the geothermal exploration, development, and operating stages, simplified relevant procedures and accelerated the promotion of the growth in geothermal power generation. To facilitate the sustainable development of geothermal resources, corresponding mitigation measures were also established to prevent resource competition between geothermal project sites. In addition, apart from continuously investing in resource investigation and expanding the exploration of traditional geothermal resources, the Ministry of Economic Affairs also planned to introduce foreign drilling technologies and teams in 2025 to cooperate in developing deep geothermal resources and concurrently improving the capacity and abilities of drilling technologies. The target is to achieve a geothermal installation capacity of 20MW by 2025, and it is estimated that 3.4GW of the policy target will be completed by 2030.

(f) Biomass power generation

It is hoped to optimize the use of domestic biomass sources (waste, agricultural and forestry resources and materials, rice straws, waste oil, livestock waste, sewage, or sludge) through the improvement in the use of self-owned sources to build the domestic biomass energy industry chain and auxiliary measures (i.e., treating or reuse of flying ashes and bottom ashes after burning). Therefore, Article 15 of the Renewable Energy Development Act was amended on May 29, 2023. The installation of biomass energy power plants may be at location nearing agricultural facilities, plants, and relevant facilities to concentratedly treat the remnants generated from relevant facilities so as to reduce the environmental effects and costs caused by the collection and transportation of remnants and reduce the installation threshold for biomass energy power plants.

Furthermore, the dispute on whether SRF produced by waste plastics, waste rubber, waste paper and other wastes shall be classified as renewable energy has been popular in recent years. The Energy Administration gave a notice to amend the Renewable Energy Development Act in 2024, and SRF will be excluded from the feed-in tariff. In the future, it will refer to the data on installation costs provided by the Ministry of Environment and companies to add the rates for the SRF category in cogeneration rates to maintain the incentives for general business waste treatment.

(g) Small hydropower

The Energy Administration amended the Renewable Energy Development Act in 2023 and set out that small hydropower refers to the conversion of the initial water volume of waterways and other hydraulic structures and the gap to non-pumped-storage hydroelectricity through direct or otherwise set waterways, and the installed capacity is less than 20,000 watt. In addition, small hydropower has multiple patterns. To achieve the encouragement of promotion and care for ecological conservation, disaster control safety, and water resources utilization, management specifications were added for the installation of small hydropower installations at waterways. The “Guidelines for Small Hydropower Facility Installation” were established and announced in 2024.

Besides, according to the energy department’s carbon reduction actions planned by the Ministry of Economic Affairs at the end of 2024, the inventory of potential project sites (general survey of small hydropower), the examination of prevailing feed-in tariff rates, the formulation of reward systems, and the initiation of the single service contact for small hydropower will be adopted to accelerate the

promotion of the development of small hydropower in Taiwan.

d. Electricity trading market

Since Taiwan Power Company launched the electricity trading platform for formal operations in November 2021, traditional private power generation companies, self-consumption power generation equipment owners, demand responses of users, grid-connected energy storage equipment companies, and other diverse and separated private electricity resources were able to participate in the electricity trading platform to provide ancillary services through the bidding model and assist the stability of the electricity system while gaining service revenue. As of the end of 2024, there were 102 qualified private traders, and the total registered capacity for participation reached 1791.4MW. In particular, the FM reserve capacity totaled 815.8MW, the capacity for energy-shifting with dynamic regulation totaled 431.5MW, the instant reserve capacity totaled 139.9MW, and the supplementary reserve capacity totaled 402.2MW.

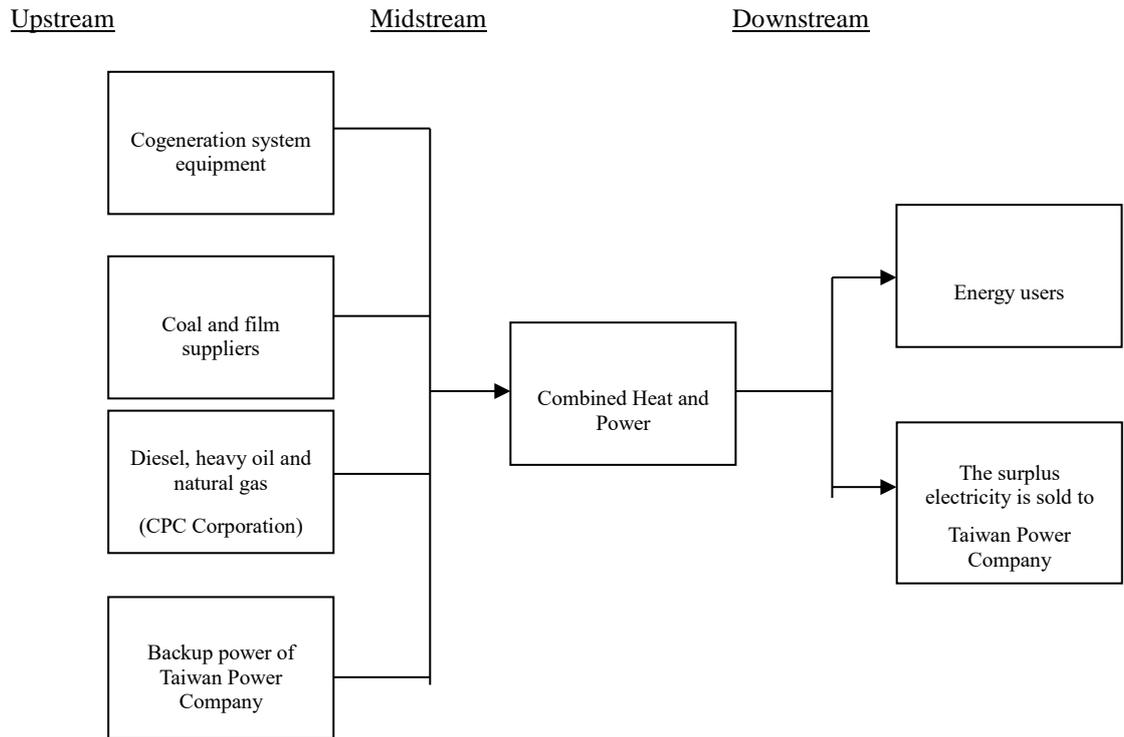
B. Overseas industry development

The European Parliament passed the “European Climate Law” in 2021 and stated that a reduction of carbon by 55% from 1990 shall be achieved by 2030, and carbon neutrality shall be achieved by 2050. The European Parliament and European Council reached a consensus on December 13, 2022, to implement the Carbon Border Adjustment Mechanism (CBAM) starting from October 1, 2023 and to start imposing carbon tariffs in 2026. Taiwan formally announced the “Climate Change Response Act” in 2023 to include the net zero target by 2050 in the laws, and it is estimated to commence the imposition of carbon fees in stages starting in 2025. Under the global net zero and sustainability trends, the pressure of carbon reduction on enterprises in different countries will continue to grow. Carbon reduction and energy conservation technologies, carbon capture technology, and carbon trading will become material issues of such enterprises.

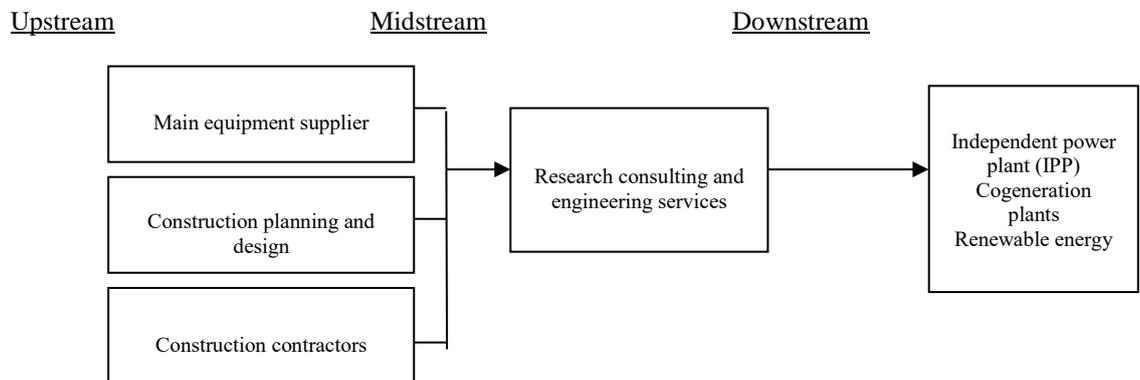
Countries have declared their net zero carbon emission targets. Together with the continuous growth of the economy in Mainland China and partial countries in Southeast Asia, the demand for clean energy R&D and electricity will also grow in the future. Furthermore, the government is actively promoting the New Southbound Policy, and the business opportunities for investments or constructions for relevant cogeneration plants, power plants, renewable energy, and electricity transmission and transformation remain large.

C. The correlation between the upstream, midstream and downstream segments of the industry

a. Cogeneration plants



b. Research consulting and engineering services



D. Product development trend

a. Cogeneration industry

In 2022, considering the special circumstances of the surging international fuel price and to increase the incentives for companies to increase the use of natural gas and reduce the use of coal, the government amended the “Regulations for Cogeneration System” to simplify the pricing method of the rates of qualified systems and determine the prices of rates by fuels. On July 1 of the same year, Taiwan Power Company amended its cogeneration electricity purchase measures according to the amended regulations. Under the advancement in the policy and system of the Energy Administration and Taiwan Power Company Company, the market improved the electricity sales intention of cogeneration companies through acquisition conditions with cost incentives from 2022 to 2024. Cogeneration companies became more willing to generate electricity under the precondition that the costs of fuels can be reflected. As calculated, after the implementation of the relevant systems, the electricity sales volume in the second half of 2022 increased by nearly two times as compared to the first half. The surplus electricity sales volume in 2023 rose to nearly 8,300 GWh and continued to increase to approximately 8,400 GWh in 2024, representing an increase of 11% as compared to the average surplus electricity sales volume in the most recent decade, which contributed to the relief of electricity supply pressure, the increase in energy consumption efficiency, and the conservation of energy. In general, the development of the cogeneration industry in the future remains stable.

b. Independent power plant (IPP)

The government's new energy policy targets are to achieve 20% green power generation by 2025, achieve a non-nuclear homeland by 2025, achieve international carbon reduction commitments and develop energy conservation and green energy industries. To achieve the abovementioned targets, the energy allocation ratios planned at present are 50% natural gas power generation, 30% coal and other power generation, and 20% renewable energy power generation. Gas-firing power plants remain the main source of electricity supply. In addition, with the government promoting the “non-nuclear homeland” and electricity liberalization policies, Taiwan Power Company continued to complete the IPP tender projects of 1,000MW, 600MW, and 610MW in 2024, 2025, and 2026, respectively, and announced the procurement of electricity from gas-firing generating units under commercial operations in 2027, 2028, and 2029, showing that the development of IPPs still has room to grow. Accordingly, IPPs will continue to play a pivotal role in Taiwan's electricity market in the future.

c. Renewable energy

To actively promote renewable energy, the government plans to increase the proportion of renewable energy power generation to 20% by 2025 and to 60% to 70% by 2050. At the end of 2024, the Ministry of Economic Affairs proposed the carbon reduction actions of the energy department that cover the target roadmap for various renewable energies, including PV reaching 31.2GW, offshore wind power reaching 10.9GW, and geothermal reaching 1.2GW by 2030, and the breakthrough items for renewable energy (i.e., small hydropower reaching 195MW by 2030). The promotion target volume for 2050 is 40 to 80 GW for PV, 40 to 55GW for offshore wind power, and 8 to 14GW of forward-looking energy (including non-traditional geothermal power generation, wave energy and tidal energy power generation, and biomass energy).

Five major principles were promoted (level of acceptance of effects on the electricity price, technology feasibility, cost-benefit orientation, balanced development in stages, and driving the industry development) to optimize the

promotion of renewable with mature technology and low power generation costs, invest in relevant R&D for forward-looking technologies that are not commercialized, and examine the promotion targets and ratio of renewable energy on a rolling basis.

The government currently adopts wind power generation (including onshore and offshore wind power generation), PV, biomass energy power generation, and geothermal power generation as the main promotion projects.

d. Energy storage

The applications in the electricity market remain the mainstream for the development of the energy storage market. However, as the overall installation environment of renewable energy is poor, the grid-connected energy storage has excessive supply over demand. In particular, dReg has exceeded the planned demand of Taiwan Power Company, resulting in the price collapse, and the settlement rate remained at NT\$0 since the beginning of 2024. E-dReg also recorded a price drop. To stabilize the market price of E-dReg, Taiwan Power Company introduced the demand curve system in July 2024; however, under the shadow of the market collapse of dReg, the installation of E-dReg slowed down. In the most recent year, many large-scale enterprises, plants, or residences carried out electricity consumption peak transfer, demand responses, or the participation in electricity aggregators through behind-the-meter energy storage to stabilize electricity consumption and improve the applications of high-resource benefits; behind-the-meter energy storage has become an emerging product in the energy storage market.

At the present stage, business models with booming development are Taiwan Power Company's ancillary service solution and the Department of Energy's bidding system for energy storage systems in combination with PV power generation equipment. In the future, as relevant policies and auxiliary measures become more mature, behind-the-meter energy storage has the potential to become mainstream for energy storage applications, apart from the grid-connection energy storage required to respond to the demand for renewable energy development.

e. Competition status

The Company is one of a few domestic companies that can engage in power plant planning and evaluations, construction, operation repair and maintenance, and green electricity sales. It provides one-stop diverse services, invests in power plants, and continues to participate in their operations, which is beneficial for accumulating its capacity in the power generation industry. The Company possesses a favorable reputation in terms of technology and finance, a healthy image, and stable operations, which are competitive advantages. As compared to domestic independent power generation companies and other peers in the energy business, the Company possesses solid competitive strength.

(3) Technology and R&D overview

A. Technical level and R&D of the business

a. Technical level

The core technology of the Company mainly accumulated from years of development, construction, and operating experiences, and the initial equipment suppliers assisted in the installation and maintenance of material equipment and the replacement of parts and components. In terms of the technology and research of the electricity system, apart from the self-owned technology, the Company is able to obtain sufficient technological support through its major shareholder, Taiwan Power Company. Regarding the construction, operation, repair and maintenance, and other technologies of power plants and cogeneration plants, professionals of the power plants, cogeneration plants, and the Company are responsible for the

research and improving the self-repair and maintenance abilities step by step through technology exchanges and the repair and maintenance support systems between the plants.

Furthermore, with the experience of investments in and constructions of IPPs, the Company became a comprehensive company that provides one-stop services of planning, evaluation, plant construction, and operation repair and maintenance.

b. R&D

(a) Market trend research

The Company collects information on domestic and foreign industry technologies and competitors, engages in an in-depth exploration of electricity liberalization, cogeneration, and renewable energy policies and management research, and carries out evaluations and research of the investments in renewable energy, cogeneration, electricity transmission and transformation projects, IPPs, co-use booster stations, energy storage, and virtual power plants to respond to the real-time market trends and achieve the operating targets.

(b) Product technology

Apart from continuing to promote the professional training of employees and improving the technologies of professionals, the Company's professionals carry out research on the construction, management, operation, repair, and maintenance of power plants, cogeneration plants, renewable energy, electricity transmission and transformation projects, and co-use booster stations.

B. R&D personnel and their academic background and experience, as well as the R&D expenses invested and the products successfully developed in each of the most recent five years

The Company does not have a dedicated R&D department; therefore, there are no related R&D expenses and expenditures. In terms of cogeneration production and electricity parallel connection technologies, apart from improving through professional training of employees, the Company is able to gain sufficient support from the major shareholder Taiwan Power Company. Furthermore, the Company attaches attention to the improvement in the professional technology capabilities of personnel; therefore, it arranges for personnel to join relevant associations and participate in seminars organized by relevant domestic and foreign institutions apart from the cultivation of technology talents. It also arranges for personnel to visit the main equipment suppliers overseas to learn operation, repair, and maintenance technologies. In addition, in-service training courses are organized from time to time to improve the professional technological capabilities of employees and ensure the operating safety of cogeneration plants and power plants.

(4) Short-term and medium-to-long-term business development plans

A. Short-term business development plan

- a. Continue to expand the investment in and development of renewable energy, construction contracting, renewable energy retailing, ancillary services, and other relevant businesses, strengthen the resilience of low-carbon electricity supply, and evaluate the participation in the energy storage market to develop diverse business models.
- b. Make implementations for the RP Energy Project based on the exiting plan to turn to the disposal of the equity of RP Energy held by the Company or the requirements of dissolution and liquidation.
- c. Maintain the existing customers of Guan-tian Plant and develop new customers, reduce the costs of operation repair and maintenance, seek stable and reliable SRF supply sources from multiple parties, increase the mixed burning volume of recycled fuels, continue to improve equipment, and realize the philosophy of the circular economy to improve the overall operating performance.

- d. Promote the investment business for the domestic and foreign IPPs and domestic and foreign cogeneration.
 - e. Other relevant investment businesses and construction contracting businesses
- B. Mid-to-long-term development direction
- a. In response to the energy transition policy of the government, actively evaluate phase 2 of existing power plants and the new IPP projects.
 - b. Continue to expand energy service businesses related to renewable energy and energy conservation, evaluate the new-pattern industry business model, and make advance arrangements for the opportunities of low-carbon energy development to grasp new business opportunities.
 - c. Expand domestic and foreign businesses related to electricity and energy to expand the operating scale.
 - d. The Company provides comprehensive services, including funding arrangements, technology provision, plant construction, operation repair and maintenance services, with investment and engineering as the assistance in order to exert the Company's expertise to ensure the long-term interests.
 - e. In accordance with the international net zero trends and the development in the energy market, the Company plans for low-carbon, zero carbon, and carbon-neutral sustainable management directions on a rolling basis, updates the generating units and equipment, evaluates the feasibility of generating units for burning low-carbon energy, and cultivates sustainability professionals.

2. Market, production, and sales overview

(1) Market analysis

A. Regions where the Company's main products (services) are sold (provided)

Unit: NT\$ thousand

Sales region \ Year	2023 (Restated)		2024	
	Amount	%	Amount	%
Domestic sales	5,238,970	100	9,132,234	100
Export sales	—	—	—	—
Total	5,238,970	100	9,132,234	100

B. Market share

a. Share of installed capacity in the cogeneration market

Unit: MW

Item	2022	2023	2024
Private cogeneration system equipment	7,951	8,048	7,930
Taiwan Cogeneration Corporation	48	48	48
Share	0.60%	0.60%	0.61%

Source: Statistics prepared by the Energy Administration, Ministry of Economic Affairs, and provided by the Company.

b. Market share of IPPs

Name of power plant	Generating unit No.	Fuel	Installed capacity (MW)	Current status
Kuo Kuang Power	Kuo Kuang	Natural gas	480	Put into commercial operations in November 2003
Star Energy Power	Chang Bin	Natural gas	507	Put into commercial operations in March 2004
Sun Ba Power	Fong Der #1, #2	Natural gas	1,014	Put into commercial operations in March 2004
Star Buck Power	Star Buck	Natural gas	549	Put into commercial operations in June 2009

At present, the installed capacity of nine IPPs totaled 7,798MW, and Star Energy Power, Sun Ba Power, Star Buck Power, and Kuo Kuang Power invested by the Company accounted for approximately 33% of the domestic independent installed capacity.

C. Future market supply, demand and growth

The Company will keep abreast of government policies and global economic situations at all times and wait for opportunities to develop domestic cogeneration, IPP, renewable energy, co-use booster station, and energy storage businesses.

D. Competitive advantages

a. Outstanding technology with one-stop services

The Company takes pride in its “professionalism, efficiency, and services,” and its greatest competitive advantages are in capital arrangement, technological services, evaluations and planning before plant construction, plant construction, operations, operation repair and maintenance, and other comprehensive one-stop services, as well as the excellent management team.

The subsidiary TCC Green Energy Corporation obtained the renewable energy retailing business license in October 2019. Currently, it is the domestic electricity sales company with the largest supply volume. It assists users in achieving the RE100 and carbon reduction requirements through the supply services so as to extend the green electricity value chain.

b. Fully grasp the market development

The Company has long been in the electricity industry and has more precise market evaluations than its peers. It gains further understanding of industry characteristics and cost structures through its experiences in power plant investments, construction and engineering, and the subsequent operation, repair, and maintenance of power plants, allowing the Company to fully grasp market development.

c. Excellent human resources

The electricity industry is a capital—and technology-intensive industry, and the investment projects of each electricity business usually amount to millions or even billions. The precision and completeness of feasibility evaluations are subject to the caliber of human resources. Over 90% of all employees have an academic background from university and college, and the retention rate of employees is high, allowing the accumulation and inheritance of professional experiences. Leading executives possess extensive project development, feasibility evaluation, financial planning, professional engineering technology, and project management experience for years. Excellent human resources are the material advantages that allow the Company to secure a seat within the fields of the Combined Heat and Power, power plant, and renewable energy.

E. Favorable and unfavorable factors of development prospects and countermeasures

a. Favorable factors

(a) After the approval of the amendments to the stage 1 Electricity Act, for the investments in IPPs, companies may plan to provide the business item of ancillary services for the electricity supply of the system in the electricity market in the future or evaluate the addition of generating units or the renewal of license to increase operating income. For self-consumption power generation equipment and non-traditional generating units, they may actively plant for participating in the ancillary services and price competing services of Taiwan Power Company. After the completion of the stage 2 law amendment, the electricity market will become more diversified, and there will be larger market operation spaces for the power generation industry.

(b) The government promoted energy transition, planning for the “532 energy allocation ratio” and “2050 net zero emissions roadmap.” The National Energy

Conference reached the consensus of improving electricity conservation measures and actively promoting renewable energy, which are beneficial for the development of the Company's IPPs and renewable energy.

- (c) The government promoted the green energy policy and continued to expand the targets of renewable energy, which are beneficial for the development of the Company's renewable energy business.
- b. Unfavorable factors
- (a) Cogeneration reward and discount measures have been reduced, and the stringent electricity supply condition has been released in recent years; it is expected that the space for Taiwan Power Company to implement the additional purchase measures for surplus electricity from cogeneration will be reduced, and it is estimated that the surplus electricity volume of cogeneration plants for feed-in tariff will decrease as compared to prior years.
 - (b) The environmental protection regulations are becoming more strict, and the policy direction of raw coal reduction and the transition to gas-fired power generation will affect the operating space of cogeneration plants and power plants.
 - (c) The environmental protection awareness of citizens and the autonomy awareness of local governments are increasing, and the difficulties in site selection of power plants, community communication, power entry, fuel transmission, and environmental planning have been increasing.
 - (d) The government passed the "Climate Change Response Act" and PM2.5 issues, causing strict environmental protection measures and an increase in investment in environmental protection improvement equipment.
 - (e) Control over cost changes is difficult due to the significant fluctuations in exchange rates and fuel prices.
 - (f) As the fuel oil-firing steam boilers of steam users no longer have installation benefits, together with air pollution, coal reduction, and other factors, natural gas steam boilers have become the mainstream that is promoted by the policy at present. If the cogeneration price is denominated in the cost with the substitution of natural gas, when the price of natural gas is lower than fuel oil, the selling price of steam will also decrease.
 - (g) With the continuous expansion of renewable energy, the capacity of grids in partial regions becomes tight. Even if there are requirements for renewable energy or low-carbon power generation facilities, installation bottlenecks may be encountered due to the restrictions of grids, and the updates, renovation, or license renewal plans of existing power plants will face challenges.
- c. Countermeasures
- (a) Actively develop steam users, evaluate the surplus electricity for feed-in tariff, turning to ancillary services, improve the environmental protection equipment and the energy and resource integration of transition regions, and actively evaluate other ancillary fuels to reduce operating costs and comply with the emission standards under environmental protection regulations.
 - (b) In accordance with the electricity ancillary service market of Taiwan Power Company, wait for chances to participate in relevant ancillary services with cogeneration and increase the added value of cogeneration.
 - (c) Develop domestic and foreign cogeneration, IPPs, and renewable energy to steadily expand the business scale.
 - (d) Promote businesses in other electricity and energy fields (i.e., co-use booster stations, energy storage, and ancillary services), precisely evaluate investment benefits, and increase investment and development aspects and development technologies.
 - (e) Closely observe the price fluctuations in the foreign exchange market and energy

market to minimize potential risks through various hedging methods.

- (f) Actively conduct risk management with a stable financial foundation as backing.
- (g) Closely track the reinforcement status of power grids. Consider the status of regional power grids for the selection of the site for the development of renewable energy. For existing power plants that are located in regions with insufficient power grid capacity, consider other response measures.

(2) Important uses and production processes of main products

A. Main products and uses

Main products	Main uses
Cogeneration plants	Provision of electricity and steam to customers
Research consulting and engineering service income	Provision of the overall services in engineering planning, financial planning, engineering management, environmental protection, operation repair and maintenance of IPPs, cogeneration plants renewable energy, co-use booster stations, and energy storage.

B. Production processes

a. Cogeneration

A set of equipment that concurrently produces effective heat and electricity by using coal, fuels, natural gases, or waste is called cogeneration. Cogeneration systems can be divided into cogeneration systems with a topping cycle or a bottoming cycle based on the sequence of power generation and procedures. Cogeneration systems with a topping cycle generate electricity with the primary energy, and the remaining heat after power generation is provided to procedures for use. Cogeneration systems with a bottoming cycle provide the primary energy to the heat requirements of procedures, and the remaining heat discharged is provided for power generation. Generating units adopted by the Company are cogeneration systems with a topping cycle.

b. Research consulting and engineering services

The Company's research consulting and engineering services related to the power industry are tailor-made, independent cases, and it is impossible to increase the output value through mass production or duplication by using machines as in the manufacturing industry. For research consulting and engineering services, the project grouping formed by departments of the Company engages in professional division of labor and completes the report after the research, investigation, analysis, and discussions based on the conditions and characteristics of individual cases; therefore, the production cost is higher than in other industries.

(3) Supply of main raw materials

Name of main raw material	Major supplier	Place of origin	Status of supply
Fuel oil	CPC Corporation	Taiwan	Sufficient and stable
Coal	Sino-Indo/Full Winner/Lea Jie	Indonesia	Sufficient and stable
Natural gas	CPC Corporation	Taiwan	Sufficient and stable

(4) List of major purchases and sales customers in the most recent two years

A. Information on major suppliers in the most recent two years

Item	2023 (Restated)				2024				As of 2025 Q1 (Note 3)			
	Name	Amount (NT\$ thousand)	Percentage to net purchases throughout the year (%)	Relationship with the issuer	Name	Amount (NT\$ thousand)	Percentage to net purchases throughout the year (%)	Relationship with the issuer	Name	Amount (NT\$ thousand)	Percentage to net purchases of the current year up to Q1 (%)	Relationship with the issuer
1	Yung Loong Engineering Corporation	403,354	8.53		Ruentex Engineering & Const. Co., Ltd.	873,191	10.46					
2	Others	4,324,370	91.47		Others	7,478,354	89.54					
	Net purchases	4,727,724	100.00		Net purchases	8,351,545	100.00		Net purchases	-	-	

Note 1: List the names of suppliers accounting for more than 10% of the total purchases in the most recent two years and the amount and proportion of purchases. However, if the name of suppliers cannot be disclosed due to contractual agreements or if the counterparty is an individual who is not a related party, use code to disclose.

Note 2: Reason for changes: The changes in the amount and proportion of purchases are mainly due to the changes in the construction progress.

Note 3: As of the publication date of the annual report, if the latest financial information, which has been audited or reviewed by CPAs, of a listed company or a company with shares traded on the TPEX, such information shall also be disclosed.

B. Information on major sales customers in the most recent two years

Item	2023 (Restated)				2024				As of 2025 Q1 (Note 3)			
	Name	Amount (NT\$ thousand)	Percentage to net sales throughout the year (%)	Relationship with the issuer	Name	Amount (NT\$ thousand)	Percentage to net sales throughout the year (%)	Relationship with the issuer	Name	Amount (NT\$ thousand)	Percentage to net sales of the current year up to Q1 (%)	Relationship with the issuer
1	Taiwan Power Company	1,071,474	20.28	Director	Ørsted A/S	4,490,083	49.17					
2	Ørsted A/S	998,099	18.89		Taiwan Power Company	1,113,155	12.19	Director				
3	Techzone Technology Materials Co., Ltd.	601,851	11.39		Techzone Technology Materials Co., Ltd.	1,076,335	11.79					
4	Others	2,612,546	49.44		Others	2,452,661	26.85					
	Net sales	5,283,970	100.00		Net sales	9,132,234	100.00		Net sales	-	-	

Note 1: List the names of customers accounting for more than 10% of the total sales in the most recent two years and the amount and proportion of sales. However, if the name of customers cannot be disclosed due to contractual agreements or if the counterparty is an individual who is not a related party, use code to disclose.

Note 2: Reason for changes: The changes in the amount and proportion of sales are mainly due to the changes in the construction progress.

Note 3: As of the publication date of the annual report, if the latest financial information, which has been audited or reviewed by CPAs, of a listed company or a company with shares traded on the TPEX, such information shall also be disclosed.

3. Information on employees in the most recent two years and up to the publication date of the annual report

March 31, 2025

Year		2023	2024	As of March 31, 2025 (Note)
Number of employees	Direct personnel	173	172	169
	Indirect personnel	172	168	165
	Total	345	340	334
Average age		43.53	44	43
Average seniority		8.2	8.6	8.5
Academic background distribution ratio	Ph.D.	0.29%	1%	1%
	Master	22.0%	22%	23%
	University/college	73.3%	73%	71%
	High school	4.3%	4%	4%
	Below high school	0%	0%	0%

Note: Data for the year up to the publication date of the annual report shall be filled in.

4. Information on environmental protection expenditure

- (1) The total amount of losses and penalties due to environmental pollution in the most recent year and up to the publication date of the annual report: NT\$450,000.
- (2) Future countermeasures (including improvement measures) and possible expenditure:
To comply with the more stringent NOx emissions requirements under the "Regulations Governing the Criteria for Reduction of Pollutants from Existing Stationary Pollution Sources Within Class 3 Control Regions," the Company completed the addition of the SNCR equipment improvement project during the annual repair in 2025, and the total amount of the project was approximately NT\$12 million.

5. Labor-management relations

(1) Employee welfare measures, continuing education, training, retirement systems and their implementation, labor-management agreements, and measures to protect the rights and interests of employees

A. Employee welfare measures

- a. In addition to the basic benefits (i.e., statutory labor and health insurance, group insurance, and pensions), the Company's employees are also provided with a series of additional benefits to care for the employees' life and physical and mental health. The welfare items provided by the Company include annual bonuses, domestic and foreign travel subsidies, marriage funds and bereavement consolation funds, birthday subsidies, club subsidies, health inspections, education and training subsidies, and subsidies for in-service continuing education for master's and doctoral degrees in domestic universities and colleges, and various lectures are provided to improve employees' professional skills. In addition, the Company regularly organizes year-end banquets, club activities and regular birthday parties to actively promote emotional exchanges among employees and enhance team cohesion.
- b. The Company has established the Employee Welfare Committee in accordance with the law and designates the Welfare Committee to handle employee welfare matters. The source of the welfare fund is 1% of the capital appropriated at the time of establishment, 0.15% of the monthly turnover, and 40% of the sales of scraps. The Welfare Committee establishes the annual plan and budget. Regular meetings of the Welfare Committee are convened to discuss, resolve, and organize various welfare activities, including condolences and subsidies for employees' celebrations or funerals, travel, gift vouchers for festivals and birthdays, cultural and recreational activities, and the welfare fund income and expenditure are announced.
- c. The Company's employee welfare continues to optimize the employees' physical and mental health and work-life balance, which are listed as follows:

Employee welfare targets and items	Concrete actions
The Company actively builds a friendly and happy workplace and is committed to providing a safe, harmonious, and high-quality working environment to jointly pursue work-life balance.	1.The Company signs contracts with qualified childcare institutions near the Company to solve the childcare problems of employees. 2.The Company provides menstrual leave, tocolysis leave, maternity leave, pregnancy check-ups and paternity leave for male employees, family care leave, and unpaid parental leave and encourages the reinstatement of employees after the expiration of parental leave. For staff stationed at construction sites, the transportation subsidy to return home and visit family can be claimed based on the mileage.
Provide flexible commuting time so that employees can work flexibly according to their family needs.	To care for employees' family and life balance, the flexible commuting time of the Taipei Office has been increased from 30 minutes to 1 hour starting in 2022, and the flexible commuting time of employees with regular shifts at the Guan-tian Plant has been increased from 15 minutes to 30 minutes.
Provide a variety of club activities to enhance the relationship between employees and make their families feel the warmth of the Company so as to	Currently, there are balls/climbing/fitness/literature and culture/bicycle/photography clubs, and subsidies are provided to encourage employees and their dependents to participate.

Employee welfare targets and items	Concrete actions
implement the concept of "work-life balance."	
Continuous improvement of workplace safety measures and benefits:	<ol style="list-style-type: none"> 1. Continue to provide free coffee beans and improve employee benefits (i.e., cash gifts for the three major Chinese festivals and birthdays). 2. When notified by the competent authority to suspend business due to natural disasters, employees may apply for transportation allowance individually for official work. 3. Equipment and environmental safety of buildings: <ol style="list-style-type: none"> (1) A fire safety inspection is conducted once a year, and a related drill is scheduled once a year. Every two years, professional public security companies are commissioned to carry out public safety inspections, and declarations are made in accordance with regulations. (2) Clean each floor, have garbage disposal, and clean public areas on a daily basis. Carpet cleaning and building disinfection are arranged twice a year, and the frequency of cleaning and disinfection can be increased as needed. (3) Operational environment monitoring is regularly arranged twice a year, and testing and evaluation are conducted in accordance with relevant regulations and standards to ensure that the working environment meets the requirements for occupational safety and health and to protect the health and safety of employees. (4) Equipment and environmental safety inspections and maintenance are conducted every year. (5) Fire prevention equipment self-examinations are conducted on a quarterly basis and filed via the certification of a Fire Safety Engineer. (6) Improve the office environment from time to time according to needs, such as increasing the number of environmental patrol inspections, strengthening environmental cleaning, installing toner filters, and adding electric fans. (7) Air filters are installed in each area, and the filter elements are replaced regularly to maintain the health of employees.
An employee satisfaction survey is conducted every year to assess employee satisfaction with various measures.	In 2024, the satisfaction results increased by 2.14% from the previous year, reaching 93% of the full score.
Employees are provided with free health inspections that are more favorable than the legal requirements. Free group insurance is also provided, including accident, medical, cancer, and life insurance. Dependents can also participate in health	The Company is committed to the health and well-being of employees and provides free health inspection services for such reasons. Employees under the age of 40 are entitled to health inspections once every two years, while employees over the age of 40 can participate in health inspections every year to ensure that the health requirements of employees of different ages are fully taken care of. In addition, the Company provides all employees

Employee welfare targets and items	Concrete actions
<p>inspections and group insurance at their own expense, creating dual protection for employees and their family members.</p>	<p>with free group insurance that covers accident, medical, cancer and life insurance to enhance employee protection and improve employee benefits. Employees' parents and dependents may also participate in health inspections and group insurance at their own expense, thereby establishing a more comprehensive dual protection system for employees and their families and providing comprehensive care and protection for employees and their families.</p>
<p>The Employee Welfare Committee of Taiwan Cogeneration Corporation offers various subsidies and allowances</p>	<ol style="list-style-type: none"> 1.Subsidies and allowances: Marriage/birthday/bereavement subsidies. 2.Education subsidies: Subsidies for continuing education and books. 3.Activity allowance: Club activities, and domestic and foreign travels. 4.Condolence/relief: Subsidies for hospitalization and emergency relief.
<p>Offer equal pay to women and men and link bonuses and remuneration to individual performance.</p>	<ol style="list-style-type: none"> 1.The Company adheres to the principle of fairness and impartiality, and recruits and appoints employees based on comprehensive criteria (i.e., ability, knowledge, experience, ethics, and work attitude), and guarantees that it will not impose differentiated treatment due to gender or sexual orientation of employees in terms of recruitment, salary and welfare, evaluation, and promotion. In addition, taking into account the Company's long-term operating benefits, financial status, and other factors, the Company conducts regular evaluations based on employees' performance and adjusts salary accordingly. Each year, we distribute year-end bonuses to employees based on their seniority. Performance bonuses and remuneration of employees are calculated based on the Company's overall performance and individual performance evaluation results. These aim to fully reflect the efforts and contributions of employees. 2.The Company has established a reasonable remuneration policy and a clear and effective reward and disciplinary system. According to Article 36 of the Company's Articles of Incorporation, if the Company records profits of the year, it shall allocate no less than 0.5% and no more than 1% of such profits as the remuneration of employees and the remuneration of Directors, respectively, and the appropriation ratio of remuneration of Directors may not be higher than the appropriation ratio of remuneration of employees. In addition, the "Bonus Distribution Regulations" stipulate that performance bonuses of employees include earnings sharing and performance evaluation. Corporate governance, business performance, energy conservation and carbon reduction, and the development of the

Employee welfare targets and items	Concrete actions
	renewable energy business, as well as sustainable development-related items, are included in the general targets and KPIs of the Company to carry out the performance evaluation of managers and employees based on the KPI achievements of departments. The results of the performance evaluation are linked to the performance bonuses and remuneration of employees based on the calculation of the bonus formula.

B. Retirement system and its implementation status

The Company complies with the laws and regulations. Since July 1, 2005, the Company has been contributing 6% of the monthly salary to the individual pension account at the Bureau of Labor Insurance for new recruits and those who choose to apply for the new pension system. For initial employees who have opted for the old pension system and initial employees who have opted for the new pension system, the Company keeps their seniority under the old system and contributes 6.5% of their monthly salary to a dedicated account at the Bank of Taiwan as pension funds. For employees appointed by the organization and transferred to affiliates, the seniority of employees continued to be calculated, and employees were provided with more protection to achieve the purpose of talent circulation within the Group. The Company has established the "Employees Retirement Regulations" in accordance with the Labor Standards Act (old system) and the Labor Pension Act (new system) and the "Regulations Governing the Appointment, Dismissal, and Remuneration of Managers" for managers. Employees retire in accordance with these regulations and the Company's related retirement regulations.

Item	Description
Qualification for voluntary retirement applications of employees	<ol style="list-style-type: none"> 1. Employees who have worked for over 15 years and are 55 years old or above. 2. Employees who have worked for over 25 years. 3. Employees who have worked for over 10 years and are 60 years old or above. 4. Employees who have worked for over 10 years and the sum of their seniority and personal age exceeds 70 (more favorable than the Labor Standards Act).
Employees' retirement application procedures	<ol style="list-style-type: none"> 1. Retirement applications must be submitted at least one month in advance. Retirement applicants shall complete the "Retirement Application Form," together with supporting documents, and submit them in accordance with the approval authority for approval. 2. After the retirement is approved, the business and financial affairs he/she handles shall be set out in detail in the list before the effective date, and the handover procedures shall be completed in accordance with the "Job Handover Procedure List" and the "List of Job Handover" and sent to the personnel department for approval and archiving.
Implementation status of the new pension system	<ol style="list-style-type: none"> 1. Applicable law source: Labor Pension Act. 2. Appropriation method: The Company contributes 6% of employees' monthly wages based on whether their

Item	Description
	<p>monthly wages fall within the "grading scale of monthly pension contribution." The monthly pension contribution is deposited with the Bureau of Labor Insurance, and the latter is collected and processed by the Bureau of Labor Insurance, which is credited to the individual pension account held by the Bureau of Labor Insurance (the employee's name, ID No., and date of birth are the employee's account No.).</p> <p>3.Claim method: When a laborer meets the retirement requirements and retires, the laborer shall fill out and sign the "Labor Pension Application Form and Receipt" and apply with the Bureau of Labor Insurance. The laborer does not need to apply through the Company.</p> <p>4.The amount of contribution in 2024 was NT\$4,671 thousand.</p>
Implementation status of the old pension system	<p>1.Source of applicable laws: Labor Standards Act.</p> <p>2.Appropriation method: The Company contributes 6.5% of the monthly wages to the special account with the Bank of Taiwan.</p> <p>3.Claim method: When a laborer meets the retirement requirements and retires, he/she shall be given two base points for each full year of service according to his/her seniority. After 15 years of service (30 base points), one base point is given for each full year, up to a maximum of 45 base points. If the period is less than half a year, it will be counted as half a year. If the full half year has been completed, it will be counted as one year. The standard for pension base points refers to the average salary for the first six months at the time of approved retirement (one base point refers to the average salary for a month). The amount will be directly paid to the laborers by the Company after applying with the Bank of Taiwan.</p> <p>4.In 2024, the labor pension reserve appropriation amounted to NT\$3,309 thousand.</p> <p>5.The Company has a Labor Pension Fund Supervisory Committee, which convenes meetings and reaches resolutions on labor pension payment issues.</p>

C. Collective bargaining

Since the very beginning, the Company has attached great importance to labor-management relations; therefore, labor-management relations have always been harmonious. In terms of management philosophy, in addition to revealing the concept of "harmony," we also utilize various communication channels to understand the voices and thoughts of our employees of different levels. However, there was one labor-management dispute in 2024 as follows: An employee of the Company was adjusted to a non-executive position after the annual evaluation due to poor performance. The employee claimed that he/she was not satisfied with the evaluation results and claimed that the adjusted salary shall be paid by the Company (this is still pending in court. As this is a special case, the overall harmonious labor-management relations are not affected).

D. Protection of employees' rights and interests

The Company has established the "Personnel Management Rules" and the "Regulations Governing the Appointment, Dismissal, and Remuneration of Managers" and held labor-management conferences to ensure the implementation of relevant content and protect the rights and interests of employees.

(2) Human rights policy and concrete management plan

Taiwan Cogeneration Corporation has established various management systems in accordance with the relevant labor regulations, and is committed to complying with the "Universal Declaration of Human Rights," "United Nations Guiding Principles on Business and Human Rights," "International Covenant on Civil and Political Rights," "International Covenant on Economic, Social and Cultural Rights," and other international conventions of human rights to protect rights and interests of employees.

To ensure the physical and mental health of the Company's employees, eliminate workplace violence, and prevent workplace injuries and any physical or mental illegal violations, the Company has established a comprehensive prevention mechanism and regularly implements relevant preventive measures. Detailed records are retained for all implementation processes to ensure the transparency and efficiency of processing. In case of any unlawful infringement, employees can report them formally through the "report channels for unlawful workplace infringements" established by the Company to ensure that the problem can be quickly and properly addressed. In 2024, risk investigations on external illegal infringements and internal illegal infringements were conducted through managers and subordinate departments.

The Company has incorporated the human rights policy into its various management systems and has actively taken concrete actions to demonstrate the Company's determination to respect and defend human rights. For the Company's human rights concerns, goals and actions, risk mitigation measures, achievement evaluations, education and training, and complaints channels, please refer to the Company's website (<https://esg.cogen.com.tw/tw/Employee-Relations>).

(3) For losses suffered as a result of labor-management disputes in the most recent year and up to the publication date of the annual report, disclose an estimate of the losses that may be incurred currently and in the future and countermeasures. If a reasonable estimate cannot be made, the fact that a reasonable estimate cannot be made shall be described:

In the most recent year and up to the publication date of the annual report, the Company had harmonious labor-management relations. It did not suffer any losses due to labor-management disputes and is expected to have no such losses in the future.

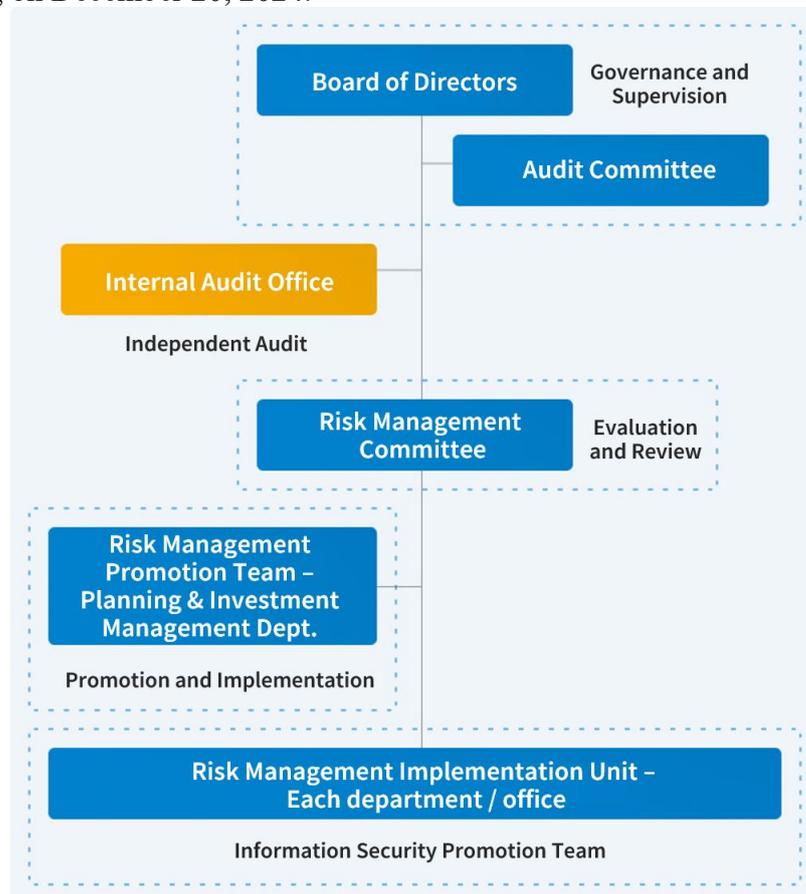
6. Cybersecurity management

(1) Describe the cybersecurity risk management structure, cybersecurity policies, concrete management plans, and resources invested in cybersecurity management:

A. Cybersecurity risk management structure

The cybersecurity risk management of the Company is included in the “risk management implementation plan,” and the Board has approved the establishment of the “risk management policy.” The Company continues to update the risk management plan to effectively reduce and control the risks of cybersecurity threats on the Company’s information assets.

The Risk Management Committee regularly convenes meetings, and the information security workforce is responsible for cybersecurity risk management items and the updates and formulation of the risk management plan on a rolling basis each year. The personnel from the information section of the Administration Department regularly examine the implementation status of cybersecurity risk management measures of the year based on the plan and regularly report to the Board regarding the risk management achievements. The “2024 cybersecurity management report” is completed during the year. The cybersecurity management status was described in the business report submitted by the President at the Board meeting on December 20, 2024.



B. Cybersecurity policy

The purpose of the cybersecurity policy is to actively make use of information technology and strengthen the operational management to allow the Company to operate and grow in a stable and safe environment. A comprehensive cybersecurity system shall be established to realize the concept of “everyone is responsible for cybersecurity” so as to ensure the confidentiality, completeness, availability, and legitimacy of information assets and crucial information infrastructure; an information security workforce is established for management.

The “cybersecurity policy” of the Company has established concrete targets and compliance policies:

- a. Conduct regular inventory, classification, and grading of information assets and crucial information infrastructure, carry out risk assessments for material information assets and crucial information infrastructure, and implement appropriate protective measures accordingly.
- b. The collection, processing, and use of personal data shall comply with the “Personal Data Protection Act.”
- c. The heads of departments shall pay attention to the recognition and control of confidential and sensitive data. For compliance with the cybersecurity policy, relevant regulations, and operational specifications, they shall be responsible for supervision, implementation, and audit, and compliance shall be implemented in the regular operations of departments and the daily work of employees.
- d. Comprehensive reporting and response measures for cybersecurity events shall be in place, and information security training shall be organized regularly to ensure business continuity.
- e. All employees shall fully understand the purpose of the cybersecurity policy and their duties.
- f. Regularly review the effectiveness of the cybersecurity management system.
- g. The cybersecurity policy and relevant operational specifications shall be appropriately amended based on the changes in businesses, information technology development, and the results of risk assessments.

C. Information security management plan

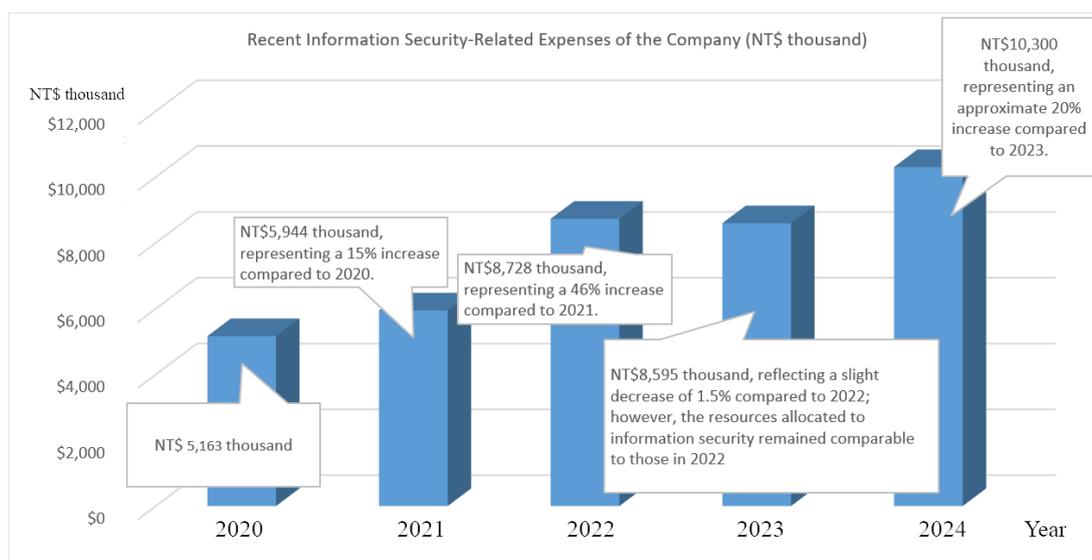
- a. The Company established its “information security workforce” on November 17, 2020 and formulated the information audit plan according to the “Regulations on Classification of Cyber Security Responsibility Levels of Level C Non-Specific Public Agencies” of the Executive Yuan for the members of the “information security workforce” to be responsible for information security management, planning, and promotion.
- b. Establish the internal information audit plan and cybersecurity audit items of the Company and organize the cybersecurity internal control self-evaluation operations and other relevant advancement acts.
- c. Announce the “Taiwan Cogeneration Corporation Cybersecurity Policy” and the “Taiwan Cogeneration Corporation Information Security Management System” and disclose relevant operating standards in the corporate governance regulations on the website.
- d. We appointed “members of the information security workforce” on October 25, 2023 to assume the position of the dedicated information security officer and dedicated information security personnel required by the competent authority.
- e. In 2024, we supervised power plants that we invested in to introduce information security-related monitoring service systems. In 2024, Star Buck Power and Star Energy Power completed the “information security diagnosis,” “penetration test,” “system vulnerability screening,” and other information security testing services.
- f. Establish the information security education and training plan” each year. In 2024, the “social engineering and e-mail security” and “personal information security protection and mobile device use safety” were organized in 2024. Carry out two times of e-mail social engineering security testing drills for employees from time to time each year and conduct course promotion after the drills to improve the awareness of all employees in terms of social engineering and information security.
- g. To strengthen information security protection, the Company outsourced the SOC

information security monitoring center and set up an information security endpoint detection system and response services.

h. The Company conducts information equipment security diagnosis, information system penetration tests, and vulnerability screenings on a yearly basis.

D. Invest resources in information security management

Regarding the equipment and resources invested by the Company in information security management in recent years, funding invested in equipment and resources related to information security management has been increasing since 2020, as shown in the figure. A growth of approximately 15%, a growth of approximately 46%, a slight decrease of 1.5%, and a growth of approximately 20% were recorded in 2021, 2022, 2023, and 2024, respectively. Relevant resource investments indicate the support and emphasis of the management on cybersecurity management.



(2) Disclose the losses suffered as a result of material cybersecurity events in the most recent year and up to the publication date of the annual report, possible effects and countermeasures. If a reasonable estimate cannot be made, the fact that a reasonable estimate cannot be made shall be described: None.

7. Important contract

Nature of contract	Parties involved	Start/end date of contract	Main content	Restrictive terms
Fuel procurement contract	Sino-Indo Company Limited	2024.1 - 2024.9 2025.1~2025.4	Coal supply contract of Guan-tian Plant	-
Fuel procurement contract	Full Winner Co., Ltd.	2024.1 - 2024.3 2024.7~2025.2 2025.5	Coal supply contract of Guan-tian Plant	-
Fuel procurement contract	Lea Jie Energy Co., Ltd.	2024.7~2024.12	Coal supply contract of Guan-tian Plant	-
Financing contract	Mizuho Bank	2024.8~2026.8	Bank credit loans	-
Financing contract	Sumitomo Mitsui Banking Corporation	2024.8~2026.7	Bank credit loans	-
Financing contract	DBS Bank	2024.2~2028.2	Bank credit loans	-
Joint venture agreement	Sun Ba Power Corporation	2000.7.31	Joint venture agreement	-
Joint venture agreement	Star Energy Power Corporation	2000.7.31	Joint venture agreement	-
Joint venture agreement	Star Buck Power Corporation	2006.8.2	Joint venture agreement	-
Joint venture agreement	Kuo Kuang Power Co., Ltd	2011.1.19	Joint venture agreement	-
Energy sales and purchase (S&P) contract	Taiwan Power Company	2000.12.4	Electricity S&P agreement of Guan-tian Plant	-
Energy (S&P) contract	Chia Her Industrial Co., Ltd.	2024.12.1 - 2027.11.30	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	I-Hwa Industrial Co., Ltd.	2022.12.1 - 2024.11.30	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	KUANG TAI Metal Industrial Co.,Ltd.	2017.3.15 - 2032.3.14	Electricity/steam supply contract of Guan-tian Plant	-
Energy (S&P) contract	Syndyne Industrial Co.,Ltd.	2017.3.15 - 2032.3.14	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	Sunny Environmental Consultants, Ltd.	2017.8.20 - 2034.8.19	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	CSB Energy Technology Co., Ltd.	2021.1.1 - 2027.3.14	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	TTET Union Corporation	2021.1.1 - 2031.2.20	Steam S&P contract of Guan-tian Plant	-
Energy (S&P) contract	Shin Agri Tech Co., Ltd.	2021.1.1 - 2029.1.31	Steam S&P contract of Guan-tian Plant	-
Engineering contracting contract	Ørsted A/S	2018.11.6 -	Greater Changhua Wind CHW01+02a Onshore Substation Turnkey Project	-
Engineering contracting contract	Ørsted A/S	2022.9 -	Greater Changhua NW and Greater Changhua SW Offshore Wind Power Project Onshore Booster Station	-
Engineering contracting contract	Taiyen Biotech Co., Ltd.	2019.10.1 -	Tongxiao Tourism Factory cogeneration equipment replacement and new construction	-
Engineering contracting contract	CPC Corporation	2021.3.3 -	L10502 Guantang LNG Plant onshore pipeline and gas station construction	-

Nature of contract	Parties involved	Start/end date of contract	Main content	Restrictive terms
Engineering outsourcing contract	Yung Loong Engineering Corporation	2021.3.3 -	L10502 Guantang LNG Plant onshore pipeline and gas station construction	-
Renewable energy (S&P) contract	TSMC	2020.9~ 2048.8	Green energy S&P contract of Taiwan Cogeneration Corporation	-
Renewable energy (S&P) contract	VisEra Technologies Company Limited	2022.2~ 2027.2	Green energy S&P contract of Taiwan Cogeneration Corporation	-
Renewable energy supply contract	Chia Nan Industrial Co., Ltd.	2021.10~ 2026.9	Green energy supply contract of Taiwan Cogeneration Corporation	-
Renewable energy supply contract	Tianji Power Co., Ltd.	2024.1 - 2042.12	Green energy supply contract of Taiwan Cogeneration Corporation	-
Operation repair and maintenance contract	Enercon Taiwan Ltd.	2022.7~ 2023.6	Wind power generating unit operation repair and maintenance contract	-

V. Review and analysis of financial position and financial performance, and risks

1. Financial position

Financial Position Comparison and Analysis Table

Unit: NT\$ thousand

Item \ Year	2024	2023	Amount increased (decreased)	Ratio increased (decreased) (%)
Current assets	8,018,006	5,831,001	2,187,005	38
Long-term investment	13,821,210	14,000,694	(179,484)	(1)
Property, plant and equipment	4,082,756	4,286,965	(204,209)	(5)
Other assets	1,361,530	2,036,353	(674,823)	(33)
Total assets	27,283,502	26,155,013	1,128,489	4
Current liabilities	8,564,680	5,620,730	2,943,950	52
Non-current liabilities	3,335,018	4,946,617	(1,611,599)	(33)
Total liabilities	11,899,698	10,567,347	1,332,351	13
Share capital	7,302,820	7,302,820	-	-
Capital reserve	2,621,919	2,621,919	-	-
Retained earnings	5,491,377	5,534,022	(42,645)	(1)
Other equity	(32,312)	(9,189)	(23,123)	(252)
Non-controlling interests	-	138,094	(138,094)	(100)
Total equity	15,383,804	15,587,666	(203,862)	(1)
<p>Analysis of changes in the ratio:</p> <ol style="list-style-type: none"> 1. Increase in current assets: Mainly due to the increase in contract assets resulting from the increase in the progress of the Ørsted Phase 2 Project. 2. Decrease in other assets: Mainly due to the decrease in operating franchise assets resulting from the disposal of Yi Yuan Corporation in May 2024. 3. Increase in current liabilities: Mainly due to the reclassification of corporate bonds payable in the amount of NT\$1.9 billion in the initial non-current liabilities to current liabilities resulting from the expiry in 2025. 4. Decrease in non-current liabilities: Mainly due to the reclassification of corporate bonds payable in the amount of NT\$1.9 billion in the initial non-current liabilities to current liabilities resulting from the expiry in 2025. 5. Decrease in other equity: Mainly due to the decrease in the unrealized gains of financial products. 				

2. Financial performance

(1) Financial Performance Comparison and Analysis Table

Unit: NT\$ thousand

Item	2024	2023 (Restated)	Amount increased (decreased)	Ratio increased (decreased) (%)
Operating income	9,132,234	5,283,970	3,848,264	73
Operating costs	8,351,545	4,727,724	3,623,821	77
Realized (unrealized) gains with affiliates	32,249	(23,699)	55,948	(236)
Realized gross profit	812,938	532,547	280,391	53
Operating expenses	377,060	534,691	(157,631)	(29)
Net operating gain (loss)	435,878	(2,144)	438,022	(20,430)
Non-operating income and expenses	998,284	1,327,523	(329,239)	(25)
Net profit before tax	1,434,162	1,325,379	108,783	8
Income tax expenses	80,186	65,439	14,747	23
Losses from discontinued operations	7,200	17,555	(10,355)	(59)
Net profit for the year	1,346,776	1,242,385	104,391	8
Net profit attributable to the owners of the parent company	1,349,638	1,252,275	97,363	8
<p>Analysis of changes in the ratio:</p> <ol style="list-style-type: none"> 1. Increase in operating income: Mainly due to the progress of Ørsted Phase 2, Techzone Project, and offshore Phase 2, and other projects being more than the preceding year. 2. Increase in operating costs: Mainly due to the progress of Ørsted Phase 2, Techzone Project, and offshore Phase 2, and other projects being more than the preceding year. 3. Increase in realized gains with affiliates: Mainly due to the realization of the initially unrealized gains during the period for the Sun Ba phase 2 construction contracted by the subsidiary Star Energy Corporation. 4. Decrease in operating expenses: Mainly due to the share subscription expenses of employees recognized for the capital increase in cash in 2023, and there were no such expenses in 2024. 5. Decrease in non-operating income and expenses: Mainly due to the decrease in investment income. 6. Increase in income tax expenses: Mainly due to the increase in the profits of the main business. 7. Decrease in losses of discontinued operations: Mainly due to the discontinuation of the increase in recognition of relevant investment income or loss starting from the delivery date resulting from the delivery of the equity in Yi Yuan Corporation held by the Company to Fabulous Power Co., Ltd. on May 22, 2024. 				

(2) Possible effects on the Company's future finance and business, and countermeasures

With the growth in the Company's business, the business scale is constantly expanding. The Company seeks long-term capital sources for finance to respond to capital expenditures and allow the financial structure to become healthier through the improvement in financial ratios.

3. Cash flow

(1) Changes in consolidated cash flow in the most recent year:

Unit: NT\$ thousand

Cash at the beginning of the period Balance	Net cash flow from operating activities throughout the year	Net cash flow from investing and financing activities throughout the year	Cash surplus	Remedies for cash deficit	
				Investment plan	Wealth management plan
1,922,822	1,270,028	(1,349,484)	1,843,366		

A. Cash flow analysis:

a. Operating activities:

The net cash inflow of approximately NT\$1.27 billion was primarily due to the net income and expenditure of the main business and the receipt of cash dividends from investees.

b. Investing and financing activities:

The net cash outflow of approximately NT\$1.349 billion was primarily due to the distribution of cash dividends, the settlement of short-term commercial paper, and the increase in property, plant and equipment.

B. Improvement plan for insufficient liquidity: There is no cash deficit.

(2) Consolidated cash flow analysis for the coming year:

Unit: NT\$ thousand

Cash at the beginning of the period Balance	Estimated net cash flow from operating activities throughout the year	Estimated net cash flow from investing and financing activities throughout the year	Estimated cash surplus	Remedies for cash deficit	
				Investment plan	Wealth management plan
1,843,366	1,229,813	(313,862)	2,759,317		

A. Cash flow analysis:

a. Operating activities:

The estimated net cash inflow of approximately NT\$1.23 billion was primarily due to the operating profit from core business and the receipt of cash dividends from investees.

b. Investing and financing activities:

The estimated net cash outflow of approximately NT\$310 million was primarily due to the investment in natural gas power generation and wind power, the distribution of cash dividends, and the increase in property, plant and equipment.

B. Remedial measures for estimated cash deficit and liquidity analysis: None.

4. Impacts of major capital expenditures on finance and business in the most recent year

(1) Utilization of material capital expenditures and funding sources

Unit: NT\$ thousand

Project	Actual or expected sources of funds	Actual or expected date of completion	Total funds required	Actual or intended use of funds						
				2023 actual	2024 actual	2025 expected	2026 expected	2027 expected	2028 expected	2029 expected
Investment in natural gas power generation	Self-owned + borrowings	2028	7,083,658	0	0	3,637,458	574,485	1,579,656	1,292,059	0
Investment in PV	Self-owned + borrowings	2026 to 2029	8,940,450	0	0	1,577,760	1,662,690	1,650,000	2,550,000	1,500,000
Investment in onshore wind power	Self-owned + borrowings	2025 to 2027	10,853,304	0	278,222	2,794,078	4,133,052	3,647,952	0	0
Investment in geothermal power generation	Self-owned + borrowings	2026	26,952	0	0	14,824	12,128	0	0	0
Investment in co-use booster stations	Self-owned + borrowings	2023 to 2025	1,760,000	1,366,672	107,016	206,312	0	0	80,000	0

(2) Expected benefits:

The investment benefits are expected to be realized after the commercial operations of power plants or investment projects.

5. The investment policy in the most recent year, the main reasons for gain or loss, the improvement plan, and the investment plan for the coming year:

The Company's investments are long-term investments to expand domestic and overseas power plants. In 2024, the investment income recognized using the equity method in the parent company only financial statements was NT\$1,279,015 thousand. For the information on investees, please refer to Annex 6 of the 2024 standalone only financial statements. In the future, the Company will continue to invest in the expansion of domestic and foreign power plants or cogeneration plants.

6. Risks and assessments in the most recent year and up to the publication date of the annual report

(1) Effects of changes in interest rates, exchange rates, and inflation in the most recent year on the Company's profit and loss, and future countermeasures:

A. Changes in interest rate

The Company's interest rate risk is mainly from long-term liabilities arising from material capital expenditures. To reduce the risk of interest rate rise, the Company keeps abreast of market changes and develops hedging measures to minimize the impact of changes in interest rates on the Company's profit and loss. In terms of assets, given high liquidity, protection of principal and credit risk factors, the fixed deposits of large banks or short-term bills guaranteed by them are mainly engaged to ensure the principal and the Company's financial risk.

B. Changes in exchange rates

The Company's foreign currency expenditures are mainly to finance the purchase of fuels for power plants and major capital expenditures. In terms of hedging planning against changes in foreign currency prices, in addition to actively collecting information on changes in the exchange rate market and monitoring the changes in the exchange rate market at all times, it also plans and studies the corresponding measures while maintaining close contact with main banks with dealings. It minimizes exchange rate risk by purchasing forward exchange or spot exchange rate risk in response to exchange rate risk.

C. Inflation and deflation

The Company's current main market is the domestic market. Since electricity demand is the basic demand for industry and people's livelihood, as compared to inflation and deflation, there shall be no material effect based on the Company's assessment.

- (2) Policy on engaging in high-risk and high-leverage investments, lending of funds to others, endorsement and guarantee, and transactions of derivatives in the most recent year, main profit or loss factors, and countermeasures in the future:

From the beginning of 2024 to the publication date of the annual report, the Company did not engage in high-risk and high-leverage investments. The Company did not engage in loaning of funds to others during the year.

The Company provided a guarantee of NT\$204 million to its sub-subsidiary Chingshuei Geothermal Power Corporation, primarily due to the application of a facility of NT\$400 million of the company with the bank, and the Company is the joint guarantor based on 51% of its shareholding ratio. As the Company disposed of all equity of Yi Yuan Corporation on May 22, 2024, the bank sent a letter to inform the Company that the joint guarantee responsibility to Chingshuei Geothermal Power Corporation was canceled on May 23. Therefore, the endorsement and guarantee limit and the withdrawn amount initially provided by the parent company to the sub-subsidiary were canceled on the day.

The Company engages in derivative transactions for hedging purposes instead of trading or speculative operations. In addition, to control financial trading risks, the Company established internal management regulations and operating procedures based on healthy finance and operations according to laws, regulations, and requirements of the Securities and Futures Bureau, including the "Loaning of Funds and Making of Endorsements/Guarantees Operating Procedure" and "Procedures for Acquisition or Disposal of Assets."

- (3) Future R&D plans and expected R&D expenses:

The Company and its subsidiaries are mainly providing services related to the energy and electricity industry and engineering consultant, for which R&D is not applicable; therefore, no expenses are provided.

- (4) Impacts of changes in important domestic and foreign policies and laws on the Company's finance and business, and countermeasures:

In response to climate change and the carbon reduction trends of the international supply chain, the government in Taiwan announced the target of "net zero emissions by 2050" and announced the amended "Climate Change Response Act" in 2023 to include the net zero target into the law. The government further announced the three implementing rules for carbon fees in 2024 to establish the future carbon fee charging system and the reduction plan implementation methods. Domestic environmental protection regulations and standards have been becoming more stringent, which is unfavorable for coal-fired power plants. In the

future, if the surplus electricity rate of cogeneration systems is included in the pricing of electricity carbon emission factor, it may result in an increase in the operating costs of cogeneration plants. In addition, in accordance with the electricity allocation under the mass connection of renewable energy to grids, gas-fired power plants shall be implemented in combination, and there are market requirements for the expansion of existing power plants and new construction of power plants; however, the existing gas-fired power plants shall reduce the power generation to provide partial ancillary service abilities, which may affect the operating efficiency of the invested IPPs. The Company will continue to focus on relevant regulations. At present, mixed-burning SRF substitution fuels are added, and the Company is actively seeking sources of substitution fuels to reduce the consumption of coal and carbon emissions. We will evaluate the feasibility of the renovation of gas-fired generating units to make early responses to reduce effects and impacts. Furthermore, in addition to actively investing in the development of renewable energy, the Company continues to expand the renewable energy operation repair, maintenance, and retailing, energy storage, ancillary market, and other businesses in the hope of achieving innovative and diverse development and becoming an electricity business group that can provide comprehensive services.

- (5) Impact of science and technology development and industrial changes on the Company's finance and business, and countermeasures: None.
 - (6) Impacts of changes in the corporate image on the management of corporate risks and the countermeasures: None.
 - (7) Expected benefits and possible risks of mergers and acquisitions and the countermeasures: None.
 - (8) Expected benefits and possible risks of the expansion of plants and the countermeasures: None.
 - (9) Risks associated with concentrated purchases or sales and countermeasures: None.
 - (10) Impacts and risks of transfer or exchange of stock options in large quantities by Directors, supervisors, or major shareholders holding more than 10% of all shares on the Company and the countermeasures: None.
 - (11) Impacts and risks of the change in the management on the Company, risks, and countermeasures: None.
 - (12) Litigation or non-litigation events. List the major litigation, non-litigation or administrative disputes that the Company and its Directors, supervisors, President, substantive responsible persons, major shareholders holding more than 10% of its shares, and affiliates which have been adjudicated or are still underway, and the results which may have a significant impact on shareholders' equity or securities prices; disclose the facts of the dispute, the amount of the subject matter, the date of commencement of the litigation, the key parties involved in the lawsuit and the handling status as of the publication date of the annual report: Please refer to Seven.
 - (13) Other important risks and countermeasures: None.
7. Other important matters: None.

VI. Special notes

1. Information on affiliates:

Regarding the affiliation report with affiliates in 2024 and other information, please visit the section for the statements of affiliates on MOPS for inquiries. (Link: https://doc.twse.com.tw/server-java/t57sb01?step=1&colorchg=1&co_id=8926&year=&mtype=K&isnew=true).

2. Private placement of securities in the most recent year up to the publication date of the annual report: None.

3. Other matters that require additional description: None.

VII. Set out matters with material impacts on the rights and interests of shareholders or stock prices as stated in subparagraph 2, paragraph 3, Article 36 of the Act in the most recent year and up to the publication date of the annual report:

1. IPPs invested in by the Company were involved in an event violating the Fair Trade Act, and penalties were imposed by the Fair Trade Commission, Executive Yuan; at present, the progress in the administrative litigation and the appeal is as follows:
 - (1) Regarding the Fair Trade Commission imposing fines on nine domestic IPPs in March 2013 for the violation of the Fair Trade Act, four IPPs invested in by the Company have expressed that there was no violation of the Fair Trade Act due to the joint refusal of the downward adjustment of the S&P electricity rates with other IPPs as described by the Fair Trade Commission, and attorneys at law have been engaged for assistance, respectively. After the companies proposed the administrative appeals, the Executive Yuan decided to partially revoke the fines and that the Fair Trade Commission shall otherwise make dispositions that are more in line with the law; the remaining part of the appeals were dismissed (i.e., recognizing there were concerted actions). Regarding the dismissed part of concerted actions, each of the IPPs filed administrative litigation with the Taipei High Administrative Court in November 2013, and the Taipei High Administrative Court ruled that IPPs won and revoked the disposition for concerted actions recognized by the Fair Trade Commission on October 20, 2014, after the trial. Subsequently, the Fair Trade Commission filed appeals to the Supreme Administrative Court, and the Supreme Administrative Court reversed the judgments of the Taipei High Administrative Court and remanded the cases at the end of June 2015. The Taipei High Administrative Court ruled that IPPs won on May 25, 2017; however, the Fair Trade Commission filed appeals on June 22, 2017, and the Supreme Administrative Court reverse the judgments of the Taipei High Administrative Court on September 6, 2018, subsequently and remanded the cases. The Taipei High Administrative Court ruled again that IPPs won on May 13, 2020; nonetheless, the Fair Trade Commission filed appeals in June 2020, and the Supreme Administrative Court reversed the judgments of the Taipei High Administrative Court and dismissed IPPs' litigations from June to August 2022., and all IPPs proposed petitions for rehearing as the relief. After the trial of the Supreme Administrative Court, the judgments for the part of concerted action and competitive relationships between Sun Ba Power and Star Energy Power was transferred to the Taipei High Administrative Court for rehearing, and the petition for rehearing of the part of consensus of the concerted actions was dismissed. In addition, the petition for rehearing raised by Star Buck Power and Kuo Kuang Power was also dismissed.
 - (2) Furthermore, for the fines, the Fair Trade Commission made the new dispositions on July 10, 2014, to impose a fine of NT\$489 million, NT\$392 million, NT\$371 million, and NT\$100 million on Sun Ba Power, Star Energy Power, Kuo Kuang Power, and Star Buck Power, respectively. As part of the concerted actions of IPPs prevailed the litigation at the Taipei High Administrative Court, the Petition Reviewing Commission, Executive Yuan, dispatched letters to the IPPs to explain the appeal procedures for the cases in the middle of December 2014, and the review of the appeal procedures are suspended before the final judgments by the Supreme Administrative Court regarding the concerted actions of IPPs. However, due to the final judgments of the Supreme Administrative Court above, the

Petition Reviewing Commission, Executive Yuan, reinitiated the appeal procedures and dismissed the appeals proposed by IPPs on April 14, 2023. The IPPs filed administrative litigations regarding the fines imposed by the Fair Trade Commission and the Executive Yuan's appeal decisions in June 2023 as relief, and the cases are under trial by the Taipei High Administrative Court.

2. Based on the reason in September 2015 that IPPs invested in by the Company caused damages to Taipower due to the concerted action in violation of the Fair Trade Act, Taipower raised requests to the Taipei High Administrative Court and the Civil Court of the Taipei District Court, respectively, as follows:
 - (1) It filed administrative litigations with the Taipei High Administrative Court to claim a large amount of damages, and the amounts are NT\$2.5 billion, NT\$4.4 billion, NT\$2.4 billion, and NT\$200 million from Star Energy Power, Sun Ba Power, Kuo Kuang Power, and Star Buck Power, respectively. Subsequently, Taipower expanded the claims of its litigations, and the amounts became NT\$2.49 billion, NT\$4.26 billion, NT\$2.49 billion, and NT\$420 million from Star Energy Power, Sun Ba Power, Kuo Kuang Power, and Star Buck Power, respectively. Afterward, as the Taipei High Administrative Court considered that it lacked jurisdiction over the cases and determined to transfer the cases to the Civil Court. Even though Taipower filed interlocutory appeals for the judgments, the Taipei High Administrative Court dismissed its appeals; therefore, the Taipei High Administrative Court transferred the cases to the Taipei District Court. Nonetheless, Taipower withdrew the litigations in June 2020; therefore, the cases are deemed never filed.
 - (2) For the civil litigations filed with the Civil Court of the Taipei District Court, the damages claimed were NT\$2.489 billion, NT\$4.257 billion, NT\$307 million, and NT\$2.49 billion from Star Energy Power, Sun Ba Power, Star Buck Power, and Kuo Kuang Power, respectively. Regarding Star Buck Power, the Taipei District Court made the judgment on February 8, 2018, and for Sun Ba Power, Star Energy Power, and Kuo Kuang Power, the judgment was made on June 19, 2018. Both judgments considered that the statement of Taipower was not reasonable and dismissed Taipower's litigation; however, Taipower filed appeals for both judgments. The Taiwan High Court ruled that the appeal of Taipower is not reasonable regarding the part of Sun Ba Power, Star Energy Power, and Kuo Kuang Power on November 9, 2021, and ruled that the appeal of Taipower is not reasonable regarding the part of Star Buck Power on December 28, 2022. However, as Taipower filed appeals for the judgments, the cases were transferred to the Supreme Court. The Supreme Court considered that the part for Star Buck Power is to be clarified; therefore, it reversed the judgment and remanded the case on November 22, 2023, and the part for other IPPs is under trial by the Supreme Court.